



**SQUASH MANITOBA
POLICY AND PROCEDURES
MANUAL**

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INDEX

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>PAGE</u>
1.	Introduction	4
2.	Acknowledgments	4
3.	Relationship to the Clubs/Members	5
4.	Membership	5
	4.1 Approval of Membership	5
	4.2 Prerequisite to Becoming a Member Club	5
	4.3 Prerequisite to Becoming an Individual Member	5
	4.4 Responsibilities of Membership	6
	4.5 Removal of Membership	6
	4.6 Membership Fees	6
	4.7 Membership in Squash Canada	6
5.	Organizational Chart	7
6.	Club Representatives	8
	6.1 Duties and Responsibilities	8
	6.2 Appointment	8
7.	Finance	9
	7.1 Budget Process	9
	7.2 Controls	9
	7.3 Expenses and Expense Reporting	10
	7.4 Outstanding Accounts	10
8.	Code of Business Conduct	
	8.1 Conflict of Interest Potential	11
	8.2 Recommended Actions	11
9.	Executive Director	12
	9.1 Role	12
	9.2 Supervision	12
	9.3 Authority	12
	9.4 General Responsibilities	12
	9.5 Specific Responsibilities	13
10.	Provincial Office	14
	10.1 Location	14
	10.2 Maintenance	14
11.	Communication	15
	11.1 Communication with Other Bodies	15
	11.2 Publications	15
	11.3 Memos/Letters	15
12.	Injuries/Liabilities	16
	12.1 Injuries	16
	12.2 Liabilities	16
13.	Travel Policy	17
	13.1 Provincial Champions	17
	13.2 Special Requests	17
	13.3 Travel Assistance for Administrative Purposes	17
14.	Committees	18
	14.1 Description and General	18
	14.2 Committee Activities	18
	14.3 Masters Program Coordinator	19
	14.4 Women's League Coordinator	19
	14.5 Men's Inter-club Coordinator	20
	14.6 Grassroots Coordinator	21

14.7	School Squash Coordinator	21
14.8	Coaching/Officiating Committee	22
	14.8.1 Coaching	22
	14.8.3 Officiating	23
14.9	Communication/Website	24
14.10	Fundraising Chairperson	25
14.11	Bingo Coordinator	26
14.12	Constitution/Policy Committee	26
14.13	Nominating Committee	27
	14.13.1 Purpose	27
	14.13.2 Responsibilities	27
14.14	Management Committee	27
14.15	Technical Coordinator	28
14.16	High Performance Committee	29
	14.16.1 Mandate	29
	14.16.2 Composition	29
	14.16.3 Meetings and Minutes	29
	14.16.4 Areas and Responsibilities	30
15.	Provincial Senior and Masters Teams	30
15.1	Criteria for Membership	30
	15.1.1 Residency	30
	15.1.2 Support of PSGB	30
15.2	Provincial Senior Teams	30
	15.2.1 Senior Men's and Women's Team Championship	30
	15.2.2 Canadian University Championships	32
	15.2.3 Senior National Championships	32
15.3	Provincial Masters Teams	32
16.	Junior Provincial Team	33
17.	Athlete Assistance	33
	17.1 General	34
	17.2 Eligibility	34
18.	Bingo Policy	34
	18.1 Allocation of Dates	34
	18.2 Distribution of Funds	34
19.	Volunteer Participation Initiative	35
	19.1 Credit System	35
	19.2 Benefits	35
	19.3 Restrictions and Limitations	35
20.	Recognition	36
	20.1 Athletic Achievement	35
	20.2 Volunteer Contribution	36
	20.3 Special Acknowledgment	37
21.	Tournaments	37
	21.1 Upgrading Criteria	37
	21.2 Rules and Regulations	38
	21.3 Eyeguard Policy	38
	21.4 Sanctioning	38
	21.5 Women Competing in Men's Categories	38
	21.6 Ranking Point Allocation	38
	21.7 Ball Policy	38

22.	Discipline		39	
	22.1	Discipline of Tournament Player	39	
		22.1.1	Defined Terms	39
		22.1.2	Code of Conduct	40
		22.1.3	Complaint to Squash Manitoba	41
		22.1.4	Notice	41
		22.1.5	Hearing	41
		22.1.6	Without Hearing	42
		22.1.7	Penalties	43
		22.1.8	Decision	43
23.	Appeals Process		43	
24.	Harassment Policy		46	
	24.1	Policy Statement	46	
	24.2	Application	46	
	24.3	Definitions	46	
	24.4	Confidentiality	47	
	24.5	Complaint Procedure	47	
	24.6	Hearing	48	
	24.7	Discipline	49	
25.	Dispute Resolution Policy		49	
26.	Privacy Policy		50	
27.	Respect in Sport Policy		51	

1.

INTRODUCTION

Squash Manitoba is the sole governing body for squash in Manitoba, and as such is responsible to the members to manage the affairs of the Association and to exercise the authority and powers of the Association in accordance with the Constitution and By-Laws. It is responsible for policy formulation and decision making for the Association.

This Policy and Procedure Manual is intended to provide operating guidelines for Squash Manitoba; its Directors, Committee Members, Club Representatives and Staff, with a clear understanding of:

- °roles and responsibilities
- °lines of communication
- °policy and procedure.

Questions regarding interpretation of the contents of this document should be directed to the President or Executive Director of Squash Manitoba.

This manual will be updated as necessary. Any comments or suggestions will be welcomed and should be sent, in writing, to the President or Executive Director at the Squash Manitoba Office.

2.

ACKNOWLEDGMENTS

Squash Manitoba would like to thank those individuals without whose contributions this manual would not have been possible.

Squash Manitoba gratefully acknowledges the financial assistance and services it receives from Sport Manitoba, private sponsors, corporations, and the Manitoba Squash Community.

3. RELATIONSHIP TO THE CLUBS/MEMBERS

Squash Manitoba is the sum total of all its members. The Provincial Sport Governing Body (PSGB) shall not interfere with the operation of the squash clubs/facilities in Manitoba except in the case of contravention of Squash Manitoba policy. However, Squash Manitoba will provide programs, services and assistance when requested and where possible, to the member clubs.

The purpose of affiliation of member clubs is to provide for development and coordination of standardized squash programs and services. Individual clubs assume responsibility for implementation within their own facilities. Squash Manitoba assumes responsibility for:

- all national competition and/or development
- all "provincial team" activities including selection, training, competition, coaching and evaluation
- the coordination of all provincial development, and programs required by the membership
- to provide a forum where individual members and club representatives can communicate (a request in writing is required including items to be discussed)

4. MEMBERSHIP

The following aspects of the membership of Squash Manitoba are defined in Article 3 of the Constitution: categories, qualifications, admission, voting rights, fees, withdrawal, suspension and termination of membership. Following are some specific issues necessary, but not described in the Constitution.

4.1 Approval of Membership

New members of Squash Manitoba shall be approved as follows:

- (a) The Squash Manitoba Council reserves the right to reject, accept, or revoke any individual or club application for membership.

4.2 Prerequisite to Becoming a Member Club

Meet the requirement as defined in the Constitution and payment of the required fees on time or with special consideration of the Board.

4.3 Prerequisites to Becoming an Individual Member

A written registration form to become an Individual Member shall be submitted to Squash Manitoba and shall contain:

- name, address, phone number, date of birth
- home club/facility used

4.4 Responsibilities of Membership

- (a) Members shall abide by the Squash Manitoba Constitution and By-Laws, rules, and policies and procedures of the P.S.G.B.
- (b) Each Member Club shall notify the Secretary or Executive Director as to who will represent said club; and to whom, and where notices, minutes, information, etc., are to be mailed.
- (c) Each member shall pay any/all prescribed fees, dues or indebtedness, as established by the Board.

4.5 Removal of Membership

- (a) In the event of a situation/incident deemed urgent, the Squash Manitoba Board shall have the power, by a three fourths (3/4) vote of Board Members present, to expel or suspend any member from the Association whose conduct shall have been deemed, by the Board, to be improper, unbecoming or likely to endanger the interests or reputation of Squash: or who willfully commits a breach of the Constitution and By-Laws or Policies and Procedures of the P.S.G.B. The Board may, without notice to such member, declare that the member shall stand suspended or expelled from the Association from the date. The matter will then be forwarded onto the Discipline Committee.
- (b) Any member who withdraws, or is expelled from the Association, shall forthwith forfeit all rights arising from, or associated with, membership in Squash Manitoba.
- (c) Upon failure of any member to pay any fees, dues, subscriptions or indebtedness to Squash Manitoba the Executive may cause the name of said member to be removed from the membership roster.
- (d) Said member may be reinstated to the membership upon such evidence as the Squash Manitoba Board may consider necessary and/or acceptable.
- (e) All expelled or suspended members have the right to appeal any expulsion or suspension order, and may appear before the Squash Manitoba Board to state their case and the reasons for their actions. The Board by a three-fourths (3/4) vote of its members may choose to reinstate the member in question. During the appeal process said member shall stand suspended from participation in all Squash Manitoba activities.

4.6 Membership Fees

- (a) Upon approval of the fee rate at the Annual General Meeting, all clubs will be invoiced for membership dues in October of each year. Payment is to be made by October 31 of said year. Late payments will be assessed a penalty of ten (10) percent or the delinquent club will be ineligible for services and incentives, etc. either of which will be decided by the Board.
- (c) Individual members may join at anytime throughout the year and pay in full upon joining.

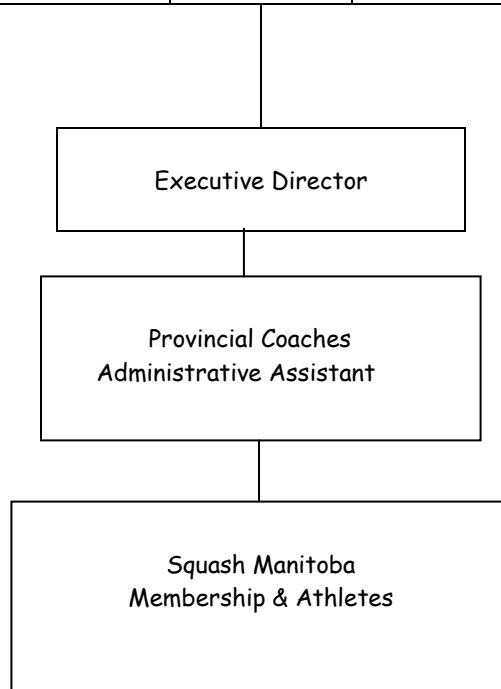
4.7 Membership in Squash Canada

- (a) As a member of the National Sport Governing Body, Squash Manitoba abides by the rules governing membership, and agrees to pay the prescribed fees, as set out by Squash Canada, and to submit payment for same by the established deadline.

5. ORGANIZATIONAL STRUCTURE

Squash Manitoba shall be organized, directed, controlled and governed by its members.

Board of Directors						
Secretary	Treasurer	Director at Large	President	Vice President	Director at Large	Past President
Minutes AGM	Budget	T.B.D.	Chair Supervise Ex-officio	Assist President	T.B.D.	Guidance & Direction



6. CLUB REPRESENTATIVES

6.1 Duties and Responsibilities

Club Representatives shall:

- (a) Be responsible for communicating and requesting action on, concerns, recommendations, programming, assistance, services, and needs; arising at the club level that affect the sport as a whole; to the Squash Manitoba Board of Directors.
- (b) Be responsible for informing their home club/facility of the actions, rationale, programs, assistance and services, taken, proposed or provided by Squash Manitoba.
- (c) Be responsible for distributing and/or disseminating information supplied to them, by Squash Manitoba, that would be of benefit or interest to their home club.
- (d) Act as a liaison between the sport governing body and their home club/facility.
- (e) Club Representatives will submit a written report, on behalf of their Club and area of responsibility where applicable, to Squash Manitoba at least thirty (30) days in advance of the Annual General Meeting or when requested. Club Representatives may provide written articles for the Squash Manitoba e-newsletter when requested by the e-newsletter editor.
- (f) All Club Representatives and/or their designates, are expected to attend and address the Board of Directors at Special or Annual General Meetings.
- (g) In the event of a Club Representative not being able to attend a meeting of Squash Manitoba, said Representative may appoint an alternate delegate to attend on their behalf; provided that the Squash Manitoba Secretary or Executive Director is notified seven (7) days prior to the meeting concerned. The designate shall have the same powers as the Club Representative who appointed them. Designates must be from the same club as the representative who appoints them.

6.2 Appointment

- (a) Representatives are to be appointed at the discretion of the member clubs.
- (b) Every member club shall inform the Executive Director of Squash Manitoba of the name, address and phone number of the Club Representative.
- (c) The Squash Manitoba Board of Directors has the right to request removal of a Club Representative for non-fulfillment of responsibilities, in which case the member club shall be asked to appoint or elect a replacement.

