



## POLICY MANUAL

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Crisis Communication Plan	May 11, 2020	May 11, 2020	May 11, 2020

## CODE OF CONDUCT AND ETHICS

### Definitions

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

- a) *“Abuse”* – As defined in Racquetball Canada’s *Abuse Policy*;
- b) *“Discrimination”* – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability;
- c) *“Harassment”* – A course of vexatious comment or conduct against an Individual or group, which is known or ought to reasonably be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
  - i. Written or verbal abuse, threats, or outbursts;
  - ii. Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
  - iii. Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
  - iv. Leering or other suggestive or obscene gestures;
  - v. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
  - vi. Practical jokes which endanger a person’s safety, or may negatively affect performance;
  - vii. Hazing, which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual’s positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual’s willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
  - viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
  - ix. Deliberately excluding or socially isolating a person from a group or team;
  - x. Persistent sexual flirtations, advances, requests, or invitations;
  - xi. Physical or sexual assault;
  - xii. Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
  - xiii. Retaliation or threats of retaliation against a person who reports harassment to Racquetball Canada.

- d) *“Individuals”* – refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and its Provincial/Territorial Associations and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
- e) *“Provincial/Territorial Associations”* – Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
- f) *“Sexual Harassment”* – A course of vexatious comment or conduct against an Individual because of sex, sexual orientation, gender identify or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advance to the Individual and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Types of behaviour that constitute Sexual Harassment include, but are not limited to:
- i. Sexist jokes;
  - ii. Threats, punishment, or denial of a benefit for refusing a sexual advance;
  - iii. Offering a benefit in exchange for a sexual favour;
  - iv. Demanding hugs;
  - v. Bragging about sexual ability;
  - vi. Leering (persistent sexual staring);
  - vii. Sexual assault;
  - viii. Display of sexually offensive material;
  - ix. Distributing sexually explicit messages or attachments such as pictures or video files;
  - x. Sexually degrading words used to describe an Individual;
  - xi. Unwelcome inquiries into or comments about an Individual’s gender identity or physical appearance;
  - xii. Inquiries or comments about an Individual’s sex life;
  - xiii. Persistent, unwanted attention after a consensual relationship ends;
  - xiv. Persistent unwelcome sexual flirtations, advances, or propositions; and
  - xv. Persistent unwanted contact.
- g) *“Workplace”* - Any place where business or work-related activities are conducted. Workplaces include but are not limited to, Racquetball Canada and its provincial/territorial organizations members, leagues or clubs’ office, work-related social functions, work assignments outside the offices, work-related travel, the training and competition environment, and work-related conferences or training sessions;
- h) *“Workplace Harassment”* – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be

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

- i. Bullying;
  - ii. Workplace pranks, vandalism, bullying or hazing;
  - iii. Repeated offensive or intimidating phone calls or emails;
  - iv. Inappropriate sexual touching, advances, suggestions or requests;
  - v. Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
  - vi. Psychological abuse;
  - vii. Excluding or ignoring someone, including persistent exclusion of a person from work-related social gatherings;
  - viii. Deliberately withholding information that would enable a person to do his or her job, perform or train;
  - ix. Sabotaging someone else's work or performance;
  - x. Gossiping or spreading malicious rumours;
  - xi. Intimidating words or conduct (offensive jokes or innuendos); and
  - xii. Words or actions, which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning.
- i) *"Workplace Violence"* – the use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:
- i. Verbal or written threats to attack;
  - ii. Sending to or leaving threatening notes or emails;
  - iii. Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
  - iv. Wielding a weapon in a Workplace;
  - v. Hitting, pinching or unwanted touching which is not accidental;
  - vi. Dangerous or threatening horseplay;
  - vii. Physical restraint or confinement;
  - viii. Blatant or intentional disregard for the safety or wellbeing of others;
  - ix. Blocking normal movement or physical interference, with or without the use of equipment;
  - x. Sexual violence; and

- xi. Any attempt to engage in the type of conduct outlined above.

## **Purpose**

- 2. The purpose of this Code is to ensure a safe and positive environment (within Racquetball Canada's and its Provincial/Territorial Associations and clubs' programs, activities, and events by making Individuals aware that there is an expectation, at all times, of appropriate behaviour consistent with Racquetball Canada's core values. Racquetball Canada supports equal opportunity, prohibits discriminatory practices, and is committed to providing an environment in which all individuals are treated with respect and fairness.

## **Application of this Code**

- 3. This Code applies to Individuals' conduct during Racquetball Canada's business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Racquetball Canada's activities, Racquetball Canada's office environment, and any meetings.
- 4. An Individual who violates this Code may be subject to sanctions pursuant to Racquetball Canada's *Discipline and Complaints Policy*. In addition to facing possible sanction pursuant to Racquetball Canada's *Discipline and Complaints Policy*, an Individual who violates this Code during a competition may be ejected from the competition or the playing area, the official may delay the competition until the Individual complies with the ejection, and the Individual may be subject to any additional discipline associated with the competition.
- 5. An employee of Racquetball Canada found to have engaged in acts of violence or harassment against any other employee, worker, contractor, member, customer, supplier, client or other third party during business hours, or at any event of Racquetball Canada, will be subject to appropriate disciplinary action subject to the terms of Racquetball Canada's *Human Resources Policy* as well as the employee's Employment Agreement (if applicable).
- 6. This Code also applies to Individuals' conduct outside of Racquetball Canada's business, activities, and events when such conduct adversely affects relationships within Racquetball Canada (and its work and sport environment) and is detrimental to the image and reputation of Racquetball Canada. Such applicability will be determined by Racquetball Canada at its sole discretion.

## **Responsibilities**

- 7. Individuals have a responsibility to:
  - a) Maintain and enhance the dignity and self-esteem of Racquetball Canada's members and other individuals by:
    - i. Treating each other with the highest standards of respect and integrity;
    - ii. Focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, employees, or members;

- iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct;
  - iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory;
  - v. Consistently treating individuals fairly and reasonably; and
  - vi. Ensuring adherence to the rules of the sport and the spirit of those rules.
- b) Refrain from any behaviour that constitutes Harassment, Workplace Harassment, Sexual Harassment, Workplace Violence, Abuse, or Discrimination;
- c) Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. More specifically, Racquetball Canada adopts and adheres to the Canadian Anti-Doping Program. Any infraction under this Program shall be considered an infraction of this Code and may be subject to further disciplinary action, and possible sanction, pursuant to Racquetball Canada's *Discipline and Complaints Policy*. Racquetball Canada will respect any penalty enacted pursuant to a breach of the Canadian Anti-Doping Program, whether imposed by Racquetball Canada or any other sport organization;
- d) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES);
- e) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities;
- f) In the case of minors, not consume alcohol, tobacco, or cannabis at any competition or event;
- g) In the case of adults, take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations associated with Racquetball Canada's events;
- h) Respect the property of others and not wilfully cause damage;
- i) Promote the sport in the most constructive and positive manner possible;
- j) When driving a vehicle with an Individual:
  - i. Not have his or her license suspended;
  - ii. Not be under the influence of alcohol or illegal drugs or substances;
  - iii. Have valid car insurance;
  - iv. Not use a mobile device with his or her hands.
- k) Adhere to all federal, provincial, municipal and host country laws;
- l) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition;

- m) Comply, at all times, with Racquetball Canada's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time;
- n) Report any ongoing criminal investigation, conviction, or existing bail conditions involving an Individual to Racquetball Canada or to a Provincial/Territorial Association including, but not limited to, those for violence, child pornography, or possession, use, or sale of any illegal substance.

### **Directors, Committee Members, and Staff**

8. In addition to section 7 (above), Racquetball Canada's Directors, Committee Members, and Staff will have additional responsibilities to:
  - a) Function primarily as a Director or Committee Member or Staff Member of Racquetball Canada; not as a member of any other group or constituency;
  - b) Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of Racquetball Canada's business and the maintenance of Individuals' confidence;
  - c) Ensure that Racquetball Canada's financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities;
  - d) Conduct themselves transparently, professionally, lawfully and in good faith in the best interests of Racquetball Canada;
  - e) Be independent, impartial, and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism;
  - f) Behave with decorum appropriate to both circumstance and position;
  - g) Keep informed about Racquetball Canada's activities, the sport community, and general trends in the sectors in which it operates;
  - h) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to the laws under which Racquetball Canada is incorporated;
  - i) Respect the confidentiality appropriate to issues of a sensitive nature;
  - j) Respect the decisions of the majority and resign if unable to do so;
  - k) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings;
  - l) Have a thorough knowledge and understanding of all Racquetball Canada's governing documents;
  - m) Conform to the bylaws and policies approved by Racquetball Canada.



## Coaches

9. In addition to section 7 (above), coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:
- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes;
  - b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes;
  - c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments;
  - d) Support the coaching staff of a training camp, provincial team, or national team; should an athlete qualify for participation with one of these programs;
  - e) Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate;
  - f) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete;
  - g) Act in the best interest of the athlete's development as a whole person;
  - h) Comply with Racquetball Canada's *Screening Policy*, if applicable;
  - i) Report to Racquetball Canada any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance;
  - j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol, cannabis, and/or tobacco;
  - k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes;
  - l) Not engage in a sexual relationship with an athlete under the age of majority;
  - m) Disclose any sexual or intimate relationship with an athlete over the age of majority to Racquetball Canada and immediately discontinue any coaching involvement with that athlete;
  - n) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for

confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights;

- o) Dress professionally, neatly, and inoffensively;
- p) Use inoffensive language, taking into account the audience being addressed.

## **Athletes**

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

- a) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete;
- b) Participate and appear on-time and prepared to participate to their best abilities in all competitions, practices, training sessions, tryouts, tournaments, and events;
- c) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason;
- d) Adhere to Racquetball Canada's rules and requirements regarding clothing and equipment;
- e) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators;
- f) Dress to represent the sport and themselves well and with professionalism;
- g) Act in accordance with Racquetball Canada's policies and procedures and, when applicable, additional rules as outlined by coaches or managers.

## **Officials**

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

- a) Maintain and update their knowledge of the rules and rules changes;
- b) Work within the boundaries of their position's description while supporting the work of other officials;
- c) Act as an ambassador of Racquetball Canada by agreeing to enforce and abide by national and provincial rules and regulations;
- d) Take ownership of actions and decisions made while officiating;
- e) Respect the rights, dignity, and worth of all Individuals;

- f) Not publicly criticize other officials or any club or association;
- g) Act openly, impartially, professionally, lawfully, and in good faith;
- h) Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others;
- i) Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals, and specific information or data about Individuals;
- j) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform the assignor or association at the earliest possible time;
- k) When writing reports, set out the actual facts;
- l) Dress in proper attire for officiating.

### **Parents/Guardians and Spectators**

12. In addition to section 7 (above), parents/guardians and spectators at events will:

- a) Encourage athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence;
- b) Condemn the use of violence in any form;
- c) Never ridicule a participant for making a mistake during a performance or practice;
- d) Provide positive comments that motivate and encourage participants' continued effort;
- e) Respect the decisions and judgments of officials, and encourage athletes to do the same;
- f) Never question an official's or staff member's judgment or honesty;
- g) Support all efforts to remove verbal and physical abuse, coercion, intimidation, and sarcasm;
- h) Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers;
- i) Not harass competitors, coaches, officials, parents/guardians, or other spectators.

# ABUSE POLICY

## Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Abuse”* – Child/Youth Abuse or Vulnerable Adult Abuse as described in this Policy;
  - b) *“Individuals”* – refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
  - c) *“Person in Authority”* – An Individual who holds a position of authority within Racquetball Canada including, but not limited to, coaches, managers, support personnel, chaperones, and Directors;
  - d) *“Provincial/Territorial Associations”* - Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
  - e) *“Vulnerable Individuals”* – Includes Children / Youth (minors) and Vulnerable Adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority).

## Purpose

2. Racquetball Canada is committed to a sport environment free from abuse. The purpose of this Policy is to stress the importance of that commitment by educating Individuals about abuse, outlining how Racquetball Canada will work to prevent abuse, and how abuse or suspected abuse can be reported to and addressed by Racquetball Canada.

## Zero Tolerance Statement

3. Racquetball Canada has zero tolerance for any type of abuse. Individuals are required to report instances of abuse or suspected abuse to Racquetball Canada to be immediately addressed under the terms of the applicable policy.

## Education – What is Abuse

4. Vulnerable Individuals can be abused in different forms.
5. The following description of Child / Youth Abuse has been modified and adapted from Ecclesiastical's *Guidelines for Developing a Safety & Protection Policy for Children / Youth / Vulnerable Adults* [1]:

### *Child / Youth Abuse*

6. "Child abuse" refers to the violence, mistreatment or neglect that a child or adolescent may experience while in the care of someone they depend on or trust. There are many different forms of abuse and a child may be subjected to more than one form:
  - a) **Physical abuse** involves single or repeated instances of deliberately using force against a child in such a way that the child is either injured or is at risk of being injured. Physical abuse includes beating, hitting, shaking, pushing, choking, biting, burning, kicking or assaulting a child with a weapon. It also includes holding a child under water, or any other dangerous or harmful use of force or restraint.
  - b) **Sexual abuse** and exploitation involve using a child for sexual purposes. Examples of child sexual abuse include fondling, inviting a child to touch or be touched sexually, intercourse, rape, incest, sodomy, exhibitionism, or involving a child in prostitution or pornography.
  - c) **Neglect** is often chronic, and it usually involves repeated incidents. It involves failing to provide what a child needs for his or her physical, psychological or emotional development and well being. For example, neglect includes failing to provide a dependent child with food, clothing, shelter, cleanliness, medical care, or protection from harm.
  - d) **Emotional abuse** involves harming a child's sense of self-worth. It includes acts (or omissions) that result in, or place a child at risk of, serious behavioural, cognitive, emotional, or mental health problems. For example, emotional abuse may include aggressive verbal threats, social isolation, intimidation, exploitation, or routinely making unreasonable demands. It also includes exposing the child to violence.
7. An abuser may use a number of different tactics to gain access to children, exert power and control over them, and prevent them from telling anyone about the abuse or seeking support. The abuse may happen once, or it may occur in a repeated and escalating pattern over a period of months or years. The abuse may change form over time.
8. Abuse of children or youth in sport can include emotional maltreatment, neglect, and physical maltreatment.
  - a) **Emotional Maltreatment** – A Person in Authority's failure to provide a developmentally-appropriate and supportive environment. Emotional abuse is at the foundation of all other forms of maltreatment (sexual, physical and neglect). In sports, this conduct has the potential to cause emotional or psychological harm to an athlete when it is persistent, pervasive or patterned acts (i.e., yelling at an athlete once does not constitute maltreatment). Examples of emotional maltreatment include:

- i. Refusal to recognize an athlete's worth or the legitimacy of an athlete's needs (including complaints of injury/pain, thirst or feeling unwell);
- ii. Creating a culture of fear, or threatening, bullying or frightening an athlete;
- iii. Frequent name-calling or sarcasm that continually "beats down" an athlete's self-esteem;
- iv. Embarrassing or humiliating an athlete in front of peers;
- v. Excluding or isolating an athlete from the group;
- vi. Intentionally withholding attention;
- vii. Encouraging an athlete to engage in destructive and antisocial behaviour, reinforcing deviance, or impairing an athlete's ability to behave in socially appropriate ways;
- viii. Over-pressuring; whereby the Person in Authority imposes extreme pressure upon the athlete to behave and achieve in ways that are far beyond the athlete's capabilities;
- ix. Verbally attacking an athlete personally (e.g., belittling them or calling them worthless, lazy, useless, fat or disgusting);
- x. Routinely or arbitrarily excluding athletes from practice;
- xi. Using conditioning as punishment;
- xii. Throwing sports equipment, water bottles or chairs at, or in the presence of, athletes;
- xiii. Body shaming – making disrespectful, hurtful or embarrassing comments about an athlete's physique.

b) **Neglect** - acts of omission (i.e., the Person in Authority should act to protect the health/well-being of an athlete but does not). Examples of neglect include:

- i. Isolating an athlete in a confined space or stranded on equipment, with no supervision, for an extended period;
- ii. Withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep;
- iii. Ignoring an injury;
- iv. Knowing about abuse of an athlete but failing to report it.

c) **Physical Maltreatment** - involves contact or non-contact behaviour that can cause physical harm to an athlete. It also includes any act or conduct described as physical abuse or misconduct (e.g., child abuse, child neglect and assault). Almost all sport involves strenuous physical activity. Athletes regularly push themselves to the point of exhaustion. However, any activity that physically harms an athlete—such as extreme disciplinary actions or punishment—is unacceptable. Physical maltreatment can extend to seemingly unrelated areas including inadequate recovery times for injuries and restricted diet. Examples of physical maltreatment include:

- i. Punching, beating, biting, striking, choking or slapping an athlete;
- ii. Intentionally hitting an athlete with objects or sporting equipment;
- iii. Providing alcohol to an athlete under the legal drinking age;
- iv. Providing illegal drugs or non-prescribed medications to any athlete;

- v. Encouraging or permitting an athlete to return to play prematurely or without the clearance of a medical professional, following a serious injury (e.g., a concussion);
- vi. Prescribed dieting or other weight-control methods without regard for the nutritional well-being and health of an athlete;
- vii. Forcing an athlete to assume a painful stance or position for no athletic purpose, or excessive repetition of a skill to the point of injury;
- viii. Using excessive exercise as punishment (e.g., stretching to the point of causing the athlete to cry, endurance conditioning until the athlete vomits).

d) **Grooming** - a slow gradual and escalating process of building comfort and trust with an athlete and/or their parents/guardian that is often very difficult to recognize. The process allows for inappropriate conduct to become normalized. It is often preceded by building confidence and comfort that an individual can be trusted with the care of the athlete. Examples of grooming include:

- i. Nudity or exposure of genitals in the presence of an athlete;
- ii. Sexually oriented conversation or discussions about personal sexual activities;
- iii. Excessive discussions about a coach's personal life outside of coaching (i.e., family, work, medical challenges);
- iv. Spending time with an individual athlete and/or their family outside of team activities;
- v. Excessive gift-giving to an individual athlete;
- vi. Socially isolating an athlete;
- vii. Restricting an athlete's privacy;
- viii. Providing drugs, alcohol or tobacco to an athlete;
- ix. Becoming overly-involved in an athlete's personal life;
- x. Making sexual or discriminatory jokes or comments to an athlete;
- xi. Displaying material of a sexual nature in the presence of an athlete;
- xii. Mocking or threatening an athlete;
- xiii. Putting a coach's needs above needs of an athlete and/or going to an athlete to have a coach's needs met.

9. Importantly, emotional and physical maltreatment does not include professionally-accepted coaching methods (per the NCCP) of skill enhancement, physical conditioning, team building, discipline, or improving athletic performance.

10. Potential warning signs of abuse of children or youth can include[2][3]:

- a) Recurrent unexplained injuries;
- b) Alert behaviour; child seems to always be expecting something bad to happen;
- c) Often wears clothing that covers up their skin, even in warm weather;

- d) Child startles easily, shies away from touch or shows other skittish behaviour;
- e) Constantly seems fearful or anxious about doing something wrong;
- f) Withdrawn from peers and adults;
- g) Behavior fluctuates between extremes (e.g., extremely cooperative or extremely demanding);
- h) Acting either inappropriately beyond their age (like an adult; taking care of other children) or inappropriately younger than their age (like an infant; throwing tantrums);
- i) Acting out in an inappropriate sexual way with toys or objects;
- j) New adult words for body parts and no obvious source;
- k) Self-harm (e.g., cutting, burning or other harmful activities),
- l) Not wanting to be alone with a particular child or young person.

#### *Vulnerable Adult Abuse*

11. Although individuals may be abused at virtually any life stage – childhood, adolescence, young adulthood, middle age, or old age – the nature and consequences of abuse may differ depending on an individual's situation, disability, or circumstance.
12. The following description of Vulnerable Adult Abuse has been modified and adapted from Ecclesiastical's *Guidelines for Developing a Safety & Protection Policy for Children / Youth / Vulnerable Adults* [1].
13. Abuse of vulnerable adults is often described as a misuse of power and a violation of trust. Abusers may use a number of different tactics to exert power and control over their victims. Abuse may happen once, or it may occur in a repeated and escalating pattern over months or years. The abuse may take many different forms, which may change over time:
  - a) **Psychological abuse** includes attempts to dehumanize or intimidate vulnerable adults. Any verbal or non-verbal act that reduces their sense of self-worth or dignity and threatens their psychological and emotional integrity is abuse. This type of abuse may include, for example
    - i. Threatening to use violence;
    - ii. Threatening to abandon them;
    - iii. Intentionally frightening them;
    - iv. Making them fear that they will not receive the food or care they need;
    - v. Lying to them;
    - vi. Failing to check allegations of abuse against them.
  - b) **Financial abuse** encompasses financial manipulation or exploitation, including theft, fraud, forgery, or extortion. It includes using a vulnerable adult's money or property in a dishonest manner or failing to use a vulnerable adult's assets for their welfare. Abuse occurs any time someone acts



without consent in a way that financially or personally benefits one person at the expense of another. This type of abuse against a vulnerable adult may include, for example:

- i. Stealing their money, disability cheques, or other possessions;
  - ii. Wrongfully using a Power of Attorney;
  - iii. Failing to pay back borrowed money when asked.
- c) **Physical abuse** includes any act of violence – whether or not it results in physical injury. Intentionally inflicting pain or injury that results in either bodily harm or mental distress is abuse. Physical abuse may include, for example:
- i. Beating;
  - ii. Burning or scalding;
  - iii. Pushing or shoving;
  - iv. Hitting or slapping;
  - v. Rough handling;
  - vi. Tripping;
  - vii. Spitting.
- d) All forms of sexual abuse are also applicable to vulnerable adults.

14. Potential warning signs of abuse of vulnerable adults can include:

- a) Depression, fear, anxiety, passivity;
- b) Unexplained physical injuries;
- c) Dehydration, malnutrition, or lack of food;
- d) Poor hygiene, rashes, pressure sores;
- e) Over-sedation.

## **Preventing Abuse**

15. Racquetball Canada will enact measures aimed at preventing abuse. These measures include screening, orientation, training, practice, and monitoring.

### *Screening*

16. Individuals who coach, volunteer, officiate, deliver developmental programs, accompany a team to an event or competition, are paid staff, or otherwise engage with Vulnerable Individuals involved with Racquetball Canada will be screened according to the organization's *Screening Policy*.

17. Racquetball Canada will use the *Screening Policy* to determine the level of trust, authority, and access that each Individual has with Vulnerable Individuals. Each level of risk will be accompanied by increased screening procedures which may include the following, singularly or in combination:

- a) Completing an Application Form for the position sought (which includes alerting Individuals that they must agree to adhere with the organization's policies and procedures (including this *Abuse Policy*));
- b) Completing a Screening Declaration Form;
- c) Providing letters of reference;
- d) Providing a Criminal Record Check ("CRC") and/or Vulnerable Sector Check ("VSC");
- e) Providing a driver's abstract (for Individuals who transport Vulnerable Individuals);
- f) Other screening procedures, as required.

18. An Individual's failure to participate in the screening process or pass the screening requirements, as determined by a Screening Committee, will result in the Individual's ineligibility for the position sought.

#### *Orientation and Training*

19. Racquetball Canada may deliver orientation and training to those individuals who have access to, or interact with, Vulnerable Individuals. The orientation and training, and their frequency, will be based on the level of risk, as described in the *Screening Policy*.

20. Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or period of engagement.

21. Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.

22. At the conclusion of the orientation and training, Individuals may be required to acknowledge, in written form, that they have received and completed the training.

