



SASKATCHEWAN ROWING ASSOCIATION

Policy and Procedure Manual

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THE SASKATCHEWAN ROWING ASSOCIATION

The Saskatchewan Rowing Association (SRA) is the provincial sport governing body (PSGB) recognized by the provincial government, Sask. Sport Trust and the National Sport Governing Body (Rowing Canada Aviron) to govern the sport of rowing in the province of Saskatchewan.

The SRA is incorporated under the Non-Profit Corporations Act and, as such, as a non profit organization according to the rules and regulations of the Act.

The SRA operations and programs are governed by articles in the Constitution duly ratified and amended by the members of the association.

OFFICE LOCATION AND OPERATION

The office of the Association is located at:

510 Cynthia Street

Saskatoon, Saskatchewan

S7L 7K7

saskrowing@sasktel.net

Phone: 306-975-0842

Fax: 306-242-8007

Attn: Saskatchewan Rowing Association

Office will be open on a regular basis, individuals wishing to drop into the office are asked to first contact to Administrative Assistant to ensure staff will be available. If staff is not available messages may be left on the answering machine.

MISSION STATEMENT

The SRA is dedicated to the promotion and development of the sport of rowing for all individuals in addition to the development of competitive excellence. The promotion and development will be achieved through the provision of:

- Program Leadership
- A Communication Network
- Financial Resources

VISION

The vision of the SRA is to have a rowing community that is effective in:

- including those who have not traditionally been involved;
- development of coaches in both quality and quantity. Education in values, ethics and code of conduct;
- providing opportunities for excellence in competition; and
- the evolution from grant dependency to increased self-sufficiency through corporate sponsorship, planned giving and/or business developments

FINANCIAL POLICY AND PROCEDURES

FISCAL YEAR

April 1 to March 31.

SIGNING AUTHORITY AND BANKING

One or more bank accounts shall be kept by the Association in a Chartered Canadian Bank. All cheques shall be signed by any two authorized signing officers, two in Regina and two in Saskatoon.

FINANCIAL STATEMENTS AND BUDGET CONTROL

All financial transactions of the Association shall be recorded by the Administrative Assistant. Monthly statements will be prepared by and distributed to all Board members by the Administrative Assistant. The Board of Directors shall approve and monitor all budgets and revisions.

CONTROL OF FINANCES

The accounting of the Association shall be the responsibility of the Administrative Assistant and monitored by Sask Sport Inc.

AUDIT

The Association, as a registered Non-Profit Association and member of Sask. Sport, is required to undergo an annual audit by an accounting firm which is registered with the Institute of Chartered Accountants, Society of Management Accountants or Certified General Accountants. Each annual audit will be done within two months following year end by the accounting firm of the Association's choice.

REMUNERATION OF EXPENSES

TRAVEL

When using a personal vehicle, travelers are encouraged to travel together whenever possible.

\$.41/km for regular travel

\$.54/km when towing a trailer

When other methods of travel (including air, bus, taxi, etc) are required, travelers are encouraged to use the least expensive method of transportation available. **In the case of rental vehicle original gas receipts are required (mileage rates do not apply)**

ACCOMMODATION

Accommodation expense shall include room and appropriate taxes only.

Travelers will be reimbursed for actual expenses, **original receipts are required.**

MEALS

Meal expense shall include meal and appropriate taxes only. Travelers will be reimbursed for actual expenses up to a maximum of \$40.00, **original receipts are required.**

EXPENSE CLAIM FORMS

Individuals or clubs requesting reimbursement for expenses must submit a signed and dated expense claim form with receipts attached.

OTHER

All other expenses and purchases should be itemized and supported by receipts.

The claimant is offered the option of turning some or all of the claim back to the Association (a tax receipt can not be provided as we are not a registered charity). The claimant must sign the expense claim form and have it approved by the Vice-President Administration. A cheque will be drawn and forwarded as soon as possible to the claimant.

See Appendix 2 for Expense Claim Form

SASK SPORT INC. ANNUAL FUNDING

The Association is recognized by Rowing Aviron Canada as the provincial sport governing body for rowing in Saskatchewan. As a recognized PSGB, the Association has the right to become an active member of Sask. Sport Inc., which through the support of the Saskatchewan Lotteries is able to offer financial assistance and a variety of programs to their members.

Annual funding allows PSGB's the opportunity to secure funds for the operation of their Association based on select criteria.

A Sport Profile is submitted annually to Sask Sport Inc. Typically the deadline for application is February of each year. Upon receipt and utilization of funds made available to the Association, all appropriate follow-up reports and supporting documentation must be submitted to Sask. Sport Inc. within 90 days of the Association's year end.

OTHER SOURCES OF FUNDING

MAP grant – SRA's Membership Assistance Program (MAP) Funding Support is based on the Map funding process which generates eligible levels based on each sport's individual performance statistics from an association's most recently submitted Annual Funding Profile Follow up Report. Details on the information used to calculate eligible MAP funding levels are outlined in the Sport Section Trust grant cycle within the MAP section of the Online Sport Profile Application. MAP funding level is approved at the time of the review of the Annual funding Sport Profile application.

See Section MAP grant.

Canada Games Funds

Future Best

Canada Games Coach Employment Grant

Membership Fees

Self Help

AFFILIATIONS WITH OTHER ORGANIZATIONS

ROWING CANADA AVIRON

Rowing Canada Aviron is the national federation responsible for the sport of rowing in Canada, under the auspices of the Federal Government and Sport Canada. All members of the Saskatchewan Rowing Association are also members of Rowing Canada Aviron.

SASK SPORT INC.

The Saskatchewan Rowing Association shall be affiliated with Sask. Sport Inc., and subject to the rules and regulations of that body as applicable. Sask. Sport Inc., is non-profit, non governmental **organization** representing amateur sport in Saskatchewan.

SASK LOTTERIES TRUST FUND

The Sask Lotteries Trust Fund is a fund administered by an elected Board of Directors (under Sask Sport Inc.), representing Sport, Culture and Recreation groups across Saskatchewan. Sask Lotteries funds sports, culture and recreation groups and organizations, including the Saskatchewan Rowing Association.

SASKATCHEWAN SPORTS HALL OF FAME AND MUSEUM

The Sask Sport Hall of Fame and Museum is a non-profit organization whose purpose it is to recognize the achievements of outstanding Saskatchewan amateur sport figures and to maintain archives and history of sport in Saskatchewan.

ADMINISTRATION CENTRE FOR SPORT, CULTURE AND RECREATION

The Administration centre was developed to provide provincial sport, culture and recreational organizations with office space, printing, mailing and other administrative services.

COACHES ASSOCIATION OF SASKATCHEWAN

This Association works in the development of coaches and leaders in sport in Saskatchewan. The Association also administers the National Coaching Certification Program (NCCP) records.

BOARD OF DIRECTORS

MAKE UP

The following officers are elected in alternating years at the Annual General Meeting held in the fall of each year and make up the Board of Directors of the Association.

President (Chairman)	even years
Vice-President – Administration	odd years
Vice-President – Marketing	odd years
Vice-President – Development	even years
Vice-President – High Performance	odd years
Vice-President – Programs	even years
Past President (Chairman)	
Representatives from each club with an SRA membership of 24 or more.	

The Past President (Chairman) of the Association, although not an elected position, will be considered a Director of the Association with full voting powers. Elected officers will serve a two year term. In the event of a vacant position the Board may fill the position by appointment until the

next Annual General Meeting or Fall General Meeting at which time an election will be held to complete the original term of office.

ROLES AND RESPONSIBILITIES

PRESIDENT

The president is responsible for the overall operations of the Association including the Strategic Plan and will act as the Chairman at SRA Board of Directors Meetings. The president shall serve as the SRA representative to Sask. Sport Inc. and liaison to RCA in the Past Presidents absence and is responsible for revisions and maintenance of the Policy and Procedure Manual.

Typically board meetings are held quarterly either by conference call or alternated between Regina, Saskatoon or points in between. A typical schedule of meetings would be:

1. mid July to discuss activities from April 1st to June 30th (usually conference call)
2. mid October to discuss activities from July 1st to September 30th this meeting is a combined meeting/planning session to review the first 6 months of the fiscal year and plan the AGM.
3. The AGM is held mid November.
4. mid January meeting is held to discuss October 1st to December 31st and combined with a mid winter planning session where application for annual funding is discussed and finalized.
5. mid April meeting is held to discuss activities from January 1st to March 31st.

An audit within 30 days of year end completion is conducted – a special meeting to approve the audit must be conducted.

PAST PRESIDENT

The Past President serves as the RCA Liaison and as such represents SRA at all of RCA Board of Directors meetings, reviews the Articles of Continuance and Bylaws and is Chairperson of the Nominations committee. The board of RCA meets

VICE-PRESIDENT – ADMINISTRATION

The VP Administration is responsible for the overall financial management of the Association including:

- Annual funding (submission and follow up)
- Administrative Assistant
- Financial coordinating role to each VP
- Budget Preparation
- The VP Admin. Also Oversees membership records and equipment inventory.

Busy times for the VP admin would be the time period leading up to the fund application (mid February) and March when the year end statement is prepared for the audit and follow up report which is due July 1st of every year.

VICE-PRESIDENT – HIGH PERFORMANCE

The VP High Performance is responsible for the Provincial Team and Coach (technical portion) as well as:

- Recruitment and mentoring of coaches
- Athlete Assistance (criteria, priorities, follow up)
- Coach Development (clinics etc.) A high performance committee, made of representatives from each club and chaired by VP High Performance is formed to aid in decisions regarding Athlete assistance and approval of team selection criteria.

VICE-PRESIDENT – MARKETING

The VP Marketing is responsible for the marketing of rowing in Saskatchewan including:

- Sponsorship Development
- public relations, media releases
- Athlete of the Month nominations to Sask Sport
- Sport Legacy Liaison
- Data Collection (results SRA members from local, national and international regattas)
- SRA and Sask. Sport Inc. annual awards nominations along with the provincial coaches

VICE-PRESIDENT – PROGRAMS

The VP Programs is responsible for:

- Risk Management
- Official Development
- Annual General Meeting logistics along with Admin. Asst.
- Special Rowing programs ie Recreational, Masters, Adaptive, touring

As programs develop they move from VP development portfolio into VP programs portfolio. VP Programs, VP Development in consultation with the President may select individuals to aid in the coordination of programs (example – Provincial Adaptive Coordinator).

VICE-PRESIDENT – DEVELOPMENT

Responsible for the following:

- new club development
- MAP (membership assistance program)

The VP Development may hire a development coordinator to assist with developmental projects within the province, the salary of which would be calculated within developmental budget. Hours and time of employment are as the budget permits and at the discretion of VP Development. The following is an example description of such a position:

SRA Development Facilitator/Coach

The position of SRA Administrative Assistant/Development Facilitator/Coach will require extensive travel throughout Saskatchewan. A valid driver's license and experience pulling a boat trailer will be essential. Applicants will also require NCCP level 1 coaching certification or be working towards same. An applicant should be well organized and a confident communicator. The position will require time spent working in the SRA office and assisting with the operation of same.

The successful candidate shall:

- reestablish contacts with zone coordinators from the previous year and establish new contacts in promising areas of the province staying within allocated development budget.
- ensure that all necessary forms and information are distributed to zone coordinators prior to the SRA facilitator's arrival.
- check that all required equipment is in a good and safe working order (boats, trailer, life jackets, etc...) and that the proposed site has a safety boat available.
- address any lack of necessary equipment or materials required.
- communicate safety guidelines to the zone coordinators so they may assist in preparation and monitoring of the proposed site.
- coach at the camps and identify other coaches from the clubs that can assist.
- identify those in the community with whom the SRA can continue to build relationship and sustain a presence.
- create documents for feedback from coaches, coordinators and participants.

- complete a follow-up report for the SRA that includes a record of expenses.
- work and coordinate with existing SRA coaches and staff.
- communicate with and report to the SRA's VP Development on a regular basis.

The successful candidate will also be asked to assist with the development activities of the provincial clubs, specifically adaptive rowing programs and any other programs directed towards underrepresented communities.

CLUB REPRESENTATIVES

Responsible for the following:

- reporting to SRA on activities of the club
- reporting SRA activities back to the club
- supporting the SRA

REIMBURSEMENT OF DIRECTORS' CLUB FEES

Scope: All elected SRA Board Members, the immediate Past President and individuals appointed to the Board by SRA elected members. Does not include club representatives.

Objective: That the above mentioned Directors/individuals shall be reimbursed to a maximum of \$150.00 for their SRA, RCA and rowing club membership costs incurred in the year(s) they hold office.

Administrative Procedure: The Directors/individuals fees (not to exceed \$150.00) shall be paid directly to their clubs on by April 1st of each year.

ANNUAL GENERAL MEETING AND GENERAL MEETING

The Annual General Meeting (AGM) of the Members shall be held in the fall of each year. The business of the AGM shall include the election of directors. Traditionally this meeting also includes the presentation of the SRA awards (see Awards). At the AGM the order of business shall be as follows:

- 1) reading of notice calling the meeting
- 2) adoption of minutes of previous AGM
- 3) presentation of reports
- 4) unfinished business
- 5) election/appointment of directors
- 6) new business
- 7) adjournment

In addition, to the AGM, a General Meeting shall be held in the spring of each year. The business of the general meeting shall include the consideration of financial statements and the auditor's report. At the General Meeting the order of business shall be as follows:

- 1) reading of notice calling the meeting
- 2) presentation and adoption of financial report
- 3) adoption of financial report
- 4) appointment of auditor
- 5) adjournment

The time and place of both these meetings shall be decided by a majority vote at a Board of Director's meeting. Notice of the meetings shall be made known to all SRA Rowing Club Executives in good standing at least thirty (30) days in advance of the meeting.

- 1) Privileges
 - all SRA members present and in good standing will be entitled to one (1) vote on matters put to them
 - supporting/casual volunteer members shall have no voting privileges
- 2) Voting shall be by show of hands with the exception of the election of directors which shall be by secret ballot.
- 3) No proxy voting shall be recognized.
- 4) In the event of a tie, the presiding Director at the meeting shall be entitled to exercise a second or casting vote.

STAFF

PROVINCIAL HEAD COACH

Organization: Saskatchewan Rowing Association (SRA)

Reports to: the VP High Performance and to the SRA board of directors on a quarterly basis.

