



SQUASH MANITOBA POLICY AND PROCEDURES MANUAL

May 14, 2025

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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.

Mission Statement

Squash Manitoba supports the growth and development of a vibrant and diversified squash community through advocacy, clear communication, collaboration and innovative programming.

Vision Statement

A vibrant squash community throughout Manitoba that is accessible, encourages participation and pursues excellence.

Core Values

The values to which Squash Manitoba adheres:

- Personal and physical well-being
- Safe, fair & respectful
- Inclusivity
- Transparency

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.

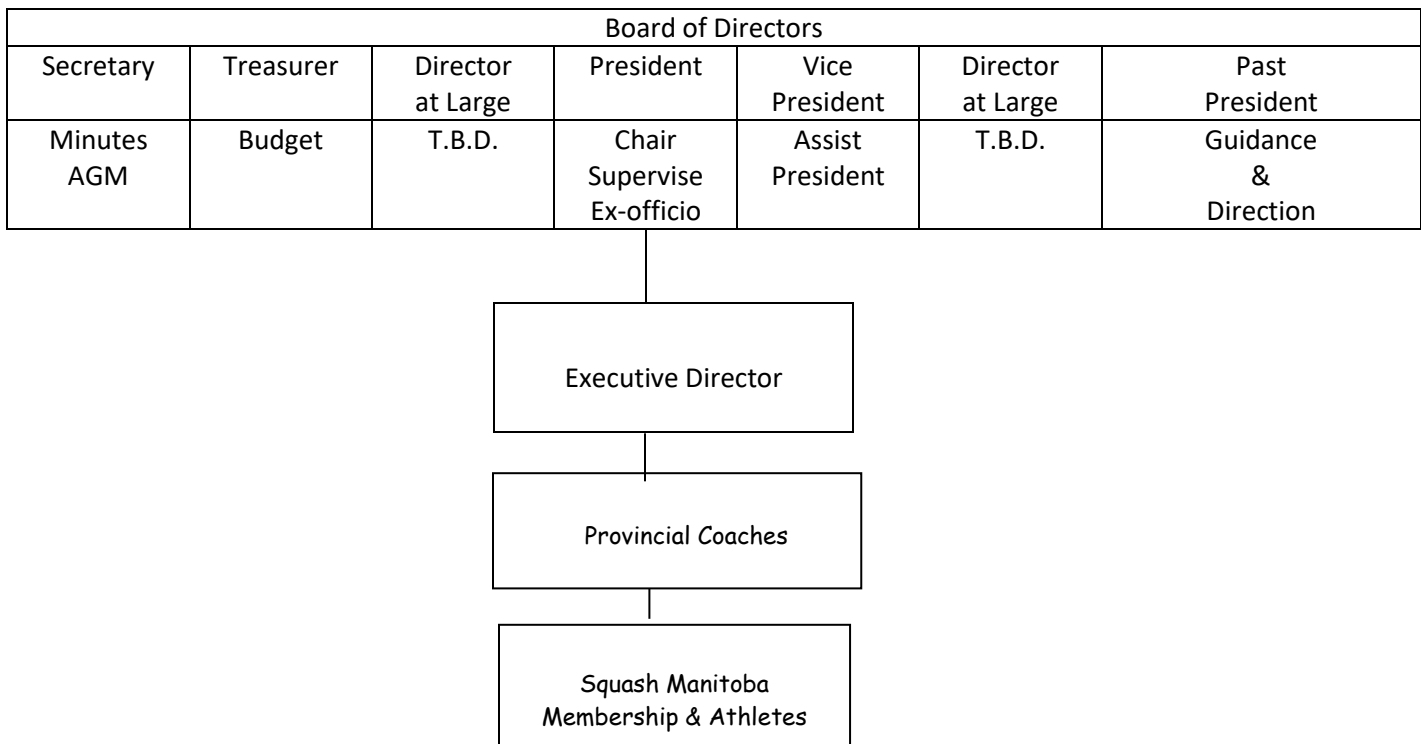
MEMBERSHIP IN SQUASH CANADA

- 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.



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 website when requested by the website 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.

Financial Policy

“Organization” – refers to: Squash Manitoba

Definitions

1. The following terms have these meanings in this policy:
 “Representative” – Individuals employed by, or engaged in activities on behalf of, the Organization including: coaches, officials, staff members, contract personnel, volunteers, managers, administrators, committee members and directors and officers of the Organization.

Purpose

2. The Organization will function as a not-for-profit organization and all fundraising, fees, sponsorship and grants will be used for the ongoing development of the sport.
3. The purpose of this policy is to guide the financial management practices of the Organization.

Budget and Reports

4. The Organization’s board will develop and approve an annual budget which will contain the Organization’s total anticipated expenditures and revenues.
5. The treasurer (or designate) will, at each meeting of the board or at minimum quarterly, present an interim comparative financial statement (which includes actual for revenues and expenditures compared to budget) and a balance sheet to the board for approval.
6. The treasurer (or designate) will, at the annual meeting, present financial statements as required by applicable legislation and any other report as determined by the board.
7. The financial statements of the Organization will be audited by an auditor appointed by the board, if required by the Manitoba Corporations Act.
8. The Organization will file a T2 corporation income tax return each fiscal year.

Fiscal Year

9. The Organization’s fiscal year will be as described in the bylaws.

Banking – Revenue

10. Registration fees shall be reviewed annually by the treasurer who will make recommendations to the board; which shall approve fees for each year well in advance of the start of the registration year.
11. All money received by the Organization will be placed into a general fund and will be used for all necessary and permitted purposes for the operation of the Organization, as determined by the Organization’s board.
12. All money received by the Organization will be deposited, in the name of the Organization, with a reputable financial institution.

Bank Reconciliation

13. The bank statements will be reconciled to the general ledger on a monthly basis. On a quarterly basis, the treasurer or other members of the finance committee will review and initial a copy of the bank reconciliation to indicate their review and approval.

Signing Officers

14. All contracts, documents or any other instruments in writing requiring the signature of the Organization shall be signed by at least two of the following:
 - a) President
 - b) Treasurer
 - c) A Director appointed by the board as a signing authority
 - d) A Staff member appointed by the board as a signing authority

15. Any contracts, documents or any other instruments in writing which have been approved in the Organization's budget that are under \$5,000.00 are not subject to this section and may be executed by the treasurer or any individual delegated such signing authority by the board.

16. All cheques require signatures from two (2) of the following:
 - a) Treasurer/ Director/Executive Director/President

Electronic Banking

17. Internet banking has become a very common banking practice that provides several distinct advantage. The Organization will ensure internal controls related to online banking are in place to ensure all internet banking transactions are consistent and comply with the Organization's financial procedures (such as the type of allowable uses for online banking transaction, number of signers). No one person should handle all of the transaction; the proper segregation of duties at all times must be followed. Authorized users need to consider the safe, secure and confidential storage of information and data, including the storage of PIN's and security tokens where applicable. Proper retention of all supporting materials and print out transaction receipts must be retained.
Online payments by Executive Director must be followed by authorization from signing officer

Expenses

18. Requests for purchases require the following:
 - a) All purchases must be approved by the treasurer (or designate)
 - b) Purchases over \$5,000.00 also require approval of the Organization's board

19. All expenses will be supported with receipts and must be detailed to budget items, projects or functions by the Organization's treasurer.

20. Approved expenses are to be claimed and reported no later than thirty (30) days following the date of the expense. Expenses submitted beyond the thirty (30) day reporting requirement will be paid only upon the board's approval.

21. Any expenditure not approved within the annual budget will be approved by the board prior to any such expenditure. Without the board's approval, the expenditure will not be paid by the Organization unless determined otherwise by the board.

Accounts

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

Expense Claims

24. Representatives may submit expense claims to the treasurer (or designate) for personal expenses incurred in performing their duties for the Organization. Generally, only expenses pre-approved by the Organization's treasurer (or designate) will be reimbursed – and only within three (3) months of the incurred expense. Expense claims must include:
- The exact amount of each separate expense
 - The date on which the expense occurred
 - The place and location of the expense
 - The purpose of the expense
 - A receipt for the expense
25. Organization representatives may submit expense claims to the Organization's treasurer (or designate) for travel and/or accommodation expenses for conferences, tournaments, provincial meetings/national meetings or clinics; provided the expected expense reimbursement amount is pre-approved by the Organization's treasurer (or designate).
26. Expenses will be reimbursed in amounts outlined in the following table:

Expense	Rate	Notes
Travel – personal vehicle mileage rate	\$0.40 per kilometer	
Travel – air	Lowest economy	Prior approval required
Breakfast out of province	\$15.00	Receipts not required
Lunch out of province	\$20.00	Receipts not required
Dinner out of province	\$25.00	Receipts not required
Full day out of province	\$60.00	Receipts not required
Accommodation	Double occupancy	All personnel unless specified
Incidental expenses (non personal)	Actual cost	Receipt(s) required

27. The Organization will not reimburse for costs above the specified rates without prior approval of the treasurer. Where costs above the specified rates are approved, receipts must be provided.

Travel and Accommodation Expenses

28. Air travel is to be booked through the Organization whenever possible. Air travel including fares and itineraries is to be approved in advance by the Executive Director. Under no circumstances will fares above the economy fare be reimbursed. Car travel will be reimbursed at the mileage rate specified in this policy and will not exceed cost of available economy airfare. Car rentals will be reimbursed where authorized. Reimbursement will be for compact-mid size cars through an authorized agency at the most economical rate possible. Individuals are expected to travel as foot passengers where possible. Advance booking fees will be reimbursed where required by the nature and purpose of the travel. For car rentals, it is the responsibility of the renter to ensure that adequate collision, comprehensive and third party liability insurance properly covers the vehicle. Whether insurance is purchased through the rental agency, MPI or by way of credit card, the renter must ensure that the type of vehicle rented and/or its intent use does not conflict with the rental company or credit card provided insurance guidelines.
29. Whenever possible, the representatives who are attending the same event should travel together. However, only the driver may submit car related expenses.
30. Accommodation will be reimbursed based on double occupancy. Reimbursements for accommodation will be limited to reasonable amounts in the particular circumstances with consideration given for proximity to business events and for location of events. Hotel receipts will be required for reimbursement as a charge card slip does not provide sufficient information.
31. The Organization will not provide reimbursement for parking tickets, speeding tickets or fines for any other violations.

32. A representative attending an event where meals are not provided may request a per diem allowance before attending the event. Per diem rates are listed in the above table and do not require receipts. Individuals will not be reimbursed where meals are provided as part of an event or where meals are included in the accommodation rate.

Entertainment Expenses

33. Entertainment expenses are reimbursable when the expense is directly related to business. These expenses include the purchase of a meal for a business associate or associates while conducting business. The Executive Director shall pay the bill and submit it on his/her expense report. Original receipts must support all claims and include names of attendees and purpose of the expense. Maximum allowable tip amount shall not exceed 15%.

Other Expenses

34. Organization representatives may be reimbursed for long distance telephone calls provided the expenses were Organization related. Expense claims for telephone expenses must include the name of the person called, his or her connection to the Organization and the purpose of the call. Telephone expenses in excess of \$80.00 will not be reimbursed.
35. Actual and reasonable expenses for items such as parking, telephones and copying may be reimbursed. Receipts must be provided for all such expenses.

Signing Authority – Other Documents

36. In the absence of any resolution to the contrary passed by the board, the deeds, contracts, securities, bonds and other documents require the signature of two (2) signing officers. The board may authorize other persons to sign on behalf of the Organization.
37. Copies of all deeds, contracts, securities, bonds and other documents requiring the signature of the Organization will be made available for review by the board if requested.

NSF Charges

38. The Organization will impose a twenty-five dollar (\$25.00) charge for NSF cheques. The penalty will be waived if the cheque was returned in error from the bank (written confirmation required). Waiver of penalty for reasons other than bank error shall be considered on a case by case basis. An individual who has a repeat occurrence of a returned cheque will not be allowed to pay with a cheque in the future. Accepted methods of payment will be cash, certified cheque or money order.

Replacement Cheques

39. Lost or missing cheques will not be re-issued until after the next applicable month end reconciliation has taken place.
40. Lost or missing cheques that have not been claimed by the Organization's year end will not be re-issued.

Equity/Operating Reserve

41. The target for the minimum operating reserve fund or minimum equity level is 6 months of the Organization's average operating costs. The calculation of average monthly operating costs include all ongoing committed expenses; for example, salaries & benefits, rent, storage, office administration costs like phones, internet and set programming costs. The amount of equity/operating reserve will be reviewed annually after the fiscal budget is approved.

8. EXECUTIVE DIRECTOR

8.1 Role

While reporting directly to the Board of Directors through the President, 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.

8.2 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.

8.3 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.

8.4 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.

8.5 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.

9. COMMUNICATION

9.1 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 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.

10. INJURIES/CONCUSSIONS/LIABILITIES

10.1

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.

10.2

Concussion and Return to Play Policy & Guidelines

These Informational guidelines have been prepared for general informational purposes only. They are not intended to and do not constitute any medical advice and do not contain any medical diagnoses, symptom assessments or medical opinion.

CONTEXT:

Squash Manitoba takes seriously the health and well-being of all participants in squash activities.

Recent research has made it clear that a concussion can have a significant impact on an individual's health and well-being. In fact, research shows that activities that require concentration can actually cause concussion symptoms to reappear or worsen. If a concussion is not identified and properly managed, it can result in permanent brain damage and, in rare occasions, even death.

Research also suggests that an individual who suffers a second concussion before he/she is symptom-free from the first concussion is susceptible to Second Impact Syndrome – a rare condition that causes rapid and severe brain swelling and often catastrophic results.

Awareness of the signs and symptoms of concussion and knowledge of how to properly manage a concussion is critical to recovery and helping to ensure the individual is not returning to physical activities too soon, risking further complications.

A concussion is a clinical diagnosis made by a medical doctor. It is critical that someone with a suspected concussion be examined by a medical doctor or nurse practitioner.

The Manitoba Ministry of Sport, Culture & Heritage are working together to increase awareness on head injury prevention and concussion identification and management. Squash Manitoba, as a Provincial Sport Organization under the umbrella of Sport Manitoba is a partner in promoting awareness of the seriousness of concussion.

DEFINITION:

A concussion:

- is a brain injury that causes changes in how the brain functions, leading to symptoms that can be physical (e.g., headache, dizziness), cognitive (e.g., difficulty concentrating or remembering), emotional/behavioural (e.g., depression, irritability) and/or related to sleep (e.g., drowsiness, difficulty falling asleep);
- may be caused either by a direct blow to the head, face or neck, or a blow to the body that transmits a force to the head that causes the brain to move rapidly within the skull;
- can occur even if there has been no loss of consciousness (in fact most concussions occur without a loss of consciousness); and,
- cannot normally be seen on X-rays, standard CT scans or MRIs.

COMMON SIGNS AND SYMPTOMS OF CONCUSSION:

Following a blow to the head, face or neck, or a blow to the body that transmits a force to the head, a concussion should be suspected in the presence of any one or more of the following signs or symptoms:

Possible Signs Observed A sign is something that will be observed by another person (e.g., parent/guardian, teacher, coach, supervisor, peer).	Possible Symptoms Reported A symptom is something the student will feel/report.
<ul style="list-style-type: none"> - Physical - vomiting - slurred speech - slowed reaction time - poor coordination or balance - blank stare/glassy-eyed/dazed or vacant look - decreased playing ability - loss of consciousness or lack of responsiveness - lying motionless on the ground or slow to get up - amnesia - seizure or convulsion - grabbing or clutching of head 	<ul style="list-style-type: none"> - Physical - headache - pressure in head - neck pain - feeling off/not right - ringing in the ears - seeing double or blurry/loss of vision - seeing stars, flashing lights - pain at physical site of injury - nausea/stomach ache/pain - balance problems or dizziness - fatigue or feeling tired - sensitivity to light or noise
<ul style="list-style-type: none"> - Cognitive - difficulty concentrating - easily distracted - general confusion - cannot remember things that happened before and after the injury - does not know time, date, place, class, type of activity in which he/she was participating - slowed reaction time (e.g., answering questions or following directions) 	<ul style="list-style-type: none"> - Cognitive - difficulty concentrating or remembering - slowed down, fatigue or low energy - dazed or in a fog
<ul style="list-style-type: none"> - Emotional/Behavioural - strange or inappropriate emotions (e.g., laughing, crying, getting angry easily) 	<ul style="list-style-type: none"> - Emotional/Behavioural - irritable, sad, more emotional than usual - nervous, anxious, depressed
<ul style="list-style-type: none"> - Sleep Disturbance - drowsiness - insomnia 	<ul style="list-style-type: none"> - Sleep Disturbance - drowsy - sleeping more/less than usual - difficulty falling asleep

Additional Information:

- Signs/symptoms can appear right after the injury, or may appear within hours or days of the injury.
- The signs/symptoms may be different for everyone.
- An individual may be reluctant to report symptoms because of a fear that they will be removed from the activity, or their status on a team or in a game could be jeopardized.
- It may be difficult for younger children (under the age of 10) and those with special needs or where
- English/French is not their first language to communicate how they are feeling.
- Signs for younger children (under the age of 10) may not be as obvious as in older children/adults.