#### *Practice*

23. When Individuals interact with Vulnerable Individuals, they are required to enact certain practical approaches to these interactions. These may include, but are not limited to:

- a) Limiting physical interactions to non-threatening or non-sexual touching (e.g., high-fives, pats on the back or shoulder, handshakes, specific skill instruction, etc.);
- b) Ensuring that Vulnerable Individuals are always supervised by more than one Person in Authority;
- c) Ensuring that more than one person is involved with team selection (thereby limiting the consolidation of power onto one Individual);

- d) Ensuring that parents/guardians are aware that some non-personal communication between Persons in Authority and Vulnerable Individuals (e.g., between coaches and minor athletes) may take place electronically (e.g., by texting) and that this type of communication is now considered to be commonplace, especially with older Vulnerable Individuals (e.g., teenagers). Individuals are aware that such communication is subject to Racquetball Canada's *Code of Conduct and Ethics* and *Social Media Policy*;
- e) When traveling with Vulnerable Individuals, the Person in Authority will not transport Vulnerable Individuals without another adult present and will not stay in the same overnight accommodation location without additional adult supervision.

### *Monitoring*

- 24. Racquetball Canada will regularly monitor those Individuals who have access to, or interact with, Vulnerable Individuals. The monitoring will be based on the level of risk, as described in the *Screening Policy*.
- 25. Monitoring may include, but is not limited to: regular status reports, logs, supervisor meetings, supervisor on-site check-ins, feedback provided directly to the organization (from peers and parents/athletes), and regular evaluations.

### **Reporting Abuse**

- 26. Reports of abuse that are shared confidentially with an Individual by a Vulnerable Individual may require the Individual to report the incident to parents/guardians, Racquetball Canada or police. Individuals must respond to such reports in a non-judgemental, supportive and comforting manner but must also explain that the report may need to be escalated to the proper authority or to the Vulnerable Individual's parent/guardian.
- 27. Complaints or reports that describe an element of **abuse** will be addressed by the process(es) described in Racquetball Canada's *Discipline and Complaints Policy*.

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## DISCIPLINE AND COMPLAINTS POLICY

### Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Complainant”* – The Party making a complaint;
  - b) *“Days”* – Days including weekends and holidays;
  - c) *“Discipline Chair”* – An individual or individuals appointed by the Independent Case Manager to be the first point-of-contact for all discipline and complaint matters reported to Racquetball Canada. The Discipline Chair must be unbiased and not in a conflict of interest;
  - d) *“Individuals”* – refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
  - e) *“Independent Case Manager”* – An individual appointed by Racquetball Canada to administer certain complaints under this Policy. The Independent Case Manager does not need to be a member of, or affiliated with, Racquetball Canada;
  - f) *“Provincial/Territorial Associations”* – Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
  - g) *“Respondent”* – The Party responding to the complaint.

### Purpose

2. Individuals are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with Racquetball Canada’s policies, Bylaws, rules and regulations, and the *Code of Conduct and Ethics*. Non-compliance may result in sanctions pursuant to this Policy.

### Application of this Policy

3. This Policy applies to all Individuals.
4. This Policy applies to matters that may arise during Racquetball Canada’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Racquetball Canada’s activities, and any meetings.

5. This Policy also applies to Individuals' conduct outside of Racquetball Canada's business, activities, and events when such conduct adversely affects relationships within Racquetball Canada (and its work and sport environment), is detrimental to the image and reputation of Racquetball Canada, or upon the acceptance of Racquetball Canada. Applicability will be determined by Racquetball Canada at its sole discretion.
6. This Policy does not prevent immediate discipline or sanction from being applied as reasonably required. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity, or event only.
7. An employee of Racquetball Canada who is a Respondent will be subject to appropriate disciplinary action per the *Human Resources Policy*, as well as the employee's Employment Agreement, if applicable. Violations may result in a warning, reprimand, restrictions, suspension, or other disciplinary actions up to and including termination of employment.

### **Alignment**

8. Racquetball Canada recognizes that Individuals may also be registered with Provincial/Territorial Associations and/or Clubs. Racquetball Canada **requires** that Provincial/Territorial Associations and Clubs submit discipline decisions involving Individuals to Racquetball Canada and Racquetball Canada may take further action at its discretion. Further action may include the appointment of an independent third party when the decision involved an element of discrimination, harassment, workplace harassment, workplace violence, sexual harassment, or abuse.
9. If Racquetball Canada decides to take further action upon becoming aware of an Individual who has been disciplined by a Provincial/Territorial Association and/or a Club, the Individual will be the Respondent to a complaint initiated under the terms of this Policy. Racquetball Canada may act as the Complainant if the original Complainant is unwilling or unavailable to participate in this process.
10. The Discipline Chair or Discipline Panel, as applicable, will review and consider the decision by the Provincial/Territorial Association or Club when deciding on the complaint per the terms of this Policy.

### **Adult Representative**

11. Complaints may be brought for or against an Individual who is a minor. Minors must have a parent/guardian or other adult serve as their representative during this process.
12. Communication from the Discipline Chair or Independent Case Manager, as applicable, must be directed to the minor's representative.
13. A minor is not required to attend an oral hearing, if held, unless determined otherwise by the Independent Case Manager, Discipline Chair or Discipline Panel.

## Reporting a Complaint

14. Any Individual may report an incident or complaint to Racquetball Canada or Racquetball Canada's Independent Case Manager:  
Brian Ward  
W&W Dispute Resolution  
[brianward@globalserve.net](mailto:brianward@globalserve.net)  
(613) 834-3632
15. At the discretion of Racquetball Canada, Racquetball Canada may act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, Racquetball Canada will identify an individual to represent Racquetball Canada.
16. Complaints or incident reports should be made in writing and the person making the report may contact Racquetball Canada's Independent Case Manager for direction. Racquetball Canada or the Independent Case Manager may accept any report, in writing or not, at their sole discretion.
17. The Independent Case Manager will determine the jurisdiction under which the report will be addressed and notify the Complainant. If the report should be handled by another organization (e.g., a Provincial/Territorial Association or Club), the applicable organization will appoint its own case manager to assume the responsibilities listed herein.

## Receiving a Complaint

18. The Independent Case Manager may determine that the alleged incident requires investigation. In this case, the Independent Case Manager may appoint an Investigator to investigate the complaint.
19. Upon receipt of a complaint, the Independent Case Manager has a responsibility to:
  - a) Determine whether the complaint is frivolous and/or within the jurisdiction of this Policy;
  - b) Propose the use of the *Dispute Resolution Policy*;
  - c) Determine if an investigation is required; and/or
  - d) Choose which process should be followed, and may use the following examples as a general guideline:  
  
Process #1 - the Complaint alleges the following incidents:
    - i. Disrespectful, abusive, racist, or sexist comments or behaviour;
    - ii. Disrespectful conduct;
    - iii. Minor incidents of violence (e.g., tripping, pushing, elbowing);
    - iv. Conduct contrary to the values of Racquetball Canada;
    - v. Non-compliance with the organization's policies, procedures, rules, or regulations;

- vi. Minor violations of the *Code of Conduct and Ethics*.

Process #2 - the Complaint alleges the following incidents:

- i. Repeated minor incidents;
- ii. Any incident of hazing;
- iii. Behaviour that constitutes harassment, sexual harassment, or sexual misconduct;
- iv. Major incidents of violence (e.g., fighting, attacking, sucker punching);
- v. Pranks, jokes, or other activities that endanger the safety of others;
- vi. Conduct that intentionally interferes with a competition or with any athlete's preparation for a competition;
- vii. Conduct that intentionally damages the organization's image, credibility, or reputation;
- viii. Consistent disregard for the organization's bylaws, policies, rules, and regulations;
- ix. Major or repeated violations of the *Code of Conduct and Ethics*;
- x. Intentionally damaging the organization's property or improperly handling Racquetball Canada's monies;
- xi. Abusive use of alcohol, any use or possession of alcohol by minors, or use or possession of illicit drugs and narcotics;
- xii. A conviction for any *Criminal Code* offense;
- xiii. Any possession or use of banned performance enhancing drugs or methods.

20. If the Independent Case Manager determines the complaint is frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately.

21. The Independent Case Manager's decision to accept or dismiss the complaint may not be appealed.

**Process #1:     Handled by Discipline Chair**

**Sanctions**

22. Following the determination that the complaint or incident should be handled under Process #1, the Independent Case Manager will appoint a Discipline Chair who will review the submissions related to the complaint or incident and determine one or more of the following sanctions:

- a) Verbal or written reprimand;
- b) Verbal or written apology;
- c) Service or other contribution to Racquetball Canada;
- d) Removal of certain privileges;
- e) Suspension from certain teams, events, and/or activities;

- f) Suspension from all the activities of Racquetball Canada for a designated period;
- g) Any other sanction considered appropriate for the offense.

23. The Discipline Chair will inform the Parties of the sanction, which will take effect immediately.

24. Records of all sanctions will be maintained by Racquetball Canada.

#### Request for Reconsideration

25. If there is no sanction, the Complainant may contest the non-sanction by informing the Discipline Chair, within five (5) days of receiving the decision, that the Complainant is not satisfied with the decision. The initial complaint or incident will then be handled under Process #2 of this Policy.

26. If there is a sanction, the sanction may not be appealed until the completion of a request for reconsideration. However, the Respondent may contest the sanction by submitting a Request for Reconsideration within five (5) days of receiving the sanction. In the Request for Reconsideration, the Respondent must indicate:

- a) Why the sanction is inappropriate;
- b) Summary of evidence to support the Respondent's position; and
- c) What penalty or sanction (if any) would be appropriate.

27. Upon receiving a Request for Reconsideration, the Discipline Chair may decide to accept or reject the Respondent's suggestion for an appropriate sanction.

28. Should the Discipline Chair accept the Respondent's suggestion for an appropriate sanction, that sanction will take effect immediately.

29. Should the Discipline Chair not accept the Respondent's suggestion for an appropriate sanction, the initial complaint or incident will be handled under Process #2 of this Policy.

#### **Process #2: Handled by Independent Case Manager**

##### Independent Case Manager

30. Following the determination that the complaint or incident should be handled under Process #2, the Independent Case Manager has a responsibility to:

- a) Propose the use of the *Dispute Resolution Policy*;
- b) Appoint the Discipline Panel, if necessary;
- c) Coordinate all administrative aspects and set timelines;
- d) Provide administrative assistance and logistical support to the Discipline Panel as required;
- e) Provide any other service or support that may be necessary to ensure a fair and timely proceeding.



31. The Independent Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.
32. The Independent Case Manager may propose using the *Dispute Resolution Policy* with the objective of resolving the dispute. If applicable, and if the dispute is not resolved, or if the parties refuse to use the *Dispute Resolution Policy*, the Independent Case Manager will appoint a Discipline Panel, which shall consist of a single Arbitrator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Independent Case Manager, a Discipline Panel of three persons may be appointed to hear the complaint. In this event, the Independent Case Manager will appoint one of the Discipline Panel's members to serve as the Chair.
33. The Independent Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be an oral in-person hearing, an oral hearing by telephone or other communication medium, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Independent Case Manager and the Discipline Panel deem appropriate in the circumstances, provided that:
- a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing or an oral hearing by telephone or other communication medium;
  - b) Copies of any written documents which the parties wish to have the Discipline Panel consider will be provided to all Parties, through the Independent Case Manager, in advance of the hearing;
  - c) The Parties may engage a representative, advisor, or legal counsel at their own expense;
  - d) The Discipline Panel may request that any other individual participate and give evidence at the hearing;
  - e) The Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious, and shall place such weight on the evidence as it deems appropriate;
  - f) The decision will be by a majority vote of the Discipline Panel.
34. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.
35. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
36. If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in their own right, that party will become a Party to the current complaint and will be bound by the decision.
37. In fulfilling its duties, the Discipline Panel may obtain independent advice.

### Decision

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

### Sanctions

39. The Discipline Panel may apply the following disciplinary sanctions, singularly or in combination:

- a) Verbal or written reprimand;
- b) Verbal or written apology;
- c) Service or other contribution to Racquetball Canada;
- d) Removal of certain privileges;
- e) Suspension from certain teams, events, and/or activities;
- f) Suspension from certain activities for a designated period;
- g) Payment of the cost of repairs for property damage;
- h) Suspension of funding from the organization or from other sources;
- i) Expulsion from the organization;
- j) Any other sanction considered appropriate for the offense.

40. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in an automatic suspension until such time as compliance occurs.

41. Records of all decisions will be maintained by Racquetball Canada.

### Appeals

42. The decision of the Discipline Panel may be appealed in accordance with the *Appeal Policy*.

### **Suspension Pending a Hearing**

43. Racquetball Canada may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of an investigation, criminal process, the hearing, or a decision of the Discipline Panel.

### **Criminal Convictions**

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

### **Confidentiality**

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

### **Timelines**

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

### **Records and Distribution of Decisions**

47. Other individuals or organizations, including but not limited to, national sport organizations, provincial/territorial sport associations, sport clubs, etc., may be advised of any decisions rendered in accordance with this Policy.

# DISPUTE RESOLUTION POLICY

## Definitions

1. The following term has this meaning in this Policy:
  - a) *“Individuals”* – refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
  - b) *“Provincial/Territorial Associations”* – Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada.

## Purpose

2. Racquetball Canada supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. Alternate Dispute Resolution also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.
3. Racquetball Canada encourages all Individuals to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. Racquetball Canada believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

## Application of this Policy

4. This Policy applies to all Individuals.
5. Opportunities for Alternate Dispute Resolution may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

## Facilitation and Mediation

6. If all parties to a dispute agree to Alternate Dispute Resolution or mediation, the Executive Director may refer the alternate dispute resolution process to a resolution facilitator of the Sport Dispute Resolution Centre of Canada (SDRCC).

7. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator, acceptable to all parties, shall be appointed to mediate or facilitate the dispute.
8. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated and shall specify a deadline before which the parties must reach a negotiated decision.
9. Should a negotiated decision be reached, the decision shall be reported to, and approved by, Racquetball Canada. Any actions that are to take place as a result of the decision shall be enacted on the timelines specified by the negotiated decision, pending Racquetball Canada's approval.
10. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator at the start of the process, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of Racquetball Canada's *Discipline and Complaints Policy* or *Appeal Policy*, as applicable.

#### **Final and Binding**

11. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.

## APPEAL POLICY

### Definitions

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

- a) *“Appellant”* – The Party appealing a decision;
- b) *“Affected Party”* – Any individual or entity, as determined by the Case Manager, who may be affected by a decision rendered under this Policy and who may have recourse to an appeal in their own right under this Policy;
- c) *“Case Manager”* – An individual appointed by Racquetball Canada who may be any staff member, committee member, volunteer, Director, or an independent third party, to oversee this Policy. The Case Manager will have responsibilities that include, but are not limited to:
  - i. Ensuring procedural fairness;
  - ii. Respecting the applicable timelines; and
  - iii. Using decision making authority empowered by this Policy.
- d) *“Days”* – Days including weekends and holidays;
- e) *“Individuals”* – refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
- f) *“Parties”* – The Appellant, Respondent, Affected Party, and any other Individuals affected by the appeal;
- g) *“Provincial/Territorial Associations”* – Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
- h) *“Respondent”* – The body whose decision is being appealed.

### Purpose

2. Racquetball Canada is committed to providing an environment in which all Individuals involved with Racquetball Canada are treated with respect and fairness. Racquetball Canada provides Individuals with this Policy to enable fair, affordable, and expedient appeals of certain decisions made by Racquetball Canada. Further, some decisions made by the process outlined in Racquetball Canada’s *Discipline and Complaints Policy* may be appealed under this Policy.

### Scope and Application of this Policy

3. This Policy applies to all Individuals. Any Individual who is directly affected by a decision by Racquetball Canada shall have the right to appeal that decision provided there are sufficient grounds for the appeal under the 'Grounds for Appeal' section of this Policy.
4. This Policy **will apply** to decisions relating to:
  - a) Eligibility;
  - b) Selection;
  - c) Conflict of Interest;
  - d) Discipline;
  - e) Membership.
5. This Policy **will not apply** to decisions relating to:
  - a) Employment;
  - b) Infractions for doping offenses;
  - c) The rules of the sport;
  - d) Selection criteria, quotas, policies, and procedures established by entities other than Racquetball Canada;
  - e) Substance, content and establishment of team selection criteria;
  - f) Volunteer/coach appointments and the withdrawal or termination of those appointments;
  - g) Budgeting and budget implementation;
  - h) Racquetball Canada's operational structure and committee appointments;
  - i) Decisions or discipline arising within the business, activities, or events organized by entities other than Racquetball Canada (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Racquetball Canada at its sole discretion);
  - j) Commercial matters for which another appeals process exists under a contract or applicable law;
  - k) Decisions made under this Policy.

### **Timing of Appeal**

6. Individuals who wish to appeal a decision have seven (7) days from the date on which they received notice of the decision to submit, in writing to Racquetball Canada, the following:
  - a) Notice of the intention to appeal;
  - b) Contact information and status of the appellant;
  - c) Name of the respondent and any affected parties, when known to the Appellant;
  - d) Date the appellant was advised of the decision being appealed;
  - e) A copy of the decision being appealed, or description of decision if written document is not available;
  - f) Grounds for the appeal;
  - g) Detailed reasons for the appeal;
  - h) All evidence that supports these grounds;
  - i) Requested remedy or remedies;
  - j) An administration fee of two hundred dollars (\$200), which will be refunded if the appeal is upheld.
7. An Individual who wishes to initiate an appeal beyond the seven (7) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the seven (7) day period will be at the sole discretion of the Case Manager and may not be appealed.

### **Grounds for Appeal**

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



## **Screening of Appeal**

10. Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), Racquetball Canada and the Appellant may first determine the appeal to be considered under Racquetball Canada's *Dispute Resolution Policy*.
11. Appeals resolved by mediation under Racquetball Canada's *Dispute Resolution Policy* will cause the administration fee to be refunded to the Appellant.
12. Should the appeal not be resolved by using the *Dispute Resolution Policy*, Racquetball Canada will appoint an independent Case Manager (who must not be in a conflict of interest) who has the following responsibilities:
  - a) Determine if the appeal falls under the scope of this Policy;
  - b) Determine if the appeal was submitted in a timely manner;
  - c) Decide whether there are sufficient grounds for the appeal.
13. If the appeal is denied on the basis of insufficient grounds, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant will be notified, in writing, of the reasons for this decision. This decision may not be appealed.
14. If the Case Manager is satisfied there are sufficient grounds for an appeal, the Case Manager will appoint an Appeals Panel which shall consist of a single Arbitrator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.

## **Determination of Affected Parties**

15. In order to ensure the identification of any Affected Parties, the Case Manager will engage with Racquetball Canada. The Case Manager will determine whether a party is an Affected Party at his or her sole discretion.

## **Procedure for Appeal Hearing**

16. The Case Manager shall notify the Parties that the appeal will be heard. The Case Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Case Manager and may not be appealed.
17. If a Party chooses not to participate in the hearing, the hearing will proceed in any event.
18. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Panel deem appropriate in the circumstances, provided that:

- a) The hearing will be held within a timeline determined by the Case Manager;
- b) The Parties will be given reasonable notice of the day, time and place of the hearing;
- c) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing;
- d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense;
- e) The Panel may request that any other individual participate and give evidence at the hearing;
- f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate;
- g) If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome;
- h) The decision to uphold or reject the appeal will be by a majority vote of Panel members.

19. In fulfilling its duties, the Panel may obtain independent advice.

### **Appeal Decision**

20. The Panel shall issue its decision, in writing and with reasons, within fourteen (14) days after the hearing's conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:

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

21. The Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and Racquetball Canada. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.

### **Timelines**

22. If the circumstances of the appeal are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the appeal, the Case Manager and/or Panel may direct that these timelines be revised.

**Confidentiality**

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

**Final and Binding**

24. The decision of the Panel will be binding on the Parties and on all Individuals subject to the right of any Party to seek a review of the Panel's decision pursuant to the rules of the Sport Dispute Resolution Centre of Canada (SDRCC).
25. No action or legal proceeding will be commenced against Racquetball Canada or Individuals in respect of a dispute, unless Racquetball Canada has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in Racquetball Canada's governing documents.

# WHISTLEBLOWER POLICY

## Definitions

1. The following terms have these meanings in this Policy:
  - a) “*Director*” – An individual appointed or elected to Racquetball Canada’s Board of Directors;
  - b) “*Worker*” – An individual who has signed an Employment Agreement or Contractor Agreement with Racquetball Canada.

## Purpose

2. The purpose of this Policy is to allow Workers to have a discrete and safe procedure by which they can disclose incidents of wrongdoing in the workplace without fear of unfair treatment or reprisal.

## Application

3. This Policy only applies to Workers who observe, or experience incidents of wrongdoing committed by Directors or by other Workers.
4. Incidents of wrongdoing or misconduct observed or experienced by participants, volunteers, spectators, parents of participants, or other individuals not employed or contracted by Racquetball Canada can be reported under the terms of Racquetball Canada’s *Discipline and Complaints Policy* and/or reported to Racquetball Canada’s Board or Executive Director to be handled under the terms of the individual Worker’s Employment Agreement or Contractor Agreement, as applicable, and/or Racquetball Canada’s *Human Resources Policy*.
5. Matters reported under the terms of this Policy may be referred to be heard under Racquetball Canada’s *Discipline and Complaints Policy*, at the discretion of the Compliance Officer.

## Wrongdoing

6. Wrongdoing can be defined as:
  - a) Violating the law;
  - b) Intentionally or seriously breaching of Racquetball Canada’s *Code of Conduct and Ethics*;
  - c) Intentionally or seriously breaching Racquetball Canada’s policies for workplace violence and harassment;

- d) Committing or ignoring risks to the life, health, or safety of a participant, volunteer, Worker, or other individual;
- e) Directing an individual or Worker to commit a crime, serious breach of a policy of Racquetball Canada, or other wrongful act; or
- f) Fraud.

### **Pledge**

- 7. Racquetball Canada pledges not to dismiss, penalize, discipline, or retaliate or discriminate against any Worker who discloses information or submits, in good faith, a report against a Worker or a Director under the terms of this Policy.
- 8. Any individual affiliated with Racquetball Canada who breaks this Pledge will be subject to disciplinary action.

### **Reporting Wrongdoing**

- 9. A Worker who believes that a Director or another Worker has committed an incident of wrongdoing should prepare a report that includes the following:
  - a) Written description of the act or actions that comprise the alleged wrongdoing, including the date and time of the action(s);
  - b) Identities and roles of other individuals or Workers (if any) who may be aware of, affected by, or complicit in, the wrongdoing;
  - c) Why the act or action should be considered to be wrongdoing; and
  - d) How the wrongdoing affects the Worker submitting the report (if applicable).

### **Authority**

- 10. Racquetball Canada has appointed the following Compliance Officer to receive reports made under this Policy:
  - Brian Ward
  - W&W Dispute Resolution
  - [brianward@globalserve.net](mailto:brianward@globalserve.net)
  - (613) 834-3632
- 11. After receiving the report, the Compliance Officer has the responsibility to:
  - a) Assure the Worker of Racquetball Canada's **Pledge**;

- b) Connect the Worker to the Alternate Liaison if the individual feels that he or she cannot act in an unbiased or discrete manner due to the individual's role with Racquetball Canada and/or the content of the report;
- c) Determine if the report is frivolous, vexatious, or not submitted in good faith (e.g., the submission of the report is motivated by personal interests and/or the content of the report is obviously false or malicious);
- d) Determine if Racquetball Canada's *Whistleblower Policy* applies or if the matter should be handled under Racquetball Canada's *Discipline and Complaints Policy*;
- e) Determine if the local police service be contacted;
- f) Determine if mediation or alternate dispute resolution can be used to resolve the issue;
- g) Determine if Racquetball Canada's President and/or Executive Director should or can be notified of the report;
- h) Begin an investigation.