Performance Evaluation: Completed annually by VP High Performance and President

Purpose: To mentor novice to elite coaches throughout the province and to develop high performance athletes to represent Saskatchewan at provincial, national and international competitions including Canada Games, National Championships and World Championships.

Description: A key responsibility will be development and mentoring of club, regional and volunteer coaches throughout the province. Responsibilities will also include development, implementation, monitoring and evaluation of a comprehensive integrated performance model, provincial team selection and competition.

ASSISTANT PROVINCIAL COACH

Organization: Saskatchewan Rowing Association (SRA).

Reports to: Head Provincial Coach (PHC), VP High Performance (VP HP) and to the SRA board of directors on a quarterly basis.

Performance Evaluation: Completed annually by PHC & VP HP.

Purpose: To develop high performance athletes to represent Saskatchewan at provincial, national and international competitions including Canada Games, National Championships and World Championships.

Description: Identify and train high performance athletes in delivering SRA programming to athletes in Saskatchewan in collaboration with and mentorship from the Provincial Head Coach. Specifically,

promote and develop the sport of rowing in the province, including active collaboration with club executives and VP Development to implement club plans as well as SRA development programs.

ADMINISTRATIVE ASSISTANT

Organization: Saskatchewan Rowing Association (SRA).

Reports to: VP Administration and to the SRA board of directors on a quarterly basis.

Performance Evaluation: Completed annually by VP Administration.

Purpose: Provide administrative support to the Employer.

See Appendix 3 for detailed staff descriptions.

TERMS OF AGREEMENT

Employees may terminate their contracts for cause, in which event the other party shall not be entitled to any notice of termination nor to any compensation whatsoever arising out of such termination whether for lack of notice or loss of salary or benefits or loss of profits or otherwise.

Cause shall mean:

1. any material breach of the provisions of the Agreement by the other party;
2. just cause for dismissal as that term is understood in employment law.

Employment may be terminated by the employer at its sole discretion and for any reason on giving 60 days advance notice or compensation in lieu thereof or a combination of the two, in which event the employee shall have no further entitlement arising out of such termination

Employment may be terminated by the employee for any reason on giving 60 days notice where feasible or a minimum of 30 days advance notice to the employer.

In the event the employee wishes to terminate their contract at the end of the term he/she shall give the Employer (SRA) notice in writing three (3) months prior to the end of the term.

See Appendix 4 for Team Manager Agreement

MEMBERSHIP AND REGISTRATION

GENERAL POLICIES

The Saskatchewan Rowing Association charges membership fees to help offset the costs associated with the programs and services offered to these clubs and members. Membership support is important to the continued development of rowing in Saskatchewan.

A club must register ALL members (athletes, Learn-to-Row, Recreational, competitive, Associate or club life member) as well the club must register with the Association.

Both SRA and RCA memberships are valid from April 1st to March 31st of each year.

FEE STRUCTURE

CLUB FEES

Clubs fees are due by April 1st. A completed list of the Club's Board of Directors and the following fees must be sent to the Association's office.

RCA Club Registration Fee

\$300.00 (all clubs)

INDIVIDUAL FEES

Membership is valid for one year from the date of registration.

\$84.00 (RCA fee \$42.00; SRA fee \$42.00 for competitive members)

\$17.00 (RCA fee \$7.00; SRA fee \$8.00 for sport/recreational rowers)

\$7.00 (SRA introductory on-water member)

\$0.00 (SRA Associate member)

Guidelines for Membership Classifications - It is recognized that clubs are responsible to administer and follow the set guidelines which have been adopted by Saskatchewan Rowing Association and the member clubs.

SRA Full Member – this classification applies to any member who joins a Saskatchewan member club and is an active full-time member of the club. Generally speaking, this membership would apply to any member who participates in club activities, uses equipment and joins the club on an annual basis.

SRA Learn-to-Row Member – this classification applies to any member who joins a Saskatchewan member club for the purposes of taking the learn-to-row instructional programs or joins any of the seasonal categories the clubs offer, i.e. spring membership, fall membership, winter membership.

SRA Introductory Member – this classification has been set to provide clubs with an opportunity to have a membership category that will allow the club to encourage new rowing programs, i.e. should a school wish to bring a physical education class down to learn about rowing, in this case the class would pay \$5.00/person to be allowed to enter a boat and participate in on-water activity. This classification of membership would allow clubs to have participants of such programs and row between 1 and 4 times. It is not intended to replace the on-going learn-to-row program, but it could be geared to groups who would not take learn-to-row for financial reasons or because they want to join with a group of people they are already associated with, i.e. volleyball team.

SRA Associate Member – this classification is for the purpose of encouraging parents and friends of rowers to join the SRA and become full members in the SRA and Rowing Canada. These Associate Members are not rowers but may participate as an official, coach, coxswain or volunteer.

This classification also allows for members who wish to bring a friend, and after safety instruction, place them in a boat and have the experience of rowing without having to take a full learn-to-row class. This classification would also allow past members to go out for one row in the summertime.

REGISTRATION PROCEDURES

1. Complete the RCA/SRA registration forms and forward these, along with the appropriate fees, to the SRA office. Fees **must** accompany registration forms.

2. Additional members must be registered with the Association as soon as they become regular users of club facilities. These members will then be covered under the Association's group insurance policy.
3. Members must be registered before participating in regattas.
4. If registration information is incomplete, the individual member will not be registered and their information will not be forwarded to RCA.
5. The Association's, Sport Profile Follow Up Report required by Sask Sport Inc. requires age information. Year of birth is sufficient. The age group and gender demographics are used by Sask Sport Inc. to demonstrate effective use of Sask Lotteries Trust Fund Grants to sport.
6. Include life members of the club, SRA and RCA fees are still required.
7. Individuals must be members of SRA and RCA to compete, coach, officiate or hold office in SRA and/or RCA activities.
8. Nonpayment of fees by existing members may lead to termination of membership in SRA and RCA.
9. The Association maintains a database listing of all registered members and is available upon request.
10. Clubs are requested to forward a list containing the names and addresses of supporting volunteers (parents, regatta volunteers, fund-raisers, etc)
11. Throughout the year, as new members and LTR members join the club, properly completed lists should be forwarded to the SRA office with appropriate fees. These should be submitted on a regular basis.

NEW CLUBS

An organization formed to promote rowing in Saskatchewan may apply for membership in the Saskatchewan Rowing Association.

1. Clubs must apply to the SRA by submitting the following information:
 - Club name
 - Constitution
 - Board of Directors
2. SRA Directors will address the application at the first meeting following the receipt of the formal request, including items mentioned above. If accepted, the club will be granted a 'probationary' membership. Probationary membership entails the following:
 - Full fees as required by SRA and RCA
 - The SRA Board of Directors shall appoint a member who will provide technical assistance and guidance as required to the probationary member.
 - The club and its members will not be entitled to vote at the AGM or at the Directors meetings, although they may have representative(s) attend the AGM and, if invited by the Directors, the Directors meetings.
 - Upon payment of all dues, as required, the club will be eligible for the benefits of any programming and financial assistance available to members of SRA.
 - SRA shall notify the new club of its decision and shall request that the club forward a complete membership list so a request for membership can be forwarded to RCA. If it has not already done so, SRA shall forward copies of any applicable policies and procedural information.
3. If rejected, the Directors must identify their reasons in writing and transmit these reasons to the requesting organization within two weeks of the Directors meeting at which the request

was addressed. Once accepted by the Directors, SRA will submit a letter to RCA requesting membership of a new club. SRA shall pay all fees as required by RCA and shall subsequently invoice the club for the same.

4. The club's probationary status shall be reviewed by the Directors no less than nine months, but no more than fifteen months following its approval. The Directors shall at this time either extend full membership privileges or renew the probationary for a further twelve months. Full membership shall be refused only if the club has not exhibited ambitions towards full involvement in the SRA (i.e. regatta participation, financial self support, etc)

INSURANCE

INTRODUCTION

The Saskatchewan Rowing Association shall provide liability and accident insurance coverage to registered members and clubs in good standing who have fulfilled the following membership/ registration requirements:

- a) payment of designated club affiliation fee by April 1st.
- b) payment of designated individual members fees, including those who register throughout the year
- c) coverage shall be for Rowing Saskatchewan and clubs activities such as training, programs, events, competitions, displays and demonstrations which are sanctioned by the Board of Directors. All clubs in good standing shall be considered as having their regular in-club training and program activities sanctioned as part of their acceptance of membership in the Association.

LIABILITY INSURANCE/ACCIDENT INSURANCE

See Appendix 5 - RCA Risk Management and Insurance

CODE OF ETHICS

The purpose of the Code of Ethics is to establish and communicate the values and beliefs that are fundamental to the well being of the organization and it's members. The principle of "honoring sport" challenges members to recognize, act on and promote the value of sport in individuals, teams and for society in general. The Code of Ethics advocates the fundamentally positive aspects of sport and actively seeks ways to reduce potentially negative aspects. As members of Sask Sport, Rowing Canada Aviron and the Coaches Association of Canada, SRA members shall also abide by the principles and ethical standards outlined by these organizations.

Saskatchewan Rowing Association - Code of Ethics

- Members shall encourage a climate of mutual support among participants in the sport of rowing.
- All athletes have the right to participate in suitable and safe settings. Safety and the physical, psychological and emotional well being of each individual athlete shall be of primary importance in all programs.
- Members, clubs/organizations shall ensure that athletes travel, train, perform in suitable and safe settings and that participants receive qualified instruction from certified and safety conscious coaches.
- All members shall abide by a sense of fair play and respect for rules and established procedures.

- All members are expected to treat each other with courtesy and respect at all times and refrain from malicious gossip and demeaning remarks to others, expressing their displeasure with officials by any means other than the accepted appeal procedures, attempting to disrupt, distract or in any way interfere with the performance of an athlete during competition or training
- Members shall treat others equitably within the context of their sport, regardless of their gender, race, place of origin, athletic potential, color, sexual orientation, religion, political beliefs, socio-economic status or any other conditions
- Members shall share confidential information only with the consent of those requesting confidentiality or in a way that individuals cannot be identified.
- All members are expected to be honest and forthright in their dealings with the SRA, other members and non-members.
- Members of SRA shall strive to react to success, failure and controversy with grace and dignity.
- Members of SRA shall seek to discover and promote the positive aspects of rowing activities.
- Members of SRA shall refrain from seeking special privileges or treatment, and remember that others are striving for the same objects.
- Active recruitment of individual athletes and coaches from other clubs/organizations is strictly prohibited.
- It is unacceptable for any member to physically strike, abuse or harass another person regardless of the situation or location. Members shall abstain from and refuse to tolerate in others all forms of harassment including sexual harassment.
- All coaches shall also abide by the Code of Ethics of the Coaching Association of Saskatchewan and Canada.

CODE OF CONDUCT

The Saskatchewan Rowing Association values honesty and integrity through the fostering of respect for and compliance with guidelines, regulations and rules, and, mutual respect among athletes, coaches, officials, administrators and volunteers. The Code of Conduct outlines the principles of conduct, the obligations and duties governing the behavior of all members of SRA. By adopting a Code of Conduct, the SRA intends to teach skills, courage, perseverance, a sense of fair play, respect for the rules and to promote the development of good sportsmanship and citizenship.

Saskatchewan Rowing Association - Code of Conduct

General

Conduct shall at all times, reflect honesty, good sportsmanship, courtesy and respect towards others. All policies, procedures, rules and regulations of the SRA must be followed at all times. All members shall work cooperatively together for the betterment of the sport of rowing.

Responsibility

Every member of the SRA shall adhere to the Code of Conduct. Every member who is in a position of authority is responsible to guide those under his/her jurisdiction both by setting an appropriate example and by instruction.

Responsibility for compliance with the Code of Conduct at training camps, competitions and events within the Province of Saskatchewan are the Regatta Chairperson, all coaches and any individual in an official or responsible position.

Responsibility for compliance with the Code of Conduct of a group or individuals during competitions or events outside the province is with the head of the delegation (Chef de Mission, Team Manager) and their designates. While attending competitions and camps, athletes will remain with the team at all times. Athletes' wishing to deviate from the team's scheduled activities and travel arrangements will require the permission of the Team Manager and Coach, and will require the written permission of parents where the athlete has not yet reached the age of majority.

It is the responsibility of all individuals to report any violations of the Code of Conduct to the head of the delegation or the President of SRA.

It is the responsibility of delegation heads and other representatives of the Board of Directors to document and report violations of the Code of Conduct including any recommendations for supplementary discipline. At their discretion delegation heads are empowered to notify any criminal activity involving individuals associated with SRA. The head of the delegation during team travel or competition is empowered to apply (only) The following penalties at their discretion:

- verbal reprimand
- written reprimand
- suspension from training camp, competition or event currently underway
- removal from the delegation and sent home at own cost
- all other (subsequent and future) penalties for conduct violations shall be the responsibility of the Board of Directors and/or the Discipline Committee.

Alcohol – possession and/or consumption of any alcoholic beverage by an athlete regardless of age shall be prohibited. There shall be no supplying of alcohol to minors. Being impaired or intoxicated is prohibited.

Curfews – shall be established by the team coach(es) in consultation with team manager(s). curfews shall be set at appropriate times taking into consideration athletes' ages, training and competition schedules and scheduled events such as banquets and ceremonies. Athletes will in, and remain in, their assigned rooms at the designated curfew hour.

Drugs/Doping – possession or consumption of any illegal drugs is prohibited. The use of banned substances for improving performance is prohibited. SRA and its members shall abide by Sport Canada's doping control policies, procedures and penalties. Coaches of athletes shall take responsibility for educating their athletes about banned and/or restricted substances and doping control policies and procedures. It is the responsibility of individual members/parents or athletes to ensure that they report prescription medication needs to the Team Manager so that appropriate medical attention can be provided if necessary.

Unacceptable behavior – acts which would be considered offenses under federal, provincial, civic laws or rules and/or cause embarrassment to the team, club or SRA. This includes but is not limited to gross behavior, non-sportsmanlike behavior, use of abusive, foul or offensive language, theft or possession of stolen property, willful acts of destruction to the property of others.

Athletes receiving Athlete Assistance funds and/or education funds and those chosen to Provincial Teams are required to sign and have their parents sign (if a minor) a Code of Conduct that outlines all the above mentioned.

Although much of the Code of Conduct is designed with the athlete in mind, all members of SRA are bound by the general terms and responsibilities of the Code of Conduct.