7.

FINANCE

As defined in Articles 5 and 7 of the Constitution, all matters pertaining to the finances of Squash Manitoba come under the direct supervision of the Treasurer, who is responsible to report regularly to the Board of Directors.

Day to day operation of the administration and financial recording duties will be a joint responsibility (under the supervision of the Treasurer) with the Executive Director.

All funds or securities of Squash Manitoba shall be deposited in such bank, or banks or other institutions legally carrying on services similar to a bank, as the Board of Directors may from time to time direct.

Signing authority for disbursement of funds required to carry on the business of Squash Manitoba shall reside with any two of the following individuals: the Treasurer, the President, the Secretary and Executive Director.

The Executive Director is authorized to make all deposits on behalf of, and in the name of, Squash Manitoba, and to take receipt of bank statements and paid vouchers.

7.1 Budget Process

Squash Manitoba operates on an annual budget approved by the Board of Directors. Since Squash Manitoba is a non-profit corporation it is not desirable to budget for a profit, however, neither is it acceptable to budget for a loss. The budget is, therefore, intended to adequately fund Squash Manitoba and provincial programs so they can function on an ongoing basis, in both the short and long term, within the realities of projected revenues.

7.2 Controls

- (a) The Board of Directors shall, immediately following the election of officers each year, designate those officers who will have signing authority.
- (b) The Executive Director shall have record of all budgets and expenditures. She/he shall not approve any expenditure in excess of budgeted amounts or for unbudgeted items.
- (c) The Executive Director, upon certification by the Treasurer, shall notify the individual(s) responsible for a budget area that the budget allocation is nearing depletion, and the person responsible should submit further financial needs and/or justification to the Board of Directors for consideration and approval.
- (d) Authority to commit funds for expenditures not within the final budget rests with the Squash Manitoba Board of Directors and then only on specific terms.
- (e) The Board of Directors may commit funds for expenditures not within the final budget for immediate or emergency needs.
- (f) The Executive Director and/or Treasurer may suspend any or all program activity pending a meeting of the Board of Directors if anticipated revenues are not forthcoming and cannot be guaranteed in advance of project implementation.
- (g) No advance payment for budgeted items may be made without the approval of the Board of Directors. Any advances must be requested in writing.
- (h) Cheques should be originated by the Executive Director or Treasurer, who shall keep a record of all budgets and expenditures.
- (i) An audit of the financial statement of the Association shall be carried out yearly and the resulting statement presented to Sport Manitoba and at the Squash Manitoba AGM.

7.3 Expenses and Expense Reporting

- (a) Under normal circumstances no expenses shall be paid for by Squash Manitoba without receipts, except for per diems and mileage allowances. Under unusual and/or mitigating circumstances the Executive Director and Treasurer may waive this requirement.
- (b) All legitimate expenses and receipts shall be submitted in writing, to the Executive Director, within forty-five (45) days of the completion of the event/project/activity. Failure to abide by the time-lines may jeopardize the financial process, so that the individual's expenses may be withheld.
- (c) Airline tickets for Squash Manitoba travel are to be approved through the provincial office. The traveler must choose and book flights in order to take advantage of group fares and discounts. The ticket is to be returned to the provincial office with other expense claims.
- (d) Advances for expenses may be made, but only on approval of the Board of Directors. Requests for advances are to be submitted in writing to the Executive Director.
- (e) Where private automobiles are used an allowance of 28¢ per kilometer will be paid.
- (f) The Treasurer and Executive Director shall reduce, or delete, amounts claimed if felt to be excessive or unwarranted.
- (h) Allowable expenses are limited to the following:
 - (i) least expensive airfare (with receipts) or ground transportation.
 - (ii) maximum of \$40 per day per diem for meals.
 - (iii) actual costs of accommodation. Delegates must share hotel accommodation where possible. When a delegate, through personal preference, wishes to have a single room Squash Manitoba will reimburse 50% of the cost only.
 - (iv) ground transportation (taxi, etc.) where necessary or unavoidable.

7.4 Outstanding Accounts

- a) Invoices dated 2 months following date issue that have not been paid result in the following:
 - i) If the person is owed money from Squash Manitoba the invoiced amount will be deducted from the forthcoming cheque;
 - ii) A second invoice will be issued attached with a letter indicating further action (steps 3, 4 & 5);
 - iii) The person will be suspended (see section 4.6);
 - iv) A collection agency will be notified after 4 months;
 - v) Final attempt will be collection through small claims court.
- b) Bingo Credits
 - i) Bingo credits must be 'paid off' within 6 months of travel date;
 - ii) If credits are not paid up, an invoice for \$75 per bingo credit will be issued.

8. CODE OF BUSINESS CONDUCT

As defined by Article 5.30 in the Constitution, members of the Squash Manitoba Board of Directors, other persons in positions of responsibility and employees are expected to arrange their personal and private affairs in a manner that will prevent conflicts of interest arising or appearing to arise. They should not place themselves in a position where they are under obligation to any person or organization that might benefit from special consideration or favor on their part or seek in any way to gain special treatment from them.

8.1 Conflict of Interest Potential

It is impossible to list all possible circumstances that have the potential to be considered conflict of interest. Without being restrictive to the general guidelines as above, the following are areas to be avoided by persons in positions of responsibility within Squash Manitoba.

- (a) Investments in a supplier or a partnership, corporation or entity that has significant present, or prospective, business arrangements with Squash Manitoba. Indirect interests are considered to be of the same significance as direct ownership.
- (b) Contracts or agreements with subsidiary or associated companies that have significant present, or prospective, arrangements with Squash Manitoba.
- (c) Seeking or accepting from the previously mentioned, services, payments, commissions, excessive entertainment, gifts of more than a nominal value, and moneys of any amount.
- (d) Serving as a director, officer, employee, or consultant of the previously mentioned, where such services could place demands on individuals inconsistent with their usual duties, raise questions on their ability to remain objective, or be so time consuming as to prevent proper performance of duties.
- (e) Using, or appearing to use or reveal, without proper authorization, to persons outside the Association, for personal gain any information which is not generally available to the public.
- (f) Using, or permitting others to use, Squash Manitoba property, equipment, services or materials for personal gain.
- (g) According preferential treatment, beyond usually accepted business courtesies, to organizations in which the individual, or relatives or friends, have an interest.
- (h) Using Squash Manitoba's name or position to lend weight or prestige to sponsorship of a political party, or endorsement of a product or service, without proper authorization of Squash Manitoba.

8.2 Recommended Actions for Conflict Situations

- (a) Divestment of interest
- (b) Verbal or written disclosure
- (c) Avoidance of involvement in particular items of business
- (d) Request for resignation

It is understood that item (d) will only be taken in the most severe cases and then only as a last resort.

9. EXECUTIVE DIRECTOR

9.1 Role

While reporting directly to the President through the Board of Directors, the Executive Director shall act as Chief Administrative Officer of Squash Manitoba.

In cooperation with the Board of Directors, the Executive Director shall assume general managership of the Association and thereby assist in the management of human and financial resources and be involved with most areas of Squash Manitoba's operations.

The Executive Director shall coordinate the activities of the volunteers to ensure the implementation of programs and policies established by Squash Manitoba.

9.2 Supervision

As a paid employee of Squash Manitoba, the Executive Director submits progress reports to the Association, on the P.S.G.B.'s actions and activities, and their effect on the squash community and their profile with various funding bodies.

9.3 Authority

The Executive Director has sufficient authority to take measures that are necessary in the daily management of the organization, in accordance with the orientation, policies, and programs in place. Beyond these limits the Executive Director is required to have decisions approved by the Board of Directors.

9.4 General Responsibilities

The Executive Director shall:

- (a) Carry out the duties as assigned by the Squash Manitoba Board of Directors.
- (b) Keep the Board of Directors informed and as to the affairs of the Association.
- (c) Maintain day to day supervision and administration of the provincial office and the affairs of Squash Manitoba.
- (d) Assist the Treasurer to ensure legal and efficient use of Squash Manitoba funds and recording of same.
- (e) Establish and maintain effective two-way communication between the Association and its members, clubs and committees.
- (f) Provide such assistance as is required to members of the Board of Directors and appointed committees in fulfilling their duties.

9.5 Specific Responsibilities

The Executive Director shall:

- (a) Aid in the coordination of provincial programs, activities and events.
- (b) Aid in the administration of provincial committees.
- (c) Keep the Board of Directors well informed on the progress of Squash Manitoba activities.
- (d) Obtain and provide feedback on Squash Manitoba programs and policies.
- (e) Assist in evaluating programs and recommending changes where necessary.
- (f) Supervise provincial office staff.
- (g) Assist in the formulation and maintenance of budgets.
- (h) Assist the Treasurer in keeping the books and other financial records in good order.
- (i) Assure proper payment and delivery of all accounts entered into, and expenses of the Association.
- (j) Attend meetings of the Board of Directors when required, other appointed committees. Attendance at all meetings is in an ex-officio capacity.
- (k) Report to the Board of Directors on a regular basis.
- (l) Represent Squash Manitoba, as requested by the President.
- (m) Collect and distribute reports and agendas to those attending meetings, when and where applicable.
- (n) Ensure proper hotel and/or meeting room arrangements for meetings are arranged.
- (o) Coordinate travel arrangements for provincial and national events, camps, clinics, meetings, activities, etc.
- (p) Provide information to members on all aspects of the sport of squash by answering inquiries where possible.
- (q) Assist Squash Manitoba in meeting its obligations to corporate and/or private sponsors.
- (r) Promote the sport of squash whenever and wherever possible.
- (s) Keep abreast of knowledge of services provided by provincial sport and recreation bodies and ensure that Squash Manitoba takes advantage of those services when beneficial to the Association.
- (t) Liaise with Sport Manitoba to ensure projects are completed according to guidelines and timelines, as approved by the Board of Directors.
- (u) Report to Sport Manitoba on all projects run with their contributions.

- (v) Assist the Treasurer in preparation of budgets and submissions for Sport Manitoba funding.
- (w) Keep abreast of criteria and guidelines regarding sport program funding, and maintain communication with funding bodies.
- (x) Carry out duties as prescribed in yearly working contract and terms of employment.
- (y) To maintain all Association records - past and present.
- (z) Develop and monitor the Annual Funding document required by Sport Manitoba.

10.

PROVINCIAL OFFICE10.1 **Location**

- (a) The provincial office of Squash Manitoba shall be located at the Sport Manitoba Building as required by Sport Manitoba
- (b) The Association's staff is housed at the provincial office and is composed of one (1) full time Executive Director and one (1) half time (50%) Administrative Assistant.

10.2 **Maintenance**

- (a) The Executive Director is directly responsible for the maintenance of the Provincial Office, as the senior employee of Squash Manitoba.
- (b) All Association records will be maintained by the Executive Director and retained at the Provincial Office. Access to such records will be limited to the Executive Director and/or President, except as otherwise requested by Board of Directors.

COMMUNICATION

11.

11.1 Communication with Other Bodies

It is important that in its relationship with external organizations that Squash Manitoba speak as a unified body with one voice. Therefore, the following guidelines should be adhered to.

- (a) All contacts with other provincial or national organizations/bodies are to be made by Squash Manitoba through the President or Executive Director, unless otherwise agreed to by the Board of Directors. No other director or individual should communicate without the knowledge and approval of the duly authorized representative of the Board of Directors.
- (b) Routine communication may be handled by the Executive Director. Non routine and policy matters will be handled by the Executive Director only upon authorization and approval of the President or Board of Directors. The Board of Directors may wish to appoint other persons to deal at the ministerial level for particular reasons or projects. In such a case the Executive Director will be apprised of the situation.
- (c) All contact with Sport Manitoba should be handled by the Executive Director. The Executive Director will be responsible for insuring that Squash Manitoba takes full advantage of the subsidized services of Sport Manitoba where beneficial to Squash Manitoba.
- (d) All contact with corporate sponsors, on behalf of Squash Manitoba will be handled by the Executive Director.
- (e) Official contacts with other provincial sport governing bodies and umbrella groups will be made by the President or Board of Directors except when delegated to the Executive Director.

11.2 Publications

11.2.1 E-newsletter

The Squash Manitoba E-E-newsletter shall be the official publication of the Association. The e-e-newsletter will be distributed to individuals who have registered online at Squash Manitoba's website. Squash Manitoba will endeavor to insure that material detrimental to the healthy growth of squash in Manitoba not be published.

11.2.2 Website-Email

Squash Manitoba will ensure the website is kept relevant and up to date. On-line emails will be sent on a needed basis.