## Investigation

12. If the Compliance Officer determines that an investigation should be launched, the Compliance Officer may decide to contract an external investigator. In such cases, Racquetball Canada's Executive Director and/or President may be notified that an investigation conducted by an external investigator is necessary without the nature of the investigation, content of the report, or identity of the Worker who submitted the report being disclosed. Racquetball Canada's Executive Director and/or President may not unreasonably refuse the decision to contract an external investigator.
13. An investigation launched by the Compliance Officer or by an external investigator should generally take the following form:
  - a) Follow up interview with the Worker who submitted the report;
  - b) Identification of Workers, participants, volunteers or other individuals that may have been affected by the wrongdoing;
  - c) Interviews with such-affected individuals;
  - d) Interview with the Director(s) or Worker(s) against whom the report was submitted;
  - e) Interview with the supervisor(s) of the Worker(s) against whom the report was submitted, if applicable.
14. In all stages of the investigation, the investigator will take every precaution to protect the identity of the Worker who submitted the report and/or the specific nature of the report itself. However, Racquetball Canada recognizes that there are some instances where the nature of the report and/or the identity of the

Worker who submitted the report will or may be inadvertently deduced by individuals participating in the investigation.

15. The investigator will prepare an Investigator's Report – omitting names whenever possible and striving to ensure confidentiality – that will be submitted to Racquetball Canada's President and/or Executive Director for review and action.

## **Decision**

16. Within fourteen (14) days after receiving the Investigator's Report, Racquetball Canada's President and/or Executive Director will take corrective action, as required. Corrective action may include, but is not limited to including:
  - a) Enacting and/or enforcing policies and procedures aimed at eliminating the wrongdoing or further opportunities for wrongdoing;
  - b) Revision of job descriptions; or
  - c) Discipline, suspension, termination, or other action as permitted by Racquetball Canada's Bylaws, provincial employment legislation, Racquetball Canada's *Human Resources Policy*, and/or the Worker's Employment Agreement or Contractor Agreement.
17. The corrective action, if any, will be communicated to the investigator who will then inform the Worker who submitted the report.
18. Decisions made under the terms of this Policy may be appealed under the terms of Racquetball Canada's *Appeal Policy* provided that:
  - a) If the Worker who submitted the initial report is appealing the decision, the Worker understands that his or her identity must be revealed if he or she submits an appeal, and;
  - b) If the Director or Worker against whom the initial report was submitted is appealing the decision, the Worker or Director understands that the identity of the Worker who submitted the report will not be revealed and that Racquetball Canada will act as the Respondent.

## **Confidentiality**

19. Confidentiality at all stages of the procedures outlined in this Policy – from the initial report to the final decision – is assured for all individuals (the Worker, the Worker(s), the Director, the Director(s) against whom the report is submitted, and the individuals interviewed during the investigation). An individual who intentionally breaches the confidentiality clause of this Policy will be subject to disciplinary action.

## EVENT DISCIPLINE PROCEDURE

**\*\* This Event Discipline Procedure does not supersede or replace Racquetball Canada's Discipline and Complaints Policy \*\***

### Definitions

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

- a) *"Event"* - An event sanctioned by Racquetball Canada;
- b) *"Individuals"* - refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
- c) *"Provincial/Territorial Associations"* - Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada.

### Purpose

2. Racquetball Canada is committed to providing a competition environment in which all Individuals are treated with respect. This Procedure outlines how alleged misconduct during an Event will be handled.

### Scope and Application of this Policy

- 3. This Procedure will be applied to all Racquetball Canada-sanctioned Events unless the Event host states any modifications to this Procedure (and the reasons for those modifications) in the Event's registration or invitation package. Changes to this Procedure must also be outlined in the event host's sanctioning request, when applicable.
- 4. If the Event is being sanctioned by a national or regional Games federation, or an international federation, the Event Discipline Procedure of the sanctioning organization will replace this procedure. Incidents involving Individuals connected with Racquetball Canada (such as athletes, coaches, members, and Directors and Officers) must still be reported to Racquetball Canada to be addressed under Racquetball Canada's *Discipline and Complaints Policy*, if necessary.
- 5. This Procedure does not replace or supersede Racquetball Canada's *Discipline and Complaints Policy*. Instead, this Procedure works in concert with the *Discipline and Complaints Policy* by outlining, for a designated person with authority at an event sanctioned by Racquetball Canada, the procedure for taking



immediate, informal, or corrective action in the event of a possible violation of Racquetball Canada's *Code of Conduct and Ethics*.

### **Misconduct During Events**

6. Incidents that violate or potentially violate Racquetball Canada's *Code of Conduct and Ethics*, which can occur during a competition, away from the area of competition, or between parties connected to the Event, shall be reported to a designated person (usually the head official or on-site convenor) responsible for the Event.
7. The designated person at the Event shall use the following procedure to address the incident that violated or potentially violated Racquetball Canada's *Code of Conduct and Ethics*:
  - a) Notify the involved parties that there has been an incident that violated or potentially violated Racquetball Canada's *Code of Conduct and Ethics*;
  - b) Convene a jury of either one person or three people (one of whom shall be designated the Chairperson), who shall not be in a conflict of interest or involved in the original incident, to determine whether Racquetball Canada's *Code of Conduct and Ethics* has been violated. The designated person at the Event may serve on the jury;
  - c) The jury will interview and secure statements from any witnesses to the alleged violation;
  - d) If the violation occurred during a competition, interviews will be held with the officials who officiated or observed the competition and with the coaches and captains of each team when necessary and appropriate;
  - e) The jury will secure a statement from the person(s) accused of the violation;
  - f) The jury will render a decision and determine a possible penalty;
  - g) The Chairperson of the jury will inform all parties of the jury's decision.
8. The penalty determined by the jury may include any of the following, singularly or in combination:
  - a) Oral or written warning;
  - b) Oral or written reprimand;
  - c) Suspension from future competitions at the Event;
  - d) Ejection from the Event;
  - e) Other appropriate penalty as determined by the jury.
9. The jury does not have the authority to determine a penalty that exceeds the duration of the Event. A full written report of the incident and the jury's decision shall be submitted to Racquetball Canada following the

conclusion of the Event. Further discipline may then be applied per Racquetball Canada's *Discipline and Complaints Policy* if necessary.

10. Decisions made in the scope of this Procedure may not be appealed.
11. This Procedure does not prohibit other Individuals from reporting the same incident to Racquetball Canada to be addressed as a formal complaint under Racquetball Canada's *Discipline and Complaints Policy*.
12. Racquetball Canada shall record and track all reported incidents.

## SOCIAL MEDIA POLICY

### Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Discipline Chair or Independent Case Manager”* - The person or organization appointed by Racquetball Canada to oversee management and administration of complaints, as applicable;
  - b) *“Individuals”* - refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
  - c) *“Provincial/Territorial Associations”* - Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
  - d) *“Social media”* – The catch-all term that is applied broadly to new computer-mediated communication media such as blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter.

### Preamble

2. Racquetball Canada is aware that Individual interaction and communication occurs frequently on social media. Racquetball Canada cautions Individuals that any conduct falling short of the standard of behaviour required by Racquetball Canada’s *Code of Conduct and Ethics* will be subject to the disciplinary sanctions identified within Racquetball Canada’s *Discipline and Complaints Policy*.

### Application of this Policy

3. This Policy applies to all Individuals.

### Conduct and Behaviour

4. Per Racquetball Canada’s *Discipline and Complaints Policy* and *Code of Conduct and Ethics*, the following social media conduct may be considered minor or major infractions at the discretion of the Discipline Chair or Independent Case Manager:

- a) Posting a disrespectful, hateful, harmful, disparaging, insulting, or otherwise negative comment on a social medium that is directed at an Individual, at Racquetball Canada, or at other individuals connected with Racquetball Canada;
  - b) Posting a picture, altered picture, or video on a social medium that is harmful, disrespectful, insulting, embarrassing, suggestive, provocative, or otherwise offensive, and that is directed at an Individual, at Racquetball Canada, or at other individuals connected with Racquetball Canada;
  - c) Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about Racquetball Canada, its stakeholders, or its reputation;
  - d) Any instance of cyber-bullying or cyber-harassment between one Individual and another Individual (including a teammate, coach, opponent, volunteer, or official), where incidents of cyber-bullying and cyber-harassment can include but are not limited to the following conduct on any social medium, via text-message, or via email: regular insults, negative comments, vexatious behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies, or other harmful behaviour;
5. All conduct and behaviour occurring on social media may be subject to Racquetball Canada's *Discipline and Complaints Policy* at the discretion of the Discipline Chair or Independent Case Manager.

#### **Individuals Responsibilities**

- 6. Individuals should be aware that their social media activity may be viewed by anyone; including Racquetball Canada.
- 7. The content of all electronic communication between Persons in Authority and athletes must be professional in tone and for communicating information related to team issues or activities.
- 8. No sexually explicit language or imagery or sexually oriented conversation is permitted.
- 9. If Racquetball Canada unofficially engages with an Individual in social media (such as by retweeting a tweet or sharing a photo on Facebook) the Individual may, at any time, ask Racquetball Canada to cease this engagement.
- 10. Persons in Authority may only send personal texts, direct messages on social media or emails to junior athletes when necessary and only for communicating information related to team issues and activities (e.g., non-personal information).
- 11. When using social media, an Individual must model appropriate behaviour befitting the Individual's role and status in connection with Racquetball Canada.
- 12. Removing content from social media after it has been posted (either publicly or privately) does not excuse the Individual from being subject to Racquetball Canada's *Discipline and Complaints Policy*.

13. An individual who believes that an Individual's social media activity is inappropriate or may violate Racquetball Canada's policies and procedures should report the matter to Racquetball Canada in the manner outlined by Racquetball Canada's *Discipline and Complaints Policy*.

# SOCIAL MEDIA GUIDELINES

*The Social Media Guidelines for Coaches and Athletes is a separate document from the Social Media Policy*

## Definitions

1. The following term has this meaning in these Guidelines:
  - a) “*Social media*” – The catch-all term that is applied broadly to new computer-mediated communication media such as blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter.

## Purpose

2. These Guidelines provide coaches and athletes with tips and suggestions for social media use. Coaches and athletes are strongly encouraged to develop their own strategy for social media use (either written down or not) and ensure that their strategy for social media use is acceptable pursuant to Racquetball Canada’s *Code of Conduct and Ethics*.
3. Given the nature of social media as a continually developing communication sphere, Racquetball Canada trusts its coaches and athletes to use their best judgment when interacting with social media. These Guidelines are not hard and fast rules or behavioural laws; but rather recommendations that will inform coaches’ and athletes’ best judgment.

## Social Media Guidelines for Coaches, Board of Directors and Officials

4. The following tips should be used by coaches to inform their own strategy for social media use:
  - a) Choosing not to engage with social media is an acceptable social media strategy. But you must have good reasons for your choice and be active in other communication media;
  - b) Despite what Facebook says, you are not actually “friends” with athletes. Resist commenting on athletes’ personal activities, status updates, or tweets on Twitter;
  - c) Consider monitoring or being generally aware of athletes’ public social media behaviour to ensure compliance with Racquetball Canada’s *Code of Conduct and Ethics* and *Social Media Policy*;
  - d) Coaches may not demand access to an athlete’s private posts on Twitter, Instagram, or Facebook;
  - e) Do not “friend” athletes on Facebook unless they request the connection. Never pressure athletes to “friend” you;

- f) If you accept some “friend” requests, or follow one athlete on Twitter or Instagram, you should accept all friend requests and follow all the athletes. Be careful not to show favouritism on social media;
- g) Consider managing your social media so that athletes do not have the option to follow you on Twitter or “friend” you on Facebook;
- h) Seek permission from athletes before posting pictures or videos of the athletes on publicly available social media like a blog, Instagram, or YouTube;
- i) Do not use social media to ‘trap’ athletes if they say one thing to you in person but their social media activity reveals they were doing something different;
- j) Keep selection decisions and other official team business off social media;
- k) Never require athletes to join Facebook, join a Facebook group, subscribe to a Twitter feed, or join a Facebook page about your team or organization;
- l) If you create a page on Facebook or Instagram for your team or athlete, do not make this social media site the exclusive location for important information. Duplicate important information in more official channels (like on a website or via email);
- m) Ensure that parents are aware that some coach-athlete interactions may take place on social media;
- n) Exercise appropriate discretion when using social media for your own personal communications (with friends, colleagues, and other athletes) with the knowledge that your behaviour may be used as a model by your athletes;
- o) Avoid association with Facebook groups, Instagram accounts, or Twitter feeds with explicit sexual contact or viewpoints that might offend or compromise the coach-athlete relationship;
- p) Never misrepresent yourself by using a fake name or fake profile;
- q) Be aware that you may acquire information about an athlete that imposes an obligation of disclosure on your part (such as seeing pictures of underage athletes drinking during a trip);
- r) Attempt to make communication with athletes in social media as one-sided as possible. Be available for athletes if they initiate contact via social media – athletes may wish to have this easy and quick access to you – but avoid imposing yourself into an athlete’s personal social media space unless explicitly requested to do so;
- s) Avoid adding athletes to Snapchat and do not send snapchats to athletes.

## **Social Media Guidelines for Athletes**

5. The following tips should be used by athletes to inform their own strategy for social media use:

- a) Set your privacy settings to restrict who can search for you and what private information other people can see;
- b) Coaches, teammates, officials, or opposing competitors may all add you to Facebook or follow you on Instagram or Twitter. You are not required to follow anyone or be Facebook friends with anyone;
- c) Avoid adding coaches to Snapchat and do not send snapchats to coaches;
- d) If you feel harassed by someone in a social medium, report it to your coach, club official, or to Racquetball Canada;
- e) Do not feel pressure to join a fan page on Facebook or follow a Twitter feed or Instagram account;
- f) Content posted on a social medium, relative to your privacy settings, is considered public. In most cases, you do not have a reasonable expectation of privacy for any material that you post;
- g) Content posted to a social medium is almost always permanent – consider that other individuals may take screen caps of your content (even snapchats) before you can delete them;
- h) Avoid posting pictures of, or alluding to, participation in illegal activity such as: speeding, physical assault, harassment, underage drinking alcohol and smoking marijuana;
- i) Model appropriate behaviour in social media befitting your status as a) an elite athlete, and b) a member of your club and of Racquetball Canada. As a representative of Racquetball Canada, you have agreed to Racquetball Canada's *Code of Conduct and Ethics* and must follow that Code when you post material and interact with other people through social media;
- j) Be aware that your public Facebook page, Instagram account, or Twitter feed may be monitored by your club, coach, or by Racquetball Canada and content or behaviour demonstrated in social media may be subject to sanction under Racquetball Canada's *Discipline and Complaints Policy*.

### **Club Responsibilities**

- 6. Clubs should not attempt to impose social media restrictions onto coaches or athletes. There are many situations where social media contact is desirable and necessary; yet many situations where social media contact is unwanted and risky. Coaches and athletes should be trusted, pursuant to Racquetball Canada's *Code of Conduct and Ethics*, to navigate social media using their best judgment.
- 7. Clubs should monitor social media use by its athletes and coaches and should consider regular surveys and reviews to understand how coaches and athletes are using social media. Coaches and athletes may need to be reminded that behaviour in social media is still subject to Racquetball Canada's *Code of Conduct and Ethics*.
- 8. Complaints and concerns about an athlete's or a coach's conduct or behaviour in social media can be addressed under Racquetball Canada's *Discipline and Complaints Policy*.



I have read and understand these guidelines.

Coach/athlete name:

\_\_\_\_\_

Print

Coach/athlete signature:

\_\_\_\_\_

Parent/guardian signature:

\_\_\_\_\_

If athlete is under 18

Date:

\_\_\_\_\_

(D/M/Y)

# SCREENING POLICY

## Definitions

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

- a) *“Criminal Record Check (CRC)”* – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions;
- b) *“Local Police Information (LPI)”* – additional conviction and selected non-conviction information in national and local police data sources which may be relevant to the position sought;
- c) *“Enhanced Police Information Check (E-PIC)”* – a Criminal Record Check plus a search of local police information, available from SterlingBackcheck;
- d) *“Vulnerable Sector Check (VSC)”* – a detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, local police information, and the Pardoned Sex Offender database;
- e) *“Vulnerable Individuals”* – A person under the age of 18 years old and/or a person who, because of age, disability or other circumstance, is in a position of dependence on others or is otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority.

## Preamble

2. Racquetball Canada understands that screening personnel and volunteers is a vital part of providing a safe sporting environment and has become a common practice among sport organizations that provide programs and services to the community.

## Application of this Policy

3. This Policy applies to all individuals whose position with Racquetball Canada is one of trust or authority which may relate to, at a minimum, finances, supervision, or Vulnerable Individuals.
4. Not all individuals associated with Racquetball Canada will be required to obtain a criminal record check or submit screening documents because not all positions pose a risk of harm to Racquetball Canada or to its participants. Racquetball Canada will determine which individuals will be subject to screening using the following guidelines (Racquetball Canada may vary the guidelines at its discretion):

Level 1 – Low Risk - Individuals involved in low risk assignments who are not in a supervisory role, not

directing others, not involved with finances, and/or do not have unsupervised access to Vulnerable Individuals. Examples:

- a) Parents, youth, or volunteers who are helping out on a non-regular or informal basis;

Level 2 – Medium Risk – Individuals involved in medium risk assignments who may be in a supervisory role, may direct others, may be involved with finances, and/or who may have limited access to Vulnerable Individuals. Examples:

- a) Athlete support personnel;
- b) Non-coach employees or managers;
- c) Directors;
- d) Coaches who are typically under the supervision of another coach.

Level 3 – High Risk – Individuals involved in high risk assignments who occupy positions of trust and/or authority, have a supervisory role, direct others, are involved with finances, and who have frequent or unsupervised access to Vulnerable Individuals. Examples:

- a) Full time coaches;
- b) Coaches who travel with athletes;
- c) Coaches who could be alone with athletes.

## **Screening Requirements**

5. It is Racquetball Canada's policy that when an individual is first engaged by Racquetball Canada:

- a) Level 1 individuals will:
  - i. Complete an Application Form (**Appendix A**);
  - ii. Complete a Screening Disclosure Form (**Appendix B**); and
  - iii. Participate in training, orientation, and monitoring as determined by Racquetball Canada.
- b) Level 2 individuals will:
  - i. Complete an Application Form;
  - ii. Complete a Screening Disclosure Form;
  - iii. Complete and provide an E-PIC;
  - iv. Provide one letter of reference related to the position;
  - v. Participate in training, orientation, and monitoring as determined by Racquetball Canada;
  - vi. Provide a driver's abstract, if requested.

- c) Level 3 individuals will:
  - i. Complete an Application Form;
  - ii. Complete a Screening Disclosure Form;
  - iii. Complete and provide an E-PIC and a VSC;
  - iv. Provide one letter of reference related to the position;
  - v. Participate in training, orientation, and monitoring as determined by Racquetball Canada;
  - vi. Provide a driver's abstract, if requested.
- d) If an individual subsequently receives a charge, conviction for, or is found guilty of, an offense they will report this circumstance immediately to Racquetball Canada. Additionally, the individual will inform Racquetball Canada of any changes in their circumstance that would alter their original responses in their Screening Disclosure Form.
- e) If Racquetball Canada learns that an individual has provided false, inaccurate, or misleading information, the individual will immediately be removed from their position and may be subject to further discipline in accordance with Racquetball Canada's *Discipline and Complaints Policy*.

### **Young People**

- 6. Racquetball Canada defines a young person as someone who is younger than 18 years old. When screening young people, Racquetball Canada will:
  - a) Not require the young person to obtain a VSC or E-PIC; and
  - b) In lieu of obtaining a VSC or E-PIC, require the young person to submit up to two (2) additional letters of reference.
- 7. Notwithstanding the above, Racquetball Canada may ask a young person to obtain a VSC or E-PIC if Racquetball Canada suspects the young person has an adult conviction and therefore has a *criminal record*. In these circumstances, Racquetball Canada will be clear in its request that it is not asking for the young person's *youth record*. Racquetball Canada understands that it may not request to see a young person's youth record.

### **Renewal**

- 8. Unless the Screening Officer determines, on a case-by-case basis, to modify the submission requirements, individuals who are required to submit an E-PIC, Screening Disclosure Form, VSC, or Screening Renewal Form, are required to submit the documents as follows:
  - a) An E-PIC every three years;
  - b) A Screening Disclosure Form every three years;

- c) A Screening Renewal Form (**Appendix C**) every year;
  - d) A Vulnerable Sector Check once.
9. The Screening Officer may request that an individual provide any of the above documents at any time. Such request will be in writing and reasons will be provided for the request.

### **Orientation, Training, and Monitoring**

- 10. The type and amount of orientation, training, and monitoring will be based on the individual's level of risk, at Racquetball Canada's discretion.
- 11. Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or initial period of engagement.
- 12. Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.
- 13. At the conclusion of orientation and training, the individual will be required to acknowledge, in written form, that they have received and completed the orientation and training.
- 14. Monitoring may include but is not limited to: written or oral reports, observations, tracking, electronic surveillance (e.g., facility security cameras), and site visits.

### **How to Obtain an E-PIC or VSC**

- 15. Racquetball Canada has joined the Coaching Association of Canada's Responsible Coaching Movement and therefore has access to the E-PIC at a discounted rate. Individuals can obtain an E-PIC via [https://www.sterlingtalentsolutions.ca/landing-pages/c/cac\\_ace/](https://www.sterlingtalentsolutions.ca/landing-pages/c/cac_ace/).
- 16. In Ontario, Racquetball Canada understands that the *Police Record Checks Reform Act, 2015* requires the individual to consent in writing before requesting a criminal record check (such as an E-PIC). The Act also requires the individual to consent in writing for any disclosure of the results to the requesting organization.
- 17. In BC, the process for obtaining a Criminal Record Check is different than in other provinces and territories and sections of this policy relating to obtaining a Criminal Record Check may not apply.
- 18. Individuals may only obtain a VSC by visiting an RCMP office or police station, submitting two pieces of government-issued identification (one of which must have a photo), and completing any required paperwork. Fees may also be required.
- 19. Fingerprinting may be required if there is a positive match with the individual's gender and birth date.
- 20. Racquetball Canada understands that it may be required to assist an individual with obtaining a VSC. Racquetball Canada may need to submit a Request for VSC (**Appendix D**) or complete other documentation

describing the nature of the organization and the individual's role with vulnerable individuals.

## **Procedure**

21. Screening documents must be submitted to Racquetball Canada.
22. An individual who refuses or fails to provide the necessary screening documents will be ineligible to volunteer or apply for the position sought. The individual will be informed that their application and/or position will not proceed until such time as the screening documents are submitted.
23. Racquetball Canada understands that there may be delays in receiving the results of an E-PIC or a VSC. At its discretion, Racquetball Canada may permit the individual to participate in the role during the delay. Racquetball Canada may withdraw this permission at any time and for any reason.
24. Racquetball Canada recognizes that different information will be available depending on the type of screening document that the individual has submitted. For example, an E-PIC may show details of a specific offense, or not, and/or a VSC may be returned with specific information or simply a notification indicating 'cleared' or 'not cleared'. The Screening Officer will use their expertise and discretion when making decisions based on the screening documents that have been submitted.
25. Following the review of the screening documents, the Screening Officer will decide:
  - a) The individual has passed screening and may participate in the desired position;
  - b) The individual has passed screening and may participate in the desired position with conditions;
  - c) The individual has not passed screening and may not participate in the desired position; or
  - d) More information is required from the individual.
26. In making their decision, the Screening Officer will consider the type of offense, date of offense, and relevance of the offense to the position sought.
27. The Screening Officer will use the following as a guide to not pass an individual:
  - a) If imposed in the last three years:
    - i. Any offense involving the use of a motor vehicle, including but not limited to impaired driving;
    - ii. Any offense for trafficking and/or possession of drugs and/or narcotics;
    - iii. Any offense involving conduct against public morals;
    - iv. Any offense involving theft or fraud.
  - b) If imposed in the last ten years:
    - i. Any crime of violence including but not limited to, all forms of assault;
    - ii. Any offense involving a minor or minors.

c) If imposed at any time:

- i. An individual's conviction for any of the following *Criminal Code* offenses:
  - a. Any offense of physical or psychological violence;
  - b. Any crime of violence including but not limited to, all forms of assault ;
  - c. Any offense involving trafficking of illegal drugs;
  - d. Any offense involving the possession, distribution, or sale of any child-related pornography;
  - e. Any sexual offense.