TEAM TRAVEL – GENERAL RULES AND REGULATIONS

Team travel regulations and the Code of Conduct apply to all members of the Saskatchewan Rowing Association when participating in and traveling to and from any activity sponsored, sanctioned or approved by the Association.

As representatives of the SRA, whether on the water, at a billet home or hotel, shopping, sightseeing, etc., team members' actions and attitudes reflect on themselves, their families, their clubs and the SRA.

Rules and expectations of conduct are as outlined in the General Code of Conduct the code specific to provincial teams.

All athletes traveling with a provincial team shall be required to complete, annually, an Athlete Code of Conduct form to be kept on file in the provincial office. This form and agreement to uphold the Code of Conduct shall be deemed valid and in force for the duration of the program year.

Provincial uniforms shall be worn when representing Saskatchewan at any events or competitions.

The SRA shall be responsible for all arrangements for provincial team travel. Persons other than designated team representatives shall not be accommodated with the team, nor shall the SRA make travel or other arrangements for them.

Team Manager (Chaperone)

For major events including but not limited to Western Canada Summer Games, Canada Summer Games and Canada Cup the SRA shall appoint a Team Manager. The manager shall be the head of the delegation and the official representative of the SRA.

The Team Manager shall be selected by the High Performance Committee, for those interested applicants: selection shall be based on years of experience and knowledge of and experience with teams, athletes and the SRA and the experience with and ability to handle team travel concerns and responsibilities. Priority will be given to responsible adults who can provide proper supervision and support to athletes, coaches and team members. A Team Manager's first responsibility is to supervise and support athletes and coaches. Managers and all traveling coaches shall work in cooperation to ensure the safety and well being of each individual athlete.

Coaches

All coaches traveling with the team delegation shall be available for all team activities, training sessions and competitions unless previous arrangements have been agreed to by the high performance committee, other coaches and managers. Coaches shall work with the Team Manager to ensure the safety and well being of each individual athlete.

In the absence of a Team Manager, be responsible for travel, results, medical and financial information and documentation, and act as chaperone for all athletes. Coordination and scheduling of all personal/team/athlete activities in cooperation with Team Manager. Set appropriate curfews and activity schedules for teams and athletes under their care. Ensure that the Code of Conduct is upheld and enforced as per this policy manual. Establish rooming lists for athletes and coaches/managers.

Athletes

All athletes shall abide by the Saskatchewan Rowing Association Team Travel Policies, and shall take direction from team coaches and team managers as to the activities, schedules and curfews.

Each athlete is responsible for his or her own equipment, uniform and other belongs.

Athletes may not leave the team delegation without permission from the Team Manager AND Coaches. Written permission must be received prior to travel for an athlete to leave the team delegation to visit friends, family or for alternative travel arrangements.

Athletes shall read and sign a Code of Conduct form annually, and shall be familiar with and follow travel guidelines and rules as established by their coaches, Saskatchewan team coaches and team managers.

REPORTING PROCEDURES

Any person may report a violation of the Code of Ethics, Code of Conduct or Safety issues by any member of the SRA at any time. Reports shall be made to the leader of the team delegation for team travel and conduct concerns, to the Vice-President of Programs or SRA President for safety and ethics and concerns.

DISCIPLINARY ACTION

Members of SRA against whom a complaint is substantiated may be subject to disciplinary measures. A penalty can range from moderate to severe and may include employee dismissal or termination of membership. Examples of discipline may include but are not limited to:

- verbal reprimand and apology
- written reprimand and apology
- suspension from activity currently involved in
- placement on probationary membership short or long term
- suspension of financial assistance
- required professional counseling or behavior modification
- suspension from future teams, activities and/or competitions
- staff dismissal
- temporary suspension of membership
- permanent suspension of membership
- any combination of the above
- par for any physical damage occurring in a room and for those athlete assigned to a room where the damage occurred.

Suspension of membership will be communicated to other organizations as applicable (for e.g. Provincial Associations, Rowing Canada Aviron, Coaching Association of Canada, Canadian Olympic Committee, Canadian Professional Coaches Association)

When determining appropriate disciplinary action and corrective measures the following factors shall be considered:

- the severity of the violation
- the frequency of the infraction (first offense, second offence, etc)
- the age(s) of the individual(s) accused
- the age(s) of the victim(s)
- the role of the individual(s) accused (athlete, coach, official, etc)

Any sanctions or penalties applied must be based on reasonable evidence that a violation of the Code of Ethics or the Code of Conduct occurred.

DISCRIMINATION AND HARASSMENT

1. The Saskatchewan Rowing Association (SRA) is committed to providing a sport and work environment in which all individuals are treated with respect and dignity. Each individual has the right to participate and work in an environment that promotes equal opportunities and prohibits discriminatory practices. Nothing in this policy affects the rules of the COA, FISA or the IOC.

2. This policy establishes a problem solving approach to deal with harassment and discrimination issues. It provides for an internal complaint resolution process where early resolution will be facilitated.

- ❖ Harassment is a form of discrimination. Harassment is prohibited by the Canadian Charter of Rights and Freedoms and by human rights legislation in every province and territory in Canada.
- ❖ Harassment is offensive, degrading and threatening. In its most extreme forms, harassment can be an offence under Canada's Criminal Code.
- ❖ Whether the harasser is a director, supervisor, employee, coach, official, volunteer, parent or athlete, harassment is an attempt by one person to assert abusive, unwarranted power over another.
- ❖ SRA is committed to providing a sport environment free of harassment or discrimination on the basis of prohibited grounds as defined in this policy.

3. Each affiliated rowing club must appoint a Harassment Advisor. It is the responsibility of the Harassment Advisor to advise the club of harassment/discrimination regulations and issues.

4. This policy applies to all employees and people under contract as well as to all directors, officers, volunteers, coaches, athletes, officials and members of SRA.

5. SRA encourages the reporting of all incidents of discrimination or harassment, regardless of who the offender may be.

6. This policy applies to discrimination or harassment that may occur during the course of all SRA business, activities or events. It also applies to harassment between individuals associated with

SRA but outside business, activities and events when such harassment adversely affects relationships within SRA's work and sport environment.

7. Notwithstanding this policy, every person who experiences discrimination or harassment continues to have the right to seek assistance from their provincial human rights commission, even when steps are being taken under this policy. If a complainant using this policy chooses to use an alternate procedure such as a human rights code or the courts, SRA may decide to either terminate or suspend this procedure.

DEFINITIONS:

DISCRIMINATION

Discrimination is any distinction, whether intentional or not, but based on prohibited grounds, which has the effect of imposing burdens, obligations or disadvantages on an individual that are not imposed on others, or which withholds or limits access to opportunities, benefits and advantages available to others.

The prohibited grounds of discrimination under SRA's policy are as follows:

- age (except for athletes, an age that is eighteen years or more and less than sixty-five)
- ancestry
- citizenship
- colour
- creed or religion
- disability
- ethnic or national origin
- language
- marital/family status (defined to include common law relationships, and to not preclude anti-nepotism policies)
- place of origin
- race
- sex (defined to include pregnancy)
- sexual orientation
- record of offences (pardoned Federal or provincial)

HARASSMENT

Harassment takes many forms but can generally be defined as a course of comment, conduct, or gesture directed towards an individual or group of individuals, that is known or ought to be known to be unwelcome to be insulting, intimidating, humiliating, malicious, degrading or offensive. Single acts of sufficient severity may constitute harassment. Any type of hazing is also seen as harassment.

Sexual Harassment

For the purposes of this policy, sexual harassment is defined as unwelcome sexual advances, requests for sexual favours, other verbal or physical conduct of a sexual nature when:

- submitting to or rejecting this conduct is used as the basis for making decisions which affect the individual;
- such conduct has the purpose or effect of interfering with an individual's performance;
- such conduct creates an intimidating, hostile or offensive environment.

Types of behavior which constitute harassment include but are not limited to:

- criminal conduct such as stalking and physical or sexual assault or abuse;
- written or verbal abuse or threats;
- the display of visual material which is offensive or which one ought to know is offensive;
- unwelcome remarks, jokes, comments, innuendo or taunting about a person's looks, body, attire, race, religion, sex or sexual orientation;
- leering or other suggestive or obscene gestures;
- condescending, paternalistic or patronizing behavior which undermines self-esteem, diminishes performance, or adversely affects working conditions;
- practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance;
- unwanted physical contact including touching, petting, pinching or kissing;
- unwelcome sexual flirtations, advances, requests or invitations;
- use of inappropriate or derogatory sexual terms;
- promise or threats contingent on the performance of sexual favours.

Sexual harassment most commonly occurs in the form of behavior by males towards females. However, sexual harassment can also occur between males, between females or as behavior by females toward males.

Personal harassment involves excessive, unwelcome behavior, directed at an individual, not linked to the prohibited grounds, which is known or ought reasonably be known to be unwelcome/unwanted, offensive, intimidating, hostile or inappropriate. Examples may include, but are not limited to:

- physically intimidating behavior and/or threats;
- use of profanity (swearing), vulgarity;
- ridiculing, taunting, belittling or humiliating
- derogatory name-calling.

In most cases, single incidents of inappropriate language or behavior, outside of those actions identified, are not governed by this policy. Managers, supervisors and coaches are expected to take appropriate action to address such issues as part of their normal responsibilities.

Properly Discharged Supervision

Properly discharged supervision and instructional responsibilities by supervisors, managers and coaches do not constitute harassment. Performance appraisals, counselling, discipline and the proper enforcement of high standards, provided that such standards are not arbitrary and are applied in a non-discriminatory manner are not contrary to this policy. Furthermore, this policy is not meant to interfere with mutually acceptable social interaction that are an important part of comfortable working and athletic environments.

Retaliation

For the purposes of this policy, retaliation against an individual:

- for having filed a complaint under this policy;
- for having participated in any procedure under this policy;
- for having been associated with a person who filed a complaint or participated in any procedure under this policy; shall be treated as harassment, and will not be tolerated.

For the purpose of this policy, the making of a groundless, frivolous, vexatious or made in bad faith complaint may also be deemed retaliation and treated as harassment by the person(s) reviewing the complaint.

Criminal Background Checks

It is the policy of SRA to conduct comprehensive background and criminal record checks on all coaches and employees at the time of appointment.

RESPONSIBILITY

Everyone is Responsible

Every member of SRA has a responsibility to play a part in ensuring that our environment is free from harassment. This means not engaging in, allowing, condoning or ignoring behavior contrary to this policy. In addition, any member of SRA who believes that a fellow member has experienced or is experiencing is encouraged to notify a harassment officer appointed under this policy.

Management/Supervisor/Coach Responsibility

Anyone who has the authority to prevent or discourage harassment and discrimination may be held responsible for failing to do so. All managers, supervisors and coaches therefore have a particular duty to act to deal with such incidents when they ought reasonably to have known that there is an issue to address. This duty includes the obligation to be familiar with and uphold this policy and its procedures.

Harassment Policy Coordinator

SRA shall appoint a Harassment Policy Coordinator (HPC). This person will have overall responsibility for the administration of this policy, including the management of the Harassment Advisors (officers). In addition, the HPC is responsible for:

- leading efforts to discourage and prevent harassment within SRA; ensure clubs appoint harassment advisors;
- where appropriate, appointing mediators to assist in the resolution of conflicts under this policy;
- receiving formal complaints;
- investigating formal complaints of harassment in a sensitive, responsible and timely manner, or, when appropriate, appointing another SRA member, or contracting an external investigator to conduct investigations;
- implementing appropriate disciplinary or corrective measures when a complaint of harassment has been substantiated, regardless of the position or authority of the offender;
- providing advise and assistance to any employee or member of SRA who experiences harassment by someone who is or is not an employee or member of SRA;
- making all members and employees of SRA aware of the problem of harassment, and in particular sexual harassment, and of the procedures contained in this policy;
- informing both complainants and respondents of the procedures contained in this policy and of their rights and responsibilities under the law;
- maintaining the time frames for the policy process, including the various disclosures to the parties;
- regularly reviewing terms of this policy to ensure that they adequately meet the association's legal obligations and public policy objectives;
- advising the SRA Board on the operation of the policy

- appointing unbiased case review panels and appeal bodies and providing the resources and support they need to fulfill their responsibilities under this policy.

In the event that the HPC and/or the SRA President is a party (complainant, respondent, witness) to a complaint which is made under this policy, the SRA President shall appoint a suitable alternate for the purposes of dealing with the complaint.

HARASSMENT ADVISORS

SRA shall appoint 2 harassment advisors (one male and one female) from among its employees and members. SRA will arrange for the Harassment Advisors and the HPC to receive appropriate initial and continuing training, as well as support and assistance for carrying out the responsibilities under this policy.

The responsibilities of the Harassment Advisors include, but are not restricted to:

- providing information on the policy and procedures to members of SRA;
- providing information and advise to people involved in conflicts addressed by this policy;
- providing advice regarding jurisdiction and mediation to complainants and respondents.

SRA President

The SRA President acts as the final decision maker on matters relating to this Policy, including deciding upon the form of discipline if an allegation of harassment or discrimination is supported through the investigation process.

COACH/ATHLETE SEXUAL RELATIONS

SRA takes the view that intimate sexual relationships between coaches and adult athletes, while not against the law, can have harmful effects on the individual athletes involved, on other athletes and coaches and on SRA public image. SRA therefore takes the position that such relationships are unacceptable. Should a sexual relationship develop between a coach and an athlete, SRA will investigate, or if this is not feasible, a request for resignation or dismissal from employment.

DISCIPLINARY ACTION

Employees or members of SRA against whom a complaint of harassment is substantiated may be severely disciplined, up to and including employment dismissal or termination of membership in cases where the harassment takes the form of assault, sexual assault, or a related sexual offence.

CONFIDENTIALITY

SRA understands that it can be extremely difficult to come forward with a complaint of harassment and that it can be devastating to be wrongly convicted of harassment. SRA recognizes that interests of both the complainant and the respondent in keeping the matter confidential.

SRA shall not disclose to outside parties the name of the complainant, the circumstances giving rise to a complaint, or the name of the respondents or any written documentation pertaining to harassment matters except where such disclosure is required by law or is in the best interest of the public. This shall not preclude publication of the decision where such publication is part of a sanction as permitted in Section 41.

A complainant has the right to withdraw a complaint at any stage in the complaint process. SRA may continue to act on the issue identified in the complaint in order to comply with its legal obligations.