INITIAL RESPONSE – Removal from Physical Activity:

If an individual believes that, following a blow to the head, face or neck, or a blow to the body that transmits a force to the head, a participant in squash may have suffered a concussion, the individual needs to take immediate action. **(see Appendix A for INITIAL RESPONSE – Removal from Physical Activity Flow Chart)**

For a participant who is:

Unconscious

- Initiate emergency action plan and **call 911**.
- If applicable, contact the child/youth's parent/guardian to inform them of the injury and that their child is being transported to the hospital.
- Stay with the individual until Emergency Medical Services arrives.
- Monitor and document any physical, emotional and/or cognitive changes.

For someone who is Unconscious:

- Assume there is also a possible head and/or neck injury and, **only if trained**, immobilize the individual before ambulance transportation to hospital.
- Do not remove athletic equipment (e.g. helmet) unless there is difficulty breathing.
- If applicable, ensure the child/youth's parent/guardian is aware that he/she must inform the coach, administrator and/or supervisor of the child/youth's condition (i.e., concussed or not concussed) prior to the child/youth returning to physical activity.
- Even if consciousness is regained, he/she needs to be examined by a medical doctor or nurse practitioner. **(see steps below for someone who is conscious)**

Conscious

- Remove the participant from the activity immediately.
- If signs are observed or symptoms are reported, **a concussion should be suspected**.
- If a concussion is not suspected (i.e., signs are not observed and symptoms are not reported), the participant may resume physical activity; however, if applicable, a parent/guardian should be contacted and informed of the incident.*
- If applicable, contact the parent/guardian and inform them of the injury and the need to be examined by a medical doctor or nurse practitioner.
Stay with the injured participant until a parent/guardian or emergency contact arrives.
- Monitor and document any physical, emotional and/or cognitive changes.
-

* Remember: signs and symptoms of concussion may appear within hours or days of the injury.

For a Participant who is Conscious:

- **If in doubt, sit them out.**
- Do not administer medication (unless conditions require it – e.g., insulin for diabetics).
- If applicable, ensure a parent/guardian is aware that he/she must inform the coach, administer and/or supervisor of the participant's condition (i.e., concussed or not concussed) prior to their return to physical activity.

Note – Responsibility of Coach, Administrator and/or Supervisor

If a participant has been identified as having a suspected concussion, it is the responsibility of coach, administrator and/or supervisor of that activity to notify all affected parties including the participant, a parent/guardian (when appropriate) as well as other coaches, administrators and/or supervisors of the suspected concussion. At this point the individual should not participate in any physical activity until he/she has visited a medical doctor or nurse practitioner.

Note – Children/Youth Under the Age of 18

If the participant identified as having a suspected concussion is under the age of 18 and currently attending a publicly funded elementary/high school in Manitoba then that student's parent/guardian should contact their school principal. The school principal will then inform all school staff (e.g., classroom teachers, physical education teachers, intramural supervisor, coaches, volunteers) who work with the child/youth that the child/youth should not participate in any learning or physical activities until the parent/guardian reports back to the school principal.

MEDICAL EXAMINATION:

Following examination by a medical doctor or nurse practitioner and prior to the individual returning to physical activity, the coach, administrator and/or supervisor must be informed of the results.

- If **No Concussion is Diagnosed**: the participant may return to physical activities, or
- If a **Concussion is Diagnosed**: the medically supervised gradual Return to Physical Activity (R2P) plan is put in place (**see Appendix B for Return to Physical Activity Flow Chart**).

Note – Parent/Guardian Responsibilities for Children/Youth Under the Age of 18

If the participant identified as having a concussion is under the age of 18 and currently attending a publicly funded elementary/high school in Manitoba, it is the responsibility of that individual's parent/guardian to notify his/her school principal.

RETURN TO PHYSICAL ACTIVITY (R2P) (following a diagnosed concussion):

A participant with a diagnosed concussion follows a medically supervised and individualized gradual Return to Physical Activity (R2P) plan.

It is critical to recovery that the individualized R2P plan be developed through a collaborative team approach. This team should include:

- the concussed individual
- her/his parents/guardians (if applicable)
- his/her coach, administrator and/supervisor
- school staff, including teachers, coaches etc. (if applicable)
- a medical doctor or nurse practitioner

Ongoing communication and monitoring by all members of the team will be essential to successful recovery.

Note – Children/Youth Under the Age of 18

If the concussed participant is under the age of 18 and currently attending a publicly funded elementary/high school in Manitoba then that student's parent/guardian should contact their child's school principal.

R2P – Step 1

The first step in the medically supervised gradual R2P plan is for the individual to have:

- limit cognitive activities which provoke symptoms (e.g., activities requiring mental concentration such as reading, television, video games, texting) and physical (e.g., activities requiring physical exertion) rest until her/his symptoms begin to show improvement (minimum of 24 hours). This is determined by the medical doctor or nurse practitioner in consultation with the concussed individual and parent/guardian (if applicable).

Additional Information:

- The most important treatment for concussion is rest (i.e., cognitive and physical).
A child/youth does not attend school during **R2P – Step 1**.

Note

In order to proceed to **R2P-Step 2**, the concussed individual or parent/guardian (if applicable) must report back to his/her coach, administrator and/or supervisor that he/she is symptom free.

R2P – Step 2

Activity: Individual light aerobic exercise only (e.g., walking or stationary cycling).

Restrictions: No resistance/weight training. No competition (including practices, scrimmages).

No participation with equipment or with other participants. No drills. No body contact.

Note - In order to proceed to **R2P – Step 3**, the concussed individual or parent/guardian (if applicable) must report back to his/her coach, administrator and/or supervisor that he/she is symptom free.

R2P – Step 3

Activity: Individual sport specific exercise only (e.g. running, skating, shooting).

Restrictions: No resistance/weight training. No competition (including practices, scrimmages). No body contact, no head impact activities (e.g., heading a ball in soccer), or other jarring motions (e.g., high speed stops, hitting a baseball with a bat).

R2P – Step 4

Activity: Activities where there is no body contact (e.g., dance, badminton, volleyball). Light resistance/weight training. Non-contact practice and non-contact sport specific drills (e.g., ball drills, shooting drills).

Restrictions: No activities that involve body contact, head impact (e.g., heading the ball in soccer) or other jarring motions (e.g., high speed stops, hitting a baseball with a bat).

Note

Medical Clearance: In order for a concussed individual to move from R2P Step 4 to R2P Step 5 he/she must provide written documentation from a medical doctor or nurse practitioner to his/her coach, administrator and/or Supervisor. The documentation must indicate that the individual is symptom-free and able to return to full participation in physical activity before he/she can proceed to **R2P – Step 5**.

R2P – Step 5

Activity: Full participation in regular physical activities in non-contact sports. Full training/practices for contact sports.

Restrictions: No competition (e.g., games, meets, events) that involve body contact.

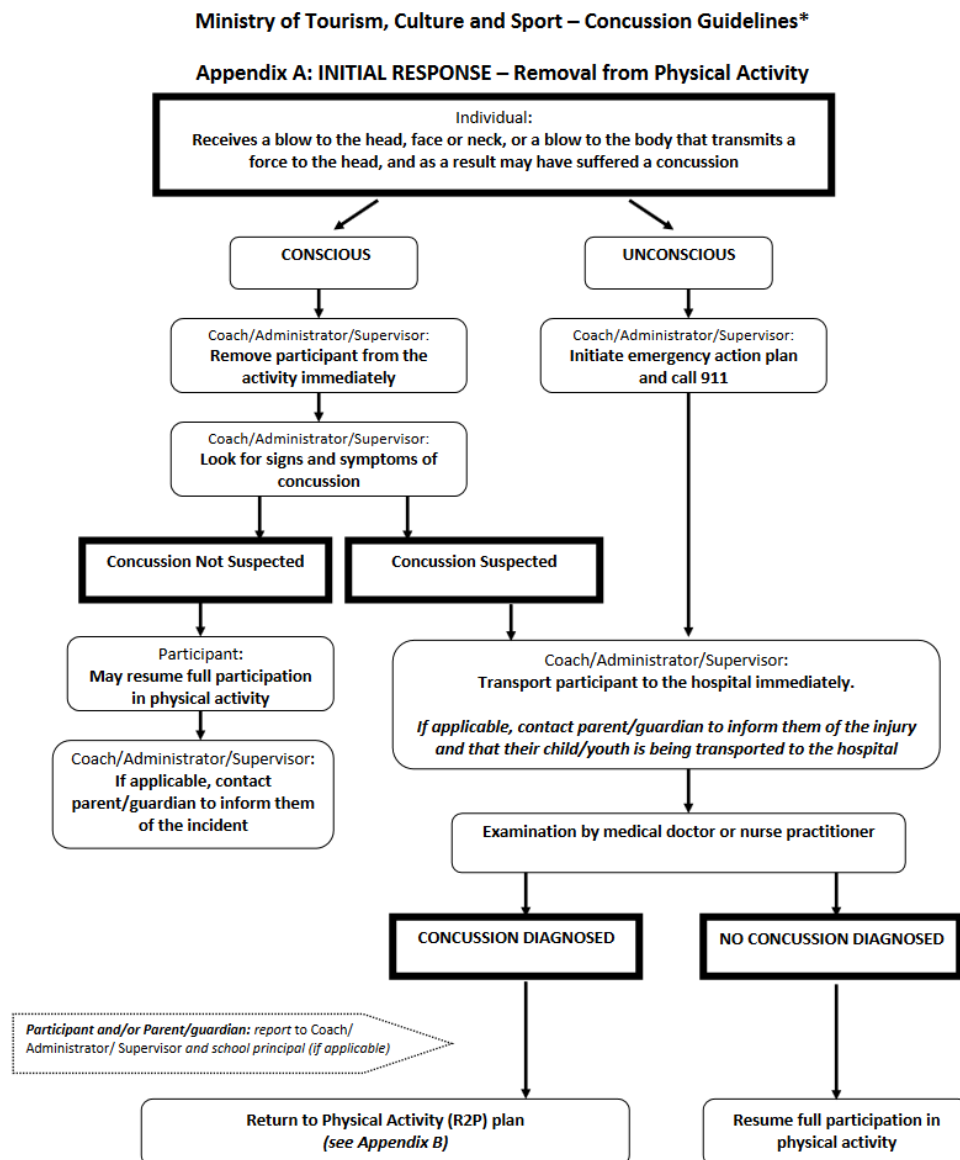
R2P – Step 6 (Contact Sports only)

Activity: Full participation in all physical activities, including contact sports.

Restrictions: None.

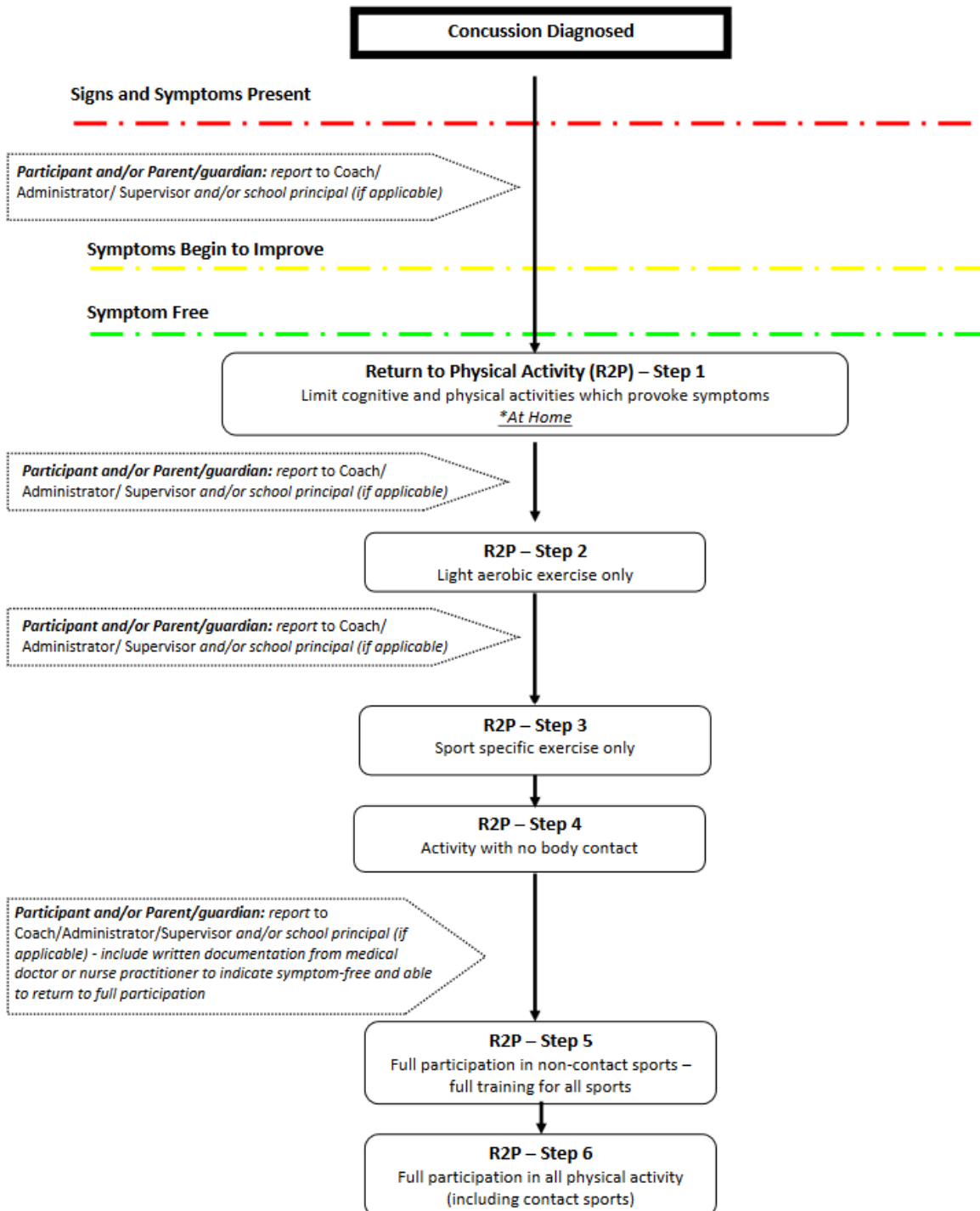
Additional Information:

- Physical activities can cause concussion symptoms to reappear.
- Steps are not days – each step must take a minimum of 24 hours and the length of time needed to complete each step will vary based on the severity of the concussion.
- The concussed individual should be regularly monitored regularly for the return of any signs and/or symptoms of concussion.



Ministry of Tourism, Culture and Sport – Concussion Guidelines*

Appendix B: RETURN TO PHYSICAL ACTIVITY (R2P)



If signs and/or symptoms return, consult with the medical doctor and/or nurse practitioner.

10.3**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.

11.**TRAVEL POLICY****11.1 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

11.2 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 & WSA) travel grant may be available to an athlete making a serious commitment to Professional (PSA/WSA) play who attends more than 3 Out of Province tournaments. Travel receipts must be submitted in order to receive reimbursement.

11.3 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.

12.**COMMITTEES****12.1 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 | 4. Marketing & Communication |
| 2. Grassroots/Development
- Junior Development Coordinator
- School Squash | 5. Constitution/Policy
- Long Range Plan
- Nominating |
| 3. High Performance | 6. Officiating & Coaching |
| 4. Technical Coordinator
Rankings | |

12.2 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: September
 - Committee formed (if necessary): September
 - Program and budget compiled: June
 - Program and budget submitted to the Board: June
 - Program implementation: September-May
 - Program review: December
 - Presentation of year activity and recommendation for following year: September
- (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.

12.3 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 website.

12.4 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 website 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.

12.5 Interclub League

The following policies establish the rules and guidelines governing the conduct of the Squash Manitoba Interclub League hereafter referred to as the “League”. The League operates under the authority of Squash Manitoba, and is managed on its behalf by an appointed representative known as the Interclub League Coordinator. The Interclub League Coordinator is appointed by September 1 of each year.

League Objective

The objective of the League is to promote the game of squash by encouraging friendly competition and social interaction between various Squash Manitoba clubs.

Conduct of the Interclub League

The League is normally conducted between October and April on Wednesday evenings from 7:00 pm to approximately 9:00 pm, followed by a social gathering at a location to be determined by mutual consent among the players present. Teams in the League compete in a multiple round-robin draw. The team winning the most points at the end of the final round robin draw shall normally earn a first-round bye in the Closing Tournament. The closing tournament is a double elimination draw event that includes a consolation round.

Teams/Players/Fees

Composition Teams in the Interclub League shall be comprised of six (6) adult players ranging in skill levels from B to E. Each team is to field 3 players at the B/C level and 3 players at the D/E level for each evening of competition, and all teams shall designate one member as Team Captain. Team rosters are to be submitted to the League coordinator prior to the start of each season, and may include as many spares as deemed necessary.