### **Conditions and Monitoring**

28. Excluding the incidents above which, if revealed, would cause the individual to not pass screening, the Screening Officer may determine that incidents revealed on an individual's screening documents may allow the individual to pass the screening process and participate in a desired position with *conditions* imposed. The Screening Officer may apply and remove conditions at its discretion and will determine the means by which adherence to conditions may be monitored.

### **Records**

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

30. The records kept by Racquetball Canada as part of the screening process include but are not limited to:

- a) An individual's Vulnerable Sector Check;
- b) An individual's E-PIC (for a period of three years);
- c) An individual's Screening Disclosure Form (for a period of three years);
- d) An individual's Screening Renewal Form (for a period of one year);
- e) Records of any conditions attached to an individual's registration by the Screening Officer;
- f) Records of any discipline applied to any individual by Racquetball Canada or by another sport organization.

## Appendix A – Application Form

***Note: Individuals who are applying to volunteer or work within certain positions with Racquetball Canada must complete this Application Form. Individuals need to complete an Application Form once for the position sought. If the individual is applying for a new position within Racquetball Canada, a new Application Form must be submitted.***

**Name:** \_\_\_\_\_  
First Middle Last

**Current Permanent Address:**

\_\_\_\_\_  
Street City Province Postal Code

**Date of Birth:** \_\_\_\_\_ **Gender Identity:** \_\_\_\_\_  
(M/D/Y)

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

**Position(s) Sought:**

\_\_\_\_\_  
By signing this document below, I agree to adhere to Racquetball Canada's policies and procedures, including but not limited to the *Code of Conduct and Ethics*, *Conflict of Interest Policy*, *Privacy Policy*, and *Screening Policy*. Racquetball Canada's policies are located at the following link: <https://racquetballcanada.ca>

I recognize that I must pass certain screening requirements depending on the position sought, as outlined in the *Screening Policy*, and that the Screening Officer will determine my eligibility to volunteer or work in the position.

**NAME:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
Print (M/D/Y)

**SIGNATURE:** \_\_\_\_\_



## Appendix B – Screening Disclosure Form

Name: \_\_\_\_\_  
First Middle Last

Other names you have used: \_\_\_\_\_

Current Permanent Address: \_\_\_\_\_  
Street City Province Postal Code

Date of Birth: \_\_\_\_\_ (M/D/Y) Gender Identity: \_\_\_\_\_

Club (if applicable): \_\_\_\_\_ Email: \_\_\_\_\_

**Note: Failure to disclose truthful information below may be considered an intentional omission and the loss of volunteer responsibilities or other privileges**

**1. Do you have a criminal record? If so, please complete the following information for *each conviction*. If not, please leave this section blank. Attach additional pages as necessary.**

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

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

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

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

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

**2. Have you ever been disciplined or sanctioned by a sport governing body or by an independent body (e.g., private tribunal, government agency, etc.) or dismissed from a coaching or volunteer position? If so, please complete the following information for each disciplinary action or sanction. If not, please leave this section blank. Attach additional pages as necessary.**

Name of disciplining or sanctioning body: \_\_\_\_\_

Date of discipline, sanction or dismissal: \_\_\_\_\_

Reasons for discipline, sanction or dismissal: \_\_\_\_\_

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

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

**3. Are criminal charges or any other sanctions, including those from a sport body, private tribunal or government agency, currently pending or threatened against you? If so, please complete the following information for each pending charge or sanction. If not, please leave this section blank. Attach additional pages as necessary.**

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

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

Name of disciplining or sanctioning body: \_\_\_\_\_

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

### **PRIVACY STATEMENT**

By completing and submitting this Screening Disclosure Form, I consent and authorize Racquetball Canada to collect, use and disclose my personal information, including all information provided on the Screening Disclosure Form as well as my Enhanced Police Information Check and/or Vulnerable Sector Check and/or Driver's Abstract (when permitted by law) for the purposes of screening, implementation of Racquetball Canada's *Screening Policy*, administering membership services, and communicating with National Sport Organizations, Provincial/Territorial Sport Organizations, Sport Clubs, and other organizations involved in the governance of sport. Racquetball Canada does not distribute personal information for commercial purposes.

### **CERTIFICATION**

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

I further certify that I will immediately inform Racquetball Canada of any changes in circumstances that would alter my original responses to this Screening Disclosure Form. Failure to do so may result in the withdrawal of volunteer responsibilities or other privileges and/or disciplinary action.

**Name:** \_\_\_\_\_  
Print

**Date:** \_\_\_\_\_  
(D/M/Y)

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

## Appendix C – Screening Renewal Form

**Name:** \_\_\_\_\_  
First Middle Last

**Current Permanent Address:**

\_\_\_\_\_  
Street City Province Postal Code

**Date of Birth:** \_\_\_\_\_ **Gender Identity:** \_\_\_\_\_  
(M/D/Y)

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

By signing this document below, I certify that there have been no changes to my criminal record since I last submitted an Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form and/or Driver's Abstract ("Personal Document") to Racquetball Canada. I further certify that there are no outstanding charges and warrants, judicial orders, peace bonds, probation or prohibition orders, or applicable non-conviction information, and there have been no absolute and conditional discharges.

I agree that any Personal Document that I would obtain or submit on the date indicated below would be no different than the last Personal Document that I submitted to Racquetball Canada. I understand that if there have been any changes, or if I suspect that there have been any changes, it is my responsibility to obtain and submit a new Personal Document to Racquetball Canada's Screening Officer instead of this form.

**I recognize that if there have been changes to the results available from any Personal Document and if I submit this form improperly, then I am subject to disciplinary action and/or the removal of volunteer responsibilities or other privileges at the discretion of the Screening Officer.**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Print (D/M/Y)

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

## Appendix D – Request for Vulnerable Sector Check

*Note: Racquetball Canada will be required to modify this letter to adhere to any requirements from the VSC provider*

### INTRODUCTION

Racquetball Canada is requesting a Vulnerable Sector Check for \_\_\_\_\_  
Insert individual's full name

who identifies as a \_\_\_\_\_ and who was born on \_\_\_\_\_.  
Insert gender identity Insert birth date using D/M/Y

### DESCRIPTION OF ORGANIZATION

Racquetball Canada is the not-for-profit governing organization for the sport of racquetball in Canada.

### DESCRIPTION OF ROLE

\_\_\_\_\_ will be acting as a \_\_\_\_\_.  
Insert individual's name Insert individual's role

In this role, the individual will have access to vulnerable individuals.

Insert additional information re: type and number of vulnerable individuals, frequency of access, etc.

### CONTACT INFORMATION

If more information is required from Racquetball Canada, please contact [admin@racquetballcanada.ca](mailto:admin@racquetballcanada.ca):

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

Date: \_\_\_\_\_  
(D/M/Y)

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

# RISK MANAGEMENT POLICY

## Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Individuals”* - refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
  - b) *“Provincial/Territorial Associations”* - Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
  - c) *“Risk”* - The effect of uncertainty on achieving desired outcomes;
  - d) *“Risk Management”* - An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization’s values.

## Preamble

2. Racquetball Canada is committed to managing risks by ensuring its decisions and actions reflect established standards and organizational values.

## Purpose

3. The purpose of this Policy is to provide a guiding statement on how risks will be managed within Racquetball Canada. In general, Racquetball Canada views risk management as a comprehensive approach to improving organizational performance.
4. This policy has other purposes, namely:
  - a) Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
  - b) Performing an educational function for staff and the Board;
  - c) Over the longer term, contributing to enhancing a ‘risk management culture’ within Racquetball Canada.
5. Ultimately, successful risk management has the following benefits:

- a) Prevents or limits injury or losses to participants, volunteers and staff;
- b) Helps to protect Racquetball Canada and its members against unnecessary litigation;
- c) Ensures that Racquetball Canada is compliant with all applicable laws, regulations and standards;
- d) Improves the quality and relevance of the programs and services that Racquetball Canada provides to its members, partners and sponsors;
- e) Promotes improved business management and human resource management practices;
- f) Enhances Racquetball Canada's brand, reputation and image in the community;
- g) Overall, enhances Racquetball Canada's ability to achieve its strategic objectives.

## **Principles**

6. The International Standard Organization (ISO 31000:2009E) risk management principles are:

- a) Risk management creates and protects value;
- b) Risk management is an integral part of all organizational processes;
- c) Risk management is part of decision making;
- d) Risk management explicitly addresses uncertainty;
- e) Risk management is systematic, structured and timely;
- f) Risk management is based on the best available information;
- g) Risk management is tailored;
- h) Risk management considers human and cultural factors into account;
- i) Risk management is transparent and inclusive;
- j) Risk management is dynamic, iterative and responsive to change;
- k) Risk management facilitates continual improvement of the organization.

## **Scope and Authority – Risk Manager**

7. The Executive Director is the designated Risk Manager for Racquetball Canada and is responsible for the implementation, maintenance, and communication of this policy. This policy applies to all decisions and activities undertaken on behalf of Racquetball Canada.

## **Policy**

### **8. Racquetball Canada makes the following commitments:**

- a) Activities and events undertaken by Racquetball Canada will incorporate the principles of risk management;
- b) Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing Racquetball Canada in a timely fashion;
- c) Risk mitigation strategies will be reasonable and will reflect the reasonable standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense);

### **9. Racquetball Canada acknowledges that risk management is a broad activity and a shared responsibility. All Directors, Officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks to those that they report to including but not limited to, the Risk Manager.**

## **Risk Tolerance**

### **10. The 'significance of a risk' refers to the combined ranking of the possibility/likelihood of a risk occurring and the consequence should it occur.**

### **11. Possibility (P)**

- a) Unlikely - less likely to happen than not; occurs every 5 years;
- b) Possible - just as likely to happen as not; occurs once every year;
- c) Probably - more likely to happen than not; occurs once a month;
- d) Almost certain - sure to happen; occurs once a week.

### **12. Consequence (C)**

- a) Minor - will have an impact on the achievement of the objective that can be dealt with through small internal adjustments;
- b) Moderate - will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost;
- c) Serious - will significantly impact the achievement of the objective and require additional time, resources, costs, and thought;
- d) Catastrophic - will have a debilitating impact on the achievement of the objective; staff and board need to devote full time resources to managing the situation.

## Commitment

13. Risks are identified by both Directors and staff on an ongoing basis. All Low-to-Medium risks are managed by the Risk Manager and captured within program documents.
14. Risks that arise and considered to be High to Very High are treated as follows:
  - a) If a **High Risk** is identified, it must be communicated to the President or Executive Director within 48 hours of the risk being identified. The individual will take all reasonable measures to manage the risk including, but not limited to, seeking the advice from other Board members, consulting external experts, etc. Once the individual feels that the risk has been managed or is in the process of being resolved, the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Board meeting to keep the Board informed;
  - b) If a **Very High** risk has been identified, the President must be contacted immediately. The President and Executive Director will determine the most appropriate action and if appropriate, may organize a Board meeting within 48 of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability, nature of the risk, etc. All reasonable efforts will be made to manage the risk as it occurs, taking the necessary measures including, not to limited to, seeking the advice from internal partners, other Board members and external experts.

## Procedures

15. Managing risks involves three steps:
  - a) Identifying potential risks using an informed, environmental scan approach;
  - b) Assessing the significance of a risk by considering its likelihood and consequences;
  - c) Developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences or both.
16. Risks arise from a number of categories of the operations of Racquetball Canada. The following categories will be used when identifying risks:
  - a) **Operational / Program Risks**

Risks related to the development, sanctioning, and implementation of programs; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations.

Technology and intellectual property risks related to the purchase, leasing, use, and storage of all hardware and software, programs, data, records, information including the protection of all intellectual property assets.



b) **Compliance Risks**

Risks related to failure to comply with existing laws and regulations governing employment, privacy, and workplace safety. Also includes complying with anti-doping policies, Sport Canada, other agency standards for funding and accountability, and the fulfillment of contractual obligations.

c) **Communication Risks**

Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.

d) **External Risks**

Risks that are not in direct control of the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks, involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.

e) **Governance Risks**

Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting Racquetball Canada.

f) **Financial Risks**

Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

g) **Health and Safety of Athletes**

Risks related to the safety of athletes, abuse and/or harassment of athletes, practice or competition environment, equipment, and progressive training of athletes.

17. All risks faced by Racquetball Canada can be addressed by one or more of the following four general strategies:

- a) **Retain** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form;
- b) **Reduce** the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring, or education;

- c) **Transfer** the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts;
- d) **Avoid** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

18. The above general strategies translate into a variety of risk control measures, which for Racquetball Canada may include, but are not limited to:

- a) Development of policies, procedures, standards and rules;
- b) Effective communication;
- c) Education, instruction, professional development and specialized training;
- d) Ensuring a core set of organizational values have been identified, defined and communicated throughout the organization;
- e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders;
- f) Use of robust and legally sound contracts (i.e., employment agreements, contractor agreements, partnership agreements);
- g) Improving role clarity through use of written position descriptions and committee terms of reference;
- h) Supervision and monitoring of staff, volunteers, participants and activities;
- i) Establishing and communicating procedures to handle concerns, complaints and disputes;
- j) Implementing schedules for regular review, maintenance, repair and replacement of equipment;
- k) Preparing procedures and protocols for emergency response and crisis management;
- l) Use of warnings, signage, participation agreements and waiver of liability agreements where warranted;
- m) Purchasing appropriate insurance coverage for all activities and reviewing regularly.

## **Reporting and Communication**

19. To ensure that risk management remains a high priority within Racquetball Canada and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, so that staff (if applicable) and Directors can provide updates as required.

20. Racquetball Canada recognizes that communication is an essential part of risk management. This policy will be communicated to staff, the Board of Directors, Committees and volunteers and Racquetball Canada will encourage all members to communicate their risk management issues and concerns.

## **Insurance**

21. Racquetball Canada maintains a comprehensive insurance program that provides General Liability, Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and sponsors of Racquetball Canada. On every review of this policy, Racquetball Canada will consult with the insurance provider to determine if there are any emerging gaps, issues, or deficiencies to be addressed through insurance renewal. Not all risks are insurable. However, as part of its commitment to risk management, Racquetball Canada will take all reasonable steps to ensure that insurance coverage is available for essential activities.

# ATHLETE PROTECTION GUIDELINES

## Definitions

1. The following terms have these meanings in these Guidelines:
  - a) *“Person in Authority”* – An individual who holds a position of authority within Racquetball Canada including, but not limited to, coaches, managers, support personnel, chaperones, and Directors.

## Purpose

2. These athlete protection guidelines describe how Persons in Authority can maintain a safe sport environment for athletes.

## Rule of Two

3. Racquetball Canada will strongly recommend the ‘Rule of Two’ for all Persons in Authority who interact with athletes. The Coaching Association of Canada defines the ‘Rule of Two’ as:
  - a) The ‘Rule of Two’ means that the coach is never alone or out of sight with a minor athlete. Two NCCP trained or certified coaches should always be present with an athlete, especially a minor athlete, when in a potentially vulnerable situation such as in a locker room or meeting room. All one-on-one interactions between a coach and an athlete must take place within earshot and in view of the second coach except for medical emergencies. One of the coaches must also be of the same gender identity as the athlete. Should there be a circumstance where a second screened and NCCP trained or certified coach is not available, a screened volunteer, parent, or adult can be recruited to act as a substitute.
4. To ensure adherence to the ‘Rule of Two’, Racquetball Canada will ensure:
  - a) Teams or groups of athletes will always have at least two Persons in Authority with them;
  - b) Screened parents or other volunteers will be available in situations when two Persons in Authority cannot be present;
  - c) For teams consisting of athletes of just one gender identity, a Person in Authority of the same gender identity should be available to participate or attend every interaction and for teams consisting of athletes of more than one gender identity (e.g., co-ed teams), a Person in Authority of each gender identity should be available to participate or attend every interaction;
  - d) These guidelines, in conjunction with parents and guardians, will help to identify situations, and acknowledge instances, when the club or team was not following the Rule of Two.

## **Communications**

5. Racquetball Canada will strongly recommend the following communication guidelines for all Persons in Authority who interact with athletes:

- a) Group messages, group emails or team pages are to be used as the regular method of communication between Persons in Authority and athletes;
- b) Persons in Authority may only send personal texts, direct messages on social media or emails to junior athletes when necessary and only for the purpose of communicating information related to team issues and activities (e.g., non-personal information);
- c) Parents and guardians have the right to request that their child not be contacted by Persons in Authority using any form of electronic communication and/or to request that certain information about their child may not be distributed in any form of electronic communications;
- d) The content of all electronic communication between Persons in Authority and athletes must be professional in tone and for the purpose of communicating information related to team issues or activities;
- e) All communication between Persons in Authority and athletes must be between the hours of 6:00am and midnight unless extenuating circumstances exist;
- f) No communication concerning drugs or alcohol use (unless regarding its prohibition) is permitted;
- g) No sexually explicit language or imagery or sexually oriented conversation is permitted;
- h) Persons in Authority are not permitted to ask athletes to keep a secret for them;
- i) A Person in Authority should not become overly-involved in an athlete's personal life.

## **Travel**

6. Racquetball Canada will strongly recommend the following travel guidelines for all Persons in Authority who travel with athletes:

- a) A Person in Authority may not be alone in a car with a junior athlete unless the Person in Authority is the athlete's parent or guardian;
- b) A Person in Authority may not share a room or be alone in a hotel room with an athlete unless the Person in Authority is the athlete's parent or guardian;
- c) Room or bed checks during overnight stays must be done by two Persons in Authority;
- d) For overnight travel when junior athletes share a hotel room, roommates will be age-appropriate (e.g., within two (2) years of age) and of the same gender identity.

## **Locker Room / Changing Area / Meeting Room**

7. Racquetball Canada will strongly recommend the following guidelines for the locker room, changing area, and meeting rooms:
- a) Interactions between a Person in Authority and an individual athlete should not occur in any room where there is a reasonable expectation of privacy such as the locker room, meeting room, restroom, or changing area. A second Person in Authority should be present for any necessary interaction in any such room;
  - b) If Persons in Authority are not present in the locker room or changing area, or if they are not permitted to be present, they should still be available outside the locker room or changing area and be able to enter the room or area if required.

## **Photography / Video**

8. Racquetball Canada will strongly recommend the following photography / video guidelines:
- a) Parents/guardians should sign a photo release form (i.e., as part of the registration process) that describes how an athlete's image may be used by Racquetball Canada;
  - b) Photographs and video may only be taken in public view, must observe generally accepted standards of decency, and be both appropriate for and in the best interest of the athlete;
  - c) The use of recording devices of any kind in rooms where there is a reasonable expectation of privacy is strictly prohibited;
  - d) Examples of photos that should be edited or deleted include:
    - i. Images with misplaced apparel or where undergarments are showing;
    - ii. Suggestive or provocative poses;
    - iii. Embarrassing images.

## **Physical Contact**

9. Racquetball Canada understands that some physical contact between Persons in Authority and athletes may be necessary for various reasons including, but not limited to, teaching a skill or tending to an injury. Racquetball Canada will strongly recommend the following touch guidelines:
- a) Unless it is not possible because of serious injury or other circumstance, a Person in Authority should always clarify with an athlete where and why any touch will occur. The Person in Authority must make clear that he or she is *requesting* to touch the athlete and not *requiring* the physical contact;

- b) Infrequent, non-intentional physical contact, particularly contact that arises out of an error or a misjudgement on the part of the athlete during a training session, is permitted;
- c) Making amends, such as an apology or explanation, is encouraged to further help educate athletes on the difference between appropriate and inappropriate contact;
- d) Hugging, cuddling, physical horseplay, and physical contact initiated by the Person in Authority is not permitted. Racquetball Canada is aware that some younger athletes may initiate hugging or other physical contact with a Person in Authority for various reasons (e.g., such as crying after a poor performance) but this physical contact should always be limited.

### **Sport-Specific Guidelines**

10. Racquetball Canada strongly recommends the following sport-specific guidelines:

- a) A Person in Authority should never be alone with an athlete prior to or following a competition or practice, unless the Person in Authority is the athlete's parent or guardian. If the athlete is the first athlete to arrive, the athlete's parent should remain until another athlete or Person in Authority arrives. Similarly, if an athlete would potentially be alone with a Person in Authority following a competition or practice, the Person in Authority should ask another Person in Authority (or a parent or guardian of another athlete) to stay until all the athletes have been picked up. If an adult is not available, then another athlete should be present in order to avoid the Person in Authority being alone with a single athlete;
- b) Persons in Authority giving instructions, demonstrating skills, or facilitating drills or lessons to an individual athlete should always be doing so within earshot and eyesight of another Person in Authority;
- c) When debriefing performance of athletes, Person's of Authority need to be sightline of other people so rule of two can be adhered to;
- d) When traveling on international trips, athletes should be accompanied by another person when seeking physiotherapy in a hotel room.

# CONFLICT OF INTEREST POLICY

## Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Conflict of Interest”* – Any situation in which a Representative’s decision-making, which should always be in the best interests of Racquetball Canada, is influenced or could be influenced by personal, family, financial, business, or other private interests;
  - b) *“Pecuniary Interest”* – An interest that an individual may have in a matter because of the reasonable likelihood or expectation of financial gain or loss for that individual, or another person with whom that individual is associated;
  - c) *“Non-Pecuniary Interest”* – An interest that an individual may have in a matter which may involve family relationships, friendships, volunteer positions or other interests that do not involve the potential for financial gain or loss;
  - d) *“Representatives”* – Individuals employed by, or engaged in activities on behalf of, Racquetball Canada including: coaches, staff members, convenors, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of Racquetball Canada.

## Background

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

## Purpose

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



## Obligations

5. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between a Representative's personal interest and the interests of Racquetball Canada, shall always be resolved in favour of Racquetball Canada.
6. Representatives will not:
  - a) Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with Racquetball Canada, unless such business, transaction, or other interest is properly disclosed to Racquetball Canada and approved by Racquetball Canada;
  - b) Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or who might seek preferential treatment;
  - c) In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest, financial or otherwise;
  - d) Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with Racquetball Canada, if such information is confidential or not generally available to the public;
  - e) Engage in any outside work, activity, or business or professional undertaking that conflicts or appears to conflict with their official duties as a representative of Racquetball Canada, or in which they have an advantage or appear to have an advantage on the basis of their association with Racquetball Canada;
  - f) Without the permission of Racquetball Canada, use Racquetball Canada's property, equipment, supplies, or services for activities not associated with the performance of their official duties with Racquetball Canada;
  - g) Place themselves in positions where they could, by virtue of being a Representative of Racquetball Canada, influence decisions or contracts from which they could derive any direct or indirect benefit;
  - h) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by virtue of being a Representative of Racquetball Canada.

## Disclosure of Conflict of Interest

7. On an annual basis, all Racquetball Canada's Directors and candidates for election to the Board, Officers, Employees, and Committee Members will complete a **Declaration Form** (Appendix A) disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by Racquetball Canada.
8. Representatives shall disclose real or perceived conflicts of interest to Racquetball Canada's Board immediately upon becoming aware that a conflict of interest may exist.