All complaints must be initiated within six months of the incident occurring. In extenuating circumstances a complaint filed beyond the six month limitation will be considered by SRA.

HARASSMENT DURING COMPETITIONS

Harassment complaints occurring within competitions may be dealt with immediately, if necessary, by an SRA representative in a position of authority, provided the individual being disciplined is informed of the reasons for the discipline and has an opportunity to provide information concerning the incident. In such situations, sanctions may be applied by only after review of the matter in accordance with the procedures set out in this policy.

COMPLAINT PROCEDURE

1. Members/employees who experience harassment are encouraged to make it known to the harasser that the behavior is unwelcome, offensive and contrary to SRA policy. If the confronting the person is not possible or if after confronting the harasser, the harassment continues, the member/employee should report the incident(s) to an individual at the appropriate level. It is understood that the complaint will be dealt with at the level at which it occurred:
 - a Club appointed harassment advisor, the Club President or any member of the Club executive, a Club coach with membership in SRA; who will direct the complainant to the club appointed harassment advisor;
 - an SRA Harassment Policy Coordinator, or the President of the SRA, the Administrative Assistant, or the Technical Director who will direct the complainant to the SRA Harassment Advisor.
2. The Harassment Advisor shall inform the complainant of:
 - the options for pursuing an informal resolution of their complaint;
 - the right to lay a formal written complaint under this policy when an informal resolution is inappropriate or not feasible;
 - the availability of counseling and other support provided by SRA;
 - the confidentiality provisions of this policy;
 - the right to be represented by a person of choice (including legal counsel) at any stage in the complaint process;
 - the external mediation/arbitration mechanisms that may be available;
 - the right to withdraw from any further action in connection with the complaint at any stage (even though the SRA might continue to investigate the complaint); and
 - other avenues of recourse, including the right to file a complaint with a human rights commission or, where appropriate to contact the police to have them lay a formal charge under the Criminal Code.
3. Possible outcomes to the initial meeting of the complainant and Harassment Advisor:
 - a) the complainant and harassment advisor agree that the conduct does not constitute harassment;
 - if this occurs, the harassment advisor will take no further action and will make no formal written record

- if the complainant and the harassment advisor do not reach agreement on whether applicable conduct constitutes harassment, the complainant will retain the right to proceed with an informal or formal complaint pursuant either paragraph 3 (c), or paragraph 3 (d).
- b) In order proceed with an informal complaint under paragraph 3 (c) or a formal complaint under paragraph 3 (d), the complainant will be required to complete a written complaint on the form provided by the harassment advisor. Once a harassment advisor receives a written complaint, the harassment advisor is obligated to proceed under with paragraph 3 (if the complainant elects to proceed with an informal complaint) or paragraph 3 (d) (if the complainant elects to proceed with a formal complaint).
- c) The complainant brings evidence of harassment and chooses to pursue an informal resolution of the complaint.
- if this occurs, the harassment advisor will assist the two parties to negotiate a solution acceptable to the complaint. If desired by the parties and if appropriate, the harassment advisor may also seek the assistance of a neutral mediator;
 - if informal resolution yields a result which is acceptable to both parties, the harassment advisor will make a written record that a complaint was made and was resolved informally to the satisfaction of both parties, and will take no further action;
 - if informal resolution fails to satisfy the complaint, the complainant will reserve the option of laying a formal written complaint.
- d) The complainant brings evidence of harassment and decides to lay a formal written complaint:
- if this occurs, the harassment advisor will provide a copy of the written complaint, to the respondent without delay. The written complaint should set out the details of the incident(s), the names of any witnesses to the incident(s) and should be dated and signed by the complainant.
 - The respondent will be given an opportunity to provide a written response to the complaint, on a response form provided by the harassment advisor. If the respondent elects to provide written response, it must be received by the harassment advisor within 14 days of the respondent receiving the written complaint.
- e) If the complainant is under the age of majority, the harassment advisor will suggest to the complainant that they seek assistance in completing the written complaint.
- f) The complainant brings evidence of harassment but does not wish to lay a formal complaint:
- if this occurs, the harassment advisor must decide if the alleged harassment is serious enough to warrant laying a formal written complaint, even if it is against the wishes of the complainant;
 - when the harassment advisor decides that the evidence and surrounding circumstances require a formal written complaint, the harassment advisor will issue a formal written complaint and without delay, provide copies of the complaint to both the complainant and the respondent.

4. Prior to submitting a report to the Board of Directors pursuant to paragraph 5, the harassment advisor will conduct an investigation of the matter complained of, so that in addition to conducting an in-depth interview of the complainant and the respondent, the harassment advisor should do the following as circumstances dictate:

- interview the victim of the alleged harassment if it is not the complainant; interview witnesses to the incident(s) of alleged harassment;
- visit and examine the site of the alleged harassment.

5. Upon conducting the investigation referred to in paragraph 4, but within 21 days of receiving the complaint, the harassment advisor shall submit a report to the Board of Director, the complainant and the respondent without delay, containing all documentation filed by both parties, along with a recommendation that;

- no further action take place because the complaint is unfounded and the conduct cannot be reasonably considered as falling under this policy's definition of harassment; or
- the complaint should be investigated further.

6. In the event that the harassment advisor's recommendation is to proceed with an investigation, the Board of Directors shall, within days of receiving the harassment advisor's report, appoint a three members of SRA to serve as a case review panel. This panel shall consist of at least one female and one male. To ensure freedom of bias, no member of the panel shall have a significant personal or professional relationship with either the complainant or the respondent.

7. Within 21 days of its appointment, the case review panel shall set up a hearing. The hearing shall be governed by such procedures as the panel may decide, provided that:

- the complainant and respondent shall be given 14 days notice, in writing, of the day, time and place of the hearing;
- members of the panel shall select a chairperson from among themselves;
- a quorum shall be all three panel members;
- decisions shall be by majority vote;
- the hearing shall be in-camera;
- both parties shall be present to give evidence and to answer questions. If the complainant does not appear, the matter will be dismissed. If the respondent does not appear, the hearing will proceed;
- the complainant and respondent may be accompanied by a representative or advisor;
- the harassment advisor may attend the hearing at the request of the panel.

8. Within 14 days of the hearing, the case review panel shall present its finding in a report to the Board of Directors which shall contain:

- a summary of relevant facts;
- a determination as to whether the act(s) complained of is/are in fact harassment as defined in this policy;
- recommended disciplinary action against the respondent, if the act(s) is/are in fact harassment; and
- recommended measures to remedy or mitigate the harm or loss suffered by the complaint, if the act(s) are in fact is/are harassment.

9. If the panel determines that the allegations of harassment are malicious, their report may recommend disciplinary action against the complainant.

10. A copy of the report to the Board of Directors shall be provided without delay to the complainant and the respondent.

11. Where the investigation does not result in a finding of harassment, a copy of the report of the case shall be retained by the SRA. These files shall be kept confidential and access to them shall be restricted to the Administrative Assistant and the Harassment Advisors.

12. Where the investigation results in a finding of harassment, a copy of the report of the case review panel shall be retained by the SRA. Unless the findings of the panel are overturned upon appeal, this report shall be retained for a period of ten years, unless new circumstances dictate that the report should be kept for a longer period of time.

Complaint procedure where a person believes a colleague has been harassed:

- the harassment advisor shall contact the person who is said to have experienced harassment and shall proceed in accordance with paragraph 2.

DISCIPLINE

When determining appropriate disciplinary action and corrective measures, the case review panel shall consider factors such as:

- the nature of the harassment;
- whether the harassment involved any physical contact;
- whether the harassment was an isolated incident or part of an ongoing pattern;
- the nature of the relationship between the complainant and the harasser;
- the age of the complainant;
- whether the harasser had been involved in previous harassment incidents;
- whether the harasser admitted responsibility and expressed a willingness to change; and
- whether the harasser retaliated against the complainant.

In recommending disciplinary sanctions, the panel may consider the following options, singly or together, depending on the severity of the harassment:

- a verbal apology;
- a written apology;
- a letter of reprimand from SRA;
- a fine of levy including restitution of any expenses incurred by the victim or complainant or by SRA in undertaking remedial action or in conducting the investigation;
- referral to counseling;
- removal of certain privileges of membership or employment;
- demotion or pay cut;
- temporary suspension with or without pay;
- termination of employment or contract; or
- expulsion from membership.

Failure to comply with a sanction as determined by the Review Panel shall result in automatic suspension of membership in SRA until such time as the sanction is complied with. As well, an automatic sanction may be imposed in extreme cases pending a decision by the Review Panel.

APPEALS

Both the complainant and the respondent shall have the right to appeal the decision and recommendations of the case review panel. A notice of intention to appeal, along with grounds for

the appeal, must be provided to the chairperson of the case review panel within 14 days of the complainant or respondent receiving the panel's report.

Permissible grounds for an appeal are:

- the panel did not follow procedures laid out in the policy;
- members of the panel were influenced by bias; or
- the panel reached a decision which is grossly unfair or reasonable.

In the event that a notice of appeal is filed, the Board Directors shall, within 14 days, appoint a minimum of three members to constitute the appeal body. This appeal body shall consist of at least one female and one male. These individuals must have no significant personal or professional involvement with either the complainant or the respondent, and no prior involvement in the dispute between them.

The appeal body shall base its decision solely on a review of the documentation surrounding the complaint, including the complainant's and respondent's statements if any, the reports of the harassment advisor and the case review panel, and the notice of appeal. Within 10 days of its appointment, the appeal body shall present its findings in a report to the Board of Directors. The appeal body shall have the authority to uphold the decision of the panel, to reserve the decision of the panel, and/or to modify any of the panel's recommendations for disciplinary action or remedial measures.

A copy of appeal body's report shall be provided, without delay, to the complainant and respondent. The decision of the appeal body shall be final.

Reluctant Complainant

If at any point during the procedure under this policy the Complainant becomes reluctant to continue, it shall be at the sole discretion of the Director responsible for this policy to continue to review the complaint in accordance with this policy. In such instances the Director shall take the place of the Complainant in the above policy.

Criminal Offenses

Criminal offenses relating to sex:

Notwithstanding the procedures set out in this policy, any member of SRA, or any individual engaged in activities with or employed by SRA, who is convicted of a criminal offense involving sexual exploitation, invitation to sexual touching, sexual interference or sexual assault, shall face automatic suspension from participating in any activities of SRA for a period of time corresponding to the length of the criminal sentence by the Court, and may face further disciplinary action by SRA in accordance with this policy.

OTHER DISPUTES

1. Application

This dispute resolution policy does not apply to complaints made or proceedings taken under the SRA discrimination and harassment policies.

This dispute resolution policy applies to all members of SRA and to all individuals participating in activities of, or employed by, the SRA. This shall include, but is not be limited to, athletes, coaches, officials, volunteers, employees, directors, officers and members of SRA.

This dispute resolution policy applies to all complaints that may arise during the course of SRA business, activities and events, including but not limited to, the office environment, competitions, practices, training camps, team selection, travel associated with competitive activities and any meetings of staff, committees or the Board of Directors. This dispute resolution policy also applies to disputes between individuals associated with SRA but outside business, activities and events of SRA when the conduct giving rise to such dispute adversely affects relationships within SRA's work and sport environment.

2. Dispute Resolution Bodies

Two bodies will be appointed, as the need arises, to resolve disputes governed by this dispute resolution policy.

2.1 Investigation Committee

- 1) An investigation committee will be established consisting of a chairperson and such other persons as the chairperson may appoint.
- 2) The Board of Directors shall appoint the chairperson of the investigation committee.
- 3) The chairperson may appoint members to the investigation committee from time to time, such appointees to serve as investigators of a specific complaint.
- 4) Members of the hearing committee and members of the Board of Directors are not eligible to be a member of the investigation committee.

2.2 Hearing Committee

- 1) Upon receipt of a report from the investigation committee which recommends that a hearing be conducted, the Executive Director shall advise the Board of Directors, who shall appoint a hearing committee consisting of three persons. The Board of Directors shall name one of the three persons as the chairperson of the hearing committee.
- 2) Members of the investigation committee and members of the Board of Directors are not eligible to be appointed as a member of the hearing committee.
- 3) If the Board of Directors in its sole discretion considers it appropriate to do so, the Board of Directors may appoint to the hearing committee a person nominated by each party to the dispute.

In the event that any member of either the investigation committee or the hearing committee, other than one nominated by the parties, has a conflict of interest or is biased, that person shall declare the conflict or bias and the Board of Directors shall appoint a replacement.

3. Misconduct

3.1 Any matter, conduct or thing, whether or not disgraceful or dishonorable, is misconduct and may form the basis for making of a complaint in accordance with this dispute resolution policy, if:

- 1) It is contrary to the best interests of SRA or of any participant (player, coach, official or spectator).
- 2) It is contrary to the bylaws of SRA.
- 3) It is contrary to any Code established by SRA, including but not limited to, the SRA Code of Ethics, Code of Conduct and Safety Code.
- 4) It is a failure to comply with an order made pursuant to this dispute resolution policy by the Board of Directors or a hearing committee.

4. Referral and review of complaints and incidents

4.1 Complaints must be made to the Executive Director promptly and within not more than 6 months of the incident occurring..

4.2 The Executive Director may, in extenuating circumstances, extend the time for submission of a complaint notwithstanding the expiration of the 6 month time period referred to above.

4.3 The Executive Director shall refer the following matters to the chairperson of the investigation committee:

- 1) Any complaint received in writing within the time frames set out in Sections 4.1 and 4.2, as applicable; and
- 2) Any request made by the Board of Directors in writing, to investigate an incident in which misconduct may have occurred

4.4 If the chairperson of the investigation committee is satisfied that the complaint is not valid or does not raise an issue of misconduct or is trivial, frivolous or vexatious in nature, the chairperson shall advise the complainant and the Executive Director and thereafter shall take no further action in relation to that complaint.

4.5 Where the chairperson has not dismissed a complaint pursuant to Section 4.4, the chairperson shall appoint one or more persons as members of the investigation committee to serve as investigator(s) of the complaint or incident and shall advise the Executive Director of the names of the person(s) appointed.