11.3 Memos/Letters

Circulation varies with the importance of the information contained and the value to various individuals. It is important, however, to keep the provincial association informed of relevant happenings. Copies sent for information purposes shall not contain enclosures, but if an individual wants further information they are at liberty to request same.

12.

INJURIES/LIABILITIES**12.1 Injuries**

- (a) Neither Squash Manitoba, its Directors, Representatives, Committees, Chairpersons or members shall be held responsible for injuries sustained by any person/player at any Squash Manitoba Event.
- (b) Squash Manitoba will include a waiver form on all program/activity applications and no person shall participate in a Squash Manitoba sponsored event without signing and dating the official release, or in the case of junior participants, the parents/guardians signing and dating of the official release.
- (c) Squash Manitoba will endeavor to assure that all safety precautions are followed at Squash Manitoba events/activities. Squash Manitoba will support the use of safety equipment (i.e. eyeguards, mouthguards, etc.) but will adhere to the rules and regulations as set out by Squash Canada.

12.2 Liabilities

- (a) No Directors of the Association shall be liable for the acts, receipts, neglects or defaults of any other director or employee or for joining in any receipt or act for conformity or for any loss, damage or expense sustained by the Association through the insufficiency or deficiency of title to any property acquired by the Association or for or on behalf of the Association or for the insufficiency or deficiency of any security in or upon which any of the moneys of the Association shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person including any person with whom any moneys, securities or effects of the Association may be lodged or deposited, or for any loss, conversion, misapplication or misappropriation of or damage resulting from any dealing with any moneys, securities or other assets belonging to the Association or for any other loss, damage or misfortune whatsoever which may occur in the course of the execution of the duties of their respective office or trust or in relation thereto unless the same shall be occasioned as a consequence of his own wrongful and willful act, neglect or default.
- (b) Every person in their capacity as a Director, Employee, or Agent of the Association and every person who has undertaken or is about to undertake any liability on behalf of the Association and their executors, administrators, estate, heirs and assigns shall, from time to time and without unreasonable delay, be respectively indemnified and saved harmless out of the funds of the Association from and against.
 - (i) All costs, charges and expenses whatsoever which they sustain or incur in any action, suit or proceeding which is commenced against them in respect of any act, deed, matter or thing whatsoever made, done or permitted by them in the Board of Directors of the duties of their office, employment or agency or in respect of any such liability; and
 - (ii) All other costs, charges and expenses which they sustain or incur in relation to the affairs of the Association, except such costs, charges or expenses as are occasioned by their own willful act, neglect or default.

TRAVEL POLICY

13.

13.1 Provincial Champions

- (a) Each year Squash Manitoba will endeavor to ensure sufficient funds are available to send Manitoba provincial champions to represent the province at Senior Nationals, Men's Canadian Teams, Women's Canadian Teams, Canadian Master's Team Championship and Canadian University Championship. Juniors are supported under the Junior Provincial Team Program.
- (b) For the Men's Canadian Teams, Women's Canadian Teams, Canadian Master's Team Championship and the Canadian University Championships, the Executive Director is responsible for making flight arrangements, hotel bookings and entries.
- (c) For the Senior Nationals Championships all individuals are responsible for making their own flight arrangements, hotel accommodations and submitting their own entry forms to the host committee. Receipts must be forwarded within thirty (30) days of the completion of the funded event. Squash Manitoba will not provide reimbursement of costs unless the above requirements are met.
- (d) Athletes may only access travel funding from one budget for tournament travel. When subsidies are differed from designated tournament to another only one grant amount may be requested

13.2 Special Requests

- (a) Squash Manitoba retains the right to allocate travel funding to specific individuals who do not meet the various forms of travel funding criteria. The Squash Manitoba Board of Directors, on receipt of a written application, will consider all such requests.
- (b) Request must be received by the Executive Director at least thirty (30) days prior to the requested travel date and must include:
 - a formal written request for assistance
 - dollar amount required
 - justification for consideration under this category.
- (c) A High Performance (PSA & WISPA) travel grant may be available to an athlete making a serious commitment to Professional (PSA/WISPA) play who attends more than 3 Out of Province tournaments. Travel receipts must be submitted in order to receive reimbursement.

13.3 Travel Assistance for Administrative Purposes (Provincial)

- (a) Travel assistance will be provided to those individuals who reside outside of Winnipeg, and who represent clubs located in rural Manitoba, to attend meetings organized and operated by Squash Manitoba. Assistance will be available to cover mileage at 28 cents per kilometer.
- (b) Funding will be provided for:
 - Meetings of the Squash Manitoba Board of Directors
 - any Special General Meeting
 - any Annual General Meeting
 - any Special Meeting (program/project specific).

Receipts, mileage, and an invoice must be forwarded to the Squash Manitoba provincial office within forty five (45) days of the event in question.

COMMITTEES**14.****14.1 Description and General**

- (a) Committees are established for key areas of Squash Manitoba business and activity to assist the Executive with furthering the objectives of the Association.
- (b) On an annual basis each committee is responsible for establishing their objectives, programs and budgetary requirements, which shall be presented to the Executive for approval. Committee activities may include policy changes within their area of jurisdiction.
- (c) Committees shall meet on an "as necessary" basis to accomplish their tasks.

General Committee areas for Squash Manitoba may include the following:

- | | |
|--|---|
| 1. Adult Programs
- Masters Coordinator
- Women's League Coordinator
- Men's Inter-club Coordinator | 4. Communication |
| 2. Grassroots/Development
- Junior Development Coordinator
- School Squash | 5. Fundraising
- Bingo Coordinator |
| 3. High Performance | 6. Constitution/Policy
- Long Range Plan
- Nominating |
| 4. Technical Coordinator
Rankings | 7. Officiating & Coaching |

14.2 Committee Activities

- (a) With the exception of the Nominating and Constitution Committees, an approximate schedule will be followed for Committee Activities in any given year:
- | | |
|---|--------------------|
| • Chairperson appointed: | May |
| • Committee formed (if necessary): | June |
| • Program and budget compiled: | July-August |
| • Program and budget submitted to the Board: | September |
| • Program implementation: | September-December |
| • Program review: | December |
| • Program implementation: | January-April |
| • Program evaluation: | April |
| • Presentation of year activity and recommendation for following year | May |
- (b) Although some activities may not require a full committee structure, each Chairperson is at liberty to "build" their committee to best suit its needs. Generally speaking, however, committees should be limited to five (5) people: the Chairperson plus four others. Committee members should, whenever possible, be drawn from different member clubs. Unless otherwise specified herein activities of a chairperson and/or Committees shall be taken to have the same meaning.

14.3 Master's Program Coordinator

Established to promote and further the best interests of squash for masters (30 years and older) all levels of male and female master squash players.

The Masters Committee shall:

- (a) Be comprised of the Coordinator and, if necessary, no more than four (4) others who shall be drawn from a variety of clubs/facilities in Manitoba. The Coordinator shall preside at all meetings of the Masters Committee and shall exercise general supervision and control of the committee.
- (b) Promote and encourage the participation and development of masters squash players of all skill levels.
- (c) Represent the interests of masters squash players in Manitoba and to present views, opinions and decisions and recommendations for policy as it relates to masters players.
- (d) Design, develop and implement, on a yearly basis, a series of programs and activities (clinics, coaching, social events, tournament, competitions, etc.) geared to the needs of masters squash players.
- (e) Present an activity plan with an accompanying budget to the Council, in September, for approval.
- (f) Communicate with all squash clubs in Manitoba to advertise the services and availability of programs, through the Masters Committee, that may be of benefit to club membership.
- (g) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.

14.4 Women's League Coordinator

Established to promote and further the best interests of squash for women in Manitoba and be responsible for encouraging development for all levels of female squash players.

The Women's League Committee shall:

- (a) Be comprised of the Coordinator and, if necessary, no more than four (4) others who shall be drawn from a variety of clubs in Manitoba. The Coordinator shall preside at all meetings of the Women's League Committee and shall exercise general supervision and control of the Committee.
- (b) Designate a Board member to report on Women's League activities.
- (c) Promote and encourage the development of female squash players at all skill levels.
- (d) Represent the interests of female squash players in Manitoba and to present views, opinions and decisions and recommendations for policy.

- (e) Design, develop and implement, on a yearly basis a series of programs (clinics, coaching, tournaments, social events, etc.) geared to the needs of female squash players. To present the activity plan, with an accompanying budget, to the Board of Directors, in September, for approval.
- (f) Submit monthly reports to the Board members, a written yearly report to the A.G.M., and articles for the Squash Manitoba e-newsletter if so requested by the Editor.
- (g) Ensure communication with all squash clubs in Manitoba to advertise the services and availability of programs, through the Women's League, that may be of benefit to club membership.

14.5 Men's Inter-club Coordinator

Established to organize and operate the Men's Inter-club League designed for any club that is interested.

The Men's Inter-club Coordinator shall:

- (a) Solicit involvement from all Manitoba Clubs.
- (b) Establish a format for league operation for the season.
- (c) Develop a schedule that meets the time restraints/limitations of participating clubs/players.
- (d) Ensure each team has a captain, who in turn is responsible for:
 - (i) ensuring a full complement of players are available and on time for scheduled matches
 - (ii) submitting league results the day after the scheduled matches are played
 - (iii) communicating pertinent information to team players
 - (iv) ensuring payment of league fees.
- (e) Follow up with teams to ensure results are submitted to the provincial office the day following league competition.
- (f) Organize a Men's Inter-club League Wind-up to be held at the end of the season of each year; this event shall include:
 - food and refreshments
 - prizes, awards, trophies
 - entertainment
 - invited guests, etc
- (g) Develop a program outline and budget by August for submission and approval by the Board of Directors at the September Meeting.
- (h) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.
- (i) Ensure that sponsor's logos/recognition are prominently displayed when appropriate.
- (j) Ensure that agreements with sponsors are adhered to when applicable.
- (k) Be responsible for ensuring that the perpetual trophy is updated and passed to the winning club(s) and keeper trophies are made available for the winning team(s) at the awards presentation.

14.6 Grassroots Coordinator

Established to design, develop and promote programs and activities that meet the needs and serve the interest of all male and female junior squash players in Manitoba under nineteen (19) years, not included on the Junior Provincial Team.

The Grassroots Coordinator shall:

- (a) Develop and implement a junior development program geared to the needs of all age groups and skill levels.
- (b) Work and cooperate with Manitoba Squash Clubs to promote the interests of junior aged players.
- (c) Promote and implement the Squash Canada Skill Awards Program.
- (d) Provide opportunities so junior players can test their skills and abilities in a non-threatening environment.
- (e) Assist in identifying elite or potentially elite junior players worthy of inclusion on the Junior Provincial Team.
- (f) Develop a yearly budget for the Grassroots Program.
- (h) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba E-newsletter.
- (i) Evaluate the Grassroots Program at year end and make recommendations for the following season.
- (j) Assist in the organization and operation of the Provincial Junior Championships, if required.

14.7 School Squash Coordinator

The School Squash Program is designed to introduce students in Manitoba Elementary, Junior High and High Schools to the game of squash, promote the game as a lifetime activity, and provide such programs as are necessary to ensure their continued participation in the sport.

The School Squash Coordinator shall:

- (a) Design a program geared to the specific needs of young adults, aged eight (8) to eighteen (18) years of age; to include:
 - an introduction to the sport
 - an opportunity to learn basic squash skills
 - an opportunity to play squash
 - an opportunity to test newly acquired skills
 - an opportunity to remain involved in the sport.
- (b) Develop such support materials as are necessary to conduct the School Squash Program effectively.
- (c) Ensure the basic equipment required to play squash is available at a minimal charge to participants, i.e. racquets, balls, eyeguards.

- (d) Contact schools and all Clubs/Facilities in Manitoba to invite them to participate in the program.
- (e) Set such limits on the program as are necessary to ensure its effective and efficient operation within the limits of Squash Manitoba's financial and manpower resources.
- (f) Ensure sufficient stocks of materials are available at the Provincial Office to operate the program.
- (g) Identify and train a sufficient number of clinicians to operate the program.
- (h) Communicate and follow-up with schools/clubs/participants to ascertain their reaction to the program and their future requirements for continued involvement.
- (i) Publicize the School Squash Program via teacher's "in-service days", "S.A.G. Conferences", e-newsletters, phys-ed supervisors, etc.
- (j) Design and document a yearly program, with a supporting budget, for approval by the Council at their September meeting.
- (k) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.
- (l) Control and supervise the program and clinicians to ensure the content and standards set for the program is met.

14.8 Coaching and Officiating Committee

14.8.1 Coaching

The Coaching Chairperson is responsible for the development and implementation of all National Coaching Certification Programs, and Provincial level coaching activities.