9. Representatives shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, or Director.

### **Minimizing Conflicts of Interest in Decision-Making**

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

### **Conflict of Interest Complaints**

12. Any person who believes that a Representative may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to Racquetball Canada's Board who will decide appropriate measures to eliminate the conflict. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest:
  - a) Removal or temporary suspension of certain responsibilities or decision-making authority;
  - b) Removal or temporary suspension from a designated position;
  - c) Removal or temporary suspension from certain teams, events, and/or activities;
  - d) Expulsion from Racquetball Canada;
  - e) Other actions as may be considered appropriate for the real or perceived conflict of interest.

13. Any person who believes that a Representative has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to Racquetball Canada to be addressed under Racquetball Canada's *Discipline and Complaints Policy*.
14. Failure to comply with an action as determined by the Board will result in automatic suspension from Racquetball Canada until compliance occurs.
15. The Board may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a meeting and a decision of the Board.

#### **Enforcement**

16. Failure to adhere to this Policy may permit discipline in accordance with Racquetball Canada's *Discipline and Complaints Policy*.

## Appendix A - Conflict of Interest Declaration Form

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

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

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**Name:** \_\_\_\_\_  
Print

**Date:** \_\_\_\_\_  
(D/M/Y)

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

# ANTI-DOPING POLICY

## Definitions

1. These terms will have the following meanings in this Policy:
  - a) *“Canadian Centre for Ethics in Sport (CCES)”* – The CCES is an independent, national, not-for-profit organization responsible for administering Canada’s Anti-Doping Program and the World Anti-Doping Code in Canada;
  - b) *“Canadian Anti-Doping Program (CADP)”* – Set of rules that govern doping control in Canada. The full Policy can be viewed [here](#).
  - c) *“World Anti-Doping Agency (WADA)”* – An independent, international, not-for-profit organization responsible for administering the World Anti-Doping Code and the promotion of clean sport internationally;
  - d) *“World Anti-Doping Code”* – Set of rules that govern doping control internationally. The full policy can be viewed [here](#);
  - e) *“Individuals”* – Individuals employed by, or engaged in activities with, Racquetball Canada including, but not limited to, registered participants, athletes, coaches, officials, volunteers, managers, administrators, committee members, and Directors and Officers of Racquetball Canada.

## Purpose

2. Racquetball Canada is committed to clean sport in Canada and endorses the 2015 Canadian Anti-Doping Program and the World Anti-Doping Code. The purpose of this policy is to confirm that Racquetball Canada has adopted the 2015 CADP as its primary domestic anti-doping policy.

## Scope and Authority

3. This policy applied to all Individuals.
4. Racquetball Canada will respect any penalty enacted pursuant to the breach of the Canadian Anti-Doping Program, whether imposed by WADA or the CCES.

## **Provisions**

5. Racquetball Canada is unequivocally opposed, on ethical, medical and legal grounds to the practice of doping in sport.
6. Racquetball Canada has adopted and agrees to abide by the Canadian Anti-Doping Program, as administered by the CCES, and as it may be amended from time to time.
7. In the event of a conflict between other anti-doping policies established by Racquetball Canada and the 2015 CADP, the 2015 CADP shall prevail.
8. Racquetball Canada will provide regular information and news on the anti-doping program domestically and internationally and will arrange for the presentation of an anti-doping educational program with support material from the CCES to groups of athletes and coaches at camps and competitions whenever possible.
9. Racquetball Canada will respect the sanctions applicable due to an anti-doping rule violation, whether imposed by WADA, the CCES, or any national or provincial sport organization.
10. Racquetball Canada will comply with the CADP with respect to public announcements of positive test results.
11. All Individuals and persons sanctioned by virtue of the CADP will be ineligible to participate in any role and in any competition or activity organized, convened, held, or sanctioned by Racquetball Canada as per the penalties imposed.

# OFFICIAL LANGUAGES POLICY

## Definitions

1. The following terms have these meanings in this policy:
  - a) “*Official Languages*” - The Official Languages of Canada are English and French;
  - b) “*Events*” - All National events sanctioned by Racquetball Canada;
  - c) “*Individuals*” - refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
  - d) “*Provincial/Territorial Associations*” - Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada.

## Purpose

2. Racquetball Canada is committed to the promotion and use of Canada’s two official languages in the delivery of its services. The purpose of this policy is to guide Racquetball Canada in its use of both official languages in its activities and services.

## Scope and Authority

3. This policy applies to Racquetball Canada and its activities.
4. Each program is responsible for coordinating translation services for Racquetball Canada. It is their responsibility to ensure essential information regarding their program are available in both official languages. Each program will coordinate with Racquetball Canada as needed.
5. Racquetball Canada is obligated by the Government of Canada to recognize that the English and French languages have equal status in Canada. Sport Canada requires Racquetball Canada to comply with the spirit of the *Official Languages Act* when both official language communities are being served.

## Provisions

6. Racquetball Canada recognizes English and French as its official languages.
7. Racquetball Canada will maintain the capability to communicate with its members, registered participants,

and with the broader public in both official languages.

8. Racquetball Canada shall endeavour to provide all services and programs in both official languages.
9. Racquetball Canada will take the necessary measures to ensure that routine correspondence and communication can be conducted in the official language of choice. Replies to formal written correspondence shall be in the language of the originator. Staff of Racquetball Canada are expected to be practical when applying this provision to email correspondence.
10. All publications of a technical nature which are expected to be in circulation for a long period of time and which have broad applicability shall be provided in both official languages.
11. All official documents relating to the governance of Racquetball Canada, such as Bylaws, Policies, and Strategic Plans will be provided in both official languages.
12. Media releases regarding issues of national importance shall be issued simultaneously in both official languages. Racquetball Canada will make every effort to translate routine media releases.
13. Racquetball Canada will work to expand the bilingual services available at national level competitions and events sanctioned by Racquetball Canada. Public Service Announcements, including recognition of partners, will be made in both Official Languages.
14. Racquetball Canada will ensure forms created for the general public are written in both English and in French.
15. Any advertising initiated by Racquetball Canada (print, radio, video, television) is to be produced in the language appropriate for the type of media and, where possible, available for distribution in English and in French upon request.

## **Communication**

16. Once the policy is approved, it will immediately be communicated to those who will be responsible for its implementation and Individuals who will be affected.
17. The policy will be communicated broadly and Racquetball Canada will provide suitable education about the policy.



## CONFIDENTIALITY POLICY

### Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Confidential Information”* – Personal information of Representatives including but not limited to home address, email address, personal phone numbers, date of birth, financial information, medical information, and background check information. Additionally, *Confidential Information* also covers information considered to be intellectual property of Racquetball Canada such as data, proprietary information, business information, and trade secrets;
  - b) *“Representative”* – All individuals employed by, or engaged in activities on behalf of, Racquetball Canada. Representatives include, but are not limited to, staff, administrators, Directors and Officers of Racquetball Canada, committee members, and volunteers;
  - c) *“Members”* – Individuals employed by, or engaged in activities with, Racquetball Canada including, but not limited to, registered participants, athletes, coaches, officials, volunteers, managers, administrators, committee members, and Directors and Officers of Racquetball Canada.

### Purpose

2. The purpose of this Policy is to ensure the protection of Confidential Information that is proprietary to Racquetball Canada.

### Scope and Application

3. This policy applies to all Members and Representatives of Racquetball Canada.
4. Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or in the public domain.
5. Members voluntarily publishing or consenting to the publication of Confidential Information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that Confidential Information for as long as it is available publicly.

### Responsibilities

6. Representatives and Members will not, either during the period of their involvement/employment with Racquetball Canada or any time thereafter, disclose, publish, communicate, or divulge to any person or

organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.

7. Representatives and Members will not use, reproduce, or distribute Confidential Information without the express written consent of Racquetball Canada.
8. All documents and written materials relating to Confidential Information will remain the property of Racquetball Canada and, upon cessation of involvement/employment with Racquetball Canada, for any reason, or upon request of Racquetball Canada, Representatives will immediately return all written or tangible Confidential Information, as well as copies and reproductions, and any other media containing Confidential Information.

### **Intellectual Property**

9. Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with Racquetball Canada will be owned solely by Racquetball Canada, which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. Racquetball Canada may grant permission for others to use its intellectual property.

### **Enforcement**

10. A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, suspension or expulsion from membership, or sanctions pursuant to Racquetball Canada's *Discipline and Complaints Policy*.

## DIVERSITY, EQUITY, AND INCLUSION POLICY

### Definitions

1. The following terms have these meanings in this Policy:
  - a) *“Diversity”* – the presence and integration of a variety of individuals with different personal characteristics, particularly Under-Represented Groups, in a group or organization;
  - b) *“Inclusion”* – acceptance of individuals with diverse personal characteristics into a group or organization regardless of those characteristics;
  - c) *“Equity”* – fairness afforded to individuals with diverse personal characteristics regardless of those characteristics;
  - d) *“Under-Represented Groups”* – Under-Represented Groups include women, children in low income families, Indigenous people, seniors, people with disabilities, newcomers to Canada, and members of the LGBTQ2 community.

### Purpose

2. Racquetball Canada is committed to encouraging diversity, equity and inclusion in its administration, policies, programs, and activities. The purpose of this Policy is to ensure that Racquetball Canada provides Under-Represented Groups with a full and equitable range of opportunities to participate and lead.

### Participation

3. Racquetball Canada will enhance the quality of, and increase the level of participation in, Racquetball Canada’s leadership and programs by:
  - a) Supporting inclusion, equity, and access for Under-Represented Groups;
  - b) Promoting the value of diversity;
  - c) Ensuring that individuals from Under-Represented Groups have no barriers to participation in Racquetball Canada’s programs, training, and coaching opportunities;
  - d) Dealing with any incidence of discriminatory behaviour according to Racquetball Canada’s *Code of Conduct and Ethics* and *Discipline and Complaints Policy*.

## **Programming**

4. Racquetball Canada is committed to creating and supporting programs for sport organizations that address diversity, equity, and inclusion issues in sport. For example, Racquetball Canada will:
  - a) Ensure that the achievement of equitable opportunities is a key consideration when developing, updating, or delivering Racquetball Canada's programs and policies;
  - b) Create and support new programming that specifically addresses diversity, equity, and inclusion;
  - c) Monitor and evaluate the success of its diversity, equity, and inclusion programming.

## **Decision-Making**

5. Racquetball Canada will encourage balanced representation by Under-Represented Groups on its Board of Directors and on all committees.
6. Racquetball Canada will work toward achieving gender parity on its Board of Directors by ensuring that at least 40% of the nominees for positions on the Board of Directors are from the minority gender identity.

## **Human Resource Management**

7. As part of its commitment to the use of equitable human resource management practices, Racquetball Canada will:
  - a) Adopt, when possible, family-friendly work practices such as flex-time, job-sharing and home-based offices;
  - b) Provide a physically accessible workplace environment;
  - c) Ensure a non-smoking environment;
  - d) Use non-discriminatory interview techniques;
  - e) Adopt a pay scale reflecting equal pay for work of equal value for its employees;
  - f) When appropriate, make available access to Employee Assistance counselling.

## **Communications**

8. Racquetball Canada will ensure that Under-Represented Groups are portrayed equitably in promotional materials and official publications, and that gender-neutral language is used in all communications.

### **Ongoing Commitment to Inclusion, Diversity and Equity**

9. Racquetball Canada resolves to continue to incorporate inclusion, diversity, and equity matters in its strategies, plans, actions, and operations; including technical programs, business management, sponsorship, marketing, media and communications.

### **Evaluation**

10. Racquetball Canada will continually monitor and evaluate its inclusion, equity, and diversity progress.

## **TRAVEL POLICY**

### **Purpose**

1. The purpose of this Policy is to inform athletes, parents, and coaches travelling to events outside of Canada of their responsibilities and the expectations of Racquetball Canada.

### **Application of this Policy**

2. Specific individuals have responsibilities when national teams travel outside of the country. These individuals include:
  - a) Parents traveling with the athlete;
  - b) Parents not traveling with the athlete;
  - c) Chaperones;
  - d) Coaches;
  - e) Team Managers;
  - f) Athletes.

### **Travel Consent Form**

3. Minor athletes traveling with individuals other than their parent/guardian must keep with them a Travel Consent Form (signed by their parent/guardian). A Travel Consent Form is provided as **Appendix A**.

### **Responsibilities**

4. Parents traveling with a minor athlete are responsible for their child during the entirety of the event and have the following additional responsibilities:
  - a) Pay all event fees prior to the start of travel;
  - b) Register for event accommodations in a timely manner. Accommodations outside of those arranged by the manager (such as staying with family, or at a different hotel) must be approved by the coach in advance of arrangements being made;
  - c) Punctual drop off and pick up of their children at times and places indicated by coaches;

- d) Adhere to coach or manager requests for parent meetings, team meetings, or team functions and be punctual to such events;
- e) Adhere to coach requests for athlete curfew times;
- f) Adhere to coach requests for limiting outside activities (swimming, shopping, etc.);
- g) Report any athlete illness or injury;
- h) Report any incident likely to bring discredit to Racquetball Canada;
- i) Adhere to Racquetball Canada's policies and procedures, particularly the *Code of Conduct and Ethics*;
- j) Ensure that all passports are valid and not expired.

5. Parents not traveling with the athlete have the following responsibilities:

- a) Assign to their child a chaperone;
- b) Provide the chaperone with a Travel Consent Form;
- c) Provide the chaperone with emergency contact information;
- d) Provide the chaperone with any necessary medical information;
- e) Pay all event fees prior to the start of travel;
- f) Provide the child with enough funds to pay for food and incidentals;
- g) Ensure that all passports are valid and not expired.

6. Chaperones have the following responsibilities:

- a) Obtain and carry any Travel Consent Forms, emergency contact information, and medical information;
- b) Punctual drop off and pick up of their children at times and places indicated by coaches;
- c) Adhere to coach or manager requests for parent meetings, team meetings, or team functions and be punctual to such events;
- d) Adhere to coach requests for athlete curfew times;
- e) Adhere to coach requests for limiting outside activities (swimming, shopping, etc.);
- f) Report any athlete illness or injury;
- g) Report any incident likely to bring discredit to Racquetball Canada;

- h) Inspect hotel rooms rented for damage before check in and after check out. Report any damage to the coach;
- i) Approve visitors to the athlete accommodations, at their discretion;
- j) Adhere to Racquetball Canada's policies and procedures, particularly the *Code of Conduct and Ethics*.

7. Coaches have the following responsibilities:

- a) Arrange all team meetings and training sessions;
- b) Determine curfew times;
- c) Work in close co-operation with the chaperones on all non-sport matters;
- d) Report to Racquetball Canada any incident likely to bring discredit to Racquetball Canada;
- e) Together with the chaperones, decide temporary disciplinary action to be taken at the scene of an incident, and report such incident and action to the parents of the athletes involved as well as to Racquetball Canada for further disciplinary action, if applicable, under Racquetball Canada's *Discipline and Complaints Policy*;
- f) Adhere to Racquetball Canada's policies and procedures, particularly the *Code of Conduct and Ethics*.

8. Team/Event Managers/Leaders have the following responsibilities:

- a) Ensure an appropriate chaperone-to-athlete ratio that does not exceed five athletes per chaperone;
- b) Organize accommodations and inform parents and chaperones how to register and pay for accommodations;
- c) Room female and male athletes separately. Coaches and chaperones must be roomed separately from athletes, unless the athlete is the child of the coach or chaperone;
- d) Coordinate and collect all travel expenses from parents.

9. Athletes have the following responsibilities:

- a) Arrive at each event ready to participate;
- b) Make any visitor requests to chaperones before the visit is expected;
- c) Represent Racquetball Canada to the best of their abilities at all times;
- d) Communicate any problems or concerns to the coaches and chaperone just as they would their own parents;
- e) Check in with the chaperone when leaving their rooms;



- f) Not leave the hotel alone or without permission of the coach/chaperone and check-in when returning;
- g) Adhere to Racquetball Canada's policies and procedures, particularly the *Code of Conduct and Ethics*.

## Appendix A - Travel Consent Form

To whom it may concern,

I / we, the parent(s)/guardian(s) of \_\_\_\_\_ officially give my / our consent for my / our minor child to travel with the following individuals who are also associated with Racquetball Canada:

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

My / our child was born on \_\_\_\_\_ at the location of \_\_\_\_\_. If required, my / our child's passport number is \_\_\_\_\_. Attached to this form is a list of any additional medical needs my / our child requires.

I / we understand that the event is a \_\_\_\_\_ which is located in \_\_\_\_\_. Barring extenuating circumstances the event should last for a duration of \_\_\_\_\_ days between the dates of \_\_\_\_\_ and \_\_\_\_\_.

If there are any questions about the consent provided, I / we can be reached at the following telephone number(s) \_\_\_\_\_ and the following email addresses

\_\_\_\_\_.

Sincerely,

**Name:** \_\_\_\_\_  
Print

**Date:** \_\_\_\_\_  
(D/M/Y)

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

## **FINANCIAL POLICY**

### **Definitions**

1. The following terms have these meanings in this Policy:
  - a) *“Representative”* – Individuals employed by, or engaged in activities on behalf of, Racquetball Canada including: coaches, convenors, officials, staff members, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of Racquetball Canada.

### **Purpose**

2. Racquetball Canada will function as a Not-For-Profit organization and all fundraising, fees, sponsorship, and grants will be used for the on-going development of the sport and the betterment of Racquetball Canada.
3. The purpose of this Policy is to guide the financial management practices of Racquetball Canada.

### **Budget and Reports**

4. Racquetball Canada’s Board of Directors will develop and approve an annual budget which will contain Racquetball Canada’s total anticipated expenditures and revenues.
5. The Treasurer (or designate) will, at the Annual Meeting, present Financial Statements as required by applicable legislation and any other report as determined by the Board.
6. The financial statements of Racquetball Canada will be reviewed in accordance with applicable legislation by an auditor.

### **Fiscal Year**

7. Racquetball Canada’s fiscal year will be as described in Racquetball Canada’s Bylaws.

### **Banking – Revenue**

8. Registration fees shall be reviewed annually by the Treasurer (or designate) who will make recommendations to the Board; which shall approve fees for each year well in advance of the start of the registration year.

9. All money received by Racquetball Canada will be placed into a general fund and will be used for all necessary and permitted purposes for the operation of Racquetball Canada, as determined by Racquetball Canada's Board of Directors.
10. All money received by Racquetball Canada will be deposited, in the name of Racquetball Canada, with a reputable financial institution.

### **Signing Officers**

11. All contracts, documents, or any other instruments in writing requiring the signature of Racquetball Canada shall be signed by at least two of the following:
  - a) Executive Director;
  - b) President;
  - c) Director or Administrator of Finance;
  - d) A Director appointed by the Board as a signing authority;
  - e) A Staff member appointed by the Board as a signing authority.
12. Any contracts, documents or any other instruments in writing which have been approved in Racquetball Canada's budget that are under \$10,000 are not subject to this section and may be executed by the Treasurer or any individual delegated such signing authority by the Board.
13. All cheques of \$10,000 or above require signatures from two (2) of the following:
  - a) Executive Director;
  - b) President;
  - c) Director of Finance;
  - d) Director appointed by the Board;
  - e) Staff member appointed by the Board.
14. All cheques over \$2000.00 payable to any signing authority will not be signed by that signing authority.

### **Expenses**

15. All expenses will be supported with receipts and must be detailed to budget items, projects, or functions by Racquetball Canada's Treasurer (or designate).

16. Approved expenses are to be claimed and reported no later than thirty (30) days following the date of the expense. Expenses submitted beyond the thirty (30) day reporting requirement will be paid only upon the Board's approval.
17. Any expenditure not approved within the annual budget will be approved by the Board prior to any such expenditure. Without the Board's approval, the expenditure will not be paid by Racquetball Canada unless determined otherwise by the Board.

## **Accounts**

18. Accounts receivable terms are net ninety (90) days from the date of invoice.
19. Accounts payable will be paid within the terms of the supplier invoice. Where no terms are specified, accounts will be paid within thirty (30) days.

## **Credit Card**

20. With the approval of the Board, Racquetball Canada may acquire credit cards for the use of staff members who are required to make purchases on a regular basis for travel, accommodation, and other expenses related to their duties on behalf of Racquetball Canada. The Board will determine who receives credit cards and what the credit card limits will be.
21. Credit card holders will be responsible for all charges made on credit cards issued in their name.
22. Credit cards must only be used for authorized payments that include:
  - a) Payment of actual and reasonable expenses incurred on authorized business, including travel and accommodation, where it is not feasible for these costs to have been paid in advance of the expense being incurred or for the costs to be invoiced to Racquetball Canada;
  - b) Purchase of goods or budgeted items.
23. For the purposes of this Policy, expenses included in an annual budget as approved by the Board are considered to be authorized. Expenses that fall outside the approved budget must be approved before being charged to a credit card.
24. Credit cards are not to be used for any personal expenses.
25. All expenses charged to a credit card should be supported by a credit card receipt issued by the merchant or a detailed supplier invoice to confirm that the expenses are properly incurred on business of Racquetball Canada.
26. Under no circumstances are cash advances to be drawn on credit cards.

27. In addition, the following individuals have credit card responsibilities:

a) Cardholders must:

- i. not allow another person to use the card;
- ii. protect the pin number of the card;
- iii. only purchase within the credit limit of the card;
- iv. notify the credit card company if the card is lost or stolen;
- v. keep the card with them at all times, or in a secure location;
- vi. forward to Racquetball Canada's Treasurer (or designate), on a monthly basis, all receipts for expenses charged to the card in the previous month;
- vii. surrender the credit card upon the cardholder ceasing to perform the role for which the card was issued.

b) Racquetball Canada's Treasurer (or designate) must:

- i. ensure that each credit card issued to an individual is paid in full on a monthly basis;
- ii. review and reconcile each credit card statement on a monthly basis;
- iii. bring to the attention of the Board any credit card expense which does not appear to be authorized under this policy;
- iv. recover from the cardholder any funds owing for unauthorized expenses.

### **Expense Claims**

28. Representatives may submit expense claims to the Treasurer (or designate) for personal expenses incurred in performing their duties for Racquetball Canada. Generally, only expenses pre-approved by Racquetball Canada's Treasurer (or designate) will be reimbursed – and only within three months of the incurred expense. Expense claims must include:

- a) The exact amount of each separate expense;
- b) The date on which the expense occurred;
- c) The place and location of the expense;
- d) The purpose of the expense;
- e) A receipt for the expense.

29. Representatives may submit expense claims to Racquetball Canada's Treasurer (or designate) for travel and/or accommodation expenses for conferences, tournaments, provincial meetings, or national meetings;

provided the expected expense reimbursement amount is pre-approved by Racquetball Canada Treasurer (or designate).

30. Generally, no cash advances will be provided. If there is a need for a cash advance, a request must be made to the Treasurer for approval of the advance.

31. Expenses will be reimbursed in amounts outlined in the following table:

<b>Expense</b>	<b>Rate</b>	<b>Notes</b>
Travel – Mileage up to 50 km return travel	Nil	
Travel – Mileage over 50 km return travel	\$0.40 per kilometre	
Travel – Air	Lowest economy	Prior approval required
Breakfast	\$14.00	Receipts not required
Lunch	\$15.00	Receipts not required
Dinner	\$22.00	Receipts not required
Full Day	\$51.00	Receipts not required
Accommodation	Double occupancy	All personnel unless specified
Accommodation	Single occupancy	Only the President
Accommodation with Friends or Family	\$12.00 / day	Receipts not required
Travel Status (conducting the business of Racquetball Canada for at least 12 hours a day)	\$10.00 / day inside Canada \$20.00 / day outside Canada	
Incidental expenses	Actual cost	Receipt required

32. Racquetball Canada will not reimburse for costs above the specified rates without prior approval of the Treasurer. Where costs above the specified rates are approved, receipts must be provided.

### **Travel and Accommodation Expenses**

33. Air travel is to be booked through Racquetball Canada whenever possible. Air travel including fares and itineraries is to be approved in advance by the Treasurer (or designate). In no circumstance will fares above the economy fare be reimbursed. Car travel will be reimbursed at the mileage rate specified in this Policy. Car rentals will be reimbursed where authorized. Reimbursement will be for compact size cars through an authorized agency at the most economical rate possible. Individuals are expected to travel as foot-passengers where possible. Advance booking fees will be reimbursed where required by the nature and purpose of the travel.

- 34. Whenever possible, the Representatives who are attending the same event should travel together and stay with friends or event organizers where possible. However, only the driver may submit car-related expenses
- 35. Accommodation will be reimbursed based on single occupancy for Racquetball Canada's President. All other accommodation will be reimbursed based on double occupancy.
- 36. Racquetball Canada will not provide reimbursement for parking tickets, speeding tickets or fines for any other violations.
- 37. A Representative attending an event where meals are not provided may request a per-diem allowance before attending the event. Per-diem rates are listed in the above table and do not require receipts. Individuals will not be reimbursed where meals are provided as part of an event or where meals are included in the accommodation rate.

#### **Other Expenses**

- 38. Representatives may be reimbursed for long distance telephone calls provided the expenses were Racquetball Canada-related. Expense claims for telephone expenses must include the name of the person called, their connection to Racquetball Canada, and the purpose of the call. Telephone expenses in excess of \$80.00 will not be reimbursed.
- 39. Actual and reasonable expenses for items such as parking, telephones and copying may be reimbursed. Receipts must be provided for all such expenses.

#### **NSF Charges**

- 40. Racquetball Canada will charge a twenty-five dollar (\$25.00) charge on all NSF Cheques.

#### **Replacement Cheques**

- 41. Lost or missing cheques will not be re-issued until after the next applicable month end reconciliation has taken place.
- 42. Cheques that need to be replaced due to loss will be assessed a five dollar (\$5.00) administration fee.
- 43. Lost or missing cheques that have not been claimed by Racquetball Canada's year end will not be reissued.



# PRIVACY POLICY

## General

1. Background – Privacy of personal information is governed by the federal *Personal Information Protection and Electronics Documents Act* ("PIPEDA"). This policy describes the way that Racquetball Canada collects, uses, safeguards, discloses and disposes of personal information, and states Racquetball Canada's commitment to collecting, using and disclosing personal information responsibly. This policy is based on the standards required by PIPEDA and Racquetball Canada's interpretation of these responsibilities.
2. Purpose – The purpose of this policy is to govern the collection, use and disclosure of personal information in the course of commercial activities in a manner that recognizes the right to privacy of individuals with respect to their personal information and the need of Racquetball Canada to collect, use or disclose personal information.
3. Definitions – The following terms have these meanings in this Policy:
  - a) "*Commercial Activity*" – Any particular transaction, act or conduct that is of a commercial character;
  - b) "*IP Address*" – A numerical label that is assigned to electronic devices participating in a computer network that uses internet protocol for communication between devices;
  - c) "*Personal Information*" – any information about an individual that relates to the person's personal characteristics including, but not limited to: gender, age, income, home address or phone number, ethnic background, family status, health history, and health conditions;
  - d) "*Representatives*" – Members, directors, officers, committee members, employees, coaches, officials, managers, trainers, volunteers, administrators, contractors and registered participants within Racquetball Canada.

## Application of this Policy

4. Application – This Policy applies to Representatives in connection with personal information that is collected, used or disclosed during any commercial activity related to Racquetball Canada.
5. Ruling on Policy – Except as provided in the *PIPEDA*, the Board of Directors of Racquetball Canada will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.

## Obligations

6. Statutory Obligations – Racquetball Canada is governed by the *Personal Information Protection, Electronic Documents PIPEDA* in matters involving the collection, use and disclosure of personal information.

7. Additional Obligations – In addition to fulfilling all requirements of the *PIPEDA*, Racquetball Canada and its Representatives will also fulfill the additional requirements of this Policy. Representatives of Racquetball Canada will not:
- a) Disclose personal information to a third party during any business or transaction unless such business, transaction or other interest is properly consented to in accordance with this Policy;
  - b) Knowingly place themselves in a position where they are under obligation to any organization to disclose personal information;
  - c) In the performance of their official duties, disclose personal information to family members, friends or colleagues, or to organizations in which their family members, friends or colleagues have an interest;
  - d) Derive personal benefit from personal information that they have acquired during the course of fulfilling their duties with Racquetball Canada; or
  - e) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, the disclosure of Personal Information.

#### **Accountability**

8. Privacy Officer – The Privacy Officer is responsible for the implementation of this policy and monitoring information collection and data security and for ensuring that all staff receives appropriate training on privacy issues and their responsibilities. The Privacy Officer also handles personal information access requests and complaints. The Privacy Officer may be contacted at [execdirector@racquetballcanada.ca](mailto:execdirector@racquetballcanada.ca).

#### Duties – The Privacy Officer will:

- a) Implement procedures to protect personal information;
  - b) Establish procedures to receive and respond to complaints and inquiries;
  - c) Record all persons having access to personal information;
  - d) Ensure any third party providers abide by this Policy; and
  - e) Train and communicate to staff information about Racquetball Canada's privacy policies and practices.
9. Employees – Racquetball Canada shall be responsible to ensure that the employees, contractors, agents, or otherwise of Racquetball Canada are compliant with the *PIPEDA* and this Policy.

## Identifying Purposes

10. Purpose – Personal information may be collected from Representatives and prospective Representatives for purposes that include, but are not limited to, the following:

- a) Receiving communications from Racquetball Canada related to e-news, emails, bulletins, donation requests, invoices, notifications, merchandise sales, newsletters, programs, events and activities;
- b) Database entry at the Coaching Association of Canada to determine level of coaching certification and qualifications;
- c) Coach selection;
- d) Database entry to determine level of officiating certification and qualifications;
- e) Determination of eligibility, age group and appropriate level of competition;
- f) Implementation of Racquetball Canada's screening program;
- g) Promotion and sale of merchandise;
- h) Medical emergency;
- i) Athlete registration, outfitting uniforms, monitoring eligibility, arranging travel and various components of athlete and team selection;
- j) Registration with Racquetball Canada or at competitions;
- k) Implementation of anti-doping policies and drug testing;
- l) Technical monitoring, coach/club review, officials training, educational purposes, media publications, and sport promotion;
- m) Purchasing equipment, manuals, resources and other products;
- n) Publishing articles, media relations and posting on Racquetball Canada website, displays or posters;
- o) Determination of membership demographics and program wants and needs;
- p) Managing payroll, health benefits, insurance claims and insurance investigations; and
- q) Posting images, likeness or other identifiable attributes to promote Racquetball Canada on its website, displays or posters.

11. Purposes not Identified – Racquetball Canada shall seek consent from individuals when personal information is used for Commercial Activity not previously identified. This consent will be documented as to when and how it was received.

## Consent

12. Consent – Racquetball Canada shall obtain consent by lawful means from individuals at the time of collection and prior to the use or disclosure of this information. Racquetball Canada may collect personal information without consent where reasonable to do so and where permitted by law.
13. Implied Consent – By providing personal information to Racquetball Canada, individuals are consenting to the use of the information for the purposes identified in this policy.
14. Withdrawal – An individual may declare to the Privacy Officer in writing to withdraw consent to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions. Racquetball Canada will inform the individual of the implications of such withdrawal.
15. Legal Guardians – Consent shall not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore shall be obtained from a parent, legal guardian or person having power of attorney of such an individual.
16. Exceptions for Collection – Racquetball Canada is not required to obtain consent for the collection of personal information if:
  - a) It is clearly in the individual's interests and consent is not available in a timely way;
  - b) Knowledge and consent would compromise the availability or accuracy of the information and collection is required to investigate a breach of an agreement or contravention of a federal or provincial law;
  - c) The information is for journalistic, artistic or literary purposes; or
  - d) The information is publicly available as specified in the *PIPEDA*.
17. Exceptions for Use – Racquetball Canada may use personal information without the individual's knowledge or consent only:
  - a) If Racquetball Canada has reasonable grounds to believe the information could be useful when investigating a contravention of a federal, provincial or foreign law and the information is used for that investigation;
  - b) For an emergency that threatens an individual's life, health or security;
  - c) For statistical or scholarly study or research;
  - d) If it is publicly available as specified in the *PIPEDA*;
  - e) If the use is clearly in the individual's interest and consent is not available in a timely way; or
  - f) If knowledge and consent would compromise the availability or accuracy of the information and collection was required to investigate a breach of an agreement or contravention of a federal or provincial law.

18. Exceptions for Disclosure – Racquetball Canada may disclose personal information without the individual's knowledge or consent only:

- a) To a lawyer representing Racquetball Canada;
- b) To collect a debt the individual owes to Racquetball Canada;
- c) To comply with a subpoena, a warrant or an order made by a court or other body with appropriate jurisdiction;
- d) To a government institution that has requested the information, identified its lawful authority, and indicated that disclosure is for the purpose of enforcing, carrying out an investigation, or gathering intelligence relating to any federal, provincial or foreign law; or that suspects that the information relates to national security or the conduct of international affairs; or is for the purpose of administering any federal or provincial law;
- e) To an investigative body named in the *PIPEDA* or government institution on Racquetball Canada's initiative when Racquetball Canada believes the information concerns a breach of an agreement, or a contravention of a federal, provincial, or foreign law, or suspects the information relates to national security or the conduct of international affairs;
- f) To an investigative body for the purposes related to the investigation of a breach of an agreement or a contravention of a federal or provincial law;
- g) In an emergency threatening an individual's life, health, or security (Racquetball Canada must inform the individual of the disclosure);
- h) For statistical, scholarly study or research;
- i) To an archival institution;
- j) 20 years after the individual's death or 100 years after the record was created;
- k) If it is publicly available as specified in the regulations; or
- l) If otherwise required by law.

#### **Limiting Collection, Use, Disclosure and Retention**

19. Limiting Collection, Use and Disclosure – Racquetball Canada shall not collect, use or disclose personal information indiscriminately. Information collected will be for the purposes specified in this Policy, except with the consent of the individual or as required by law.

20. Retention Periods – Personal information shall be retained as long as reasonably necessary to enable participation in Racquetball Canada, to maintain accurate historical records and or as may be required by law.

21. Destruction of Information – Documents shall be destroyed by way of shredding and electronic files will be deleted in their entirety.

### **Safeguards**

22. Safeguards – Personal information shall be protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.

### **Breaches**

23. Breaches – Racquetball Canada is required to report breaches of its security safeguards and any unauthorized disclosure of, or access to, personal information to the Office of the Privacy Commissioner if the breach, disclosure, or access may pose a “real risk of significant harm” to an individual. A “real risk of significant harm” is defined as: *“Bodily harm, humiliation, damage to reputation or relationships, loss of employment, business or professional opportunities, financial loss, identity theft, negative effects on the credit record and damage to or loss of property”*.
24. Reporting – Racquetball Canada will report the breach or unauthorized access or disclosure to the Office of the Privacy Commissioner in the form and format specified by the Office of the Privacy Commissioner or will be subject to financial penalties.
25. Records and Notification – In addition to reporting the breach or unauthorized access or disclosure, Racquetball Canada will keep records of the breach and inform affected individuals.

### **Individual Access**

26. Access – Upon written request, and with assistance from Racquetball Canada, an individual may be informed of the existence, use and disclosure of his or her personal information and shall be given access to that information. Further, an individual is entitled to be informed of the source of the personal information along with an account of third parties to whom the information has been disclosed.
27. Response – Requested information shall be disclosed to the individual within 30 days of receipt of the written request at no cost to the individual, or at nominal costs relating to photocopying expenses, unless there are reasonable grounds to extend the time limit.
28. Denial – An individual may be denied access to his or her personal information if the information:
- a) Is prohibitively costly to provide;
  - b) Contains references to other individuals;
  - c) Cannot be disclosed for legal, security, or commercial proprietary purposes; or
  - d) Is subject to solicitor-client privilege or litigation privilege.

29. Reasons – Upon refusal, Racquetball Canada shall inform the individual the reasons for the refusal and the associated provisions of the *PIPEDA*
30. Identity – Sufficient information shall be required to confirm an individual's identity prior to providing that individual an account of the existence, use, and disclosure of personal information.

### **Challenging Compliance**

31. Challenges – An individual shall be able to challenge compliance with this Policy and the *PIPEDA* to the designated individual accountable for compliance.
32. Procedures – Upon receipt of a complaint Racquetball Canada shall:
- a) Record the date the complaint is received;
  - b) Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
  - c) Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within three (3) days of receipt of the complaint;
  - d) Appoint an investigator using Organization personnel or an independent investigator, who shall have the skills necessary to conduct a fair and impartial investigation and shall have unfettered access to all relevant file and personnel, within ten (10) days of receipt of the complaint;
  - e) Upon completion of the investigation and within twenty-five (25) days of receipt of the complaint, the investigator will submit a written report to Racquetball Canada; and
  - f) Notify the complainant to the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures within thirty (30) days of receipt of the complaint.
33. Whistleblowing – Racquetball Canada shall not dismiss, suspend, demote, discipline, harass or otherwise disadvantage any director, officer, employee, committee member volunteer, trainer, contractor, coach and other decision-maker within Racquetball Canada or deny that person a benefit because the individual, acting in good faith and on the basis of reasonable belief:
- a) Disclosed to the commissioner that Racquetball Canada has contravened or is about to contravene the *PIPEDA*;
  - b) Has done or stated an intention of doing anything that is required to be done in order to avoid having any person contravene the *PIPEDA*; or
  - c) Has refused to do or stated an intention of refusing to do anything that is in contravention of the *PIPEDA*.

**IP Address**

34. IP Address – Racquetball Canada does not collect, use or disclose personal information such as an IP Addresses.

**Applicable Law**

35. Applicable Law – Racquetball Canada website is created and controlled by Racquetball Canada in the province of Manitoba. As such, the laws of the province of Manitoba shall govern these disclaimers, terms and conditions.



## IMPAIRMENT AND ACCOMMODATION POLICY

### Definitions

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

- a) *“Accommodation”* – The obligation to take steps to adjust rules, policies, or practices that have a negative impact on Individuals based on prohibited grounds of Discrimination;
- b) *“Discrimination”* – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability;
- c) *“Individuals”* – refers to all categories of members and/or registrants of Racquetball Canada and its Provincial/Territorial Associations and affiliated clubs, as well as all people employed by, contracted by, or engaged in activities with, Racquetball Canada, and a Provincial/Territorial Association and affiliated club, including, but not limited to, employees, contractors, athletes, coaches, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and directors and officers;
- j) *“Provincial/Territorial Associations”* – Provincial/Territorial Associations are the racquetball associations that are affiliated with Racquetball Canada;
- d) *“Prescription Medication”* – throughout this Policy shall be understood to be medication that an Individual has been validly prescribed by a medical practitioner;
- e) *“Workplace”* – Any place where business or work-related activities are conducted. Workplaces include but are not limited to, Racquetball Canada’s office, work-related social functions, work assignments outside Racquetball Canada’s offices, work-related travel, training and competition venues, and work-related conferences or training sessions.

### Purpose

- 2. This Policy describes how Racquetball Canada will manage situations of impairment or potential impairment in the Workplace from an Individual’s use of legal or illegal drugs or substances, alcohol, or prescription medication, as well as potential sanctions for Individuals who are found to be impaired in the Workplace in a manner that contravenes this Policy or any of Racquetball Canada’s relevant and applicable policies.
- 3. This Policy also describes how and when Racquetball Canada will make accommodations for Individuals who require the use of prescription medication that may cause impairment in the Workplace or who have a diagnosed substance dependency on any legal or illegal drug or substance, alcohol, or prescription medication which may or may not cause impairment in the Workplace. Such substance dependency may be considered to be a disability if diagnosed by a relevant healthcare professional.

## Scope and Application of this Policy

4. This Policy applies to all Individuals and to situations arising in the Workplace.
5. Whenever this Policy is found to be in conflict with relevant and applicable legislation, the legislation shall prevail.

## Impairment

6. Impairment in the Workplace, subject to the **Accommodation** section of this Policy, is not permitted.
7. Impairment by Individuals in areas other than the Workplace may or may not be permitted, pursuant to the category of Individual and level of impairment, as described in Racquetball Canada's standards of conduct for each category of Individual.

### *Signs of Impairment*

8. Signs of impairment include, but are not limited to:
  - a) Personality changes or erratic behaviour (e.g., increased personal conflicts, over-reaction to criticism);
  - b) Nervousness, sleepiness, poor memory, overly talkative, fatigued;
  - c) Working in an unsafe manner;
  - d) Altered appearance (e.g., odour of drugs or alcohol, glassy or red eyes, sweating, unsteady gait, slurring, poor coordination or balance);
  - e) Slurred speech, rambling, confused;
  - f) Citations for driving under the influence, or tickets or arrests for other criminal acts; or
  - g) Consistent lateness, absenteeism, or reduced productivity or quality of work.

## Accommodation

9. Individuals seeking an accommodation from Racquetball Canada shall provide Racquetball Canada with documented evidence from their relevant healthcare professional with a written description of the Workplace accommodations that the Individual's healthcare professional considers to be appropriate.
10. If Racquetball Canada becomes aware of a medical prescription for a diagnosed medical condition, a diagnosed substance dependency, or prohibited substance use by an Individual who is an *athlete* (either by voluntary disclosure, complaint, or positive drug test), Racquetball Canada will follow the steps as described in the **Substance Use by an Athlete** section of this Policy.

### *Disclosing Medical Prescription/Condition*

11. An Individual who has a medical prescription for a diagnosed medical condition that may cause impairment in the Workplace may be accommodated by Racquetball Canada. Racquetball Canada will provide reasonable accommodation, to the point of undue hardship, unless there is reasonable justification to consider otherwise. In these cases, Racquetball Canada will:
  - a) Discuss accommodation, based on the measures that the Individual's healthcare professional considers to be appropriate and which have been provided to Racquetball Canada by the Individual.

### *Disclosing Substance Dependency*

12. An Individual who discloses a diagnosed substance dependency to Racquetball Canada will be treated with compassion and respect and may be accommodated by Racquetball Canada. Racquetball Canada will provide reasonable accommodation, to the point of undue hardship, unless there is reasonable justification to consider otherwise. In these cases, Racquetball Canada will:
  - a) Assist the Individual with obtaining support and resources that will accommodate their Workplace circumstances; however, such support and resources may or may not include financial resources, as determined by Racquetball Canada; and
  - b) Discuss accommodation, based on the measures that the Individual's healthcare professional considers to be appropriate and which have been provided to Racquetball Canada by the Individual.

### *Racquetball Canada Becomes Aware of Substance Dependency*

13. Racquetball Canada is aware that not all Individuals will disclose a diagnosed substance dependency. Racquetball Canada understands that it has a duty to inquire when it recognizes **Signs of Impairment** (described in Section 8 of this Policy) that may require reasonable accommodation or for Racquetball Canada to take necessary and proportionate steps to manage an Individual's diagnosed disability.
14. Should the Individual display signs of impairment, but not have or admit to a diagnosed substance dependency or ask for an accommodation, Racquetball Canada will outline potential consequences of the Individual's behaviour (such as sanctions, complaints, or dismissal in the case of an employee or contractor).

### *Procedures*

15. Any medical information voluntarily shared by the Individual with Racquetball Canada will not be disclosed to any third-parties or to any Individuals or supervisors who are not directly involved with the Individual's work and/or any Workplace accommodation.
16. After reviewing written documentation from an Individual's physician or healthcare professional, Racquetball Canada will provide reasonable Workplace accommodation for the Individual, to the point of undue hardship or there is reasonable justification to consider otherwise.
17. In preparation for the Workplace accommodation, Racquetball Canada will review the Individual's tasks and objectives and determine what needs to be accommodated, and what can and cannot be accommodated. Such determinations will form the basis of the Individual's Workplace accommodation plan.

18. An Individual's Workplace accommodation plan should:

- a) Be completed and signed by Racquetball Canada, the Individual, and the Individual's supervisor (if any);
- b) Identify the specific Workplace accommodation measures or solutions;
- c) Be flexible;
- d) Identify certain behaviours that may be significant; and
- e) If necessary, describe a 'return to work agreement' in the event of a prolonged absence.

19. If an Organization provides Workplace accommodation to an Individual who may be impaired from the use of prescription medication for a diagnosed medical condition, or who has a diagnosed substance dependency defined as a disability, this will not preclude Racquetball Canada from imposing sanctions against the Individual as described in this Policy and/or Racquetball Canada's *Discipline and Complaints Policy* and as may be applicable and necessary in the circumstances.

#### **Substance Use by an Athlete**

20. Racquetball Canada is committed to clean sport and endorses the 2015 Canadian Anti-Doping Program and the World Anti-Doping Code. Racquetball Canada confirms that it has adopted and/or commits to respect the 2015 CADP as its primary domestic anti-doping policy.

21. Athletes are responsible for knowing whether they are using or will need to use any prescription medication(s) that contain prohibited substances. The current List of Prohibited Substances can be found online on website of the World Anti-Doping Agency or the Canadian Centre for Ethics in Sport.

22. Racquetball Canada will approach certain substance use by athletes in the following manner:

- a) *Athlete requires the use of a prescription medication that contains a prohibited substance* – the athlete must consult with the Canadian Centre for Ethics and Sport ("CCES") to determine whether the athlete can obtain a Therapeutic Use Exemption;
- b) *Athlete requires the use of a prescription medication that may cause impairment* – Racquetball Canada shall determine whether the athlete may continue to train or compete while using a prescription medication that may cause impairment or whether any accommodations can be made while the athlete requires the use of the prescription medication. Such a determination will be made by Racquetball Canada following consultation with relevant medical professionals and in consideration of the safety of the athlete and other participants;
- c) *Athlete reveals diagnosed substance dependency* – Racquetball Canada will provide the athlete with any assistance and/or resources that it can reasonably provide; direct the athlete to healthcare professionals as appropriate. Depending on the dependency, Racquetball Canada may or may not decide to prohibit the athlete from participating in training or competitions, either as a sanction (as described in this Policy or in any other relevant and applicable policy, including Racquetball Canada's

*Discipline and Complaints Policy*) or as a preventive safety measure for the athlete or for the safety of other participants, or impose any other **Sanction** permitted by a relevant and applicable policy;

- d) *Athlete has positive drug test* – Racquetball Canada will respect to the 2015 Canadian Anti-Doping Program, as well as its own policies for Anti-Doping and Discipline and Complaints (as applicable), and any direction or sanction from the CCES or the World Anti-Doping Agency.

## **Sanctions**

23. Racquetball Canada may apply sanctions in the following circumstances:

- a) When an Individual is impaired in the Workplace;
- b) When an Individual's impairment violates Racquetball Canada's *Code of Conduct and Ethics*; or
- c) When an Individual who has been provided a Workplace accommodation performs tasks that are outside the scope of that accommodation.

24. Sanctions that may be imposed include:

- a) Removal from the area or Workplace (by sending the Individual home with appropriate transportation, if necessary);
- b) Temporary suspension from safety-sensitive work or tasks in the Workplace;
- c) Temporary suspension from participation in the Workplace (until a complaint is filed under the terms of Racquetball Canada's *Discipline and Complaints Policy*);
- d) Temporary suspension of Workplace membership benefits or privileges (until a complaint is filed under the terms of Racquetball Canada's *Discipline and Complaints Policy*);
- e) If the Individual is an employee or contractor, requiring a fitness for work assessment;
- f) If the Individual is an employee or contractor, a leave of absence (with or without pay, depending on the circumstances) from the Workplace pending further investigation; or
- g) If the Individual is an employee or contractor, discipline pursuant to Racquetball Canada's policies for human resources or the Individual's Employment Agreement or Contractor Agreement (as applicable).

25. Additional sanctions may be applied if Racquetball Canada (or another Individual) submits a complaint against the Individual under Racquetball Canada's *Discipline and Complaints Policy*.