4.6 The chairperson may appoint himself or herself as the investigator or as one of the investigators.

5. Investigation

5.1 The investigator(s) shall:

- 1) Review the complaint or the request
- 2) Make such inquiries as necessary to determine the circumstances of the complaint or incident, which may include:

- a) sending a copy or summary of the complaint to those named in the complaint, those making the complaint or to any witnesses with a request that they respond in writing to the allegations by a date set by the investigator(s);
 - b) communicating with or interviewing persons involved in the incident or whose conduct is the subject of the complaint; and
 - c) communicating with or interviewing other persons who may have relevant information.
- 3) Extend the investigation to include misconduct in any other incident that comes to the attention of the investigator(s) in the course of the investigation.
 - 4) When practical to do so, encourage the parties to resolve the dispute directly.
 - 5) With the agreement of the parties, arrange mediation or arbitration of the dispute.

5.2 On completion of the investigation, the chairperson of the investigation committee shall make a written report to the Executive Director recommending:

- 1) That a hearing committee be appointed by the Board of Directors to hear and resolve the dispute or to hear the charges, as the case may be; or.
- 2) That no further action be taken with respect to the matter investigated because:
 - a) the matter has been resolved between the parties,
 - b) no further action is warranted on the facts of the case.

5.3 The charge set out in a written report may relate to any matter disclosed during the investigation.

5.4 A report signed by a majority of the members of the investigation committee is a decision of investigation committee.

6. Interim suspension of member

6.1 In cases of alleged serious misconduct or if there is a risk of physical or emotional harm to other persons, the investigation committee may submit written reasons to the Executive Director recommending that, pending the outcome of an investigation, a player, team, coach, official, parent/guardian or spectator under investigation:

- 1) be suspended from participation or
- 2) be allowed to continue participation subject to conditions or restrictions.

6.2 Upon receiving the written recommendations of the investigation committee, the President, or in the absence of the President, the Vice-President of Programs shall:

If satisfied that continued participation is inappropriate in the circumstances, order suspension of involvement in organization activities or may impose other less restrictive conditions pending the recommendations of the hearing committee.

If satisfied that continued participation is appropriate in the circumstances, decline the recommendation of the investigation committee and report to the Board of Directors on the recommendations of the investigation committee and the action taken.

6.3 An order of suspension or the imposition of conditions on a member, pending the recommendations of the hearing committee, shall terminate 90 days after the date of the

suspension of imposition of conditions, unless such order is renewed or revised by the Executive Director upon a further written recommendation by the investigation committee.

7. Acting upon the Investigation Committee's report

7.1 If the investigation committee recommends no further action on a complaint, the Executive Director shall provide a copy of the investigation committee's report containing such recommendation to the Board of Directors and the person or person(s):

- 1) whose conduct is the subject of the complaint
- 2) who initiated the complaint

7.2 If the investigation committee is of the opinion that a hearing committee should be appointed, the Executive Director shall advise the Board of Directors who shall appoint a hearing committee.

8. Hearings

8.1 The hearing committee shall conduct a fair hearing of the charge or dispute reported in the investigation committee's report.

8.2 At the request of the hearing committee, the Executive Director shall communicate the time and place of the hearing and any other pertinent information to the parties.

9. Hearing Procedure

9.1 In disputes of a nature that the hearing committee considers to be minor, the hearing may be conducted in writing. The parties shall be:

- (a) informed that a hearing committee has been established;
- (b) informed of the charge or dispute to be heard;
- (c) provided with a copies of this dispute resolution policy;
- (d) invited, within a time specified by the hearing committee, to make written submissions of any information or arguments relevant to the deliberations of the hearing committee; and
- (e) informed of the findings of the hearing committee;

9.2 If the hearing committee does not consider the dispute to be minor, the parties shall have a right to be heard in person:

1) At least 3 days before the date of the hearing, or such other period as is agreed to be the parties, the parties shall be:

- (a) informed that a hearing committee has been established;
- (b) informed of the charge or dispute to be heard;
- (c) provided with a copy of this dispute resolution policy.

2) The hearing committee shall hear the charge or dispute and shall determine whether or not misconduct has occurred or rule on the issues in dispute.

3) Parties may be represented by legal counsel at their own expense.

4) There is to be full right:

- a) to examine and re-examine all witnesses
- b) to present evidence in defence and reply.

5) If the complainant fails to attend the hearing the hearing committee may dismiss the complaint. Where the party whose conduct is the subject of the complaint (the “respondent”) or any other party fails to attend the hearing, the hearing committee may proceed in his or her absence.

6) If, during the course of a hearing, the evidence shows that the respondent may be guilty of misconduct different from or in addition to any misconduct specified in the charge, the hearing committee shall adjourn the hearing for any period that the committee considers sufficient to give the respondent an opportunity to prepare a defence to the amended charge, unless the respondent consents to continue the hearing.

7) The hearing committee may accept any evidence that it considers appropriate and is not bound by rules of law concerning evidence.

8) The hearing committee may accept a record of a criminal conviction or the written reasons for a decision imposing discipline by any other organization as evidence of the conduct giving rise to the conviction or discipline.

9) The hearing shall be in-camera.

10) The deliberations of the hearing committee shall be conducted in private, and no person who is not a member of the hearing committee shall be present.

11) Decisions of the hearing committee shall be determined by a majority of the three person committee.

9.3 The hearing committee shall give written reasons for its decisions and for any discipline imposed. Copies shall be provided to the Executive Director for distribution to the parties and to Board of Directors.

10. Disciplinary Powers

10.1 Where the hearing committee finds a respondent guilty of misconduct, it may make one or more of the following orders, in writing:

- 1) An order that the respondent be expelled from the SRA indefinitely
- 2) An order that the respondent be suspended from the SRA for a specified period
- 3) An order that the respondent be suspended pending the satisfaction and completion of any conditions specified in the order
- 4) An order that the respondent may continue to participate only under conditions specified in the order
- 5) An order reprimanding the respondent
- 6) An order terminating the employment or contract of the respondent
- 7) A fine or levy including restitution of any expenses incurred by the victim or complainant of by SRA in undertaking remedial action or in conducting the investigation and hearing
- 8) Any other order that the hearing committee considers just and appropriate in the circumstances.

10.2 In making an order the hearing committee shall take into consideration:

- 1) The age, experience and maturity of the respondent;
- 2) The nature of the misconduct;
- 3) Any information which, in the opinion of the hearing committee is reliable and relevant to the determination of an appropriate order, including:
 - a) previous misconduct of the respondent, regardless of whether or not that misconduct was the subject of discipline
 - b) the character of the respondent

11. Deference to Other Authorities

11.1 Where the Executive Director, chairperson of the investigation committee or the chairperson of the hearing committee believes that the person(s) whose conduct is being investigated may be guilty of a criminal offence, that person may refer the matter to an appropriate authority.

12. Time for Completion

12.1 The investigation, hearing and decision of the hearing committee shall be completed as soon as practical in the circumstances of the complaint.

12.2 The Board of Directors may set time guidelines for any matters that the board considers appropriate, including but not limited to, the time for completion of steps in the hearing process.

12.3 In deciding an appeal from a decision of the hearing committee, the Board of Directors may consider the failure to comply with time guidelines.

13. Appeal to the Board

13.1 A person may appeal the decision or any order of the investigation committee or the hearing committee to the Board of Directors by serving a written notice of appeal within 14 days of receipt of the decision or order where:

- 1) The person has been found guilty of misconduct by the hearing committee;
- 2) The person is subject to a discipline order; or
- 3) The person who initiated the complaint was advised that no further action would be taken.

13.2 The written notice shall state the grounds of appeal and the appeal may be heard only if there are sufficient grounds. Sufficient grounds include, but are not limited to, instances where:

- 1) the investigation committee or hearing committee made a decision outside of its jurisdiction or authority;
 - 2) the investigation committee or hearing committee did not follow the procedures set out in this policy or those mandated by the Board of Directors;
 - 3) the decision of the investigation committee or hearing committee was influenced by bias;
- or
- 4) the decision of the investigation committee or hearing committee was grossly unreasonable or unfair.

13.3 No member of the Board of Directors shall participate in the hearing of an appeal if:

- 1) The board member has a conflict of interest or is biased
- 2) If there is any reasonable basis on which it may appear that the board member may have a conflict of interest or may be biased.

13.4 If all board members are unable to participate in the hearing, the board shall appoint a committee of not more than three persons to hear the appeal.

13.5 On hearing an appeal the Board of Directors or the appointed committee may:

- 1) Dismiss the appeal
- 2) Quash the finding of guilt
- 3) Direct further inquiries by the investigation committee or appoint a new investigation committee to reinvestigate the matter
- 4) Direct a new hearing or further inquiries by the hearing committee or appoint a new hearing committee to rehear the matter
- 5) Vary the order of the hearing committee.

13.6 The appeal decision of the Board of Directors or the appointed committee shall be final and binding.

14. Effect of Expulsion or Suspension

14.1 When a person(s) is expelled or suspended from the organization pursuant to this policy, that person(s) is not eligible to serve any function within the organization or attend any organization activities.

15. Reinstatement

15.1 A person who has been expelled may apply to the board for reinstatement.

15.2 Subject to SRA bylaws, on receipt of an application of reinstatement the Board of Directors shall review the application and, if in the opinion of the Board of Directors the application disclosed information which may justify reinstatement, the board may investigate the application by taking any steps it considers necessary.

15.3 On completion of its review, the Board of Directors may:

- 1) Where it is satisfied that the person's subsequent conduct and any other facts warrant reinstatement, direct that the person be reinstated under any terms and conditions that the board considers appropriate.
- 2) Refuse to reinstate the person.

16. Records and Use of Decisions

16.1 The SRA shall maintain a record of all decisions of hearing committees and of all decisions of the Board of Directors on appeal.

16.2 The hearing committee and the Board of Directors may consider the decisions of previous hearing committees and boards, but are not bound by the precedent.

16.3 The Executive Director shall advise member clubs of the SRA, Rowing Canada Aviron and Sask Sport Inc. of the names of persons expelled or suspended from the organization pursuant to this policy.

16.4 Decisions resulting in termination of membership or in a suspension of membership rights for one year or longer shall be reported to the Dispute Management Office of Sask Sport Inc. who may provide information from the decisions to its membership, including the names of persons who have been the subject of the discipline.

POLICY ADMINISTRATION

Costs

SRA shall be responsible for the costs of the administration of this policy including costs of any mediation or investigation services. All parties retaining legal or any other assistance shall be solely responsible for the cost incurred.

Policy Review

This policy shall be reviewed by the Board of Directors and the Administrative Assistant on an annual basis.

In the case of a significant revision of the relevant human rights codes, or as a result of finding that a procedure contained in the policy is either contrary to legal practices or inoperable, the policy may be reviewed and revised when appropriate.

REGATTA MANAGEMENT AND OPERATION GUIDE

In recent times there have been a number of incidents in rowing that have brought scrutiny to bear on the attention given to the safety of our participants. In general but firm terms, RCA wants all member associations and clubs to reduce their exposure to the risks associated with our sport. It is to that end that the following have been produced.

The intent of this document is, in part, to provide a regatta needs checklist and to make it easier for regatta organizers to present a safe, competitive field of play.

There are two parts, the first provides the checklist and outlines the requirements for the safe operation of a regatta. The second part is a reporting document that, when combined with the checklist, helps ensure compliance with Rowing Canada Aviron's (RCA) Rules of Racing.

REGATTA CHECKLIST

1) Course Description

Ideally, a rowing course will be a 2000meter straight, flat body of water, with six buoyed lanes and sufficient room outside for boats to travel to the start and from the finish. Understandably, this is not always possible on the prairies. There is no reason to assume that a course of a different description cannot be made safe and fair. But, to keep things simple and with view to set the standards at a reasonable level, the above course description will be used as the basis of the checklist. For other race types such as head styles races the principle of safe and fair play will prevail.

Racing Course

- permit for use
- sufficient run-out after finish
- straight course of appropriate length
- lanes of equal width and distance
- access lanes down side of course
- no current or wind advantages

- sufficient warm up area
- control of other water traffic

2) Course Markings and Installation

Start Area

- Starting platforms or stakeboats
- Central and visible starter platform with PA system, flags, 30m back of start, 2m above the water
- Aligner's sight line and platform with flags and loud hailer. If possible, radio headset communication with boatholders.
- 100 meter buoys (breakage area)
- Communication

Course

- Albano course, if available
- Side limit buoys each 50 meters
- Different coloured buoys each 250 meters
- Safety buoys to mark obstructions

Finish

- Accurately marked finish line
- Judges stand with raised tiers (preferably covered)
- Judges stand enclosed by fence or tape
- Unobstructed view of last 400 meters of course
- Red markers 5 meters beyond finish at each lane
- Signal flag, horn and stopwatches at finish tower
- Results board (may be at staging area)
- Communication

Control Commission

- Launch dock and return dock
- Bow marker placing and removal
- Isolated results tent with printing and copying facilities
- Results board
- Clerk of course and public address system that reaches all staging areas
- Two (2) medical type scales calibrated and matched
- Pre-race meeting area
- Communication
- Official regatta clock
- Course map with traffic instructions
- Medical or first aid
- Control of concession and souvenir sales

Launches

Launches (for 2000 meter course). Based on 10 minute start intervals, a minimum of six launches must be in operation with two backup boats available. One safety boat is also required. Consideration must be given to the competitors at the start and their right to an undisturbed preparation time of at least five minutes. Water must be free of wash from launches. If deemed suitable that only one official's launch accompany a race then the safety

boat must also follow the race. Launches must be piloted by sufficiently skilled people, capable of following referee's instructions.

The launches must contain:

- one (1) set of red and white flags, loud hailer
- Communication (radio)
- Tool kit
- Personal flotation devices (as per Coast Guard regulations)
- First Aid kit
- Thermal (space) blankets and drinking water

3. Staging and Launch Area

- Adequate flat area for boats and trailers
- Boat racks
- Security
- Adequate docks
- Board with map of course and traffic instructions
- Bulletin board for results and notices
- Bow marker station
- Launch schedule
- Sufficiently powerful public address system to reach all staging areas
- Toilet facilities

4. Program, Bulletins and Data Processing

Program

- Schedule of events
- Regatta timetable
- List of crews, coaches and substitutes
- List of officials
 - a) Organizing committee
 - b) Referees
- Advertisements

Bulletins

- Regatta poster
- list of accommodations
- Maps – transportation, area and course
- Entry blanks and instructions
- Equipment loan arrangements
- Racing draw and schedule, daily
- Results, daily
- Special announcements
- Regatta summary

Data Processing

- Computer
- High output copier
- Files and archival backup

5. Medical and Safety

Medical

- Strategically placed medical centre, with personnel
- Communication

Safety

- Buoys to mark shallow water and other dangerous obstacles
- Safety/rescue launch, with personnel operating at all times
- Communication

Care and Attention of Officials:

Officials who are working the regatta should have their costs defrayed, food and refreshments should be provided during the course of the day, overnight accommodation, if necessary, should be provided. It is customary to provide cost-free access to post regatta activities to officials.