Eligibility Players listed on each Team roster will be confirmed as current members of Squash Manitoba prior to the start of League matches. Players who are not members will be deemed ineligible. Any points earned by ineligible players will be disallowed and a default “win” given to the opposing team. A “one time” exemption will be applied to new players who do not possess a valid Squash Manitoba membership that join the league after team rosters have been submitted and verified. These players may compete as eligible players for a single evening for the purposes of confirming their interest in continuing with the League. All subsequent matches by this team member must be played with a valid Squash Manitoba membership or they will be deemed ineligible.

Spares Players available to compete in the League but not assigned to any one team shall be placed on a Spares List. All players must compete at the highest level achieved according to current Squash Manitoba rankings. Players who are not ranked by Squash Manitoba shall compete at a level consistent with their general skill level, as agreed to by the captains of both teams involved. All team members (including spares) shall be current paid members of Squash Manitoba or their match results will not be counted. Team Captains are permitted to recruit spares as necessary to produce a full roster for each evening of competition, provided that person is a member of Squash Manitoba and their skill level (if not previously assigned by the Squash Manitoba ranking system) is established by mutual consent of both team captains.

Fees Each Team will be assessed a fee at the start of the season by the Men’s League Coordinator with approval from Squash Manitoba. Team Captains will receive an invoice from Squash Manitoba and will be required to collect and remit this fee in a timely manner, prior to the start of the season. Team fees are used to offset the costs of conducting the Interclub League including social events, tournaments, trophies, and court/equipment costs.

Conduct of Matches

Winners of individual matches shall be determined on the basis of the best 3 of 5 games. All games shall be scored using the approved Squash Manitoba scoring system, which commencing with the 2009-2010 season is the Point-a-Rally System to 11 (PARS 11). Games that reach a 10-all tie shall continue until one player achieves a 2-point clear advantage, at which point they shall be declared the winner, i.e., 18-16.

Scoring Team scoring is based on the total number of games won in any match plus match points. Each game won is worth a single point, and the winner of each match receives an additional point. All 6 match results are added to provide team totals for each evening of competition. The League organizer (or their designated representative) shall track all match results throughout the season to determine team standings and the final placing of each team at the end of the final round robin draw.

Defaults Players must compete in a full match (best 3 of 5) in order to earn individual ranking points. Default matches result in a 4-0 score for the player who did not default. In most cases, defaults occur when one player fails to arrive in time for scheduled matches (i.e., arrives later than 60 minutes after the commencement of play on any one evening) and is listed as a "No Show". In these instances only, points awarded to the opponents will count towards the team totals but not their individual ranking. When one player is declared "Ineligible" but does complete a match, the eligible player will continue to earn points towards his individual ranking should he or she successfully defeat the ineligible player. Otherwise, the default score of 4-0 shall be applied.

Players arriving more than 60 minutes late for a scheduled match shall be considered in default, unless prior arrangements have been made with the opposing team captain.

Handicaps Players competing against others at a level higher or lower than their present skill level may use the Interclub Handicapping System. Team Captains and affected players are to make this decision before the start of the match. Players at the lower level are provided a 4-point advantage at the start of each game. All games using the handicapping system are played to PAR 15. At 14-all, the game shall continue until one player achieves a 2-point clear advantage, at which point they shall be declared the winner. Handicaps shall normally be applied only between players separated by no more than one skill level.

Team Captains

Team Captains are responsible for:

- Providing a complete list of team members/spares to the League organizer prior to the start of each season.
- Ensuring that all team members are aware of the Interclub Schedule, game times and general conduct during competition.
- Ensuring all team members are also current members of Squash Manitoba.
- Contacting the opposing team captain the day before scheduled matches to confirm the number of players that will be competing in their upcoming match.
- Organizing make-up matches for all missed or deferred matches with the opposing team captain.
- At the end of each evenings matches, the winning team captain shall submit the results of all matches played to the League Organizer by email or telephone/fax by close of business the next day.
- All score sheets must be complete, including names of missing/defaulted players.
- Collecting the team fee and submitting it to Squash Manitoba, 145 Pacific Avenue Winnipeg, MB,R3B 2Z6 (204) 925-5661 (ATTN: Interclub).

Interclub Web Site

The League Coordinator shall be provided with an account name and password in order to access the Squash Manitoba Men's Interclub micro site. Part of the Squash Manitoba main site, the Interclub micro site is used to post information and updates concerning the League, including such things as the annual calendar of events, Team standings, news items and team rosters.

The Coordinator will receive any training required in order to become proficient in the use of the web site.

12.6 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.
- (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 Website.
- (h) Evaluate the Grassroots Program at year end and make recommendations for the following season.
- (i) Assist in the organization and operation of the Provincial Junior Championships.

12.7 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", websites, 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 website.
- (l) Control and supervise the program and clinicians to ensure the content and standards set for the program is met.

12.8 Coaching and Officiating Committee**12.8.1 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 Website if so requested.
- (k) Communicate to all member clubs the benefits and availability of the coaching certification program.

12.8.2 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 website.
- (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.

12.9 Communication/Website

The 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 Website Editor shall:

- (a) Publish quarterly issues of the Squash Manitoba Website 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 Website 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
 - Contact Us
 - Links
 - Privacy Policy
 - History of Squash in Manitoba
 - Membership/Registration
 - VPI (Volunteer Participation Initiative)
 - By-laws and Policies
 - 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 website.

12.10 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
- (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 website.
- (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 Website, relevant to fundraising activities, if so requested by the Website 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 website.

12.12 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.

12.13 Nominating Committee**12.13.1 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.

12.13.2 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.

12.14 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.

12.15 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 will be through Squash Canada Data & Tournament Software program.
- (i) Post current rankings to all clubs when received.
- (k) Post the formula for calculating rankings on Squash Manitoba's website.
- (m) Distribute to all players being upgraded due to improved performance the appropriate notification outlining reasons and future requirements. (See Article 17.1 - 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 Website Editor on request.

12.16 High Performance Committee

12.16.1 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.

12.16.2 Composition

1. The committee will consist 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.

12.16.3 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 policies 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.

12.16.4 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 insufficient grounds and that the matter is closed.

13. SELECTION POLICY (SENIOR MEN'S, SENIOR WOMEN'S, UNIVERSITY AND MASTERS TEAMS)

SECTION 1 – PURPOSE

The purpose of this document is to set out the process that will be used by Squash Manitoba to select teams to represent Squash Manitoba at Squash Canada's National Team Championships.

SECTION 2 – OBJECTIVE

The objective of this selection policy is to select a Men's, Women's and Masters Team to represent Manitoba at National Championships Senior Men's Team.

- Senior Men's Team - Top 3 male athletes available to compete
- Senior Women's Team – Top 3 female athletes available to compete
- Canadian University Championships – Top Male & Top Female
- Masters Team – Top 4 male and top 3 female athletes based on age requirement by Squash Canada

SECTION 3 – ELIGIBILITY

- No age requirement for Men's or Women's Senior Team
- University Team eligibility determined by Squash Canada
- Masters Team – Men 40+45+50+55+ Women 40+45& 50 Canadian Citizens, or eligible for Canadian Citizenship and actively pursuing either Citizenship Certificates or Canadian Passports
- Members in good standing with Squash Manitoba
- Agree to adhere to Squash Manitoba's policies

Once selected, the team's athletes will be expected to be training towards, and meet the physical standards of the team.

SECTION 4 – SELECTION PROCESS

Senior Teams

The Team shall be selected by the Board of Directors of Squash Manitoba (the "Board") by or before January 1st of each year. The Team selection is at the complete discretion of the Board after consideration of the criteria for selection, as follows:

1. The Member's provincial, national and international rankings for the previous and current competitive seasons;
 2. The Member's results from Squash Manitoba and Squash Canada sanctioned tournaments for the previous and current competitive seasons;
 3. The Member's results from head-to-head matches with other Members; and
 4. Whether the Member has competed in at least two of the previous four Squash Manitoba sanctioned tournaments; and
 5. Any other factors or results that the Board deems relevant.
- Three Members and an alternate shall be selected for each Team by notification from the Board. In the event that one of the selected Team Members removes him or herself from the Team, or becomes otherwise unfit to play, the alternate shall replace the former Team Member. Once the Team has been selected any appeals (in accordance with s. 15.2 of the Policies and Procedures Manual) shall be directed to the Board. After review and consideration of an appeal,

the Board may deny the appeal, require a playoff match between two Members, or reverse its original Member selection for the Team. The Board's decision on appeal shall be final and binding. The Board shall provide reasons for its decision to the appellant Member, and all other Members affected by the Board's decision.

Manitoba University Team - Canadian University Championships

1. The highest ranked athletes will be sent to represent Manitoba based on Club Locker rankings.
2. 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.
3. All team members must have participated in at least one Squash Manitoba sanctioned event within the past 12 months.
4. 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.

Manitoba Masters Team-Canadian Masters Championships

1. Squash Manitoba, if funds allow, will cover expenses (air travel, entry fee, and accommodations) team to the Canadian Masters Team Championships.
2. 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 Squash Canada)
3. 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.
 - a. 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.
 - b. The Executive Director will coordinate the following:
 - a. travel arrangements
 - b. registration forms
 - c. hotel accommodations
 - c. Squash Manitoba (if funds allow) will cover the cost of air travel, entry fee, and accommodations for this program.

Timelines

The selection shall be held within a time period that gives acceptable time to make travel arrangements and submit team roster.

Unforeseen Circumstances

If unforeseen circumstances arise which do not allow for this selection process to be implemented as outlined in this document, Squash Manitoba reserves the right to identify an alternate process or alternate timelines. Should this occur, all candidates for selection will be notified of these changes in a timely manner.

SECTION 5 – AUTHORITY FOR SELECTION

The Senior Teams and University Team shall be selected by the Board of Directors of Squash Manitoba
The Masters Team by Masters committee, ratified by the Board of Directors of Squash Manitoba

The Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves selection decisions where there is a conflict. Parents of athletes, or other individuals deemed by Squash Manitoba to have special interest in the selection process, are not permitted to be members of the Selection Committee.

SECTION 6 – DISMISSAL FROM A TEAM

An athlete may be dismissed from a team if the athlete:

- Fails to remain a member in good standing with Squash Manitoba
- Fails to meet performance expectations
- Fails to train towards, or meet the physical standards expected by the team
- Exhibits conduct that is detrimental to the image of Squash Manitoba
- Is unable to perform due to injury, illness or other medical reasons as determined by Squash Manitoba's medical staff

SECTION 7 – APPEALS

Appeals of selection decisions will be heard and decided in accordance with Squash Manitoba's *Appeal Policy*.

SECTION 8 – INJURED and REPLACEMENT ATHLETES

The Selection Committee may apply to Squash Manitoba's Board to remove any Team from any stage of the athlete selection process. Reasons for removal can include: becoming no longer eligible for participation (under Section 3), injury, illness, or misconduct. Reasons for removal will be communicated by written letter to the athlete from Squash Manitoba.

The Selection Committee shall designate alternate athletes in each category. An alternate athlete may be selected if one or more of the originally selected athletes prior to the Championships.

If the alternates have not kept up their physical fitness or are unavailable or uninterested, the Selection Committee may approach other athletes who qualify to be named as alternates. Alternate athletes may be included in any training or competitions taking place prior to the Canadian Championships

14. JUNIOR TEAM SELECTION POLICY

SECTION 1 – PURPOSE

The purpose of this document is to set out the process that will be used by Squash Manitoba to select the Junior Team.

SECTION 2 – OBJECTIVE

The objective of this selection policy is to select up to 30 athletes for the creation of up to 3 teams that will participate in the Junior Provincial Team Program. There is up to three teams in each of the following categories:

- [A Team(up to 30 athletes)
- [B Team(up to 30 athletes)
- [C Team(up to 30 athletes)

Head Coach (1) Assistant Coaches (up to 6) Male or Female. When travelling out of province the Coach & Manger must be opposite gender.

SECTION 3 – ELIGIBILITY

To be eligible for selection, the team's athletes must be:

- Under 19 at the current Junior Nationals of that year.
- Canadian Citizens, or eligible for Canadian Citizenship and actively pursuing either Citizenship Certificates or Canadian Passports
- Members in good standing with Squash Manitoba
- Agree to adhere to Squash Manitoba's policies

Once selected, the team's athletes will be expected to be training towards, and meet the physical standards expected by, the Junior Provincial Team.

SECTION 4 – SELECTION PROCESS

Athletes participate in try-outs that will consist of endurance (ie run/beep test and match play.

Athletes may be exempted from participation in the try-outs due to sickness, injury, or other circumstances. These athletes shall still be eligible for selection to the Junior Provincial Team provided they have a signed letter from a medical professional and approval from Squash Manitoba.

Timelines

The Junior Provincial Team Try outs shall be held in September of the current season determined by Squash Manitoba before the Junior Team Try outs. If agreed by Squash Manitoba, identified coach(es) team try-outs may be waived.

Unforeseen Circumstances

If unforeseen circumstances arise which do not allow for this selection process to be implemented as outlined in this document, Squash Manitoba Board reserves the right to identify an alternate process or alternate timelines. Should this occur, all candidates for selection will be notified of these changes in a timely manner.

SECTION 5 – AUTHORITY FOR SELECTION

The head coach is responsible for team selection, which then must be ratified by the Squash Manitoba Board. The Head Coach will conduct the try-outs and consider past and potential athletes

SECTION 6 – DISMISSAL FROM A TEAM

An athlete may be dismissed from the Junior Provincial Team if the athlete:

- Fails to remain a member in good standing with Squash Manitoba
- Fails to meet performance expectations
- Fails to train towards, or meet the physical standards expected
- Exhibits conduct that is detrimental to the image of Squash Manitoba
- Is unable to perform due to injury, illness or other medical reasons as determined by Squash Manitoba's medical staff

SECTION 7 – APPEALS

Appeals of selection decisions will be heard and decided in accordance with Squash Manitoba's *Appeal Policy*.⁵

SECTION 8 – INJURED and REPLACEMENT ATHLETES

The coach and/or the Selection Committee may apply to Squash Manitoba's Board to remove any athlete from any stage of the athlete selection process. Reasons for removal can include: becoming no longer eligible for participation (under Section 3), injury, illness, or misconduct. Reasons for removal will be communicated by written letter to the athlete from Squash Manitoba.

SECTION 9 – COACH SELECTION PROCESS

Squash Manitoba has the authority to select the Junior Provincial Team Coach who will run the program including:

- Selection of Team
- Group Training-Practices (Court bookings and coaches)
- Coordination of Strength & Conditioning Program
- Coach athletes at out of Province tournaments
- Remain fully certified at the NCCP Certified Competition Development Level
- Liaison between the Squash Board, parents and Executive Director
- Ensure athlete contacts are submitted to the Squash Manitoba Office via Team Manager
- Selection of Team Manager(opposite gender)

Squash Manitoba shall appoint four (4) board member(s) to be responsible for selecting coach. The member(s) shall be known as a Junior Provincial Coach Selection Committee. The Junior Provincial Coach Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves from selection decisions where there is a conflict. Parents of athletes, or other individuals deemed by Squash Manitoba to have special interest in the selection process, are not permitted to be members of the Coach Selection Committee.

The Junior Provincial Team Coach must be a NCCP Certified Competition Development Coach and have completed a background check. The coach must be eligible for the Sport Manitoba High Performance Grant.

The Coach Selection Committee reserves the right to select coaches from outside the pool of applicants.

The Coach Selection Committee reserves the right to dismiss a coach if, in its estimation, the coach is not sufficiently preparing the athletes for the Junior team other legitimate reasons, as determined by the Coach Selection Committee or Squash Manitoba, for dismissal.

15. CANADA WINTER GAMES TEAM SELECTION POLICY

SECTION 1 – PURPOSE

The purpose of this document is to set out the process that will be used by Squash Manitoba to select the Canada Winter Games Team. This policy is standard for each designated Canada Winter Games. The Canada Games Council determines the rules & regulations and Squash Manitoba will abide by these standards.

SECTION 2 – OBJECTIVE

The objective of this selection policy is to select up to 18 athletes that will compete in trials to determine the Canada Winter Games Team. The final team will consist of 4 boys (plus 1 alternate) & 4 girls (plus 1 alternate) in the following categories:

Age categories are set by the Canada Winter Games Council of each games year.

Team Composition (as per Canada Winter Games Technical Package)

Under 17 as of

- Date of birth: DD/MM/YEAR
- 2 females & 2 males

Under 19 as of

- Date of birth: DD/MM/YEAR
- 2 females & 2 males

Coach/Manager Composition (as per Canada Winter Games Technical Package)

- 1 Coach either Male or Female
- 1 Manager opposite gender of Coach Male or Female

SECTION 3 – SELECTION PROCESS

Trials & Timelines

- Teams will be based on a series of two initial sets of trials.
- Trials #1 will be in the Spring of the year before games
- Trials #2 will be in Fall of the year before the games
- Trials #3 If a third trial is needed to break any tiebreakers, late Fall the year before the games will be held.

Team Selection

- Initial Canada Winter Games Squad will be named in Winter 2 years out of the games, with the ability to add players to the squad.
- Final team selection will be named by end of November of games year barring any injury alterations to the schedule or unforeseen circumstances.
- Athletes may be exempted from participating in the try-outs due to sickness, injury, or other circumstances. These athletes shall still be eligible for selection to the Canada Winter Games Team provided they have a signed letter from a medical professional and approval from Squash Manitoba.

Unforeseen Circumstances

If unforeseen circumstances arise which do not allow for this selection process to be implemented as outlined in this document, Squash Manitoba Board reserves the right to identify an alternate process or alternate timelines. Should this occur, all candidates for selection will be notified of these changes in a timely manner.

SECTION 4 – AUTHORITY FOR SELECTION

The head coach is responsible for team selection, which then must be ratified by the Squash Manitoba Board. The Head Coach will conduct the try-outs and consider past and potential athletes

SECTION 5 – DISMISSAL FROM A TEAM

An athlete may be dismissed from the Canada Winter Games Team if the athlete:

- Fails to remain a member in good standing with Squash Manitoba
- Fails to meet performance expectations
- Fails to train towards, or meet the physical standards expected
- Exhibits conduct that is detrimental to the image of Squash Manitoba
- Is unable to perform due to injury, illness or other medical reasons as determined by Squash Manitoba's medical staff

SECTION 6 – APPEALS

Appeals of selection decisions will be heard and decided in accordance with Squash Manitoba's *Appeal Policy*.⁵

SECTION 7 – INJURED and REPLACEMENT ATHLETES

The coach and/or the Selection Committee may apply to Squash Manitoba's Board to remove any athlete from any stage of the athlete selection process. Reasons for removal can include: becoming no longer eligible for participation (Section 3), injury, illness, or misconduct.

Reasons for removal will be communicated by written letter to the athlete from Squash Manitoba.

SECTION 8 – COACH SELECTION PROCESS

Squash Manitoba has the authority to select the Canada Winter Games Team Coach who will run the program including:

- Selection of Team
- Group Training-Practices (Court bookings and coaches)
- Coordination of Strength & Conditioning Program
- Coach athletes at out of Province tournaments
- Remain fully certified at the NCCP Certified Competition Development Level
- Liaison between the Squash Board, parents and Executive Director
- Ensure athlete contacts are submitted to the Squash Manitoba Office via Team Manager
- Selection of Team Manager(opposite gender)

Squash Manitoba shall appoint four (4) board member(s) to be responsible for selecting coach. The member(s) shall be known as a Canada Winter Games Coach Selection Committee. The Canada Winter Games Coach Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves from selection decisions where there is a conflict. Parents of athletes, or other individuals deemed by Squash Manitoba to have special interest in the selection process, are not permitted to be members of the Coach Selection Committee.

The Canada Winter Games Team Coach must be a NCCP Certified Competition Development Coach and have completed a background check. The coach must be eligible for the Sport Manitoba High Performance Grant.

The Coach Selection Committee reserves the right to select coaches from outside the pool of applicants. The Coach Selection Committee reserves the right to dismiss a coach if, in its estimation, the coach is not sufficiently preparing the athletes for the Canada Winter Games team other legitimate reasons, as determined by the Coach Selection Committee or Squash Manitoba, for dismissal.

16. 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.

16.1 Credit System

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

1. Obtaining Coaching Certification = 3 credits for each level
2. Obtaining Refereeing Certification = 3 credits for initial certification
3. Other volunteer contribution = at the discretion of the Squash Manitoba Board

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

16.2 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.

16.3 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.

17.**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
- (d) Wall of Fame – Squash Manitoba

17.1 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 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 will determine the recipient and notify the Executive Director.

17.2 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 confirm to the following process:

- (a) Outstanding Contribution
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
A volunteer will be nominated each year for Squash Canada's Certification of Achievement Award.
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 cornerstone 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.

17.3 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.

17.4 Squash Manitoba Wall of Fame***Inductee Categories*****1) Player****a) Eligibility:**

Any Manitoban who has achieved extraordinary success as a competitor in amateur or professional squash. Player nominees shall not be considered until after a two (2) year waiting period following retirement from **major open championship competition**.

Any squash Player who has been inducted into the Canadian or Manitoba Sports Hall of Fame is automatically eligible for induction into the Manitoba Squash Wall of Fame provided they meet the Manitoba residency requirements.

b) Selection Considerations

If you are nominating a **Player**, you will need to provide as an example, the following type of information as it applies to your nominee:

1. Number and dates of Manitoba titles won (singles, doubles, masters)
2. Number and dates of Canadian titles won (singles, doubles, masters)
3. Number and dates of World or international titles (singles, doubles, masters) or singles level achieved at a world level – i.e. quarter-finals, semi-finals, finals
4. Years on which they represented Team Manitoba
5. Years on which they represented Canada
6. Any major Games medals (Commonwealth, Pan Ams)
7. Highest world ranking achieved
8. Other titles

2) Builder

a) Eligibility

Any Manitoban who has made an extraordinary contribution to the game in the role of a builder of amateur or professional squash in Manitoba.

Any squash builder who has been inducted into the Canadian or Manitoba Sports Hall of Fame is automatically eligible for induction into the Manitoba Squash Wall of Fame provided they meet the Manitoba residency requirements.

b) Selection Considerations

If you are nominating a **Builder**, you will need to provide as an example, the following type of information as it applies to your nominee:

1. On which Squash Manitoba volunteer committees have they served (i.e. Masters, Juniors,) and the dates. Please include position(s) held (for example, Chair, President, Board Member, etc.)
2. On which Squash Canada volunteer committees have they served (i.e. Masters, Officiating,) and the dates. Please include position(s) held (for example, Chair, President, Board Member, etc.)
3. On which World volunteer committees have they served and the dates. Please include position(s) held (for example, Chair, President, Board Member, etc)
4. On which Regional or League volunteer committees have they served and the dates. Please include position(s) held (for example, President, Executive Committee, etc.)
5. On which International or World Committees have they served and the dates. Please include position(s) held (for example, President, Executive Committee, Chair)
6. Awards or honours received

3) Official

a) Eligibility

Any Manitoban who has made an extraordinary contribution to amateur or professional squash in Manitoba in the role of an official. The nominee must have contributed to the advancement of officiating in squash at the provincial or national level.

Any squash official who has been inducted into the Canadian or Manitoba Sports Hall of Fame is automatically eligible for induction into the Manitoba Squash Wall of Fame provided they meet the Manitoba residency requirements.

b) Selection Considerations

If you are nominating an **Official (Referee)**, you will need to provide as an example, the following type of information as it applies to your nominee:

1. Level of officiating (refereeing) certification
2. How long has your nominee been refereeing?
3. Major events at which your nominee has refereed (Manitoba Championships, Canadian Championships, World Championships)
4. Number of times your nominee has refereed the finals of Canadian and World Championships
5. Has your nominee been invited to referee at PSA events?
6. Number of Super Series finals refereed
7. Contributions to officiating development in Manitoba
8. Awards or honours received

4) Coach**a) Eligibility**

Any Manitoban who has made an extraordinary contribution to amateur or professional squash in Manitoba in the role of a coach.

Any squash coach who has been inducted into the Canadian or Manitoba Sports Hall of Fame is automatically eligible for induction into the Manitoba Squash Wall of Fame provided they meet the Manitoba residency requirements.

b) Selection Considerations

If you are nominating a **Coach**, you will need to provide as an example, the following type of information as it applies to your nominee:

1. Coach's NCCP level
2. Manitoba athletes coached and Manitoba rankings the athletes have achieved
3. Canadian athletes coached and Canadian rankings the athletes have achieved
4. Manitoba or Canadian teams coached
5. Successful club programming (i.e. strong house leagues, strong junior programming)
6. Contributions to coaching development provincially, nationally, internationally
7. Awards or honours received

Note:

To be able to nominate a candidate for the Manitoba Squash Wall of Fame, the nominator must have lived in the Province of Manitoba 50% of the 12 months preceding the date of the nomination deadline.

To be eligible to be nominated to the Manitoba Squash Wall of Fame, the nominee must have been resident in the Province of Manitoba for a cumulative of not less than five (5) years.

In evaluating nominations, the Board of Governors will place equal weight on the nominee's personal character and integrity and contributions to the game.

Who May Nominate:

Nominations may be made by any member of the Manitoba squash community.

How to Nominate: Download and Submit Nomination Form from Squash Manitoba's website.

18. TOURNAMENTS

18.1 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.

18.2 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.

18.3 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.

18.4 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.

18.5 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.

18.6 Ranking Point Allocation

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

19. Ball Policy

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

Appeal Policy

“Organization” refers to: SQUASH MANITOBA

Definitions

1. The following terms have these meanings in this Policy:
 - a) *“Affected Party”* - Any individual or entity, as determined by the Appeal Manager, who may be affected by a decision rendered under this Policy and who may have recourse to an appeal in their own right
 - b) *“Appeal Manager”* - An individual, who may be any staff member, Committee Member, volunteer, Director, or an independent third party, who is appointed to oversee this Policy. The Appeal Manager will have responsibilities that include using decision making authority empowered by this Policy
 - c) *“Appellant”* – The Party appealing a decision
 - d) *“Days”* – Days irrespective of weekend and holidays
 - e) *“Participants”* – Refers to all categories of individual members and/or registrants defined in the By-laws of Squash Manitoba who are subject to the policies of Squash Manitoba, as well as all people employed by, contracted by, or engaged in activities with Squash Manitoba including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
 - f) *“Parties”* – The Appellant, Respondent, and any other Participants affected by the appeal
 - g) *“Respondent”* – The body whose decision is being appealed

Purpose

2. This *Appeal Policy* provides Participants with a fair and expedient appeal process.

Scope and Application of this Policy

3. This Policy applies to all Participants. Any Participant who is directly affected by an Organization decision shall have the right to appeal that decision; provided there are sufficient grounds for the appeal under the ‘Grounds for Appeal’ section of this Policy.
4. This Policy **will apply** to decisions relating to:
 - a. Eligibility
 - b. Selection
 - c. Conflict of Interest
 - d. Discipline
 - e. Membership
 - f. Athlete Assistance Program (AAP) carding nominations
5. This Policy **will not apply** to decisions relating to:
 - a. Employment
 - b. Infractions for doping offenses
 - c. The rules of the sport
 - d. Selection criteria, quotas, policies, and procedures established by entities other than Squash Manitoba
 - e. Substance, content and establishment of team selection criteria
 - f. Volunteer/coach appointments and the withdrawal or termination of those appointments
 - g. Budgeting and budget implementation

- h. Squash Manitoba's operational structure and committee appointments
- i. Decisions or discipline arising within the business, activities, or events organized by entities other than Squash Manitoba (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Squash Manitoba at its sole discretion)
- j. Commercial matters for which another appeals process exists under a contract or applicable law
- k. Decisions made under this Policy

Timing and Notice of Appeal

6. Participants who wish to appeal a decision have seven (7) days from the date on which they received notice of the decision to submit, in writing to Squash Manitoba, the following:
 - a. Notice of the intention to appeal
 - b. Contact information and status of the appellant
 - c. Name of the respondent and any affected parties, when known to the Appellant
 - d. Date the appellant was advised of the decision being appealed
 - e. A copy of the decision being appealed, or description of decision if written document is not available
 - f. Grounds for the appeal
 - g. Detailed reasons for the appeal
 - h. All evidence that supports these grounds
 - i. Requested remedy or remedies
 - j. An administration fee of one hundred dollars (\$100)

7. A Participant who wishes to initiate an appeal beyond the seven (7) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the seven (7) day period will be at the sole discretion of the Appeal Manager and may not be appealed.

Grounds for Appeal

8. A decision cannot be appealed on its merits alone. An appeal may only be heard if there are sufficient grounds for appeal. Sufficient grounds include the Respondent:
 - a. Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents) to make
 - b. Failed to follow its own procedures (as set out in the Respondent's governing documents)
 - c. Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
 - d. Failed to consider relevant information or took into account irrelevant information in making the decision
 - e. Made a decision that was grossly unreasonable

9. The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the 'Grounds for Appeal' section of this Policy and that this error had, or may reasonably have had, a material effect on the decision or decision-maker.

Screening of Appeal

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

Determination of Affected Parties

15. In order to confirm the identification of any Affected Parties, the Appeal Manager will ask Squash Manitoba. The Appeal Manager may determine whether a party is an Affected Party in their sole discretion

Procedure for Appeal Hearing

16. The Appeal Manager shall notify the Parties that the appeal will be heard. The Appeal Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Appeal Manager and may not be appealed.
17. If a Party chooses not to participate in the hearing, the hearing will proceed in any event.
18. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Appeal Manager and the Panel deem appropriate in the circumstances, provided that:
 - a. The hearing will be held within a timeline determined by the Appeal Manager
 - b. The Parties will be given reasonable notice of the day, time and place of the hearing
 - c. Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - d. The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - e. The Panel may request that any other individual participate and give evidence at the hearing

- f. The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
- g. If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in its own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome
- h. The decision to uphold or reject the appeal will be by a majority vote of Panel members

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

Appeal Decision

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

Timelines

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

Confidentiality

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

Final and Binding

24. The decision of the Panel will be binding on the Parties and on all Squash Manitoba's Participants.
25. No action or legal proceeding will be commenced against Squash Manitoba or Participants in respect of a dispute, unless Squash Manitoba has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in Squash Manitoba's governing documents.

Code of Conduct and Ethics

“Organization” refers to: SQUASH MANITOBA

UCCMS Definitions

1.

The following terms are defined in the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (“UCCMS”) and also provided in **Appendix A:**

- a. Consent
- b. Disclosure
- c. Duty to Report
- d. Grooming
- e. Maltreatment
- f. Minor
- g. Neglect
- h. Physical Maltreatment
- i. Power Imbalance
- j. Psychological Maltreatment
- k. Reporting (or Report)
- l. Sexual Maltreatment

Definitions

2.

The following terms have these meanings in this Code:

- a. **Athlete** – An individual who is an Athlete Participant in Squash Manitoba who is subject to the policies of Squash Manitoba
- b. **Abuse** – Includes Psychological Maltreatment, Physical Maltreatment, Neglect, and/or Grooming of Vulnerable Participants by Persons in Authority and which can have the following warning signs:
 - i. Recurrent unexplained injuries
 - ii. Alert behaviour; child seems to always be expecting something bad to happen
 - iii. Often wears clothing that covers up their skin, even in warm weather
 - iv. Child startles easily, shies away from touch or shows other skittish behaviour
 - v. Constantly seems fearful or anxious about doing something wrong
 - vi. Withdrawn from peers and adults
 - vii. Behaviour fluctuates between extremes (e.g., extremely cooperative or extremely demanding)
 - viii. Acting either inappropriately beyond their age (like an adult; taking care of other children) or inappropriately younger than their age (like an infant; throwing tantrums)
 - ix. Acting out in an inappropriate sexual way with toys or objects
 - x. New adult words for body parts and no obvious source
 - xi. Self-harm (e.g., cutting, burning or other harmful activities)
 - xii. Not wanting to be alone with a particular child or young person

- c. **Bullying** - is offensive behaviour and/or abusive treatment of a Participant that typically, but not always, involves an abuse of power. Examples of behaviour that may constitute Bullying include, but are not limited to:
- i. Spreading malicious rumours, gossip or innuendos with the intent of causing harm or suffering to a Participant;
 - ii. Excluding or isolating a Participant socially with the intent of causing them harm or suffering;
 - iii. Making offensive jokes or derogatory comments to a Participant or to others;
 - iv. Yelling, verbally berating or using profanity;
 - v. Assigning unreasonable duties or workload which are unfavourable to a Participant; or
 - vi. Any form of cyber bullying which can include:
 - a) Sending mean or threatening emails or text/instant messages;
 - b) Posting embarrassing photos of someone online
 - c) Creating a website to make fun of others
 - d) Pretending to be someone else
 - e) Tricking someone into sending pictures or videos or revealing personal information
 - f) Sending personal information (including pictures and videos) about someone else to a third-party
- d. **Discrimination** – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability
- e. **Harassment** – A course of vexatious comment or conduct against a Participant or group, which is known or ought reasonably to be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
- i. Written or verbal abuse, threats, or outbursts;
 - ii. Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
 - iii. Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
 - iv. Leering or other suggestive or obscene gestures;
 - v. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
 - vi. Practical jokes which endanger a person's safety, or may negatively affect performance;
 - vii. **Hazing** – which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual's positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual's willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
 - viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;

- ix. Deliberately excluding or socially isolating a person from a group or team;
 - x. Persistent sexual flirtations, advances, requests, or invitations;
 - xi. Physical or sexual assault;
 - xii. Contributing to a *poisoned sport environment*, which can include:
 - Locations where material that is discriminatory is displayed (e.g., sexually explicit posters and racial/racist cartoons)
 - a) Groups where harassing behaviour is part of the normal course of activities
 - b) Behaviour that causes embarrassment, awkwardness, endangers a person's safety or negatively affects performance.
 - xiii. Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
 - xiv. Retaliation or threats of retaliation against a person who reports harassment to Squash Manitoba
- f) **Participants** – Refers to all categories of individual members and/or registrants defined in the By-laws of Squash Manitoba who are subject the policies of Squash Manitoba, as well as all people employed by, contracted by, or engaged in activities with, Squash Manitoba including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
- g. **Person in Authority** – Any Participant who holds a position of authority within Squash Manitoba including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, and Directors and Officers
- h. **Vulnerable Participants** – Includes Minors and vulnerable adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority)
- i. **Workplace** – Any place where business or work-related activities are conducted. Workplaces include but are not limited to, the registered office(s), work-related social functions, work assignments outside the registered office(s), work-related travel, the training and competition environment, and work-related conferences or training sessions
- j. **Workplace Harassment** – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute Workplace Harassment include, but are not limited to:
- i. Bullying;
 - ii. Workplace pranks, vandalism, or hazing;
 - iii. Repeated offensive or intimidating phone calls or emails;
 - iv. Inappropriate sexual touching, advances, suggestions or requests;
Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
 - v. Psychological abuse;
Excluding or ignoring someone, including persistent exclusion of a person from work-related social gatherings;
Deliberately withholding information that would enable a person to do their job, perform or train;
 - vi. Sabotaging someone else's work or performance;

- vii. Gossiping or spreading malicious rumours;
- viii. Intimidating words or conduct (offensive jokes or innuendos); and
Words or actions which are known, or ought reasonably to be known, as offensive, embarrassing, humiliating, or demeaning.
- k. **Workplace Violence** – The use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:
 - i. Verbal or written threats to attack;
 - ii. Sending to or leaving threatening notes or emails;
Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
 - iii. Wielding a weapon in a Workplace;
 - iv. Hitting, pinching or unwanted touching which is not accidental;
 - v. Dangerous or threatening horseplay;
 - vi. Physical restraint or confinement;
 - vii. Blatant or intentional disregard for the safety or wellbeing of others;
Blocking normal movement or physical interference, with or without the use of equipment;
 - viii. Sexual assault; and
 - ix. Any attempt to engage in the type of conduct outlined above

Purpose

3. The purpose of this Code is to ensure a safe and positive environment within the programs, activities, and events of Squash Manitoba by making Participants aware that there is an expectation, at all times, of appropriate behaviour consistent with the applicable organization's core values and policies. Squash Manitoba supports equal opportunity, prohibit discriminatory practices, and is committed to providing an environment in which all individuals can safely participate in sport and are treated with respect and fairness.

Application of this Code

4. This Code applies to any Participant's conduct during the business, activities, and events of Squash Manitoba including, but not limited to competitions, practices, evaluations, treatment or consultations (e.g., massage therapy), training camps, travel associated with organizational activities, the office environment, and any meetings.
5. This Code also applies to Participants' conduct outside of the business, activities, and events of Squash Manitoba when such conduct adversely affects Squash Manitoba's relationships (and the work and sport environment) or is detrimental to the image and reputation of Squash Manitoba. Such applicability will be determined by Squash Manitoba, as applicable, at its sole discretion.
6. This Code applies to Participants active in the sport or who have retired from the sport where any claim regarding a potential breach of this Code occurred when the Participant was active in the sport.

7. In addition, breaches of this Code may occur when the Participants involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Participant(s).
8. Any Participant who violates this Code may be subject to sanctions pursuant to the *Discipline and Complaints Policy*. In addition to facing possible sanctions pursuant to the *Discipline and Complaints Policy*, a Participant who violates this Code during a competition may be removed from the competition or training area, and the Participant may be subject to further sanctions.

Persons in Authority and Maltreatment

9. When they are a Person in Authority, Participants are responsible for knowing what constitutes Maltreatment. The categories of Maltreatment are not mutually exclusive, nor are the examples provided in each category an exhaustive list. Rather, what matters for the assessment of the Maltreatment is whether the conduct falls into one or more of the categories, not into which category it falls. Abuse, assault, Harassment, bullying, and hazing can be experienced in more than one category of Maltreatment.
10. Maltreatment can be any of the prohibited behaviours and conduct, provided the Maltreatment occurs in any one or a combination of the following situations (The physical location(s) where the alleged Maltreatment occurred is not determinative):
 - a. Within a sport environment;
When the Participant alleged to have committed Maltreatment was engaging in sport activities;
 - b. When the Participants involved interacted due to their mutual involvement in sport; or Outside of the sport environment where the Maltreatment has a serious and detrimental impact on another Participant.
11. It is a violation of the Code for sport administrators or other Persons in Authority to place Participants in situations that make them vulnerable to Maltreatment. This includes, but is not limited to, instructing an Athlete and coach to share a hotel room when traveling, hiring a coach who has a history of Maltreatment, assigning guides and other support staff to a para-Athlete when the guide or support staff has a reputation for Maltreatment or assigning such a guide or support staff to a para-Athlete in the absence of consultation with the para-Athlete.

Responsibilities

12. Participants have a responsibility to:
 - a. Refrain from any behaviour that constitutes Maltreatment, Discrimination, Harassment, Workplace Harassment, or Workplace Violence
 - b. Maintain and enhance the dignity and self-esteem of other Participants by:
 - i. Treating each other with the highest standards of fairness, honesty, respect and integrity;
Focusing comments or criticism appropriately and avoiding public criticism of Athletes, coaches, officials, organizers, volunteers, employees, or other Participants;
Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct;
 - ii. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory; and
 - iii. Ensuring adherence to the rules of the sport and the spirit of those rules.

- c. Abstain from the non-medical use of medications or drugs or the use of Prohibited Substances or Prohibited Methods as listed on the version of the World Anti-Doping Agency's Prohibited List currently in force. More specifically, Squash Manitoba adopt and adhere to the Canadian Anti-Doping Program. Squash Manitoba will respect any sanction imposed on a Participant as a result of a breach of the Canadian Anti-Doping Program or any other applicable Anti-Doping Rules
- d. Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision, who has been found to have committed an anti-doping rule violation and is serving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program or any other applicable Anti-Doping Rules
- e. Reasonably cooperate with the CCES or another anti-doping organization that is investigating anti-doping rule violations
- f. Not harass, intimidate or otherwise conduct themselves offensively towards a doping control official or other individual involved in doping control
- g. Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
- h. Refrain from consuming tobacco products, cannabis, or recreational drugs while participating in the programs, activities, competitions, or events of Squash Manitoba;
- i. In the case of Minors, not consume alcohol, tobacco, or cannabis at any competition or event;
- j. In the case of adults, not consume cannabis in the Workplace or in any situation associated with the events of Squash Manitoba (subject to any requirements for accommodation), not consume alcohol during training, competitions, or in situations where Minors are present, and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations
- k. When driving a vehicle:
 - i. Have a valid driver's license;
 - ii. Not be under the influence of alcohol or illegal drugs or substances;
 - iii. Have valid car insurance; and
 - iv. Refrain from holding a mobile device.
- l. Respect the property of others and not wilfully cause damage
- m. Promote sport in the most constructive and positive manner possible
- n. Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a para-classification, competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition
- o. Adhere to all federal, provincial/territorial, municipal and host country laws
- p. Comply, at all times, with the bylaws, policies, procedures, and rules and regulations of Squash Manitoba, as applicable and as adopted and amended from time to time
- q. Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions involving a Participant to Squash Manitoba, including, but not limited to, those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method

Directors, Committee Members, and Staff

13. In addition to section 12 (above), Directors, Committee Members, and staff of Squash Manitoba will have additional responsibilities to:
- a. Function primarily as a Director or Committee Member or staff member of Squash Manitoba (as applicable) and not as a member of any other organization or constituency
 - b. Ensure their loyalty prioritizes the interests of Squash Manitoba
 - c. Ensure that financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities
 - d. Comply with the *Screening Policy*
 - e. Conduct themselves openly, professionally, lawfully and in good faith
 - f. Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism
 - g. Behave with decorum appropriate to both circumstance and position
 - h. Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to applicable laws
 - i. Maintain confidentiality of private organizational information
 - j. Respect the decisions of the majority and resign if unable to do so
 - k. Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings
 - l. Have a thorough knowledge and understanding of all governance documents

Coaches, Instructors, Trainers, and Athlete Support Personnel

14. In addition to section 12 (above), coaches, instructors, trainers and athlete support personnel have many additional responsibilities. The coach-Athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the Athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, either consciously or unconsciously. Coaches, instructors, trainers, and athlete support personnel will:
- a. Avoid any behaviour that abuses the Power Imbalance inherent in the coaching position to (i) establish or maintain a sexual relationship with an Athlete that they are coaching, or (ii) encourage inappropriate physical or emotional intimacy with an Athlete, regardless of the Athlete's age
 - b. Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the Athletes
 - c. Prepare Athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm Athletes
 - d. Avoid compromising the present and future health of Athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of Athletes' medical and psychological treatments
 - e. Support the coaching staff of a training camp, provincial/territorial team, or national team, should an Athlete qualify for participation with one of these programs
 - f. Accept and promote Athletes' personal goals and refer Athletes to other coaches and sport specialists as appropriate
 - g. Provide Athletes (and the parents/guardians of Minor Athletes) with the information necessary to be involved in the decisions that affect the Athlete
 - h. Act in the best interest of the Athlete's development as a whole person
 - i. Comply with the *Screening Policy*

- j. Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions to Squash Manitoba(as applicable), including those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method
- k. Not coach, train, or otherwise support athletes if they use methods or substances prohibited by the Canadian Anti-Doping Program without valid and acceptable justification
- l. Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or prohibited substances or prohibited methods and, in the case of Minors, alcohol, cannabis, and/or tobacco
- m. Respect Athletes competing for other jurisdictions and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the Athletes
- n. Not engage in a sexual or intimate relationship with an Athlete of any age in which the coach is in a position of trust or authority
- o. Disclose to Squash Manitoba any sexual or intimate relationship with an athlete over the age of majority and immediately discontinue any coaching involvement with that athlete
- p. Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
- q. Dress professionally and use appropriate language

Athletes

- 15. In addition to section 12 (above), Athletes will have additional responsibilities to:
 - a. Adhere to their Athlete Agreement (if applicable)
 - b. Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete
 - c. Participate and appear on-time and prepared to participate to their best abilities in all competitions, practices, training sessions, and evaluations
 - d. Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
 - e. Adhere to any rules and requirements regarding clothing and equipment
 - f. Dress to represent the sport and themselves with professionalism
 - g. Act in accordance with applicable policies and procedures and, when applicable, additional rules as outlined by coaches or managers

Officials

16. In addition to section 12 (above), officials will have additional responsibilities to:
 - a. Maintain and update their knowledge of the rules and rules changes
 - b. Not publicly criticize other officials
 - c. Work within the boundaries of their position's description while supporting the work of other officials
 - d. Act as an ambassador of the sport by agreeing to enforce and abide by national and provincial/territorial rules and regulations
 - e. Take ownership of actions and decisions made while officiating
 - f. Respect the rights, dignity, and worth of all Participants
 - g. Act openly, impartially, professionally, lawfully, and in good faith
 - h. Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others
 - i. Respect the confidentiality required by issues of a sensitive nature, which may include discipline processes, appeals, and specific information or data about Participants
 - j. Comply with the *Screening Policy*
 - k. Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform a supervisor at the earliest possible time
 - l. When writing reports, set out the actual facts to the best of their knowledge and recollection
 - m. Dress in proper attire for officiating

Parents/Guardians and Spectators

17. In addition to section 12 (above), parents/guardians and spectators at events will:
 - a. Encourage Athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence
 - b. Condemn the use of violence in any form
 - c. Never ridicule a participant for making a mistake during a competition or practice
 - d. Respect the decisions and judgments of officials, and encourage Athletes to do the same
 - e. Support all efforts to remove verbal and physical abuse, coercion, intimidation, and sarcasm
 - f. Respect and show appreciation to all competitors, and to coaches, officials and other volunteers
 - g. Never harass competitors, coaches, officials, parents/guardians, or other spectators

Privacy Policy

“Organization” refers to: SQUASH MANITOBA

For not-for-profit organizations in Manitoba, the privacy of personal information is governed by the Personal Information Protection and Electronic Documents Act (PIPEDA). This Policy is based on the standards required by PIPEDA as interpreted by Squash Manitoba

22. Definitions

1. The following terms have these meanings in this Policy:
 - a. *“Commercial Activity”* – any particular transaction, act or conduct that is of a commercial character.
 - b. *“Participants”* – Refers to all categories of individual members and/or registrants defined in the By-laws of Squash Manitoba who are subject to the policies of Squash Manitoba, as well as all people employed by, contracted by, or engaged in activities with Squash Manitoba including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
 - c. *“Personal Information”* – any information about an individual that relates to the person’s personal characteristics including, but not limited to: gender, age, income, home address, home phone number, ethnic background, family status, health history, and health conditions
 - d. *“Stakeholder”* – Individuals employed by, or engaged in activities on behalf of, Squash Manitoba including: coaches, staff members, contract personnel, volunteers, managers, administrators, committee members, and directors and officers of Squash Manitoba

Purpose

2. Squash Manitoba recognizes Participants’ right to privacy with respect to their Personal Information. This Policy describes the way that Squash Manitoba collects, uses, safeguards, discloses, and disposes of Personal Information.

Application of this Policy

3. This Policy applies to all Stakeholders and Participants in connection with personal information that is collected, used or disclosed during Organization activity.
4. Except as provided in PIPEDA, Squash Manitoba’s Board of Directors will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.

Obligations

5. Squash Manitoba is obligated to follow and abide by PIPEDA in all matters involving the collection, use, and disclosure of Personal Information.
6. In addition to fulfilling the legal obligations required by PIPEDA, Squash Manitoba’s Stakeholders will not:
 - a. Publish, communicate, divulge, or disclose to any unauthorized person, firm, corporation, or third party any Personal Information without the express written consent of the Participant
 - b. Knowingly place themselves in a position where they are under obligation to any organization to disclose Personal Information
 - c. In the performance of their official duties, disclose Personal Information to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest

- d. Derive personal benefit from Personal Information that they have acquired during the course of fulfilling their duties with Squash Manitoba
- e. Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, the disclosure of Personal Information

Accountability

- 7. The Privacy Officer is responsible for the implementation of this policy and 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 following address:

Lynn Colliou/Executive Director
Squash Manitoba
145 Pacific Avenue
Winnipeg, MB
R3B 2Z6
squash@sportmanitoba.ca
(204) 925-5661

- 8. Duties - The Privacy Officer will:
 - a. Implement procedures to protect personal information
 - b. Establish procedures to receive and respond to complaints and inquiries
 - c. Record all persons having access to personal information
 - d. Ensure any third party providers abide by this Policy
 - e. Train and communicate to staff information about Squash Manitoba's privacy policies and practices.

Identifying Purposes

- 9. Squash Manitoba may collect Personal Information from Participants and prospective Participants for purposes that include, but are not limited to:

Communications

- a. Sending communications in the form of e-news or a newsletter with content related to Squash Manitoba's programs, events, fundraising, activities, discipline, appeals, and other pertinent information
- b. Publishing articles, media relations and postings on Squash Manitoba's website, displays or posters
- c. Award nominations, biographies, and media relations
- d. Communication within and between Stakeholders and Participants
- e. Discipline results and long term suspension list
- f. Checking residency status

Registration, Database Entry and Monitoring

- a. Registration of programs, events and activities
- b. Database entry at the Coaching Association of Canada and to determine level of coaching certification, coaching qualifications, and coach selection.
- c. Database entry to determine level of officiating certification and qualifications
- d. Determination of eligibility, age group and appropriate level of play/competition
- e. Athlete Registration, outfitting uniforms, and various components of athlete and team Selection

- f. Technical monitoring, officials training, educational purposes, sport promotion, and media publications

Sales, Promotions and Merchandising

- a. Purchasing equipment, coaching manuals, resources and other products
- b. Promotion and sale of merchandise

General

- a. Travel arrangement and administration
 - b. Implementation of Squash Manitoba's screening program
 - c. Medical emergency, emergency contacts or reports relating to medical or emergency issues
 - d. Determination of membership demographics and program wants and needs
 - e. Managing insurance claims and insurance investigations
 - f. Video recording and photography for personal use, and not commercial gain, by spectators, parents and friends
 - g. Video recording and photography for promotional use, marketing and advertising by Squash Manitoba
 - h. Payroll, honorariums, company insurance and health plans
10. Squash Manitoba's Stakeholders may collect Personal Information from Participants and prospective Participants for other purposes, provided that documented consent specifying the use of the Personal Information is obtained from the Participants or prospective Participants.

Consent

11. By providing Personal Information to Squash Manitoba, Participants are implying their consent to the use of that Personal Information for the purposes identified in the **Identifying Purposes** section of this Policy.
12. At the time of the collection of Personal Information and prior to the use or disclose of the Personal Information, Squash Manitoba will obtain consent from Participants by lawful means. Squash Manitoba may collect Personal Information without consent when it is reasonable to do so and permitted by law.
13. In determining whether to obtain written or implied consent, Squash Manitoba will take into account the sensitivity of the Personal Information, as well the Participants' reasonable expectations. Participants may consent to the collection and specified use of Personal Information in the following ways:
- a. Completing and/or signing an application form
 - b. Checking a checkbox, or selecting an option (such as 'Yes' or 'I agree')
 - c. Providing written consent either physically or electronically
 - d. Consenting orally in person
 - e. Consenting orally over the phone
14. Squash Manitoba will not, as a condition of providing a product or service, require Participants to consent to the use, collection, or disclosure of Personal Information beyond what is required to fulfill the specified purpose of the product or service.
15. A Participant may withdraw consent in writing, at any time, subject to legal or contractual restrictions. Squash Manitoba will inform the Participant of the implications of withdrawing consent.

16. Squash Manitoba will not obtain consent from Participants who are minors, seriously ill, or mentally incapacitated. Consent from these individuals will be obtained from a parent, legal guardian, or a person having power of attorney.
17. Squash Manitoba is not required to obtain consent for the collection of Personal Information, and may use Personal Information without the Participant's knowledge or consent, only if:
 - a. It is clearly in the Participant's interests and the opportunity for obtaining consent is not available in a timely way
 - b. Knowledge and consent would compromise the availability or accuracy of the Personal Information and collection is required to investigate a breach of an agreement or a contravention of a federal or provincial law
 - c. An emergency threatens an Participant's life, health, or security
 - d. The information is publicly available as specified in PIPEDA
18. Squash Manitoba is also not required to obtain consent for the collection of Personal Information if the information is for journalistic, artistic, or literary purposes.
19. Squash Manitoba may disclose Personal Information without the Participant's knowledge or consent only:
 - a. To a lawyer representing Squash Manitoba
 - b. To collect a debt that the Participant owes to Squash Manitoba
 - c. To comply with a subpoena, a warrant, or an order made by a court or other body with appropriate jurisdiction
 - d. To a government institution that has requested the information and identified its lawful authority, if that government institution indicates that disclosure is for one of the following purposes: enforcing or carrying out an investigation, gathering intelligence relating to any federal, provincial, or foreign law, national security or the conduct of international affairs, or administering any federal or provincial law
 - e. To an investigative body named in PIPEDA or a government institution, if Squash Manitoba believes the Personal Information concerns a breach of an agreement, contravenes a federal, provincial, or foreign law, or if Squash Manitoba suspects the Personal Information relates to national security or the conduct of international affairs
 - f. To an investigative body for purposes related to the investigation of a breach of an
 - i. agreement or a contravention of a federal or provincial law
 - g. In an emergency threatening a Participant's life, health, or security (Squash Manitoba
 - i. will inform the Participant of the disclosure)
 - h. To an archival institution
 - i. 20 years after the individual's death or 100 years after the record was created
 - j. If it is publicly available as specified in PIPEDA
 - k. If otherwise required by law

Accuracy, Retention, and Openness

20. In order to minimize the possibility that inappropriate Personal Information may be used to make a decision about a Member, Personal Information will be accurate, complete, and as up-to-date as is necessary for the purposes for which it will be used.
21. Personal Information will be retained as long as reasonably necessary to enable participation in Squash Manitoba programs, events, and activities, and in order to maintain historical records as may be required by law or by governing organizations.

22. Squash Manitoba's Stakeholders will be made aware of the importance of maintaining the confidentiality of Personal Information and are required to comply with Squash Manitoba's *Confidentiality Policy*.
23. Personal Information will be protected against loss or theft, unauthorized access, disclosure, copying, use, or modification by security safeguards appropriate to the sensitivity of the Personal Information.
24. Personal Information that has been used to make a decision about an Participant will be maintained for a minimum of one year in order to allow the individual the opportunity to access the Personal Information after the decision has been made.
25. Squash Manitoba will make the following information available to Participants:
 - a. This *Privacy Policy*
 1. Any additional documentation that further explains Squash Manitoba's *Privacy Policy*
 2. The name or title, and the address, of the person who is accountable for Squash Manitoba's *Privacy Policy*
 - b. The means of gaining access to Personal Information held by Squash Manitoba
 1. A description of the type of Personal Information held by Squash Manitoba, including a general account of its use
 - c. Identification of any third parties to which Personal Information is made available

Access

26. Upon written request, and with assistance from Squash Manitoba after confirming the Participant's identity, Participants may be informed of the existence, use, and disclosure of their Personal Information and will be given access to that Personal Information. Participants are also entitled to be informed of the source of the Personal Information, and provided with an account of third parties to which the Personal Information has been disclosed.

Consent Check Box "By signing up, you agree to the Terms and Conditions for Club Locker and the Squash Manitoba Privacy Policy"

27. Unless there are reasonable grounds to extend the time limit, requested Personal Information will be disclosed to the Participant, at no cost to the Participant, within thirty (30) days of receipt of the written request.
28. Participants may be denied access to their Personal Information if the information:
 - a. Is prohibitively costly to provide
 - b. Contains references to other individuals
 - c. Cannot be disclosed for legal, security, or commercial proprietary purposes
 - d. Is subject to solicitor-client privilege or litigation privilege
29. If Squash Manitoba refuses a request for Personal Information, it shall inform the Participant the reasons for the refusal and identify the associated provisions of PIPEDA that support the refusal.

Compliance Challenges

30. Participants are able to challenge Squash Manitoba for its compliance with this Policy.
31. Upon receipt of a complaint, Squash Manitoba will:
 - a. Record the date the complaint is received
 - b. Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
 - c. Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within seven (7) days of receipt of the complaint
 - d. Appoint an investigator using Squash Manitoba's personnel or an independent investigator, who will have the skills necessary to conduct a fair and impartial investigation and will have unfettered access to all file and personnel
 - e. Upon completion of the investigation and within thirty (30) days of receipt of the complaint, the investigator will submit a written report to Squash Manitoba
 - f. Notify the complainant the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures
32. Squash Manitoba will not dismiss, suspend, demote, discipline, harass, or otherwise disadvantage any the Participant who:
 - a. Challenges Squash Manitoba for its compliance with this Policy
 - b. Refuses to contravene this Policy or PIPEDA
 - c. Takes precautions not to contravene this Policy or PIPEDA; even though said precautions may be in opposition to the regular duties performed by the Participant

23.

Respect In Sport Policy

"Organization" refers to: Squash Manitoba

Purpose

1. The Organization is committed to creating a sport environment in which all individuals are treated with respect and dignity. Coaches and volunteers have a responsibility to create a sporting environment that is free of harassment and abuse.
2. The Organization requires that all coaches participating in Squash have completed the Respect in Sport program and maintain Respect in Sport certified status (5 year term) as required by Sport Manitoba.

Scope and Application

3. The policy applies to all coaches registered with; or named on an official sport roster; or under the jurisdiction of the Organization.
4. Any coach not having completed the program or maintained certified status in the timeframe established by Sport Manitoba and the Organization may be removed as a coach until such time that the Respect in Sport course is completed and/or Respect in Sport certification has been maintained.

Enforcement

The Organization has put the following motion in place:

'If you do not have Respect in Sport by December 31st of the current season, you will not be allowed to coach at the provincial or national level'.

Non-compliance of this policy may result in further discipline as determined by the board of directors or in accordance with the Organization.

24. Screening Policy

“Organization” – refers to: Squash Manitoba

Definition

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

- a) “Criminal Record Check (**CRC**)” –Squash Manitoba recommends a search through the Sterling Backcheck national repository of criminal records to determine whether the individual has a criminal record

Type

- b) “Enhanced Police Information Check (**E-PIC**) – administered by Sterling Backcheck - this consists of a deeper Criminal Record Search of adult convictions Nationally plus the Local Police Information which searches additional convictions and non-convictions information which may be relevant within both national and local police data sources.

Purpose

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

Application of This Policy

3. This policy applies to all individuals whose position with the Organization is one of trust or authority which may relate to, at a minimum, finances, supervision, young people or people with a disability.
4. Not all individuals associated with the Organization will be required to obtain a CRC or submit a screening disclosure form because not all positions pose a risk of harm to the Organization or to its participants. The Organization will determine which individuals will be subject to screening using the following guidelines (variations from the guidelines are at the sole discretion of the Organization):

Level 1 – Low Risk – Individuals involved in low risk assignments that are not in a supervisory role, not directing other, not involved with financial/cash management and/or do not have access to minors or people with a disability. Examples:

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

Level 2 – Medium Risk – Individuals involved in medium risk assignments who may be in a supervisory role, may direct others, may be involved with financial/cash management and/or who may have limited access to minors or people with a disability. Examples:

- a) Assistant coaches
b) Coaches who are typically under the supervision of another coach

Level 3 – High Risk – Individuals involved in high risk assignments who occupy positions of management and who have access to minors or people with a disability. Examples:

- a) Coaches who travel with athletes
b) Coaches who could be alone with athletes
c) Volunteer head coaches

Policy

5. It is the Organization's policy that:

- a) Level 1 individuals will:
 - i) Complete a screening disclosure form annually
 - ii) Complete an application form indicating that the individual has read and understands the Organization's policies and procedures
 - iii) Provide one letter of reference related to the position sought or provide the name and contact information of a reference
 - iv) Participate in orientation as determined by the Organization

- b) Level 2 individuals will:
 - i) Complete and provide a E-PIC
 - ii) Complete a screening disclosure form annually
 - iii) Complete an application form indicating that the individual has read and understands the Organization's policies and procedures
 - iv) Provide one letter of reference related to the position sought or provide the name and contact information of a reference
 - v) Participate in orientation as determined by the Organization
 - vi) Provide a driver's abstract, if requested

- c) Level 3 individuals will:
 - i) Complete and provide a E-PIC & Child Abuse
 - ii) Complete a screening disclosure form annually
 - iii) Complete an application form indicating that the individual has read and understands the Organization's policies and procedures
 - iv) Provide one letter of reference related to the position sought or provide the name and contact information of a reference
 - v) Participate in orientation as determined by the Organization
 - vi) Provide a driver's abstract, if requested

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

- e) When the screening committee is of the opinion that, notwithstanding a conviction, a person can occupy a position within the Organization without adversely affecting the safety of the Organization, any individual, athlete or member of the Organization through the imposition of such terms and conditions as are deemed appropriate, the screening committee may approve an individual's participation.

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

- g) If an individual provides falsified or misleading information, the individual will immediately be removed from his or her position and may be subject to further discipline in accordance with the Organization's discipline and complaints policy.

Screening Committee

6. The implementation of this policy is the responsibility of the Organization's screening committee which is a committee of three (3) to five (5) members appointed by the Organization. The Organization will ensure that the members appointed to the screening committee possess the requisite skills, knowledge and abilities to accurately assess CRC's, E-PIC's and screening disclosure forms and render decisions under this policy. Quorum for the screening committee will be three (3) members.
7. The Organization may remove any member of the screening committee. When a position on the screening committee becomes vacant, either because a member has been removed or because a member has resigned, the Organization will appoint a replacement member.
8. The screening committee will carry out its duties, in accordance with the terms of this policy, independent of the board.
9. The screening committee is responsible for reviewing all CRC's, E-PIC's, screening disclosure forms and based on such reviews, making decisions regarding the appropriateness of individuals filling positions within the Organization. In carrying out its duties, the screening committee may consult with independent experts including lawyers, police, risk management consultants, volunteer screening specialists or any other person.

How to Obtain a Criminal Record Check (CRC) of Enhanced Police Information Check (E-PIC)

CRC - Squash Manitoba has set up an account with Sterling Backcheck and has arranged that fees for individuals will be paid by Squash Manitoba conducted through Sterling Backcheck. Individuals are go to www.sterling to create an account and complete the CRC.

E-PIC - Squash Manitoba has set up an account with Sterling Backcheck and has arranged that fees for individuals will be paid by Squash Manitoba an Enhanced Police Information Check, conducted through Sterling Backcheck. Individuals go to www.sterling to create an account and complete the EPIC. Individuals are go to www.sterling to create an account and complete the EPIC

11. Fingerprinting may be required if there is a positive match with the individual's gender and birth date. Squash Manitoba will reimburse this fee provided proof of payment.
10. Although a CRC may be obtained online from a third-party provider, individuals may only obtain a E-PIC by visiting an RCMP office or police station, submitting two (2) pieces of government-issued identification (one of which must have a photo) and completing any required paperwork. Fees may also be required any may be reimbursed by the Organization upon the submission of a legitimate receipt and volunteer expense form.
11. Fingerprinting may be required if there is a positive match with the individual's gender and birth date.

Procedure

12. The screening requirements defined in this policy will be submitted to the Organization in an envelope marked "confidential".
13. If required, the Organization will provide a letter confirming the potential position within the Organization.
14. Individuals who do not undertake the screening requirements required by this policy will receive a notice to that effect and will be informed that their application and/or position will not proceed until such time as the screening requirements are followed.
15. The screening committee will review all submitted documents and determine if the individual has committed a relevant offense.
16. Subsequent to its review, the screening committee, by majority vote, will:
 - a) Approve an individual's participation; or
 - b) Deny an individual's participation; or
 - c) Approve an individual's participation subject to terms and conditions as the screening committee deems appropriate
17. If an individual's documents do not reveal a relevant offense, the screening committee will advise that the individual is eligible. If an individual's documents reveal a relevant offense, the screening committee will render its decision and provide notice of its decision. After providing notice, the screening committee will return or destroy the CRC or E-PIC.
18. E-PIC's CRC's are valid for a period of five (5) years and screening disclosure file on an annual basis.

Relevant Offenses

19. Provided a pardon has not been granted, the following examples are considered to be relevant offenses:
 - a) If imposed in the last five (5) years:
 - i) Any offense involving the use of a motor vehicle, including, but not limited to, impaired driving
 - ii) Any offense for trafficking and/or possession of drugs and/or narcotics
 - iii) Any offense involving conduct against public morals
 - b) If imposed in the last ten (10) years:
 - i) Any crime of violence, including, but not limited to, all forms of assault
 - ii) Any offense involving a minor or minors
 - c) If imposed at any time:
 - i) Any offense involving the possession, distribution or sale of any child-related pornography
 - ii) Any sexual offense
 - iii) Any offense involving theft or fraud

Records

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

Criminal Convictions

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

appeal process child any flag of business not appealable

Conflict of Interest Policy

Preamble Squash Manitoba recognizes that it's community of members is a relatively small one. The organization's goal and intention is to comply with this policy to the greatest extent possible with best efforts in terms of identifying, disclosing and addressing conflicts of interest. That being said, Squash Manitoba also recognizes that given the close-knit nature of its community, conflicts arise more frequently and may not realistically be identified, disclosed or addressed to a standard of perfection.

"Organization" refers to: SQUASH MANITOBA

Definitions

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

Background

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

privacy

Purpose

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

Obligations

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

Disclosure of Conflict of Interest

7. On an annual basis, all Squash Manitoba's Directors and candidates for election to the Board, Directors, Officers, Employees, and Committee Members will complete a **Declaration Form** disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by Squash Manitoba.
8. Immediately upon becoming aware that a conflict of interest may exist, all Representatives must disclose any real or perceived conflict of interest as follows:
 - a. Directors, Officers, Committee Members, candidates for election to the Board, and the senior staff person (when employed) must disclose real and perceived conflicts of interest to the Board
 - b. Employees must disclose real and perceived conflicts of interest to the senior staff person or, in the absence of a senior staff person position, to the Board
 - c. Coaches, volunteers, managers, and other Representatives must disclose real and perceived conflicts of interest to their immediate supervisor (e.g., team manager, staff person, other volunteer, etc., as applicable)

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

Minimizing Conflicts of Interest in Decision-Making

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

Conflict of Interest Complaints

12. Any person who believes that a Representative may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to Squash Manitoba's Board who will decide appropriate measures to eliminate the conflict. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest, if conflict is determined:
 - a. Removal or temporary suspension of certain responsibilities or decision-making authority
 - b. Removal or temporary suspension from a designated position
 - c. Removal or temporary suspension from certain teams, events and/or activities
 - d. Expulsion from Squash Manitoba
 - e. Other actions as may be considered appropriate for the real or perceived conflict of interest
13. Any person who believes that a Representative has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to Squash Manitoba to be addressed under Squash Manitoba's *Discipline and Complaints Policy*.
14. Failure to comply with an action as determined by the Board will result in automatic suspension from Squash Manitoba until compliance occurs.
15. The Board may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a meeting and a decision of the Board.

Safe Sport Policy

“Organization” refers to: Squash Manitoba

Definitions

1. Terms in this Policy are defined as follows:
 - a. *“Athlete”* – An individual who is an Athlete Participant in the Organization
 - b. *“Maltreatment”* – As defined in the *Code of Conduct and Ethics*
 - c. *“Participants”* – Refers to all categories of individual members and/or registrants defined in the By-laws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
 - d. *“Vulnerable Participants”* – Includes Minors and vulnerable adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority)

Purpose

2. This Policy describes how the Organization aims to provide a safe sport environment.

Commitment to a Sport Environment Free from Maltreatment

3. The Organization make the following commitments to a sport environment free from Maltreatment:
 - a. All Participants in sport can expect to play, practice and compete, work, and interact in an environment free from Maltreatment.
 - b. Addressing the causes and consequences of Maltreatment is a collective responsibility and requires the deliberate efforts of all Participants, sport stakeholders, sport club administrators and organization leaders.
 - c. Participants in positions of trust and authority have the general responsibility to protect the health and well-being of all other Participants.
 - d. Adult Participants have a specific ethical and statutory duty and the additional responsibility to respond to incidents of Maltreatment involving Minors and other Vulnerable Participants.
 - e. All Participants recognize that Maltreatment can occur regardless of age, sex, sexual orientation, gender identity or expression, race, ethnicity, Indigenous status, or level of physical and intellectual disability and their intersections. Moreover, it is recognized that those from traditionally marginalized groups have increased vulnerability to experiences of Maltreatment.
 - f. All Participants recognize that individuals who have experienced Maltreatment may experience a range of effects that may emerge at different time points and that can profoundly affect their lives.
 - g. All adults working with children and youth have a duty to prevent or mitigate opportunities for misconduct.
 - h. In recognition of the historic vulnerability to discrimination and violence amongst some groups, and that continues to persist today, Participants in positions of trust and authority have a duty to incorporate strategies to recognize systemic bias, unconscious bias, and to respond quickly and effectively to discriminatory practices

Conduct Standards

4. The Organization has adopted a *Code of Conduct and Ethics* that describes standards of conduct and behaviour for all Participants. General standards of conduct apply to all Participants and specific standards are described for positions within the organization. The *Code of Conduct and Ethics* will have specific stakeholder sections, including but not limited, to:
 - a. Athletes
 - b. Coaches
 - c. Officials
 - d. Volunteers
 - e. Directors and Committee Members
 - f. Parents and Spectators
5. The safe sport policies will contain detailed definitions of key terms, including:
 - a. Maltreatment
 - b. Harassment
 - c. Discrimination
 - d. Workplace Harassment
 - e. Workplace Violence

Social Media

6. The Organization has adopted a *Social Media Guidelines* that describes standards of conduct that are expected on social media by Participants. The *Social Media Guidelines* indicate specific conduct standards and risks that are common and/or exclusive to social media.
7. The *Social Media Guidelines* highlights the importance of responsible coach-athlete interaction on social media and provides examples of violations of conduct standards.

Athlete Protection

Screening

8. The Organization will adopt a comprehensive *Screening Policy* that requires some Participants to pass a screening process before being permitted to interact with athletes. The *Screening Policy* will:
 - a. Categorize positions in the organization as 'Low Risk', 'Medium Risk', and 'High Risk' and require progressive screening measures for individuals serving in each category of risk
 - b. Describe how frequently some Participants must obtain a criminal record check and which type of check(s) they must obtain
 - c. Describe how frequently some Participants must submit Screening Disclosure Forms and Screening Renewal Forms
 - d. Empower a Screening Committee to prohibit Participants who do not pass screening from participating in certain positions
 - e. Empower a Screening Committee to attach conditions to a Participant's participation in certain positions
9. The Organization has developed *Athlete Protection Guidelines* that can be used by coaches, managers, medical personnel, and other Persons in Authority. The Organization may provide training on the policy and take steps to ensure the policy is being implemented. The Organization will conduct a regular review of the policy to add and/or modify new content as appropriate.

Resources

10. The Organization will regularly provide information to Participants about resources and training related to athlete protection. Resources and training opportunities can include:
 - a. NCCP modules
 - b. Respect in Sport
 - c. Commit to Kids
 - d. Red Cross – Respect Education Courses
 - e. CAC Safe Sport Training

Dispute Resolution

11. The Organization will have a comprehensive suite of dispute resolution policies that will include:
 - a. *Discipline and Complaints Policy*
 - b. *Appeal Policy*
 - c. *Dispute Resolution Policy*
 - d. *Whistleblower Policy*
12. Taken together, the suite of dispute resolution policies will include the following features:
 - a. An independent individual to whom complaints can be submitted
 - b. Sanctions for violations of conduct standards
 - c. Mechanism for suspension of individuals pending the conclusion of the process
 - d. Non-biased and experienced case managers, decision-makers and/or investigators
 - e. Protection from reprisal for submitting complaints
 - f. Anonymity for the complainant in cases of whistleblowers, to the maximum extent possible
 - g. Independence of appeal procedures, when appeals are permitted
 - h. Opportunity for alternative dispute resolution
 - i. Investigations of complaints as circumstances merit

Records

13. The Organization will retain records of decisions that have been made pursuant to the organization's policies. These records may be shared with other individuals or organizations, including but not limited to, national sport organizations, provincial/territorial sport organizations, multi-sport organizations, and government entities.

Governance and Operations

14. The Organization will have a comprehensive plan in which athlete protection and safe sport are top priorities for the organization.
15. The Organization has adopted a *Risk Management Policy* that describes how the organization will address risks ranging from 'Unlikely' to 'Almost Certain' and from 'Minor' to 'Catastrophic'. The Organization will contemplate risk management strategies that retain, reduce, transfer, and/or avoid the risk. Risks can occur in the following areas:
 - a. Operational/Program
 - b. Compliance
 - c. Communication
 - d. External
 - e. Governance
 - f. Financial
 - g. Health and Safety
16. The Organization will pursue a governance structure and organizational culture that reflects the diversity of the athletes and stakeholders within the sport, that adheres to all applicable federal and/or provincial/territorial legislation, and that moves toward a national alignment strategy for the sport in Canada.
17. The Organization will continually monitor and evaluate its policies, practices, and procedures.

Discipline and Complaints Policy

“Organization” refers to: SQUASH MANITOBA

Definitions

1. The following terms have these meanings in this Policy:
 - a. *“Athlete”* – An individual who is an Athlete Participant in Squash Manitoba
 - b. *“Case Manager”* – An individual appointed by Squash Manitoba to administer this *Discipline and Complaints Policy*. The Case Manager does not need to be a member of, or affiliated with, Squash Manitoba
 - c. *“Complainant”* – A Participant or observer who makes a report of an incident, or a suspected incident, of Maltreatment or other behaviour that is a violation of the standards described in the *Code of Conduct and Ethics*
 - d. *“Days”* – Days including weekends and holidays
 - e. *“Maltreatment”* – As defined in the *Code of Conduct and Ethics*
 - f. *“Participants”* – Refers to all categories of individual members and/or registrants defined in the By-laws of Squash Manitoba who are subject to the policies of Squash Manitoba, as well as all people employed by, contracted by, or engaged in activities with Squash Manitoba including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
 - g. *“Power Imbalance”* – As defined in the *Code of Conduct and Ethics*
 - h. *“Respondent”* – The alleged infracting Party

Purpose

2. Participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with Squash Manitoba’s policies, By-laws, rules and regulations, and *Code of Conduct and Ethics*. Non-compliance may result in sanctions pursuant to this Policy.

Application of this Policy

3. This Policy applies to all Participants.
4. This Policy applies to matters that may arise during the course of Organization’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Organization activities, and any meetings.
5. This Policy also applies to Participants’ conduct outside of Squash Manitoba’s business, activities, and events when such conduct adversely affects relationships within Squash Manitoba (and its work and sport environment) and is detrimental to the image and reputation of Squash Manitoba. Such applicability will be determined by Squash Manitoba at its sole discretion.
6. This Policy applies to alleged breaches of the *Code of Conduct and Ethics* by Participants who have retired from the sport where any claim regarding a potential breach of the *Code of Conduct and Ethics* occurred when the Participant was active in the sport. In addition, this Policy will apply to breaches of the *Code of Conduct and Ethics* that occurred when the Participants involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Participant(s).
7. This Policy does not prevent immediate discipline or sanction from being applied as reasonably required. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity, or event only.

8. In addition to being subject to disciplinary action pursuant to this *Discipline and Complaints Policy*, an employee of Squash Manitoba who is a Respondent to a complaint may also be subject to consequences in accordance with the employee's Employment Agreement or policies for human resources, if applicable.
9. Squash Manitoba may at its discretion, assume jurisdiction of a complaint that was submitted to a Member Club. In such cases, Squash Manitoba's Case Manager will determine whether the complaint process should be re-started or resumed pursuant to the applicable section of this Policy.

Reporting a Complaint

10. Any Participant may report any complaint to Squash Manitoba. A complaint must be In Writing and must be filed within fourteen (14) days of the alleged incident or within fourteen (14) days of the end of the sport/league/competitive season, at the discretion of the individual filing the complaint.
11. A Complainant wishing to file a complaint outside of the fourteen (14) day period must provide a written statement giving reasons for an exemption to this limitation. The decision to accept, or not accept, the complaint outside of the fourteen (14) day period will be at the sole discretion of Squash Manitoba or the Case Manager, as applicable. This decision may not be appealed.
12. At Squash Manitoba's discretion, Squash Manitoba may act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, Squash Manitoba will identify an individual to represent Squash Manitoba.
13. Resignation or lapsing of membership after a complaint is filed does not preclude discipline being pursued under this Policy.

Dispute Resolution Option

14. The complaint may first be referred to Squash Manitoba's President (or designate) for review, with the option given to the parties to resolve the dispute via Alternate Dispute Resolution and/or mediation. Should the parties unanimously agree to proceed using Alternate Dispute Resolution and/or mediation, the process set out in the *Dispute Resolution Policy* shall be followed from this point. Should the parties not agree, the process contained here shall be followed.

Case Manager

15. Upon the receipt of a complaint, Squash Manitoba will appoint a Case Manager to oversee management and administration of complaints submitted in accordance with this Policy. Such an appointment is not appealable. The Case Manager must not be in a conflict of interest and must have no affiliation or connection with either party.
16. The Case Manager has a responsibility to:
 - a. Determine whether the complaint is frivolous and/or within the jurisdiction of this Policy
 - b. Propose the use of Squash Manitoba's *Dispute Resolution Policy*
 - c. Determine if the complaint should be investigated (per **Appendix A – Investigation Procedure**)
 - d. Appoint the Discipline Panel, if necessary
 - e. Coordinate all administrative aspects and set timelines
 - f. Provide administrative assistance and logistical support to the Discipline Panel as required
 - g. Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Procedures

17. If the Case Manager determines the complaint is:
 - a. Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately
 - b. Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the Parties that the complaint is accepted and of the applicable next steps
18. The Case Manager's decision to accept or dismiss the complaint may not be appealed.
19. The Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.
20. After notifying the Parties that the complaint has been accepted, the Case Manager will appoint a Discipline Panel, which shall consist of a single Adjudicator, to hear the complaint. At the discretion of the Case Manager, a Discipline Panel of three persons, may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Discipline Panel's members to serve as the Chair. The members of the Discipline Panel must be unbiased and not in a conflict of interest.
21. The Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing, which may involve direct communication with the Parties, an oral in-person hearing, an oral hearing by telephone or other communication medium, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Discipline Panel deem appropriate in the circumstances, provided that:
 - a. The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing or an oral hearing by telephone or other communication medium
 - b. Copies of any written documents which the parties wish to have the Discipline Panel consider will be provided to all Parties, through the Case Manager, in advance of the hearing
 - c. The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - d. The Discipline Panel may request that any other individual participate and give evidence at the hearing
 - e. The Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious, and shall place such weight on the evidence as it deems appropriate
 - f. The decision will be by a majority vote of the Discipline Panel
22. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.
23. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.

24. If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in its own right, that party will become a Party to the current complaint and will be bound by the decision.
25. In fulfilling its duties, the Discipline Panel may obtain independent advice.

Decision

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

Sanctions

27. Prior to determining sanctions, the Discipline Panel will consider factors relevant to determining appropriate sanctions which include:
- a. The nature and duration of the Respondent's relationship with the Complainant, including whether there is a Power Imbalance;
 - b. The Respondent's prior history and any pattern of inappropriate behaviour or Maltreatment;
 - c. The ages of the individuals involved;
 - d. Whether the Respondent poses an ongoing and/or potential threat to the safety of others;
 - e. The Respondent's voluntary admission of the offense(s), acceptance of responsibility for the Maltreatment, and/or cooperation in the process of Squash Manitoba;
 - f. Real or perceived impact of the incident on the Complainant, sport organization or the sporting community;
 - g. Circumstances specific to the Respondent being sanctioned (e.g. lack of appropriate knowledge or training regarding the requirements in the *Code of Conduct and Ethics*; addiction; disability; illness);
 - h. Whether, given the facts and circumstances that have been established, continued participation in the sport community is appropriate;
 - i. A Respondent who is in a position of trust, intimate contact or high-impact decision-making may face more serious sanctions; and/or
 - j. Other mitigating and aggravating circumstances
28. Any sanction imposed must be proportionate and reasonable. However, progressive discipline is not required and a single incident of Maltreatment or other prohibited behaviour may justify elevated or combined sanctions.

29. The Discipline Panel may apply the following disciplinary sanctions, singularly or in combination:
- a. **Verbal or Written Warning** - A verbal reprimand or an official, written notice and formal admonition that a Participant has violated the *Code of Conduct and Ethics* and that more severe sanctions will result should the Participant be involved in other violations
 - b. **Education** - The requirement that a Participant undertake specified educational or similar remedial measures to address the violation(s) of the *Code of Conduct and Ethics*
 - c. **Probation** - Should any further violations of the *Code of Conduct and Ethics* occur during the probationary period, will result in additional disciplinary measures, likely including a period of suspension or permanent ineligibility. This sanction can also include loss of privileges or other conditions, restrictions, or requirements for a specified period of time
 - d. **Suspension** - Suspension, either for a set time or until further notice, from participation, in any capacity, in any program, practice, activity, event, or competition sponsored by, organized by, or under the auspices of Squash Manitoba. A suspended Participant is eligible to return to participation, but reinstatement may be subject to certain restrictions or contingent upon the Participant satisfying specific conditions noted at the time of suspension
 - e. **Eligibility Restrictions** - Restrictions or prohibitions from some types of participation but allowing participation in other capacities under strict conditions
 - f. **Permanent Ineligibility** - Permanent ineligibility to participate in any capacity, in any program, activity, event, or competition sponsored by, organized by, or under the auspices of Squash Manitoba
 - g. **Other Discretionary Sanctions** - Other sanctions may be imposed, including, but not limited to, other loss of privileges, no contact directives, a fine or a monetary payment to compensate for direct losses, or other restrictions or conditions as deemed necessary or appropriate
30. The Discipline Panel may apply the following presumptive sanctions which are presumed to be fair and appropriate for the listed Maltreatment:
- a. Sexual Maltreatment involving a Complainant who is a minor shall carry a presumptive sanction of permanent ineligibility;
 - b. Sexual Maltreatment, Physical Maltreatment with contact, and Maltreatment related to interference or manipulation of process shall carry a presumptive sanction of either a period of suspension or eligibility restrictions.
 - c. While a Respondent has pending charges or dispositions in violation of the criminal law, the presumptive sanction shall be a period of suspension
31. A Participant's conviction for a *Criminal Code* offense shall carry a presumptive sanction of permanent ineligibility from participating with Squash Manitoba. *Criminal Code* offences may include, but are not limited to:
- a. Any child pornography offences
 - b. Any sexual offences
 - c. Any offence of physical violence
 - d. Any offence of assault
 - e. Any offence involving trafficking of illegal drugs
32. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in an automatic suspension until such time as compliance occurs.
33. Infractions that result in discipline will be recorded and records will be maintained by Squash Manitoba.

Suspension Pending a Hearing

34. Squash Manitoba may determine that an alleged incident is of such seriousness as to warrant suspension of a Participant pending completion of a criminal process, the hearing, or a decision of the Discipline Panel.

Confidentiality

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

Timelines

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

Records and Distribution of Decisions

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

Appeals Procedure

38. The decision of the Discipline Panel may be appealed in accordance with Squash Manitoba's *Appeal Policy*.

Appendix A – Investigation Procedure

Determination

1. When a complaint is submitted pursuant to the *Discipline and Complaints Policy*, the Case Manager will determine if the incident should be investigated.

Investigation

2. The Case Manager will appoint an Investigator. The Investigator must be an independent third-party skilled in investigating. The Investigator must not be in a conflict of interest situation and should have no connection to either party.
3. Federal and/or Provincial/Territorial legislation related to Workplace Harassment may apply to the investigation if Harassment was directed toward a worker in a Workplace. The Investigator should review workplace safety legislation, Squash Manitoba's policies for human resources, and/or consult independent experts to determine whether legislation applies to the complaint.
4. The investigation may take any form as decided by the Investigator, guided by any applicable Federal and/or Provincial legislation. The investigation may include:
 - a. Interviews with the Complainant
 - b. Witness interviews
 - c. Statement of facts (Complainant's perspective) prepared by Investigator, acknowledged by the Complainant and provided to the Respondent
 - d. Interviews with the Respondent
 - e. Statement of facts (Respondent's perspective) prepared by Investigator, acknowledged by the Respondent and provided to the Complainant

Investigator's Report

5. Upon completion of their investigation, the Investigator shall prepare a report that should include a summary of evidence from the parties (including both statements of facts, if applicable) and recommendations from the Investigator of whether, on a balance of probabilities, a breach of the *Code of Conduct and Ethics* occurred.
6. The Investigator must be aware that sport-specific differences exist with respect to such aspects as acceptable levels of touch, physical contact, and aggression during training or competition and will consider such differences during the investigative process.
7. The Investigator's Report will be provided to the Case Manager who will disclose it, at their discretion, to Squash Manitoba and the relevant club (if applicable).
8. Should the Investigator find that there are possible instances of offence under the *Criminal Code*, particularly related to Criminal Harassment (or Stalking), Uttering Threats, Assault, Sexual Interference, or Sexual Exploitation, the Investigator shall advise the Complainant and Squash Manitoba to refer the matter to police.
9. The Investigator must also inform Squash Manitoba of any findings of criminal activity. Squash Manitoba may decide whether to report such findings to police but is required to inform police if there are findings related to the trafficking of prohibited substances or methods (as indicated in the version of the World Anti-Doping Agency's Prohibited List currently in force), any sexual crime involving Minors, fraud against Squash Manitoba, or other offences where the lack of reporting would bring Squash Manitoba into disrepute.

Reprisal and Retaliation

10. A Participant who submits a complaint to Squash Manitoba or who gives evidence in an investigation may not be subject to reprisal or retaliation. Any such conduct may constitute Maltreatment and will be subject to disciplinary proceedings pursuant to the *Discipline and Complaints Policy*.

False Allegations

11. A Participant who submits allegations that the Investigator determines to be malicious, false, or for the purpose of retribution, retaliation or vengeance (or that otherwise fall within the definition of Maltreatment) may be subject to a complaint under the terms of the *Discipline and Complaints Policy* and may be required to pay for the costs of any investigation that comes to this conclusion. Squash Manitoba or the Participant against whom the allegations were submitted, may act as the Complainant.

Confidentiality

12. The Investigator will make reasonable efforts to preserve the anonymity of the complainant, respondent, and any other party. However, Squash Manitoba recognizes that maintaining full anonymity during an investigation may not be feasible.

Human Resources Policy

“Organization” refers to: SQUASH MANITOBA

Definitions

1. The following terms have these meanings in this Policy:
 - a. “*Employees*” – Individuals employed by the Organization on a full-time, part-time, or term basis. Employees do not include contractors, Directors and Officers of the Organization, interns, officials, volunteers, or volunteer coaches
 - b. “*Full-Time Employees*” – Employees who work a minimum twenty (20) hour work week, receive an annual salary, health, vacation, and pension benefits as defined in their *Employment Agreement*
 - c. “*Part-Time Employees*” – Employees who work less than a twenty (20) hour work week, who received an annual salary, and vacation benefits as defined in their *Employment Agreement*
 - d. “*Term Employees*” – Employees who are hired for a specific term, to complete specific tasks, who are employed temporarily (i.e., paid by the hour, day, or week), receive four-to-six percent (4%-6%) vacation pay and leave benefits, and who do not receive health or pension benefits as defined in their *Employment Agreement*

Purpose

2. The Organization employs staff, as necessary, to manage the daily tasks required of Squash Manitoba. The Organization’s Employees must sign and adhere to individual *Employment Agreements*. Except where otherwise noted, or where amended by the provisions of the *Employment Agreement*, this Policy and the Manitoba *Employment Standards Code* will govern the terms and conditions of employment with the Organization.
3. If there is any discrepancy between this Policy and the minimum requirements of Manitoba’s *Employment Standards Code*, then the minimum requirements of the *Code* will take precedence over this Policy.

Legal Requirements

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

Application of this Policy

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

Employer-Employee Relationship

8. The Organization recognizes the critical importance of its Employees to achieving its strategic objectives. Accordingly, the Organization provides its Employees with:
 - a. Meaningful work which provides opportunities for professional development and personal achievement
 - b. A safe, healthy, and rewarding work environment
 - c. An organizational culture that reinforces shared values and high professional standards, and encourages participation and teamwork
 - d. An evaluation system based on organizational values, defined job duties and responsibilities, mutually agreed upon goals and objectives, and reasonable expectations
 - e. An evaluation system that provides positive and constructive feedback on performance

9. The Organization expects its Employees to:
 - a. Apply and adhere to the Organization's policies and organizational values
 - b. Use their best efforts to advance the interests of the Organization
 - c. Perform their duties to the best of their abilities
 - d. Seek a high level of performance results
 - e. Act professionally in the discharge of their employment responsibilities
 - f. Provide open and direct communication
 - g. Ensure the integrity of their personal conduct
 - h. Provide the Organization with any changes to the Employee's name, address, phone number, and other personal information that the Organization is required to maintain

Employment Agreement

10. Employees will enter into an employment agreement with the Organization.

11. If the Employee continues to be employed by the Organization after the expiration of their *Employment Agreement*, the Employee's immediate last *Employment Agreement* will remain in effect until an acceptable *Employment Agreement* has been signed by both the Employee and the Organization.

12. Where there is any inconsistency between the terms of the Employee's *Employment Agreement* and the terms of this Policy, the terms of the *Employment Agreement* will prevail.

Probationary Period

13. New Employees will be subject to a three (3) months probationary period and may be terminated without notice or pay in lieu of notice, unless otherwise stated in the Employee's *Employment Agreement*.

14. The Employee's probationary period may be adjusted or extended, in writing, according to any absences by the Employee during the probationary period.

15. The purpose of this probationary period is to provide an opportunity for both the Employee and the Organization to evaluate their working relationship.

16. An employee who transfers within the Organization to a new position will have a probationary period of three months in the new position. During this probationary period the Organization may, at its sole discretion and for any reason, require the employee to return to their previous position without notice and without compensation.

17. At the end of the probationary period, a formal work performance evaluation will be conducted. An Employee whose service is determined to be satisfactory during the probationary period may continue in employment, subject to the availability of funds, the continued existence of the position, and continued satisfactory work performance.

Attendance, Work Hours, and Supervision

18. The President (or designate) will supervise the performance of all Employees on behalf of the Organization's Board of Directors.
19. Employees will work out of the Organization's head office unless another arrangement has been agreed to by the President in writing. An Employee will not be paid a travel allowance or a moving allowance if the Employee is required to travel far distances to the Organization's head office or if the Employee changes residence.
20. Employees will work normal office hours, as determined by the Organization's Board of Directors. Part-time or temporary Employees may work modified office hours, as determined by the Organization's President. Due to the nature of the Organization as primarily a volunteer-run organization, Employees' hours of work may be flexible to accommodate some evening or weekend work.
21. Overtime hours may be worked by an Employee with the approval of the President. Overtime hours will be compensated by granting the Employee time off in lieu at a rate of time-and-a-half for each hour of overtime worked. Hours worked by the Employee, excluding Management, in excess of eight (8) hours per day or forty (40) hours in a single week will constitute overtime work.
22. If an Employee cannot be at work at the normal time, they will notify their supervisor the earliest opportunity with the reasons for, and expected duration of, the absence.
23. Employees will attend all staff meetings, Board meetings, and other meetings when requested to do by the President, unless the Employee's absence has been approved by the President.

Job Responsibilities, Performance, and Review

24. The primary duties and responsibilities of each Employee will be outlined in a written job description in the *Employment Agreement*. These duties may be revised from time to time at the discretion of the Board of Directors or President, to reflect changing priorities, workload, and personnel requirements.
25. The performance of each Employee will be reviewed annually by the President (or designate). The purpose of this review will be to assess the Employee's commitment to the Organization's organizational values and policies, to provide the Employee with feedback on their performance, and to identify the Employee's strengths and weaknesses.
26. If an Employee's performance is below a satisfactory level, the President (or designate) will discuss with the Employee the specific problem, the level of performance that is required, the suggested action items to improve performance, and the time frame for achieving the desired level of performance. All discussions regarding performance will be documented and placed in the Employee's personnel file. If performance is unsatisfactory and does not improve according to the action plan time frames that have been discussed, the Employee's employment may be terminated for cause.

27. For all Employees, a base salary review will be done by the President (or designate). Annual cost of living increases will not occur automatically. The Board will review the inflation rate and from time to time adjust the salary range for each position.

Vacation and Holidays

28. Vacation entitlements will accrue in accordance with Manitoba's *Employment Standards Code*, unless stated otherwise in the Employee's *Employment Agreement*.
29. When a statutory holiday falls within an Employee's vacation, the Employee will be granted an additional day of vacation.
30. All vacations will be approved in advance by the President. The President retains the right to determine the scheduling of vacations and to determine whether more than one week of vacation may be taken at once. Vacation requests for one week or more will be submitted to the President, in writing, no later than two months prior to the requested vacation date.
31. Term Employees will be paid vacation pay at a rate of four percent (4%) of the Employees' earnings during the first four (4) years of employment and six percent (6%) in the fifth and subsequent years of employment, payable bi-monthly or on the termination of employment.
32. Employees who have worked less than one full employment year will be entitled to vacation time on a pro-rated basis.
33. Employees are entitled to the paid public holidays recognized by Manitoba's *Employment Standards Code*.
34. Employees who consistently work the same number of hours get one regular work day's pay as general holiday pay. For Employees whose hours of work or wages vary, their general holiday pay is calculated at 5% of the gross wages (not including overtime) in the 4 week period immediately before the holiday.

Leave

35. At the discretion of the Organization, a doctor's letter may be required to substantiate the need for sick leave.
36. Employees will periodically be required to schedule medical appointments. Employees are required to schedule appointments, where possible, in which least affects the amount of lost time. Part-Time Employees are required, where possible, to schedule appointments outside of their scheduled hours of work.
37. Bereavement leave, maternity leave, and parental leave will be in accordance with Manitoba's *Employment Standards Code*.
38. Employees required to serve on a Jury or as a Crown Witness are entitled to leave without pay.
39. Leaves of absence must be approved in writing. Extending approved leaves of absence without notification to the Organization may result in termination of the Employee.

Salary and Benefits

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

Salary

41. The salary of each Organization Employee will consist of a base salary and may include performance incentives.
42. Salary will be paid bi-monthly, on the 15th and last day of each month, unless payday falls on weekends or statutory holidays, in which case the payday will be moved to the last working day before the holiday.
43. Salary shall be subject to benefit deductions, statutory deductions, and withholdings for Canadian Pension and Employment Insurance.
44. Payment will be made by direct payment to the employee's bank account. Payment covers the pay period up to and including payday.
45. Daily salary for Employees will be calculated by dividing the Employee's annual salary by the number of days worked per year (approximately 261 days). Hourly salary for Employees will be calculated by dividing the number of hours worked in a day.
46. Starting salaries, salary increases, and performance incentives (if any) will be reviewed and approved by the Board of Directors. In carrying out this review, the Board of Directors will have regard to salaries paid by comparable organizations.

Pension Contributions

47. After six (6) months of continual employment, Full-Time Employees will start paying pension contributions at a maximum rate of 5% of their annual salary. The Employer will also provide a matching contribution.

Benefits

48. Full-Time and Part-Time Employees working twenty-one (21) hours per week or more are eligible for health benefits as defined in their *Employment Agreement* and as offered by Blue Cross after three continuous months of employment with the Organization.
49. The cost of the Organization's Insurance Plan for Full-Time and Part-Time Employees and their dependents will be paid equally by the Employer and the Employee.
50. Term Employees are not entitled to health benefits.
51. Health benefits coverage will cease upon the Employee's termination. An Employee may convert such health benefits coverage upon termination by purchasing coverage from the policy holder on an individual basis.

Pregnancy/Parental Leave

52. Employees on pregnancy/parental leave may choose whether or not they want to maintain their benefits but, if they choose to do so, they must maintain all benefits for the full leave period. If an Employee chooses not to maintain coverage during their pregnancy/parental leave, the Organization must receive such a request in writing.

Expense Compensation

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

Professional Development

54. The Organization will budget for staff training and development according to the resources available each year. Employees should consult with the President to identify suitable professional development opportunities. At the discretion of the President and based upon a written request from an Employee, the Organization may cover all or part of the Employee's costs to participate in educational courses, seminars, workshops, or other professional development activities.
55. The Organization may support individual educational activities that:
- a. Have immediate application to the employee's job;
 - b. Have future application to the employee's job; and
 - c. Have no immediate application to the employee's job, but prepares the employee to assume additional duties or acquire qualifications for advancement within the Organization.
56. Proof of successful completion, passing grade, or required attendance is necessary to any reimbursement. A registration fee is considered part of the associated cost; however, no reimbursement will be made until successful completion of the course.
57. When possible, courses shall be scheduled during an individual's personal time so as not to conflict with her/his scheduled hours of work. Courses may be scheduled during scheduled hours of work at the discretion of the President.
58. Employees must pay all tuition fees at the time of enrolment.

Cellphones

59. While operating a motor vehicle and unless using a legally authorized ear piece, Employees will:
- a. Not use a cellphone or other hand-held device
 - b. Before using a cellphone or other hand-held device, leave the road and safely park their motor vehicle
 - c. Have incoming phone calls answered by voicemail
60. Employees will not be disciplined for failing to answer a call while they were operating a motor vehicle.
61. The Organization will not be held responsible for any violations or accidents caused by the contravention of the **Cellphones** section of this Policy.

Other Employment

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

Personal Belongings

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

Conduct and Discipline

64. Employees will comply with this Policy, the terms of their *Employment Agreement*, and all other Organization policies relating to conduct including, but not limited to, the Organization's *Confidentiality Policy*, *Conflict of Interest Policy*, *Privacy Policy*, *Social Media Use Policy*, and *Code of Conduct and Ethics*.
65. The Organization's Employees may be subject to disciplinary action should their conduct so warrant.
66. Disciplinary action will be progressive and may include, but is not limited to:
- a. Verbal reprimand - a verbal reprimand may be given by the supervisor in private for minor offences. Such a reprimand will not become a part of the Employee's file, and the matter will be closed when the constructive two-way discussion has been finalized.
 - b. Letter of reprimand - when a more serious infraction occurs, or repetitive behaviour, the supervisor will write a letter to the Employee stating the infraction and warning them against further misbehaviour. A copy of this letter will be kept in the Employee's personnel file.
 - c. Suspension – an Employee may be suspended (with or without pay) for a period of three (3) to ten (10) working days, depending on the seriousness of the offence. Normally, the Employee will be permitted to carry on their normal duties while the case is being investigated. But in some cases it may be necessary to bar the person from the premises until the case has been investigated. In such an instance, the Employee will be notified in writing.
 - d. Dismissal - dismissal will be used only when all other corrective actions have failed or are not applicable.

Unsatisfactory Work Performance or Work-Related Behaviour

67. Unsatisfactory work performance or work-related behaviour is the failure or refusal to carry out job responsibilities, failure to follow the Organization's rules or policies. The Board will inform Employees of acts or omissions which are symptomatic of unsatisfactory work performance or work-related behaviour and of the applicable discipline if either is not corrected.
68. In a case of gross misconduct, immediate disciplinary action up to and including termination may be applied. During the investigation of alleged gross misconduct, an Employee may be placed on leave without pay.
69. Gross misconduct includes the following:
- a. Theft or dishonesty
 - b. Gross insubordination
 - c. Wilful destruction of organization property
 - d. Falsification of records

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

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

Termination

71. No notice, or pay in lieu of notice, is required by either the Organization or the Employee to terminate the employment relationship during the three (3) months probationary period for new Employees.
72. Employees will provide notice of their intention to leave the employment of the Organization in accordance with Manitoba's *Employment Standards Code*.
73. The Organization may terminate the employment of any Employee for cause at any time, without notice or pay in lieu of notice, for any of the following reasons:
- a. Wilful misconduct which is detrimental to the Organization
 - b. Failure to adhere to policies of the Organization
 - c. Gross failure to perform their employment duties
 - d. Theft and criminal behaviour
 - e. Unauthorized release of confidential information
 - f. Destruction of the Organization's property
 - g. Insubordination
 - h. Recurring absence without notice
 - i. Dishonesty
 - j. Fighting or provoking a fight on Organization premises
 - k. Actions that bring the Organization into disrepute
 - l. Working for another employer while on leave of absence without written consent of the Organization
 - m. Possession, use, sale, purchase, or distribution on the Organization's property of any illegal drugs or illegally possessed drugs
 - n. Reporting to work after having ingested illegal drugs or illegally possessed drugs, in a condition that adversely affects the employee's ability to safely and effectively perform their job or which would imperil the safety of others
 - o. Other reasons as determined by the Organization's Board or outlined in the *Employment Agreement*

74. The Organization will provide Employees notice, or pay in lieu of notice, of their intention to terminate the Employee's employment with the Organization without cause in accordance with Manitoba's *Employment Standards Code*, unless otherwise agreed in the Employee's *Employment Agreement*.

75. The Board will have authority for termination of all Employees.

Grievance Procedure

76. An employee who is dissatisfied with any procedures or treatment should first take the matter up with their supervisor. If the matter is not resolved at this level, the employee may contact the Organization's Board.

77. Employees may not advocate personal issues with any individual member of the Board without the consent of the President; unless the personal issues are directly connected to the conduct or behaviour of the President.