The Coaching Chairperson shall:

- (a) Ensure that sufficient certified coaches are trained to meet the needs of the Manitoba Squash community.
- (b) Chair any meetings of Manitoba based coaches if necessary.
- (c) Ensure that all N.C.C.P. activities meet the standards set by the Coaching Association of Canada.
- (d) Remain current on and ensure that Squash Manitoba take advantage of all financial, promotional, technical and administrative assistance provided by Coaching Manitoba and Sport Manitoba.
- (e) Remain current on technical materials and procedures necessary for training qualified coaches.
- (f) Ensure sufficient stocks of materials and support items are on hand at the provincial office.

- (g) Submit all relevant N.C.C.P. paperwork to the Coaching Manitoba, Sport Manitoba, Squash Canada and Coaching Association of Canada and ensure proper records are maintained at the provincial office.
- (h) Maintain a current, accurate list of all Manitoba coaches, their address, phone numbers and level of certification.
- (i) Develop a yearly activity plan and budget for presentation to the Squash Manitoba Board, in September, for consideration and approval.
- (j) Report verbally, on a monthly basis, to the Board of Directors and provide a written report to the A.G.M.; and to submit articles for the Association E-newsletter if so requested.
- (k) Communicate to all member clubs the benefits and availability of the coaching certification program.

14.8.2 Officiating

The Officiating Chairperson is responsible for designing, coordinating, and implementing refereeing/officiating training programs, to increase and upgrade the number and level of officials in Manitoba and to evaluate potential changes in the rules of squash.

The Officiating Chairperson shall:

- (a) Implement and monitor a formalized certification program.
- (b) Design, implement and monitor a system of rules clinics.
- (c) Provide a system whereby officials may upgrade themselves to a higher level.
- (d) Standardize the interpretation of the rules throughout Manitoba.
- (e) Assist squash players by ensuring all matches are judged fairly.
- (f) Report on proposed rule changes to the Squash Manitoba Board of Directors and Membership and the possible impact of said changes.
- (g) Produce, and update as necessary, a simplified rules pamphlet to be available at all tournaments and rules clinics: and such other support material as may be necessary.
- (h) Assign officials for Manitoba Provincial Championships, if so requested by the host committee.
- (i) Be the Referee-In-Chief, responsible for all officiating activities, at any national caliber tournament/event hosted by Squash Manitoba, except where Squash Canada Rules and Regulations take precedent.
- (j) Communicate with all Squash Manitoba Clubs to ensure that the membership is aware of the officiating programs and services available and utilizes same.
- (k) Ensure a sufficient supply of rule books and other support material is kept in stock at the provincial office.

- (l) Develop a yearly activity plan and projected budget for presentation to, and approval by, the Squash Manitoba Council in September each year.
- (m) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.
- (n) Ensure standards and procedures for certification of officials and accreditation of instructors and examiners are upheld.
- (o) Appoint assistant provincial examiners, if required.
- (p) Stay abreast of the Manitoba Government/Squash Canada guidelines, criteria and assistance, as they pertain to officiating, and to utilize those services for the best interest of Squash Manitoba.

14.9 Communication/Website

The E-newsletter/Website Editor is charged with the responsibility of providing information to communicate to the Squash Manitoba e-news contacts, news, information and other items of interest to keep the squash community informed of Squash Manitoba projects, programs, activities and services.

The E-newsletter/Website Editor shall:

- (a) Publish quarterly issues of the Squash Manitoba E-newsletter in each season.
- (b) Create a printed copy to be kept at the Squash Manitoba Office
- (c) Proofread all articles to ensure the printed copy is in good taste and not detrimental to the interests of Squash Manitoba.
- (d) Establish publication dates, deadlines and do the necessary communication and follow-up with contributors to ensure timelines are met.
- (e) Establish the format of the E-newsletter for the upcoming season in May of any given year for approval by the Squash Manitoba Board of Directors.
- (f) Remain current on the print shop capabilities at the Sport Manitoba and to utilize their services to the best advantage of Squash Manitoba.
- (g) Obtain the following items for inclusion on the Website:
 - Who Is Squash Manitoba?
 - Board
 - Member Clubs
 - Officials
 - Coaching
 - Rules
 - Technical Information
 - Funding
 - Harassment Policy
 - Contact Us
 - Links

- Privacy Policy
- History of Squash in Manitoba
- Membership Form
- VPI (Volunteer Participation Initiative)
- Constitution and By-laws
- Tournament Information
- Rankings
- Programs
- Newsletters
- Miscellaneous

- (h) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.

14.10 Fund Raising Chairperson

The Fundraising Chairperson for Squash Manitoba is responsible for raising discretionary revenue to assist in the general operation or a specific project of the Association. Coordinate National Trust Fund requests according to Sport Manitoba policies and procedures.

The Fundraising Chairperson shall:

- (a) Coordinate all activities related to the operation of fundraising events or projects, not including bingo.
- (b) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.
- (c) Liaise with the member clubs to, whenever possible, ensure cooperation with and use of club facilities, to run fundraising events, ventures, etc.
- (d) Build a committee with a maximum of five (5) members drawn (if possible) from different clubs.
- (e) Develop a program of events and dates each year for presentation to the Board of Directors in September.
- (f) Develop a budget for each project area, and a budget for yearly operation, to be presented to the Board of Directors in September of each year.
- (g) Provide articles for the Squash Manitoba E-newsletter, relevant to fundraising activities, if so requested by the E-newsletter Editor.
- (h) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.

14.11 Bingo Coordinator

The Bingo Coordinator for Squash Manitoba is responsible for raising discretionary revenue from Bingo operations to assist in a variety of program areas for the Association through the Volunteer Program Incentive (VPI). The Bingo Coordinator is responsible for filling the required number of individuals set out by Sport Manitoba.

The Bingo Coordinator shall:

- (a) Coordinate all activities related to the organization and operation of bingo events.
- (b) Be thoroughly conversant with the Sport Manitoba Policies and Procedures regarding bingo operation and to ensure that Squash Manitoba does not violate the stated criteria.
- (c) Establish a master list of bingo volunteers and to keep accurate records of same and the dates of their assistance.
- (d) Present a written report to the Squash Manitoba Board of Directors at the Annual General Meeting and submit articles, on request, for the Squash Manitoba e-newsletter.
- (e) Provide articles for the Squash Manitoba e-newsletter/Website, relevant to bingo operations, if so requested by the e-newsletter Editor.
- (f) Propose a system of volunteer incentives to encourage assistance from squash players, in all clubs/facilities, for operating bingo events. The proposal to be presented in April of each year for review, for acceptance at the A.G.M.
- (g) Ensure that promotion of Squash Manitoba's Bingo operations and incentive program are undertaken, and that all clubs receive copies/supplies of any and all relevant materials.

14.12 Constitution/Policy Review Committee

The purpose of the Constitution/Policy Review Committee is to ensure the written documentation governing Squash Manitoba's operation accurately reflects the practices of the Association.

- (a) The Committee shall be comprised of:
 - The Chairperson; who shall be the Vice President of Squash Manitoba or another Board of Directors member
 - Up to two other individuals selected from the Squash Manitoba Board of Directors
- (b) The Committee is responsible for:
 - (i) Ensuring the Policy and Procedure Manual is updated accurately when policy is changed, amended, added, deleted, etc. and to send all Board of Directors Members and member clubs copies of updates.
 - (ii) Undertaking a review of the Constitution and By-Laws on an annual basis (prior to the AGM) to ensure that rules governing the operation of Squash Manitoba are relevant to current situations and that the processes set down in the Constitution and By-Laws are reflected in our Policy and Procedure and/or vice versa.
 - (iii) Informing the Squash Manitoba Board of Directors the contents of the Constitution and Policy documents, to inform those concerned on the use of same, and the method of amending/changing the written policy and/or rules governing Association operation.

14.13 Nominating Committee

14.13.1 Purpose

- (a) The objective of Squash Manitoba's Nominating Committee shall be to ensure the continued direction of the Association through the nomination of qualified candidates for positions on the Squash Manitoba Board of Directors.
- (b) The Nominating Committee shall be composed of three (3) people:
 - The Chairperson, who shall be the Immediate Past President
 - Two other individuals; drawn from two different member clubs and selected by the Chairperson with the approval of the Board of Directors.
- (c) The Nominating Committee will be formed in February of each year and dissolved after the Annual General Meeting.
- (d) In the event the Immediate Past President of Squash Manitoba is unable to chair the Nominating Committee, the Squash Manitoba Board of Directors will select an alternate, to be approved by Board of Directors.

14.13.2 Responsibilities

The Nominating Committee is responsible for:

- (a) Developing an outline of criteria upon which the committee would select candidates for nomination as the Board of Directors.
- (b) Seeking suitable candidates to fill positions on the Board and to present their nominations to the Board of Directors and Annual General Meeting.
- (c) Notifying the Squash Manitoba Board of Directors of the proposed slate of directors by presenting to the Secretary no later than thirty (30) days prior to the last Annual General Meeting the names of those put forward, plus background information on each candidate.
- (d) Obtaining from nominated candidates written notice that they are willing to stand for the stated position.
- (e) Sending to each member club a notice of the proposed slate, the process for submitting further nominations and the acceptance of nomination from the floor at the A.G.M. The notice will also include the date, time and location of the Annual General Meeting.

14.14 Management Committee

The Management Committee, which reports to the Board of Directors, consists of the President, Past President, Vice President and Treasurer and is responsible for all matters dealing with the employment of the Executive Director.

The Management Committee shall:

- (a) Supervise the work of the Executive Director.
- (b) Carry out a yearly job evaluation for the Executive Director.

- (c) Approve salary increases and/or bonuses to be paid on a yearly basis.
- (d) Supervise the work hours of the Executive Director.
- (e) Deal with any conflicts/problems, etc. related to the employment of the Executive Director.
- (f) Review job description of the Executive Director, yearly or as required.
- (g) Liaise with the Executive Director regarding his/her role and responsibilities.
- (h) Should the position of Executive Director become vacant; advertise, interview and hire a replacement.
- (i) Work with Sport Manitoba regarding all matters relating to the staff benefits program and terms of employment.

14.15 Technical Coordinator

To ensure provincially sanctioned squash tournaments are coordinated and to ensure policy is set on tournaments; develop and implement an accurate provincial ranking system designed to meet the needs of regular tournament players.

The Technical Coordinator shall:

- (a) Compile a provincial tournament schedule for all sanctioned competitive events. This schedule shall be compiled during June and July and finalized in August. It shall be distributed to all Member Clubs and Squash Canada and updated as necessary throughout the year.
- (b) Compile, set-up and organize a yearly tournament poster. This will be forwarded to Squash Manitoba for printing.
- (c) Liaise with Member Clubs, as required, to provide assistance to ensure sanctioned tournaments are run in accordance with Squash Canada/Squash Manitoba rules and regulations.
- (d) Formulate policy, in cooperation with member clubs, to be presented to the Squash Manitoba Board, to better organize/operate sanctioned tournaments in Manitoba.
- (e) Distribute the "How to Organize a Tournament" Manual if required.
- (f) Ensure, in cooperation with Member Clubs, that players entering sanctioned tournaments compete in the correct skill/age categories.
- (g) Be on hand at a tournament site, if required, to assist organizing committees with matters of policy, discipline etc.
- (h) Collect, collate and tabulate the results from all sanctioned tournaments to update the ranking system after each tournament. These can be forwarded to ranking chairperson for updating. "A" results are sent to Squash Manitoba so they can be sent to Squash Canada.

- (i) Post current rankings to all clubs when received.
- (j) Forward "Open/A" draw sheets/results to the Squash Canada office within seven (7) days after the completion of a tournament for inclusion in the National Ranking System.
- (k) Post the formula for calculating rankings on Squash Manitoba's website.
- (l) Ensure each member club hosting a sanctioned tournament is assessed and pays the Squash Manitoba Tournament Levy which is set at one (1) dollar per person per tournament.
- (m) Distribute to all players being upgraded due to improved performance the appropriate notification outlining reasons and future requirements. (See Article 21.1 - Upgrading Criteria).
- (n) Report to the Squash Manitoba Board of Directors at meetings, submit a written report to the Annual General Meeting and supply articles to the E-newsletter Editor on request.

14.16 High Performance Committee

14.16.1 Mandate

On behalf of Squash Manitoba, the High Performance Committee's primary purpose is to support, when required, the direction of the high performance programs from a technical and planning perspective. High Performance Programs consist of Senior Team Program, Junior Provincial Team Program, Canada Winter Games Team Program and Masters Team Program.

14.16.2 Composition

1. The committee will consists of a minimum of 3 voting members to a maximum of 5 voting members.
2. The committee will select a chairperson who is also a voting member.
3. Committee members will be made up of representatives from the High Performance Programs being: Senior Team Program, Junior Provincial Team Program, Canada Winter Games Team Program and Masters Team Program.
4. Each committee member must be a member in good standing with Squash Manitoba.
5. The President, Provincial Team Coach and Executive Director will be ex-officio members of the High Performance Committee.

14.16.3 Meetings and Minutes

1. Meetings will be held at the call of the Chair of the High Performance Committee on not less than seven (7) days notice. Meetings shall be held when necessary.
2. Minutes of each meeting will be kept in accordance with Squash Manitoba's polices and procedures.
3. The Squash Manitoba President may also call meetings.
4. All High Performance Committee decisions will be forwarded to the Squash Manitoba Board as recommendations.

14.16.4 Areas of Responsibilities

1. To provide support to the High Performance Programs.
2. To identify common problems, issues and solutions among the High Performance Programs and make recommendations to enhance the program.
3. To receive and review all written concerns/complaints and decide on whether or not there are sufficient grounds to the matter at hand.
4. If sufficient grounds are identified the committee will investigate, make a decision and provide a written response back to the complainant.
5. If sufficient grounds are not identified the complainant will receive a written response stating there are in-sufficient grounds and that the matter is closed.

15. PROVINCIAL SENIOR AND MASTERS TEAMS

15.1 Criteria for Membership

In order to receive financial assistance for travel, training, coaching, equipment, etc., regarding participation and involvement on any Squash Manitoba Provincial team, players must meet certain criteria regarding residency; they must also demonstrate support of the P.S.G.B. The teams affected by these criteria include:

- Men's Provincial Senior Team (Team Championships)
- Women's Provincial Senior Team (Team Championships)
- Canadian University Championships
- Masters Provincial Team (Team Championships)
- Junior Provincial Team
- Junior & Senior Representatives to the National Championships

15.1.1 Residency

No player is eligible for inclusion on a Squash Manitoba Provincial Team unless he/she

- has been a resident of Manitoba or is a full time student at a recognized educational facility for a minimum of ninety (90) days prior to the date of the applicable event.
- Out of Province *National Squad/Team members are an exception and are eligible to participate.

15.1.2 Support of P.S.G.B.

Players will not be eligible for inclusion on a Squash Manitoba Provincial Team if:

- they do not meet the ranking requirements
- they do not support the goals and objectives of Squash Manitoba.

15.2 Provincial Senior Teams

15.2.1 Senior Men's and Women's Team Championships

Squash Manitoba will fully fund a men's and women's provincial senior team to the Canadian Interprovincial Team Championships on a yearly basis as follows:

- a. The top three ranked players (as of date team is selected) who are interested in competing are selected first.
- b. Any individual who appeals for a position on the team must have played in a minimum of one Squash Manitoba sanctioned event within the past 12 months.¹

- c. Any individual with a winning record against one of the three selected individuals can appeal to Squash Manitoba in order to take one of the three positions. ²
- d. Squash Manitoba can choose to accept or reject the appeal based on some of the criteria below:
 - i. General Participation in the sport.
 - ii. Who they feel will best represent Manitoba on and off the court.
 - iii. Consultation with the other members of the team.
 - iv. The results of any play-off between the individual challenging, and one or more previously chosen team members
- e. once the teams are selected, they will each nominate a Team Captain.

15.2.1.1 WOMEN'S Senior Provincial Team Selection Process Policy (Adopted : November 22, 2011)

PREAMBLE - The Women's Senior Provincial Team Selection Process is generally explained in Section 15.2 'Provincial Senior Teams' in the 'Squash Manitoba Policies and Procedures Manual'. It is important to be clear that if there is not a defined and accepted ranking system in place for female Manitoba competitive squash players (i.e. either by Squash Manitoba or Squash Canada), there needs to be established rules, guidelines and procedures to identify and select a Women's Team to compete at Senior Nationals. That is the purpose of this policy as follows -

Squash Manitoba will contact all members in good standing from the PREVIOUS competitive squash season at the beginning of the NEW competitive squash season to inform them of the criteria for inclusion in the selection process should they be interested. This will ensure that if a membership has lapsed the interested member will have an opportunity to renew her membership and participate in the process.

Interested members will be invited to declare their intentions by October 1st of the CURRENT competitive squash season.

Once the interested members have been identified, Squash Manitoba will set up TWO head-to-head round robin playoffs each to be held over a TEN day period (to include two weekends); one to be held in early November and one to be held in early December. The participants will be given a Squash Manitoba ranking for the purposes of team selection after this process.

Team selection may not be limited solely to the results of the round robin process. National Team Members and other criteria (i.e. Canadian and World rankings) will be considered by Squash Manitoba when it selects the team.

Players who are injured or cannot play either in the round robin process or at later at Nationals may be ineligible for the team.

Once the team has been selected any appeals (following Section 15.2 of the Policies and Procedures Manual) shall be directed to Squash Manitoba. The Board will address each appeal and make its decision to either have a playoff or some other format based on the appeal(s) or to uphold its original position on the final team. After this appeal process has run its course, the Board's decision will be final.

The Executive Director will coordinate the following:

- a. travel arrangements
- b. registration forms
- c. hotel accommodations
- d. Squash Manitoba will cover the cost of air travel (air & ground), entry fee, and accommodations for this program.
- e. depending on available budget dollars in any given year, uniforms may or may not be provided.

15.2.2 The Canadian University Championships

- a) All team members must have participated in at least one Squash Manitoba sanctioned event within the past 12 months.
- b) The highest ranked athletes will be sent to represent Manitoba based on Squash Manitoba ranking.
- c) In circumstances when two equally ranked athletes apply Squash Manitoba can base their decision on:
 - a. Who they feel will best represent Manitoba on and off the court at the event.
 - b. Participation in Squash Manitoba sanctioned events.
- d) In a situation where there is not a competitive male or female applying for the team, two participants of the same gender can be sent to represent Manitoba.

15.2.3 The Senior National Championships

The top 3 Male and top 3 female athletes who call Manitoba home will make up the team.

15.3 Provincial Masters Teams

Squash Manitoba will fund (air travel, entry fee, and accommodations) a masters men's and women's team to the Western Canadian Masters Team Championships, on a yearly basis as follows:

- a. the top male in the following age categories 40+, 45+, 50+, 55+, and the top female in the age categories 40+, 45+, 55+ (Ages determined by Provinces)
- b. The Men's and Women's teams will be based on criteria set by the Masters Committee. The committee will consist of a Men's and Women's captain who are active master squash players who are knowledgeable of squash and are aware of the caliber of play at the master's level. The Captains will pick their team based on the principle that they are picking the best team possible.
- c. All team members must be a member of Squash Manitoba and have participated in at least one Squash Manitoba sanctioned event within the past 12 months.
- d. the Executive Director will coordinate the following:
 - a. travel arrangements
 - b. registration forms
 - c. hotel accommodations
- e. Squash Manitoba will only cover the cost of air travel, entry fee, and accommodations for this program.

16. Junior Provincial Team

The Provincial Junior Team Program is designed to identify and train committed elite or potentially elite junior athletes to reach their potential through a year-round, fully comprehensive squash program as follows:

- (a) the program is governed and controlled by the Squash Manitoba Board through a Board Member.
- (b) the program is targeted to male and female junior players under nineteen (19) years of age.
- (c) the program includes all aspects of elite level, year round training, including:
 - technical
 - tactical
 - psychological
 - physiological
- (d) Squash Manitoba Board is responsible for selection and appointment of all staff positions.
- (e) all athletes on the program are assessed a registration fee and must sign an athlete's agreement/contract.
- (f) selection to the team is limited, so a try-out camp will be held in September of each year. Squash Manitoba will publicize the criteria necessary to be selected to the team and how and when to qualify. If agreed by Squash Manitoba, identified coach(es) team try-outs may be waived.
- (g) team staff will be comprised of:
 - Head Coach (es)
 - Team Manager
- (h) the Provincial Team Head Coach(es) will provide such written reports, documentation, etc., as may be requested necessary to meet the standards of Squash Manitoba, Sport Manitoba or other funding bodies.
- (i) due to the scope of the provincial junior team budget, this area will be monitored and controlled by the Squash Manitoba Board and Executive Director.
- (j) the provincial team will compile a program outline and budget during June for submission and approval by the Squash Manitoba Board in September.
- (k) Squash Manitoba retains the right to suspend or remove team members from the program due to noncompliance of criteria, rules/regulations, etc.
- (l) Squash Manitoba retains the right to include new members to the team at their discretion in consultation with the coach(es).

17.

ATHLETE ASSISTANCE**17.1 General**

- (a) Sport Manitoba, provides financial assistance to selected Manitoba athletes who have demonstrated skills and achievements at the national and international levels. This grant is based on performance not potential.
- (b) All grants are made payable to Squash Manitoba, which shall in turn allocate the funding to recipients. Only athletes identified by Squash Manitoba as meeting the requirements are eligible for funding and only upon completion of all application documentation, post event forms and written acceptance of criteria as set out in the Athlete Assistance Program. While the funding is supplied by Sport Manitoba, Squash Manitoba controls and is responsible for, all aspects of the program.

17.2 Eligibility

- (a) As determined by Sport Manitoba.

18.

BINGO POLICY**18.1 Allocating Bingo Dates**

All Squash Manitoba bingo events will be run by the Association.

18.2 Distribution of Bingo Funds

- (a) Squash Manitoba will retain complete control over all moneys earned and will distribute these funds to Squash Manitoba programs, projects, events and activities in accordance with budgets and the financial controls of the Association.
- (b) Volunteers working at bingo events do so with the understanding that moneys earned go towards developing all aspects of squash in Manitoba.
- (c) Any athlete who receives funding for travel is required to work a bingo. An alternate individual may work the Bingo for the athlete. If an athlete is under 18 years of age an alternate must be obtained.

19. VOLUNTEER PARTICIPATION INITIATIVE

In an effort to encourage volunteers to participate in fundraising activities for Squash Manitoba, the Volunteer Participation Initiative (V.P.I.) has been implemented by the Board.

19.1 Credit System

A Credit is a unit of volunteer time recognized by Squash Manitoba. Credits for working a bingo, obtaining coaching or refereeing certification and other related volunteer activities are earned as follows:

- | | | |
|---------------------------------------|---|--|
| 1. Evening/Matinee Bingo | = | 1 credit |
| 2. Early Session Bingo | = | $\frac{3}{4}$ credit |
| 3. Late Session | = | 1 credit |
| 4. Obtaining Coaching Certification | = | 3 credits for each level |
| 5. Obtaining Refereeing Certification | = | 3 credits for initial certification |
| 6. Other volunteer contribution = | | at the discretion of the Squash Manitoba Executive |

VPI credits are not carried past the fiscal year (May 31st).

19.2 Benefits

Credits earned may be applied to the following benefits:

- (a) Travel Funding
Airfare for Squash Manitoba members to approved out-of-province tournaments.
- (b) Player Development Clinics
Covering the cost of attending.
- (c) Subsidized Tournament Entry Fees
Subsidized entry fees for local and out of province open tournaments.
- (d) Squash Racquet/Squash Shoes/Clothing Subsidies
Subsidized purchase of squash racquets, squash shoes or squash clothing.
- (e) Other Benefits
Consideration will be given to other areas if specific requests are received. Level of assistance to be at Squash Manitoba discretion.

All benefits will be awarded upon approval of application. Receipts are to be kept at home as back up.

19.3 Restrictions and Limitations

- (a) No applications will be processed if the criteria are not met.
- (b) All applications and arrangements must be coordinated through the Squash Manitoba Office.
- (c) Must be current individual member of Squash Manitoba.
- (d) Application forms will be available in all clubs in Manitoba and from the Provincial Office. No application will be considered without the properly completed paperwork.

20.

RECOGNITION

It is the policy of Squash Manitoba to recognize and acknowledge outstanding achievement in both its athletes and volunteers. Recognition will be given in three main areas:

- (a) Athletic Achievement
- (b) Volunteer Contribution
- (c) Special Situations

20.1 Athletic Achievement

- (a) Athletic achievement will be recognized at the provincial, national and international levels by presentation of Sport Manitoba "Order of Sport Excellence".

Squash Manitoba will identify those to be recognized and ensure that the presentation of awards is carried out at a time when those being recognized may be acknowledged and congratulated by the squash community.

See Sport Manitoba Program Manual for a complete list of criteria.

- (b) Truly exceptional ability will result in nomination for the Manitoba Youth "Athlete of the Year" award. The Junior Provincial Team Coach(es) will review such nominations and the Executive Director will process the necessary paperwork.

It must be noted that these awards are geared for internationally active competitors.

- (c) The Archie Chawla Award will be presented to an athlete in recognition of their achievements, who demonstrates commitment and hard work and shows a true love of the sport of Squash. The Junior Provincial Team Coach(es) will determine the recipient and notify the Executive Director.

20.2 Volunteer Contribution

Significant volunteer contribution to Squash Manitoba will be recognized by the Squash Manitoba. The form of recognition and timing will depend on each specific set of circumstances but in general will conform to the following process:

- (a) Outstanding Contribution
The Board of Directors will determine a Volunteer of the Year award annually. Criteria to be considered when choosing the recipients could include:
 - contributions made to Squash Manitoba, or clubs in areas of organization;
 - contributions in specific areas of development of elite and technical levels;
 - contributions in general, in nature, eg. fundraising, special events, one time projects or activities, etc.

- (b) Service Awards

Service awards will be provided to Squash Manitoba volunteers at two levels:

- three (3) years
- five (5) years

The Board will identify the recipients for each program year. Awards will be presented at the annual awards function.

(c) Manitoba Sports Hall of Fame

Elite level contributing athletes and sport builders whose impact on the sport is a corner stone to our existence will be nominated for the "Manitoba Sports Hall of Fame". Nominations will be recommended by the Board, with the necessary follow up and documentation being handled by the provincial office.

Time-lines and criteria are available at the Manitoba Sports Hall of Fame office.

(d) Retirement

Retirement of a volunteer after a noted contribution will be recognized in a way that is fitting for the individual concerned and the contribution made. The Board will approve the format to be applied.

20.3 Special Acknowledgment

The Squash Manitoba Board from time to time may wish to recognize an individual, group, or corporation for contributions to the sport. Each situation will be decided upon its merits but could include:

- a volunteer leaving the province
- completion of a significant task/undertaking
- recognition of corporate/private support
- sickness/injury/birth/death/etc.

It should be noted that the foregoing is not intended to be the limit or extent of Squash Manitoba's forms of recognition, merely an outline of what is acceptable. All cases submitted will be considered by the Board and nominations are welcomed and to be encouraged.

21. TOURNAMENTS**21.1 Upgrading Criteria**

- (a) Tournament players are required to upgrade to the next highest skill level if:
- (i) they reach the finals of the "D" division
 - (ii) they win the "C" division
 - (iii) they win two tournaments in the "B" category within two years. "B" players winning one tournament may, if they wish, elect to upgrade immediately.

The criteria is applicable to both men and women, but is only enforced for sanctioned tournaments.

- (b) for upgrading to occur in a sanctioned tournament there must be a minimum of eight entrants; however, based on circumstances the Technical Coordinator may:
- (i) choose to waive the minimum requirement, or
 - (ii) not upgrade anyone based on caliber of play.
 - (iii) recommend that the two finalists at Men's and Women's C level at a sanctioned tournament be allowed to move up to B

- (c) if a player feels he/she is competing in a skill level beyond his/her capabilities, said player may request a readjustment in playing level, by appealing to the Squash Manitoba Council, (in writing), to downgrade the skill category. This option is relevant to Squash Manitoba sanctioned tournaments, but would generally apply at club events as well.

21.2 Rules and Regulations

For a complete list of sanctioned tournament rules and regulations, please refer to the Squash Canada "How to Run a Tournament" Manual.

21.3 Eyeguard Policy

It is strongly suggested that all squash players wear approved eyeguard protection. It is mandatory for all categories of junior squash players to properly wear CSA approved eye protection while participating in sanctioned junior tournaments. For specific definitions see Squash Canada By-Laws.

The referee or tournament official will inform any junior player who refuses to wear eye protection to rectify the situation immediately or the offending player will:

- (a) default the match at hand.
- (b) not be permitted to participate in further play during the tournament in question.
- (c) may not be eligible for funding for travel assistance and other financial support.
- (d) be the subject of a review by the Board who may, at their discretion, suspend the player from Squash Manitoba activities for a period up to one (1) year.

Responsibility for enforcement of the eyeguard policy rests with the Chairperson of the Host Committee. The Chairperson shall inform tournament referees to enforce the policy with no exceptions.

21.4 Sanctioning

With the increasing frequency of tournaments, squash players are often confused as to what they can expect from a tournament. Sanctioning helps identify tournaments that are run with the best interests of the players at heart, because they are run, or at least supervised, by the provincial body.

In addition, sanctioning is important to avoid conflicts in dates with other tournaments; to protect and monitor the amateur status of athletes; and to provide a system to identify the best players in Manitoba and Canada.

21.5 Women Competing in Men's Categories

Women may play in men's event at a tournament only if they also play in women's event (at their level) at the time of the tournament. Their level at the men's event will be decided upon by the Draw master.

21.6 Ranking Point Allocation

- (a) A ranking system that is approved by the Board of Directors will be used. Changes to the ranking system must be done prior to September.

21.7 Ball Policy

The Dunlop XX ball is the official ball to be used for any sanctioned event that Squash Manitoba endorses.

22.

DISCIPLINE**22.1 Discipline of Individuals/Members****22.1.1 Defined Terms**

- (a) Board (as defined in Article 5.1 in the Constitution)
- (b) Code of Conduct
The Code as set out in section 22.1.2 herein.
- (c) Discipline Committee
The Board shall choose 1 member of the Squash Manitoba Board and two individuals in good standing, from the general membership who has no significant relationship with the individual in question.
- (d) Discipline Matter
A contravention of the Code of Conduct.
- (e) Suspended Individual
An Individual member against whom a complaint or report has been made to the Board and the Board has suspended the individual pursuant to 22.1.3.d.(iv).
- (f) Hearing
A Discipline Matter to be considered before the Discipline Committee.
- (g) Individual Member
A member in good standing with Squash Manitoba as defined in Article 1.1 (h) in the Constitution.
- (h) Designated Individual
Any person chosen by Squash Manitoba, Squash Canada or a member club to enforce the Code of Conduct at any event.
- (i) Chairperson, Discipline Committee
The member of the Squash Manitoba Board who was selected from the Squash Manitoba Executive to act as chair. If the Chair is disqualified for any reason, a new chair will be appointed by the Board.
- (j) Event
Any Squash Manitoba sanctioned competition, program or squash related activity.
- (k) Official
Any person who is involved in an event, including, but not limited to, the following: coach, referee, marker, manager, coordinator.
- (l) Provincial/Territorial Sanction
Any competition, program or squash-related activity which complies with the sanctioning policy of the Provincial/Territorial Association.

22.1.2 Code of Conduct

Individual Members may be ejected or disqualified from a game, tournament or Squash Manitoba sanctioned event on the following grounds:

- (a) non-compliance with the rules and regulations from time to time put in place or adopted by Squash Manitoba relating to player safety or equipment.
- (b) deliberate disregard of the rules of squash from time to time adopted by Squash Canada, which rules constitute the rules enforced by Squash Manitoba.
- (c) verbally or physically abusing an opponent, the marker, referee, officials, spectators or the sponsors.
- (d) showing dissent to the marker, referee, or officials, including foul or profane language and obscene or offensive gestures.
- (e) abusing playing equipment or the court.
- (f) failing to comply with the conditions of entry in an event including any rules with regard to clothing or advertising.
- (g) having entered an event or accepted an invitation to participate, withdrawing from the event or failing to attend.
- (h) failing to complete a match.
- (i) defaulting from an event. The Discipline Committee may require evidence or proof of "Bona Fide" injury, illness or other emergency situation.
- (j) failing to make themselves available to meet reasonable requests for interviews by the media.
- (k) any other unreasonable conduct which brings the game into disrepute, including but not limited to, abusive use of alcohol, non-medical use of drugs, use of alcohol by minors.

The Squash Canada Code of Conduct (the "Code") shall be the final governing authority over any and all Disciplinary Matters. In the event of a conflict or inconsistency between the rules established in the Code and the rules established in the Code of Conduct by Squash Manitoba (the "Manitoba Code"), the rules in the Code shall prevail over those of the Manitoba Code to the extent necessary to resolve any such inconsistency or conflict.

22.1.3 Complaint to Squash Manitoba

- (a) where Individual Members are ejected or disqualified from an event for a breach of the Code of Conduct, the Designated Individuals may, if the breach is deemed serious enough, within 30 days provide a report to the Board of Squash Manitoba, setting out the reasons for the ejection or disqualification.
- (b) Individual Members at an event, whether or not directly affected by the breach of the Code of Conduct or any member of Squash Canada or Squash Manitoba may make a complaint, in writing, with respect to the conduct of a participant, addressed to the Board within 30 days after the event.
- (c) the of Board Squash Manitoba shall consider the report 22.1.3 (a) or complaint in 22.1.3 (b) herein at its next regular meeting or may consider the report or complaint at any meeting of the Board called before the next regular meeting.
- (d) the Executive of Squash Manitoba having reviewed the report or complaint may:
 - (i) decide that no further disciplinary action needs to be taken.
 - (ii) decide that a hearing should be conducted before the Discipline Committee.
 - (iii) send a letter of reprimand to the Suspended Individual outlining that their name has been flagged and that a subsequent violation of the Code of Conduct may result in one or all of the outlined penalties in section of this document. The letter of reprimand may include a closing paragraph in which the Suspended Individual is invited to offer explanation for their breach of the Code of Conduct to the Board of Squash Manitoba.
 - (iv) suspend the individual immediately and forward the matter to the Discipline Committee.

22.1.4 Notice

- (a) the Suspended Individual and, if applicable, the Designated Individual and any complainant shall be notified of the decision of the Board of Squash Manitoba under 22.1.3 (d) herein within 14 days thereafter.
- (b) if a hearing is to be conducted, the Suspended Individual shall be provided with the date, the time and with the general particulars of any breach of the Rules of Conduct and with copies of any report or complaint made against them 14 days prior to the hearing.
- (c) the Suspended Individual shall be entitled to an alternate date and time if for good reasons the original date is unacceptable.
- (d) the Suspended Individual shall also be informed that they can dispense with a hearing and may provide written answer to the complaint or report as in 29.1.6 (a) herein. The Suspended Individual shall be further informed that if they do not choose a determination by way of hearing, any appeal of the decision of the Discipline Committee shall be unavailable to the Suspended Individual.

22.1.5 Hearing

- a) the Discipline Committee shall provide any complainant or Designated Individual an opportunity to provide testimony before it.
- (b) it is strongly recommend that the Suspended Individual attend the hearing in person.
- (c) the Suspended Individual or their representatives shall be allowed to question any other person providing testimony with regard to the alleged breach of the Code of Conduct.
- (d) the Suspended Individual or their representatives shall be given an opportunity to present their case and may provide any evidence as to why they should not be disqualified from participating in events.
- (e) any written statements are to be received by the Discipline Committee 3 days prior to the Hearing. The chair of the Discipline Committee may at his/her discretion accept written submissions after the 3 days.
- (f) subject to discretion of the Discipline Committee, any other person may provide testimony.
- (g) the Discipline Committee has full discretion in the conduct of its proceedings except as heretofore set out and, without limiting the generality of the foregoing may consider any testimony or evidence and hear persons in any order or any number of times during the course of the hearing or cut off further testimony when a point has been sufficiently made or where testimony becomes vulgar, inflammatory, or irrelevant, or adjourn any hearing to a different date.

22.1.6 Without Hearing

- (a) the Suspended Individual may notify the Board of Squash Manitoba that they do not wish to have a hearing and may, if they wish, submit any argument in writing for the consideration of the Discipline Committee. The Discipline Committee may consider all evidence before it and may make any decision that it could make if a hearing were called.
- (b) if the Suspended Individual fails to respond to any notice of the Board of Squash Manitoba or Discipline Committee or fails to appear at the hearing without a "Bona Fide" excuse, the suspended individual shall be deemed to have chosen determination in conformity with 22.1.6 (a) herein.

22.1.7 Penalties

- (a) the Discipline Committee has full discretion to assess any of the following penalties in the case of any player if it is a first substantiated complaint or report:
 - (i) warn Suspended Individuals that they have been cited under the Code of Conduct and that a further violation will result in disciplinary action;
 - (ii) withdraw all Squash Manitoba funding for provincial, national or international events;
 - (iii) levy a financial penalty, the amount to be determined by the Discipline Committee; said penalty to be paid to Squash Manitoba before the Suspended Individual may continue competition;
 - (iv) disqualify the Suspended Individual from representing Squash Manitoba;
 - (v) require the Suspended Individual to complete an approved community service program which may include but not be limited to Junior Squash;

- (vi) disqualify the Suspended Individual for up to two years with a means to reduce the length of suspension through a community service program;
 - (vii) disqualify the Suspended Individual from all further participation in events for a maximum period of life.
- (b) the Discipline Committee has full discretion to disqualify Suspended Individuals for any period up to five years on any substantiated complaint or report after the first complaint or report where a penalty was imposed.
 - (c) the Discipline Committee has full discretion to disqualify Suspended Individuals for any period up to life on a third or subsequent substantiated complaint or report after the second complaint or report where a penalty was imposed.