Communication:

Chief Referee and Regatta Chair: communication with all areas of regatta

Chief Finish Judge, Clerk, Starter, safety/rescue and on water referees on same channel.

Results from finish to results tent on separate channel.

Regatta Timetable

- A. Nine months before regatta
 - listing with RCA and SRA
 - appoint regatta chair
 - obtain permission form park, local and provincial authorities
 - check installation needs and plot the filling of needs
- B. Six Months before regatta
 - status report
 - determine entry fees
 - establish schedule of events and preliminary timetable
 - ensure all trophy and medals needs are meet
 - sponsorship agreements are established
- C. Three months before regatta
 - status report
 - regatta poster
 - produce entry forms
 - list accommodations, course map package
 - decision on socials
 - establish closing date for entries
- D. Two months before regatta
 - status report and necessary action
 - mail poster, entry blanks, bulletins and invitations

determine regatta personnel requirements and appoint responsible individual
establish referee list

See RCA Regatta Sanctioning Procedure and Application Guidelines – Appendix 7

RISK MANAGEMENT (SAFETY)

SRA has developed a Safety Manual which is available to all members and will be sent to each registered club. Clubs are responsible for enforcing safety standards and has the flexibility to require more stringent regulations as deemed appropriate.

1. Minimum Guidelines:

- waivers of liability forms shall be signed by each member
- a personal floatation device shall be available in the on-water coach boat or in the shell for each person on the water
- the coach/safety boat shall be on the water or at the water's edge when seniors or masters are rowing
- the coach/safety boat shall be on the water when juniors or LTRs are rowing (parents and coaches may waive this restriction for experienced junior rowers)
- singles are to be rowed with a buddy boat, an accompanying coach boat or an on-shore contact person
- telephone is available and in good working order. If no phone is available at the clubhouse or within adjoining building, clear directions to the nearest available telephone must be displayed
- emergency services phone numbers shall be posted by the phone
- first aid kit(s) shall be accessible and stocked
- fire extinguishers shall be in good working order and certified by the Fire Department
- safety rules and regulations shall be posted

2. Every club shall appoint a member as the safety advisor. It is the responsibility of the safety officer to advise the club of the safety regulations.

3. Each rowing club must complete an internal risk management and safety review and submit the results in writing to the SRA by April 30 of each year.

4. Affiliated clubs must complete an internal risk management and safety manual and make every reasonable effort to adopt as many of the rules and procedures outlined in the manual as practical.

5. The above recommendations are part of SRA's ongoing commitment to make the sport of rowing in Saskatchewan as safe as possible.

Please note: Canadian Coast Guard regulations for small craft apply to rowing shells.

See RCA Safety Guidelines – Appendix 8

AWARDS

Traditionally the AGM includes the presentation of the SRA Awards for the same year. Although Rowing Canada Aviron (RCA) uses a point system for their awards policy, a more subjective approach is being used by SRA. Instead of points, benchmarks have been described under each category. This system is intended to provide the awards committee with guidelines without being too restrictive. The SRA Awards were created to honor Saskatchewan rowers, coaches and volunteers for outstanding achievement in the sport of rowing. For the purposes of this policy, crew is defined as 'boat'. For example, the Award for Youth Female Crew may be awarded to a crew of one, two, four or eight.

Nominations may be made in the following categories:

Youth Female Crew	Youth Male Crew
Senior Female Crew	Senior Male Crew
Masters Female Crew	Masters Male Crew
Mixed Masters Crew of the Year	Crew of the Year
Member of the Year	Volunteer Coach of the Year

Nominations for athletes, coaches and volunteers must be for members in good standing of the SRA. SRA awards are open to athletes who make their primary residence in Saskatchewan. Athletes who live temporarily in other locations for education or training purposes are eligible for nomination as are athletes who originally came from other provinces, provided their primary residence is declared as being in Saskatchewan. Crew is defined as a person or persons who participate in rowing. Nominations may be made by rowing clubs or individual members of the SRA. All nominations are considered by the SRA awards committee. Deadline for nominations is one month prior to the fall AGM. All decisions shall be final.

Awards Committee

1. There will be an awards committee consisting of:
 - VP Marketing (Chair)
 - VP High Performance
 - Head Coach
 - Asst. Coach
 - Member at Large
2. The awards committee will be responsible for seeking and recommending to the Executive Committee nominations for awards from the SRA and will be responsible for recommending nominations for awards to organizations such as Sask Sport Inc. The committee will solicit nominations from SRA members.

Awards Criteria

Categories:

Athlete/Crew of the Year

- * selection for Olympic/World Team
- * selection for National Team
- * National Championship Competitive Results
 - Canadian National Championships
 - Royal Canadian Henley

- Western Canadian Summer Games
- * Competitive Results at Provincial level
- * Awards

Master Athlete/Crew of the Year

- * Competitive results at National or Provincial Team level
- * Competitive results at Club level
- * Contributions to the sport of rowing
 - member of club
 - coach
 - committee
 - executive
 - President

Volunteer Coach of the Year

- * Number of athletes coached
- * Performance of athletes
- * Qualifications: NCCP Level I, II, III, IV, V
- * Contributions to the sport of rowing

Member of the Year

- * Club/SRA participant
 - member
 - competitive oarsperson at the club level
 - coach
 - committee
 - executive
 - President
- * Special or significant contributions to rowing in Saskatchewan
- * Competitive results at the club level
- * Officiating
- * Regatta organizer
 - Chair of a provincial or regional regatta
 - Committee

As well as the SRA's own awards, Sask Sport Inc and Sask Sport Hall of Fame request nominations from SRA. SRA submits nominations for awards to these two bodies.

Sask Sport Inc.

Sask Sport Inc. awards are presented monthly or annually. In order to be considered likely for successful nomination a nominee must have excelled in the month/year of nomination and have had a proven superlative track record.

Sask Sport awards are offered in the categories of:

- Athlete of the Month
- Male Athlete of the Year
- Female Athlete of the Year
- Master Athlete of Year
- Team of the Year
- Volunteer Recognition

- President's Citation (selected by Sask Sport Inc. Board of Directors)
- Saskatchewan weekly newspaper award (selected by Sask Sport)
- President's Award of Merit

Nomination forms are available through Sask Sport Inc.

SASK SPORT INC. AWARDS AND RECOGNITION PROGRAM

Sask Sport Inc.'s Awards and Recognition program promotes amateur sport by attracting media and public attention to outstanding achievements by Saskatchewan's outstanding athletes, coaches, officials, administrators and volunteers. As members of the sport federation, your membership can access the following:

Athlete of the Month Award

Awards are open to athletes from any level. The award is given for outstanding performance in a month. Nominations may be made by provincial sport organizations, the media or the public. All nominations are subject to approval by the provincial sport organization. Nominations will be accepted up until the third day (10:00am) of the following month.

The award is open to individuals who perform solo or on a team. Recipients may not win more than once every calendar year. A 'team' is defined as a number of persons associated together in an activity. This includes all-star teams and contingents competing in individual disciplines in which there is a recognized team award.

To be eligible, athletes must: participate in a sport which is recognized active or affiliate member of Sask Sport Inc.; be amateur in status as defined by their provincial sport organizations; make their primary residence in Saskatchewan. Athletes who live temporarily in other locations for educational or training purposes are also eligible as are athletes who are originally from other provinces. The award winner is announced through a media release and all nominees receive a certificate of achievement form.

Athlete of the Year Award

Nominations may be made by Provincial Sport Governing Bodies, Saskatchewan Sports Media, or by the public. All nominations are subject to approval by the Provincial Sport Governing Body. Nominations must be received by December 5th of each year.

The eligibility criteria is the same as the Athlete of the Month Award. Nominations must be made in one of four categories – Male, Female, Team or Masters. Nominations under the Master Category must meet the definition of Masters as defined by their Provincial Sport Governing Body. The awards are presented annually in Saskatoon or Regina.

Volunteer Recognition Awards

Active and affiliated member organizations of Sask Sport Inc. are eligible to submit nominations. Nominations of volunteer coaches, administrators and officials are subject to approval by the provincial sport organization. Nominations must be received by June 2nd of each year. Only one nomination per member will be accepted per year.

Recipients will be honored at the Volunteer Recognition Awards Dinner held in conjunction with the Sport Symposium held in Saskatoon. To be eligible, the individual must have been a volunteer in sport for a minimum of seven years. While national and international involvement will be considered, service in sport within the province will be the most important factor in the selection process. Individuals can only receive the award once.

President's Citation Award

The Sask Sport Inc. President's Citation is presently to an individual, corporation or organization who has contributed, either personally or financially, to amateur sport in Saskatchewan. Recipients are selected by the Sask Sport Inc. Board of Directors. This award is presented at the Sask Sport Inc. Annual General Meeting held in Regina.

Saskatchewan Weekly Newspaper Award

Each year the Awards and Recognition Committee of Sask Sport Inc. selects the 'Best Sport Story' from a Saskatchewan weekly newspaper. The Saskatchewan Weekly Newspaper Association forwards the various sports stories to the committee for their review and selection. Two other stories receive an honorable mention. This award is presented at the Saskatchewan Weekly Newspaper Awards, Annual General Meeting in September.

President's Award of Merit

The Sask Sport Inc. President's Award of Merit honors those unsung heroes who have made a great contribution to amateur sport in Saskatchewan. Provincial Sport organizations can request that the award be presented to individual(s) within their sport at their upcoming major events, such as national championships and annual general meetings. Potential candidates include volunteer committee chairperson, a coach or a groundskeeper – anyone whose hard work and dedication goes unnoticed is eligible. Provincial sport organizations must submit a written request to Sask Sport Inc. at least one month before the event.

SASK SPORT HALL OF FAME AWARDS

Sask Sport Hall of Fame awards are offered in the categories of:

- Athlete
- Builder
- Team

Categories:

Athlete

- Participation as an athlete:
 - years of involvement
 - selection for Olympic/World Team
 - selection for National Team
 - National Championship Competitive results
 - Royal Canadian Henley
 - Jeux Canada Games
 - Western Canada Summer Games
 - Competitive results at International, National and Provincial level

- Medals won
- Records achieved
- Awards achieved

Builder

- participation as an athlete
- years of involvement
- selection for Olympic/World team
- selection for National team
- National championship competitive results
- Canadian National championships attained
- Royal Canadian Henley
- Jeux Canada Games
- Western Canada Summer Games
- participation as an administrator
- International level
- chair of Olympic Committee
- Committee – Olympic/International committee
- National level
- President
- Officer
- Chair of Committee
- Committee
- Provincial level
- President
- Officer
- Chair
- Committee
- Development Activities
- Establishment of new regulations
- Development of new clubs
- Revival of existing clubs
- Games/Regatta Organizer
- Chair of Provincial Championship level regatta event
- Committee chair
- Committee member
- Chair of a regional regatta
- Committee chair of a regional regatta
- Assistant committee member
- Volunteer Coach
- number of athletes coached
- years of coaching
- performance of athletes
- Awards
- Contributions to the sport of rowing
- Overall contributions to Sport in Saskatchewan

Special Considerations:

- Starting and helping survive or rejuvenate a club or association
- Starting and establishing a new regional, provincial or national regatta
- Undertaking a major task of provincial significance

- Served as a member of a committee, reporting immediately to, and assisting another person to achieve the above
- A description of other volunteer or professional work that does not fall within any of the above categories would be taken into consideration.

SRA ATHLETE ASSISTANCE PROGRAM

Purpose:

To provide financial support to qualified Saskatchewan athletes in pursuit of their high performance goals.

Description:

The Saskatchewan Rowing Association's (SRA) Athlete Assistance Program is made possible through funding grants from Saskatchewan Lotteries Trust Fund as administered by Sask Sport Inc. Athletes qualify for this assistance by their performance in a number of competitions and training activities, and by maintaining competitive membership in a Saskatchewan rowing club. "Athlete Funding" is provided to athletes who apply and qualify. "Special funding" is granted for one-time or special circumstances as approved by the High Performance Committee.

Eligibility:

1. Athletes who are members in good standing of a Saskatchewan rowing club.
2. Athletes who qualify for Athletes Assistance through the criteria described below must sign an agreement to compete for a position on the provincial team for which the athlete is eligible and to represent Saskatchewan, if selected to the provincial team, in rowing the following year.
3. Athletes must identify in written form how they plan to make a contribution to their home club throughout their Athlete Assistance year. (helping with LTR, etc)

Funding:

Application deadline is November 20th. The High Performance Committee will review the applications by each athlete. Athletes with less than 10 points will not be considered for funding. Special consideration will be reserved for injury or illness cases. Should the High Performance committee deem that any of the injury or illness cases are not worthy of financial assistance, the next names on the point list will be considered.

*If an ergometer test is not supervised by a certified coach, it must be witnessed and results signed by a club official. Results should be forwarded to the SRA office in Saskatoon by fax, e-mail or mail.

**Carded National Rowing Team Saskatchewan athletes are ineligible for SRA Athlete Assistance -0 however SRA will reimburse competitive registration fees if the athlete registers with RCA through a Saskatchewan Rowing Club. Carded national Rowing Team Saskatchewan athletes must apply for reimbursement by November 20th.

ASSESSMENT FEES

Athletes may be charged an Assessment Fee by the SRA to attend but not limited to Canada Cup, Canadian Masters, Western Canada Summer Games and Canada Summer Games. This fee will help to cover costs associated with travel, hotel and entry fees.

MEMBERSHIP ASSISTANCE PROGRAM (MAP)

1) MAP

MAP stands for Membership Assistance Program.

MAP Funding will be used specifically for increasing the membership of existing clubs and for increasing membership in new zones.

2) Criteria for Eligibility

To be eligible for Map funds, clubs or programs must meet the following criteria:

- a) be an SRA or probationary club member in good standing
- b) complete one application (spending plan) for each project and prioritize applications when more than one project is applied for
- c) provide a minimum of 25% self-help for each project

3) Eligible Requests

1) Preference will be given to projects that aim to increase membership. Efforts to increase the profile of rowing and increase the quality of rowing activities in the club and/or the province

2) Any project which has a demonstrable benefit to the participants, the club, the community and the sport of rowing.