## Review and Update

26. Racquetball Canada pledges to update this Policy as necessary to reflect changes in legislation, applicable policies or best practices, and will review the Policy annually for the first three years following its initial implementation.

## References

27. Racquetball Canada consulted the following references in the development of this Policy:

- a) *Blazing the Trail – What the legalization of cannabis means for Canadian employers* (Conference Board of Canada, 2018);
- b) *Impaired at Work – A guide to accommodating substance dependence* (Canadian Human Rights Commission, 2017);
- c) *Workplace Strategies: Risk of Impairment from Cannabis* (Canadian Centre for Occupational Health and Safety, 2018).

# CONCUSSION POLICY

## Preamble

1. This Policy is based on the 5<sup>th</sup> Consensus Statement on Concussion in Sport that was released in April 2017. This Policy interprets the information contained in the report that was prepared by the 2017 Concussion in Sport Group (CISG), a group of sport concussion medical practitioners and experts, and adapts concussion assessment and management tools;
2. Parts of this Policy are intended to be compliant with Ontario's *Rowan's Law (Concussion Safety), 2018*. If any provision of the policy is in conflict with Rowan's Law, the legislation shall take precedence;
3. The CISG suggested 11 'R's of Sport-Related Concussion ("SRC") management to provide a logical flow of concussion management. This Policy is similarly arranged. The 11 R's in this Policy are: Recognize, Remove, Re-Evaluate, Rest, Rehabilitation, Refer, Recover, Return to Sport, Reconsider, Residual Effects, and Risk Reduction;
4. A concussion is a clinical diagnosis that can only be made by a physician. Racquetball Canada accepts no liability for Participants or other individuals in their use or interpretation of this Policy.

## Definitions

5. The following terms have these meanings in this Policy:
  - a) *"Participant"* – Coaches, athletes, volunteers, officials and other participants;
  - b) *"Suspected Concussion"* – means the recognition that an individual appears to have either experienced an injury or impact that may result in a concussion or who is exhibiting unusual behaviour that may be the result of concussion;
  - c) *"Sport-Related Concussion ("SRC")* – A sport-related concussion is a traumatic brain injury induced by biomechanical forces. Several common features that may be used to define the nature of a SRC may include:
    - i. Caused either by a direct blow to the head, face, neck or elsewhere on the body with an impulsive force transmitted to the head;
    - ii. Typically results in the rapid onset of short-lived impairment of neurological function that resolves spontaneously. However, in some cases, signs and symptoms evolve over a number of minutes to hours;
    - iii. May result in neuropathological changes, but the acute clinical signs and symptoms largely reflect a functional disturbance rather than a structural injury and, as such, no abnormality may be visibly apparent;

- iv. Results in a range of clinical signs and symptoms that may or may not involve loss of consciousness. Resolution of the clinical and cognitive features typically follows a sequential course. However, in some cases symptoms may be prolonged.

## Purpose

- 6. Racquetball Canada is committed to ensuring the safety of those participating in racquetball. Racquetball Canada recognizes the increased awareness of concussions and their long-term effects and believes that prevention of concussions is paramount to protecting the health and safety of Participants.
- 7. This Policy provides guidance in identifying common signs and symptoms of a concussion, protocol to be followed in the event of a possible concussion and return to participation guidelines should a concussion be diagnosed. Awareness of the signs and symptoms of concussion and knowledge of how to properly manage a concussion is critical to recovery and helping to ensure the individual is not returning to physical activities too soon, risking further complication.

## Registration in Ontario

- 8. When an individual from Ontario who is under the age of 26 years old registers with Racquetball Canada, the individual **must** provide written or electronic confirmation that they have reviewed concussion awareness resources within the past 12 months. The Ontario Government has produced age-appropriate concussion resources located here:
  - a) [Ages 10 and under](#);
  - b) [Ages 11-14](#);
  - c) [Ages 15+](#).
- 9. Individuals under the age of 26 years old must also sign the *Concussion Code of Conduct* (**Appendix A**).
- 10. For athletes younger than 18 years old, the athlete's parent or guardian **must** also provide confirmation that they have also reviewed the concussion resources as well and signed the *Concussion Code of Conduct*.
- 11. Coaches, officials and team trainers must provide confirmation that they have also reviewed the concussion resources and sign the *Concussion Code of Conduct*; but not if they will be interacting exclusively with athletes who are 26 years old or older.
- 12. Racquetball Canada will include in its registration procedures, for individuals who are located in Ontario, the registration information described in the *Registration Information – Ontario* (**Appendix B**).

## Recognizing Concussions

- 13. If any of the following **red flags** are present, an ambulance should be called and/or an on-site licensed healthcare professional should be summoned:



- a) Neck pain or tenderness;
- b) Double vision;
- c) Weakness or tingling / burning in arms or legs;
- d) Severe or increasing headache;
- e) Seizure or convulsion;
- f) Loss of consciousness;
- g) Deteriorating conscious state;
- h) Vomiting more than once;
- i) Increasingly restless, agitated, or combative;
- j) Getting more and more confused.

14. The following **observable signs** may indicate a possible concussion:

- a) Lying motionless on the playing surface;
- b) Slow to get up after a direct or indirect hit to the head;
- c) Disorientation or confusion / inability to respond appropriately to questions;
- d) Blank or vacant look;
- e) Balance or gait difficulties, motor incoordination, stumbling, slow laboured movements;
- f) Facial injury after head trauma.

15. A concussion may result in the following **symptoms**:

- a) Headache or “pressure in head”;
- b) Balance problems or dizziness;
- c) Nausea or vomiting;
- d) Drowsiness, fatigue, or low energy;
- e) Blurred vision;
- f) Sensitivity to light or noise;
- g) More emotional or irritable;
- h) “Don’t feel right”;

- i) Sadness, nervousness, or anxiousness;
- j) Neck pain;
- k) Difficulty remembering or concentrating;
- l) Feeling slowed down or “in a fog”.

16. Failure to correctly answer any of these **memory questions** may suggest a concussion:

- a) What venue are we at today?
- b) Who is your opponent?
- c) What colour of ball are we using?
- d) How many points does the game go up to?

### **Removal from Sport Protocol**

17. In the event of a Suspected Concussion where there are **observable signs** of a concussion, **symptoms** of a concussion, or a failure to correctly answer **memory questions**, the Participant should be immediately removed from participation by a designated person.

18. After removal from participation, the following actions should be taken:

- a) The designated person who removed the Participant should consider calling 9-1-1;
- b) Racquetball Canada must make and keep a record of the removal;
- c) The designated person must inform the Participant’s parent or guardian if the Participant is younger than 18 years old, and the designated person must inform the parent or guardian that the Participant is required to undergo a medical assessment by a physician or nurse practitioner before the Participant will be permitted to return to participation; and
- d) The designated person will remind the Participant, and the Participant’s parent or guardian as applicable, of Racquetball Canada’s Return-to-Sport protocol as described in this Policy.

19. Participants who have a Suspected Concussion and who are removed from participation should:

- a) Be isolated in a dark room or area and stimulus should be reduced;
- b) Be monitored;
- c) Have any cognitive, emotional, or physical changes documented;
- d) Not be left alone (at least for the first 1-2 hours);
- e) Not drink alcohol;

- f) Not use recreational/prescription drugs;
- g) Not be sent home by themselves;
- h) Not drive a motor vehicle until cleared to do so by a medical professional.

20. A Participant who has been removed from participation due to a suspected concussion should not return to participation until the Participant has been assessed medically, preferably by a physician who is familiar with the [Sport Concussion Assessment Tool – 5<sup>th</sup> Edition \(SCAT5\)](#) (for Participants over the age of 12) or the [Child SCAT5](#) (for Participants between 5 and 12 years old), even if the symptoms of the concussion resolve.

### **Re-Evaluate**

21. A Participant with a Suspected Concussion should be evaluated by a licensed physician who should conduct a comprehensive neurological assessment of the Participant and determine the Participant's clinical status and the potential need for neuroimaging scans.

### **Rest and Rehabilitation**

- 22. Participants with a diagnosed SRC should rest during the acute phase (24-48 hours) but can gradually and progressively become more active so long as activity does not worsen the Participant's symptoms. Participants should avoid vigorous exertion.
- 23. Participants must consider the diverse symptoms and problems that are associated with SRCs. Rehabilitation programs that involve controlled parameters below the threshold of peak performance should be considered.

### **Refer**

24. Participants who display persistent post-concussion symptoms (i.e., symptoms beyond the expected timeline for recovery – 10-14 days for adults and 4 weeks for children) should be referred to physicians with experience handling SRCs.

### **Recovery and Return to Sport**

25. SRCs have large adverse effects on cognitive functioning and balance during the first 24-72 hours after injury. For *most* Participants, these cognitive defects, balance and symptoms improve rapidly during the first two weeks after injury. An important predictor of slower recovery from an SRC is the severity of the Participant's initial symptoms following the first few days after the injury.

26. The table below represents a graduated return to sport for most Participants, in particular those that did not experience high severity of initial symptoms after the following the first few days after the injury.

Stage	Aim	Activity	Stage Goal
1	Symptom-limited activity	Daily activities that do not provoke symptoms	Gradual reintroduction of work/school activities
2	Light aerobic exercise	Walking or stationary cycling at slow to medium pace. No resistance training	Increase heart rate
3	Sport-specific exercise	Running drills. No head impact activities	Add movement
4	Non-contact training drills	Harder training drills. May start progressive resistance training	Exercise, coordination and increased thinking
5	Full contact practice	Following medical clearance, participate in normal training activities	Restore confidence and assess functional skills by coaching staff
6	Return to sport	Normal participation	

**Table 1 – Return to Sport Strategy**

27. An initial period of 24-48 hours of both physical rest and cognitive rest is recommended before beginning the Return to Sport strategy.
28. There should be at least 24 hours (or longer) for each step. If symptoms reoccur or worsen, the Participant should go back to the previous step.
29. Resistance training should only be added in the later stages (Stage 3 or Stage 4).
30. If symptoms persist, the Participant should return to see a physician.
31. The Participant's Return-to-Sport strategy should be guided and approved by a physician with regular consultations throughout the process.
32. The Participant must provide Racquetball Canada with a medical clearance form, signed by a physician, following Stage 5 and before proceeding to Stage 6.

### **Reconsider**

33. The 2017 Concussion in Sport Group (CISG) considered whether certain populations (children, adolescents, and elite athletes) should have SRCs managed differently.
34. It was determined that all Participants, regardless of competition level, should be managed using the same SRC management principles.
35. Adolescents (13 to 18 years old) and children (5 to 12 years old) should be managed differently. SRC symptoms in children persist for up to four weeks. More research was recommended for how these groups should be managed differently, but the CISG recommended that children and adolescents should first follow a Return to School strategy before they take part in a Return to Sport strategy. A Return to School strategy is described below.

Stage	Aim	Activity	Stage Goal
1	Daily activities at home that do not give the child symptoms	Typical activities of the child during the day as long as they do not increase symptoms (e.g., reading, texting, screen time). Start with 5–15 min at a time and gradually build up	Gradual return to typical activities
2	School activities	Homework, reading or other cognitive activities outside of the classroom	Increase tolerance to cognitive work
3	Return to school part-time	Gradual introduction of schoolwork. May need to start with a partial school day or with increased breaks during the day	Increase academic activities
4	Return to school full time	Gradually progress school activities until a full day can be tolerated	Return to full academic activities and catch up on missed work

**Table 2 – Return to School Strategy**

### **Residual Effects**

36. Participants should be alert for potential long-term problems such as cognitive impairment and depression. The potential for developing chronic traumatic encephalopathy (CTE) should also be a consideration, although the CISG stated that *“a cause-and-effect relationship has not yet been demonstrated between CTE and SRCs or exposure to contact sports. As such, the notion that repeated concussion or subconcussive impacts cause CTE remains unknown.”*

### **Risk Reduction and Prevention**

37. Racquetball Canada recognizes that knowing a Participant’s SRC history can aid in the development of concussion management and the Return to Sport strategy. The clinical history should also include information about all previous head, face, or cervical spine injuries. Racquetball Canada encourages Participants to make coaches and other stakeholders aware of their individual histories.

### **Non-Compliance**

38. Failure to abide by any of the guidelines and/or protocols contained within this policy may result in disciplinary action in accordance with Racquetball Canada’s *Discipline and Complaints Policy*.

## Appendix A – Racquetball Canada Concussion Code of Conduct

### SECTION A

The following section of the *Concussion Code of Conduct* must be signed by all **Participants** under the age of 26 years old. For Participants who are younger than 18 years old, a **parent/guardian** must also sign this section.

#### **I will help prevent concussions by:**

- Wearing the proper equipment for my sport and wearing it correctly.
- Developing my skills and strength so that I can participate to the best of my ability.
- Respecting the rules of my sport or activity.
- Demonstrating my commitment to fair play and respect for all (respecting other athletes, coaches, team trainers and officials).

#### **I will care for my health and safety by taking concussions seriously, and I understand that:**

- A concussion is a brain injury that can have both short-term and long-term effects.
- A blow to my head, face or neck, or a blow to the body that causes the brain to move around inside the skull may cause a concussion.
- I don't need to lose consciousness to have had a concussion.
- I have a commitment to concussion recognition and reporting, including self-reporting of possible concussion and reporting to a designated person when an individual suspects that another individual may have sustained a concussion. (Meaning: If I think I might have a concussion I should stop participating in further training, practice or competition **immediately**, and I will tell an adult if I think another athlete has a concussion).
- Continuing to participate in further training, practice or competition with a possible concussion increases my risk of more severe, longer lasting symptoms, and increases my risk of other injuries.

#### **I will not hide concussion symptoms. I will speak up for myself and others.**

- I will not hide my symptoms. I will tell a coach, official, team trainer, parent or another adult I trust if I experience **any** symptoms of concussion.
- If someone else tells me about concussion symptoms, or I see signs they might have a concussion, I will tell a coach, official, team trainer, parent or another adult I trust so they can help.
- I understand that if I have a suspected concussion, I will be removed from sport and that I will not be able to return to training, practice or competition until I undergo a medical assessment by a medical doctor or nurse practitioner and have been medically cleared to return to training, practice or competition.
- I have a commitment to sharing any pertinent information regarding incidents of removal from sport with my school and any other sport organization with which I have registered. (Meaning: If I am diagnosed with a concussion, I understand that letting all of my other coaches and teachers know about my injury will help them support me while I recover).

**I will take the time I need to recover, because it is important for my health.**

- I understand my commitment to supporting the return-to-sport process and I will follow my sport organization's Return-to-Sport Protocol.
- I understand I will have to be medically cleared by a medical doctor or nurse practitioner before returning to training, practice or competition.
- I will respect my coaches, team trainers, parents, health-care professionals, and medical doctors and nurse practitioners, regarding my health and safety.

*The following section must be included in the Concussion Code of Conduct if Racquetball Canada has adopted policies regarding (a) zero-tolerance (b) mandatory disqualification for illegal play that is considered high risk for causing concussions and (c) escalating consequences for violation of the Concussion Code of Conduct.*

**I will help prevent concussions, through my:**

- Commitment to zero-tolerance for prohibited play that is considered high risk for causing concussions
- Acknowledgement of mandatory expulsion from competition for violating zero-tolerance for prohibited play that is considered high risk for causing concussions. (Meaning: I will be disqualified/expelled from play if I violate the zero-tolerance policy).
- Acknowledgement of the escalating consequences for those who repeatedly violate the *Concussion Code of Conduct*.

**By signing here, I acknowledge that I have fully reviewed and commit to this *Concussion Code of Conduct*.**

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Name of Participant (print)

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Date of Birth (M/D/Y)

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Signature of Participant

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Name of Participant's Parent or Guardian

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Date (M/D/Y)

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Signature of Participant's Parent or Guardian

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## **SECTION B**

The following section of the *Concussion Code of Conduct* must be signed by all **coaches and team trainers** who interact with Participants under the age of 26 years old.

**I can help prevent concussions through my:**

- Efforts to ensure that my athletes wear the proper equipment and wear it correctly.
- Efforts to help my athletes develop their skills and strength so they can participate to the best of their abilities.

- Respect for the rules of my sport or activity and my efforts to ensure that my athletes do too.
- Commitment to fair play and respect for all (respecting other coaches, team trainers, officials and all participants and ensuring my athletes respect others and play fair).

**I will care for the health and safety of all participants by taking concussions seriously. I understand that:**

- A concussion is a brain injury that can have both short-term and long-term effects.
- A blow to the head, face, or neck, or a blow to the body may cause the brain to move around inside the skull and result in a concussion.
- A person doesn't need to lose consciousness to have had a concussion.
- An athlete with a suspected concussion should stop participating in training, practice or competition **immediately**.
- I have a commitment to concussion recognition and reporting, including self-reporting of possible concussion and reporting to a designated person when an individual suspects that another individual may have sustained a concussion.
- Continuing to participate in further training, practice or competition with a suspected concussion increases a person's risk of more severe, longer lasting symptoms, and increases their risk of other injuries or even death.

**I will create an environment where participants feel safe and comfortable speaking up. I will:**

- Encourage athletes not to hide their symptoms, but to tell me, an official, parent or another adult they trust if they experience **any** symptoms of concussion after an impact.
- Lead by example. I will tell a fellow coach, official, team trainer and seek medical attention by a physician or nurse practitioner if I am experiencing any concussion symptoms.
- Understand and respect that any athlete with a suspected concussion must be removed from sport and not permitted to return until they undergo a medical assessment by a physician or nurse practitioner and have been medically cleared to return to training, practice or competition.
- *For coaches only:* Commit to providing opportunities before and after each training, practice and competition to enable athletes to discuss potential issues related to concussions.

**I will support all participants to take the time they need to recover.**

- I understand my commitment to supporting the Return-to-Sport process.
- I understand the athletes will have to be cleared by a physician or nurse practitioner before returning to sport.
- I will respect my fellow coaches, team trainers, parents, physicians and nurse practitioners and any decisions made with regards to the health and safety of my athletes.

**By signing here, I acknowledge that I have fully reviewed and commit to this *Concussion Code of Conduct*.**

\_\_\_\_\_  
Name (Print)

\_\_\_\_\_  
Role

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date (M/D/Y)





## Appendix B – Registration Information - Ontario

### CONCUSSION AWARENESS RESOURCES

Per Racquetball Canada's *Concussion Policy and Concussion Code of Conduct*, I recognize that if I am under the age of 26 years old, I must review the following Concussion Awareness resources at least once a year:

- a) [Ages 10 and under](#)
- b) [Ages 11-14](#)
- c) [Ages 15+](#)

I recognize that Parents/Guardians of participants under 18 years old, and coaches and trainers who are interacting with athletes under the age of 26 years old, must also review the Concussion Awareness resources.

I certify for myself and/or on behalf of my participant who is under 18 years old, that the Concussion Awareness resources have been reviewed.

### CONCUSSION CODE OF CONDUCT

Per Racquetball Canada's *Concussion Policy and Concussion Code of Conduct*, I recognize that if I am under the age of 26 years old, I must review and sign the *Concussion Code of Conduct* [located here](#).

I recognize that Parents/Guardians of participants under 18 years old, and coaches and trainers who are interacting with athletes under the age of 26 years old, must also review and sign the *Concussion Code of Conduct*.

I certify for myself and/or on behalf of my participant who is under 18 years old, that the *Concussion Code of Conduct* has been signed.

# HUMAN RESOURCES POLICY

## Definitions

1. The following terms have these meanings in this Policy:
  - a) “*Employees*” – Individuals employed by Racquetball Canada on a full-time, part-time, or term basis. Employees do not include contractors, Directors and Officers of Racquetball Canada, interns, officials, volunteers, or volunteer coaches;
  - b) “*Full-Time Employees*” – Employees who work a minimum twenty-eight (28) hour work week, receive an annual salary, and vacation, as defined in their *Employment Agreement*;
  - c) “*Part-Time Employees*” – Employees who work less than a twenty-eight (28) hour work week, who received an annual salary, and vacation as defined in their *Employment Agreement*;
  - d) “*Term Employees*” – Employees who are hired for a specific term, to complete specific tasks, who are employed temporarily (i.e., paid by the hour, day, or week) are paid as per their *Employment Agreement*;
  - e) “*Lead Supervisor*” – the individual responsible for the supervision of all staff members and Employees of Racquetball Canada, who is either the President or Executive Director or that individual’s designate.

## Purpose

2. Racquetball Canada employs staff, as necessary, to manage the daily tasks required of a national sport organization. Racquetball Canada’s Employees must sign and adhere to individual *Employment Agreements*. Except where otherwise noted, or where amended by the provisions of the *Employment Agreement*, this Policy and the Manitoba *Employment Standards Code* will govern the terms and conditions of employment with Racquetball Canada.

## Legal Requirements

3. Racquetball Canada is subject to the statutory requirements of Manitoba’s *Employment Standards Code* and therefore will comply with its requirements in dealings with Employees.

## Application of this Policy

4. This Policy applies to Racquetball Canada’s Full-Time Employees, Part-Time Employees, and Term Employees.

5. Racquetball Canada may hire summer students, temporary, or casual employees. The terms and conditions of employment for such employees will be governed solely by their *Employment Agreement* and Manitoba's *Employment Standards Code*.
6. This Policy will not apply to independent contractors, private consultants, or interns/co-op placement students. These individuals are not considered employees of Organization staff. In all instances where these individuals are contracted by Racquetball Canada, a written and signed *Contractor Agreement* will be prepared that outlines the duties, limitations, and payment schedule for the individual.

### **Employer-Employee Relationship**

7. Racquetball Canada recognizes the critical importance of its Employees to achieving its strategic objectives. Accordingly, Racquetball Canada provides its Employees with:
  - a) Meaningful work which provides opportunities for professional development and personal achievement;
  - b) A safe, healthy, and rewarding work environment;
  - c) An organizational culture that reinforces shared values and high professional standards, and encourages participation and teamwork;
  - d) An evaluation system based on organizational values, defined job duties and responsibilities, mutually agreed upon goals and objectives, and reasonable expectations;
  - e) An evaluation system that provides positive and constructive feedback on performance.
8. Racquetball Canada expects its Employees to:
  - a) Apply and adhere to Racquetball Canada's policies and organizational values;
  - b) Use their best efforts to advance the interests of Racquetball Canada;
  - c) Perform their duties to the best of their abilities;
  - d) Seek a high level of performance results;
  - e) Act professionally in the discharge of their employment responsibilities;
  - f) Provide open and direct communication;
  - g) Ensure the integrity of their personal conduct;
  - h) Provide Racquetball Canada with any changes to the Employee's name, address, phone number, and other personal information that Racquetball Canada is required to maintain.

## **Employment Agreement**

9. Employees will enter into an employment agreement with Racquetball Canada.
10. If the Employee continues to be employed by Racquetball Canada after the expiration of his or her *Employment Agreement*, the Employee's immediate last *Employment Agreement* will remain in effect until an acceptable *Employment Agreement* has been signed by both the Employee and Racquetball Canada.
11. Where there is any inconsistency between the terms of the Employee's *Employment Agreement* and the terms of this Policy, the terms of the *Employment Agreement* will prevail.

## **Probationary Period**

12. New Employees will be subject to a three (3) month probationary period and may be terminated without notice or pay in lieu of notice, unless otherwise stated in the Employee's *Employment Agreement*.
13. The Employee's probationary period may be adjusted or extended, in writing, according to any absences by the Employee during the probationary period.
14. The purpose of this probationary period is to provide an opportunity for both the Employee and Racquetball Canada to evaluate their working relationship.
15. An employee who transfers within Racquetball Canada to a new position will have a probationary period of three months in the new position. During this probationary period Racquetball Canada may, at its sole discretion and for any reason, require the employee to return to his or her previous position without notice and without compensation.
16. At the end of the probationary period, a formal work performance evaluation will be conducted. An Employee whose service is determined to be satisfactory during the probationary period may continue in employment, subject to the availability of funds, the continued existence of the position, and continued satisfactory work performance.