22.1.8 Decision

- (a) the Discipline Committee shall inform the Suspended/Disqualified Individual and, if applicable, the Designated Individual or any complainant of its decision at the close of the hearing or within 14 days after the hearing.
- (b) the Discipline Committee shall provide brief written reasons of its decision if requested by the Suspended/Disqualified Individual within 14 days of the date of the decision.
- (c) the Board of Squash Manitoba may notify any other clubs, members associations or publications of the Suspended/Disqualified Individual after the period for appeal, if applicable, has expired.

23. APPEALS

- 23.1** Any member of Squash Manitoba who is affected by a decision of the Board of Directors, of any committee or of any body or individual who has been delegated authority to make decisions on behalf of the Board shall have the right to appeal that decision.
- 23.2** This policy shall not apply to matters relating to the Rules of Squash, which may not be appealed.
- 23.3** When dealing with minors, the coach/parent legal guardian has the right to appeal on behalf of the minor player
- 23.4** Members who wish to appeal a decision shall have 10 days from the date on which they received written notice of the decision, to provide written documentation requiring a signature (registered mail or courier) of their intention to appeal, along with detailed reason for the appeal, to the Squash Manitoba Office accompanied by a cheque in the amount of \$500 made payable to Squash Manitoba. This money will only be refunded if the appellant is successful in its final hearing.
- 23.5** Any party wishing to initiate an appeal beyond the ten (10) day period must provide written request stating reasons for an exemption to this requirement. The decision to allow, or not allow an appeal outside the ten (10) day period shall be the sole discretion of the President or his/her designate.
- 23.6** An appeal may only be heard if there are sufficient grounds for the appeal. Sufficient grounds include the respondent:
 - a) making a decision for which it did not have the authority or jurisdiction as set out in the governing

- documents;
- b) Failing to follow procedures as laid out in the by-laws or approved policies of the Association;
 - c) making a decision which was influenced by bias (bias is defined as lack of neutrality on the issue to be decided)
 - d) failing to consider relevant information or taking into account irrelevant information in making the decision;
 - e) making a decision which was unreasonable, having regard to the terms of reference or criteria.
- 23.7** Within 7 days of receiving written notice of an appeal the President (or designate) shall appoint three persons to constitute an Appeal Committee, plus the Executive Director (ex officio) in accordance with the following:
- a) The Appeal Committee shall be comprised of members in good standing of the Association who shall have no significant relationship with the appellant, shall have had no involvement with the decision being appealed, and shall be free from actual or perceived bias or conflict.
 - b) Except for juniors, at least one of the Appeal Committee members shall be from among the appellants peers (for example, if the appellant is an athlete one Appeal Committee member shall be an athlete; if the appellant is a coach one Appeal Committee member shall be a coach, etc.)
 - c) In appointing the Appeal Committee, consideration shall be given to the geographic location of the appellant, respondent and Appeal Committee members, in order to minimize the inconvenience and expense to all parties.
- 23.8** Within 7 days of its appointment the Appeal Committee shall review the notice of appeal and reasons for the appeal and shall decide whether or not there are sufficient grounds for an appeal. This decision is discretionary and may not be appealed.
- 23.9** If the Appeal Committee is satisfied that there are not sufficient grounds for an appeal, it shall notify the appellant of this decision in writing, stating reasons. If the Appeal Committee is satisfied that there are sufficient grounds for an appeal, it shall conduct a Hearing.
- 23.10** If the Appeal Committee conducts a Hearing, it shall govern the Hearing by such procedures as it deems appropriate in the circumstances, provided that:
- a) The Hearing shall be held within 21 days of the Appeal Committee's appointment;
 - b) The appellant and respondent shall be given 10 days written notice of the day, time and place of Hearing;
 - c) Appeal Committee members shall select from themselves a Chairperson;
 - d) A quorum shall be all three Appeal Committee voting members;
 - e) Decisions shall be majority vote;
 - f) Copies of any written documents which either the appellant or respondent wish to have the Appeal Committee consider shall be provided to all parties at least 2 days in advance of the Hearing;
 - g) Both the appellant and respondent may be accompanied by a representative or adviser;
 - h) The Appeal Committee may request that any other individual participate and give evidence at the Hearing.
- 23.11** In order to keep costs to a reasonable level the Appeal Committee may conduct the Hearing by means of a conference call or video conference.

23.12 Within 3 days of concluding the Hearing, the Appeal Committee shall issue its written decision, with reasons.

The Appeal Committee may decide:

- a) To void, vary or confirm the decision being appealed;
- b) To make any decision it feels the respondent should have made;
- c) To refer the matter back to the respondent for a new decision, correcting any errors that were made; and/or
- d) if the appellant is successful the \$500 bond will be returned
- e) If the appellant is unsuccessful the \$500.00 bond will be forfeited to Squash Manitoba.
- f) if the appellant is unsuccessful, the appellant will also be responsible for 1/3 of the costs incurred by Squash Manitoba, minus the \$500.

A copy of this decision shall be provided to the appellant, the respondent and the President (or designate) of the Association.

23.13 If the circumstances of the dispute are such that this policy will not allow a timely appeal, the President (or designate) may direct that these timelines be shortened. Should this be the case, the appellant, respondent and members of the Appeal Committee will make every reasonable effort to comply with the revised timelines in order to conclude the appeal in a timely manner.

23.14 If the circumstances of the dispute are such that an appeal cannot be concluded within the timelines of this policy, the President (or designate) may extend the timelines.

23.15 The appellant shall have the right to decline a Hearing in favour of a documentary review. Should this be the case, the Appeal Committee shall request both appellant and respondent to provide written submissions, upon which the Appeal Committee shall make its decision. The Appeal Committee may direct such timelines as it deems appropriate in the circumstances in order to conclude the appeal in a timely manner.

23.16 The decision of the Appeal Committee shall be final and binding, and not open to any further appeal.

24.

HARASSMENT POLICY

For convenience, this policy uses the term "complainant" to refer to the person who experiences harassment, even though not all persons who experience harassment will make a formal complaint. The term "respondent" refers to the person against whom a complaint is made.

24.1 Policy Statement

- (a) Squash Manitoba is committed to providing a sport and work environment which promotes equal opportunities and prohibits discriminatory practices.
- (b) Harassment is a form of discrimination. Harassment is prohibited by human rights legislation in each province of Canada.
- (c) Harassment is offensive, degrading and threatening. In its most extreme forms, harassment can be an offense under Canada's Criminal Code.

24.2 Application

- (a) This policy applies to all Squash Manitoba employees as well as to all Squash Manitoba directors, volunteers, coaches, athletes, officials and members of Squash Manitoba. It applies to harassment which may occur during the course of all Squash Manitoba business, activities and events.
- (b) Harassment arising within the business, activities and events of clubs and provincial associations of Squash Manitoba shall be dealt with using the policies and mechanisms of such organizations.

24.3 Definitions

- (a) *Harassment* can generally be defined as comment or conduct, directed toward an individual or group of individuals, which is insulting, intimidating, humiliating, malicious, degrading or offensive.
- (b) For the purposes of this policy, *sexual harassment* is defined as unwelcome sexual advances, requests for sexual favours or other verbal or physical conduct of a sexual nature when:
 - (i) submitting to or rejecting this conduct is used as the basis for making decisions which affect the individual; or
 - (ii) such conduct has the purpose or effect of interfering with an individual's performance; or
 - (iii) such conduct creates an intimidating, hostile or offensive environment.
- (c) Types of behaviour which constitute harassment include, but are not limited to:
 - (i) written or verbal abuse or threats
 - (ii) the display of visual material which is offensive or which one ought to know is offensive
 - (iii) unwelcome remarks, jokes, comments, innuendo or taunting about a person's looks, body, attire, age, race, religion, sex or sexual orientation
 - (iv) leering or other suggestive or obscene gestures

- (v) condescending, paternalistic or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions
- (vi) practical jokes which cause awkwardness or embarrassment, endanger a person's safety or negatively affect performance
- (vii) unwanted physical contact including touching, petting, pinching or kissing
- (viii) unwelcome sexual flirtations, advances, requests or invitations
- (ix) physical or sexual assault

24.4 Confidentiality

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

24.5 Complaint Procedure

- (a) A person who experiences harassment is encouraged to make it known to the harasser that the behavior is unwelcome, offensive and contrary to this policy.
- (b) If confronting the harasser is not possible, or if after confronting the harasser the harassment continues, the complainant should request a meeting with an official of Squash Manitoba (for the purposes of this policy, an "official" is any member of the Squash Manitoba Executive, or the Executive Director).
- (c) Once contacted by a complainant, the role of the official is to serve in a neutral, unbiased capacity in receiving the complaint and assisting in its informal resolution. If the official considers that they are unable to act in this capacity, the complainant shall be referred to the designated Squash Manitoba official.
- (d) There are three possible outcomes to this meeting of complainant and official:
 - (i) *It may be determined that the conduct does not constitute harassment as defined in this policy, in which case the matter will be closed;*
 - (ii) *The complainant may decide to pursue an informal resolution of the complaint, in which case the official will assist the two parties to negotiate an acceptable resolution of the complaint; or,*
 - (iii) *The complainant may decide to lay a formal written complaint submitted to Squash Manitoba's Executive Director, in which case the official shall advise the President of Squash Manitoba, who shall appoint an independent individual (known as the Investigator) to conduct an investigation of the complaint.*
- (e) Ideally, the Investigator should be a person experienced in harassment matters and investigation techniques. S/he shall carry out the investigation in a timely manner and at the conclusion of the investigation shall submit a written report to the President.
- (f) Within 7 days of receiving the written report of the Investigator, the matter will be forwarded to the Discipline Committee.
- (g) At the discretion of the Board, the investigation may be waived and the Discipline Committee will be convened within 7 days of receipt of a formal complaint.

24.6 Hearing

- (a) The Discipline Committee shall hold a hearing as soon as possible, but not more than 14 days after the incident report is first received by the Executive Director.
- (b) The Discipline Committee shall govern the hearing as it sees fit, provided that:
 - (i) members of the Discipline Committee shall select from among themselves a Chairperson;
 - (ii) a quorum shall be all 3 Discipline Committee members;
 - (iii) decisions shall be by majority vote; the Chair carries a vote;
 - (iv) the Parties may be accompanied by a representative;
 - (v) the hearing shall be held in private;
 - (vi) the Respondent shall be given 5 days written notice (by courier or fax) of the day, time and place of the hearing;
 - (vii) the Respondent shall receive a copy of the formal complaint;
 - (viii) the Complainant and Respondent shall each receive a copy of the Investigator's report;
 - (ix) Both Parties shall be present at the Hearing to respond to the Investigator's report, give evidence and to answer questions of the Discipline Committee;
 - (x) the Investigator may attend the Hearing at the request of the Discipline Committee;
 - (xi) the Discipline Committee may request that witnesses to the incident be present or submit written evidence; and,
 - (xii) once appointed, the Discipline Committee shall have the authority to abridge or extend timelines associated with all aspects of the Hearing.
- (c) In order to keep costs to a reasonable level, the Discipline Committee may conduct the Hearing by means of a conference call or video conference.
- (d) Unless the Discipline Committee decides otherwise, any disciplinary sanctions applied shall take effect immediately.
- (e) As soon as possible but in any event within 7 days of the hearing, the Discipline Committee shall present its Decision to the President, with a copy provided to both the Complainant and Respondent. The Decision shall contain:
 - (i) a summary of the relevant facts;
 - (ii) a determination as to whether the acts complained of constitute harassment as defined in this policy;
 - (iii) recommended disciplinary action against the respondent, if the acts constitute harassment; and,
 - (iv) recommended measures to remedy or mitigate the harm or loss suffered by the Complainant, if the acts constitute harassment.
- (f) If the Discipline Committee determines that the allegations of harassment are false, vexatious, retaliatory or frivolous, their report may recommend disciplinary action against the Complainant.

24.7 Discipline

- (a) When recommending appropriate disciplinary action, the Discipline Committee shall consider factors such as:
 - (i) the nature and severity of the harassment
 - (ii) whether the harassment involved any physical contact
 - (iii) whether the harassment was an isolated incident or part of an ongoing pattern
 - (iv) the nature of the relationship between the Complainant and harasser
 - (v) the age of the complainant
 - (vi) whether the harasser had been involved in previous harassment incidents
 - (vii) whether the harasser admitted responsibility and expressed a willingness to change
 - (viii) whether the harasser retaliated against the Complainant

- (b) In recommending disciplinary sanctions, the Discipline Committee may consider the following options, singly or in combination, depending on the nature and severity of the harassment:
 - (i) verbal apology
 - (ii) written apology
 - (iii) letter of reprimand from the organization
 - (iv) a fine or levy
 - (v) referral to counseling
 - (vi) removal of certain privileges of membership or employment
 - (vii) demotion or a pay cut
 - (viii) temporary suspension with or without pay
 - (ix) termination of employment or contract
 - (x) expulsion from membership
 - (xi) publication of the decision

- (c) Both the complainant and respondent shall have the right to appeal the decision and recommendations of the Discipline Committee, in accordance with Squash Manitoba's Appeal Policy (Section 23).

25. DISPUTE RESOLUTION POLICY

25.1 Preamble

Squash Manitoba supports the principles of Alternative Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, mediation and arbitration as effective ways to resolve disputes with and among members, and to avoid the uncertainty, costs and other negative effects associated with litigation.

25.2 Scope

This policy applies to disputes with and among members, where the term "Member" refers to all categories of members within Squash Manitoba, as well as to all individuals engaged in activities with or employed by Squash Manitoba, including but not limited to: athletes, coaches, officials, volunteers, directors, officers, team managers, team captains, medical and paramedical personnel, administrators and employees (including contract personnel).

This policy does not apply to disputes relating to

1. Matters of employment;
2. Infractions for doping offences, which are dealt with pursuant to the *Canadian Policy on Doping in Sport* and the *Canadian Doping Control Regulations*;
3. The rules of Squash, which may not be appealed; and
4. Discipline matters arising during events organized by entities other than Squash Manitoba, which are dealt with pursuant to the policies of these other entities.

25.3 Negotiation

Squash Manitoba encourages all Members to communicate openly and to collaborate in using problem-solving and negotiation techniques to resolve their differences. In almost all cases a negotiated settlement is preferable to any outcome achieved through other dispute resolution techniques, and negotiated resolutions to disputes with and among Members are strongly encouraged.

25.4 Facilitation and Mediation

- a) Opportunities for facilitation and mediation may be pursued at any point in a dispute within Squash Manitoba where it is appropriate and where the disputing parties agree that such a course of action would be mutually beneficial.
- b) Where mediation is pursued, it will be done so in accordance with standard mediation practice using trained mediators who are acceptable to the parties.

25.5 Appeals

Appeals within Squash Manitoba will be dealt with under the Squash Manitoba Appeal Process.

25.6 Arbitration

- a) In the event that a dispute persists after internal avenues of decision-making, negotiation, facilitation, mediation and/or appeals have been exhausted, opportunities for independent arbitration may be pursued by the parties.
- b) Where such independent arbitration is pursued, it will be done so in accordance with standard arbitration practice using trained arbitrators who are acceptable to the parties

- c) The parties involved in a dispute may also mutually agree to bypass internal avenues of dispute resolution and may directly pursue opportunities for independent arbitration.
- d) Where a dispute is referred to arbitration, all parties to the original dispute will become parties to the arbitration.
- e) The parties to arbitration will enter into a written Arbitration Agreement that will specify that the decision of the arbitrator will be final and binding upon the parties and not subject to any further review by any court or any other body.

25.7 No Legal Action

- a) No action, application for judicial review or other legal proceeding will be commenced against Squash Manitoba respecting a dispute, unless the remedies afforded by this policy have been exhausted.

26. PRIVACY POLICY

Purpose of this Policy

Privacy of personal information is governed by the *Personal Information Protection and Electronics Documents Act* ("PIPEDA"). This policy describes the way that Squash Manitoba collects, uses, retains, safeguards, discloses and disposes of personal information, and states Squash Manitoba's commitment to collecting, using and disclosing personal information responsibly. This policy is based on the standards required by PIPEDA, and Squash Manitoba's interpretation of these responsibilities.

Background

Squash Manitoba is the governing body for the sport of Squash in Manitoba and provides services to members and the public

Personal Information

Personal information is information about an identifiable individual. Personal information includes information that relates to their personal characteristics (e.g., gender, age, income, home address or phone number, ethnic background, family status), their health (e.g., health history, health conditions, health services received by them) or their activities and views (e.g., religion, politics, opinions expressed by an individual, an opinion or evaluation of an individual). Personal information, however, does not include business information (e.g., an individual's business address and telephone number), which is not protected by privacy legislation.

Accountability

The Executive Director is the Privacy Officer and is responsible for the monitoring information collection and data security, and 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 the Squash Manitoba Provincial Office.

Purpose

Personal information will only be collected by Squash Manitoba to meet and maintain the highest standard of organizing and programming the sport of Squash. Squash Manitoba collects personal information from prospective members, members, coaches, referees, participants, managers and volunteers for purposes that include, but are not limited to, the following:

1. Name, address, phone number, cell phone number, fax number and e-mail address for the purpose of communicating about Squash Manitoba's programs, events and activities.
2. CCP number, education, resumes and experience for database entry at the Coaching Association of Canada to determine level of certification and coaching qualifications.
3. Credit card information for registration at conferences, travel administration, and purchasing equipment, coaching manuals and other products and resources.

4. Date of birth, athlete biography, and member club to determine eligibility, age group and appropriate level of play.
5. Banking information, social insurance number, criminal records check, resume, and beneficiaries for Squash Manitoba payroll, company insurance and health plan.
6. Criminal records check and related personal reference information for the purpose of implementing Squash Manitoba volunteer screening program.
7. Personal health information including provincial health card numbers, allergies, emergency contact and past medical history for use in the case of medical emergency.
8. Athlete information including height, weight, uniform size, shoe size, feedback from coaches and trainers, performance results for athlete registration forms, outfitting uniforms, media relations, and various components of athlete and team selection.
9. Athlete whereabouts information including sport/discipline, training times and venues, training camp dates and locations, travel plans, competition schedule, and disability, if applicable, for Canadian Centre for Ethics in Sport inquiries for the purposes of out-of-competition drug testing.
10. Body weight, mass and body fat index to monitor physical response to training and to maintain an appropriate weight for competition.
11. Marketing information including attitudinal and demographic data on individual members to determine membership demographic structure, and program wants and needs.
12. Passport numbers and Aeroplan/frequent flyer numbers for the purposes of arranging travel.
13. Name, address, phone number, cell phone number, fax number and e-mail address for the purpose of providing insurance coverage, managing insurance claims and conducting insurance investigations.
14. If a purpose has not been identified herein, Squash Manitoba will seek consent from individuals when personal information is used for a purpose not already consented to. This consent will be documented as to when and how it was received.

Consent

Consent is required to be obtained by lawful means from individuals at the time of collection, prior to the use or disclosure of the personal information. If the consent to the collection, use or disclosure was not obtained upon receipt of the information, consent will be obtained prior to the use or disclosure of that information. Squash Manitoba may collect personal information without consent where reasonable to do so and where permitted by law.

By providing personal information to Squash Manitoba, individuals are consenting to the use of the information for the purposes identified in this policy.

Squash Manitoba will not, as a condition of a product or service, require an individual to consent to the collection, use or disclosure of information beyond that required to fulfill the specified purpose.

An individual may withdraw consent to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions, provided the individual gives one week's notice of such withdrawal to Squash Manitoba. The Privacy Officer will advise the individual of the implications of such withdrawal.

Limiting Collection

All personal information will be collected fairly, by lawful means and for the purposes as specified in this policy. Squash Manitoba will not use any form of deception to obtain personal information.

Limiting Use, Disclosure and Retention

Personal information will not be used or disclosed by Squash Manitoba for purposes other than those for which it was collected as described herein, except with the consent of the individual or as required by law.

Personal information will be retained for certain periods of time in accordance with the following:

Registration data and athlete information will be retained for a period of three years after an individual has left a program of Squash Manitoba, in the event that the individual chooses to return to the program;
Parental/family information will be retained for a period of three years after an individual has left a program of Squash Manitoba, in the event that the individual chooses to return to the program;

Information collected by coaches will be retained for a period of three years after an individual has left a program of Squash Manitoba, in the event that the individual chooses to return to the program.

Employee information will be retained for a period of seven years in accordance with Canada Customs and Revenue Agency requirements.

Personal health information will be immediately destroyed when an individual chooses to leave a program of Squash Manitoba.

Marketing information will be immediately destroyed upon compilation and analysis of collected information.

As otherwise may be stipulated in federal or provincial legislation.

Personal information that is used to make a decision about an individual will be maintained for a minimum of one year of time to allow the individual access to the information after the decision has been made.

Squash Manitoba may disclose personal information to a government authority that has asserted its lawful authority to obtain the information or where Squash Manitoba has reasonable grounds to believe the information could be useful in the investigation of an unlawful activity, or to comply with a subpoena or warrant or an order made by the court or otherwise as permitted by applicable law.

Documents will be destroyed by way of shredding and electronic files will be deleted in their entirety. When hardware is discarded, Squash Manitoba will ensure that the hard drive is physically destroyed.

Accuracy

Squash Manitoba will use accurate and up-to-date information as is necessary for the purposes for which it is to be used, to minimize the possibility that inappropriate information may be used to make a decision about an individual.

Safeguards

Personal information is protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.

Methods of protection and safeguards include, but are not limited to, locked filing cabinets, restricted access to offices, security clearances, need-to-know access and technological measures including the use of passwords, encryption and firewalls.

The following steps will be taken to ensure security:

Paper information is either under supervision or secured in a locked or restricted area.

Electronic hardware is either under supervision or secured in a locked or restricted area at all times. In addition, passwords are used on computers.

Paper information is transmitted through sealed, addressed envelopes or in boxes by reputable courier/delivery companies.

Electronic information is transmitted either through a direct line or is encrypted.

Staff are trained to collect, use and disclose personal information only as necessary to fulfill their duties and in accordance with this policy.

External consultants and agencies with access to personal information will provide Squash Manitoba with appropriate privacy assurances.

Openness

Squash Manitoba will publicize information about its policies and practices relating to the management of personal information. This information is available through this policy, on Squash Manitoba web site or upon request by contacting the Privacy Officer.

The information available to the public includes:

- b) The name or title, address and telephone number of Privacy Officer.
- c) The forms that may be used to access personal information or change information.
- d) A description of the type of personal information held by Squash Manitoba, including a general statement of its approved uses.

Individual Access

Upon written request, and with assistance from Squash Manitoba an individual may be informed of the existence, use and disclosure of his or her personal information and will be given access to that information. As well, 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.

Requested information will be disclosed to the individual within 30 days of receipt of the written request at no cost to the individual, or at nominal cost relating to photocopying expenses, unless there are reasonable grounds to extend the time limit.

If personal information is inaccurate or incomplete, it will be amended as required.

An individual may be denied access to his or her personal information if:

- This information is prohibitively costly to provide;
- The information contains references to other individuals;
- The information cannot be disclosed for legal, security or commercial proprietary purposes;
- The information is subject to solicitor-client or litigation privilege.

Upon refusal, Squash Manitoba will inform the individual the reasons for the refusal and the associated provisions of PIPEDA.

Challenging Compliance

An individual may challenge Squash Manitoba compliance with this policy and PIPEDA, by submitting a challenge in writing.

- Upon receipt of a written complaint, Squash Manitoba will:
- Record the date the complaint is received;
- Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
- Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within three days of receipt of the complaint;
- Appoint an investigator using Squash Manitoba personnel or an independent investigator, who will have the skills necessary to conduct a fair and impartial investigation, and who will have unfettered access to all files and personnel, within ten days of receipt of the complaint.

Upon completion of the investigation and within 25 days of receipt of the complaint, the investigator will submit a written report to Squash Manitoba, notify the complainant of the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures, within 30 days of receipt of the complaint.

An individual may appeal a decision made by Squash Manitoba under this Policy, in accordance with Squash Manitoba's policies for appeals.

27. RESPECT IN SPORT POLICY (adopted November 22, 2011)

Purpose of the Policy:

1. Squash Manitoba is committed to creating a sport environment in which all individuals are treated with respect and dignity. Coaches have a responsibility to create a sporting environment that is free of harassment and abuse.
2. Squash Manitoba requires that all coaches participating in Squash have completed the online Respect in Sport Course as required by Sport Manitoba.

Scope and Application:

1. This policy applies to all coaches registered with, named on an official sport roster, or under the jurisdiction of Squash Manitoba.
2. Any coach not having completed the program or maintained certified status in the timeframe established by and acceptable to Squash Manitoba may be removed as a coach until such time that the course is completed.
3. The Board of Directors of Squash Manitoba is responsible for setting out the communication and timing of course completion and recertification.

Enforcement:

Non-compliance of this policy may result in further discipline as determined by the Board of Directors or in accordance with Squash Manitoba policy.

Review and Approval:

This policy was approved by the Board of Directors on November 22, 2011 and will be reviewed by the Board of Directors on an annual basis.