4) Funding Limit

There is no limit on the amount of funding that can be requested for one project. However, SRA may not be able to grant the full amount requested. Partial funding may be awarded if the club and the SRA agree that the project can proceed with partial funding.

5) Ineligible Requests

- i) Capital expenditures on fixtures including upgrading, construction or maintenance
- ii) Retroactive or deficit funding
- iii) Where duplicate funding by another organization has been accepted or is available.

6) Restrictions on Requests

- i) Equipment – long term storage and a method of insurance must be documented.
- ii) SRA policy and procedure limit the following:
 - a) meal allowance
 - b) accommodation allowance
 - c) travel allowance
- iii) Training/Information/Certification Courses – a club applying for funding to send a member to a course must set a criteria for that members upon receipt of training (member should give a report, do a seminar, lecture, training for other club coaches)

7) Sample Projects

- a) Learn To Row Courses
- b) Open House at Rowing Facility
- c) Workshop or Conference
- d) Host a Regatta

- e) Purchase of Club Equipment
- f) Instructor/coach/officials clinics

8) Application & Allocation Procedure

- a) Correctly fill out Spending Plan form and mail to the VP Development.
- b) Spending Plans must be received no later than Friday May 26 of the current year for existing clubs. There is no deadline for new zone development or new club development.
- c) The Development Committee shall be appointed by the VP Development to review the submissions.
- d) Considerations will include: value of the project to the club and rowing community, availability of funds, ability to generate self-help, history of club in conducting rowing programs that generate new members, demonstrated responsibility of a club in SRA.
- e) Clubs shall be given notice of successful and unsuccessful applications no later than June 15, of the current year. All other applicants will be notified upon review of the application.
- f) 50% of the funds will be forwarded with this notification.
- g) Upon receipt of the Follow up Form and completion of the project, the remaining 50% of the funds will be forwarded after approval. Submission deadline for the Follow Up form is March 31, of the current year.
- h) Funding will be returned to the SRA if a project is not carried out, the follow-up form is not submitted, or if original receipts are not provided.

9) Acknowledgment of Sponsor

Recipients of MAP Funding must display Saskatchewan Lotteries Logos and/or Sask Sport Inc.'s Promotion "Sport, It's More Than A Game" on correspondence. SRA Logos must appear on all correspondence as well.

OFFICIALS

RCA Referee/Official Clinic

Objectives:

- the candidate will have knowledge of and apply the rules of racing
- the candidate will demonstrate knowledge of acceptable safety standards
- the candidate will demonstrate a knowledge of the variables associated with rowing regattas
- the candidate will demonstrate a practical ability to function under regatta conditions

Content:

- referee/official self assessment
- clinic objectives and format
- practical application of the rules of racing
- summary of rules
- written exam

Procedure:

- A. Pre-clinic Procedures by the Clinician
 - 1. Order from RCA clinic materials:
 - rule books
 - self-assessment surveys

- clinic objectives and format
 - referee exam and key
 - clinic feedback forms
2. Distribute to candidates prior to clinic:
- rule books
 - self assessment surveys

B. Post-clinic Procedures by the Clinician

1. Mail all exams to the national office including:
- name, address, phone number of candidates
 - exam marks
 - practical evaluation
 - final recommendation
 - ie: Pass – Referee
 - – Official
 - names and addresses, etc of referees participating in refresher

C. Post-Clinic Procedures by RCA:

- record licensing information on database
- mail candidate appropriate license (referee or official)
- mail confirmation of license extension to referees completing refresher

RCA Referee License Procedure

Conditions:

- a) Obligatory refresher course every three years
- b) Reasonable participation as an official or referee within terms of the license

License Registration:

- a) Central RCA registration of all officials and referees

Selection of Canadian FISA Candidates Criteria:

- a) RCA license for three (3) years
- b) Reasonable participation as an RCA official
- c) Service to rowing
- d) International experience, ie: as a rower, manager, coach
- e) Canadian regional representation
- f) Adequate French language competency to function effectively at a FISA regatta
- g) Additional FISA requirements

Procedure:

- a) “FISA ready”, excellent results in RCA examination
- b) Satisfaction of criteria of selection
- c) Individual application of resume to Committee through Provincial Executive
- d) Decision making by committee – approved by RCA president

Referees for International Regattas:

- a) valid RCA license
- b) Reasonable participation as an RCA referee
- c) Service to rowing
- d) International experience, ie: as a rower, manager, coach

- e) Canadian regional representation
- f) Adequate French language competency to function effectively at a FISA regatta
- g) Need to validate license
- h) FISA criteria

COACHING

National Coaching Certification Program

The National Coaching Certification Program (NCCP) is a five level education program for coaches in over 60 sports. It is available across Canada, in both English and French, for coaches over the age of 16 years.

Level I	Beginner/Recreational Coach
Level II	Competitive Coach
Level III	Provincial/National Stream Coach
Level IV	High Performance Coach
Level V	Master Coach

Each level has three components: Theory, Technical and Practical. Theory courses are offered by Zone Sport Councils and are generic to coaches of all sports. Technical courses are sport specific. Practical certification is fulfilled by a specific number of hours of practical experience.

Levels I – III are designed to certify coaches as competent leaders of school, community and club sports programs. Levels IV and V represent the top of professional training for coaches. These levels prepare coaches for leadership roles in national and international sport, and ensure they will be effective within the high-performance sport system. Level IV and V consist of applied study programs of 20 tasks. These tasks are ‘customized’ by the National Sport Organizations to suit the needs of their coaches.

Certification Levels

NCCP	THEORY	TECHNICAL	PRACTICAL
Level I	14 hours	12 hours	assignments
Level II	21 hours	12 hours	assignments
Level III	27 hours	12 hours	assignments
Level IV	Completion of 12/20 tasks		
Level V	Completion of the remaining 8/20 tasks		

It is recommended that a coach take the courses in the order of theory and then technical. Practical certification for Level I cannot be granted until the technical portion has been completed and the required items for practical certification have been completed. Practical certification for Level II cannot be granted until Level I certification is completed and Level II theory and technical have been completed. This is true of every level. A coach may take all available theory courses prior to technical courses but must take each level in order (Level I than Level II, etc).

THEORY

<u>LEVEL I</u>	<u>LEVEL II</u>	<u>LEVEL III</u>
Planning	Role of the Coach	Sports Psychology
Role of the Coach	Growth and Development	Training Programs

Teaching Skills
Analyzing Skills
Practice Planning
Sport Safety
Growth/Development

Sport Safety
Analysis of Skills
Development of Skills
Physical Preparation
Seasonal Planning

Nutrition Programs
Assessing Growth/Development
Yearly Training

TECHNICAL

LEVEL I

Introduction and Registration
Basic Rowing Physiology
Rowing Safety
Organizing a Basic Training Program
Rigging Theory
Rigging Practical
Practical Coaching Evaluation

Basic NCCP Information
Technique
Basic Tool Kit
Preparing a Novice Crew for Competition
Coaching the Coxswain
Ethical Practices in Coaching
Course Evaluation

LEVEL II

Introduction and Registration
Rowing Technique
Skill Analysis/Video Equipment
Physiology/Category Chart
Medical Considerations
Rigging
Designing a Training Program

Responsible Coaching
Flexibility Training
Effective Drills
Monitoring/Selection
Strength Training – “Basics”
Racing Strategies and Tactics
Course Evaluation

LEVEL III

Introduction and Registration
Learning Principles in Coaching Rowing
Testing Rowers
Land Training Program
Theory of Rowing and Sculling Techniques
Motivation
Planning as a Coaching Tool

Physiology of Rowing Exercise
Rowing Drills
Periodization of Rowing Training
Strength Training Workshop
Sweep and Sculling Techniques Workshop
Course Evaluation

PRACTICAL

LEVEL I

1. Rigging
 - sculling
 - sweeping
2. Testing and Monitoring
 - 3 ergometer tests
 - show improvement
3. Technique Analysis
 - External analysis

LEVEL II

The Level II Practical Assessment provides an opportunity for the coach to demonstrate their understanding and practical application of the information received in the Level II Technical and Theory component of the NCCP. It is also intended for the coach to ask questions and use the 'assessor' as a mentor coach.

The practical assessment is to be authentic (i.e. rowing setting outside the classroom). When dealing with real crews and real boats, there may be more than one acceptable solution/answer to a question or problem. The intent of the assessment is to encourage the coach to use problem solving skills and to demonstrate an understanding of the basic concepts. Individual creativity and interpretation enrich our coaching system and this diversity should be recognized. However, the coach must demonstrate an understanding and an ability to apply the material presented in the Level II technical and theory components.

In the Level II course, there are ten subject areas that are presented. Considering that the assessment should not take more than 60 minutes (on site), it is suggested that three subject be mandatory for the on site assessment.

1. Rowing Technique - on site assessment of the coach's crews' technique
2. Rigging - on site demonstration of coach's ability to set/adjust pitch, span, inboard height
3. On site demonstration of coach's ability to measure foot angles and height
4. Demonstration (through discussion with evaluator) of an understanding of the effect of rigging adjustments
5. Rowing Physiology/Program Planning
- coach will submit to the assessor a short seasonal plan prior to the meeting. The plan should demonstrate an understanding and appropriate use of the categories of intensity.

The coach will be required to select two of the other topics identified below. The coach will be given the opportunity to select the medium where they can demonstrate what they have learned. This should be discussed with the assessor prior to the assessment. Optional subject areas are:

1. Video Analysis
2. Strength Training
3. Team Selection
4. Athlete Monitoring
5. Rowing Medicine
6. Strategies and Tactics

LEVELS 4 & 5

Levels 4 & 5 consist of an applied study program of 20 tasks. These tasks are 'customized' by the National Sport Organizations to suit the needs of their coaches. To receive Level 4 Certification, coaches must complete at least 12 tasks: the remaining tasks are completed for Level 5 certification.

Important: Tasks 9 (Practical Coaching: Skill Training) and 12 (Planning and Periodization) are compulsory at Level 4. Task 17 (Leadership Skills) is highly recommended at Level 5 and involves a one week residential workshop.

At both levels, the program is developed and directed by Rowing Canada Aviron(RCA). In general, coaches may choose from several preparation options for completing their study program of tasks. There are various evaluation methods for each task, and coaches may receive credit on successful completion of a task.

Level 3 certification, experience in high performance sport and approval from RCA are prerequisites for entry to Levels 4 and 5. A physical education degree is also highly recommended.

LEVEL 3

Preparation options:

Full-time Study

Coaches can pursue a full-time study:

- A) At the National Coaching Institute. The institute offers a one-year coaching diploma program at the University of Victoria. The program includes sport science study and day to day coaching in a high performance program under the director of a Master Coach in selected core sports.
- B) At universities that offer Level 4 certification as part of their Master's Degree in coaching. Standard entrance requirements apply.

For further information , coaches should contact RCA or the Coaching Association of Canada.

Scholarships and apprenticeships are available for coaches interested in full-time study, and special support is available for women interested in pursuing coaching at the high-performance level.

Courses and Home Study

This preparation option extends over two or three years, and it consists of a series of 3 to 10 day, Level 4 coaching courses and home study assignments. RCA oversees this program. Some of the sport science tasks may be taken at Provincial/Territorial or National coaching seminars. Coaches wishing credit for tasks at these or other professional seminars should – before registering – confirm with RCA that such seminars qualify for the Level 4 study program.

TASKS (for Levels 4 & 5)

1. Energy Systems
2. Strength Training for Elite Athletes
3. Sport-Specific Performance Factors
4. Nutrition
5. Environmental Effects on Performance
6. Regeneration: Principles and Methods
7. Psychological Preparation for Coaches
Psychological Preparation for Athletes
Practical Coaching: Skill Training
8. Biomechanical Analysis of Advanced Skills
9. Practical Coaching: Strategy and Tactics
10. Planning and Periodization
11. Analyzing Performance Factors
12. Practical Coaching: Training Camp
13. Practical Coaching: Competitive Tour
14. Athlete Long Term Development
15. Leadership Skills
16. Enhancing Coaching Performance
17. Canadian Sport System
18. National Team Program

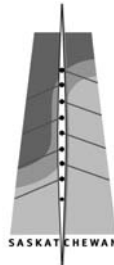
EVALUATION METHODS

Coaches must fulfill certain requirements to obtain credit for a task. Evaluation methods may consist of any or all of the following:

- 1) written test or oral defense – a written or oral test of knowledge conducted by a sport-science expert or by a member of RCA's Coaching Committee.
- 2) Practical assessment – practical evaluation of a training session or sessions and submission of a diary outlining the training session(s).
- 3) Performance analysis – skill analysis tested by detection and correction of errors on video or the observation of competitive action
- 4) Written assignment – a take-home exam or assignment.

Important: Coaching wishing to receive equivalency for a particular task may apply to RCA. They could submit a description of their experience and indicate how they have applied the task's content in their coaching. If equivalency is approved, coaches will receive credit for that task.

Assistance may be available for coaches wishing to attend a Level 3 Technical clinic or a National Coaching Symposium. Application should be made in writing to the VP High Performance.



2008-2009 EXECUTIVE BOARD MEMBERS

President <i>Bruce Acton</i> bruceacton@shaw.ca	Past President <i>Ann Haver</i> ann.haver@saskatoonhealthregion.ca	Finance & Administration <i>Kelly Silcox</i> kel1@accesscomm.ca
High Performance <i>Bob Haver</i> bhaver@dominionco.com	Programs <i>Garett Mathaison</i> Garett.mathaison@rbe.sk.ca	Marketing <i>JP Farago</i> jpfarago@stantec.com
Development <i>Terry Craig</i> tcraig@sasktel.net	RRC Representative <i>Chad Jedlic</i> chadjedlic@hotmail.com	SRC Representative <i>Wes Champ</i> wchamp@sasktel.net
MJRC <i>vacant</i>	PADRC <i>Tanja Tabel</i> ttabel@hotmail.com	
PROVINCIAL ASSISTANT COACH <i>John Haver</i> haver_john@hotmail.com	PROVINCIAL HEAD COACH <i>John Wetzstein</i> miss_ng@mac.com	SRA - Office 510 Cynthia Street Saskatoon, SK S7L 7K7 saskrowing@sasktel.net (O) 975-0842 (F) 242-8007

APPENDIX 1

BYLAWS

FUNCTION OF THE POLICY AND PROCEDURE MANUAL

The Policy and Procedure Manual of the Saskatchewan Rowing Association (SRA) is designed to provide the Board of Directors, Chairpersons, Committee Members, Members Clubs and Staff with a simple and concise explanation of the policies and procedures that govern the Association.

UPDATE AND MAINTENANCE OF THE POLICY AND PROCEDURE MANUAL

The Board of Directors or designated representatives of the SRA are responsible for the approval, implementation and evaluation of all policies and procedures of the Association. The President of the SRA is responsible for presenting any revision of the Policy and Procedure Manual to the board and maintaining and updating the master copy of the manual.

APPENDIX 2

EXPENSE CLAIM FORM

This form is located for download on the Saskatchewan Rowing Association website at:
<http://www.saskrowing.ca/pdf/SRA-Expense-Claim-Form-May08.pdf>

APPENDIX 3

DETAILED STAFF DESCRIPTIONS

Provincial Head Coach Description

Specifically the Provincial Head Coach will:

- Provide leadership and effective management of the provincial team competing at Western Canada Summer Games, Canada Summer Games, and the National Championships.
- Organize and manage a talent identification and selection procedure for athletes and coaches.
- In collaboration with the assistant provincial coach, recruit and train a team of athletes for all Provincial teams as mandated by VP High Performance.
- Provide regular on water and land coaching to all high performance and potential high performance athletes in cooperation with club executives and in cooperation of SRA and Club development plans
- Assist the administrative assistant by helping maintain a provincial database with respect to membership race results, awards, provincial records.
- Assist in nominations for various awards in recognition of SRA athletes, coaches and volunteers.
- Organize (including coordination of educational activities, staff, equipment and billeting) and attend all provincial clinics and training camps.
- Attend, supervise and assist high performance athletes at the Western Canada Summer Games, Canada Summer Games, and National Team Trials when Saskatchewan has athletic participation.
- Develop a provincial training program/schedule for all provincial athletes to follow, unless prior approval is given to athletes to follow an alternate training program.
- Utilize high performance services through multi-sport service agencies within the province (Saskatchewan Sports Medicine and Science Council).
- Support Coach Development by mentoring Saskatchewan regional, club and volunteer coaches on professional development initiatives.
- Supervise provincial high performance contract employees, in consultation and as directed by the VP High Performance.
- Assist at any clinic/camp organized by the SRA, developmental region or existing club when possible.
- Represent Saskatchewan on Rowing Canada Aviron Inter-Provincial Coaches Committee.
- Assist established clubs, SRA development staff and regional communities, where rowing has been introduced, to identify and develop coaches
- Research, develop and support the implementation of programs that are intended to increase the membership base and high performance participation.
- Support the implementation by SRA and clubs to include high school, university, college, masters, adaptive and youth-at-risk programming.
- Link with external agency initiatives (SaskSport, RCA, NCCP) targeted at promoting athlete, coach and regional development.

-Work with SRA Board and administrative assistant to monitor and assist with the control of budgets for designated programs (specifically high performance and coach development).

-Attend conferences or other professional development opportunities as approved by VP High Performance as part of continuing education related to coaching and high performance.

-Prepare high performance and coaching reports as requested by SRA board (typically at each quarterly meeting of the board and the AGM).

-Prepare any grant applications/opportunities and funding requests that relate to coaching or high performance athletes.

Qualifications:

A successful record of coaching at the junior, U23 and senior level.

Experience in working with both development and high performance athletes and coaches.

Strong communication and leadership skills with good time management and organizational skills.

Agree to achieve NCCP Level 3 Certification by July 31st, 2008.

A boating license (Pleasure Craft Operator Card).

Driver's operator's license.

Good standing with the Coaching Association of Saskatchewan.

This position is financially supported by the Saskatchewan Rowing Association, the 2005 Canada Games Dreams & Champions Legacy Program and the Saskatchewan Lotteries Trust Fund.

Assistant Provincial Coach Description

Specifically the Assistant Provincial Coach will also;

- Provide regular on water and land coaching to all high performance and potential high performance athletes in Saskatchewan.

- Attend and assist the Provincial head Coach at all provincial clinics and training camps.

- Attend, supervise and assist high performance athletes at the Western Canada Summer Games and Canada Summer Games. Attendance at other regattas must be with approval from VP HP and the SRA board.

- Support Coach Development in the province by mentoring Saskatoon club and other volunteer coaches.

- Assist at official clinics organized by the SRA, development regional or existing clubs as requested by VP HP or the Provincial Head Coach.

- Assist established clubs, SRA development staff and regional communities where rowing has been introduced, to identify and develop coaches as requested by VP HP or the Provincial Head Coach.

- Support the implementation by SRA and Saskatoon club to include high schools, universities, masters, adaptive and you-at-risk programming.

- Prepare HP reports as requested by SRA board, typically at each quarterly meeting of the board and the AGM.

Administrative Assistant Description

Specifically the Administrative Assistant will also;

- Assume the day to day operations of the SRA provincial office.
- In collaboration with the Provincial Head Coach develop and maintain a provincial database with respect to membership race results, awards, provincial records etc.
- Manage all communications for SRA including but not limited to merchandise, web-site, newsletter, press releases, brochures, employees, members and board.
- Handle all financial transactions including processing of memberships, expense claim forms, budget development and SRA expenditures in conjunction with the Accounting Services of SaskSport.
- Prepare all funding application and follow up reports to SaskSport and other agencies including annual funding, Canada Summer Games funding, 1989 Jeux Canada Games fund; Human Resources Canada etc.
- Work with SRA Board members to monitor and assist with the control of budgets for designated programs.
- Prepare administrative reports as requested by SRA board (typically at each quarterly meeting of the board and the AGM).
- Organize SRA Board meetings, AGM and planning sessions. Take minutes at these meetings and circulate to the board in a timely fashion.
- Develop and maintain relationships between SRA and provincial and national sport and related organizations
- Aid in the preparation of nominations (in collaboration with VP Marketing and Provincial Head Coach) to Sask Sport Inc., Rowing Canada or SRA itself for various awards and recognition of SRA athletes, coaches and volunteers.
- Promote and aid development of the sport of rowing in the province, including active collaboration with club executives and VP Development to implement SRA development programs.

APPENDIX 4

TEAM MANAGER AGREEMENT

BETWEEN: The Saskatchewan Rowing Association (SRA) a not for profit organization dedicated to the promotion and development of the sport of rowing for all individuals throughout the Province of Saskatchewan.

AND: _____ hereinafter called the "Manager"

WHEREAS: The SRA is an Association whose members are involved in high performance athletic competition in the sport of rowing in particular at the Canada Summer Games (CSG). The SRA requires the services of a manager.

The Manager is qualified and experienced in the organization and operation of regattas or other programs geared to young athletes, demonstrates problem solving abilities, and is ready and able to support athletes, coaches, administration and parents. The Manager shall be the head of the delegation and the official representative of the SRA.

The Manager's first responsibility will be to supervise athletes. Other responsibilities will include:

- Communicating between the Provincial rowing team and CSG's staff
- Arrangement of team uniforms
- Making and managing CSG's accreditation including medical and financial information.
- Making and managing arrangements for all team travel and accommodation including training camps
- Assisting Provincial coaches and athletes at CSG's meetings, training and selection camps
- Establishing room lists for athletes, coaches and parents.
- Attending and assisting at the CSG's
- Assisting the team while at the CSG's
- Recording results and communicating these results to appropriate media.
- Setting appropriate curfews and activity schedules for the athletes
- Providing support to all Team members and team candidates
- Reviewing the contents of the Saskatchewan Rowing Association Athletes Handbook
- Ensuring that each athlete reads and signs the Saskatchewan Rowing Association Code of Conduct.
- Ensuring that the Code of Conduct is upheld and enforcing appropriate penalties as required
- Ensuring the safety and well being of each individual athlete

The Manager will be expected to act in a manner consistent with the SRA Code of Conduct.

The Manager will have access to the personal information of members of the Saskatchewan Rowing Association (SRA). The Manager agrees that all personal information shall remain confidential and shall only be used in a manner consistent with the purpose for which it was explicitly collected, or with the consent of the athlete or legal guardian.

This position is a volunteer position however, any expenses related to the responsibilities of the Manager will be reimbursed

The Association hereby agrees to retain the services of the Manager and the Manager agrees to act as Western Canada Summer Games Manager on and subject to the terms of this Agreement.

The term of services shall be from _____

IN WITNESS WHEREOF the parties hereto have read, understood, and agree with the foregoing and hereby accept employment on the above terms and conditions.

DATED the ___th day of _____

SRA Representative:

Name: _____ signed _____

Title: VP High Performance, SRA

Manager: _____ signed _____

Witness: _____ signed _____

APPENDIX 5

RCA RISK MANAGEMENT AND INSURANCE

This document can be found at:

<http://bongo4u.com/sites/rowingcanada/files/RCAinsurance2006.pdf>

APPENDIX 6

SASKATCHEWAN ROWING ASSOCIATION

CODE OF CONDUCT

2006

The code of conduct is in effect and applies to all athletes who are on a provincial rowing team or competing for a position on such teams. The code of conduct applies to all training camps and regattas endorsed by individual clubs and/or SRA.

The Saskatchewan Rowing Association strives to develop and maintain the standards of a high caliber Saskatchewan rowing athlete who is capable or has the potential to race at a national competition level. To attain these goals, the SRA warrants that an athlete's standard or personal conduct is necessary to the development of an elite athlete as part of the training and dedication requirements.

All rowing athletes attending rowing competitions and training, development, or selection camps must agree to abide by the Code of Conduct. Your signature following the Code of Conduct constitutes your acknowledgment that you have read and agree to the terms and conditions of the Code of Conduct, and that you will abide by this Code while representing your club or province at competitions or camps during the 2006 rowing season. It will not be necessary for those athletes who have reached the age of majority to obtain parental consent or guardian signatures.

Code of Conduct

Athletes participating at all rowing competitions and rowing camps agree that:

1. A 12:00 a.m. (midnight) curfew will be observed unless advised otherwise by the Team Manager/Coach. Athletes will remain in their assigned housing at the designated curfew hour.
2. All meetings, training sessions, etc. will be attended.
3. There will be no possession or use of any illegal drugs.
There will be no possession or use of alcohol, regardless of the athlete's age.
The possession or use of either drugs or alcohol will result in immediate remedial action by the Team Manager/Coach who will then report the incident to the Saskatchewan Rowing Association High Performance Vice President.
4. **The responsible party shall pay for any physical damage occurring in a room and/or those athletes assigned to the room where the damage occurs.**
5. **There will be no unacceptable behavior including:**
 - **Act which would be considered offenses under federal, provincial, local laws or rules and/or cause embarrassment to your team, club, coach, team manager, or association.**
 - **Gross behavior.**
 - Specific governance issues (rules) may be changed from time to time for the purpose of accommodating athletes. Such changes can be made by the SRA Executive and Team Manager/Coach. Such changes will be communicated in writing to athletes and parents/guardians.
 - **Non-sportsmanlike conduct.**
6. **While attending competitions and camps, athletes will remain with the team at all times. Athletes' wishing to deviate from the team's scheduled activities and travel**

APPENDIX 7

RCA REGATTA SANCTIONING PROCEDURE AND APPLICATION GUIDELINES

This form is available for download on the Saskatchewan Rowing Association's website at:
<http://www.saskrowing.ca/pdf/Sanction-Procedure.pdf>

APPENDIX 8

RCA SAFETY GUIDELINES

The RCA Safety Guidelines are available for download at:
http://www.rowingcanada.org/safety/safety_guideline/

APPENDIX 9

MAP FUNDING GRANT

Please Type or Print

PURPOSE:

Name of Applicant:

Contact Person:

Address:

Town/City:

Postal Code:

Phone Number:

Email:

PROJECT DESCRIPTION:

PROJECT BUDGET

REVENUE

MAP GRANT REQUESTED \$ _____

SELF HELP

- \$ _____

- \$ _____

- \$ _____

TOTAL REVENUE \$ _____

EXPENSES

- \$ _____

- \$ _____

- \$ _____

- \$ _____

- \$ _____

TOTAL EXPENSES \$ _____

Provincial Sport Governing Body use only:

AMOUNT APPROVED \$ _____

X _____

PRESIDENT'S SIGNATURE

DATE:

APPENDIX 10

CANADA SUMMER GAMES TECHNICAL EQUIPMENT GRANT POLICY

The intent of the policy is to allow the Saskatchewan Rowing Association to take advantage of the quadrennial Canada Summer Technical Equipment Grant and to allow for the purchase of high performance team boats for our Games athletes. This policy will also outline the storage and insurance guidelines for the Canada Summer Games boats (and other equipment) purchased through this grant. The policy applies to equipment acquired for the 2001, 2005 and the 2009 Canada Summer Games and any future Canada Summer Games equipment grant funds.

1. Ownership of the boats will remain with the Saskatchewan Rowing Association (SRA).
2. The Board of the SRA, in consultation with the Head Coach and Technical Committee will determine the distribution of boats. Clubs will make a financial contribution toward the purchase of the boats. The amount will be determined by which boats are located at which club.
3. In order for a club to qualify to contribute toward a boat they must have athletes that are potential Canada Summer Games team members.
4. Any boat stored by a club can not be traded, loaned or upgraded without the approval of the SRA Board.
5. If a club ceases to operate then the SRA Board will reallocate any boats stored by that club.
6. The local club storing the boat will have responsibility for maintenance and ensuring that the SRA boats/equipment is listed within their insurance policy.
7. The SRA Board will be responsible for the deductible on an insurance claim if damage occurs during a Canada Summer Games camp or competition.
8. The Canada Games head coach can request through the Technical Committee of SRA the use of any or all of the Canada Summer Games boats for Canada Summer Games training camps or competitions leading to the Canada Summer Games or any other provincial team training camps and competitions.
9. The SRA Board will through the Administrative Assistant will keep an updated inventory of Canada Summer Games boats and their locations.
10. The SRA Board and host club Board will jointly approve the naming of the boats and if applicable equipment (i.e. oars) purchased with funding from the Canada Summer Games Grant.
11. The boats included in this policy are:

2001	Regina (1x, 1x) Saskatoon (1x, 1x)
2005	Regina (2x, 8+) Saskatoon (2x, 4x/-, 8+)
2009	Regina (1x, 1x) Saskatoon (1x, 1x, 1x)