## **Lead Supervisor**

17. If the Lead Supervisor is an Employee (such as an Executive Director), the Lead Supervisor's attendance, work hours, supervision, job performance, vacation, leave, salary and benefits, professional development, and discipline will be overseen by the Board of Directors, or a designate. The Lead Supervisor reports to the Board.

## **Attendance, Work Hours, and Supervision**

18. The Lead Supervisor (or designate) will supervise the performance of all Employees on behalf of Racquetball Canada's Board of Directors.

19. Employees will work out of a home-based offices unless another arrangement has been agreed to by the President in writing. An Employee will not be paid a travel allowance or a moving allowance if the Employee is required to travel far distances to Racquetball Canada's head office or if the Employee changes residence.
20. Employees will work normal office hours, as determined by the Lead Supervisor. Part-time or temporary Employees may work modified office hours, as determined by the Lead Supervisor. Due to the nature of Racquetball Canada as primarily a volunteer-run organization, Employees' hours of work may be flexible to accommodate some evening or weekend work.

Overtime hours may be worked by an Employee with the approval of the Lead Supervisor. Overtime hours will be compensated by granting the Employee time off in lieu at a rate of time-and-a-half for each hour of overtime worked. Hours worked by the Employee, excluding Management, in excess of eight (8) hours per day or forty-four (44) hours in a single week will constitute overtime work.

Where travel is required to attend meetings, competitions or the like overtime will be calculated to a maximum of 4 hours per day.

21. Employees will attend all staff meetings, Board meetings, and other meetings when requested to do by the Lead Supervisor, unless the Employee's absence has been approved by the Lead Supervisor.

#### **Job Responsibilities, Performance, and Review**

22. The primary duties and responsibilities of each Employee will be outlined in a written job description in the *Employment Agreement*. These duties may be revised from time to time at the discretion of the Board of Directors or Lead Supervisor, to reflect changing priorities, workload, and personnel requirements.
23. The performance of each Employee will be reviewed annually by the Lead Supervisor. The purpose of this review will be to assess the Employee's commitment to Racquetball Canada's organizational values and policies, to provide the Employee with feedback on his or her performance, and to identify the Employee's strengths and weaknesses.
24. If an Employee's performance is below a satisfactory level, the Lead Supervisor will discuss with the Employee the specific problem, the level of performance that is required, the suggested action items to improve performance, and the time frame for achieving the desired level of performance. All discussions regarding performance will be documented and placed in the Employee's personnel file. If performance is unsatisfactory and does not improve according to the action plan time frames that have been discussed, the Employee's employment may be terminated for cause.
25. For all Employees, a base salary review will be done by the Lead Supervisor. Annual cost of living increases will not occur. The Board will review the inflation rate and from time to time adjust the salary range for each position.

## **Vacation and Holidays**

26. Vacation entitlements will accrue in accordance with Manitoba's *Employment Standards Code*, unless stated otherwise in the Employee's *Employment Agreement*.
27. When a statutory holiday falls within an Employee's vacation, the Employee will be granted an additional day of vacation.
28. All vacations will be approved in advance by the Lead Supervisor. The Lead Supervisor retains the right to determine the scheduling of vacations and to determine whether more than one week of vacation may be taken at once. Vacation requests for one week or more will be submitted to the Lead Supervisor, in writing, no later than two months prior to the requested vacation date.
29. Employees who have worked less than one full employment year will be entitled to vacation time on a pro-rated basis.
30. Employees are entitled to time off on public holidays recognized by Manitoba's *Employment Standards Code*.

## **Leave**

31. The following sections endeavour to incorporate current Manitoba and Federal legislation. If any of the following sections do not comply with minimum legislative requirements, the minimum legislation shall be substituted instead.
32. Paid sick leave is available to Full-Time and Part-Time Employees after their probationary period has been successfully completed. A daily absence due to illness should be reported to the supervisor by 8:45am. All Full-Time and Part-Time Employees are entitled to four (4) days paid sick leave (this allotment exceeds the minimum entitlements in the Code). Full-Time and Part-Time Employees are not eligible to accumulate sick leave and must be legitimately ill before leave will be granted. Sick leave days will NOT be accumulated, carried over, or paid out upon termination.
33. At the discretion of Racquetball Canada, a doctor's letter may be required to substantiate the need for sick leave.
34. Excessive absenteeism affects an Employee's ability to maintain quality/quantity standards of work. Racquetball Canada reserves the right to deduct from the Employee's salary any sick leave taken in excess of five (5) working days per fiscal year.
35. Employees will periodically be required to schedule medical appointments. Employees are required to schedule appointments where possible which least effects the amount of lost time. Part-Time Employees are required, where possible, to schedule appointments outside of their scheduled hours of work.
36. Bereavement leave, maternity leave, and parental leave will be in accordance with Manitoba's *Employment Standards Code*.
37. Employees required to serve on a Jury or as a Crown Witness are entitled to leave without pay.

38. Leaves of absence must be approved in writing. Extending approved leaves of absence without notification to Racquetball Canada may result in termination of the Employee.

### **Salary and Benefits**

39. The following sections endeavour to incorporate current benefits as offered by Racquetball Canada's Insurance Plan (if any). If any of the following sections do not comply with the benefits as offered by Racquetball Canada's Insurance Plan, the benefits offered by Racquetball Canada's Insurance Plan shall be substituted instead.

#### Salary

40. The salary of each Employee will consist of a base salary and may include performance incentives.
41. Salary will be paid bi-monthly, on the 15<sup>th</sup> and last day of each month, unless payday falls on weekends or statutory holidays, in which case the payday will be moved to the last working day before the holiday.
42. Salary shall be subject to benefit deductions, statutory deductions, and withholdings for Canadian Pension and Employment Insurance.
43. Payment will be made either by cheque or by direct payment to the employee's bank account. Payment covers the pay period up to and including payday. If an employee takes his or her vacation during a payday, he or she may request an advance of the bi-monthly pay to be received on the payday preceding the vacation. To receive an advance in this manner, the supervisor must inform the payroll department six (6) working days before the payday when the advance is to be made.
44. Daily salary for Employees will be calculated by dividing the Employee's annual salary by the number of days worked per year (approximately 261 days). Hourly salary for Employees will be calculated by dividing the number of hours worked in a day.
45. Starting salaries, salary increases, and performance incentives (if any) will be reviewed and approved by the Board of Directors. In carrying out this review, the Board of Directors will have regard to salaries paid by comparable organizations.

### **Expense Compensation**

46. Employees will be compensated for any costs and expenses incurred while traveling on Organization business, or while performing duties in accordance with their job description, pursuant to terms outlined by their *Employment Agreement* and Racquetball Canada's *Financial Policy*.

### **Professional Development**

47. Racquetball Canada will budget for staff training and development according to the resources available each year. Employees should consult with the President to identify suitable professional development



opportunities. At the discretion of the President and based upon a written request from an Employee, Racquetball Canada may cover all or part of the Employee's costs to participate in educational courses, seminars, workshops, or other professional development activities.

48. Racquetball Canada will support individual educational activities that:

- a) Have immediate application to the employee's job;
- b) Have future application to the employee's job; and
- c) Have no immediate application to the employee's job but prepares the employee to assume additional duties or acquire qualifications for advancement within Racquetball Canada.

49. Proof of successful completion, passing grade, or required attendance is necessary to any reimbursement. A registration fee is considered part of the associated cost; however, no reimbursement will be made until successful completion of the course.

50. When possible, courses shall be scheduled during an individual's personal time so as not to conflict with her/his scheduled hours of work. Courses may be scheduled during scheduled hours of work at the discretion of the President.

51. Employees must pay all tuition fees at the time of enrolment.

### **Cellphones**

52. While operating a motor vehicle and unless using a legally authorized ear piece, Employees will:

- a) Not use a cellphone or other hand-held device;
- b) Before using a cellphone or other hand-held device, leave the road and safely park their motor vehicle;
- c) Have incoming phone calls answered by voice mail.

53. Employees will not be disciplined for failing to answer a call while they were operating a motor vehicle.

54. Racquetball Canada will not be held responsible for any violations or accidents caused by the contravention of the **Cellphones** section of this Policy.

### **Other Employment**

55. Employees may accept outside employment provided the employment does not diminish the Employee's ability to perform work for Racquetball Canada, the employment does not represent a conflict with Racquetball Canada, and the President is notified in advance of the Employee's intention to accept outside employment and gives written approval.

## Personal Belongings

56. Racquetball Canada assumes neither responsibility nor liability for any personal or office articles lost or stolen, regardless of circumstances. At Racquetball Canada's office, purses, wallets, and other valuable personal belongings should be placed in a locked drawer or cabinet at all times.

## Conduct and Discipline

57. Employees will comply with this Policy, the terms of their *Employment Agreement*, and all other Organization policies relating to conduct including, but not limited to, Racquetball Canada's *Confidentiality Policy*, *Conflict of Interest Policy*, *Privacy Policy*, *Social Media Policy*, and *Code of Conduct and Ethics*.

58. Racquetball Canada's Employees may be subject to disciplinary action should their conduct so warrant.

59. Disciplinary action will be progressive and may include, but is not limited to:

- a) Verbal reprimand - a verbal reprimand may be given by the supervisor in private for minor offences. Such a reprimand will not become a part of the Employee's file, and the matter will be closed when the constructive two-way discussion has been finalized;
- b) Letter of reprimand - when a more serious infraction occurs, or repetitive behaviour, the supervisor will write a letter to the Employee stating the infraction and warning him or her against further misbehaviour. A copy of this letter will be kept in the Employee's personnel file;
- c) Suspension – an Employee may be suspended (with or without pay) for a period of three (3) to ten (10) working days, depending on the seriousness of the offence. Normally, the Employee will be permitted to carry on his or her normal duties while the case is being investigated. But in some cases it may be necessary to bar the person from the premises until the case has been investigated. In such an instance, the Employee will be notified in writing;
- d) Dismissal - dismissal will be used only when all other corrective actions have failed or are not applicable.

### *Unsatisfactory Work Performance or Work-Related Behaviour*

60. Unsatisfactory work performance or work-related behaviour is the failure or refusal to carry out job responsibilities, failure to follow Racquetball Canada's rules or policies. The Board will inform Employees of acts or omissions which are symptomatic of unsatisfactory work performance or work-related behaviour and of the applicable discipline if either is not corrected.

61. In a case of gross misconduct, immediate disciplinary action up to and including termination may be applied. During the investigation of alleged gross misconduct, an Employee may be placed on leave without pay.

62. Gross misconduct includes the following:

- a) Theft or dishonesty;
- b) Gross insubordination;

- c) Wilful destruction of club property;
- d) Falsification of records;
- e) Acts of moral turpitude;
- f) Reporting for duty under the influence of intoxicants;
- g) Illegal use, manufacturing, possessing, distributing, purchasing and dispensing of controlled substances or alcohol;
- h) Disorderly conduct;
- i) Provoking a fight;
- j) Other similar acts involving intolerable behaviour by an employee.

63. When disciplining an Employee, Racquetball Canada will consider the nature of the unsatisfactory work performance or work-related behaviour, the past record of the Employee and appropriate penalties. Therefore, as a general rule, disciplinary action for unsatisfactory work performance or work-related behaviour will begin with an oral or written warning and may be followed by additional written warnings. Written warnings will be presented to the Employee and will describe the unsatisfactory work performance or work-related behaviour and the necessary corrective action to be taken. If an Employee fails to attain a satisfactory level of work performance or work-related behaviour despite such warning, disciplinary action up to and including termination of employment may be implemented. Copies of all written warnings and other disciplinary actions will be placed in the Employee's personnel file.

## **Termination**

64. No notice, or pay in lieu of notice, is required by either Racquetball Canada or the Employee to terminate the employment relationship during the first three (3) month probationary period for new Employees.
65. Employees will provide notice of their intention to leave the employment of Racquetball Canada in accordance with Manitoba's *Employment Standards Code*.
66. Racquetball Canada may terminate the employment of any Employee for cause at any time, without notice or pay in lieu of notice.
67. Racquetball Canada will provide Employees notice, or pay in lieu of notice, of their intention to terminate the Employee's employment with Racquetball Canada without cause in accordance with Manitoba's *Employment Standards Code*, unless otherwise agreed in the Employee's *Employment Agreement*.
68. The Board will have authority for termination of all Employees.

## Grievance Procedure

69. An Employee who is dissatisfied with any procedures or treatment, or who notices instances of the wrongdoing in the workplace, should consider taking the matter up with his or her supervisor. If the matter is not resolved at this level, or if the Employee does not want to consult with his or her supervisor, the Employee may use Racquetball Canada's *Whistleblower Policy* and/or may contact Racquetball Canada's Board of Directors.
70. Employees may not advocate personal issues with any Director without the consent of the Lead Supervisor; unless the personal issues are directly connected to the conduct or behaviour of the Lead Supervisor.

## VOLUNTEER AGREEMENT TEMPLATE

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_  
Address: \_\_\_\_\_ City / Postal Code: \_\_\_\_\_  
Cell Phone: \_\_\_\_\_ Alt Phone: \_\_\_\_\_  
Birth Date (M/D/Y): \_\_\_\_\_ Email Address: \_\_\_\_\_  
Gender Identity: \_\_\_\_\_ Other Information: \_\_\_\_\_

**The Volunteer** and Racquetball Canada have agreed to enter into a volunteer relationship and wish to reflect the terms of their agreement in writing.

**THIS VOLUNTEER AGREEMENT CONFIRMS** that the Parties have mutually agreed as follows:

### Volunteer

1. The Parties agree and acknowledge that the relationship intended by this description of expectations is NOT a legally binding agreement or employment relationship.

### Screening

2. Upon the request of Racquetball Canada, the Volunteer agrees to obtain, submit, and renew materials required by Racquetball Canada's *Screening Policy* including, if applicable, a criminal records check. Failure to participate in the screening process will result in ineligibility to volunteer with Racquetball Canada.

### Responsibilities of the Volunteer

3. The Volunteer will:
  - a) Comply with the Bylaws, policies, procedures, rules and regulations of Racquetball Canada, including complying with any contracts or agreements executed with or by Racquetball Canada;
  - b) Devote his or her full time and attention during volunteer hours to the business and interests of Racquetball Canada;
  - c) Complete the duties attached as Appendix A, if any;
  - d) Comply with expected standards of ethical conduct while volunteering with Racquetball Canada which are listed in the *Code of Conduct and Ethics* and include the following:
    - i. Demonstrate through words and actions the spirit of respect and leadership;

- ii. Treat others with respect and refrain from negative or disparaging remarks or conduct;
- iii. Avoid and reject the non-medical use of illegal or banned drugs or methods;
- iv. Refrain from any behaviour that constitutes harassment, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious;
- v. Refrain from any behaviour that constitutes sexual harassment, where sexual harassment is defined as unwelcome sexual advances or conduct of a sexual nature;
- vi. Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities;
- vii. Adhere to all Federal, Provincial, Municipal or host country laws.

### **Expenses**

- 4. Upon the approval of Racquetball Canada, Racquetball Canada will reimburse the Volunteer reasonable out-of-pocket expenses properly incurred in the course of volunteering for Racquetball Canada payable in accordance with Racquetball Canada's established procedures and approved rates upon the Volunteer submitting an expense claim and applicable receipts.

### **Confidential Information**

- 5. Confidential Information includes, but is not limited to, software, know-how, trade secrets, technical personal information, and business information relating to Racquetball Canada's plans, development models, inventions, products, services, finances, customers, members, marketing, future business and sponsorship plans and any other information which is identified as confidential by Racquetball Canada. It also includes third party information which is received by Racquetball Canada in confidence, including information received from clients, customers, potential business partners, sponsors, buyers and others.
- 6. The Volunteer agrees:
  - a) Not to publish, communicate, divulge or disclose to any unauthorized third party or parties any Confidential Information, without the prior written consent of Racquetball Canada;
  - b) Not to allow other persons or third parties access to the Confidential Information;
  - c) To comply with privacy legislation;
  - d) To use Confidential Information solely as may be required in connection with the Volunteer's responsibilities to Racquetball Canada.

## **Image Release**

7. The Volunteer authorizes Racquetball Canada to photograph and/or record his or her image and/or voice and to use this material to promote Racquetball Canada through the media of newsletters, websites, television, film, radio, print and/or display form. The Volunteer further consents that the materials and copyright will remain the sole property of Racquetball Canada.

## **Intellectual Property**

8. Copyright and any other intellectual property rights in all written material (including material in electronic format), software, databases, brands and other works produced by the Volunteer will be owned solely by Racquetball Canada, who will have the right to use, reproduce or distribute such material and works, or any part thereof, for any purpose it wishes. Upon the request of Racquetball Canada or termination of this Agreement, the Volunteer will return all Confidential Information and propriety information received in written or tangible form, including copies, or reproductions or other media, immediately of such request.

## **Term and Termination**

9. This Agreement will start on \_\_\_\_\_ will terminate on \_\_\_\_\_ unless terminated earlier in accordance with this Agreement. There will be no automatic renewal of this Agreement. Volunteers wishing to continue volunteering must re-apply and execute a new agreement.
10. Either Party may terminate this Agreement immediately upon providing the other Party with written notice of their intention to terminate this Agreement, which will terminate accordingly.

## **Assignment**

11. The Volunteer will not assign, either directly or indirectly, any obligation or entitlement that it has under this Agreement without express written consent of Racquetball Canada.

## **General**

12. The Volunteer hereby agrees to abide by the terms and conditions outlined in this Agreement. To evidence their agreement, the Volunteer has signed this Agreement.

## **Volunteer**

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date (M/D/Y)

\_\_\_\_\_  
Signature





## **CRISIS COMMUNICATION PLAN**

Crises can strike at any time and they can affect any organization. A crisis is any situation that threatens the integrity or reputation of Racquetball Canada. The factor that determines how Racquetball Canada will withstand a crisis is its ability to respond to the media, public, and internal staff and sport partners. It is important for Racquetball Canada to respond quickly and consistently. The longer Racquetball Canada delays its response, the more time critics, rivals, and adversaries have to take advantage of the situation.

This crisis communication plan outlines the steps that need to be taken during the first few hours of a crisis. It is a generic plan that outlines the “who, what, when, where, and how” to deal with a crisis impacting Racquetball Canada. It includes many of the materials necessary ahead of time, such as initial statements, press releases, fact sheets, and backgrounders so that your information can be inserted and ready to go.

### **CRISIS COMMUNICATION TEAM**

- President;
- Executive Director;
- Communication and Marketing staff person.

If the crisis affects National Team

- President;
- Executive Director;
- Communication & Marketing staff person;
- High Performance Chairperson;
- Sport Development and High-Performance staff person.

If the crisis affects Competitions:

- President;
- Executive Director;
- Communication and Marketing staff person;
- Sport Development Committee Chairperson;
- Sport Development and High-Performance staff person.

### **CRISIS COMMUNICATION PLAN**

1. Establish plan of action;
2. Determine appropriate positioning or messaging to address the crisis. Positioning categories include the following:

- Human Error;
- Clerical Error;
- Unauthorized procedures;
- Inadequate supervision;
- Inadequate quality control;
- Misuse of confidential information;
- Errors of judgment;
- Inadequate standard operating procedures.

### 3. Designate:

- Primary spokesperson (answers media, makes official statements);
- Secondary spokesperson (backup to primary);
- Technical experts (relating to crisis);
- Advisors;
- Media escorts;
- Personnel to direct questions (answering phones).

Designated spokespeople should be comfortable dealing with media, responding to questions, accessible to the public, skilled at identifying key messages, knowledgeable about Racquetball Canada and the crisis at hand. They should feel comfortable in front of a camera and with reporters.

It is also important to gather as much information about other parties involved in the crisis so that contacts with the media can be coordinated accordingly between the two parties whenever possible.

### 4. Select locations:

- Media center: Strategically select a place where all media and external inquiries can go that is away from the offices of crisis communication team, spokesperson and emergency operations centre;
- Interviews and Press Conferences: These locations should be determined ahead of time by the Crisis Communication Team.

### 5. Prepared statements:

- The greatest opportunity for disseminating accurate facts and control events is IMMEDIATELY following the crisis;
- Your first news release should include the who, what, when and where of the crisis (**Appendix A** and **Appendix B**);
- Include only the facts gathered from reliable sources and confirmed;
- Don't speculate;
- First press interaction: show concern for the public and for your employees, volunteers, athletes, coaches, families;

- As the crisis progresses and new information becomes available the spokesperson should update their prepared statements to include the new information.
6. Be consistent and courteous with media:
- Be consistent with media before and after crisis – maintain the same routine;
  - Warn media ahead of time of special circumstances such as safety hazards;
  - Treat all media equally;
  - Don't volunteer information unless it is strategic to the crisis communication plan;
  - Don't talk off the record.
7. Restrict interviews:
- Control interviewing process by restricting interviews to only the designated people;
  - The media will likely seek out the information they want regardless;
8. Prepare and practice:
- Prepare and practice tough questions with the spokespersons, advisors, and experts.
9. Collateral Materials:
- Brochures, fact sheets, backgrounders are helpful to reporters and anyone seeking extra information;
  - In some cases it helps to create materials that further explain the situation.
10. Key Audiences:
- Consider all audiences and what the most effective method of communication would be for each group;
    - Racquetball Canada Employees;
    - Provincial/Territorial Associations and Sport Partners;
    - Racquetball Canada Board Members & Provincial/Territorial Association Board Members;
    - Participants – athletes, coaches, officials, volunteers and parents;
    - Communities: local, city, rural, provincial, national;
    - Media;
    - Government: city, provincial, federal;
    - Special Interests Groups;
    - General Public.

## 11. Contact Log:

- Keep a record of all telephone calls from the media and other parties inquiring about the crisis (**Appendix C**).

## HOW TO HANDLE THE MEDIA

### 1. Media Interviews:

- Prepare and practice key messaging;
- Anticipate questions – prepare and practice responses;
- Consider all controversial areas ahead of time;
- Know who will be interviewing you;
- Find out ahead of time how much time the interview will take – set a time limit;
- Find out the location of interview;
- Audiences often remember impressions, not facts;
- Avoid jargon or professional expressions.

#### Do:

- Be specific;
- Use analogies and comparisons;
- Be enthusiastic, most of all be yourself;
- Be calm, cool and correct.

#### Don't:

- Avoid double-enders (remote interview with host in the studio);
- Accept “laundry list” questions;
- Go off record;
- Think you have to answer every question;
- Answer hypothetical questions.

### 2. Television Interviews:

- Sit back in chair, but lean forward to appear enthusiastic and use your hands;
- Keep eyes on interviewer – not on camera;
- Avoid wearing stripes, checks or small patterns;
- Solid colours are best. Avoid wearing bright colours.

### 3. After the Interview:

- You can check technical points, but do not ask to see an advance copy of the story;
- Never try and go over a reporter's head to stop a story;

- Do not send gifts to reporters – it is unethical for them to accept them.

## **Appendix A – Media Advisory**

PRINT ON LETTERHEAD

DATE

Media Advisory

Event:

Date:

Time:

Location:

The details of this press conference involve (WHAT) \_\_\_\_\_.

(WHO) \_\_\_\_\_ will host the press conference.

Full press kits will be available at that time.

Unfortunately no other details can be released until then.

This advisory has been issued by:

(ADDRESS)

## **Appendix B – Press Release**

PRINT ON LETTERHEAD

(Press Release Lead goes here)

For Immediate Release

Date

A (what happened) at (location) involving (who) occurred today at (time).

The incident is under investigation and more information is forthcoming

## **Appendix C: Call Log**

Date:

Name of Caller:

Questions asked:

Telephone number:

Person responsible for response:

Additional follow-up needs: