

# Shooting Federation of Canada



## 2018–19 Policy and Procedures Manual

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Approved by:

Executive Committee

April 2, 2018

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Date

Posted to the SFC Website

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Date

**Scheduled Year of Review: 2019**

**Note:** Policies will be reviewed on an annual basis or as needed.

The Shooting Federation of Canada (SFC) at its option, may change, delete, suspend, or discontinue parts of any policy in its entirety, at any time, without prior notice. Any conflict between policies or between the French and English versions of a policy should be brought to the immediate attention of the SFC – Executive committee (EC). EC will either review and revise the conflicting policies or assign a committee or individual to do so.

Once approved, the revised version of the policy supersedes all previous policies.

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**Effective 04/01/2018**

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## ACRONYMS

|                 |   |
|-----------------|---|
| AC              | Audit Committee                         |
| AGM             | Annual General Meeting                  |
| AMM             | Annual Membership Meeting               |
| AC              | Audit Committee                         |
| BOD             | Board of Directors                      |
| CAC             | Coaching Association of Canada          |
| CADP            | Canadian Anti-Doping Program            |
| CC              | Coaching Committee                      |
| COC             | Canadian Olympic Committee              |
| CompDev Coaches | Competition Development Coaches         |
| CRP             | Case Review Panel                       |
| DAC             | Domestic Affairs Committee              |
| DAC             | Domestic Affairs Committee              |
| EC              | Executive Committee                     |
| HO              | Harassment Officer                      |
| HPC             | High Performance Committee              |
| HPP             | High Performance Program                |
| IB Coaches      | Instructor Beginner coaches             |
| ISSF            | International Shooting Sport Federation |
| MMC             | Membership-Marketing Committee          |
| NC              | Nominating Committee                    |
| NCCP            | National Coaching Certification Program |
| NOC             | National Officials Committee            |
| OSL             | Official Satellite Locations            |
| PSO's           | Provincial Sports Organizations         |
| SFC             | Shooting Federation of Canada's         |
| TAC             | Tripartite Appeal Committee             |
| TSO's           | Territorial Sports Organizations        |
| VP DO           | VP of Domestic and Operations           |
| VPHP            | Vice President High Performance         |

# SFC Policy and Procedures Manual

## MISSION STATEMENT: SHOOTING FEDERATION OF CANADA

The Shooting Federation of Canada (SFC) is the national sport governing body responsible for the promotion, development and governing of organized, recreational, and competitive target shooting in and for Canada.

The Board of Directors (BOD) represents the SFC, and is charged with protecting its public purpose and ensuring that funds are used responsibly and as effectively as possible. To achieve this stewardship, the BOD forms committees. The duties, powers, policies, and procedures of these committees are detailed in this Policy Manual.

## PURPOSE

The SFC has a rich history, and, like all sport governing bodies, we have transformed our focus over the years. As an organization, we are made up of volunteers, staff, and members. It is our intent to strive to improve our engagement with our members, as well as our support for athletes, coaches, and officials, and create an enjoyable and valuable organization. We will continuously clarify our responsibilities, and endeavor to communicate clearly with our stakeholders and members so that they may find value in being a member of the SFC.

We partner and support many organizations across Canada, and work synergistically with them to enhance all the efforts being made to develop the tools and skills of target shooters, coaches, and officials across the country. We also have other like-minded sports that we do not directly represent, but which are part of the target shooting disciplines. We will work in harmony with these like-minded organizations to contribute to a healthy base of target shooting athletes that may choose to enter the Olympic and major games target shooting athlete pool. All target shooting sports provide an opportunity for the “Sport for Life” component for our athletes, officials, and coaches. We also lead the development of the High Performance Program to support the personal development of excellence in our target shooting sports, which in turn stimulates visibility, inspiration, and growth of the target shooting community.

This manual documents and communicates SFC’s management plans, rules, intents, and business processes. It provides a framework for consistency and fairness, and defines management standards for making decisions. It also provides a means of protecting the SFC’s legal interests. In doing so, it allows management to develop a better-run organization.

## GUIDANCE STATEMENT

The Shooting Federation of Canada (SFC) is the national governing body for target shooting sports. To promote the growth of these sports, the SFC delivers programs for officials, coaches, volunteers, and high performance athletes.

SFC values:

Being **ACCOUNTABLE** to, and **SUPPORTIVE** of, our members and stakeholders

Performing our roles with **INTEGRITY** and **TRANSPARENCY**

Committed to **RESPECT** and **EQUITABLE OPPORTUNITY**

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## DESIRED OUTCOMES

As articulated in our guidance statement, we plan to achieve two ultimate outcomes:

- 1) Growth of the target shooting sports in Canada, and
- 2) Support and develop high performance athletes

Through our executive's planning in previous years, we are satisfied that these outcomes will be achieved if we accomplish the following:

- 1) Improve administrative efficiencies
- 2) Improve funding levels and increase sources of funding
- 3) Increase awareness of the SFC and target shooting sports
- 4) Complete and implement a Long Term Athlete Development Plan
- 5) Increase the number of qualified coaches through training
- 6) Recruit and retain National coaches and Assistant Coaches for each discipline
- 7) Increase the number of qualified officials
- 8) Improve the performance of high performance and junior development athletes
- 9) Increase the availability of training and competition facilities
- 10) Increase the quality of competitions
- 11) Increase participation in target shooting sports
- 12) Increase the skill levels of target shooters
- 13) Continue to produce clear and transparent National and Development Team criteria
- 14) Increase the profile of, and participation in, national and international stakeholders
- 15) Improve communications and relationships with PTSO's

## **GOVERNANCE**

### **1. Board of Directors (BOD)**

Board members are collectively responsible for establishing guiding principles, policies, and procedures to ensure the efficient management and continued development of the SFC in all respects.

The Board is responsible for managing the Federation between annual meetings. Its decisions may only be overruled by a majority vote of the members at an Annual General Meeting (AGM) or a Special Meeting of the Federation. The President of the SFC, or their designate, as determined by SFC bylaws, presides over all BOD meetings.

Board members are defined in the SFC's bylaws, Article VIII. All board members, by virtue of their office, are responsible for seeing that any infractions of these bylaws are dealt with, by reporting them to the SFC's Executive Committee (EC).

The SFC's BOD or EC can create and dissolve any committee for reasons the Executive deems justifiable. This policy is subject to Article XIII of the SFC bylaws, however, if this policy and policies specific to a committee disagree, the specific committee policy shall supersede this document.

If not already provided in official policy documents, each committee will be given a Terms of Reference by the SFC's EC.

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## 2. Directors' Code of Conduct

1. Directors shall at all times use their best efforts to provide progressive and ~~clear~~ leadership and direction to the SFC in support of its vision, mission, and mandate.
2. Directors shall adhere to the SFC's governance policies. This includes due diligence to ensuring its fiscal and management obligations to the Government, creditors, and stakeholders are performed in a timely manner. This includes filing requirements and tax payments.
3. Directors shall adhere to the SFC Conflict of Interest Policy, and avoid, in fact and perception, conflicts of interest, and, failing that, disclose possible conflicts to the BOD immediately.
4. Directors shall view and direct the SFC's activities as a single entity, rather than favoring individual or specific group interests.
5. Directors shall maintain the confidentiality of the details and dynamics of BOD discussions, as well as those items designated as confidential.
6. In principle, Board decisions will be presented to the membership as a shared decision, regardless of personal beliefs. However, when a Board member feels obligated to uphold a dissenting view to represent their members or reflect strong personal views, this difference of opinion should not be presented in a way that reflects negatively on the Board or the SFC as a whole.
7. Directors are expected to attend all Board meetings, and be prepared for the meetings by having read any pre-circulated material in advance.
8. Directors' contributions to discussions and decision-making shall be positive and constructive, and Directors' interactions in meetings shall be courteous, respectful of other viewpoints, and free of animosity.
9. Directors shall be prepared to commit sufficient time and energy to attend to SFC business.
10. Directors shall participate in the SFC in ways other than attending Board meetings.
11. Directors shall adhere to the principle that the Operations Manager, the Technical Director, and Administrative support are responsible to the Vice President Administration or President, who are in turn responsible to the BOD.
12. Directors shall agree to uphold all democratic principles when making decisions in cooperation with fellow Directors on matters relating to SFC policies or activities.
13. All Directors of the SFC will refrain from making statements to the media and other external agencies, including social media, on policy matters that are within the scope of a policy approved by the Board. All external requests will be forwarded to the President or another designated spokesperson.

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Director's Name: (please print)

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Director's Signature:

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Date:

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Witness's Name: (please print)

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Witness's Signature:

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Date:

## 3. Overview of SFC Committees

Each committee will identify its priorities based on sport specific needs and available resources.

Each committee should establish linkages with other SFC committees and affiliated National, Provincial, or Territorial associations as appropriate, to ensure the sharing of ideas, information, and programs, and reduce the likelihood of duplication. Teleconferences will be held as needed. Conference calls or other electronic mechanisms will be made available to members to facilitate their participation, and every effort will be made to schedule meetings when all members can participate.

Agendas will be developed prior to meetings. Minutes will be taken at all meetings, made available to the SFC's EC, and when feasible, posted for the SFC membership.

All committee decisions and recommendations will be made by consensus unless otherwise indicated. If consensus cannot be achieved, the Chair is responsible for presenting all members' views and recommendations to the EC for a vote and final decision.

The Chairs and members of the BOD, EC, and Audit Committee (AC) are defined in the SFC bylaws. Chairs of the remaining committees are appointed by the EC. Unless otherwise specified in a committee's terms of reference, the Chair recommends other committee members to the EC for approval, National Office staff may be ex officio members of all committees, and Committee Chairs and members will serve for a period of one year. The BOD may remove a Chair or any member of a committee at any time, at its sole discretion, for due cause. Chairs and members shall hold office until they are replaced, or until they are removed for any of the reasons stated under the "Removal from office section of the Directors guidelines."

All budget expenditures and commitments must be authorized by the EC, and Committees will provide annual operating plans and budgets to the EC for approval in March of each year. The EC must approve procedures and budgets for all Grants administered by committees.

Each committee Chair will provide a written quarterly report to the EC documenting the status of the committee's annual operating plan.

## COMMITTEES

### 1. Executive Committee (EC)

The Executive Committee (EC) is responsible for ensuring that the SFC's mission is supported, and that the BOD's decisions and resolutions are implemented.

The EC is responsible for all SFC interactions with other federations, government officials, and games officials. Its members make recommendations to the Board on policy matters, carry out the SFC's day-to-day business, and undertake other activities specifically designated by the Board. The committee provides regular reports on its activities to the Board.

The EC is made up of SFC officers as defined in SFC bylaws, Article XI.

### 2. Audit Committee (AC)

The Audit Committee (AC) is a Statutory Committee established to help the BOD meet its fiduciary responsibilities, as defined in the SFC's bylaws, Article VIII, subsection VI. The AC assists the BOD in fulfilling its oversight responsibilities by reviewing and making recommendations with respect to the following:

- The external auditor's annual audit plan
- The SFC's accounting policies
- The audit findings and the audited annual financial statements, and advising the Board on its acceptance
- The SFC's system of internal controls and its management of financial risks
- The appointment of external auditors and their fees
- The Board's ethical standards
- The SFC's procedures for ensuring compliance with legal and regulatory requirements
- Such other matters as may be referred to the AC by the BOD

The AC shall have unrestricted access to members of management, employees, and all relevant information, and may engage independent counsel and other advisors as necessary to carry out its responsibilities. Meetings will be held quarterly—March, June, September, and December—for approximately 1–2 hours each meeting, either face-to-face, or by conference call.

The AC consists of the VP Administration, and at least two other Directors—appointed by the BOD—with some knowledge or expertise in financial administration. The Chair may recommend the appointment of non-Directors to the committee. Staff participation is also required. The AC is expected to:

- Liaise with the auditor prior to the audit
- Review the auditor's Management Letter and Audit Report
- Meet with the auditor at the conclusion of the audit to review the Management Letter, Audit Report, and the Financial Statements
- Recommend BOD acceptance of the auditor's report and the financial statements
- Evaluate the performance of the auditors in consultation with staff
- Recommend the appointment of the auditors to the BOD
- Periodically coordinate tendering of the audit, and advise the BOD on the selection of the auditor

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The Office Manager is the staff contact for the committee. The EC must authorize all budget expenditures and commitments.

### **3. Awards Committee under review**

The Awards Committee shall identify suitable nominees, prepare application procedures, and present all nominations for awards.

The Awards Committee will meet twice annually, at the summons of the Technical Director. The first meeting will be to prepare the solicitation of nominations, and the second to select the award winners.

The Awards Committee consists of 3–5 regionally based members representing as many SFC disciplines as possible, given the volunteers. At least one member should be from the High Performance Program (HPP). Either the BOD or the EC acting for the BOD shall appoint all new members to a one-year term. Committee members shall elect the Chair.

### **4. Membership-Marketing Committee (MMC) under review**

The Membership-Marketing Committee (MMC) will co-ordinate all the SFC's marketing activities (promotions, fundraising, public relations, licensing, market research, sales and advertising). It will do so according to the policies, plans, and priorities approved by the BOD, and make decisions relating to these marketing activities, monitor their implementation, and evaluate their outcomes on a regular basis.

Either the BOD, or the EC in its place, will appoint the MMC. The committee will select a Chair.

### **5. National Officials Committee (NOC)**

The function of the National Officials Committee (NOC) is to ensure that an adequate number of properly trained and qualified officials are available to supervise and conduct target shooting in all SFC disciplines at Club, Provincial, and National levels throughout Canada, and to nominate suitable officials for ISSF events or international competitions' organizing committees as may be appropriate. The NOC submits nominations to the EC for ISSF and official's cards.

The NOC is responsible for

- Conducting and or coordinating training courses for officials at National and ISSF International level courses in Canada
- Developing programs for training, examining, and qualifying officials in all active disciplines at the National level and assisting the Provinces in developing their systems for certification at Club and Provincial levels
- Developing training manuals, lesson plans, training aids, and printed material for use by training course instructors as required
- Establishing a cadre of instructors to conduct National level training courses
- Coordinating Club and Provincial training and qualification programs, acting through representatives appointed by the SFC-affiliated Provincial and Territorial Governing Associations
- Maintaining the list of officials qualified to conduct National Championships, and International competitions, and offering recommendations to Match Directors if requested
- Establishing and conducting training programs for major and support officials, as circumstances may require in connection with International competitions conducted in Canada

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- Periodically reviewing the performance of National level officials to determine whether their certification should be renewed, and/or to decide on recommendations to the ISSF for International Judges' licenses
- Establishing the period of validity for officials' certification and recommending to the EC the fees to be charged for training course participation, officials' materials, and certification
- Annually, the Chair of the NOC shall present a list to the EC of the SFC through the Vice-President of Domestic and Operations (VP DO) a list of current and practicing
  - Nationally Certified Officials (discipline specific)
  - International Officials (discipline specific)

**Membership and roles:** All members of the NOC shall be nationally certified, currently practicing as national or international officials in at least one shooting discipline, and current members in good standing of the SFC.

Members are appointed for a period of four years by the BOD or the EC acting for the Board, and members come up for renewal on a circulating basis. Up to three ISSF officials from each discipline (Shotgun/Rifle/Pistol) shall be named to the committee. The members of the Committee shall elect the Chair. The SFC's Technical Director and the SFC's ISSF delegate shall be ex officio members of the NOC. A small subcommittee of senior experienced referees will oversee the ISSF renewal, nominations to ISSF events, and ISSF training approval.

The NOC coordinates Officials' training and the qualifying programs conducted.

The SFC's Technical Director and ISSF delegate will act as the NOC's liaison officer, and provide support services to the Committee through the facilities of the SFC office.

**Renewal Criteria for Officials.** To be eligible for the issuance or renewal of National or International licenses, all candidates are expected to provide verification of their active participation as an on-line Official, Judge, or Jury member at his/her appropriate National, Regional, or Provincial Championships or club activity. Such verification should be provided by presenting the National Officials Card—appropriately signed by the Chief Range Officer or Tournament Director in charge of the event—to the SFC's Technical Director, who will monitor the participation of all National and International Officials at the national SFC office.

### 6. Nominating Committee (NC)

The SFC's BOD will create the Nominating Committee (NC) at least three months prior to the Annual Membership Meeting (AMM), and provide it with a list of all board and executive positions up for election at the AMM. The Nominating Committee (NC) issues a general call for nominations, actively recruits nominees, and ensures that nominations and elections are conducted in accordance with SFC bylaws, Section VI. The NC consists of at least three members appointed by the EC in good standing with the SFC. It will stand from several months before the AMM until the elections and voting during that meeting have been completed, including, if necessary, the validation of any voting at Official Satellite Locations (OSL) locations.

The NC is responsible for

- Ensuring that the SFC posts these positions and the process for nominations on its website two months in advance of the AMM
- Contacting all Provincial Sports Organizations (PSO's) and Territorial Sports Organizations (TSO's) and asking for nominations of provincial and territorial board member candidates.
- Contacting appropriate Sections and asking for nominations for the available Section board member

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positions

- Assisted by the SFC's Technical Director, contacting the High Performance (HP) Athletes by email and electronic polling, requesting nominations for either male or female Athlete representatives (depending on the year). (This will be a two-step procedure: 1) asking interested eligible Athletes to submit their names, 2) having the HP Athletes reduce their nominations to a single individual by a majority vote. If there are two candidates in a particular election, the published voting policy procedure will be used to determine the winner.)
- Ensuring that nominations for the board are available to the membership one month prior to the meeting
- Testing the technology to be used for the AMM at satellite meeting locations prior to the meeting
- Arranging required document templates and back up technology failure procedures with PSO's (TSO's) interested in operating a satellite location for the AGM should the technology fail
- Overseeing the voting and electoral process during the AMM

### **7. Domestic Affairs Committee (DAC) under review**

The Domestic Affairs Committee (DAC) fosters and supports the perpetuation of the target shooting sports throughout Canada. It is its duty—whenever possible—to support the provincial associations that also support competitive and non-competitive shooting, and promote the safe and responsible use of firearms.

Reporting to the EC, the DAC will develop, recommend, and assist in the implementation of the following initiatives:

- Encouraging and coordinating leadership development (coaches, officials, volunteers)
- Increasing participation in the shooting sports
- Helping provinces develop a progression of developmental shooting programs from introductory fundamentals to high performance, and then active life-long participation

DC membership consists of the VP DO and at least one other member appointed by the BOD. The VP DO may recommend the appointment of non-Directors to the DAC.

Grants administered by the DAC will require timely meetings to meet Grant programs' deadlines.

### **8. High Performance Committee (HPC)**

The main responsibilities of the High Performance Committee (HPC) are to help the Vice President High Performance (VPHP) manage the High Performance Plan (HPP) for Olympic and Paralympic disciplines, develop annual criteria for Athlete Selection and Major Games, and facilitate the highest level of achievement of all Canada's National Teams internationally, in accordance with LTAD plan and SFC policies.

The HPC must also improve communications between and manage the exchange of information among the shooting disciplines, through their representatives.

The HPC shall meet at least six times a year but preferable monthly by teleconference, to implement and evaluate the progress of the High Performance Plan (HPP). Committee members are responsible for providing technical insights to shape policies and procedures related to the HPP, and disseminate an understanding of the HPP to their respective disciplines and colleagues. All decisions and recommendations

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of the HPC will be made by a majority of its members. In the event that the VPHP cannot agree with a committee decision, the Chair is responsible for conveying the views and recommendations of all members to the EC for a final decision.

The BOD, or the EC on behalf of the BOD, annually confirms the members of the HPC.

The following shall be named to the Committee: Coaches (or their designates) of the Olympic and Paralympic disciplines (Rifle, Pistol, Shotgun); the director elected to represent SFC athletes (as per the SFC's bylaws, Article VIII); and a representative from the Junior Developmental Program (or their designate). The SFC's Technical Director shall be an ex officio member of the Committee, and act as secretary. Should no head coach be identified, the VPHP will be responsible for nominating a representative who has no apparent conflict of interest with that discipline.

The VPHP shall be responsible for the administration of the following:

- Shooting activities related to the national team
- High performance training centers
- Athlete assistance programs
- Leading the hiring of national team coaches
- Supporting coaching certification at the national team level
- International liaison
- Other responsibilities as directed by the Board and/or Executive Committee

The BOD, or the EC acting in its place, will appoint the VPHP as the Chair of the HP Committee to serve a term of four years, which will coincide with the SFC's quadrennial plan. The reappointment of any Chair will follow a performance review of his/her previous term by the EC. The VPHP is accountable to the SFC executive for the development and delivery of the HPP, in accordance with the SFC's strategic plan.

### **9. Coaching Committee (CC) and LTAD Steering Committee**

The responsibilities of the Coaching Committee (CC) and LTAD Steering Committee (LTADSC) are as follows:

- Ensuring a solid platform for the development of Instructor Beginner (IB) coaches and Competition Development (CompDev) coaches
- Providing a transparent pathway that will enable coaches to develop their skills as IB and CompDev coaches, as well as High Performance coaches

The SFC is responsible for working with Provincial Sports Organizations to support the delivery of safe and developmentally appropriate programs of consistently high quality across the country. The CC will maintain the SFC's LTAD plan, which focuses on the Olympic and Paralympic disciplines, but also provides a framework that is equally applicable to target shooting athletes in any of the other recreational and formal disciplines of competitive target shooting.

The CC has the following responsibilities:

- Overseeing programs that increase the number of qualified shooting coaches in the country
- Developing policies and procedures and overseeing the development of fair and transparent financial support programs for the development of coaches
- Developing and overseeing a coach recognition program

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- Ensuring that the NCCP or charter of professional coaches Code of Ethics is followed by all coaches trained or certified by the SFC
- Provide policies and procedures for identifying coaches to be recommended for advanced training
- Promoting the SFC's coach development program

*Operating Principles:* The CC will conduct itself according to all the policies and guidelines approved by the SFC. It will create and maintain fair and transparent rules and guidelines, and when possible, ensure that all programs are discipline and gender equitable in design, though some funding sources may target specific groups, and should not be overlooked in decision-making. Recommendations from this committee are to be made in the best interests of target shooting in Canada.

*Operating Procedures:* The CC shall meet at least six times a year, but preferable monthly by teleconference, to facilitate the implementation of and evaluate progress on the Coach Development plan. All decisions and recommendations will be made by a majority of the CC and LTADSC Policy members, in an open transparent vote. The CC must observe all SFC policies and bylaws.

Prior to the start of each fiscal year, The CC will submit its annual plan to the SFC BOD for approval. Once approved, the CC will work to achieve the plan's stated objectives, and submit any changes to the plan's scope it deems necessary to the SFC Executive before changing the plan. The CC will also liaise with provincial coach coordinators several times a year to update them on developments in the coaching program, and to determine how effectively the programs are being implemented in each province.

*Membership and Roles:* The CC will be made up of up to 11 appointees (confirmed annually by the SFC BOD), with the goal of representing all three disciplines and a large geographical area of the country. The committee will be chaired by the National Coach Coordinator, and be supported by the VP DO. Committee members will bring their experiential and discipline-related knowledge to the table, while making recommendations and decisions for the betterment of all target shooting in Canada, regardless of discipline. Recommendations will be made by a majority, with the preference being for consensus.

*Financial and Reporting Requirements:* The CC will submit an annual program plan and budget to the VP Domestic. The VP DO will oversee the disbursement of approved program expenditures. All financial and other variances to the approved annual plan, and all policy related outputs, must be approved by the SFC BOD, or the EC, acting on behalf of the Board.

The SFC VP DO will report to the EC on this committee's progress.

### **10. Sections: Rifle, Pistol, and Shotgun**

The SFC currently includes three sections: Rifle, Pistol, and Shotgun. The BOD establishes terms of reference for each Section, and each Section operates under the direct supervision of the EC, according to the SFC's bylaws.

Should any qualified discipline hold events at more than one National Championships event (i.e., Shotgun, Skeet, and Trap), then the *Subsections* that organize each event, must work collaboratively. Subsections must also submit the following to the VP DO for EC approval:

- Procedures that confirm they are operating independently
- Procedures that confirm how the subsection will come together every two years to nominate its section's representative, to run as the VP for that Section for the SFC BOD and EC

For purposes of this manual, any approved subsection must follow the requirements for a Section. Sections are responsible for the following:

- Section committee elections, organization, and bid acceptance, and ensuring the proper conduct of

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national matches, postal matches, and the establishment of classification criteria

- Nominating the SFC's VP Section for each two-year term, as stated in the SFC's bylaws (These terms are limited, in that the authority for final approval shall rest with the EC acting on the recommendation of the Section.)
- Recommending all rule changes in those instances where ISSF rules do not apply, unless a change occurs during a match in which the rule change is the responsibility of the match jury
- Developing and introducing new programs, maintaining records of scores, and general items of concern to its particular discipline

***Operating Procedures.*** An annual Section meeting shall be held during the National Championships or Matches, or at another appropriate date. The Section Chair shall convene the annual section meeting. Agendas should be circulated at least fifteen (15) days prior to each meeting. Other section committee meetings can be called at any time by the chair or five or more section committee members, and should provide two weeks' notice and encourage maximum participation through the provision of phone or Internet conferencing.

***Membership and Roles.*** Section membership is limited to SFC members in good standing who have participated in National Championships within the last three years, either as athletes, coaches, or officials. Section Committee members are elected by Section members at their annual meeting. They shall hold office each year they are elected, until such time as they are removed for any of the reasons stated under the "Removal from office" section of the BOD guidelines. They must also comply with the Directors' guidelines, under the "qualifications" section.

The Section Chair shall ensure that the VP DO (via the SFC's office) and membership receive a copy of the minutes of any section or section committee meeting within 30 days of the meeting, preferably by email. The Committee should consist of a Chair, a Vice-Chair, one representative from each of the active provinces, and up to a maximum of four (4) other members with specific tasks and responsibilities.

The Section Chair shall organize the work of the Section, delegating duties among the Committee members in a way that takes full advantage of their capabilities, with due regard to Section responsibilities. The Chair shall remain in close liaison with the SFC's VP DO, and respond to any SFC office staff requests in a timely manner. For the names and addresses of the Section contacts, please refer to the web site or contact the SFC office. <http://paralympic.ca/shooting-federation-of-canada>

***Financial Requirements.*** Sections may have accounts that are separate from those of the SFC, and spend that money in support of their sport as the section membership sees fit. Committees and Sections shall not enter into any negotiations with any party that could lead to either a financial obligation or other commitment by the SFC. Section/Committee members may be reimbursed for pre-APPROVED out-of-pocket expenses for required attendance at SFC meetings. Only the SFC's EC can grant Pre-Approval.

All expenses incurred must be within a pre-authorized budget, and incorporated into the SFC's annual operating budget, unless it is being directly funded by another agency, such as the Canadian Olympic Committee (COC), the Coaching Association of Canada (CAC), or the National Coaching Certification Program (NCCP). The SFC EC must approve any expenses outside this budget.

***Reporting Requirements.*** The direct line of authority from the Section shall be to the VP-DO. Detailed Section proposals shall be submitted for review by the VP-DO, who will then submit all proposals to the EC for approval. Section Reports are to be submitted to the National Office annually, one month prior to the AGM, where they will be reviewed prior to being accepted by the BOD. All motions/decisions that relate to SFC policies or finances may not go into effect until the EC has ratified them.

## **BOARD OPERATIONS**

### **1. Board Nominations**

A fair and transparent process is used to identify and elect Board members. This section describes the SFC's Board Nomination process. All nominations and elections will be consistent with the SFC's bylaws.

*Operating Procedures.* A list of board positions will be provided to the Chair of the Nominating Committee (NC) prior to the SFC's Annual Meeting.

Nominations for vacant SFC Board positions must include the following information:

- The board position for which the nomination is being made
- The name of the SFC member in good standing being nominated
- The date on which the nomination is being submitted
- The written consent of the SFC member being nominated
- Written support for the nomination from two SFC members in good standing

When no written nominations have been received, nominations from the floor made by attendees at the AMM can be accepted.

The following procedure is used to nominate Directors to represent each province or territory of Canada:

- Candidates must reside in the geographical region they will represent
- A list of candidates will be solicited from each Provincial/Territorial Sport Organization before an election for such position

The following procedure is used to nominate Discipline Section Directors for Rifle, Shotgun, and Pistol:

- The candidates should be members of the Section from which they are nominated
- A list of candidates will be solicited from each of the respective sections

There will also be 4 to 5 Directors at Large from the SFC membership.

### **2. Executive Nominations**

The Policy for the Nomination of the Executive provides SFC with the rules that will be used to ensure a fair and transparent process for identifying and electing executive members.

All nominations and elections will follow the SFC's bylaws, and eligibility for election to the SFC's EC will abide by all published SFC bylaws.

A list of all positions open for election will be provided to the membership concurrent with the call for Board nominations

At the first board meeting following the annual AMM, nominations for any vacant positions will be made, seconded verbally, and voted on using the SFC's published voting procedures.

### **3. Annual Membership Meeting (AMM)**

To facilitate increased participation by the membership, the SFC will attempt to utilize technologies such as videoconferencing for the AMM. Should this technology fail, telephone conferencing will be adopted.

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Both OSL's and individual sign-ins will be attempted. Each PSO/TSO will be asked to act as a satellite location. To be an OSL, a PSO/TSO must agree to provide a qualified scrutineer, and a suitable location with Internet and phone access. Additionally, the OSL must provide a list of attendees, their SFC membership numbers, and their signatures, to the chair of the NC. Should electronic voting fail, the OSL will be required to send the handwritten ballots to the SFC before they are destroyed. Voting procedures at the OSL locations will be the same as those at the main AMM.

Each PSO/TSO hosting a satellite meeting location should give the SFC their technology coordinator's name and coordinates at least four weeks in advance of the AMM. The PSO/TSO will also be responsible for costs associated with running an OSL meeting location, and appointing appropriate scrutineers in advance of the AMM. These scrutineers will report to the NC Chair.

The AMM will be chaired in a fair and respectful manner by the current SFC President, or in his/her absence, a delegated Vice President.

***Voting Method.*** The voting method (not including elections to the BOD or national office) shall at all times be a show of hands, unless a secret ballot is deemed necessary by those present at the AMM. If the AMM is held in whole or in part by teleconference or videoconference, then notice of all the particulars pertaining to the vote and the voting procedure policy shall be posted on the SFC's website at least forty eight (48) hours prior to the commencement of the AMM.

For the election of officers or board members, a secret ballot, either in person, by proxy, or using published electronic format voting and election procedures deemed appropriate and published by the Nominating Committees will be used. A Special Resolution is a resolution of which notice has been given, and which requires a 2/3 vote by those voting after quorum has been confirmed.

Unless otherwise provided by law or in the SFC's bylaws and approval at an annual membership meeting (AMM), the results of votes shall require the favorable vote of the majority of members in good standing who are present. In the event of a tied vote, the Chairperson of the AMM shall have the deciding vote.

***Eligibility to Vote.*** Each member, as described in Article VI of the SFC bylaws, who was a member in good standing on the date six (6) months immediately preceding the AMM, and who continues to be a member in good standing throughout the meeting, shall have the right to vote.

***Elections.*** The election of board members at the AMM shall be by secret ballot for those attending the AMM. If members attend the AMM by teleconference, they must cast their votes in a manner that is consistent with the method described in this policy.

The NC shall ensure that ballots and appropriate electronic procedures for teleconferences or videoconferences are prepared and provided at the AMM. For in-person voting or in the event that in-person voting is required at OSLs, or due to the failure of the electronic voting system, at an appropriate time during the AMM, the ballots shall be circulated by scrutineers, who shall be appointed by the voting members, at which time the said ballots shall be marked by the voting members, who will indicate the chosen candidates' names on the face of the ballot. For electronic voting, the procedure must be published in accordance with Article VI Section 2. No voting member may vote more than once. After a reasonable time has been allowed, the scrutineers shall collect the ballots and electronic votes from the voting members, and count them with all reasonable speed, and dispatch them to the chair of the NC.

If there are two candidates in a particular election, the winner shall be the candidate who obtains the greater number of votes. Should there be more than two candidates submitting their names for office, the winner shall be the candidate who received a majority of the votes cast. Should no candidate receive the majority of the votes cast, the candidate receiving the lowest number of votes shall be withdrawn from the election, and new ballots submitted to the voting members, and another vote taken. This process shall continue until an individual receives a majority of the votes cast. In the event of a tie vote between the final two candidates, the person presiding at the meeting shall be required to exercise a second or deciding vote.

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**Proxy Vote.** Members may vote by proxy if

- The SFC's proxy voting process as defined in the policy manual is being followed
- Written notice naming the member giving the proxy is received by the NC prior to the commencement of the meeting
- The proxy is exercised by a member in good standing, who is exercising only one proxy on behalf of only one other member in good standing

### **4. Decisions at Board of Directors (BOD) Meetings**

Each SFC BOD Director in good standing shall have one vote. Voting shall be by a show of hands or according to teleconferencing or videoconferencing voting procedures outlined in SFC policy, unless any Director requests that a secret ballot be conducted. Only in the event of a secret ballot vote shall the SFC record the results of the vote, after which the ballots will be destroyed once approved by the board. In the event of a tie vote, the person presiding over the meeting shall be required to exercise a deciding vote.

### **5. Decisions at Executive Committee (EC) Meetings**

Each BOD EC Director in good standing shall have one vote. Voting shall be by a show of hands or according to teleconferencing or videoconferencing voting procedures outlined in SFC policy, unless any Director requests that a secret ballot be conducted. Only in the event of a secret ballot vote occurring shall the SFC record the results of the vote, after which the ballots will be destroyed once approved by the Board. In the event of a tie vote, the person presiding over the meeting shall be required to exercise a deciding vote.

### **6. Filling Vacant Board and Executive Positions**

The following procedures can be used to fill vacant positions on the board or executive, possibly due to death, early resignation, or a lack of nominations at the AMM.

***Procedures for Filling Vacant Board Positions.*** The SFC Executive should advertise any vacant positions on its website, while maintaining the positions' terms, to ensure the board member cycle is maintained (see SFC bylaws and terms of positions)

The Executive can accept qualified SFC members to fill vacant SFC Board positions during the year. Willing SFC members who are qualified to fill vacant Board positions can make themselves known by sending a letter to any executive member, or to the SFC office. A letter of support for the volunteer from a Provincial Sport Organization or a prominent member of the SFC not currently serving on the executive should accompany this letter.

The SFC Board will hold a vote to accept or reject the volunteer at a regular SFC BOD meeting, and a newly appointed Board member can take their position as a full and active Board member immediately, effective until the next AMM, at which time the appointed Board member must go through normal nomination procedures to become a Board member voted on by the SFC Membership.

***Procedures for Filling Vacant Executive Positions.*** Should any Executive position become vacant during the year, the SFC President will provide one month's notice to all Board members, asking for volunteers for the position. The BOD will then hold a vote to ratify the volunteer as an interim Executive member with full authority until the next AMM and subsequent board elections. The Executive position filled on an interim basis will be subject to normal election procedures and cycles. The new board or executive member will be added to the list of board members on the SFC website.

## PROGRAM DEVELOPMENT

### 1. Coach Development Program

The SFC Technical Director must sanction any use of SFC materials for training Coaches, Learning Facilitators, or Evaluators before the training is delivered. These sanctioned events are likely to be courses or evaluation events taught by qualified Facilitators and Evaluators. The use of local or regional Facilitators is encouraged. All electronic material provided by the SFC for these purposes remains the property of the SFC, and shall not be distributed beyond the training Facilitator or Evaluator. Electronic copies of training materials will be made available to course participants for a fee. All coach candidates must be SFC members in good standing prior to taking the course.

**Eligibility.** The SFC has the full authority to approve or deny Coach, Facilitator, or Evaluator status. Any Coach, Facilitator, or Evaluator that fails to follow SFC policy may be removed as a certified Coach/Facilitator/Evaluator, or be required to pay damages to recover losses associated with their actions. All Coaches, Facilitators, and Evaluators must sign a “volunteer release” form before representing the SFC in assigned capacities.

All Facilitators and Evaluators must use the CAC “Locker” (<https://thelocker.coach.ca>) to maintain training and course delivery information. All certified and trained Facilitators and Evaluators are required to be available for three training events for every two years they are certified.

**Financial Requirements.** Provincial/Territorial associations are encouraged to collaborate when offering coaching programs to minimize costs. The fee for coaching materials is \$100 / coach trained.

Recommended fees to be paid for Evaluators and Facilitators are:

- Airfare, lowest economy
- Ground travel @\$ .50 km or as negotiated for bus, train, or car rental
- \$50 per day for meals (including travel days)
- An honorarium for course delivery of \$250 per day for Facilitators and Evaluators

Recommended fees for Master Facilitators and Master Evaluators are:

- Airfare, lowest economy
- Ground travel @\$ .50 km or as negotiated for bus, train, or car rental
- \$50 per day for meals (including travel days)
- An honorarium for course delivery of \$350 per day for Master Evaluators and Master Facilitators

**Reporting Requirements.** At least four weeks prior to the proposed date(s) of the event(s), sponsors of coaching or training events should submit the following to the SFC, c/o Technical Director:

Pre- event:

- Proposed dates and location of the course
- Disciplines to be covered in the course/event
- Context to be facilitated/evaluated
- Personnel (Coach, LF/E, MLF/ME) to be facilitated/evaluated or be evaluated
- Proposed Learning Facilitator(s)/Evaluator(s)
- Any deviations from standard course delivery

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- Number of participants: minimum\_\_\_\_\_ maximum\_\_\_\_\_
- Funding sources
- Number of sets of training materials required
- A check or credit card number to cover the purchase of materials

Post event:

- Deviations from the submitted plan
- A list of successful participants' addresses and emails
- SFC membership fees or proof of all participants' current SFC memberships

## 2. Athletes' Guidelines to Sponsorship and Sponsorship Relations

The SFC acknowledges that individual athletes have to obtain either direct sponsorship or be affiliated with a team's sponsors. This does not typically pose a concern, however once an athlete has been selected for a National Team event, the project or program the entitlements they have provided to these sponsors may not automatically be extended to their presence on the National Team.

Due to exclusive arrangements the SFC may have with National Team sponsors, there may be conflicts with an individual athlete's sponsor(s).

This document sets out the principles that underpin the area of sponsorship so that all parties know where the boundaries are, and the processes that need to be followed to obtain necessary SFC approvals.

**Principles.** The SFC retains the exclusive right to the use of its logos, marks, materials, the phrases "Canadian National Shooting Team," the "Canadian High Performance Team," and all similar phrases and/or representations that state or suggest a connection to the SFC and/or the National Team.

The SFC retains the exclusive right to assign the use of its logos, marks, materials, phrases, and representations (to be outlined) to sponsors, suppliers, licensees, and such other commercial partners as it may choose.

The SFC retains the exclusive right to affix the logos, images, or names of sponsors or commercial partners, chosen by it at its sole discretion, on clothing used by Athletes in official SFC National Team activities.

The SFC High Performance Team clothing is provided to Athletes for their use at competitions in which they are entered as Canada's representatives.

Wearing National Team competitive clothing is mandatory at the following events:

- World Championships
- Olympic Games (in accordance with IOC and COC Regulations)
- World Cups
- The Pan American Games (in accordance with IOC and COC Regulations)
- Commonwealth Games / Youth Games
- Pan American Championships

World Championships, World Cups, National Championships and SFC Planned Media Appearances and Marketing Photo's – No advertising on National Team clothing may be tampered with. Shooting Jackets, vests, and equipment supplied by the SFC and their sponsors must display logos as provided. Personal sponsorship logos may adorn other areas of shooting apparel and equipment in compliance with ISSF rules.

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The rules for advertising matter on team jerseys and shorts vary with the jurisdiction of the competition as follows:

- Olympic/Paralympic Games – No advertising is allowed on any equipment or clothing. Manufacturers mark at prescribed size
- Pan/Para Pan American Games – No advertising is allowed on any equipment or clothing. Manufacturers mark at prescribed size
- Commonwealth Games – No advertising is allowed on any equipment or clothing. Manufacturers mark at prescribed size
- Olympic & Commonwealth Youth Games – Same as Olympic & Commonwealth Games

***Allowances for Athletes.*** Through their own efforts or those of their coaches or club supporters, Athletes are often able to secure a sponsor(s) to help with the costs of participation in the sport including travel, equipment, and coaching expenses. The SFC wishes to assist Athletes in securing such personal sponsorships, by providing a clearance process that will ensure that an Athlete's arrangements with a sponsor do not conflict with the SFC's corporate partners in a way that could negatively impact the National Team's support.

The SFC retains the exclusive right to use all photographs, video, film images, or other likenesses or images (collectively called "images") of the Athlete taken by the SFC in the Athlete's capacity as a member of the National Team. Without limiting the generality of the foregoing, the SFC may use such images—identified as being of the Athlete—for promotional and commercial purposes, and may provide such images—without being identified as being of the Athlete—to SFC sponsors for these sponsors' promotional and commercial purposes.

The SFC shall not refuse any reasonable request by the Athlete for the use of such images to advance the Athlete's own reputation or commercial interests. The SFC may provide any images of the Athlete provided to it by the Athlete or publicly available from sources such as the Athlete's website, to news media, in addition to its own images, to facilitate news coverage of the Athlete.

Any use of the Athlete's image as herein described shall be subject to the Athlete's prior approval, which shall not be unreasonably withheld. With regards to visibility of sponsor logos on SFC National Team clothing, the Athlete shall not enter into any contracts that conflict with or violate ISSF or SFC regulations or policy.

For information purposes, the SFC shall inform the Athlete, on an ongoing basis, of SFC's sponsor categories and sponsors, and their activities as they relate to the National Team, while recognizing that this schedule may change from time to time.

With regard to the visibility of sponsor logos on the SFC High Performance Team clothing, the Athlete shall not enter into any sponsorship or other endorsement agreement with a company in the same industry as a current SFC sponsor, supplier, or commercial partner, without the SFC's express prior approval.

The Athlete shall provide all reasonable assistance to the SFC in its business development activities. Without limiting the generality of foregoing, the Athlete will ordinarily be required to make no more than three (3) personal appearances totaling not more than five (5) days per year on the SFC's behalf, provided that such appearances do not unreasonably affect the Athlete's established training and competition program, and provided that the Athlete is reimbursed for out of pocket expenses related to such activities. The SFC shall exercise its best efforts to distribute such appearance requests evenly among National Team Athletes.

The rights and obligations set out in this Agreement with respect to sponsorships and sponsor relations shall not expire with the termination of the High Performance Team Agreement, but shall remain in effect for a period of two (2) months following the termination of the Agreement, unless the Athlete and the SFC have agreed in writing that the Athlete will not be returning as a member of the National Team in the coming year.

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**Process for the Approval of Athlete Sponsors.** Should an Athlete wish to have the name of their personal sponsor placed on their competition attire or equipment while representing Canada in accordance with the provisions set out above, they must request the approval of the SFC Technical Director (sverdier@SFC-FTC.ca) for doing so, and provide the following information:

- The name of the sponsor
- The category of the product/service of that sponsor
- The name or logo that would appear on the jersey/skin suit/helmet
- The duration of the sponsorship

The Technical Director will approve the request or provide a rationale for not approving the request.

**Personal Sponsors.** Athletes' personal sponsors for activities conducted outside their National Team commitments are not subject to SFC approval. Athletes attending National Championships or other events not covered by the above are free to advertise their personal sponsors within the allowed regulations.

**Acknowledgement.** This content was developed using Cycling Canada's sponsorship policies as a model, and much of the text has been copied from that original work.

### 3. Donations

**All donations to the SFC must be unconditional .** Although the donor may suggest that the donation go to a specific SFC program in competitive and recreational shooting, it is unconditional in nature. The SFC is not obligated to follow the donor's suggestion.

Donations are only eligible for tax receipts if the donor or related party does not directly or indirectly benefit from the donation in any way other than receiving a tax benefit. Please see Revenue Canada's rules at the following website ( <http://sectorsource.ca/managing-organization/gifts-and-receipting/receipting>).

All donations must be accompanied by a letter acknowledging that the donor is aware of the SFC policy regarding donations .

In disbursing funds, the SFC will consider, but will not be bound by, the donors' requests.

**Tax Receipts.** Tax receipts are issued for donations is payable to the SFC c/o House of Sport, RA Centre, 2451 Riverside Drive, Ottawa ON K1H 7X7

The SFC may issue an official receipt for income tax purposes if the donor has suggested that the donation be used in a particular program supported by the SFC provided that all Revenue Canada rules are followed.

### 4. Guidelines for Sponsor Relations

The SFC encourages potential sponsors to support the target shooting sports through its organization. Sponsorship opportunities exist for the High Performance and Junior teams, the National Team, National Championships, Grand Prix's, and Domestic programs (such as postal events) in the form of funds, equipment, and/or prizes.

SFC will consider all offers of sponsorship. Its acceptance of sponsors is based on the following criteria:

- Sponsorship should be transparent, thereby allowing all SFC members to be aware of the sponsors
- Funding should support the SFC's priorities for aligning with its vision, mission, and operational

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- If at all possible, sponsorship should support all ISSF disciplines equally (exceptions would include companies wanting to sponsor an event such as a pistol and rifle grand prix)
- The sponsorship of products should only be limited to a single discipline when the company makes products only for that discipline (such as shotgun vest manufacturers, pistol case manufacturers)
- Funds/products from lobby groups registered in Canada will not be accepted
- Sponsors should not overlap in market categories (i.e., multiple ammunitions manufacturers)
- Each sponsorship agreement should have a start and end date, and clearly state the sponsor's expectations of the SFC, and the SFC's expectations of the sponsor

The SFC's Athlete Sponsorship Program also allows individual athletes to have sponsors. Please see the Athlete Guidelines to Sponsorships and Sponsor Relations Policy to understand how and where athletes may display SFC sponsor logos and equipment.

All sponsorship applications and advertising and promotion agreements will be reviewed and evaluated by a subcommittee of the SFC executive including the President, VP Domestic and Operations, VP High Performance, and the SFC Technical Director.

Applications to sponsor SFC events or the National or High Performance teams should be directed to the SFC Technical Director [sverdier@sfc-ftc.ca](mailto:sverdier@sfc-ftc.ca) or [President@sfc-ftc.ca](mailto:President@sfc-ftc.ca)

### 5. Risk Management

As the national governing body for shooting sports across Canada, the SFC acknowledges the inherent risks in all facets of its governance, program delivery, and business operations, and is committed to managing risks to the organization, its P/TSOs, clubs, and individual members. It takes the safety, wellbeing, and satisfaction of its members and participants seriously. While not averse to taking organizational risks and pursuing opportunities, it will do so thoughtfully and in an informed manner.

**Objective.** The main objective of SFC's approach to risk management is to improve organizational performance. The policy's other objectives are as follows:

- Reinforcing the understanding that risk management has a broad focus, beyond preventing lawsuits and financial losses
- Performing an educational function for staff, volunteers, P/TSOs, clubs, and members;
- Contributing to an enhanced a "risk management culture" within the SFC

Ultimately, successful risk management has the following benefits for the Federation:

- Preventing or limiting injuries or losses to participants, volunteers, and staff
- Helping to protect the SFC and its P/TSOs, clubs, and individual members from litigation
- Ensuring that the SFC is in compliance with all applicable laws, regulations, and standards
- Improving the quality and relevance of the SFC's programs and services to its members, participants, partners, and sponsors
- Promoting improved business management and human resource management practices
- Enhancing the SFC's brand, reputation, and image in the community
- Enhancing the SFC's ability to achieve its strategic objectives

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**Scope and Authority.** As the SFC's Risk Manager, the Technical Director is responsible for implementing, maintaining, and communicating this policy, which applies to all activities undertaken by the SFC at the national level. Where the SFC exercises authority over activities below the national level, the SFC may also prescribe its risk management measures for implementation by P/TSOs and Clubs. P/TSOs are encouraged to prepare policies comparable to this policy, for governing the management of risk within their jurisdictions.

**Policy.** The SFC makes the following commitments to its members:

- All activities and events undertaken by the SFC will be analyzed from a risk management perspective
- Systematic and explicit steps will be taken to identify, assess, manage, and communicate the risks facing the SFC
- Risk control strategies will be reasonable and reflect the given standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, business and fiscal practices, legislation, established case law precedents, and common sense).

The SFC acknowledges that risk management is a broad activity and a shared responsibility. All Directors, officers, staff, and volunteers have an ongoing responsibility to initiate appropriate measures within their scope of authority and responsibility, to identify, assess, manage, and communicate risks.

**Risk Management Process.** Managing risks involves three steps: 1) identifying potential risks using an informed, environmental scan approach, 2) assessing the significance of a risk by considering its possibility and consequences, and 3) developing and implementing measures to address those risks deemed significant, by reducing their likelihood and/or the consequences.

Risks arise from a number of categories within the SFC's operations. In the sports domain, facilities, equipment, people, and programs all give rise to potential risks. The SFC has determined that the following categories will be used to classify risks:

- Operational/Program Risks
- Compliance Risks
- Communication Risks
- External Risks
- Governance Risks
- Finance Risks

One or more of the following four general strategies will be used to address risks faced by the SFC:

- *Accept* the risk – No action is taken because the possibility and likely consequences of the risk are low. The risk may also be inherent in the sporting activity itself, and thus can be accepted in its present form.
- *Reduce* the risk – Steps are taken to reduce the likelihood of a risk and/or its potential consequences, through improved planning, new and revised policies, organizational changes, new methods of delivery, supervision, monitoring, and/or education
- *Transfer* the risk – Acknowledge the risk, but mitigate its likely consequences by taking out insurance, and making waiver of liability agreements or other business contracts
- *Avoid* the risk – Eliminate the risk by avoiding the activity giving rise to the risk; decide NOT to do something, or to eliminate some activity or initiative

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These general strategies translate into a variety of risk control measures, which for the SFC may include (but are not limited to) the following:

- Developing policies, procedures, standards, and rules
- Ensuring effective communication
- Offering education, instruction, professional development, and specialized training
- Ensuring that a core set of organizational values have been identified, defined, and communicated throughout the SFC
- Ensuring that key staff and leaders adhere to minimum, mandatory qualifications and/or certifications
- Using robust and legally sound contracts (codes of conduct, athlete and coach agreements, employment agreements, contractor agreements, partnership agreements)
- Improving role clarity through the use of written position descriptions and committee terms of reference
- Supervising and monitoring staff, volunteers, participants, and activities
- Establishing and communicating procedures for handling concerns, complaints, and disputes
- Implementing schedules for regular review, maintenance, repair, and replacement of equipment
- Preparing emergency response and crisis management procedures and protocols
- Using warnings, signage, participation agreements, and waiver of liability agreements where warranted
- Purchasing and maintaining appropriate insurance coverage for all activities

***Reporting and Communication.*** To ensure that risk management remains a high priority within the SFC, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, and the Technical Director will provide updates as required.

All committees and Boards have the collective responsibility for considering their own frames of reference and operational details. Identifiable risks are to be reported to the Board at the earliest opportunity.

The SFC recognizes that communication is an essential part of risk management. This Policy and our Risk Management Program will be communicated frequently to our staff, committees, P/TSOs, and Clubs, and we will encourage all members to communicate to the SFC their risk management issues and concerns.

***Insurance.*** The SFC maintains a comprehensive insurance program that provides General Liability, and Directors and Officers Errors and Omissions coverage to the Directors, officers, staff, members, volunteers and sponsors of the Shooting Federation of Canada. Upon annual renewal of this policy, the SFC consults with the insurance provider to determine if there are any emerging gaps, issues or deficiencies to be addressed through insurance renewal. The responsibility to carry out this action resides with the SFC office staff

Not all risks are insurable. However, as part of its commitment to risk management, the SFC takes all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of the SFC that pose significant risks.

## CORE VALUES

### 1. Equity and Access

The SFC is an equal opportunity employer and as such abides by provincial human rights legislation, which specifically prohibits discrimination on the basis of gender, race, color, physical or mental handicap, age, family status, religion and political belief. Further, the SFC prohibits discrimination on the basis of sexual preference.

This policy extends the principles of equity and access to employment purposes and to all SFC programs, thus ensuring equal opportunity for participation by all Canadians.

**Protocol.** The SFC is committed to creating and maintaining an equitable environment for all, and providing access to its programs and services without discrimination of any kind.

SFC Board/committee members, affiliated club executives, staff, coaches, and managers are responsible for preventing and discouraging discrimination by:

- Understanding and upholding the principles of this policy
- Not engaging in behavior contrary to this policy, and ensuring that all members are treated fairly and equitably
- Communicating the SFC's objective for creating and maintaining a discrimination-free sport
- Not allowing or condoning behavior contrary to this policy;
- Investigating all complaints of discrimination in a thorough and sensitive manner, and taking prompt action to resolve situations in accordance with the procedures outlined in the following sections

**Complaint Procedure.** Persons who believe they have been discriminated against on the basis of gender, race, color, physical or mental handicaps, age, family status, religion, or political beliefs may bring forward a complaint to the SFC by reporting the incident in question to the Technical Director (or the senior ranking staff member at the time).

If this avenue is either unavailable or inappropriate, complaints may be made to:

- The President of the SFC, or, failing this,
- Any member of the SFC Executive Committee, or, failing this,
- Any member of the SFC BOD

The SFC encourages members to bring incidents of discrimination to its attention, and ensures they will receive the SFC's full support. Complaints will be addressed in a sensitive, responsible, and timely manner.

**Complaint Investigation.** Once a complaint has been reported, the following action must be taken:

- The complaint must be documented and forwarded immediately to the Technical Director, who, in turn, must inform the Executive Committee of the complaint within seven (7) working days. If this avenue is either unavailable or inappropriate, the complaint may be forwarded to the SFC President.
- The EC will appoint a three-person panel to investigate the incident(s). Panel members will be deemed to be unbiased with regard to the situation at hand.
- The documented complaint will be forwarded to the members of the panel.
- Within three weeks or less, if possible, the Panel will investigate the complaint and forward it together with their decision on the complaint to the President (or the Technical Director if more appropriate).

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**Conclusion.** The SFC is committed to ensuring equity and access to members of the public. However, given the safety regulations inherent in the use of firearms, caution will be exercised when permitting access to persons who demonstrate potential safety concerns for any reason.

### 2. Gender Equity

The SFC is committed to gender equity in all of its affairs, and particularly with respect to the delivery of its services and access to its programs. Its equity and access policy states *“The SFC is committed to creating and maintaining an equitable environment for all, providing access to its programs and services without discrimination of any kind.”* This includes equal access by both genders, both of which should be served equitably in all matters.

#### **Gender Equity Action Plan.**

##### **Short-Term Plan**

The SFC recognizes that it needs to take some immediate actions to ensure that both genders have access to a full and equitable range of opportunities to participate and lead. To achieve gender equity in the SFC’s administration, policies, and programs, the organization will:

- Ensure that the SFC governance structure encourages and promotes the full and equal participation of both genders
- Assess current policies and programs for their impacts on gender equity
- Perform an audit of all committees to determine the gender composition
- Recommend that member Provincial/Territorial Associations develop strategies and programs to increase the participation of women of all ages in the sport of shooting
- Recommend that every committee have at least one female member, and strive for a 60/40 gender balance within the quadrennial
- Monitor and evaluate the SFC’s progress toward gender equity by:
  - Compiling statistics on the status of both genders
  - Establishing measurable objectives
  - Establishing a system to monitor the implementation of the gender equity policy
  - Giving recognition to member groups that make progress in gender equity

##### **Leadership Development**

Leadership must be at the forefront of the SFC’s strategy to improve gender equity. The SFC shall establish and sponsor programs that effectively identify and train the next generation of leaders. The organization shall encourage qualified individuals to accept key leadership positions on its committees.

##### **Long-Term Plan**

The SFC shall:

- Recommend that over a four-year period the SFC’s committee and Board structures move to be comprised of not more than 60% of either gender
- Actively recruit individuals who are considered to be potential Board or Executive Committee members
- Review current bylaws for gender-neutral language and amend as necessary

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- Ensure that all positions, terms of responsibilities, lay levels and opportunities for advancement are equal for both genders
- Ensure that personnel policies are gender neutral
- Develop a plan for the training and development of women in coaching and officiating
- Develop a Canadian position for dealing deal with any ISSF policies that may discriminate against women

**Conclusion.** The SFC is committed to gender equity, and the organization will address any inequities in this regard. The organization is also committed ensuring that all positions are filled, regardless of gender, on the basis of individuals' levels of commitment, talent, credentials, and experience, and promotions will be based on performance.

### 3. Respect and Harassment Prevention

The SFC promotes equitable and non-discriminatory participation. Each participant has the right to be treated with dignity and respect, and to work and play in a milieu conducive to productivity, self-development, and performance advancement based upon individual ability. The SFC fosters a sport environment that is free of harassment on the basis of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, sex, sexual orientation, disability, age, marital/family status or record of offense.

Like the community at large, the SFC is becoming increasingly diverse. It includes people of different genders, races, cultures, and backgrounds. We must all work together to eliminate the barriers to equality that are caused by harassment and create a hostile environment, undermine self-respect, and contribute to low morale, poor performance, and high turnover.

All athletes, coaches, team managers, officials, board members, committee members, and staff have a shared responsibility to understand harassment and its ramifications, and to ensure that all reasonable steps are taken to realize the goal of a harassment free sport environment.

**Participants.** This policy applies to all persons engaged in any volunteer or paid capacity with the SFC, or is otherwise under the SFC's jurisdiction. As used here, the participants include SFC athletes, coaches, support personnel, officials, employees, directors, members, and volunteers.

**Training and Discipline.** Persons in authority may not to harass any individual. Disciplined training is an indispensable aspect of high performance sport. This level of discipline should not be confused with harassment. However, those in authority must

- Communicate SFC'S performance standards, rules and regulations to all participants
- Be fair and consistent when taking corrective action and applying discipline
- Avoid favoritism
- Use appropriate terminology, address individuals by name, and avoid the use of derogatory slang or offensive terms

Prevention and intervention is key to achieving a harassment-free sport environment. Persons in authority must present a positive role model. Therefore:

- They must show that they take issues seriously. They must communicate the SFC's objectives to create and maintain a harassment-free sport environment.
- If they observe behaviors such as racial name calling, sexual or racist jokes, the display of sexually explicit, racist, or other offensive or derogatory material, they must advise the offending

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individual(s) of its inappropriateness, and take corrective action immediately, without waiting for a complaint.

- They should investigate when harassment is suspected or rumored. Sudden changes in an individual's performance or attitude may indicate a problem. Individuals who experience harassment are often reluctant to report it for fear of not being taken seriously, being labeled a troublemaker, or of reprisal.
- All complaints of harassment should be taken seriously and responded to appropriately, that is, in accordance with SFC's harassment complaint and investigation procedures. Persons in authority have a responsibility not to allow, condone, or ignore harassment. If they know, or it can be shown that they should reasonably have known, that harassment is occurring and they fail to take corrective action, they may be considered party to the harassment.

***Responsibilities of the People in Charge.*** Prevention and intervention are key to achieving a sport and work environment free of discrimination and harassment. The SFC must be a positive role model. SFC participants must

- Communicate the SFC's objectives of creating and maintaining a sport and work environment free of harassment and discrimination, and actively discouraging harassment
- Exercise good judgment and initiate appropriate action according to this policy, if they become aware that discrimination or harassment has occurred
- Initiate follow-up consultations with SFC management if discrimination or harassment is suspected or rumored, appreciating that individuals who experience discrimination or harassment are often reluctant to report it.

The Executive, Board Members, and the Managing Director are expected to contribute positively to the development of an environment in which harassment does not occur.

***Executive Committee.*** The Executive Committee is responsible for:

- Ensuring that investigations of formal harassment complaints are conducted in a sensitive, responsible, and timely manner
- Imposing appropriate disciplinary or corrective measures, when a harassment complaint has been substantiated, regardless of the offender's position or authority
- Supporting and assisting any employee or member of the SFC who experiences harassment by someone who is not an employee or member of the SFC
- Ensuring that this policy is posted on the web-site, and the information is included in an Operations Manual
- Appointing case review panels and appeal bodies, and providing the necessary resources
- Maintaining records as required under this policy.

***Harassment Officers.*** The SFC shall appoint at least two persons, one male and one female, who are themselves members or employees of the sport organization, to serve as officers under this policy.

Harassment Officers serve in a neutral, unbiased capacity, and receive complaints, assist in informal resolution of complaints, and investigate formal written complaints. In carrying out their duties under this

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policy, Harassment Officers shall be directly responsible to the SFC's President and Vice President of Administration.

The SFC shall ensure that officers receive appropriate training and support to carry out their responsibilities under this policy.

***Definitions of Abuse and Harassment.*** Harassment can generally be defined as behavior that includes comments and/or conduct which is insulting, intimidating, humiliating, hurtful, malicious, degrading, or otherwise causes offense or discomfort to an individual or groups of individuals. Harassment may include any of the following:

- Written or verbal abuse or threats
- Racial or ethnic slurs
- Unwelcome remarks, jokes, innuendo, or taunting about a person's body, attire, age, marital status, ethnic or racial origin or religion
- Sexual, racial, ethnic or religious graffiti
- Practical jokes that cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance
- Unwelcome indirect or explicit sexual remarks, invitations or requests, or intimidation
- Leering or other obscene or offensive gestures
- Condescension, paternalism, or patronizing behavior that undermines self-respect or adversely affects performance or working conditions
- Physical conduct such as touching, kissing, patting, and pinching
- Vandalism
- Physical assault

***Coach/Athlete Sexual Relations.*** The SFC takes the view that intimate sexual relations between coaches and adult athletes, while not against the law, can have harmful effects on the individual athlete involved, on other athletes and coaches, and on the SFC's public image.

The SFC therefore views such relationships as unacceptable with respect to the SFC National Team, development and junior athletes. Should a sexual relationship develop between an athlete and a coach, the SFC will investigate this relationship in accordance with this policy, and take action where appropriate. This could include reassignment, or if this action is not feasible or appropriate, a request for an individual's resignation, or even dismissal from employment.

***Sexual Harassment.*** Sexual harassment as defined here includes unwelcome behavior, sexual advances, and reprisals.

### Unwelcome Behavior

This is the most prevalent form of sexual harassment. It includes:

- Inappropriate sexual comments about a person's body or appearance
- The use of inappropriate or derogatory sexual terms
- Enquiries or comments about an individual's sex life or sexual preferences

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- Sexual/sexist graffiti
- Spreading rumors about an individual's sex life, sexual preferences
- Unwanted touching, patting, or leering

### Sexual Advances

A sexual advance occurs when any person in a position of authority makes unwanted suggestions or requests for sexual relations.

### Reprisals

Reprisals occur when any person in a position of authority threatens to use, or uses, their authority to retaliate against an individual who has rejected his or her sexual advances. This would include dropping an individual from a team, because that individual refused a “proposition.”

**Racial Harassment.** Racial slurs, jokes, or name-calling based on race, ancestry, place of origin, color, ethnic origin, and creed (or religion) is the most common form of racial harassment. Examples include the following:

- The use of terminology that reinforces stereotypes
- Racial, ethnic, or religious jokes
- The use of racially derogatory nicknames
- Making “fun” of individuals, or discounting their abilities because of their racial or ethnic origin
- Racist, ethnic, or religious graffiti, or the display of racist material

Racial harassment can be both direct and indirect. It includes comments and/or conduct, and can be acted out in the presence of the individual who are being targeted. Racial harassment can also occur when the targeted individual or individuals are not present.

Racial harassment also includes racially motivated behavior. For example, individuals may be subjected to practical jokes because of their racial or ethnic background, although the jokes themselves do not include a reference to race or ethnicity. Alternatively, individuals may be told to “go back where they came from,” or that they are “not welcome in Canada.”

Racial slurs, jokes, and name-calling are inappropriate and illegal. Racial harassment can and does create stress, endangers an individual’s health, morale, and performance, arouses anger and frustration, creates an atmosphere that gives rise to other forms of discrimination, and undermines relations between individuals.

**Poisoned Sport Environment.** The presence of annoying and distressing elements in the sports environment can also constitute harassment. A poisoned sports environment includes work or sports sites where material that denigrates a person or group by virtue of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, sex, sexual orientation, disability, age, marital/family status or record of offence is openly displayed, such as sexually explicit posters and racial/racist cartoons. It also includes work or sports groups where name-calling that denigrates a person/group is part of the normal course of activities. A poisoned sports environment constitutes harassment, whether or not individuals complain.

**Harassment: Sport and/or Workplace.** Under this policy, sports and/or workplace harassment will include the following places:

- At sporting events, competitions, and in training session
- Training sessions and workshops
- During work-related / sport-related travel

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- Over the telephone
- At the office
- At office-related social functions
- At an organization's business functions, such as meetings and/or conferences
- Elsewhere, if the person harassed is there as a result of work-related or sport-related responsibilities or relationships

***Intentional/Unintentional Harassment.*** Harassment can be intentional or unintentional. The former can stem from hatred or fear; the latter often stems from ignorance, but may still constitute harassment.

***Cyber-Stalking and Online Harassment.*** Criminal harassment can be conducted using a computer system and the Internet. Not all such conduct falls within Canada's definition of criminal harassment. For example, "cyber-stalking" or "on-line harassment" is often used to refer to:

- Direct communication through e-mail
- Internet harassment, where the offender publishes offensive or threatening information about the victim on the Internet
- Unauthorized use, control, or sabotage of the victim's computer

Depending on the activity involved, criminal harassment charges may be appropriate in some cyber-stalking situations. Activities that can be considered cyber-stalking include delivering threatening or harassing messages through one or more of the following:

- E-mail
- Chat rooms
- Message boards
- Newsgroups
- Forums
- Sending inappropriate electronic greeting cards
- Posting personal advertisements in the victim's name
- Creating Web sites that contain threatening or harassing messages, or that contain provocative or pornographic photographs that may or may not have been altered
- Sending viruses to the victim's computer
- Using spy-ware to track Web site visits or record the victim's keystrokes
- Sending harassing messages to the victim's employers, co-workers, students, teachers, customers, friends, families or churches, or sending harassing messages forged in the victim's name to others

***Confidentiality.*** The SFC understands that it can be extremely difficult to come forward with a complaint of harassment, and further that it can be devastating to be wrongly accused of harassment. The SFC acknowledges the interests of both the complainant and the respondent in keeping the matter confidential.

The SFC will not disclose the name of the complainant, the circumstances giving rise to a complaint, or the name of the respondent to outside parties, unless a disciplinary or other remedial process requires such disclosure.

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Information related to harassment matters is provided to others on a “need to know” basis only. While the SFC wishes to create an environment where members are willing to come forward to have complaints resolved, complainants should understand that harassment allegations must be dealt with in a forthright and fair manner. This includes an obligation to be fair to the alleged harasser, by providing sufficient information about the allegation against them, to enable them to respond appropriately. This will often mean that anonymity is not feasible or fair. However, members can be assured that the SFC will take all possible steps to preserve confidentiality.

**Complaint Procedure.** A person who experiences harassment is encouraged to make it known to the harasser that the behavior is unwelcome, offensive, and contrary to this policy. If confronting the harasser is not possible, or if the person experiencing the harassment does not wish for any reason to confront the alleged harasser, or if after confronting the harasser the harassment continues, the Complainant should seek the advice of a Harassment Officer.

The Harassment Officer (HO) shall inform the Complainant of:

- The options for pursuing an informal resolution to his/her complaint
- The right to initiate a formal written complaint under this policy, when an informal resolution is inappropriate or not feasible
- The availability of counseling and other support provided by the SFC
- The confidentiality provisions of this policy
- The right to be represented by a person of choice (including legal counsel) at any stage in the complaint process
- External mediation/arbitration mechanisms that may be available
- The right to withdraw from any further action in connection with the complaint at any stage (even though the SFC might continue to investigate the complaint)
- Other avenues of recourse, including the right to file a complaint with a human rights commission, or, where appropriate, to contact the police to have them lay a formal charge under the Criminal Code

There are four possible outcomes to this initial meeting between the Complainant and Harassment Officer:

*1. The Complainant and the Harassment Officer agree that the conduct does not constitute harassment*

If this occurs, the Harassment Officer will take no further action, and will make no written record.

*2. The Complainant brings evidence of harassment and chooses to pursue an informal resolution of the complaint*

If this occurs, the Harassment Officer will assist the two parties in negotiating a solution acceptable to the Complainant, or assist the Complainant with informal means of resolving the complaint. If desired by the parties and if appropriate, the Harassment Officer may also seek the assistance of a neutral mediator.

If an informal resolution yields a result that is acceptable to both parties, the Harassment Officer will make a written record that a complaint was made and resolved informally, to the satisfaction of both parties, and will take no further action. If informal resolution fails to satisfy the Complainant, the Complainant will reserve the option of laying a formal written complaint.

If an informal resolution is not achieved, and the Complainant does not file a written complaint, a record of his/her dealing with the Harassment Officer will be confidential shall not be placed or referred to in any other file kept in any other area of the SFC.

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### *3. The Complainant brings evidence of harassment and decides to lay a formal written complaint*

If this occurs, the Harassment Officer will assist the Complainant in drafting a formal written complaint, to be signed by the Complainant, and a copy given to the Respondent without delay. The written complaint should set out the details of the incident(s), the names of any witnesses to the incident(s), and should be dated and signed. The Respondent will be given an opportunity to provide a written response to the complaint. The Harassment Officer may assist the Respondent in preparing this response.

### *4. The Complainant brings evidence of harassment but does not wish to lay a formal complaint*

If this occurs, the Harassment Officer must decide if the alleged harassment is serious enough to warrant laying a formal written complaint, even if it is contrary to the wishes of the Complainant.

When the Harassment Officer decides that the evidence and surrounding circumstances require a formal written complaint, he/she will issue a formal written complaint, and, without delay, provide copies of the complaint to both the Complainant and the Respondent.

#### Step One:

As soon as possible after receiving the written complaint, and within twenty-one (21) days, the officer shall submit a report that includes the documentation filed by both parties along with a recommendation (and reasons for the recommendation) to the President and Vice President of Administration. This report will recommend that:

- No further action be taken because the complaint is unfounded or the conduct cannot reasonably be said to fall within this policy's definition of harassment

or

- The complaint should be investigated further

A copy of this report will be provided, without delay, to both the Complainant and the Respondent.

#### Step Two:

In the event that the Harassment Officer's recommendation is to proceed, within fourteen (14) days the SFC's President and the Vice President of Administration will appoint three employees or members of the SFC to serve as a case review panel. The SFC may also appoint up to two additional members to the panel who are external to the SFC. This panel shall include at least one female and at one male. To ensure freedom from bias, no member of the panel may have a significant personal or professional relationship with either the Complainant or the Respondent.

#### Step Three:

Within twenty-one (21) days of its formation, unless the parties and the panel agree otherwise, the Case Review Panel (CRP) will convene a hearing that will be conducted in a manner that is fair to both parties, and is governed by procedures stipulated by the panel provided that:

- The Complainant and Respondent are given fourteen (14) days notice, in writing, of the day, time, and place of the hearing.
- Members of the panel will select a chairperson from among themselves
- A quorum will be all three-panel members
- Decisions will be made by majority vote; when this is not possible, the chairperson will cast the deciding vote
- The hearing shall be in camera

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- Both parties will be present at the hearing to give evidence and to answer questions of the other party and of the panel; each will have the right to present evidence, and to question and cross-examine witnesses
- If the Complainant does not appear, the matter may be dismissed (unless the Complainant decided not to lay a formal complaint, but the Harassment Officer concluded that the evidence and surrounding circumstances were such as to require a formal written complaint). If the Respondent fails to appear, the hearing may proceed in any event.
- A representative or an adviser may accompany the Complainant and the Respondent
- The Harassment Officer may attend the hearing at the CRP's request

### Step Four:

- Within fourteen (14) days of the hearing, the CRP will present a report to the SFC President and Vice President of Administration that contains the following:
  - A summary of the relevant facts found by the CRP, based on the evidence presented at the hearing
  - A determination as to whether harassment as defined in this policy has occurred as alleged in the complaint
  - Recommended disciplinary action against the Respondent if harassment is found to have occurred
  - Recommended measures to remedy or mitigate the harm or loss suffered by the Complainant if harassment is found to have occurred

### Step Five:

A copy of the CRP's report will be provided, without delay, to both the Complainant and the Respondent.

If the panel determines that the allegations of harassment are false, vexatious, retaliatory or unfounded, their report may recommend disciplinary action against the Complainant. When determining appropriate disciplinary action and corrective measures, the Case Review Panel shall consider factors such as the following:

- The nature of the harassment
- Whether the harassment involved any physical contact
- Whether the harassment was an isolated incident or part of an ongoing pattern
- The nature of the relationship between Complainant and harasser
- The age of the Complainant
- Whether the harasser has been involved in previous harassment incidents
- Whether the harasser admitted responsibility and expressed a willingness to change
- Whether the harasser retaliated against the Complainant

***Disciplinary Action.*** Employees or members of the SFC against whom a complaint of harassment is substantiated may be severely disciplined, up to and including employment dismissal or termination of membership when the harassment takes the form of assault, sexual assault, or a related sexual offence.

***Disciplinary Sanctions.*** In recommending disciplinary sanctions, the Case Review Panel may consider the following options, singly or in combination, depending on the severity of the harassment:

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- A verbal apology
- A written apology
- A letter of reprimand from the sport organization
- A fine or levy
- Referral to counseling
- Removal of certain privileges of membership or employment
- Demotion or a pay cut
- Temporary suspension with or without pay
- Termination of employment or contract
- Expulsion from membership.

**Investigation.** When the investigation does not result in a finding of harassment, a copy of the CRP's report will be placed in the Harassment Officer's files. These files will be kept confidential, and access to them will be restricted to the SFC President, the Vice President of Administration, and the Harassment Officer.

Where the investigation results in a finding of harassment, a copy of the CRP's report will be placed in the Respondent's personnel or membership file. Unless the Panel's findings are overturned on appeal, this report will be retained for a period of ten years, unless new circumstances dictate that the report should be kept for a longer period of time.

**Procedure When a Person Believes a Colleague Has Been Harassed.** When a person believes that a colleague has experienced or is experiencing harassment and reports this belief to a Harassment Officer, the Officer shall meet with the person who is said to have experienced harassment, and shall then proceed in accordance with the complaint procedure outlined in this policy.

**Appeals.** Both the Complainant and the Respondent have the right to appeal the Case Review Panel's decisions and recommendations. A notice of intention to appeal, along with grounds for the appeal, must be provided to the chairperson of the Case Review Panel within fourteen (14) days of the Complainant or Respondent receiving the Case Review Panel's report.

Permissible grounds for an appeal are:

- The panel did not follow the procedures laid out in this policy, or otherwise failed to act in a fair and impartial manner
- Members of the panel were influenced by bias
- The panel reached a decision that was patently unfair or unreasonable

In the event that a notice of appeal is filed, the SFC President and the Vice President of Administration shall together appoint a minimum of three members to constitute an Appeal Body. Up to two members of the panel may also be external to the SFC. This Appeal Body will include at least one male and one female. These individuals may not have any significant personal or professional involvement with either the Complainant or Respondent, and may not have had any prior involvement in their dispute.

The Appeal Body will base its decision solely on a review of the documentation surrounding the complaint, including the Complainant's and the Respondent's statements, the Harassment Officer's reports, and the Case Review Panel's report, and the notice of the appeal.

Within ten days of its appointment, the Appeal Body will present its findings in a report to the SFC President and the Vice President of Administration. The Appeal Body will have the authority to uphold or reverse the

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Case Review Panel's decision, and/or modify any of the Case Study Panel's recommended disciplinary actions or remedial measures.

A copy of the Appeal Body's report will be provided, without delay, to the Complainant and Respondent.

The Appeal Body's decision will be final.

***Statute of Limitations.*** Should a participant be involved in or witness an incident of harassment as described in this policy, they will have one (1) year from the date on which they became aware, or should have reasonably become aware, that the incident occurred, to file a written complaint.

***Acknowledgements.*** The SFC gratefully acknowledges that the following Sports Association Manuals were used in the development of its Harassment Policy and Procedures:

- Athletics Canada
- Bobsleigh Canada
- Canada Inline
- Equine Canada
- Judo Canada
- SK Sport
- Speed Skating
- Volleyball Canada
- Waterski Wakeboard Canada
- Department of Justice Canada:
- *A Handbook for Police And Crown Prosecutors on Criminal Harassment*

### 4. Doping in Sport

The SFC is unequivocally opposed, on ethical, medical, and legal grounds, to the practice of doping in sport, and fully supports the policies of the International Olympic Committee (IOC), the International Shooting Sport Federation (ISSF), Sport Canada and the Canadian Centre for Ethics in Sport (CCES) prohibiting the use of banned substances and methods.

The SFC has adopted the *Canadian Anti-Doping Program (CADP)*, as approved by the CCES, and as amended from time to time.

***Individuals Subject to Control.*** The SFC will consult with the CCES regarding the selection of individuals to be tested, based on the following principles:

That Announced Testing (defined as the pre-scheduled doping control tests that are conducted at designated training camps, competitions, or other sporting events) and Unannounced Testing (defined as tests that are conducted at any time on short notice or on a no-notice basis) be conducted year-round, in compliance with the CADP.

The individuals subject to controls at any time are the following:

- Athlete Assistance Program, carded athletes
- National senior and junior team members

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- Members of any national team pool
- Junior or development team athletes
- Athletes receiving direct or indirect financial assistance from the SFC
- Top ranked and/or identified athletes as selected by the SFC not meeting the above criteria who are members of the SFC or a Provincial Sport Organization or member League/ Club registered under the SFC's jurisdiction
- National coaches, managers and team assistants.

When possible, controls are recommended as follows:

- During all National Championships, and at all major domestic competitions involving World Championship and Olympic shooting disciplines
- During the time frame immediately preceding their departure from Canada of selected athletes for international, World Championship and Olympic competitions, with such testing done sufficiently in advance to allow the SFC to select and send alternates
- Randomly at each Canada Winter Games

**Disclosure.** Doping infractions are a matter of public record; however, positive test results and infractions will not be disclosed by the SFC until after all appropriate parties, including the athlete involved, are first informed. Nonetheless, the SFC recognizes that the CCES has the right to disclose information concerning infractions in the interests of drug-free sport.

**Education Program.** The SFC will provide information on Canadian and international anti-doping policies and programs to its athletes and general membership on a regular basis. Whenever possible, the SFC will organize presentations on drug-free support for athletes and coaches at competitions and training camps. The SFC will assume a supportive and rehabilitative role in dealing with members who test positive and are sanctioned for the use of banned substances or methods.

**CADP Documents.** The CCES documents are available at [www.cces.ca](http://www.cces.ca). A copy of the most recent documents is kept in the SFC office, and is available on request.

## 5. Official Languages

The SFC respects both of Canada's official languages in all of its programs and activities, and uses both French and English as its languages of communication, and offers its services in both languages. Communicating with the public, our members, athletes, and other individuals in the "shooting sports family" in both of Canada's official languages is beneficial to our organization to encourage the following:

- A greater understanding and learning on the part of athletes
- A stronger appreciation of our products and services by all Canadians
- A stronger market penetration of our products
- The development of mutual respect between those who use each of Canada's official languages
- A more diversified and credible international presence—SFC members are proud of Canada and our dual language heritage
- The ability to communicate with a wider international population

The SFC the national sport governing body for target shooting in Canada, and it is important that our organization governs our sport in every corner of the country.

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**Analysis.** Efforts have been made to provide SFC services in both official languages. The SFC’s website is bilingual, and many of our publications are available in both French and English. All documentation and information provided to SFC National Team athletes is translated and circulated simultaneously in both official languages. These include the following:

- Coaching Manuals
- Coaching Course Materials
- Officials Manuals
- Association ByLaws
- National and High Performance team official information
- Official Policies and Procedures

**Bilingual Staff.** The SFC provides bilingual administrative and response services to its membership, and makes every effort to continue to do so. Of two current in-house staff, the Technical Director is functionally bilingual, and the Office Manager is unilingual. Bilingualism will be considered a major asset in all future staff hiring processes.

**Coaching.** By securing qualified personnel and resources for the National Team program, the SFC will at all times make every effort to provide athletes with coaching, training camps, sport medicine, and sport science support in the language of their choice.

**Publications.** With revisions and updates to many of the SFC’s operating policies and publications, a comprehensive review and an inventory of unilingual and the bilingual publications produced will be undertaken. Efforts will be made to identify and translate important, but currently unilingual, documentation.

**Budgets.** A budget category has been established for “Official Languages,” to ensure that resources are allocated to initiate implementation of the SFC’s bilingual policy.

**Branding.** The SFC will position itself as a bilingual organization in all of the materials it produces. SFC events will be promoted and operated with signage, announcements, and materials provided in both official languages.

**Conclusion.** As a national sport organization, the SFC believes that its public and members should have access to programs and services in the official language of their choice.

## 6. Conflicts of Interest<sup>1</sup>

A “conflict of interest” is any situation in which one’s personal interests—or the interests of a close friend, family member, business associate, corporation or partnership in which the individual holds a significant interest, or a person to whom the individual owes an obligation—could influence that person’s decisions and impair their ability to act in the SFC’s best interests, or to represent the SFC fairly, impartially, and without bias.

A “conflict of interest” exists if a decision could be influenced. It is not necessary that such influence occur.

**Disclosure.** Unless authorized to do so by the SFC BOD, or by a person the BOD designates, Directors and Staff may not

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<sup>1</sup> Note: The origin of this policy statement is a document prepared by the BC Law Reform Commission. It was designed to provide, in relatively plain language, guidance on conflicts of interests and related issues. Permission to reprint has been granted (<http://www.amcdirectory.com/articles/conflictOfInterest.shtml>)

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- Act on behalf of the SFC, or deal with the SFC on any matter in which you are in a conflict of interest or appear to be in a conflict of interest
- Use your position, office or affiliation with the SFC to pursue or advance your personal interests or those of a person described in paragraph 1.1(b).

The “appearance of a conflict of interest” occurs when a reasonably well informed person could properly have a reasonable perception that you are making decisions on behalf of the SFC that promote your personal interests or those of a person described in the paragraphs above.

All conflicts of interest must be reported to the BOD immediately they become known, either in writing or as minuted at a BOD meeting. If you do not become aware of a conflict until after a matter has been concluded, you must nevertheless make the disclosure immediately.

If you are in doubt about whether you are or may be in a conflict of interest, you must request the advice of the BOD or of a person the Board designates.

**Actions.** *Once a possible or clear conflict of interest has been identified, unless otherwise directed, you must*

- Take steps immediately to resolve the conflict, or remove the suspicion that it exists, by promptly declaring any conflict of interest as defined by this policy to the BOD, and asking that such declaration be recorded in the minutes
- Excuse yourself from the portion of the meeting in which the matter giving rise to the conflict of interest is being discussed
- Refrain from all discussions of the matter that has given rise to the conflict of interest, at any meeting of the BOD, or elsewhere
- Refrain from voting on the matter that has given rise to the conflict of interest, at any meeting of the BOD

**More About Avoiding a Conflict of Interest.** Anyone in a possible or clear conflict of interest situation must not

- Use their relationship with the SFC to confer a benefit on a person described in paragraph 1.1(b) (Note: This duty does not prevent individuals in this situation or anyone else from conducting business in other situations, as authorized by the Board.)
- Personally benefit from any business activity involving the SFC, except in unique situations, as authorized by the Board
- Indirectly benefit from any business activity involving the SFC except in unique situations, as authorized by the Board

An “indirect benefit” is

- A benefit derived by a close friend, family member, business associate, or a corporation or partnership in which an individual holds a significant interest, or
- A benefit which advances or protects an individual’s interests, even if not measurable in money

**Using SFC’s Property and Trade Information.** Directors and Staff must have authorization from the Board, or from a person the Board designates, to conduct the following activities:

- To use, for personal purposes, property owned by the SFC
- To purchase SFC property, unless it is through channels of disposition equally available to the public,

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- To purchase property without authorization if you are involved in some aspect of the sale

Directors and Staff may not take personal advantage of an opportunity available to the SFC unless it is clear that the SFC has irrevocably decided against pursuing the opportunity and it is equally available to members of the public.

Directors and Staff may not use their position with the SFC to solicit any SFC stakeholder(s) for personal business, or one operated by a close friend, family member, business associate, or a corporation or partnership in which they hold a significant interest. This duty does not prevent them or anyone else from transacting business with other people connected with the SFC.

“Shooting Federation of Canada information” is acquired solely by reason of involvement with the SFC, and the SFC is under obligation to keep it confidential. Directors and Staff may use this information only for SFC purposes. They must not use it for their own benefit, or to benefit a close friend, family member, business associate or a corporation or partnership in which they hold a significant interest. They must also protect SFC information from improper disclosure, and report any abuse of SFC information to the Board, or to a person the Board designates.

Directors and Staff may only divulge SFC information if

- They are authorized to do so by the Board
- They are a designated spokesperson
- The person or agency has a lawful right to the information

**Rules about Gifts.** Directors and Staff may accept gifts made to them because of their involvement in the SFC only under the following circumstances:

- The gift has only token value
- It is a normal exchange of hospitality or a customary gesture of courtesy between persons doing business together
- The exchange is lawful and in accordance with local ethical practice and standards
- The gift could not be construed by an impartial observer as a bribe, pay off, or improper or illegal payment

Directors and Staff may not use SFC property to make a gift, charitable donation, or political contribution to anyone on behalf of the SFC. The BOD or a person the Board designates must authorize all gifts.

**Guidelines for Authorizing a Transaction From Which a Member May Derive a Benefit.** The BOD must treat anyone who is in a position to influence decisions made on behalf of the SFC as if they were a Director.

## APPEALING SFC DECISIONS

The procedure to be followed by individuals seeking redress in response to SFC's policies, actions, and decisions is described in this section.

- SFC: Shooting Federation of Canada
- Appeal: A position taken in opposition to an SFC policy, procedure, or practice, or that of one of its committees.
- Timeline: Unless otherwise noted, the days referred to are all to be considered as working days.
- Timeline deadline: If an appeal is not filed by this date, it will not be heard.
- TAC: Tripartite Appeal Committee
- Conflict of Interest: see SFC policy

**Scope of Appeal:** Any SFC member who is affected by a BOD decision, a BOD Committee decision, or a decision made by any body or individual with delegated authority to make decisions on behalf of the SFC or its BOD, or any Section, has the right to appeal that decision, provided sufficient grounds exist for such an appeal, as set out in Section 15.2.

Without limiting the scope of Section 15.1, this appeal policy will NOT apply to decisions relating to the following:

- Doping offences, which are dealt with under the Canadian Policy on Doping in Sport and the Canadian Doping Control Regulations
- SFC's technical rules, as set out by the most current ISSF rulebook
- Disciplinary matters arising during events organized by entities other than the SFC, which are dealt with under the other entities' policies
- Criminal offences for which the Appellant(s) is/are seeking a criminal conviction
- Commercial matters for which another appeal process already exists under the applicable law or contract
- Matters of employment
- Volunteer appointments and the withdrawal or termination of those appointments
- Matters of operational structure, committees, staffing, employment or volunteer opportunities
- Commercial matters
- Matters related to budgeting and budget implementation
- Selection criteria, quotas, and policies and procedures established by entities other than SFC, such as program policies and procedures established by Sport Canada for Athlete Assistance
- Policies and procedures established by agencies, associations, or organizations external to the SFC
- Disputes arising during competitions that have their own appeal procedures
- Placement of individual members on any SFC Team,
- Any SFC policy, practice, or decision that is currently under consideration in this policy or is under consideration by an Arbitration Board
- Any decisions made under this Policy

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### Exclusionary Conditions:

- Application: Not every decision may be appealed. Decisions may only be appealed on procedural grounds where it has been demonstrated that the Respondent did one or more of the following:
  - Made a decision for which it did not have authority or jurisdiction as set out in the Respondent's governing documents
  - Failed to follow the procedures laid out in the SFC's bylaws or approved policies
  - 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 is unable to consider other views, or that the decision was influenced by factors unrelated to the substance or merits of the decision

***Procedure/Timelines:*** Consistent with Article 3, if an individual determines that she/he wishes to appeal a decision, his/her actions must adhere to the following levels of escalation and be submitted within the timelines specified on the approved forms. Failure to so will invalidate the appeal.

### Level I:

- Appellant presents a formal objection to the Respondent consistent with SFC timelines and forms (see Appendix A and B).
- Document AP-1 is completed and submitted to the SFC office within fourteen (14) calendar days (excluding statutory public holidays) of the Appellant becoming reasonably aware of their desire to seek redress. Retaining consistency with ISSF procedures, a fee of \$50.00 CAN must be attached to form AP-1 (see appendices to this document). No documents will be processed or procedures initiated unless the appeal is presented on the required form (AP-1), and the fee is attached.
- If the Appellant is successful, this fee will be returned. If unsuccessful, the SFC will retain the fee.
- Within two (2) working days of its receipt of the AP-1 and attached fee, the SFC office will notify the Appellant—as well as the SFC president and SFC executive members for information only—that it has received the appeal, and will forward the information package (AP-1), via registered mail, to the Respondent.
- The SFC office will develop a file to ensure continuity of information.
- Within fourteen (14) calendar days of the receipt of the completed AP-1 with fee attached, the Respondent will contact the Appellant to clarify information, and provide a written response that is attached to the AP-1, that will be sent to the SFC office via registered mail, and a copy forwarded to the Appellant, with a further copy filed in the SFC office.

### Level 2:

- In the event the Appellant rejects the Respondent's response and determines to pursue the issue, he/she must adhere to the following timelines and procedures.
- The Appellant must take further action within fourteen (14) calendar days of receiving the Respondent's written response.
- Any such actions must include the submission of a completed form APP-1 (Appendix C), accompanied by a protest fee of \$150.00 CAN. If the Appellant is successful, this \$150.00 fee will be returned. If unsuccessful, the SFC will retain the fee.
- Within two (2) working days of having received the completed form APP-1 with fee attached, office

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staff will refer the issue to the President as information for the SFC executive.

- The SFC President will create a Tripartite Appeal Committee.
- If the issue is referred to The Tripartite Appeal Committee, policy procedures 5 will be utilized as the appropriate methods.

***Tripartite Appeal Committee (TAC).*** At the request of the President, a Tripartite Appeal Committee (TAC) will be formed within five (5) working days of the SFC Executive Committee's receipt of the information, pursuant to Article 4.2. The TAC will issue a report within fifteen (15) days of its first hearing. TAC decisions are final and binding.

The TAC will be comprised of three individuals who satisfy the constraints of Article C below.

*\*The TAC) will consist of one person nominated by the Appellant(s), one person nominated by the Respondent(s), and a third person, who shall act as chairperson of the Panel appointed by the President. The expectation is that the chair appointee should be a member of the Executive. If it is not possible to appoint a member of the Executive, then an outside party shall be appointed upon approval of Executive (see constraints of Article C below).*

Constraints of membership on the TAC

*All three members of the TAC must be nominated respecting the following conditions:*

- Each member must have no significant relationship with the affected parties
- Each member must have no involvement with the decision being appealed
- Each member must be free from any actual or perceived bias or conflict of interest (Note: Being a member of the Appellant(s) or the Respondent(s)' "peer" group should not in itself constitute bias or conflict of interest.)
- Each member will make a public declaration in writing to the SFC Executive Council with regard to his/her compliance with the above constraints

TAC preliminary proceedings:

- **Formation:** The Chair will contact TAC members within five (5) working days of the committee being formed.
- **Information:** A copy of the appellant's appeal documents i.e., Document AP-1 will be forwarded to TAC members as soon as they are appointed.
- **Screening:** Within two working days of the TAC's formation, the Panel will determine whether there are appropriate grounds for the appeal, as set out in Sub-sections 3 and 4 above. Note: the TAC may reject outright any appeals that it concludes are false, vexatious, or mean spirited.
- **Facts:** The facts as alleged by the Appellant(s) in the Appeal Form shall be presumed to be correct, unless such facts are, to the knowledge of one or more of the Panel members, erroneous.

If the appeal is denied on the basis of insufficient grounds, or failure to meet timelines, the Appellant(s) and the Respondent(s) will be notified without delay with a written decision that explains the reasons they were made.

***Meetings:*** The TAC may choose from several operating procedures:

- Face-to-face meetings

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- Document meetings
- Teleconferences

### TAC Proceedings:

Within seven days of receiving the Appellant's Appeal Form, the TAC will hold a preliminary conference to consider various issues, such as, but not limited to, the following:

- Date and location of the hearing
- Timelines for the exchange of documents
- Format of the appeal (written or oral submissions, or a combination of both)
- Clarification of issues under dispute
- Clarification of evidence to be presented to the Panel
- Order of the hearing
- Any procedural matters
- Clarification of remedies sought
- Any other matter that may assist in expediting the appeal proceedings
- At the sole discretion of the TAC Chair, the preliminary conference can be held by conference-call or in person, depending on the circumstances; this decision may not be appealed
- Participants in the preliminary conference shall be the Appellant(s), the respondent(s), their representatives, if any, and the Panel
- The Chair shall arrange the preliminary conference and its precise date and time in concert with the participants
- The TAC may delegate to its Chair the authority to deal with these preliminary matters

A Recording Secretary, namely an appointed staff person, shall act as secretary of the preliminary conference. After having received written confirmation of the appeal procedure approved by the TAC at the preliminary conference, the Recording Secretary will provide written confirmation of the appeal procedure to the Appellant(s) and Respondent(s) within two working days of the conclusion of the preliminary conference.

### *Proceedings of Face to Face / Teleconference Meetings*

- The appeal shall be heard as quickly as reasonably possible, given the nature and circumstances of the appeal.
- All three members of the TAC shall hear the appeal, but a majority in favor of the same result shall be sufficient to effect a decision.
- Each party shall have the right to be represented at the hearing.
- Copies of any written documents any of the parties would like the TAC to consider will have been attached to form AAP-1, and shall be provided to TAC members and all other parties, within the time limits stated in the policy.
- The appeal may proceed on the basis of written submissions and documentation as specified by policy.

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- If the TAC decision might affect another party to the extent that the other party would have recourse to an appeal in their own right under this policy, that party will become a party to the appeal in question, and will be bound by its outcome.
- The TAC may direct that any other person or party participate in the appeal.
- For the sake of expedience and cost reduction, a hearing either by way of written submissions, via telephone or video conferencing is to be preferred, with such safeguards as the TAC Panel considers necessary to protect the interests of the parties.
- Unless otherwise agreed by the parties, there shall be no communication between TAC Panel members and the parties, except in the presence of, or by copies to the other parties.

***Procedure for Documentary Appeal:*** Where the TAC has determined that the appeal will be conducted by way of written submissions, it will govern the appeal using such procedures as it deems appropriate provided that:

- All parties are given a reasonable opportunity to provide written submissions to the TAC Panel, to review the written submissions of the other parties, and to provide written rebuttals and arguments
- The applicable principles and timelines set out in Section 10 are respected

***Evidence that may be Considered.***

- As a general rule, the Panel will only consider evidence presented to the original decision-maker. At its discretion, the Panel may hear new material evidence that was not available at the time of the original decision.
- Unless a party can prove that he/she could not possibly have been aware of a certain fact or argument at the time of the submission of his/her Appeal Form or Written Statement, the TAC Panel will not accept any additional information or argument from the Appellant(s) or Respondent(s) after the preliminary conference, other than that provided orally by witnesses at the hearing.
- The TAC Panel will determine whether an additional element of proof should be admitted or rejected after a preliminary conference has been concluded.

***Appeal Decision:*** Within five (5) working days of concluding the appeal, the TAC Panel will issue its written decision, including its reasons. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide:

- To reject the appeal and confirm the decision being appealed
- To uphold the appeal, and refer the matter back to the initial decision-maker for a revised decision
- To uphold the appeal, and vary the decision, when it is found that an error occurred, and the error cannot be corrected by the original decision-maker for reasons of a lack of clear procedures, the lack of time, or a lack of neutrality
- To determine how the costs of the appeal, excluding the legal fees and legal disbursements of any of the parties, will be allocated, if at all; when granting such costs, the TAC Panel shall take into account the proceedings outcome, the parties' conduct, and their respective financial resources

A copy of the TAC Panel's decision will be provided to each of the parties, and to the SFC Executive Committee. In extraordinary circumstances, the TAC Panel may issue a verbal decision or a summary written decision, with reasons to follow, provided that the written decision with reasons is rendered within the timelines specified.

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If the Appellant(s) believe that the TAC has made an error in denying the right to appeal a decision, the matter may be referred to Arbitration or Mediation, with such Arbitration or Mediation to be administered under the ADR sport RED Code, as amended from time to time.

**APPENDICES**

**Appendix A: Process for Appealing SFC Decisions**

Timelines:

NOTE: this page is to be attached to all case files in order to ensure compliance with the timelines as noted in the procedures above.

1. Identification of issue by Appellant: ----- \_\_\_\_/\_\_\_\_/\_\_\_\_  
: Date: X

2. Receipt of form AP-1: ----- \_\_\_\_/\_\_\_\_/\_\_\_\_  
Number of days: (X + 14) \_\_\_\_\_  
Notice to President: \_\_\_\_\_ \_\_\_\_/\_\_\_\_/\_\_\_\_

3. Referral to Respondent: \_\_\_\_\_ \_\_\_\_/\_\_\_\_/\_\_\_\_  
Number of days: (X+14+2)

4. Response from Respondent: \_\_\_\_\_ \_\_\_\_/\_\_\_\_/\_\_\_\_  
Number of days (X + 14+ 2 +14)

5. Date of response to Appellant: \_\_\_\_\_ \_\_\_\_/\_\_\_\_/\_\_\_\_

Total time expectation: the initial procedure is intended to bring the issue forward and to conclusion within a time period of 30 calendar days

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**Appendix B: AP-1 Process for Appealing SFC Decisions**

The intent of FORM AP-1 is to provide a formal structure for submitting an appeal or protest of practice or policy as identified in the appeal policy.

The goal is to bring the issue forward to the SFC decision makers and seek to provide a solution through discussion and cooperative action.

This form is to be sent to the SFC office with all parts have been completed

NOTE: the time lines and requirements of FORM AP-1 are not open to change

XX

APPELLANT(S):

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

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

CONTACT: TEL: \_\_\_\_\_ CELL: \_\_\_\_\_

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

SFC MEMBERSHIP ID: \_\_\_\_\_

NB: if more than one appellant, include the above information for each appellant on the back of this lead page.

NOTE: protest fee attached: NO  YES

ISSUE UNDER PROTEST OR APPEAL:

POLICY: \_\_\_\_\_

PROCEDURE: \_\_\_\_\_

ACTION: \_\_\_\_\_

Attachment(s) required:

1. Copy of the SFC policy document which is in question:
2. Copy of the SFC procedure that is in question.
3. Proof of the SFC action that is in question.

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### **Appeal Process of SFC decisions**

Detailed reasons for the appeal: (NOTE: since only this one page will be read, please be as succinct and focused as possible.)

Date:

Signature:

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Remedy sought: (NOTE: since only this one page will be read, please be as succinct and focused as possible)

Date:

Signature

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## **Appeal of SFC decisions**

DECISION:

Date:

Signature:

**Appendix C: AAP: 1 Process for Appealing SFC Decisions**

REQUEST TO PRESENT APPEAL TO SFC TRIPARTITE APPEAL COMMITTEE

Intent: This committee is intended to bring a final binding decision on policies, practices or actions that could not be resolved by the initial appeals procedure.

XX

APPELLANT(S):

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

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

PC: \_\_\_\_\_

CONTACT: TEL: \_\_\_\_\_ CELL: \_\_\_\_\_

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

SFC MEMBERSHIP ID: \_\_\_\_\_

NB: if more than one appellant, include the above information for each appellant on the back of this lead page.

NOTE: appeal fee attached (\$150.00 per appellant who is party to this appeal

REPRESENTATIVE DECLARED: \_\_\_ Yes \_\_\_ No

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

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

CONTACT INFORMATION: \_\_\_\_\_

DOCUMENTS ATTACHED

REPLY OF APPEAL ON FORM AP-1

ANY DOCUMENTS IN ADDITION TO THOSE ATTACHED TO ORIGINAL APPEAL DECISION BEING APPEALED:

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POSITION STATEMENT: please state clearly the reasons for rejecting the position of the original appeal.

NOTE: since only this one page will be read, please be as succinct and focused as possible.

Date:

Signature

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### REMEDY SOUGHT:

Please clearly identify the remedy. (Since only this one page will be read, please be as succinct and focused as possible)

Date:

Signature

RESPONSE OF THE TRIPARTITE APPEAL COMMITTEE:

Date:

Signature: