

# Shooting Federation of Canada



## Policy and Procedures Manual

# Shooting Federation of Canada



## Policy and Procedures Manual

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Approved by:  
Board of Directors

January 25, 2020

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Date

Posted to the SFC Website

September 11, 2020

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Date

**Scheduled Year of Review: 2021**

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

**Most recent update :** December 2022

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 January 25, 2020**

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## ACRONYMS

<b>ADR</b>	Alternate Dispute Resolution
<b>AMM</b>	Annual Membership Meeting
<b>BOD</b>	Board of Directors
<b>CAC</b>	Coaching Association of Canada
<b>CADP</b>	Canadian Anti-Doping Program
<b>CC</b>	Coaching Committee
<b>CD-LF/E</b>	Coaching Comp-Dev Learning Facilitator/Evaluator
<b>CCES</b>	Canadian Centre for Ethics in Sport
<b>COC</b>	Canadian Olympic Committee
<b>CompDev</b>	Competition Development
<b>CPIC</b>	Canadian Police Information Sector
<b>CRC</b>	Criminal Record Check
<b>DAC</b>	Domestic Affairs Committee
<b>EC</b>	Executive Committee
<b>E-PIC</b>	Enhanced Police Information Check
<b>FC</b>	Finance Committee
<b>HO</b>	Harassment Officer
<b>HP</b>	High Performance
<b>HPC</b>	High Performance Committee
<b>HPP</b>	High Performance Program
<b>IB</b>	Instructor Beginner
<b>IPC</b>	International Paralympic Committee
<b>IOC</b>	International Olympic Committee
<b>ISSF</b>	International Shooting Sport Federation
<b>LTD</b>	Long-Term Development
<b>LTDSC</b>	Long-Term Development Steering Committee
<b>MCD-MLF/ME</b>	Coaching Comp-Dev Master Learning Facilitator / Master Evaluator
<b>MMC</b>	Membership-Marketing Committee
<b>NC</b>	Nominating Committee
<b>NCCP</b>	National Coach Certification Program
<b>NOC</b>	National Officials Committee
<b>OSIC</b>	Office of the Sport Integrity Commissioner
<b>P/TSO</b>	Provincial/Territorial Sport Organization
<b>RCMP</b>	Royal Canadian Mounted Police
<b>SCAT5</b>	Sport Concussion Assessment Tool 5
<b>SDRCC</b>	Sport Dispute Resolution Centre of Canada



<b>SFC</b>	Shooting Federation of Canada
<b>UCCMS</b>	Universal Code of Conduct to Prevent and Address Maltreatment in Sport
<b>VP</b>	Vice President
<b>VPDO</b>	Vice President Domestic and Operations
<b>VPHP</b>	Vice President High Performance
<b>VSC</b>	Vulnerable Sector Check
<b>WADA</b>	World Anti-Doping Agency
<b>WSPS</b>	World Shooting Para Sport

## DEFINITIONS

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EFFECTIVE: 01-06-20

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The following terms have these meanings in this document:

- **“Abuse”** – Child/Youth Abuse, Minor Abuse or Vulnerable Adult Abuse as described in these Policies.
- **“Appeals Manager”** – An individual appointed by the President or Vice President Domestic who may be any staff member, committee member, volunteer, Director, or an independent third party, to oversee the *Appealing SFC Decisions Policy*. The Appeals Manager will have responsibilities that include, but are not limited to:
  - Ensuring procedural fairness;
  - Respecting the applicable timelines; and
  - Using decision making authority empowered by this Policy.
- **“Appellant”** – The Party appealing a decision
- **“Athlete”** – An individual who is an Athlete Participant in the NSO who is subject to the policies of the NSO.
- **“Athlete Support Personnel”** - Any coach, trainer, manager, agent, team staff, official, medical, paramedical personnel, parent or any other person working with, treating or assisting an Athlete participating in or preparing for sports competition.
- **Bullying** – Offensive behaviour and/or abusive treatment of an Organizational Participant that typically, but not always, involves an abuse of power.
- **“Case Manager”** – An individual appointed by the Executive Committee to administer certain complaints under the *Discipline and Complaints Policy*. The Case Manager does not need to be a member of, or affiliated with, the Shooting Federation of Canada.
- **“Complainant”** – An Organizational Participant who makes a report of an incident, or a suspected incident, of alleged Maltreatment, Prohibited Behaviour or other misconduct that may be a violation of the standards described in the NSO’s policies, by-laws, rules or regulations, or the UCCMS.
- **“Criminal Record Check (CRC)”** – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions
- **“Days”** – Days including weekends and holidays. Calendar days<sup>1</sup>
- **“Director”** – An individual appointed or elected to the Shooting Federation of Canada’s Board of Directors
- **“Director of Sanctions and Outcomes”** – Responsible for overseeing the imposition of Provisional Measures, agreed outcomes, Sanctions and appearing before the Safeguarding Tribunal or the

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<sup>1</sup> For the purpose of calculating deadlines, the following shall apply: the day of the act is not included in the calculation (i.e., the date of receipt of a decision is not Day 1); instead, the deadline would start on the day following receipt of the decision and would expire at midnight (in the location of the individual seeking to file an appeal) on the last day of the period. If the end date is a Saturday, a Sunday or a legal holiday, the period runs until the next day that is not a Saturday, a Sunday or a legal holiday. For example, if an Individual receives a decision on Thursday December 17, 2020, the 14-day deadline to appeal this decision starts on Friday December 18, 2020 and would expire on Friday January 1, 2021. However, since January 1, 2021 is a legal holiday, January 2, 2021 is a Saturday, and January 3, 2021 is a Sunday, the deadline to appeal would expire at midnight (in the location of the individual seeking to file an appeal) on January 4, 2021.

Appeal Tribunal in cases arising from a potential breach of the UCCMS (or other conduct rules, as applicable)

- **“Discipline Chair”** – An individual or individuals appointed by the SFC Executive Committee to oversee management and administration of complaints as applicable, and administer certain complaints under the *Discipline and Complaints Policy*.
- **“Discrimination”** – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability.
- **“Enhanced Police Information Check (E-PIC)”** – a Criminal Record Check plus a search of local police information, available from Sterling Backcheck
- **“Event”** – An event sanctioned and operated by the Shooting Federation of Canada
- **“Harassment”** – A course of vexatious comment or conduct against an Organizational Participant, individual or group, which is known or ought to reasonably be known to be unwelcome. Types of behaviour that constitute harassment include, but are not limited to:
  - Written or verbal abuse, threats, or outbursts;
  - Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
  - Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
  - Leering or other suggestive or obscene gestures;
  - Condescending or patronizing behaviour that is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
  - Practical jokes which endanger a person’s safety, or may negatively affect performance;
  - Hazing, which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual’s positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual’s willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
  - Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
  - Deliberately excluding or socially isolating a person from a group or team;
  - Persistent sexual flirtations, advances, requests, or invitations;
  - Physical or sexual assault;
  - Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
  - Retaliation or threats of retaliation against a person who reports harassment to the Shooting Federation of Canada.
- **“Sexual Harassment”** – A course of vexatious comment or conduct against an Individual because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advance to the Individual and the person knows or ought

reasonably to know that the solicitation or advance is unwelcome. Types of behaviour that constitute Sexual Harassment include, but are not limited to:

- Sexist jokes;
  - Threats, punishment, or denial of a benefit for refusing a sexual advance;
  - Offering a benefit in exchange for a sexual favour;
  - Demanding hugs;
  - Bragging about sexual ability;
  - Leering (persistent sexual staring);
  - Sexual assault;
  - Display of sexually offensive material;
  - Distributing sexually explicit messages or attachments such as pictures or video files;
  - Sexually degrading words used to describe an individual;
  - Unwelcome inquiries into or comments about an individual's gender identity or physical appearance;
  - Inquiries or comments about an Individual's sex life;
  - Persistent, unwanted attention after a consensual relationship ends;
  - Persistent unwelcome sexual flirtations, advances, or propositions; and
  - Persistent unwanted contact.
- **"Independent Third Party"** – the individual retained by the NSO to receive reports and complaints, and to fulfill the responsibilities outlined in the *Discipline and Complaints Policy*, *Investigations Policy* and *Appeal Policy*, as applicable. This individual must not be in a real or perceived conflict of interest or have a direct relationship with any of the Parties.
  - **"Individuals"** – All categories of membership defined in the Shooting Federation of Canada's Bylaws, as well as all individuals employed by, or engaged in activities with the Shooting Federation of Canada including, but not limited to, athletes, coaches, facilitators, officials, volunteers, managers, administrators, committee members, parents and guardians and spectators at events, and Directors and Officers of the Shooting Federation of Canada
  - **"Local Police Information (LPI)"** – additional conviction and selected non-conviction information in national and local police data sources which may be relevant to a position sought
  - **"Maltreatment"** – any volitional act by an Individual that results in harm or the potential for physical or psychological harm to another Individual, and includes any of the following behaviours or conduct:
    - Psychological Maltreatment: any pattern or single serious incident of deliberate conduct that has the potential to be harmful to the psychological well-being of an Individual. Psychological Maltreatment is determined by the objective behaviour and not whether harm is intended or results from the behaviour. It includes:
      - Verbal Acts: verbally assaulting or attacking an individual, including but not limited to unwarranted personal criticisms; body shaming; derogatory comments related to an Individual's identity (e.g. race, gender identity or expression, ethnicity, Indigenous status, ability/disability); comments that are demeaning, humiliating, belittling, intimidating, insulting or threatening; the use of rumours or false statements about an Individual to diminish their reputation; using confidential sport and non-sport information inappropriately. Verbal Maltreatment may also occur in online forms.

- Non-assaultive Physical Acts (no physical contact): physically aggressive behaviours, including but not limited to throwing objects at or in the presence of others without striking another; hitting, striking or punching objects in the presence of others.
- Acts that Deny Attention or Support: acts that deny attention, lack of support or isolation including but not limited to ignoring psychological needs or socially isolating an Individual repeatedly or for an extended period of time; abandonment of an Athlete as punishment for poor performance; arbitrarily or unreasonably denying feedback, training opportunities, support or attention for extended periods of time and/or asking others to do the same.
- Physical Maltreatment: any pattern or single serious incident of deliberate conduct that has the potential to be harmful to the physical well-being of an Individual. Physical Maltreatment is determined by the objective behaviour and not whether harm is intended or results from the behaviour. It includes, without limitation:
  - Contact behaviours: including but not limited to deliberately punching, kicking, beating, biting, striking, strangling or slapping another; and deliberately hitting another with objects;
  - Non-contact behaviours: including but not limited to isolating an Individual in a confined space; forcing an Individual to assume a painful stance or position for no athletic purpose (e.g., requiring an Athlete to kneel on a hard surface); the use of exercise for the purposes of punishment; withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep; denying access to a toilet; providing alcohol to an Individual under the legal drinking age; providing illegal drugs or non-prescribed medications to an Individual; encouraging or knowingly permitting an Athlete to return to training or to the range prematurely following any injury or after a concussion and without the clearance of a medical professional; encouraging an Athlete to perform a skill for which they are known to not be developmentally ready.
- Sexual Maltreatment, including, but not limited to, any act targeting an Individual's sexuality, gender identity or expression, that is committed, threatened or attempted against that person, and includes but is not limited to the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. Sexual maltreatment also includes sexual harassment and stalking, cyber harassment, and cyberstalking of a sexual nature. Examples of sexual maltreatment include, but are not limited to:
  - Any penetration of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
    - vaginal penetration by a penis, object, tongue, or finger; and
    - anal penetration by a penis, object, tongue, or finger.
  - Any intentional touching of a sexual nature of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
    - kissing;
    - intentional touching of the breasts, buttocks, groin or genitals, whether clothed or unclothed, or intentionally touching of another with any of these body parts;

- any contact, no matter how slight, between the mouth of one person and the genitalia of another person, and
  - making another touch themselves, the Individual, or someone else with or on any of the body parts listed in 2).
  - any intentional touching in a sexualized manner of the relationship, context or situation.
- Neglect: any pattern or a single serious incident of lack of reasonable care, inattention to an Individual's needs, nurturing or well-being, or omissions in care. Neglect is determined by the objective behaviour but the behaviour must be evaluated with consideration given to the Individual's needs and requirements, not whether harm is intended or results from the behaviour.
    - Neglect, or acts of omission, including without limitation, not providing an Athlete recovery time and/or treatment for a sport injury; not being aware of and not considering an Individual's physical or intellectual disability; not considering supervision of an Athlete during travel, training or competition; not considering the welfare of the Athlete when prescribing dieting or other weight control methods (e.g., caliper tests); disregarding the use of Prohibited Substances or Methods by an Athlete; failure to ensure safety of equipment or environment; allowing an Athlete to disregard sport rules, regulations, and standards, subjecting Individuals to the risk of Maltreatment.
  - Grooming: includes, without limitation, deliberate conduct by an Individual to sexualize a relationship with a Minor, and which includes making inappropriate behaviour seem normal and gradually engaging in 'boundary violations' which have been professionally-identified to Canadian standards (e.g., a degrading remark, a sexual joke, sexualized physical contact; adult participants sharing rooms with a Minor who is not an immediate family member; providing a massage or other purported therapeutic interventions with no specific training or expertise; private social media and text communications; sharing personal photographs; shared use of locker rooms; private meetings; private travel, and providing gifts).
  - Interference with or Manipulation of Process
    - An adult Individual violates the *Code of Conduct and Ethics* by directly or indirectly interfering with a process instituted pursuant to the *Code* or any other Shooting Federation of Canada or Member policy by:
      - falsifying, distorting, or misrepresenting information, the resolution process, or an outcome;
      - destroying or concealing information;
      - attempting to discourage an Individual's proper participation in or use of the Shooting Federation of Canada or a Member's processes;
      - harassing or intimidating (verbally or physically) any person involved in a Shooting Federation of Canada or a Member's processes before, during, and/or following any proceedings;
      - publicly disclosing an Individual's identifying information, without the Individual's agreement;
      - failing to comply with any temporary or provisional measure or other final sanction;

- distributing or otherwise publicizing materials an Individual gains access to during any investigation or hearing, except as required by law or as expressly permitted; or
- influencing or attempting to influence another Individual to interfere with or manipulate the process.
- Retaliation: An Individual shall not take an adverse action against any other Individual for making a good faith report of possible Maltreatment or for participating in any process found in the Shooting Federation of Canada or a Member’s policies. Retaliation includes threatening, intimidating, harassing, coercing or any other conduct that would discourage a reasonable person from engaging or participating in the Shooting Federation or a Member’s processes. Retaliation after the conclusion of investigation and sanction processes is also prohibited. Retaliation may be present even where there is a finding that no Maltreatment occurred and does not include good-faith actions lawfully pursued in response to a report of possible Maltreatment.
- Aiding and abetting:
  - Any act taken with the purpose of facilitating, promoting, or encouraging the commission of Maltreatment by an Individual. Aiding and abetting also includes, without limitation, knowingly:
    - allowing any person who has been suspended or is otherwise ineligible to be in any way associated with sport or to coach or instruct Individuals;
    - providing any coaching-related advice or service to an Athlete who has been suspended or is otherwise ineligible; and
    - allowing any Individual to violate the terms of their suspension or any other sanctions imposed.
- Failure by an adult Individual to report actual or suspected Maltreatment of a Minor. This obligation is ongoing and is not satisfied by making an initial report; instead, this obligation includes reporting to the Shooting Federation of Canada or a Member, on a timely basis, all relevant information that the adult Individual is or becomes aware of, and requires making a direct report to the Shooting Federation of Canada or a Member. Any report shall include the personally identifying information of the potential Minor complainant (to the extent known), and any such information learned at a later date.
- Failure to report inappropriate conduct: Any Individual who suspects or becomes aware of another Individual’s inappropriate conduct, even if it is not defined as Maltreatment, has a duty to report such inappropriate conduct to the Shooting Federation of Canada or a Member. Persons in Authority who become aware of another Individual’s inappropriate conduct have a responsibility for reporting the concern to the Shooting Federation of Canada.
- Intentionally filing a false allegation. An allegation is false if the events or conduct reported did not occur and the Individual making the report knows that the events or conduct did not occur. An individual shall not be considered to have filed a false allegation in cases where the allegation cannot be substantiated by supporting evidence but was nevertheless filed in good faith.
- **“Member”** – Refers to the individuals who have paid their membership fees to the NSO
- **“Minor”** – any Individual who is under the age of majority at the time and in the jurisdiction

where the alleged breach of any Shooting Federation of Canada policy has occurred. Adult Individuals are responsible for knowing the age of a Minor. For the purpose of protection in each Canadian province and territory, the age of a child is defined as follows:

- 16 years old: Newfoundland and Labrador; Saskatchewan; Northwest Territories; Nunavut
- 18 years old: Prince Edward Island; Quebec; Ontario; Manitoba; Alberta;
- 19 years old: Nova Scotia; New Brunswick; British Columbia; Yukon.

\*\*\* Local jurisdictions shall monitor any potential changes \*\*\*

- **“NSO”** – Shooting Federation of Canada
- **“Organizational Participants”** – Refers to all Members as defined in the By-laws of the NSO and, to the extent that they are not considered a Member, all people employed by, contracted by, or engaged in activities with the NSO including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, parents or guardians, spectators, committee members, or directors and officers.
- **“OSIC”** – Office of the Sport Integrity Commissioner, an independent division of the SDRCC which comprises the functions of the Sport Integrity Commissioner
- **“Parties”** – The Appellant, Respondent, and any other Individuals affected by an appeal
- **“Person in Authority”** – Any Organizational Participant who holds a position of authority within the NSO including, but not limited to, instructors, officials, managers, Athlete Support Personnel, chaperones, committee members, or Directors and Officers.
- **“Power Imbalance”** – as defined in the UCCMS
- **“Respondent”** – The body whose decision is being appealed or the Party responding to the complaint
- **“Social media”** – The catch-all term that is applied broadly to new computer-mediated communication media including, but not limited to blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter.
- **“UCCMS”** – *Universal Code of Conduct to Prevent and Address Maltreatment in Sport*, as amended from time to time by the SDRCC
- **“UCCMS Participant”** – An Organizational Participant affiliated with the NSO who has been a) designated by the NSO and b) who has signed the required consent form. For the NSO, UCCMS Participants are: NSO staff, High Performance Board members, High Performance Team Coaches, High Performance Team Athletes and High Performance IST.
- **“Vulnerable Individuals”** – Includes Children / Youth (Minors) and Vulnerable Adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority).
- **“Vulnerable Participant”** – as defined in the UCCMS
- **“Vulnerable Sector Check (VSC)”** – a detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, local police information, and the Pardoned Sex Offender Database.
- **“Worker”** – An individual who has signed an Employment Agreement or Contractor Agreement with the Shooting Federation of Canada including High Performance Coaches who have signed an agreement for the current year.
- **“Workplace”** - Any place where business or work-related activities are conducted. Workplaces include but are not limited to the Shooting Federation of Canada’s office, work-related social



functions, work assignments outside of the Shooting Federation of Canada's offices, work-related travel, the training and competition environment, and work-related conferences or training sessions.

- **“Workplace Harassment”** – A course of vexatious comment or conduct against an Organizational Participant in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute workplace harassment include, but are not limited to:
  - Bullying;
  - Workplace pranks, vandalism, bullying or hazing;
  - Repeated offensive or intimidating phone calls or emails;
  - Inappropriate sexual touching, advances, suggestions or requests;
  - Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
  - Psychological abuse;
  - Excluding or ignoring someone, including persistent exclusion of a person from work-related social gatherings;
  - Deliberately withholding information that would enable a person to do his or her job, perform or train;
  - Sabotaging someone else's work or performance;
  - Gossiping or spreading malicious rumours;
  - Intimidating words or conduct (offensive jokes or innuendos); and
  - Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning.
- **“Workplace Violence”** – the use of or threat of physical force by a person against a worker in a workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a workplace that could cause physical injury to the worker. Types of behaviour that constitute workplace violence include, but are not limited to:
  - Verbal or written threats to attack;
  - Sending to or leaving threatening notes or emails;
  - Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
  - Wielding a weapon in a workplace;
  - Hitting, pinching or unwanted touching which is not accidental;
  - Dangerous or threatening horseplay;
  - Physical restraint or confinement;
  - Blatant or intentional disregard for the safety or wellbeing of others;
  - Blocking normal movement or physical interference, with or without the use of equipment;
  - Sexual violence; and
  - Any attempt to engage in the type of conduct outlined above.

## **MISSION STATEMENT: SHOOTING FEDERATION OF CANADA**

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**EFFECTIVE: 01-06-20**

**REVISED: 01-06-20**

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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.

### **1. 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.

### **2. 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**.

### **3. 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:

- Improve the performance of high performance and junior development athlete;
- Increase the availability of training and competition facilities;
- Increase the quality of competitions;
- Increase participation in target shooting sports;
- Improve funding levels and increase sources of funding;
- Increase awareness of the SFC and target shooting sports;
- Complete and implement a Long-Term Development Plan;
- Increase the number of qualified coaches through training;
- Recruit and retain National coaches and Assistant Coaches for each discipline;
- Increase the number of qualified officials;
- Improve administrative efficiencies;
- Improve member benefits;
- Improve communications and relationships; and,
- Increase the profile of, and participation in, national and international stakeholders' organizations.

## GOVERNANCE

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EFFECTIVE: 01-06-20

REVISED: 01-06-20

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### 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 Membership Meeting (AMM) 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.

### 2. 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 Board of Directors, Executive Committee, and Finance Committee 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

## BOARD OPERATIONS

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EFFECTIVE: 01-06-20

REVISED: 01-06-20

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### 1. Board Nominations / Nominating Procedures

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; and,
- 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 PTSO 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

SFC Bylaws Articles XI and XII provide 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.

Both Official Satellite Locations (OSL) and individual sign-ins will be attempted. Each PTSO may be asked to act as a satellite location. To be an OSL, a PTSO 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 PTSO 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 PTSO 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 the 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.

**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 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 the SFC office. The Executive shall perform a vetting process to select candidates.

The SFC Executive will hold a vote to accept or reject the volunteer at a regular SFC Executive Committee 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 executive member will be added to the list of board members on the SFC website.

## COMMITTEES

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EFFECTIVE: 01-06-20

REVISED: 01-06-20

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### 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 game 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. Finance Committee (FC)

The Finance Committee (FC) is a Statutory Committee established to help the BOD meet its fiduciary responsibilities, as defined in the SFC's Bylaws, Article VIII, subsection VII. The duties of the Finance Committee are to assist the Board of Directors in fulfilling its oversight responsibilities by reviewing and making recommendations with respect to:

- 1- The external auditor's annual audit plan;
- 2- The SFC's accounting policies;
- 3- The audit findings and the audited annual financial statements, advising the Board on their acceptance;
- 4- The system of internal controls and management of financial risks;
- 5- The appointment of external auditors and their fees;
- 6- The ethical standards that management and the Board have established;
- 7- The procedures in place to ensure compliance with legal and regulatory requirements;
- 8- Quarterly reviews of finances in relation to Board approved annual budget; and,
- 9- Such other matters as may be referred to the Finance Committee by the Board of Directors.

The FC is made up of SFC members as defined in SFC Bylaws, Article VIII.

The Finance Committee shall have unrestricted access to members of the Executive Committee, 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.

### 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.

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.

- 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 to the EC of the SFC through the Vice-President of Domestic and Operations (VPDO) 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 or other designated staff person 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 Domestic Programs Coordinator and ISSF delegate will act as the NOC's liaison officers 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 SFC national 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 issues a general call for nominations, actively recruits nominees, and ensures that nominations and elections are conducted in accordance with SFC bylaws. 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 or Territorial Sports Organizations (PTSO), asking for nominations of provincial and territorial board member candidates.
- Contacting appropriate Sections and asking for nominations for the available Section board member options.
- 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 PTSO interested in operating a satellite location for the AMM 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; and,
- Helping provinces develop a progression of developmental shooting programs from introductory fundamentals to high performance, and then active life-long participation.

DAC membership consists of the VPDO and at least one other member appointed by the BOD. The VPDO 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 LTD 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 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 or other designated staff person 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; and,
- 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 LTD Steering Committee (LTDSC)

The responsibilities of the Coaching Committee (CC) and LTD Steering Committee (LTDSC) are as follows:

- Ensuring a solid platform for the development of Instructor Beginner (IB) coaches, Competition Development (CompDev) and High Performance (HP) 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 and Territorial 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 LTD 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;
- 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; and,
- 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 LTDSC 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 and territorial 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 Domestic. 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 VPDO. The VPDO 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 BOD, or the EC, acting on behalf of the Board.

The VPDO 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 VPDO 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 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 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 VPDO (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 VPDO, and respond to any SFC office staff requests in a timely manner.

**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 EC must approve any expenses outside this budget.

**Reporting Requirements.** The direct line of authority from the Section shall be to the VPDO. Detailed Section proposals shall be submitted for review by the VPDO, 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 AMM, 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.

## EQUITY AND ACCESS

EFFECTIVE: 01-06-20

REVISED: 01-06-20

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.

### 1. 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

### 2. Complaint Procedure

Persons who believe they have been discriminated against on the basis of gender, race, colour, physical or mental disability, age, family status, religion, or political beliefs may bring forward a complaint to the SFC by reporting the incident in question to the SFC's Independent Third Party or 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 Investigations will follow the "Investigations Policy" as published in this document.***

### **3. 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.

## GENDER EQUITY

EFFECTIVE: 01-06-20

REVISED: 01-06-20

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 any gender, all of which should be served equitably in all matters.

### 1. Gender Equity Action Plan

The SFC recognizes that it needs to take some immediate actions to ensure that any and all 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 any and all genders.
- Assess current policies and programs for their impacts on gender equity.
- Perform an audit of all committees to determine 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 all 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

### 2. 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.

The SFC shall continue to:

- Move to a composition of not more than 60% of any one gender on the SFC’s Board and Committees
- 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
- Ensure that all positions, terms of responsibilities, lay levels and opportunities for advancement are equal for any and all genders
- Ensure that personnel policies are gender neutral
- Develop a plan for the training and the development of women in coaching and officiating

- Develop a Canadian position for dealing with any ISSF policies that may discriminate against any specific gender

### **3. 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.

## OFFICIAL LANGUAGES

EFFECTIVE: 01-06-20

REVISED: 01-06-20

The SFC respects both of Canada’s official languages in all of its programs and activities, 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 is 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.

### 1. 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. Other available documentation includes the following:

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

### 2. Bilingual Staff

The SFC provides bilingual administrative services to its membership, and makes every effort to continue to do so. Bilingualism will be considered a major asset in all future staff hiring processes.

### 3. 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.

#### **4. 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.

#### **5. Budgets**

A budget category has been established for "Official Languages," to ensure that resources are allocated to initiate implementation of the SFC's bilingualism policy.

#### **6. 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.

#### **7. 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.

## CODE OF CONDUCT AND ETHICS

EFFECTIVE: 20-01-06

REVISED: 22-12-12

*The Shooting Federation of Canada (the “NSO”) has adopted the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (“UCCMS”), as amended from time to time, [(provided as [Appendix A](#))/which shall be incorporated into this Code by reference as if set out in full herein. Any modifications or amendments made to the UCCMS by the Sport Dispute Resolution Centre of Canada (“SDRCC”) shall come into effect immediately upon their adoption by the SDRCC and automatically without the need for any further action by the NSO].*

*The NSO has designated specific Organizational Participants within the NSO as UCCMS Participants. Designated individuals are listed in the Definitions section of this document.*

*It is important to note that the Code applies to all Organizational Participants, **but not all Organizational Participants are UCCMS Participants** subject to the OSIC Process.*

### A. Purpose

1. The purpose of this Code is to ensure a safe and positive environment within the programs, activities, and Events of the NSO and its Members by making all Organizational Participants aware that there is an expectation, at all times, of appropriate behaviour consistent with the NSO’s core values, mission, and policies.
2. The NSO and its Members and Organizational Participants support equal opportunity, prohibit discriminatory practices, and are committed to providing an environment in which all individuals can safely participate in sport and are treated with respect and fairness.

### B. Application – General

3. This Code applies to the conduct of all Organizational Participants during the business, activities, and Events of the NSO and its Members including, but not limited to competitions, practices, evaluations, training camps, travel associated with organizational activities, the office environment, and any meetings.
4. This Code also applies to the conduct of all Organizational Participants outside of the business, activities, and Events of the NSO and its Members when such conduct adversely affects the NSO’s relationships (and the work and sport environment) or is detrimental to the image and reputation of the NSO or a Member. Such applicability will be determined by the NSO or the relevant Member, as applicable, at its sole discretion.
5. In addition, this Policy will apply to breaches of the Code that occurred when the Organizational Participants involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Individual(s).
6. This Code applies to Organizational Participants active in the sport or who have retired from the sport where any claim regarding a potential breach of this Code occurred when the Organizational Participants were active in the sport.



### **C. Prohibited Behaviours**

7. All Organizational Participants must refrain from any behaviour that constitutes a Prohibited Behaviour as defined by the UCCMS and the Code.
8. Organizational Participants are responsible for knowing what actions or behaviours constitute Prohibited Behaviours and Maltreatment.
9. Prohibited Behaviours under the UCCMS include, but are not limited to:
  - a) Physical Maltreatment
  - b) Psychological Maltreatment
  - c) Neglect
  - d) Sexual Maltreatment
  - e) Grooming
  - f) Boundary Transgressions
  - g) Discrimination
  - h) Failing to Report
  - i) Aiding and Abetting
  - j) Retaliation
  - k) Interference with or Manipulation of Process
  - l) False Reports

In addition to the Prohibited Behaviours as defined by the UCCMS, this Code sets out other expected standards of behaviour and conduct for all Organizational Participants and any failure to respect these expected standards of behaviour by an Organizational Participant may constitute a breach of this Code.

### **D. Responsibilities of Organizational Participants**

10. All Organizational Participants have a responsibility to:
  - a) Conduct themselves in a manner consistent with the True Sport principles.
  - b) Refrain from any behaviour that constitutes Maltreatment and Prohibited Behaviour under this Code and the UCCMS.
  - c) Maintain and enhance the dignity and self-esteem of other Organizational Participants by:
    - i. Treating each other with fairness, honesty, respect and integrity;
    - ii. Focusing comments or criticism appropriately and avoiding public criticism of Athletes, coaches, officials, organizers, volunteers, employees, or other Organizational Participants;
    - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct; and
    - iv. Ensuring adherence to the rules of the sport and the spirit of those rules.

- d) Refrain from the use of power or authority to coerce another person to engage in inappropriate activities.
- e) Refrain from consuming cannabis, or recreational drugs while participating in the programs, activities, competitions, or Events of the NSO
- f) In the case of Minors, not consume alcohol, tobacco, or cannabis at any competition or Event.
- g) In the case of individuals who are not Minors, not consume cannabis in the Workplace or in any situation associated with the Events of the NSO (subject to protections under applicable human rights legislation), not consume alcohol during training, competitions, or in situations where Minors are present, and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations.
- h) When driving a vehicle:
  - i. Have a valid driver's license;
  - ii. Obey traffic laws;
  - iii. Not be under the influence of alcohol or illegal drugs or substances;
  - iv. Have valid car insurance; and
  - v. Refrain from engaging in any activity that would constitute distracted driving.
- i) Respect the property of others and not wilfully cause damage.
- j) Promote sport in the most constructive and positive manner possible.
- k) Refrain from engaging in deliberate behaviour which is intended to manipulate the outcome of a para-classification, competition and/or not offer, receive or refrain from offering or receiving any benefit which is intended to manipulate the outcome of a competition or para-classification. A benefit includes the direct or indirect receipt of money or other anything else of value, including, but not limited to, bribes, gains, gifts, preferential treatment, and other advantages.
- l) Adhere to all applicable federal, provincial/territorial, municipal and host country laws.
- m) Comply with the bylaws, policies, procedures, rules, and regulations of the NSO, and those of any other sport organization (i.e., the Canadian Olympic Committee or the ISSF) with authority over the Organizational Participants, as applicable, and as adopted and amended from time to time.

#### **E. Directors, Committee Members, and Employees**

11. In addition to section D (above), Directors, Committee Members, and employees of the NSO will have additional responsibilities to:

- a) Function primarily as a Director, committee member or employee of the NSO (as applicable) and ensure to prioritize their duty of loyalty to the NSO (and not to any other organization or group) while acting in this role.
- b) Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of the business and the maintenance of the NSO's reputation.
- c) Ensure that financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities.
- d) Comply with their obligations under the *Screening Policy*, including **understanding** ongoing expectations under the *Screening Policy* and fully cooperating in the screening process
- e) Conduct themselves openly, professionally, lawfully and in good faith.
- f) Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism influence their decision-making on behalf of the NSO.
- g) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to applicable laws.
- h) Maintain required confidentiality of organizational information.
- i) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings.
- j) Have a thorough knowledge and understanding of all governance documents.

#### **F. Athlete Support Personnel**

- 12. In addition to section D (above), Athlete Support Personnel have additional responsibilities.
- 13. Athlete Support Personnel must understand and respect the inherent Power Imbalance that exists in this relationship and must not abuse it, either consciously or unconsciously.
- 14. Athlete Support Personnel will:
  - a) Avoid any behaviour that abuses the Power Imbalance inherent in the position of the Athlete Support Personnel.
  - b) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the Athletes.
  - c) Prepare Athletes systematically and progressively, using appropriate timeframes and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm Athletes.

- d) Avoid compromising the present and future health of Athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of Athletes' medical and psychological treatments and follow the *Concussion Policy* of the NSO.
- e) Support other Athlete Support Personnel at a training camp, or those of a provincial/territorial team, or national team, should an Athlete qualify for participation with one of these programs.
- f) Comply with all established responsibilities and obligations as set out by the Athlete Support Personnel's professional governing association or order, if any.
- g) Accept and promote Athletes' personal goals and refer Athletes to other coaches and sport specialists as appropriate.
- h) Provide Athletes (and the parents/guardians of Minor Athletes) with the information necessary to be involved in the decisions that affect the Athlete.
- i) Act in the best interest of the Athlete's development as a whole person.
- j) Comply with their obligations under the *Screening Policy*, including **understanding** ongoing expectations under this *Policy* and fully cooperating in the screening process.
- k) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or prohibited substances or prohibited methods and, in the case of Minors, alcohol, cannabis, and/or tobacco.
- l) Respect competitor Athletes and, in dealings with them, not encroach upon topics or take actions which are deemed to be within the realm of other Athlete Support Personnel, unless they have received prior approval from the individual who is responsible for that realm for the Athletes.
- m) When a Power Imbalance exists, not engage in a sexual or intimate relationship with an Athlete of any age.
- n) Disclose to the NSO any intimate relationship with an Athlete in accordance with the NSO's Declaration of Personal Relationship Between Coach and Athlete.
- o) Recognize the power inherent in the position of Athlete Support Personnel and respect and promote the rights of all Organizational Participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of Organizational Participants who are in a vulnerable or dependent position and less able to protect their own rights.
- p) Dress professionally and use appropriate language.

## G. Athletes

15. In addition to section D (above), Athletes will have additional responsibilities to:

- a) Follow their athlete agreement (if applicable).
- b) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete.
- c) Participate and appear on-time and prepared to participate to their best abilities in all competitions, practices, training sessions, and evaluations.
- d) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason.
- e) Adhere to any rules and requirements regarding clothing, professionalism, and equipment.
- f) Act in accordance with applicable policies and procedures and, when applicable, additional rules as outlined by Athlete Support Personnel.

#### **H. Officials**

16. In addition to section D (above), officials will have additional responsibilities to:

- a) Maintain and update their knowledge of the rules and rules changes
- b) Not publicly criticize other Organizational Participants
- c) Adhere at all times to the rules of their international federation and any other sport organization that has relevant and applicable authority.
- d) Place the safety and welfare of Organizational Participants, and the fairness of the competition above all else
- e) Strive to provide a fair sporting environment, and at no time engage in Maltreatment or Prohibited Behaviour toward any person on the field of play
- f) Respect the terms of any agreement that they enter with the NSO
- g) Work within the boundaries of their position's description while supporting the work of other officials.
- h) Act as an ambassador of the sport by agreeing to enforce and abide by international, national and provincial/territorial rules and regulations.
- i) Take ownership of actions and decisions made while officiating.
- j) Respect the rights, dignity, and worth of all Organizational Participants.
- k) Act openly, impartially, professionally, lawfully, and in good faith.
- l) Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others.

- m) Respect the confidentiality required by issues of a sensitive nature, which may include discipline processes, appeals, and specific information or data about Organizational Participants.
- n) Comply with their obligations under the *Screening Policy*, including **understanding** ongoing expectations under this *Policy* and fully cooperating in the screening process
- o) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform a supervisor or the NSO or the Member at the earliest possible time.
- p) When writing reports, set out the actual facts to the best of their knowledge and recollection
- q) Dress in proper attire for officiating

#### **I. Parents/Guardians and Spectators**

17. In addition to section D (above), parents/guardians and spectators at Events will:

- a) Encourage Athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence.
- b) Condemn the use of violence in any form.
- c) Never ridicule an Organizational Participants for making a mistake during a competition or practice.
- d) Respect the decisions and judgments of officials and encourage Athletes to do the same.
- e) Support all efforts to stop and prevent verbal and physical abuse, coercion, intimidation, and excessive sarcasm.
- f) Respect and show appreciation to all competitors, and to coaches, officials and other volunteers
- g) Never harass Organizational Participants, competitors, Athlete Support Personnel, officials, parents/guardians, or other spectators.
- h) Never encourage, aid, covert up or assist an Athlete in cheating through doping, competition manipulation or other cheating behaviors.

#### **Anti-Doping<sup>2</sup>**

18. The NSO and its Members adopt and adhere to the Canadian Anti-Doping Program. The NSO and its Members will respect any sanction imposed on an Individual as a result of a breach of the [Canadian Anti-Doping Program](#) or any other applicable Anti-Doping Rules.

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<sup>2</sup> Any capitalized terms used in this Anti-Doping section shall, unless the context requires otherwise, have the meanings ascribed to them in the Definitions section of the Canadian Anti-Doping Program.

19. All Organizational Participants shall:

- a) Abstain from the non-medical use of medications or drugs or the Use of Prohibited Substances or Prohibited Methods as listed on the version of the World Anti-Doping Agency's Prohibited List currently in force.
- b) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision, who has been found to have committed an anti-doping rule violation and is serving a period of Ineligibility imposed pursuant to the Canadian Anti-Doping Program or any other applicable anti-doping rules
- c) Cooperate with any Anti-Doping Organization that is conducting an investigation into any anti-doping rule violation(s)
- d) Refrain from any offensive conduct toward a Doping Control official or other individual involved in Doping Control, whether or not such conduct constitutes Tampering as defined in the Canadian Anti-Doping Program
- e) All Athlete Support Personnel or other Persons who are Using a Prohibited Substance or Prohibited Method without a valid and acceptable justification shall refrain from providing support to Athletes that fall under the NSO or a Member's jurisdiction.

**Retaliation, Retribution or Reprisal**

20. It is a breach of this *Code of Conduct and Ethics* for any Organizational Participant to engage in any act that threatens or seeks to intimidate another individual with the intent of discouraging that Organizational Participant from filing, in good faith, a complaint pursuant to any NSO policy. It is also a breach of this *Code of Conduct and Ethics* for an Organizational Participant to file a complaint for the purpose of retaliation, retribution or reprisal against any other Organizational Participant. Any Organizational Participant found to be in breach of this section shall be liable for the costs related to the disciplinary process required to establish such a breach.

**Privacy**

21. The collection, use and disclosure of any personal information pursuant to this Policy is subject to the NSO's *Privacy Policy*.

## DISCIPLINE AND COMPLAINTS POLICY

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EFFECTIVE: 20-06-01

REVISED: 22-12-12

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### **PURPOSE**

1. Organizational Participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with all policies, by-laws, rules, and regulations of the Shooting Federation of Canada (“NSO”), as updated and amended from time to time.
2. Non-compliance with any of the NSO’s policies, by-laws, rules, or regulations may result in the imposition of sanctions pursuant to this Policy, other policies and/or the by-laws of the NSO.

### **APPLICATION**

#### **Application – General**

3. This Policy applies to all Organizational Participants and to any alleged breaches of the NSO’s policies, by-laws, rules or regulations, or any of those of its affiliated organizations, that designate this Policy as applicable to address such alleged breaches.
4. In addition to being subject to disciplinary action pursuant to this Policy, an employee of the NSO who is a Respondent to a complaint may also be subject to consequences in accordance with the employee’s employment agreement or the NSO’s human resources policies, if applicable.

### **REPORTING**

#### **UCCMS Participants**

5. Incidents that involve alleged Maltreatment or Prohibited Behaviour (as those terms are defined in the UCCMS) that occurred or continued as of December 31, 2022 involving a UCCMS Participant must be reported to the [OSIC](#) and will be addressed pursuant to the OSIC’s policies and procedures.
6. Incidents that involve alleged Maltreatment or Prohibited Behaviour that occurred before December 31, 2022 may be reported to the OSIC; however, the OSIC shall determine the admissibility of such complaints in accordance with the relevant and applicable OSIC Guidelines regarding the initial review and preliminary assessment, and the matter may only proceed pursuant to the OSIC’s procedures with the express consent of the Parties involved where the Parties have not been designated by the NSO as a UCCMS Participant.



7. If the Independent Third Party receives a complaint that they consider would otherwise fall within the above sections, they shall refer the matter to the OSIC and notify the individual(s) that made the complaint of such action.

### **Organizational Participants**

8. Any complaints involving alleged breaches of the NSO's policies that do not fall within Sections 5 or 6 above may be reported by an Organizational Participant to the Independent Third Party in writing within 30 days of the occurrence of the incident.<sup>3</sup> For the avoidance of doubt, this includes complaints referred back to the Independent Third Party by the OSIC following a determination made by the OSIC that a complaint initially reported to it does not fall within its jurisdiction. The OSIC is not required to comply with the deadline specified in this section.
9. Notwithstanding any provision in this Policy, the NSO may, at its discretion, or upon request by the Independent Third Party, act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, the NSO will identify an individual to represent the organization.
10. A Complainant who fears retribution or reprisal or who otherwise considers that their identity must remain confidential may file a complaint with the Independent Third Party and request that their identity be kept confidential. If the Independent Third Party considers that the Complainant's identity must remain confidential, the Independent Third Party may ask that the NSO take carriage of the complaint and act as the Complainant.<sup>4</sup>
11. In exceptional circumstances, the Independent Third Party may direct a complaint to be managed by the NSO if an affiliated organization is otherwise unable to manage the complaint for valid and justifiable reasons, such as a conflict of interest, due to a lack of capacity or where the affiliated organization does not have policies in place to address the complaint. In such circumstances, the NSO shall have the right to request that a cost-sharing agreement is entered into with the affiliated organization as a pre-condition to the NSO managing the complaint.
12. Where the Independent Third Party refers a matter to be managed by an affiliated organization, or where an affiliated organization is otherwise responsible for managing a matter (i.e., because they received the matter directly), and the affiliated organization fails to conduct disciplinary proceedings within a reasonable timeline, the NSO may, at its discretion, take jurisdiction over the matter and conduct the necessary proceedings. In such circumstances, if the Internal Discipline Chair or External Discipline Panel decides that the NSO acted reasonably in taking jurisdiction over the matter, the

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<sup>3</sup> This timeline may be waived at the Independent Third Party's sole discretion if they consider that there were extenuating circumstances that prevented the Individual from Reporting their complaint within 30 days of the occurrence of the incident. Any such decision by the Independent Third Party is not subject to appeal.

<sup>4</sup> In such circumstances, the Complainant(s) may be required to provide evidence during the disciplinary process.

NSO's costs to conduct the proceedings, including legal fees, shall be reimbursed by the affiliated organization to the NSO.

### **MINORS**

13. Complaints may be brought by or against an Organizational Participant who is a Minor. Minors must have a parent/guardian or other adult serve as their representative during this process.
14. Communication from the Independent Third Party, Internal Discipline Chair or External Discipline Panel (as applicable) must be directed to the Minor's representative.
15. If the Minor's representative is not their parent/guardian, the representative must have written permission to act in such a capacity from the Minor's parent/guardian.
16. A Minor is not required to attend or participate in an oral hearing, if held, or participate in an investigation if conducted. In such circumstances, no adverse inference can be drawn against the Minor.

### **INDEPENDENT THIRD PARTY RESPONSIBILITIES**

17. Upon receipt of a complaint, the Independent Third Party has a responsibility to:
  - a) Determine whether the complaint falls within the jurisdiction of this Policy and whether it has been submitted in accordance with the deadlines indicated herein;
  - b) Determine the appropriate jurisdiction to manage the complaint by considering the following:
    - i. whether the incident occurred within the business, activities, or Events of the NSO, or one of its affiliated organizations; and
    - ii. if the affiliated organization is able to manage the complaint process<sup>5</sup>.

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<sup>5</sup> In making this assessment, the Independent Third Party may determine that the affiliated organization lacks the capacity to manage the complaint (which may include financial and human resource capacity), that the affiliated organization is not the appropriate instance to manage the complaint due to its seriousness (for example, clubs will not be expected to manage serious complaints due to the complexity of conducting such a process), or that a real or perceived conflict of interest exists within the affiliated organization.

If the Independent Third Party determines that the Complaint or Report should be handled by an affiliated organization, that organization may use its own policies to address the complaint or may adopt this Policy and appoint its own Independent Third Party to fulfil the responsibilities listed herein. Where this Policy is adopted by an affiliated organization, any reference to Independent Third Party below shall be understood as a reference to the Independent Third Party of the affiliated organization.

- c) Determine whether the complaint is frivolous, vexatious or if it has been made in bad faith<sup>6</sup>;
- d) Determine if the alleged incident should be investigated pursuant to **Appendix A – Investigation Procedure**; and
- e) Choose which process (Process #1 or Process #2, as outlined below) should be followed to hear and adjudicate the matter.

### **Available Process**

There are two different processes that may be used to hear and adjudicate complaints. Subject to Sections 5-7, the Independent Third Party decides which process will be followed at their discretion, and such decision is not appealable.

**Process #1** - the complaint contains allegations involving the following behaviours:

- a) Disrespectful conduct or comments
- b) Minor acts of physical violence, unless the physical violence is between a Person in Authority and a Vulnerable Participant, in which case the matter will be addressed under Process #2
- c) Conduct contrary to the values of the NSO or those of one of its affiliated organizations
- d) Non-compliance with the policies, procedures, rules, or regulations of the NSO or those of one of its affiliated organizations
- e) Minor violations of the policies or bylaws of the NSO or those of one of its affiliated organizations.

\*\*\* The behaviours identified above are examples only and are not a definitive list of behaviours that may be addressed through Process #1.

**Process #2** - the complaint contains allegations involving the following behaviours:

- a) Repeated incidents described in Process #1

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<sup>6</sup> As indicated in the Sport Dispute Resolution Centre of Canada's Investigation Guidelines, a Reported complaint shall not be characterized as vexatious if the evidence demonstrates that there was a reasonable basis for filing and pursuing it. For a complaint to be considered to have been made in bad faith, the Independent Third Party must consider that it was filed consciously for a dishonest purpose or due to the moral underhandedness of the Complainant and that there was an intention to mislead.

- b) Hazing
- c) Abusive, racist, or sexist comments, conduct or behaviour
- d) Incidents that constitute Prohibited Behaviour under the Code of Conduct and Ethics (the “Code”) or the UCCMS
- e) Major incidents of violence (e.g., fighting, attacking)
- f) Pranks, jokes, or other activities that endanger the safety of others
- g) Conduct that intentionally interferes with a competition or with any athlete’s preparation for a competition
- h) Conduct that intentionally damages the image, credibility, or reputation of the NSO or that of one of its affiliated organizations
- i) Consistent disregard for the by-laws, policies, rules, or regulations of the NSO or those of one of its affiliated organizations
- j) Major or repeated violations of the *Code* or any other policies, by-laws, rules or regulations that designate this *Discipline and Complaints Policy* as applicable to address such alleged breaches
- k) Intentionally damaging the property of the NSO, one of its affiliated organizations, or improperly handling any of the aforementioned organizations’ monies
- l) Abusive use of alcohol, any use or possession of alcohol by Minors, or use or possession of illicit drugs and narcotics
- m) A conviction for any *Criminal Code* offense

The behaviours identified above are examples only and are not a definitive list of behaviours that may be addressed through Process #2.

## **PROVISIONAL SUSPENSIONS**

18. If it is considered appropriate or necessary on the basis of the circumstances, immediate discipline or the imposition of a Provisional Suspension or interim measures may be imposed against any Organizational Participant by the NSO Executive Director or Board Chair upon recommendation by the Independent Third Party after which further discipline or sanctions may be applied according to this Policy.
19. If an infraction occurs at a competition, it will be dealt with by the procedures specific to the competition, if applicable. Provisional Suspensions or interim measures may be imposed for the duration of a competition, training, activity, or Event only, or as otherwise determined appropriate by the NSO Executive Director or Board Chair.<sup>7</sup>
20. Notwithstanding the above, the NSO Executive Director or Board Chair may determine that an alleged incident is of such seriousness as to warrant the imposition of a Provisional Suspension of a Respondent pending completion of an investigation, assessment and/investigation by the OSIC, criminal process, the hearing, or a decision of the External Discipline Panel.
21. Any Respondent against whom a Provisional Suspension or interim measure is imposed may make a request to the Independent Third Party or External Discipline Panel (if appointed) to have the Provisional Suspension or interim measure lifted. In such circumstances, the NSO shall be provided with an opportunity to make submissions, orally or in writing, regarding the Respondent's request to have their Provisional Suspension lifted. Provisional Suspensions or interim measures shall only be lifted in circumstances where the Respondent establishes that it would be manifestly unfair to maintain the Provisional Suspension or interim measures against them.
22. Any decision not to lift a Provisional Suspension or interim measure shall not be subject to appeal.

## **Procedural Steps**

### **PROCESS #1: Handled by Internal Discipline Chair**

#### **Internal Discipline Chair**

23. Following the determination that the complaint or incident should be handled under Process #1, the Independent Third Party will appoint an Internal Discipline Chair<sup>8</sup> who may:

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<sup>7</sup> In-competition discipline or sanction imposed by the applicable official or authority does not prevent an Organizational Participant from facing additional disciplinary proceedings under the Code.'

<sup>8</sup> The appointed Internal Discipline Chair must be unbiased and not in a conflict of interest.

- a) Propose alternative dispute resolution techniques, if appropriate; and/or
  - b) Ask the Complainant and the Respondent for either written or oral submissions regarding the complaint or incident. Both Parties shall also have the right to submit to the Internal Discipline Chair any relevant evidence, including, but not limited to witness statements, documentary evidence or evidence from other media (i.e., photos, screenshots, videos or other recordings). Each Party shall have the right to receive the other Party's submissions and evidence, including the Complainant's complaint. In the case of oral submissions, each Party shall be present when such submissions are made (unless waived by a Party); and/or
  - c) Following receipt of the Parties' submissions, the Internal Discipline Chair may convene the Parties to a meeting, either in person or by way of video or teleconference to ask the Parties questions and to allow the Parties to ask questions of one another.
24. Following their review of the submissions and evidence related to the complaint, the Internal Discipline Chair shall determine if any of the incidents listed in Process #1 above have occurred and, if so, determine whether to impose a sanction and, if so, determine the appropriate sanction (see: **Sanctions**). If, after hearing the Parties and reviewing their submissions, the Internal Discipline Chair considers that none of the incidents listed in Process #1 above have occurred, they shall dismiss the complaint.
25. The Independent Third Party will inform the Parties of the Internal Discipline Chair's decision, which shall be in writing and include reasons. The Internal Discipline Chair's decision will take effect immediately, unless specified otherwise by the Internal Discipline Chair. Should the circumstances require a decision to be rendered immediately or within a short timeline, the Internal Discipline Chair may render a short decision, either orally or in writing, followed by a written reasoned decision.
26. Any decision rendered by the Internal Discipline Chair shall be provided to and maintained in the records of the relevant club, affiliated organization and the NSO. Decisions will be kept confidential by the Parties and the aforementioned organizations and shall be retained and discarded in accordance with the relevant and applicable privacy legislation.

## **PROCESS #2: Handled by Independent Third Party and External Discipline Panel**

### **Independent Third Party**

27. Following the determination that the complaint should be handled under Process #2, the Independent Third Party will propose the use of alternative dispute resolution methods, if appropriate. If the dispute is not resolved using alternative dispute resolution methods, the Independent Third Party will appoint an External Discipline Panel of one (1) person to hear the complaint. Thereafter, the Independent Third Party shall have the following responsibilities:

- a) Coordinate all administrative aspects of the process and set reasonable timelines
- b) Provide administrative assistance and logistical support to the External Discipline Panel as required, including providing the External Discipline Panel with any information related to previously imposed disciplinary sanctions against the Respondent(s) of the policies of the NSO, any affiliated organization or any other sport organization that had authority over the Respondent
- c) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

28. The Independent Third Party will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.

29. If warranted based on the nature of the case, the Independent Third Party may, in their sole discretion, appoint an External Discipline Panel of three (3) people. When a three-person External Discipline Panel is appointed, the Independent Third Party will appoint one of the External Discipline Panel's members to serve as the Chair.

30. The Independent Third Party, in cooperation with the External Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be an oral in-person hearing, an oral hearing by telephone or other communication medium, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods.

31. The hearing will be governed by the procedures that the Independent Third Party and the External Discipline Panel deem appropriate for the circumstances. The following procedural directions will apply:

- a) The determination of procedures and timelines, as well as the hearing duration, shall be as expedient and cost-efficient as possible in order to ensure that costs to the Parties and the NSO and/or the affiliated organization are reasonable
- b) The Parties will be given appropriate notice of the day, time, and place of the hearing
- c) Copies of any written documents which any of the Parties wishes to have the External Discipline Panel consider will be provided to all Parties, through the Independent Third Party, in advance of the hearing and in accordance with the timelines set by the Independent Third Party
- d) The Parties may engage a representative, advisor, translator, transcription services or legal counsel at their own expense

- e) The External Discipline Panel may request that any other individual participate and give evidence at the hearing
- f) If not a Party, the NSO and/or the relevant affiliated organization shall be allowed to attend the hearing as an observer and will be provided with access to any documents submitted. With the permission of the External Discipline Panel, the NSO and/or the relevant affiliated organization may make submissions at the hearing or may provide the discipline panel with clarifying information that may be required for the External Discipline Panel to render its decision<sup>9</sup>
- g) The External Discipline Panel shall allow any evidence at the hearing filed by the Parties and may exclude any evidence is unduly repetitious or otherwise an abuse of process. The External Discipline Panel shall otherwise apply relevant and applicable evidentiary rules in relation to the admissibility and weight given to evidence filed by the Parties
- h) Nothing is admissible in evidence at a hearing that:
  - i. would be inadmissible in a court by reason of any privilege under the law of evidence; or
  - ii. is inadmissible by any statute.
- i) The decision will be by a majority vote of the External Discipline Panel when the Panel consists of three people.

32. If the Respondent acknowledges the facts of the incident(s), the Respondent may waive the hearing, in which case the External Discipline Panel will determine the appropriate sanction. The External Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.

33. The process will proceed if a Party chooses not to participate in the hearing.

34. If a decision may affect another Party to the extent that the other Party would have recourse to a complaint or an appeal in their own right, that Party will become a Party to the complaint, shall be permitted to participate in the proceedings as determined by the External Discipline Panel, and will be bound by the decision.

35. In fulfilling its duties, the External Discipline Panel may obtain independent advice.

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<sup>9</sup> The purpose of this provision is not to provide the NSO or affiliated organization with the possibility to try to influence whether a sanction is imposed and, if so, the duration or nature of the sanction. Instead, this provision is intended to provide the NSO or affiliated organization with the possibility to provide the discipline panel with clarifying information when the parties have sought a particular sanction against an Individual, but they have misunderstood or misrepresented fundamental elements of the programming or membership structure (or other similar issues) and, if left unaddressed, could result in the discipline panel imposing a sanction that is unenforceable.



## **DECISION**

36. After hearing the matter, the External Discipline Panel will determine whether an infraction has occurred and, if so, the sanctions to be imposed. If the External Discipline Panel considers that an infraction has not occurred, the complaint will be dismissed.
37. Within fourteen (14) days of the conclusion of the hearing, the External Discipline Panel's written decision, with reasons, will be distributed to all Parties by the Independent Third Party, including to the NSO and the relevant affiliated organization(s).
38. In extraordinary circumstances, the External Discipline Panel may first issue a verbal or summary decision soon after the conclusion of the hearing, with the full written decision to be issued before the end of the fourteen (14) day period.
39. The External Discipline Panel's decision will come into effect as of the date that it is rendered, unless decided otherwise by the External Discipline Panel. The External Discipline Panel's decision will apply automatically to the NSO and all of its affiliated organizations.
40. Unless the matter involves a Vulnerable Participant, once the appeal deadline in the *Appeal Policy* has expired, the NSO or the relevant affiliated organization (as applicable) shall publish on their website the outcome of the case, the provision(s) of the relevant policies that have been violated, the name(s) of the Organizational Participant(s) involved and the sanction(s) imposed, if any. If the matter is appealed, the publication provisions in the *Appeal Policy* shall apply. Identifying information regarding Minors or Vulnerable Participants will never be published by the NSO or one of its affiliated organizations.
41. If the External Discipline Panel dismisses the complaint, the information referred to in Section 40 above may only be published with the Respondent's consent. If the Respondent does not provide such consent, the information referred to in Section 40 above will be kept confidential by the Parties, the Independent Third Party, the NSO and the affiliated organization (including the Respondent's club) and shall be retained and discarded in accordance with the relevant and applicable privacy legislation. Failure to respect this provision may result in disciplinary action being taken pursuant to this *Policy*.
42. Where necessary to implement a decision, other individuals or organizations, including but not limited to Provincial/Territorial sport organizations, sport clubs, etc., shall be advised of the outcome of any decisions rendered in accordance with this *Policy*.
43. Records of all decisions will be maintained by the NSO in accordance with their Privacy Policy.
44. When the External Discipline Panel imposes a sanction, the decision shall include, at a minimum, the following details:

- a) Jurisdiction;
- b) Summary of the facts and relevant evidence;
- c) Where applicable, the specific provision(s) of the NSO's policies, bylaws, rules or regulations that have been breached;
- d) Which Party or organization is responsible for the costs of implementing any sanction;
- e) Which organization is responsible for monitoring that the sanctioned individual respects the terms of the sanction;
- f) Any reinstatement conditions that the Respondent must satisfy (if any);
- g) Which organization is responsible for ensuring that the conditions have been satisfied; and,
- h) Any other guidance that will assist the Parties to implement the External Discipline Panel's decision.

If necessary, a Party – or the organization that is responsible for implementing or monitoring a sanction – may seek clarifications from the External Discipline Panel regarding the order so that it can be implemented or monitored appropriately.

### **SANCTIONS**

45. When determining the appropriate sanction, the Internal Discipline Chair or External Discipline Panel, as applicable, will consider the following factors (where applicable):
- a) The nature and duration of the Respondent's relationship with the Complainant, including whether there is a power imbalance;
  - b) The Respondent's prior history and any pattern of misconduct, Prohibited Behaviour or Maltreatment;
  - c) The respective ages of the individuals involved;
  - d) Whether the Respondent poses an ongoing and/or potential threat to the safety of others;
  - e) The Respondent's voluntary admission of the offense(s), acceptance of responsibility for the misconduct, Prohibited Behaviour or Maltreatment, and/or cooperation in the investigative and/or disciplinary process of the NSO;

- f) Real or perceived impact of the incident on the Complainant, sport organization or the sporting community;
- g) Circumstances specific to the Respondent being sanctioned (e.g. lack of appropriate knowledge or training regarding the requirements in the *Code*; addiction; disability; illness);
- h) Whether, given the facts and circumstances that have been established, continued participation in the sport community is appropriate;
- i) A Respondent who is in a position of trust, intimate contact or high-impact decision-making may face more serious sanctions; and/or
- j) Other mitigating or aggravating circumstances.

46. Any sanction imposed must be proportionate and reasonable. However, progressive discipline is not required, and a single incident of Prohibited Behaviour, Maltreatment or other misconduct may justify elevated or combined sanctions.

47. The Internal Discipline Chair or External Discipline Panel, as applicable, may apply the following disciplinary sanctions, singularly or in combination:

- a) **Verbal or Written Warning** - A verbal reprimand or an official, written notice that an Organizational Participant (s) has violated the *Code* and that more severe sanctions will result should the Organizational Participant (s) be involved in other violations
- b) **Education** - The requirement that an Organizational Participant (s) undertake specified educational or similar remedial measures to address the violation(s) of the *Code* or the UCCMS
- c) **Probation** - Should any further violations of the *Code* or the UCCMS occur during the probationary period, this may result in additional disciplinary measures, including, without limitation, a period of suspension or permanent ineligibility. This sanction can also include loss of privileges or other conditions, restrictions, or requirements for a specified period
- d) **Suspension** - Suspension, either for a set time or until further notice, from participation, in any capacity, in any program, activity, Event, or competition sponsored by, organized by, or under the auspices of the NSO. A suspended Organizational Participant(s) may be eligible to return to participation, but reinstatement may be subject to certain restrictions or contingent upon the Organizational Participant (s) satisfying specific conditions noted at the time of suspension
- e) **Eligibility Restrictions** - Restrictions or prohibitions from some types of participation but allowing participation in other capacities under strict conditions

- f) **Permanent Ineligibility** - Ineligibility to participate in any capacity in any program, activity, Event, or competition sponsored by, organized by, or under the auspices of the NSO
- g) **Other Discretionary Sanctions** - Other sanctions may be imposed, including, but not limited to, other loss of privileges, no contact directives, a fine or a monetary payment to compensate for direct losses, or other restrictions or conditions as deemed necessary or appropriate

48. The Internal Discipline Chair or External Discipline Panel, as applicable, may apply the following presumptive sanctions which are presumed to be fair and appropriate for the listed Maltreatment:

- a) Sexual Maltreatment involving a Minor Complainant, or a Complainant who was a Minor at the time of the incidents complained of, shall carry a presumptive sanction of permanent ineligibility
- b) Sexual Maltreatment, Physical Maltreatment with contact, and Maltreatment related to interference or manipulation of process shall carry a presumptive sanction of either a period of suspension or eligibility restrictions
- c) While a Respondent has pending charges allegations of a crime against a person, if justified by the seriousness of the offence, the presumptive sanction shall be a period of suspension until a final determination is made by the applicable process.

49. An Organizational Participant (s)'s conviction for certain *Criminal Code* offenses involving harmful conduct shall carry a presumptive sanction of permanent ineligibility from participating with the NSO. Such *Criminal Code* offences may include, but are not limited to:

- a) Any child pornography offences
- b) Any sexual offences
- c) Any offence of physical violence

50. Failure to comply with a sanction as determined by the External Discipline Panel will result in an automatic suspension until such time as compliance occurs.

### **OSIC SANCTION**

51. As a Program Signatory to the OSIC, the NSO will ensure that any sanctions or measures imposed by the OSIC's Director of Sanctions and Outcomes ("DSO") will be implemented and respected within the NSO's jurisdiction (including at the provincial, territorial and club level), once the NSO receives appropriate notice of any sanction or measure from the OSIC.

## **APPEALS**

52. The decision of an Internal Discipline Chair or External Discipline Panel, as applicable, may be appealed in accordance with the *Appeal Policy*.

## **CONFIDENTIALITY**

53. The disciplinary process is confidential and involves only the NSO, the affiliated organization (where applicable) the Parties, the Independent Third Party, the Internal Discipline Chair, the External Discipline Panel (as appropriate), and any independent advisors to the External Discipline Panel.

54. None of the Parties (or their representatives or witnesses) or organizations referred to in Section 53 will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings, unless the NSO is required to notify an organization such as an international federation, Sport Canada or other sport organization (i.e., where a Provisional Suspension or interim measures have been imposed and communication is required to ensure that they may be enforced), or notification is otherwise required by law.

55. Any failure to respect the confidentiality requirement may result in further sanctions or discipline by the Internal Discipline Chair or External Discipline Panel (as applicable).

## **TIMELINES**

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

## **STATISTICAL REPORTING**

57. The Shooting Federation of Canada and Members may publish a general statistical report of the activity that has been conducted pursuant to this *Discipline and Complaints Policy*. This report shall not include any information that is confidential under this Policy, or that has been ordered to be kept confidential by a discipline or appeal panel, but may include the number of complaints Reported to the Independent Third Party (for the Shooting Federation of Canada), and statistics regarding the number of cases that were resolved through alternate dispute resolution, the Internal Discipline Chair process, the discipline panel process, and the number of appeals filed pursuant to the *Appeal Policy* and whether the appeals were upheld, partially upheld or dismissed.

## **PRIVACY**

58. The collection, use and disclosure of any personal information pursuant to this Policy is subject to the NSO's Privacy Policy.

59. The NSO and any of its delegates pursuant to this Policy (i.e., Independent Third Party, Internal Discipline Chair, External Discipline Panel), shall comply with the NSO's Privacy Policy in the performance of their services under this Policy.

## Definitions

60. Terms in this Policy are defined as follows:

- a) **Athlete** – An individual who is an Athlete participant in the NSO who is subject to the policies of the NSO.
- b) **Independent Third Party** – the individual retained by the NSO to receive reports and complaints, and to fulfill the responsibilities outlined in the *Discipline and Complaints Policy*, *Investigations Policy* and *Appeal Policy*, as applicable. This individual must not be in a real or perceived conflict of interest or have a direct relationship with any of the Parties.
- c) **Complainant** – An Organizational Participant who makes a report of an incident, or a suspected incident, of alleged Maltreatment, Prohibited Behaviour or other misconduct that may be a violation of the standards described in the NSO’s policies, by-laws, rules or regulations, or the UCCMS.
- d) **Days** – calendar days<sup>10</sup>
- e) **Director of Sanctions and Outcomes** – Responsible for overseeing the imposition of Provisional Measures, agreed outcomes, Sanctions and appearing before the Safeguarding Tribunal or the Appeal Tribunal in cases arising from a potential breach of the UCCMS (or other conduct rules, as applicable)
- f) **External Discipline Panel** – A Panel of one or three people who are appointed by the Independent Third Party to decide on complaints that are assessed under Process #2 of this Policy.
- g) **Event** - An event sanctioned by the NSO or an affiliated organization, and which may include a social Event.
- h) **Harassment** – as defined in the Code.
- i) **Internal Discipline Chair** – An individual appointed by the NSO to decide on complaints that are assessed under Process #1 of this Policy. The Internal Discipline Chair may be a Director, head coach, staff member, or other individual affiliated with the NSO but must not be in a

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<sup>10</sup> For the purpose of calculating deadlines, the following shall apply: the day of the act is not included in the calculation (i.e., the date of receipt of a decision is not Day 1); instead, the deadline would start on the day following receipt of the decision and would expire at midnight (in the location of the individual seeking to file an appeal) on the last day of the period. If the end date is a Saturday, a Sunday or a legal holiday, the period runs until the next day that is not a Saturday, a Sunday or a legal holiday. For example, if an Individual receives a decision on Thursday December 17, 2020, the 14-day deadline to appeal this decision starts on Friday December 18, 2020 and would expire on Friday January 1, 2021. However, since January 1, 2021 is a legal holiday, January 2, 2021 is a Saturday, and January 3, 2021 is a Sunday, the deadline to appeal would expire at midnight (in the location of the individual seeking to file an appeal) on January 4, 2021.

conflict of interest or have a direct relationship with any of the Parties.

- j) **Maltreatment** – as defined in the *UCCMS*
- k) **Minor** – as defined in the *UCCMS*.
- l) **Parties** – the individuals involved in a dispute.
- m) **OSIC** - Office of the Sport Integrity Commissioner, an independent division of the SDRCC which comprises the functions of the Sport Integrity Commissioner
- n) **Organizational Participant (s)**– Refers to all Members as defined in the By-laws of the NSO and, to the extent that they are not considered a Member, all people employed by, contracted by, or engaged in activities with the NSO including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, judges, managers, administrators, parents or guardians, spectators, committee members, or directors and officers.
- o) **Person in Authority** – Any Organizational Participant who holds a position of authority within the Organization including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, or directors and officers.
- p) **Power Imbalance** – as defined in the *UCCMS*
- q) **Provisional Suspension** – means that the Organizational Participant is barred temporarily from participating in in any capacity in any Event or activity of the NSO and its affiliated organizations, or as otherwise decided pursuant to the *Discipline and Complaint Policy*, prior to the decision rendered in a hearing conducted pursuant to this Policy.
- r) **Respondent** – The Party responding to the complaint.
- s) **UCCMS** - *Universal Code of Conduct to Prevent and Address Maltreatment in Sport*, as amended from time to time by the SDRCC
- t) **UCCMS Participant** - An Organizational Participant affiliated with the NSO who has been a) designated by the NSO and b) who has signed the required consent form. For the NSO, UCCMS Participants are: NSO staff, High Performance Board members, High Performance Team Coaches, High Performance Team Athletes and High Performance IST.
- u) **Vulnerable Participant** – as defined in the *UCCMS*



## INVESTIGATION PROCEDURE

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EFFECTIVE: 20-01-06

REVISED: 22-12-12

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### Determination

1. When a complaint is submitted pursuant to the *Discipline & Complaints Policy* and is accepted by the Independent Third Party, the Independent Third Party will determine if the incident(s) should be investigated.

### Investigation

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

### Investigator's Report

5. Upon completion of their investigation, the investigator shall prepare a written report that shall include a summary of evidence from the Parties and any witnesses interviewed. The report shall also include a non-binding recommendation from the investigator regarding whether an allegation or, where there are several allegations, which allegations, should be heard by an External Discipline

Panel pursuant to the *Discipline and Complaints Policy* because they constitute a likely breach of the Code of Conduct and Ethics, the UCCMS or any other relevant and applicable NSO or affiliated organization policy. The investigator may also make non-binding recommendations regarding the appropriate next steps (i.e., mediation, disciplinary procedures, further review or investigation).

6. The investigator's report will be provided to the Independent Third Party who will disclose it, at their discretion, all or part of the investigation to the NSO and the relevant affiliated organizations (if applicable). The Independent Third Party may also disclose the investigator's report – or a redacted version to protect the identity of witnesses – to the Parties, at their discretion, with any necessary redactions. Alternatively, and only if necessary, other relevant Parties may be provided with an executive summary of the investigator's findings by the Independent Third Party.
7. Should the investigator find that there are possible *Criminal Code* offences, the investigator shall advise the Parties, the NSO and, where applicable, the relevant affiliated organization, and the matter shall be referred by the Independent Third Party to the police.
8. The Investigator must also inform the NSO or the relevant affiliated organization (as applicable) of any findings of criminal activity. The Organization or the relevant affiliated organization (as applicable) may decide whether to report such findings to police but is required to inform police if there are findings related to the trafficking of prohibited substances or methods (as indicated in the version of the World Anti-Doping Agency's Prohibited List currently in force), any sexual crime involving Minors, fraud against the Organization or any affiliated organization(s) (as applicable), or other offences where the lack of reporting would bring the Organization or the relevant affiliated organization (as applicable) into disrepute.

### **Reprisal and Retaliation**

9. An Organizational Participant who submits a complaint to the Independent Third Party or who gives evidence in an investigation may not be subject to reprisal or retaliation from any individual or group. Any such conduct may constitute Prohibited Behaviour be subject to disciplinary proceedings pursuant to the *Discipline and Complaints Policy* or, as applicable, the policies and procedures of the OSIC.

### **False Allegations**

10. An Organizational Participant who submits allegations that the Investigator determines to be malicious, false, or for the purpose of retribution, retaliation or vengeance may be subject to a complaint under the terms of the *Discipline and Complaints Policy* and may be required to pay for the costs of any investigation that comes to this conclusion. The investigator may recommend to the NSO or the relevant affiliated organization (as applicable) that the Organizational Participant be required to pay for the costs of any investigation that comes to this conclusion. Any Organizational Participant who is liable to pay for such costs shall be automatically deemed to be not in good standing until the costs are paid in full and shall be prohibited from participating in any Member

and NSO Events, activities or business. NSO or any affiliated organization(s) (as applicable), or the Organizational Participant against whom the allegations were submitted, may act as the Complainant with respect to making a complaint pursuant to this Section 10.

### **Confidentiality**

11. The Investigator will make reasonable efforts to preserve the anonymity of the NSO, Respondent, and any other Party. However, the NSO and its affiliated organizations recognize that maintaining full anonymity during an investigation may not be feasible.

### **Privacy**

61. The collection, use and disclosure of any personal information pursuant to this Policy is subject to the NSO's Privacy Policy.

62. The NSO and any of its delegates pursuant to this Policy (i.e., Independent Third Party, Internal Discipline Chair, External Discipline Panel), shall comply with the NSO's Privacy Policy in the performance of their services under this Policy.

## EVENT DISCIPLINE PROCEDURE

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EFFECTIVE: 20-01-06

REVISED: 20-01-06

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*\*\* This Event Discipline Procedure does not supersede or replace the Shooting Federation of Canada's Discipline and Complaints Policy\*\**

### 1. Purpose

The Shooting Federation of Canada is committed to providing a competition environment in which all individuals are treated with respect. This procedure outlines how alleged misconduct during an event will be handled.

### 2. Scope and Application of this Policy

This Procedure will be applied to all the Shooting Federation of Canada-sanctioned and operated Events. Changes to this Procedure must also be outlined in the event Competition Program, when and if applicable.

If the Event is being sanctioned by an organization other than the Shooting Federation of Canada, the Event Discipline Procedure of the sanctioning organization will replace this procedure unless they choose to adopt this Policy for their event. Incidents involving Individuals connected with the Shooting Federation of Canada (such as athletes, coaches, members, and Directors and Officers) must still be reported to the Shooting Federation of Canada to be addressed under the Shooting Federation of Canada's *Discipline and Complaints Policy*, if necessary.

This Procedure does not replace or supersede the Shooting Federation of Canada's *Discipline and Complaints Policy*. Instead, this Procedure works in concert with the *Discipline and Complaints Policy* by outlining, for a designated person with authority at an event sanctioned and operated by the Shooting Federation of Canada, the procedure for taking immediate, informal, or corrective action in the event of a possible violation of the Shooting Federation of Canada's *Code of Conduct and Ethics*.

### 3. Misconduct During Events

Incidents that violate or potentially violate the Shooting Federation of Canada's *Code of Conduct and Ethics*, which can occur during a competition, away from the area of competition, or between parties connected to the Event, shall be reported to one of the following designated persons responsible at the event: any Executive Committee member present at the Event, Match Director, Chief Referee, Jury Chair or Chief Range Officer.

The designated person at the Event shall use the following procedure to address the incident that violated or potentially violated the Shooting Federation of Canada's *Code of Conduct and Ethics*:

- Notify the involved parties that there has been an incident that violated or potentially violated the Shooting Federation of Canada's *Code of Conduct and Ethics*.
- If the violation occurred during a competition, interviews may be held with the Match Director, Chief Referee, Chief Range Officer, Officials or Jury Members who officiated or observed the competition and with the coaches and/or team leaders when necessary and appropriate.
- The fines will be assessed as follows:
  - **Field of Play Conduct**
    - Use of inappropriate language.
    - Making an obscene gesture deemed inappropriate by an Official.
    - Being abusive to anyone involved with the event.
    - Unsafe operation of a firearm or air gun
      - a. 1st Offence \$100 - \$300
      - b. 2nd Offence \$300 - \$600
      - c. 3rd Offence Fine up to \$1,000 and suspension
    - Refusing to follow a directive issued by the Shooting Federation of Canada for a specific event:
      - a. 1st Offence \$100 - \$300
      - b. 2nd Offence \$300 - \$600
      - c. 3rd Offence up to \$1,000 and suspension
  - **Off-range Activity:**
    - Any conduct considered inappropriate by the Shooting Federation of Canada Executive Committee:
      - a. 1st Offence \$100 - \$300
      - b. 2nd Offence \$300 - \$600
      - c. 3rd Offence up to \$1,000 and suspension

Any fines are to be remitted to the SFC within 30 days of assessment. Failure to pay within the specified timeline will result in suspension from the SFC and all associated teams and programs until such time as the fine is paid.

The Match Director, Chief Referee, Jury Chair and/or Chief Range Officer do not have the authority to determine a suspension that exceeds the duration of the Event. A full written report of the incident shall be submitted to the Shooting Federation of Canada following the conclusion of the event. Further

discipline may then be applied in accordance with the Shooting Federation of Canada's *Discipline and Complaints Policy* if necessary.

This Procedure does not prohibit other Individuals from reporting the same incident to the Shooting Federation of Canada to be addressed as a formal complaint pursuant to the Shooting Federation of Canada's *Discipline and Complaints Policy*.

The Shooting Federation of Canada shall record and track all reported incidents and retain such records in confidence for a period of 7 years.

# ABUSE DETERRENCE POLICY

EFFECTIVE: 01-06-20

REVISED: 01-06-20

## 1. Purpose

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

## 2. Zero Tolerance Statement

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

## 3. Education – What is Abuse?

Vulnerable Individuals can be abused in different forms.

The following description of Child / Youth Abuse has been modified and adapted from Ecclesiastical's *Guidelines for Developing a Safety & Protection Policy for Children / Youth / Vulnerable Adults*.

### ***Child / Youth Abuse***

- "Child abuse" refers to the violence, mistreatment or neglect that a child or adolescent may experience while in the care of someone they depend on or trust. There are many different forms of abuse and a child may be subjected to more than one form:
  - **Physical abuse** involves single or repeated instances of deliberately using force against a child in such a way that the child is either injured or is at risk of being injured. Physical abuse includes beating, hitting, shaking, pushing, choking, biting, burning, kicking or assaulting a child with a weapon. It also includes holding a child under water, or any other dangerous or harmful use of force or restraint.
  - **Sexual abuse** and exploitation involve using a child for sexual purposes. Examples of child sexual abuse include fondling, inviting a child to touch or be touched sexually, intercourse, rape, incest, sodomy, exhibitionism, or involving a child in prostitution or pornography.
  - **Neglect** is often chronic, and it usually involves repeated incidents. It involves failing to provide what a child needs for his or her physical, psychological or emotional development and wellbeing. For example, neglect includes failing to provide a

dependent child with food, clothing, shelter, cleanliness, medical care, or protection from harm.

- **Emotional abuse** involves harming a child's sense of self-worth. It includes acts (or omissions) that result in, or place a child at risk of, serious behavioural, cognitive, emotional, or mental health problems. For example, emotional abuse may include aggressive verbal threats, social isolation, intimidation, exploitation, or routinely making unreasonable demands. It also includes exposing the child to violence.
- An abuser may use a number of different tactics to gain access to children, exert power and control over them, and prevent them from telling anyone about the abuse or seeking support. The abuse may happen once, or it may occur in a repeated and escalating pattern over a period of months or years. The abuse may change form over time.
- Abuse of children or youth in sport can include emotional maltreatment, neglect, and physical maltreatment.
  - **Emotional Maltreatment** – A coach's failure to provide a developmentally-appropriate and supportive environment. Emotional abuse is at the foundation of all other forms of maltreatment (sexual, physical and neglect). In sports, this conduct has the potential to cause emotional or psychological harm to an athlete when it is persistent, pervasive or patterned acts (i.e., yelling at an athlete once does not constitute maltreatment). Examples of emotional maltreatment include:
    - Refusal to recognize an athlete's worth or the legitimacy of an athlete's needs (including complaints of injury/pain, thirst or feeling unwell)
    - Creating a culture of fear, or threatening, bullying or frightening an athlete
    - Frequent name-calling or sarcasm that continually "beats down" an athlete's self-esteem
    - Embarrassing or humiliating an athlete in front of peers
    - Excluding or isolating an athlete from the group
    - Withholding attention
    - Encouraging an athlete to engage in destructive and antisocial behaviour, reinforcing deviance, or impairing an athlete's ability to behave in socially appropriate ways
    - Over-pressuring; whereby the coach imposes extreme pressure upon the athlete to behave and achieve in ways that are far beyond the athlete's capabilities
    - Verbally attacking an athlete personally (e.g., belittling them or calling them worthless, lazy, useless, fat or disgusting).
    - Routinely or arbitrarily excluding athletes from practice
    - Using conditioning as punishment
    - Throwing sports equipment, water bottles or chairs at, or in the presence of, athletes
    - Body shaming – making disrespectful, hurtful or embarrassing comments about an athlete's physique



- **Neglect** - acts of omission (i.e., the coach should act to protect the health/well-being of an athlete but does not). Examples of neglect include:
  - Isolating an athlete in a confined space or stranded on equipment, with no supervision, for an extended period
  - Withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep
  - Ignoring an injury
  - Knowing about sexual abuse of an athlete but failing to report it
- **Physical Maltreatment** - involves contact or non-contact behaviour that can cause physical harm to an athlete. It also includes any act or conduct described as physical abuse or misconduct (e.g., child abuse, child neglect and assault). Any activity that physically harms an athlete—such as extreme disciplinary actions or punishment—is unacceptable. Physical maltreatment can extend to seemingly unrelated areas including inadequate recovery times for injuries and restricted diet. Examples of physical maltreatment include:
  - Punching, beating, biting, striking, choking or slapping an athlete
  - Intentionally hitting an athlete with objects or sporting equipment
  - Providing alcohol to an athlete under the legal drinking age
  - Providing illegal drugs or non-prescribed medications to any athlete
  - Encouraging or permitting an athlete to return to play prematurely or without the clearance of a medical professional, following a serious injury (e.g., a concussion)
  - Prescribed dieting or other weight-control methods without regard for the nutritional well-being and health of an athlete
  - Forcing an athlete to assume a painful stance or position for no athletic purpose, or excessive repetition of a skill to the point of injury
  - Using excessive exercise as punishment (e.g., stretching to the point of causing the athlete to cry, endurance conditioning until the athlete vomits)
  - \* Importantly, emotional and physical maltreatment does not include professionally accepted coaching methods (per the NCCP) of skill enhancement, physical conditioning, team building, discipline, or improving athletic performance.
- Potential warning signs of abuse of children or youth can include:
  - Recurrent unexplained injuries
  - Alert behaviour; child seems to always be expecting something bad to happen
  - Often wears clothing that covers up their skin, even in warm weather
  - Child startles easily, shies away from touch or shows other skittish behaviour
  - Constantly seems fearful or anxious about doing something wrong
  - Withdrawn from peers and adults
  - Behavior fluctuates between extremes (e.g., extremely cooperative or extremely demanding)

- Acting either inappropriately beyond their age (like an adult; taking care of other children) or inappropriately younger than their age (like an infant; throwing tantrums)
- Acting out in an inappropriate sexual way with toys or objects
- Knows adult words for body parts and no obvious source
- Self-harm (e.g., cutting, burning or other harmful activities)
- Not wanting to be alone with a particular child or young person

### ***Vulnerable Adult Abuse***

- Although individuals may be abused at virtually any life stage – childhood, adolescence, young adulthood, middle age, or old age – the nature and consequences of abuse may differ depending on an individual’s situation, disability, or circumstance.
- Abuse of vulnerable adults is often described as a misuse of power and a violation of trust. Abusers may use a number of different tactics to exert power and control over their victims. Abuse may happen once, or it may occur in a repeated and escalating pattern over months or years. The abuse may take many different forms, which may change over time:
  - **Psychological abuse** includes attempts to dehumanize or intimidate vulnerable adults. Any verbal or non-verbal act that reduces their sense of self-worth or dignity and threatens their psychological and emotional integrity is abuse. This type of abuse may include, for example
    - Threatening to use violence
    - Threatening to abandon them
    - Intentionally frightening them
    - Making them fear that they will not receive the food or care they need
    - Lying to them
    - Failing to check allegations of abuse against them
  - **Financial abuse** encompasses financial manipulation or exploitation, including theft, fraud, forgery, or extortion. It includes using a vulnerable adult’s money or property in a dishonest manner or failing to use a vulnerable adult’s assets for their welfare. Abuse occurs any time someone acts without consent in a way that financially or personally benefits one person at the expense of another. This type of abuse against a vulnerable adult may include, for example:
    - Stealing their money, disability cheques, or other possessions
    - Wrongfully using a Power of Attorney
    - Failing to pay back borrowed money when asked
  - **Physical abuse** includes any act of violence – whether or not it results in physical injury. Intentionally inflicting pain or injury that results in either bodily harm or mental distress is abuse. Physical abuse may include, for example:
    - Beating
    - Burning or scalding
    - Pushing or shoving

- Hitting or slapping
- Rough handling
- Tripping
- Spitting
- All forms of sexual abuse are also applicable to vulnerable adults
- Potential warning signs of abuse of vulnerable adults can include:
  - Depression, fear, anxiety, passivity
  - Unexplained physical injuries
  - Dehydration, malnutrition, or lack of food
  - Poor hygiene, rashes, pressure sores
  - Over-sedation

#### 4. Preventing Abuse

The Shooting Federation of Canada will enact measures aimed at preventing abuse. These measures include screening, orientation, training, practice, and monitoring.

##### **Screening**

- Individuals who coach, volunteer, officiate, deliver developmental programs, accompany a team to an event or competition, are paid staff, or otherwise engage with Vulnerable Individuals involved with the Shooting Federation of Canada will be screened according to the organization's *Screening Policy*. Note that Provincial/Territorial Sport Organizations are responsible for screening at the PTSO level.
- The Shooting Federation of Canada will use the *Screening Policy* to determine the level of trust, authority, and access that each Individual has with Vulnerable Individuals. Each level of risk will be accompanied by increased screening procedures which may include the following, singularly or in combination:
  - Completing an Application Form for a position sought (which includes alerting individuals that they must agree to adhere to the organization's policies and procedures (including this *Abuse Deterrence Policy*)
  - Completing a Screening Declaration Form
  - Providing letters of reference
  - Providing a Criminal Record Check (CRC) and/or Vulnerable Sector Check (VSC)
  - Providing a "driver's abstract" (for Individuals who transport Children, Minors and Vulnerable Individuals)
  - Other screening procedures, as required
- An Individual's failure to participate in the screening process or pass the screening requirements, as determined by a Screening Committee, will result in the Individual's ineligibility for a position sought.

### ***Orientation and Training***

- The Shooting Federation of Canada will deliver orientation and training to those individuals who have access to, or interact with, vulnerable individuals. The orientation and training, and their frequency, will be based on the level of risk, as described in the *Screening Policy*.
- Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or period of engagement.
- Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.
- At the conclusion of the orientation and training, Individuals will be required to acknowledge, in written form, that they have received and completed the training.

### ***Practice***

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

- Limiting physical interactions to non-threatening or non-sexual touching (e.g., high-fives, pats on the back or shoulder, handshakes, specific skill instruction, etc.)
- Ensuring that Vulnerable Individuals are always supervised by more than one adult
- Ensuring that more than one person is responsible for team selection (thereby limiting the consolidation of power onto one Individual)
- Including parents/guardians in all communication (e.g., electronic, telephonic) with Vulnerable Individuals
- Ensuring that parents/guardians are aware that some non-personal communication between Individuals and Vulnerable Individuals (e.g., coaches and athletes) may take place electronically (e.g., by texting) and that this type of communication is now considered to be commonplace, especially with older Vulnerable Individuals (e.g., teenagers). Individuals are aware that such communication is subject to the Shooting Federation of Canada's *Code of Conduct and Ethics* and *Social Media Policy*.
- When traveling with Vulnerable Individuals, the Individual will not transport Vulnerable Individuals without another adult present and will not stay in the same overnight accommodation location without additional adult supervision.

### ***Monitoring***

- The Shooting Federation of Canada will regularly monitor those Individuals who have access to, or interact with, Vulnerable Individuals. The monitoring will be based on the level of risk, as described in the *Screening Policy*.

- Monitoring may include, but is not limited to: regular status reports, logs, supervisor meetings, supervisor on-site check-ins, feedback provided directly to the organization (from peers and parents/athletes), and regular evaluations.

### ***Reporting Abuse***

- Reports of abuse that are shared confidentially with an Individual by a vulnerable individual may require the Individual to report the incident to parents/guardians, the SFC or the police. Individuals must respond to such reports in a non-judgmental, supportive and comforting manner but must also explain that the report may need to be escalated to the proper authority or to the vulnerable individual's parent/guardian.
- Complaints or reports that describe an element of **abuse** will be addressed by the process(es) described in the Shooting Federation of Canada's *Discipline and Complaints Policy* and the *Investigations Policy - Discrimination, Harassment, Maltreatment and Abuse*.

## DOPING IN SPORT

**EFFECTIVE: 01-06-20**

**REVISED: 01-06-20**

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), the International Paralympic Committee (IPC), World Shooting Para Sport (WSPS), the World Anti-Doping Agency (WADA), 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.

### **1. 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
- Members of any High Performance 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, Olympic and Paralympic shooting disciplines
- During the time frame immediately preceding their departure from Canada of selected athletes for international, World Championship and Olympic/Paralympic competitions, with such testing done sufficiently in advance to allow the SFC to select and send alternates
- Randomly at each Canada Games or equivalent event

## **2. 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.

## **3. 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.

## **4. 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.

## CONFLICTS OF INTEREST

EFFECTIVE: 01-06-20

REVISED: 01-06-20

<sup>11</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.

### 1. Disclosure

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

- 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 in which you hold a significant interest.

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.

### 2. 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

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<sup>11</sup> Note this section: 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.



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

### **3. 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 in whom they hold a significant interest. (Note: This duty does not prevent individuals in this situation or anyone else from conducting business in other situations, as authorized by the Board.)
- Personal 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

### **4. 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,
- 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. (SEE RISK MANAGEMENT)

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

## **5. 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.

## **6. 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.

## SCREENING POLICY

EFFECTIVE: 01-06-20

REVISED: 01-06-20

### 1. Preamble

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

### 2. Application of this Policy

This Policy applies to all individuals whose position with the Shooting Federation of Canada is one of trust or authority which may relate to, at a minimum, finances, supervision, or Vulnerable Individuals.

Not all individuals associated with the Shooting Federation of Canada will be required to obtain a criminal record check or submit screening documents because not all positions pose a risk of harm to the Shooting Federation of Canada or to its participants. The Shooting Federation of Canada will determine which individuals will be subject to screening using the following guidelines (the Shooting Federation of Canada may vary the guidelines at its discretion):

- Level 1 – Low Risk - Individuals involved in low risk assignments who are not in a supervisory role, not directing others, not involved with finances, and/or do not have unsupervised access to Vulnerable Individuals. Examples:
  - Parents, minors, or volunteers who are helping out on a non-regular or informal basis
- Level 2 – Medium Risk – Individuals involved in medium risk assignments who may be in a supervisory role, may direct others, may be involved with finances, and/or who may have limited access to Vulnerable Individuals. Examples:
  - Athlete support personnel
  - Non-coach employees or managers
  - Directors
  - Coaches who are typically under the supervision of another coach
- Level 3 – High Risk – Individuals involved in high risk assignments who occupy positions of trust and/or authority, have a supervisory role, direct others, are involved with finances, and have frequent or unsupervised access to vulnerable individuals. Examples:
  - Full time coaches
  - Coaches/Managers/Team Leads who travel with athletes
  - Coaches/Managers/Team Leads/Officials who could be alone with athletes

### 3. Screening Committee

The implementation of this policy is the responsibility of the Shooting Federation of Canada's Screening Committee which is a committee of either one (1) or three (3) members appointed by the Shooting Federation of Canada. The Shooting Federation of Canada will ensure that the members

appointed to the Screening Committee possess the requisite skills, knowledge and abilities to accurately screen documents and render decisions under this Policy.

The Screening Committee will carry out its duties, in accordance with the terms of this policy, independent of the Board.

The Screening Committee is responsible for reviewing all documents submitted and, based on the review, making decisions regarding the appropriateness of individuals filling positions within the Shooting Federation of Canada. In carrying out its duties, the Screening Committee may consult with independent experts including lawyers, police, risk management consultants, volunteer screening specialists, or any other person.

#### **4. Screening Requirements**

It is the Shooting Federation of Canada's policy that when an individual is first engaged by the Shooting Federation of Canada:

- Level 1 individuals will:
  - Complete an Application Form (**Appendix A**)
  - Complete a Screening Disclosure Form (**Appendix B**)
  - Participate in training, orientation, and monitoring as determined by the Shooting Federation of Canada
  
- Level 2 individuals will:
  - Complete an Application Form
  - Complete a Screening Disclosure Form
  - Complete and provide an E-PIC
  - Provide one letter of reference related to the position
  - Participate in training, orientation, and monitoring as determined by the Shooting Federation of Canada
  - Provide a driver's abstract, if requested
  
- Level 3 individuals will:
  - Complete an Application Form
  - Complete a Screening Disclosure Form
  - Complete and provide an E-PIC and a VSC
  - Provide one letter of reference related to the position
  - Participate in training, orientation, and monitoring as determined by the Shooting Federation of Canada
  - Provide a driver's abstract, if requested

- If an individual subsequently receives a charge, conviction for, or is found guilty of, an offense they will report this circumstance immediately to the Shooting Federation of Canada. Additionally, the individual will inform the Shooting Federation of Canada of any changes in their circumstance that would alter their original responses in their Screening Disclosure Form.
- If the Shooting Federation of Canada learns that an individual has provided false, inaccurate, or misleading information, the individual will immediately be removed from their position and may be subject to further discipline in accordance with the Shooting Federation of Canada's *Discipline and Complaints Policy*.

## 5. Minors

The Shooting Federation of Canada defines a minor as any Individual who is younger than the age of majority in their respective Canadian province or territory of residence. When screening Minors, the Shooting Federation of Canada will:

- Not require the young person to obtain a VSC or E-PIC; and
- In lieu of obtaining a VSC or E-PIC, require the young person to submit up to two (2) additional letters of reference.

Notwithstanding the above, the Shooting Federation of Canada may ask a minor to obtain a VSC or E-PIC if the Shooting Federation of Canada suspects the minor has an adult conviction and therefore has a *criminal record*. In these circumstances, the Shooting Federation of Canada will be clear in its request that it is not asking for the minor's *youth record*. The Shooting Federation of Canada understands that it may not request to see a minor's youth record.

## 6. Renewal

Unless the Screening Committee determines, on a case-by-case basis, to modify the submission requirements, individuals who are required to submit an E-PIC, Screening Disclosure Form, VSC, or Screening Renewal Form, are required to submit the documents as follows:

- An E-PIC every three years
- A Screening Disclosure Form every three years
- A Screening Renewal Form (**Appendix C**) every year
- A Vulnerable Sector Check once

The Screening Committee may request that an individual provide any of the above documents at any time. Such request will be in writing and reasons will be provided for the request.

## **7. Orientation, Training, and Monitoring**

The type and amount of orientation, training, and monitoring will be based on the individual's level of risk, at the Shooting Federation of Canada's discretion.

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

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

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

Monitoring may include but is not limited to: written or oral reports, observations, tracking, electronic surveillance (e.g., facility security cameras), and site visits.

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

The Shooting Federation of Canada has joined the Coaching Association of Canada's Responsible Coaching Movement and therefore has access to the E-PIC at a discounted rate. Individuals can obtain an E-PIC via [https://www.sterlingtalentsolutions.ca/landing-pages/c/cac\\_ace/](https://www.sterlingtalentsolutions.ca/landing-pages/c/cac_ace/).

In Ontario, the Shooting Federation of Canada understands that the *Police Record Checks Reform Act, 2015* requires the individual to consent in writing before requesting a criminal record check (such as an E-PIC). The Act also requires the individual to consent in writing for any disclosure of the results to the requesting organization.

In BC, the process for obtaining a Criminal Record Check is different than in other provinces and territories and sections of this policy relating to obtaining a Criminal Record Check may not apply. In such cases, the Screening Committee will provide individuals with directions pursuant to the following website: <https://www.viasport.ca/free-criminal-records-checks>

Individuals may only obtain a VSC by visiting an RCMP office or police station, submitting two pieces of government-issued identification (one of which must have a photo), and completing any required paperwork. Fees may also be required.

Fingerprinting may be required if there is a positive match with the individual's gender and birth date.

The Shooting Federation of Canada understands that it may be required to assist an individual with obtaining a VSC. The Shooting Federation of Canada may need to submit a Request for VSC (**Appendix D**) or complete other documentation describing the nature of the organization and the individual's role with vulnerable individuals.

## 9. Procedure

Screening documents must be submitted to the following individual:  
[TBC for 2022-23]

An individual who refuses or fails to provide the necessary screening documents will be ineligible to volunteer or apply for the position sought. The individual will be informed that their application and/or position will not proceed until such time as the screening documents are submitted.

The Shooting Federation of Canada understands that there may be delays in receiving the results of an E-PIC or a VSC. At its discretion, the Shooting Federation of Canada may permit the individual to participate in the role during the delay. The Shooting Federation of Canada may withdraw this permission at any time and for any reason.

The Shooting Federation of Canada recognizes that different information will be available depending on the type of screening document that the individual has submitted. For example, an E-PIC may show details of a specific offense, or not, and/or a VSC may be returned with specific information or simply a notification indicating 'cleared' or 'not cleared'. The Screening Committee will use its expertise and discretion when making decisions based on the screening documents that have been submitted.

Following the review of the screening documents, the Screening Committee will decide:

- The individual has passed screening and may participate in the desired position;
- The individual has passed screening and may participate in the desired position with conditions;
- The individual has not passed screening and may not participate in the desired position; or
- More information is required from the individual.

In making its decision, the Screening Committee will consider the type of offense, date of offense, and relevance of the offense to the position sought.

The Screening Committee must decide that an individual has not passed screening if the screening documentation reveals any of the following:

- If imposed in the last three years:
  - Any criminal offense involving the use of a motor vehicle, including but not limited to impaired driving

- Any offense for trafficking and/or possession of drugs and/or narcotics
  - Any offense involving conduct against public morals
- If imposed in the last ten years:
  - Any crime of violence including but not limited to, all forms of assault
  - Any offense involving a minor or minors
- If imposed at any time:
  - An individual's conviction for any of the following *Criminal Code* offenses:
    - Any offense of physical or psychological violence
    - Any crime of violence including but not limited to, all forms of assault
    - Any offense involving trafficking of illegal drugs
    - Any offense involving the possession, distribution, or sale of any child-related pornography
    - Any sexual offense
    - Any offense involving theft or fraud

## 10. Conditions and Monitoring

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

## 11. Records

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

The records kept by the Shooting Federation of Canada as part of the screening process include but are not limited to:

- An individual's Vulnerable Sector Check
- An individual's E-PIC (for a period of three years)
- An individual's Screening Disclosure Form (for a period of three years)
- An individual's Screening Renewal Form (for a period of one year)
- Records of any conditions attached to an individual's registration by the Screening Committee
- Records of any discipline applied to any individual by the Shooting Federation of Canada or by another sport organization



**APPENDIX A - Application Form**

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

**NAME:** \_\_\_\_\_  
First Middle Last

**CURRENT PERMANENT ADDRESS:**

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

**DATE OF BIRTH:** \_\_\_\_\_ **GENDER IDENTITY:** \_\_\_\_\_  
Month/Day/Year

**EMAIL:** \_\_\_\_\_ **PHONE:** \_\_\_\_\_

**POSITION SOUGHT:** \_\_\_\_\_

By signing this document below, I agree to adhere to the Shooting Federation of Canada’s policies and procedures, including but not limited to the *Code of Conduct and Ethics, Conflict of Interest Policy, Privacy Policy, and Screening Policy.*

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

**NAME (print):** \_\_\_\_\_ **DATE:** \_\_\_\_\_

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

**APPENDIX B - Screening Disclosure Form**

**NAME:** \_\_\_\_\_  
First Middle Last

**OTHER NAMES YOU HAVE USED:** \_\_\_\_\_

**CURRENT PERMANENT ADDRESS:**

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

**DATE OF BIRTH:** \_\_\_\_\_ **GENDER IDENTITY:** \_\_\_\_\_  
Month/Day/Year

**EMAIL:** \_\_\_\_\_ **PHONE:** \_\_\_\_\_

**CLUB (if applicable):** \_\_\_\_\_ **EMAIL:** \_\_\_\_\_

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

**1. Do you have a criminal record? If so, please complete the following information for each conviction. Attach additional pages as necessary.**

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

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

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

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

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

**2. Have you ever been disciplined or sanctioned by a sport governing body or by an independent body (e.g., private tribunal, government agency, etc.) or dismissed from a coaching or volunteer position? If so, please complete the following information for each disciplinary action or sanction. Attach additional pages as necessary.**

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

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

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

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

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

**3. Are criminal charges or any other sanctions, including those from a sport body, private tribunal or government agency, currently pending or threatened against you? If so, please complete the following information for each pending charge or sanction. Attach additional pages as necessary.**

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

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

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

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

### **PRIVACY STATEMENT**

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

### **CERTIFICATION**

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

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

**NAME (print):** \_\_\_\_\_

**DATE:** \_\_\_\_\_

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



## **APPENDIX D - Request for Vulnerable Sector Check**

### **INTRODUCTION**

The Shooting Federation of Canada is requesting a Vulnerable Sector Check for \_\_\_\_\_ [insert individual's full name] who identifies as a \_\_\_\_\_ [insert gender identity] and who was born on \_\_\_\_\_ [insert birthdate].

### **DESCRIPTION OF THE SHOOTING FEDERATION OF CANADA**

The Shooting Federation of Canada is a not-for-profit national organization for the sport of shooting located in Ottawa, Ontario.

### **DESCRIPTION OF ROLE**

\_\_\_\_\_ [insert individual's name] will be acting as a \_\_\_\_\_ [insert individual's role]. In this role, the individual will have access to vulnerable individuals.

### **CONTACT INFORMATION**

If more information is required from the Shooting Federation of Canada, please contact the Screening Committee Chair, [TBC for 2020-21].

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## DECLARATION OF PERSONAL RELATIONSHIP BETWEEN COACH AND ATHLETE

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EFFECTIVE: 01-11-20

REVISED: 16-07-20

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### 1. Purpose

In keeping with the SFC Code of Conduct, and pursuant to the section about Coaches, the High Performance Committee (HPC) has been tasked with developing minimum standards that must be respected in the circumstance and disclosure of any intimate relationship between a coach and an athlete.

### 2. Procedure

- a. SFC High Performance Coaches must disclose, to the Vice President High Performance (VPHP), all intimate relationships with athletes named to the High Performance Program. This includes, but is not limited to, father/daughter, mother/son, husband/wife and the like. (The HPC Disclosure Form is attached as Annex A.)
- b. All disclosed intimate relationships will be monitored to ensure that no preferential treatment or mistreatment by the involved Coach exists as follows:
  - An alternate High Performance Coach will review, assess, and approve the athlete's Yearly Training Plan and any other required submissions by said athlete.
  - Due to possible conflict of interest, whenever possible, the involved High Performance Coach, will recuse him/herself in all decision making scenarios that require an opinion or personal judgement that does not rely solely on statistics or results.
- c. The HPC recognizes that, In the event of the absence of another Coach or HPC member, the identified High Performance Coach may have on-site decision making authority which potentially includes the athlete with whom he or she has a relationship.

**APPENDIX A - Declaration of Personal Relationship Between Coach and Athlete**

(This form is to be completed and remitted to the SFC Vice President High Performance.)

By this writing, I, \_\_\_\_\_ (please print), a Coach working within the High Performance Program of the Shooting Federation of Canada, acknowledge that I have read the SFC Code of Conduct and associated Safe Sport policies and declare that I am involved in an intimate relationship with \_\_\_\_\_ (please print), an Athlete named to the \_\_\_\_\_ (year) High Performance Program of the Shooting Federation of Canada.

The nature of the relationship is:

- Parent/Child
- Spouse
- Close relative (Uncle, Aunt, Grandparent, Nephew, Niece)
- Boyfriend/Girlfriend/Partner
- Other (please describe)

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Furthermore, I declare that during my service as a Coach, I shall continue to maintain my affairs in accordance with SFC policy, avoid actions that would constitute a violation of SFC policy, and respect the decisions set-out by the SFC High Performance Committee in accordance with section 9. Coaches of the SFC Code of Conduct.

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Signed

Date

## **DISPUTE RESOLUTION POLICY**

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**EFFECTIVE: 01-06-20**

**REVISED: 01-06-20**

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### **1. Purpose**

The Shooting Federation of Canada supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. Alternate dispute resolution also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.

The Shooting Federation of Canada encourages all Individuals to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The Shooting Federation of Canada believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

### **2. Application of this Policy**

This policy applies to all Individuals.

Opportunities for alternate dispute resolution may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

### **3. Facilitation and Mediation**

The dispute will first be referred to the Shooting Federation of Canada's technical director for review, with the objective of resolving the dispute via alternate dispute resolution and/or mediation.

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

If all parties to a dispute agree to alternate dispute resolution, a mediator or facilitator, acceptable to all parties, shall be appointed to mediate or facilitate the dispute.

The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated and shall specify a deadline before which the parties must reach a negotiated decision.

Should a negotiated decision be reached, the decision shall be reported to, and approved by the Shooting Federation of Canada. Any actions that are to take place as a result of the decision shall be



enacted on the timelines specified by the negotiated decision, pending the Shooting Federation of Canada's approval.

Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator at the start of the process, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of the Shooting Federation of Canada's *Discipline and Complaints Policy* or *Appealing SFC Decisions Policy*, as applicable.

#### **4. Final and Binding**

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

## APPEALING SFC DECISIONS

EFFECTIVE: 20-01-06

REVISED: 22-12-10

### 1. Purpose

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

### 2. Scope and Application of this Policy

This Policy applies to all Individuals. Any Individual who is directly affected by a decision of the Shooting Federation of Canada shall have the right to appeal that decision provided there are sufficient grounds for the appeal under the 'Grounds for Appeal' section of this Policy. However, this Policy does not apply to any decision related to the application of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) made by the Office of the Sport Integrity Commissioner (OSIC), the Director of Sanctions and Outcomes (DSO), the SDRCC's Safeguarding Tribunal or any other competent instance within the Abuse-Free Sport program.

This Policy **will apply** to decisions relating to:

- Eligibility
- Selection
- Conflict of Interest
- Discipline
- Membership

This Policy **will not apply** to decisions relating to:

- Reported complaints that were managed by the OSIC.
- Employment
- Infractions for doping offenses
- The rules of the sport
- Selection criteria, quotas, policies, and procedures established by entities other than the Shooting Federation of Canada
- Substance, content and establishment of team selection criteria by the Shooting Federation of Canada
- Volunteer/coach appointments and the withdrawal or termination of those appointments
- Budgeting and budget implementation

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

### **3. Timing of Appeal**

Individuals who wish to appeal a decision have fourteen (14) days from the date on which they received notice of the decision to submit, in writing to the Shooting Federation of Canada, the following (Appendix A):

- Notice of the intention to appeal
- Contact information and status (define status) of the Appellant
- Name of the Respondent and any affected parties, when known to the Appellant
- Date the Appellant was advised of the decision being appealed
- A copy of the decision being appealed, or description of decision if written document is not available
- Grounds for the appeal
- Detailed reasons for the appeal
- All evidence that supports these grounds
- Requested remedy or remedies
- An administration fee of one hundred dollars (\$100), which will be refunded if the appeal is upheld

An Individual who wishes to initiate an appeal beyond the fourteen (14) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow an appeal outside of the fourteen (14) day period will be at the sole discretion of the Appeals Manager and may not be appealed.

### **4. Grounds for Appeal**

A decision cannot be appealed on its merits alone. An appeal may only be heard if there are sufficient grounds for appeal. Sufficient grounds include the respondent:

- Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent’s governing documents) to make
- Failed to follow its own procedures (as set out in the Respondent’s governing documents)
- Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)

- Failed to consider relevant information or took into account irrelevant information in making the decision
- Made a decision that was grossly unreasonable

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

Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this policy), the Shooting Federation of Canada (or the Respondent if not the Shooting Federation of Canada) and the Appellant may first attempt to resolve the dispute pursuant to the Shooting Federation of Canada's *Dispute Resolution Policy* or through the early resolution facilitation services offered by the Sport Dispute Resolution Centre of Canada (SDRCC).

Appeals resolved by mediation under the Shooting Federation of Canada's *Dispute Resolution Policy* or through early resolution facilitation at the SDRCC will result in 50% of the administration fee being refunded to the Appellant.

## **5. Screening of Appeal**

Should the appeal not be resolved by using the *Dispute Resolution Policy* or through early resolution facilitation at the SDRCC, the Shooting Federation of Canada will appoint an independent Appeals Manager (who must not be in a conflict of interest) who has the following responsibilities:

- Determine if the appeal falls under the scope of this policy
- Determine if the appeal was submitted in a timely manner
- Decide whether there are sufficient grounds for the appeal

If the appeal is denied on the basis of insufficient grounds, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant will be notified, in writing, of the reasons for this decision. This decision may not be appealed.

If the Appeals Manager is satisfied there are sufficient grounds for an appeal, the Appeals Manager will appoint an impartial appeals panel which shall consist of a single arbitrator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Appeals Manager, a panel of three persons may be appointed to hear the appeal. In this event, the Appeals Manager will appoint one of the panel's members to serve as the chair.

## **6. Procedure for Appeal Hearing**

The Appeals Manager shall notify the parties that the appeal will be heard. The Appeals Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Appeals Manager and may not be appealed.

If a party chooses not to participate in the hearing, the hearing will proceed in any event.

The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Appeals Manager and the panel deem appropriate in the circumstances, provided that:

- The hearing will be held within a timeline determined by the Appeals Manager
- The parties will be given reasonable notice of the day, time and place of the hearing
- Copies of any written documents which the parties wish to have the panel consider will be provided to all parties in advance of the hearing
- The parties may be accompanied by a representative, advisor, translator, transcription services or legal counsel at their own expense
- The panel may request that any other individual participate and give evidence at the hearing
- The panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
- If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this policy, that party will become a party to the appeal in question, will be permitted to participate in the hearing and will be bound by its outcome
- The decision to uphold or reject the appeal will be by a majority vote of panel members, except where the panel is constituted of a single member

In fulfilling its duties, the panel may obtain independent advice.

## **7. Appeal Decision**

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

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

The panel's written decision, with reasons, will be distributed to all parties, the Appeals Manager, and the Shooting Federation of Canada. In extraordinary circumstances, the panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter.

Except as provided immediately below, unless the matter involves a Vulnerable Participant, once the deadline to appeal to the SDRCC (where applicable), as indicated in the SDRCC Code, has expired, the Shooting Federation of Canada may publicly release the outcome of an appeal if requested by a Party. Any such public release shall be limited to, where applicable, the provision(s) of any relevant policies that have been violated, the name(s) of the Individual(s) involved, the sanction(s) or order

imposed, if any. Identifying information regarding Minors or Vulnerable Participants will never be publicly released by the Shooting Federation of Canada.

If the appeal is dismissed, the decision may only be publicly released, as provided for immediately above, with the Respondent's consent. If the Respondent does not provide such consent, the decision will be kept confidential by the Parties, the Appeals Manager and the Shooting Federation of Canada, and shall be retained and discarded in accordance with the relevant and applicable privacy legislation. Failure to respect this provision may result in disciplinary action being taken pursuant to the Discipline and Complaints Policy.

Any decision rendered pursuant to this Policy shall apply automatically to and must be respected by the Shooting Federation of Canada and all Organizational Participants.

The panel's decision may be appealed by any of the parties to the SDRCC in accordance with the Canadian Sport Dispute Resolution Code.

## **8. Timelines**

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

## **9. Confidentiality**

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

Any failure to respect the aforementioned confidentiality requirement may result in disciplinary action being taken against the Individual(s) in accordance with the Shooting Federation of Canada's relevant and applicable policies.

## **10. Final and Binding**

No action or legal proceeding will be commenced against the Shooting Federation of Canada or individuals in respect of a dispute, unless the SFC has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in the Shooting Federation of Canada's governing documents.

## **11. SDRCC**

By agreement between the parties, the internal appeal process may be bypassed and the appeal may be heard directly by the SDRCC.

## **12. Privacy**

The collection, use and disclosure of any personal information pursuant to this Policy is subject to the Shooting Federation of Canada's Privacy Policy.

The Shooting Federation of Canada or any of its delegates pursuant to this Policy (i.e., Appeals Manager, panel), shall comply with the Shooting Federation of Canada's Privacy Policy in the performance of their services under this Policy.

**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 \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_
- 2. Receipt of Appeal Form \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_
- 3. Notice to President \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_
- 4. Confirmation of Receipt of Appeal \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Max Number of days: (X + 7)
- 5. Referral to Case Manager and notification of respondent \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Max Number of days: (X + 7 + 7)  
Respondent provides information at this point if requested within 10 days
- 6. Decision of sufficiency sent to Appellant \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Max Number of days (X +7+ 7+ 5)
- 7. Appeal Hearing Date before \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Max number of days (X=19+14)
- 8. Written Decision from Appeal Panel \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Max Number of days (X + 19+14+14)

Total time expectation: the initial procedure is intended to bring the issue forward and to conclusion within a time period of 50 calendar days.



**APPENDIX B - Form for Notice of the Intention to Appeal 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 *Appealing SFC Decisions* 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 having been completed.

NOTE: the timelines and requirements of FORM AP-1 are not open to change.

APPELLANT(S):

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

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

\_\_\_\_\_

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

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

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

NOTE #1: If more than one appellant, include the above information for each appellant on the back of this lead page.

NOTE#2: Protest fee of \$100 attached:

**ISSUE UNDER PROTEST OR APPEAL:**

This issue relates to (Please check at least one)

- Eligibility
- Selection
- Conflict of Interest
- Discipline
- Membership

**Attachment(s) required:**

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

Appellants detailed reasons for the appeal:

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

Date:

Signature:

Remedy sought:

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

Date:

Signature:

**APPENDIX C - Appeals Manager Records**

Appeals Manager (name) \_\_\_\_\_

- There are insufficient grounds for an appeal

Written notification of denial of an appeal was sent to the Appellant/Respondent on \_\_\_\_\_ (date) by email with confirmation or/and a registered letter was sent \_\_\_\_\_ (date).

- There are sufficient grounds for an appeal

SFC names the Appeals Panel

The Arbitrator will be \_\_\_\_\_

Or

A three person panel will be appointed:

1. \_\_\_\_\_(Chair)
2. \_\_\_\_\_
3. \_\_\_\_\_

Date of Hearing \_\_\_\_\_

Appellant and Respondent notified on \_\_\_\_\_ (date)

Others invited:

Documents provided (please list titles)

- 1.
- 2.
- 3.
- 4.

Type of Hearing

- In person
- Telephone / webinar
- Other please explain \_\_\_\_\_

**APPENDIX D - Written Decision of the Appeal Panel (within 14 days of the Hearing)**

The Panel decides to:

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

Reasons:

Date:

Appeal Panel Chair Signature:

## WHISTLEBLOWER POLICY

EFFECTIVE: 20-01-06

REVISED: 22-12-30

### 1. Purpose

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

### 2. Application

This policy only applies to workers who observe or experience incidents of wrongdoing committed by directors or by other workers.

Incidents of wrongdoing or misconduct observed or experienced by participants, volunteers, spectators, parents of participants, or other individuals not employed or contracted by the Shooting Federation of Canada can be reported under the terms of the Shooting Federation of Canada's *Discipline and Complaints Policy* and/or reported to the Shooting Federation of Canada's Executive Committee to be handled under the terms of the individual Worker's Employment Agreement or Contractor Agreement, as applicable, and/or any other relevant and applicable Shooting Federation of Canada policy. Any violations of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) that have occurred outside of the workplace and that are alleged to have been committed by a UCCMS Participant, as that term is defined in the *Discipline and Complaints Policy*, shall be reported to the Office of the Sport Integrity Commissioner of Canada (OSIC).

Except for complaints that must be reported to the OSIC, matters reported under the terms of this Policy may be referred to be heard under the Shooting Federation of Canada's *Discipline and Complaints Policy*, at the discretion of the Independent Third Party.

### 3. Wrongdoing

Wrongdoing can be defined as:

- Violating the law;
- Intentionally or seriously breaching of the Shooting Federation of Canada's *Code of Conduct and Ethics*;
- Intentionally or seriously breaching the Shooting Federation of Canada's policies for workplace violence and harassment;
- Committing or ignoring risks to the life, health, or safety of a participant, volunteer, Worker, or other individuals;

- Directing an individual or Worker to commit a crime, serious breach of a policy of the Shooting Federation of Canada or other wrongful act; or
- Fraud.

#### **4. Pledge**

The Shooting Federation of Canada pledges not to dismiss, penalize, discipline, or retaliate or discriminate against any Worker who discloses information or submits, in good faith, a report against a Worker under the terms of this Policy.

Any individual affiliated with the Shooting Federation of Canada who breaks this Pledge will be subject to disciplinary action.

#### **5. Reporting Wrongdoing**

A worker who believes that a Director or another Worker has committed an incident of wrongdoing should prepare a report that includes the following:

- Written description of the act or actions that comprise the alleged wrongdoing, including the date and time of the action(s);
- Identities and roles of other individuals or Workers (if any) who may be aware of, affected by, or complicit in, the wrongdoing;
- Why the act or action should be considered to be wrongdoing; and
- How the wrongdoing affects the Worker submitting the report (if applicable).

#### **6. Authority**

The Shooting Federation of Canada shall appoint an Independent Third Party, who preferably has legal or Human Resources experience, to receive reports made under this Policy. The Independent Third Party appointed by the SFC can be reached [here](#).

After receiving the report, the Independent Third Party has the responsibility to:

- Assure the Worker of the Shooting Federation of Canada's Pledge
- Determine if the report is frivolous, vexatious, or not submitted in good faith (e.g., the submission of the report is motivated by personal interests and/or the content of the report is obviously false or malicious)
- Determine if the Shooting Federation of Canada's *Whistleblower Policy* applies or if the matter should be handled under the Shooting Federation of Canada's *Discipline and Complaints Policy*
- Determine if the local police service be contacted
- Determine if mediation or alternate dispute resolution can be used to resolve the issue

- Determine if the Shooting Federation of Canada’s Executive Committee and/or Technical Director should or can be notified of the report
- Begin an investigation

A Worker who is unsure if he or she should submit a report, or who does not want to have his or her identity known, may contact the Independent Third Party for informal advice about the process.

## **7. Investigation**

If the Independent Third Party determines that an investigation should be launched, the Independent Third Party may decide to contract an external investigator. In such cases, the Shooting Federation of Canada’s Executive Committee may be notified that an investigation conducted by an external investigator is necessary without the nature of the investigation, content of the report, or identity of the Worker who submitted the report being disclosed. The Shooting Federation of Canada’s Executive Committee may not unreasonably refuse the decision to contract an external investigator.

An investigation launched by the Independent Third Party or by an external investigator should generally take the following form:

- Follow-up interview with the Worker who submitted the report
- Identification of Workers, participants, volunteers or other individuals that may have been affected by the wrongdoing
- Interviews with such-affected individuals
- Interview with the Director(s) or Worker(s) against whom the report was submitted
- Interview with the supervisor(s) of the Director(s) or Worker(s) against whom the report was submitted
- Access to relevant documentation and records.

In all stages of the investigation, the investigator will take every precaution to protect the identity of the Worker who submitted the report and/or the specific nature of the report itself. However, the Shooting Federation of Canada recognizes that there are some instances where the nature of the report and/or the identity of the Worker who submitted the report will or may be inadvertently deduced by individuals participating in the investigation.

The investigator will prepare an Investigator’s Report – omitting names whenever possible and striving to ensure confidentiality – that will be submitted to the Shooting Federation of Canada’s Executive Committee for review and action.



## **8. Decision**

Within fourteen (14) days after receiving the Investigator's Report, the Shooting Federation of Canada's Executive Committee will take corrective action, as required. Corrective action may include, but is not limited to including:

- Enacting and/or enforcing policies and procedures aimed at eliminating the wrongdoing or further opportunities for wrongdoing;
- Revision of job descriptions; or
- Discipline, suspension, termination, or other action as permitted by the Shooting Federation of Canada's Bylaws, provincial employment legislation, any relevant and applicable Shooting Federation of Canada policy, and/or the Worker's Employment Agreement or Contractor Agreement.

The corrective action, if any, will be communicated to the investigator who will then inform the Worker who submitted the report.

Decisions made under the terms of this Policy may be appealed under the terms of the *Appealing SFC Decisions Policy* provided that:

- If the Worker who submitted the initial report is appealing the decision, the Worker understands that his or her identity must be revealed if he or she submits an appeal, and
- If the Director or Worker against whom the initial report was submitted is appealing the decision, the Worker or Director understands that the identity of the Worker who submitted the report will not be revealed and that the Shooting Federation of Canada will act as the Respondent

## **9. Confidentiality**

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

## SOCIAL MEDIA POLICY (Under Review)

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EFFECTIVE: 01-06-20

REVISED: 01-06-20

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### 1. Preamble

The Shooting Federation of Canada is aware that individual interaction and communication occur frequently on social media. The Shooting Federation of Canada cautions Individuals that any conduct falling short of the standard of behaviour required by the Shooting Federation of Canada's *Code of Conduct and Ethics* will be subject to the disciplinary sanctions identified within the Shooting Federation of Canada's *Discipline and Complaints Policy*.

### 2. Application of this Policy

This Policy applies to all Individuals as defined in the Definitions.

### 3. Conduct and Behaviour

In accordance with the Shooting Federation of Canada's *Discipline and Complaints Policy* and *Code of Conduct and Ethics*, the following social media conduct may be considered minor or major infractions at the discretion of the Independent Third Party:

- Posting a disrespectful, hateful, harmful, disparaging, insulting, or otherwise negative comment on a social medium that is directed at an Individual, at the Shooting Federation of Canada, or at other individuals connected with the Shooting Federation of Canada
- Posting a picture, altered picture, or video on a social medium that is harmful, disrespectful, insulting, or otherwise offensive, and that is directed at an Individual, at the Shooting Federation of Canada, or at other individuals connected with the Shooting Federation of Canada
- Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about the Shooting Federation of Canada, its stakeholders, or its reputation
- Inappropriate personal or sexual relationships between individuals who have a power imbalance in their interactions, such as between athletes and coaches, directors and staff, officials and athletes, etc.
- Any instance of cyber-bullying or cyber-harassment between one Individual and another Individual (including a teammate, coach, opponent, volunteer, or official), where incidents of cyber-bullying and cyber-harassment can include but are not limited to the following conduct on any social medium, via text-message, or via email: regular insults, negative comments, vexatious behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies, or other harmful behaviour.

All conduct and behaviour occurring on social media may be subject to the Shooting Federation of Canada's *Discipline and Complaints Policy* at the discretion of the Independent Third Party.

#### **4. Individuals Responsibilities**

Individuals acknowledge that their social media activity may be viewed by anyone, including the Shooting Federation of Canada.

When using social media, an Individual must model appropriate behaviour befitting the Individual's role and status in connection with the Shooting Federation of Canada.

Removing content from social media after it has been posted (either publicly or privately) does not excuse the Individual from being subject to the Shooting Federation of Canada's *Discipline and Complaints Policy*.

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

#### **5. Shooting Federation of Canada Responsibilities:**

If the Shooting Federation of Canada unofficially engages with an Individual in social media (such as by retweeting a tweet or sharing a photo on Facebook) the Individual may, at any time, ask the Shooting Federation of Canada to cease this engagement. The SFC will comply with the request of the individual for disengagement.

# CONCUSSION PROTOCOL

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EFFECTIVE: 01-06-20

REVISED: 01-06-20

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## 1. Preface

Although the risk of suffering a concussion in the practice of shooting sports is very low, the Shooting Federation of Canada (SFC) recognizes the severity of short and long-term consequences for those sustaining a concussion and the importance of concussion prevention. The Shooting Federation of Canada has developed the SFC's Concussion Protocol to help guide the management of athletes who may have a suspected concussion while participating in target shooting sport activities. This protocol will apply whether the suspected concussion is a result of an incident within the shooting sports environment or due to an incident outside of the sport environment.

## 2. Definition

Concussion is defined as, "a traumatic brain injury induced by biomechanical forces that cause the head and brain to shift back and forth and alter the way the brain functions... with the potential for co-existing, overlapping and confounding pathologies".<sup>12</sup>

## 3. Purpose

This protocol covers the recognition, medical diagnosis, and management of shooters, parents, officials and coaches who may have sustained a concussion and are participating in a shooting activity. It aims to ensure that athletes with a suspected concussion receive timely and appropriate care and proper management to allow them to return back to the shooting sports safely. This protocol may not address every possible clinical scenario that can occur during sport-related activities but includes critical elements based on the latest evidence and current expert consensus.

## 4. Who should use this protocol?

This protocol is intended for use by all individuals who interact with athletes inside and outside the context of the shooting sports, school, work and non-school or work based organized sports activity, including athletes, parents, coaches, officials, teachers, facilitators, trainers and licensed healthcare professionals.

For a summary of the Shooting Federation of Canada Concussion Protocol, please refer to the SFC Sport Concussion Pathway at the end of this policy.

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<sup>12</sup> Excerpted from the Canadian Olympic and Paralympic Sport Institute Network, Sport-Related Concussion Guidelines for Canadian National and National Development High-Performance Athletes 2018.

## 5. Education & Awareness

Despite recent increased attention focusing on concussion there is a continued need to improve concussion education and awareness. Optimizing the prevention and management of concussion depends highly on the annual education of SFC stakeholders (athletes, parents, coaches, officials, trainers, facilitators, licensed healthcare professionals) on current evidence-informed approaches to prevent concussion and more serious forms of head injury and help identify and manage an athlete with a suspected concussion.

Concussion education shall include information on:

- The definition of concussion
- Possible mechanisms of injury
- Common signs and symptoms
- Steps that can be taken to prevent concussions and other injuries from occurring in sport
- What to do when an athlete has suffered a suspected concussion or more serious head injury
- The measures that should be taken to ensure proper medical assessment
- Return-to-Activity and Shooting Specific Return-to-Sport Strategies
- Return to sport medical clearance requirements

## 6. Head Injury Recognition

Although the formal diagnosis of concussion should be made following a medical assessment, all sport stakeholders including athletes, parents, teachers, coaches, trainers, officials, and licensed healthcare professionals are responsible for the recognition and reporting of athletes who may demonstrate visual signs of a head injury or who report concussion-related symptoms. This is particularly important because many sport and recreation venues and ranges will not have access to on-site licensed healthcare professionals.

A concussion should be suspected:

- in any athlete who sustains a significant impact to the head, face, neck, or body and demonstrates *ANY* of the visual signs of a suspected concussion or reports *ANY* symptoms of a suspected concussion as detailed in the [Concussion Recognition Tool 5](#).
- if a participant or athlete reports *ANY* concussion symptoms to one of their peers, parents, teachers, or coaches or if anyone witnesses an athlete exhibiting any of the visual signs of concussion.

In some cases, an athlete may demonstrate signs or symptoms of a more severe head or spine injury including convulsions, worsening headaches, vomiting or neck pain. If an athlete demonstrates any of the 'Red Flags' indicated by the [Concussion Recognition Tool 5](#), a more severe head or spine injury should be suspected, and Emergency Medical Assessment should be pursued.

**In the shooting sports, should a concussion or symptoms of concussion be suspected in an athlete, the athlete is to be barred or removed from the line of fire immediately and prevented from engaging in the sport until medically cleared as per item 4. below.**

## **7. Onsite Medical Assessment**

Depending on the suspected severity of the injury, an initial assessment may be completed by emergency medical professionals or by an on-site licensed healthcare professional where available. In cases where an athlete loses consciousness or it is suspected an athlete might have a more severe head or spine injury, Emergency Medical Assessment by emergency medical professionals should take place (see 3a below). If a more severe injury is not suspected, the athlete should undergo Sideline Medical Assessment or Medical Assessment; depending on if there is a licensed healthcare professional present (see 3b below).

### **a. Emergency Medical Assessment**

If an athlete is suspected of sustaining a more severe head or spine injury during a competition or practice, an ambulance should be called immediately to transfer the patient to the nearest emergency department for further Medical Assessment.

Coaches, parents, teachers, trainers and officials should not make any effort to remove equipment or move the athlete until an ambulance has arrived and the athlete should not be left alone until the ambulance arrives. After the emergency medical services staff has completed the Emergency Medical Assessment, the athlete should be transferred to the nearest hospital for Medical Assessment. In the case of youth (under 18 years of age), the athlete's parents should be contacted immediately to inform them of the athlete's injury. For athletes over 18 years of age, their emergency contact person should be contacted if one has been provided

### **b. Sideline Medical Assessment**

If an athlete is suspected of sustaining a concussion and there is no concern for a more serious head or spine injury, the athlete should be immediately removed from the field of play.

#### **Scenario 1: If a licensed healthcare professional is present**

The athlete should be taken to a quiet area and undergo Sideline Medical Assessment using the Sport Concussion Assessment Tool 5 (SCAT5) or the Child SCAT5. The SCAT5 and Child SCAT5 are clinical tools that should only be used by a licensed healthcare professional that has experience using these tools. It is important to note that the results of SCAT5 and Child SCAT5 testing can be normal in the setting of acute concussion. As such, these tools can be used by licensed healthcare professionals to document initial neurological status but

should not be used to make sideline return-to-sport decisions in youth athletes. Any youth athlete who is suspected of having sustained a concussion must not return to the competition or practice and must be referred for Medical Assessment.

If a youth athlete is removed from play following a significant impact and has undergone assessment by a licensed healthcare professional, but there are NO visual signs of a concussion and the athlete reports NO concussion symptoms then the athlete can be returned to play but should be monitored for delayed symptoms.

In the case of national team-affiliated athletes (age 18 years and older), an experienced certified athletic therapist, physiotherapist or medical doctor providing medical coverage for the sporting event may make the determination that a concussion has not occurred based on the results of the Sideline Medical Assessment. In these cases, the athlete may be returned to the practice or competition without a *Medical Clearance Letter* but this should be clearly communicated to the coaching staff. Players that have been cleared to return to games or practices should be monitored for delayed symptoms. If the athlete develops any delayed symptoms the athlete should be removed from play and undergo medical assessment by a medical doctor or nurse practitioner.

#### **Scenario 2: If there is no licensed healthcare professional present**

The athlete should be referred immediately for medical assessment by a medical doctor or nurse practitioner, and the athlete must not return to play until receiving medical clearance.

### **8. Medical Assessment**

In order to provide comprehensive evaluation of athletes with a suspected concussion, the medical assessment must rule out more serious forms of traumatic brain and spine injuries, must rule out medical and neurological conditions that can present with concussion-like symptoms, and must make the diagnosis of concussion based on findings of the clinical history and physical examination and the evidence-based use of adjunctive tests as indicated (i.e CT scan). In addition to nurse practitioners, medical doctors<sup>13</sup> that are qualified to evaluate patients with a suspected concussion include: pediatricians, family medicine, sports medicine, emergency department, internal medicine, and rehabilitation (physiatrists) physicians; neurologists; and neurosurgeons.

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<sup>13</sup> Medical doctors and nurse practitioners are the only healthcare professionals in Canada with licensed training and expertise to meet these needs; therefore all athletes with a suspected concussion should undergo evaluation by one of these professionals.

In geographic regions of Canada with limited access to medical doctors (i.e. rural or northern communities), a licensed healthcare professional (i.e. nurse) with pre-arranged access to a medical doctor or nurse practitioner can facilitate this role. The medical assessment is responsible for determining whether the athlete has been diagnosed with a concussion or not. Athletes with a diagnosed concussion should be provided with a *Medical Assessment Letter* indicating a concussion has been diagnosed. Athletes that are determined to have not sustained a concussion must be provided with a *Medical Assessment Letter* indicating a concussion has not been diagnosed and the athlete can return to school, work and sports activities without restriction.

## **9. Concussion Management**

When an athlete has been diagnosed with a concussion, it is important that the athlete's parent/legal guardian, next of kin or spouse is informed. All athletes diagnosed with a concussion must be provided with a standardized *Medical Assessment Letter* that notifies the athlete and their parents/legal guardians/spouse that they have been diagnosed with a concussion and may not return to any activities with a risk of concussion until medically cleared to do so by a medical doctor or nurse practitioner. It is important that the athlete provide this information to sport organization officials that are responsible for injury reporting and concussion surveillance where applicable.

Athletes diagnosed with a concussion should be provided with education about the signs and symptoms of concussion, strategies about how to manage their symptoms, the risks of returning to sport without medical clearance and recommendations regarding a gradual return to daily, school, work and sport activities. Athletes diagnosed with a concussion are to be managed according to the Shooting Federation of Canada's *Return-to-Activity* and *Shooting Specific Return-to-Sport Strategy* under the supervision of a medical doctor or nurse practitioner. When available, athletes should be encouraged to work with a team athletic therapist or physiotherapist to optimize progression through their *Shooting Specific Return-to-Sport Strategy*. Once the athlete has completed *Return-to-Activity* and *Shooting Specific Return-to-Sport Strategy* and are deemed to be clinically recovered from their concussion, the medical doctor or nurse practitioner can consider the athlete for a return to full sports activities and issue a *Medical Clearance Letter*.

Progressions for *Return-to-Activity* and *Shooting Specific Return-to-Sport Strategy* are outlined below. As indicated in stage 1 of the *Return-to-Shooting Strategy*, reintroduction of daily, school and work activities using the *Return-to-Activity Strategy* must precede any return to sport participation.

## **10. Return-to-Activity Strategy**

The following is an outline of the *Return-to-Activity Strategy* that should be used to help athletes, parents, coaches and teachers collaborate in allowing the athlete to make a gradual return to school, work or daily activities. Depending on the severity and type of the symptoms present, athletes will progress through the following stages at different rates. If the athlete experiences new symptoms or



worsening symptoms at any stage, they should return to the previous stage. Athletes should also be encouraged to ask their school or workplace if they have a specific Return-to-Activity Program in place to help the athlete or employee make a gradual return to school or to the workplace.

Stage	Aim	Activity	Goal of each step
1	Daily activities at home that do not give the athlete symptoms	<ul style="list-style-type: none"> <li>- Typical activities during the day as long as they do not increase symptoms (i.e. reading, texting, screen time).</li> <li>- Start at 5-15 minutes at a time and gradually build up.</li> </ul>	Gradual return to typical activities
2	School/Work activities	<ul style="list-style-type: none"> <li>- Homework, reading or other cognitive activities outside of the classroom.</li> <li>- Any work-related activities that require as little screen-time as possible while still at home (ex. reviewing documents). Activities will vary by occupation.</li> </ul>	Increase tolerance to cognitive work
3	Return to School/Work part-time	<ul style="list-style-type: none"> <li>- Gradual introduction of schoolwork. May need to start with a partial school day or with increased breaks during the day.</li> <li>- Return to regular workplace, begin by working part day/full day from home if occupation allows and gradually return to the workplace when comfortable. Increased work breaks during the day are recommended.</li> </ul>	<p>Increase academic and workplace activities</p> <p>Return to workplace at the end of the stage.</p>
4	Return to School/Work full-time	<ul style="list-style-type: none"> <li>- Gradually progress to a full school or workday. Gym or fitness classes in school should be avoided until the Return-to-Sport strategy or a similar school/work-specific Return-to-Activity program is completed.</li> </ul>	Return to full academic and workplace activities and catch-up on missed school/work projects

### 11. Shooting Specific Return-to-Sport Strategy

The following is an outline of the Return-to-Sport Strategy that should be used to help athletes, coaches, trainers, and medical professionals to partner in allowing the athlete to make a gradual return to sport activities. An initial period of 24-48 hours of rest is recommended before starting the *Shooting Specific Return-to-Sport Strategy*. It is advisable that the athlete spend a minimum of 24 hours without symptom increases at each stage before progressing to the next one. If the athlete experiences new symptoms or worsening symptoms at any stage, they should return to the previous stage.

It is important that youth and adult athletes return to full-time school, work and daily activities before

progressing to stage 5 and 6 of the Shooting Specific Return-to-Sport Strategy. It is also important that all athletes provide their coach with a *Medical Clearance Letter* prior to returning to any full-contact sport activities.

<b>Stage</b>	<b>Aim</b>	<b>Activity</b>	<b>Goal of each step</b>
<b>1</b>	Symptom-limiting activity	- Daily activities that do not provoke symptoms	Gradual re-introduction of work/school activities
<b>2</b>	Light aerobic activity	- Walking, jogging, swimming or stationary cycling at slow to medium pace for 15-20 minutes at sub-symptom threshold intensity. - If a stretching routine is in place, begin to reintegrate refraining from dynamic stretches that include sudden movement (i.e. twisting or rapid up and down movement) or any stretches of the neck area. - No resistance training	Increase heart rate
<b>3</b>	Sport-specific exercise	- Increase movement to moderate intensity at sub-symptom thresholds. Integrate dynamic stretches to a daily stretching routine. - Refrain from firing a firearm; particularly shotgun and rifle due to proximity to the head. - Moderate intensity jogging or exercise for 30-60 minutes at sub-symptom threshold intensity - No head impact activities	Add movement
<b>4</b>	Non-contact training drills	- More intense training up to, but not including, the act of firing. (Engaging a firearm agitates the hearing sensitivity associated with concussions.) - Full warmup and training routine run throughs with monitoring for any concussion-like symptoms. - May start progressive resistance training/work outs	Exercise, coordination and increased thinking
<b>5</b>	Full contact training	- Following medical clearance, participation in full practice without activity restriction. - Athlete is to be monitored for any sign of setback during and after training sessions, in particular when firing.	Restore confidence and assess functional skills by coaching staff
<b>6</b>	Return to sport	- Normal field of play/range activity including competition	

## 12. Multidisciplinary Concussion Care

Most athletes who sustain a concussion while participating in sport will make a complete recovery and be able to return to full school, work and sport activities within 1-4 weeks of injury. However, approximately 15-30% of individuals will experience symptoms that persist beyond this time frame. If available, individuals who experience persistent post-concussion symptoms (>4 weeks for youth athletes, >2 weeks for adult athletes) may benefit from referral to a medically supervised multidisciplinary concussion clinic that has access to professionals with licensed training in traumatic brain injury that may include experts in sport medicine, neuropsychology, physiotherapy, occupational therapy, neurology, neurosurgery, and rehabilitation medicine.

Referral to a multidisciplinary clinic for assessment should be made on an individualized basis at the discretion of an athlete's medical doctor or nurse practitioner. If access to a multidisciplinary concussion clinic is not available, a referral to a medical doctor with clinical training and experience in concussion (e.g. a sport medicine physician, neurologist, or rehabilitation medicine physician) should be considered for the purposes of developing an individualized treatment plan. Depending on the clinical presentation of the individual, this treatment plan may involve a variety of health care professionals with areas of expertise that address the specific needs of the athlete based on the assessment findings.

## 13. Return to Sport

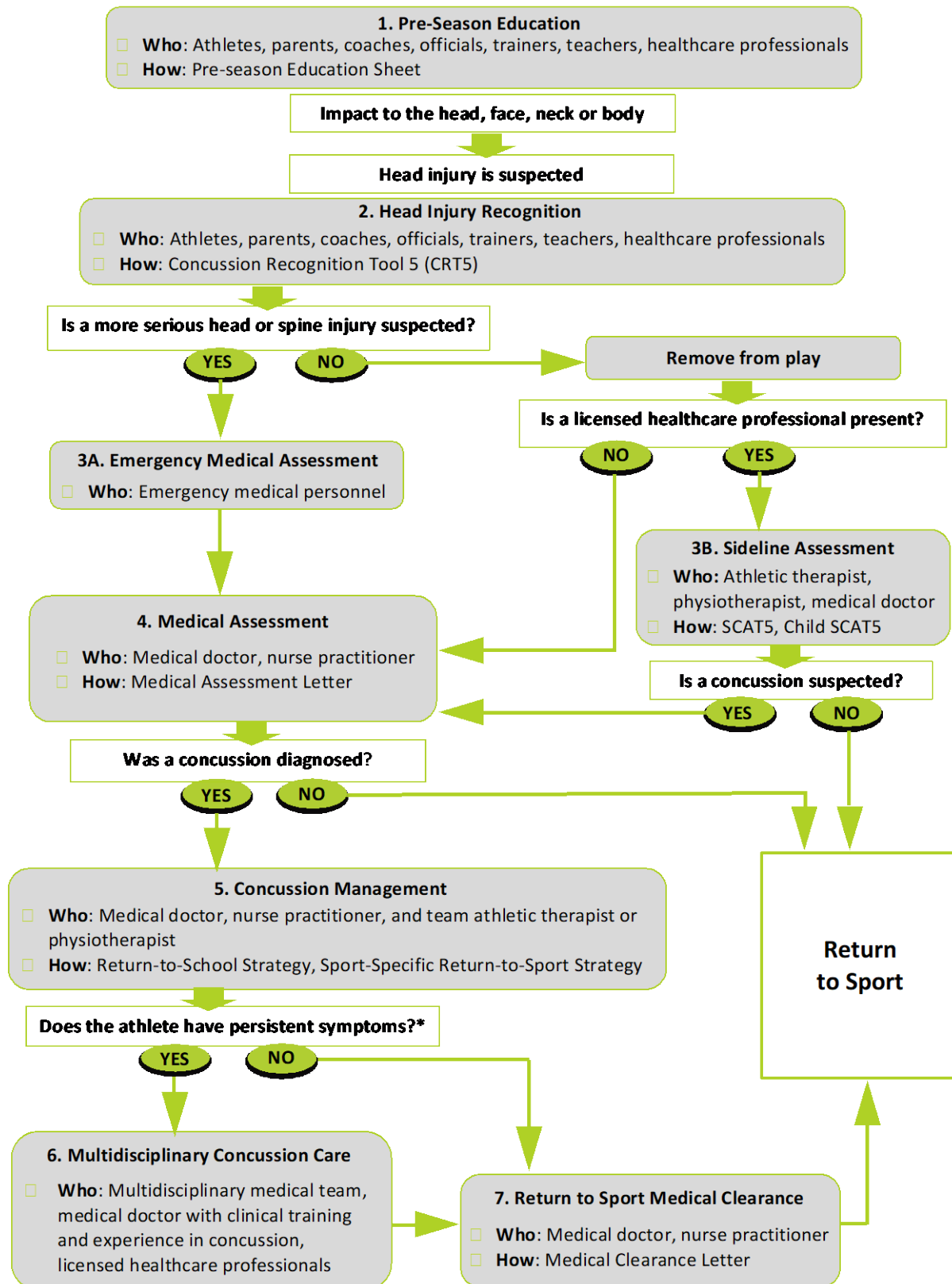
Athletes who have been determined to have not sustained a concussion and those who have been diagnosed with a concussion and have successfully completed their *Return-to-Activity* and *Shooting Specific Return-to-Sport Strategy* can be considered for a return to full sport activities. The final decision to medically clear an athlete to return to full activity should be based on the clinical judgment of the medical doctor or nurse practitioner considering the athlete's past medical history, clinical history, physical examination findings and the results of other tests and clinical consultations where indicated (i.e. neuropsychological testing, diagnostic imaging).

Prior to returning to full participation and competition, each athlete diagnosed with a concussion must provide their coach with a standardized *Medical Clearance Letter* that specifies that a medical doctor or nurse practitioner has personally evaluated the patient and has cleared the athlete to return to sport. In geographic regions of Canada with limited access to medical doctors (i.e. rural or northern communities), a licensed healthcare professional (such as a nurse) with pre-arranged access to a medical doctor or nurse practitioner can provide this documentation. A copy of the *Medical Clearance Letter* should also be submitted to sports organization officials that have injury reporting and surveillance programs where applicable.

Athletes who have been provided with a *Medical Clearance Letter* may return to full sport activities as tolerated. If the athlete experiences any new concussion-like symptoms while returning to the field of play, they should be instructed to stop participating immediately, notify their parents/next-of-kin,

coaches, trainer or teachers, and undergo follow-up *Medical Assessment*. In the event that the athlete sustains a new suspected concussion, the **Shooting Federation of Canada Concussion Protocol** should be followed as outlined here.

**FIGURE 1 - Shooting Federation of Canada Concussion Pathway**



\*Persistent symptoms: lasting > 4 weeks in children & youth or > 2 weeks in adults


**FIGURE 2 – Concussion Recognition Tool**

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Echemendia RJ, et al. *Br J Sports Med* 2017;51:872. doi: 10.1136/bjsports-2017-097508CRT5

## CONCUSSION RECOGNITION TOOL 5®

To help identify concussion in children, adolescents and adults



Supported by

**RECOGNISE & REMOVE**

Head impacts can be associated with serious and potentially fatal brain injuries. The Concussion Recognition Tool 5 (CRT5) is to be used for the identification of suspected concussion. It is not designed to diagnose concussion.

**STEP 1: RED FLAGS – CALL AN AMBULANCE**

If there is concern after an injury including whether ANY of the following signs are observed or complaints are reported then the player should be safely and immediately removed from play/game/activity. If no licensed healthcare professional is available, call an ambulance for urgent medical assessment:

- Neck pain or tenderness
- Double vision
- Weakness or tingling/ burning in arms or legs
- Severe or increasing headache
- Seizure or convulsion
- Loss of consciousness
- Deteriorating conscious state
- Vomiting
- Increasingly restless, agitated or combative

**Remember:**

- In all cases, the basic principles of first aid (danger, response, airway, breathing, circulation) should be followed.
- Assessment for a spinal cord injury is critical.
- Do not attempt to move the player (other than required for airway support) unless trained to do so.
- Do not remove a helmet or any other equipment unless trained to do so safely.

**STEP 2: OBSERVABLE SIGNS**

Visual clues that suggest possible concussion include:

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

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**STEP 3: SYMPTOMS**

- Headache
- "Pressure in head"
- Balance problems
- Nausea or vomiting
- Drowsiness
- Dizziness
- Blurred vision
- Sensitivity to light
- Sensitivity to noise
- Fatigue or low energy
- "Don't feel right"
- More emotional
- More irritable
- Sadness
- Nervous or anxious
- Neck Pain
- Difficulty concentrating
- Difficulty remembering
- Feeling slowed down
- Feeling like "in a fog"

**STEP 4: MEMORY ASSESSMENT**  
(IN ATHLETES OLDER THAN 12 YEARS)

**Failure to answer any of these questions (modified appropriately for each sport) correctly may suggest a concussion:**

- "What venue are we at today?"
- "Which half is it now?"
- "Who scored last in this game?"
- "What team did you play last week/game?"
- "Did your team win the last game?"

**Athletes with suspected concussion should:**

- Not be left alone initially (at least for the first 1-2 hours).
- Not drink alcohol.
- Not use recreational/ prescription drugs.
- Not be sent home by themselves. They need to be with a responsible adult.
- Not drive a motor vehicle until cleared to do so by a healthcare professional.

The CRT5 may be freely copied in its current form for distribution to individuals, teams, groups and organisations. Any revision and any reproduction in a digital form requires approval by the Concussion in Sport Group. It should not be altered in any way, rebranded or sold for commercial gain.

**ANY ATHLETE WITH A SUSPECTED CONCUSSION SHOULD BE IMMEDIATELY REMOVED FROM PRACTICE OR PLAY AND SHOULD NOT RETURN TO ACTIVITY UNTIL ASSESSED MEDICALLY, EVEN IF THE SYMPTOMS RESOLVE**

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### FIGURE 3 - Medical Assessment

#### Medical Assessment Letter

Date: \_\_\_\_\_ Athlete's Name: \_\_\_\_\_

To whom it may concern,

Athletes who sustain a suspected concussion should be managed according to the *Canadian Guideline on Concussion in Sport*. Accordingly, I have personally completed a Medical Assessment on this patient.

#### Results of Medical Assessment

- This patient has not been diagnosed with a concussion and can resume full participation in school, work, and sport activities without restriction.
- This patient has not been diagnosed with a concussion but the assessment led to the following diagnosis and recommendations:

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

- This patient has been diagnosed with a concussion.

The goal of concussion management is to allow complete recovery of the patient's concussion by promoting a safe and gradual return to school and sport activities. The patient has been instructed to avoid all recreational and organized sports or activities that could potentially place them at risk of another concussion or head injury. Starting on \_\_\_\_\_ (date), I would ask that the patient be allowed to participate in school and low-risk physical activities as tolerated and only at a level that does not bring on or worsen their concussion symptoms. The above patient should not return to any full contact practices or games until the coach has been provided with a *Medical Clearance Letter* provided by a medical doctor or nurse practitioner in accordance with the *Canadian Guideline on Concussion in Sport*. Athletes and their parents/caregivers should check the return to play strategy of their sport governing body to ensure they meet the necessary requirements.

Other comments:

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

Thank-you very much in advance for your understanding.

Yours Sincerely,

Signature/print \_\_\_\_\_ M.D. / N.P. (circle appropriate designation)\*

*\*In rural or northern regions, the Medical Assessment Letter may be completed by a nurse with pre-arranged access to a medical doctor or nurse practitioner. Forms completed by other licensed healthcare professionals should not otherwise be accepted.*

**We recommend that this document be provided to the athlete without charge.**

Canadian Guideline on Concussion in Sport | Medical Assessment Letter  
[parachute.ca/guideline](http://parachute.ca/guideline)

## FIGURE 4 - Medical Clearance Letter

### Medical Clearance Letter

Date: \_\_\_\_\_ Athlete's Name: \_\_\_\_\_

To whom it may concern,

Athletes who are diagnosed with a concussion should be managed according to the *Canadian Guideline on Concussion in Sport* including the *Return-to-School* and *Return-to-Sport Strategies* (see page 2 of this letter). Accordingly, the above athlete has been medically cleared to participate in the following activities as tolerated effective the date stated above (please check all that apply):

- Symptom-limiting activity (cognitive and physical activities that don't provoke symptoms)**
- Light aerobic activity (Walking or stationary cycling at slow to medium pace. No resistance training)**
- Sport-specific exercise (Running or skating drills. No head impact activities)**
- Non-contact practice (Harder training drills, e.g. passing drills. May start progressive resistance training. Including gym class activities without a risk of contact, e.g. tennis, running, swimming)**
- Full-contact practice (Including gym class activities with risk of contact and head impact, e.g. soccer, dodgeball, basketball)**
- Full game play**

**What if symptoms recur?** Any athlete who has been cleared for physical activities, gym class or non-contact practice, and who has a recurrence of symptoms, should immediately remove himself or herself from the activity and inform the teacher or coach. If the symptoms subside, the athlete may continue to participate in these activities as tolerated.

Athletes who have been cleared for full contact practice or game play must be able to participate in full-time school (or normal cognitive activity) as well as high intensity resistance and endurance exercise (including non-contact practice) without symptom recurrence. Any athlete who has been cleared for full-contact practice or full game play and has a recurrence of symptoms, should immediately remove himself or herself from play, inform their teacher or coach, and undergo medical assessment by a medical doctor or nurse practitioner before returning to full-contact practice or games.

Any athlete who returns to practices or games and sustains a new suspected concussion should be managed according to the *Canadian Guideline on Concussion in Sport*.

Other comments:

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

Thank-you very much in advance for your understanding.

Yours Sincerely,

Signature/print \_\_\_\_\_ M.D. / N.P. (circle appropriate designation)\*

*\*In rural or northern regions, the Medical Clearance Letter may be completed by a nurse with pre-arranged access to a medical doctor or nurse practitioner. Forms completed by other licensed healthcare professionals should not otherwise be accepted.*

**We recommend that this document be provided to the athlete without charge.**



## PROGRAM DEVELOPMENT

EFFECTIVE: 01-06-20

REVISED: 01-06-20

### 1. Coach Development Program

The SFC Technical Director, or other formally approved staff member, 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.** PTSO 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 at \$0.40/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.

Evaluators Recommended fees for Master Facilitators and Master Evaluators are:

- Airfare, lowest economy
- Ground travel \$0.50/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.** sponsors of coaching or training events should submit the following to the SFC, c/o Technical Director:

Pre-event (at least four weeks prior to the proposed date of the even):

- Proposed dates and location of the course
- Disciplines to be covered in the course/event
- Context to be facilitated/evaluated
- Personnel (Coach, CD-LF/E, MCD-MLF/ME) to be facilitated/evaluated or be evaluated
- Proposed Learning Facilitator(s)/Evaluator(s)
- Any deviations from standard course delivery
- Minimum and maximum number of participants
- Funding sources
- Number of sets of training materials required
- A check or credit card number to cover the purchase of materials

Post event (no later than four weeks after the proposed end date of the 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. Donations**

**All donations to the SFC must be unconditional.** Although the donor may suggest that the donation goes to a specific SFC program in competitive and recreational shooting, it is unconditional in nature. The SFC is not obliged 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 the Canadian Revenue Agency's rules at the following website <http://sectorsource.ca/managing-organization/gifts-and-receipting/receipting> for more information.

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

Donations are payable to the SFC c/o House of Sport, RA Centre, 2451 Riverside Drive, Ottawa ON K1H 7X7.

## **3. Guidelines for Sponsor Relations (under review)**

The SFC encourages potential sponsors to support 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 plan.
- 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 or 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 ammunition 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 High Performance teams should be directed to the SFC via [admin@sfc-ftc.ca](mailto:admin@sfc-ftc.ca) or [President@sfc-ftc.ca](mailto:President@sfc-ftc.ca).

#### **4. Athletes' Guidelines to Sponsorship and Sponsorship Relations (under review)**

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 Photos – 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.

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.

**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 via [admin@sfc-ftc.ca](mailto:admin@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 shooting equipment
- The duration of the sponsorship

The SFC 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.

## **5. Risk Management (Executive approved February 2, 2020)**

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 PTSO, 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 promote the achievement of its objectives.

**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 PTSO and Clubs. PTSO are encouraged to prepare policies comparable to this policy, for governing the management of risk within their jurisdictions.

**Risk appetite.** Dependent on the nature of the risk, the SFC may have a different tolerance level. Here are the main risk appetite statements:

**Safety and wellbeing** of our members, officials, coaches and all individuals attending an event: The SFC has a low tolerance in that area. That's why we have safety rules, a code of conduct and adequate insurance.

**Operational risks:** Considering that we are a national sport organization with limited budget and that we want to allocate the maximum of our resources to the development of our sport and services to members, the SFC have to have a higher level of tolerance in that risk's category.

**Information security:** The SFC retains personal information about his members and employees. The SFC has a moderate tolerance in that area. That's why we are implementing information security rules and make sure that access to that information is restricted only to authorized people.

**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 that can have a significant impact on SFC objectives.
- 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 consequences and probability linked to the most important consequence;
- 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 (including communication and finance)

- Compliance Risks
- Governance 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

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

**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, PTSO, 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.

## CLASSIFICATION POLICY

EFFECTIVE : 02-03-20

REVISED : 02-03-20

### 1. Purpose

The Shooting Federation of Canada (SFC) offers a classification system that promotes the shooting sports in Canada and provides an environment that allows for competition among similarly skilled members. This web-based system is accessible to everybody to read.

### 2. Scope

Each provincial or territorial can identify competition directors and officials that will be authorized to update the system. Those authorized users will be able to add competitions, competitor's names and results (Google account is required). Click on the following link to learn more about Google Drive: <https://edu.gcfglobal.org/en/googledriveanddocs/getting-started-with-googledrive/1/>.

#### 2.1 Definitions :

**2.1.1 Competition:** an event with one or more courses of fire that conform to a set of rules in which individuals compete for a prize or ranking.

**2.1.2 Competition Director:** individual responsible for the operation of the competition.

**2.1.3 Competitor:** an individual who is competing at a competition, may or may not be a member of SFC.

**2.1.4 Member:** a person who has purchased a membership interest in SFC and maintaining his membership active.

### 3. Competition Registration

The classification system offered by SFC can help to publicize the competitions if they are entered in advance. As soon as the planning of competitions is known for a Province or Territory, it should be updated in the classification system. You can consult the Classification System on these websites:

Discipline	Link
Pistol	<a href="#">Pistol Classification System</a>
Rifle	<a href="#">Rifle Classification System</a>

### 4. Member classification

Any registered competition which adheres to current ISSF or SFC rules and offers currently classified events is eligible as a classification competition as per this policy.

## 5. Responsibilities

It is the responsibility of the Competition Director to ensure that accurate results have been entered in the classification system not later than five (5) days after the completion of the competition. It is the responsibility of the competitor to report to the Competition director any errors or omissions in classification results entry within sixty (60) days of the completion of the competition. SFC office staff will only be responsible for entering the results of Canadians that participated in international competitions.

## 6. Age Classification

At the discretion of the Competition Director, members may compete based on Age Classification. Levels of Age Classification are defined as Sub Junior, International Junior, Veteran.

Age Classification	Definition
Sub Junior	Members who will be under the age of 16 on December 31st in the year of the Competition / Championship.
International Junior	Shooters who will be under the age of 21 on December 31st in the year of the Competition / Championship.
Veteran	Members who will have reached the age of 55 by December 31st in the year of the Competitions / Championship.
No Age classification	All members aged 21 to 54 inclusive have no age classification.

### 6.1 Sub Junior Competing as International Junior

A member who is under 16 years of age is considered both a Sub Junior and International Junior. An age-eligible member may compete as both a Sub Junior and International Junior at the discretion of the Competition Director.

## 7. Classification qualification

Members may qualify for classification in a classified event by firing three (3) competitions for the same event. Classification will be automatically updated based on the average of the total score of the last three events. For example, a member firing air rifle competition would need to fire 3 matches to qualify. If the member is participating in 5 competitions, only the last 3 are going to be considered for the classification.

Competitions fired before the individual becoming an SFC member are eligible to count towards that person's classification if the results were registered in the classification system.

## 8. Member competing without classification

Members who have not yet received classification in an event will compete as a "Temporary Expert" classed shooter or other classification as determined by the Competition Director. However, the

Competition director can temporarily assign a proper classification based on the actual results and the classification table in Appendix A to all competitors. This practice is highly recommended to encourage junior shooters.

### 9. Voluntary Competition at a Higher Classification

Any member may choose to request to compete in a higher classification than currently achieved.

### 10. Reporting Errors

Any error on the results must be reported to the Competition director. Report of any errors other than results can be sent to the SFC Office by email at [admin@sfc-ftc.ca](mailto:admin@sfc-ftc.ca) as early as possible to allow for the best chance of correction.

### 11. Changes to Classification System

Changes to the classification system may be requested to the SFC Executive by way of a resolution passed at the section meeting held at the discipline's respective National Championships.

The SFC Executive will make reasonable efforts to allow changes to the classification system to better serve the membership. However, it reserves the right to refuse any request for changes which is not to the advantage of the members or is too complex

### 12. List of Classifying Events with Governing Rules

For an event to be eligible, it must be shot within the applicable rules. Below is a list of currently classified events along with the rules which govern that discipline. The match director may need to change some rules for the competition to occur based on the needs of the local range, such as firing on reduced targets. This is allowed as long as the changes made are what a fair and reasonable person would consider being sportsmanlike.

	Event	Governing Rules
Pistol	50 m Pistol	ISSF Rules
	25 m Center Fire	
	25 m Pistol	
	25 m Rapid Fire	
	25 m Standard	
	10 m Air	
	Canadian 1800	NRA Rules
Rifle	50 m ISSF Prone	ISSF Rules
	50 m ISSF 3-Position	
	10 m Air	
	50 m Sportive Prone	

	50 m Sportive 3-Position	SFC Sportive and Hunting Rifle Rules
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## APPENDIX A - Classification Standards

Event Discipline	Match required Match requis	Scoring Pointage	Average score – Moyenne des résultats				
			Tyro Novice	Marksman Franc tireur	Sharpshooter Tireur d'élite	Expert	Master Maître
			From De	From De	From De	From De	From De
<b>Pistol Classifications</b>							
50 m Pistol 50 m Pistolet libre	3	Integer Entier	390	449	492	522	540
25 m Center Fire Pistol 25 m Pistolet percussion centrale	3	Integer Entier	450	492	522	552	570
25 m Pistol 25 m Pistolet	3	Integer Entier					
25 m Rapid Fire Pistol 25 m Pistolet rapide	3	Integer Entier	420	480	510	540	558
25 m Standard Pistol 25 m Pistolet standard	3	Integer Entier					
10 m Air Pistol 10 m Pistolet air	3	Integer Entier	390	450	498	534	560
Canadian 1800 Pistol Pistolet Canadien 1800	3	Integer Entier	1380	1476	1566	1656	1710
<b>Rifle Classifications</b>							
50 m ISSF Rifle Prone 50 m ISSF Carabine Couché	3	Integer Entier	510	540	564	576	588
		Decimal Décimale	532	564	589	601	614
50 m ISSF Rifle 3-Position 50 m ISSF Carabine 3- positions	3	Integer Entier	840	959	1055	1100	1121
10 m ISSF Air Rifle 10 m ISSF Carabine air	3	Integer Entier	390	449	509	540	571
		Decimal Décimale	407	470	534	564	595
50 m Sporting Rifle Prone 50 m Carabine sportive - couché	3	Integer Entier	504	533	568	585	596
50 m Sporting Rifle 3- Position 50 m Carabine sportive - 3- positions	3	Integer Entier	480	509	543	565	581

## NATIONAL CHAMPIONSHIP POLICY

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EFFECTIVE: 2020- 07-13

REVISED: 2023-05-31

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### 1. Purpose

Each Section is responsible for the operation of their respective National Championships

### 2. Scope

Clubs or organizations that host the National Championships are reimbursed up to a maximum of the following:

- 2.1 Rifle : \$ 7500
- 2.2 Pistol : \$ 7500
- 2.3 Trap : \$ 3750
- 2.4 Skeet : \$ 3750

The Shooting Federation of Canada will provide the following to each Section for the operation of their respective Championship:

- 2.5 SFC National Championship Crests
- 2.6 Equipment check stickers (where necessary)
- 2.7 Equipment check forms (where necessary)
- 2.8 Blank medals in Gold, Silver and Bronze All medals will be unlabeled. It is the responsibility of the Match Director or Section Chair to ensure that the correct labels (National Champion, 1st Master, etc.) are created for the medals if necessary, before the event.

### 3. Deadlines

#### 3.1 Pre-event

- 3.1.1 Match Directors will provide the official dates and schedule of events to the office for posting no later than February 28th the year of the event.
- 3.1.2 Match Programs must be produced and distributed in both official languages.
- 3.1.3 Registration fees must include administration fees.
- 3.1.4 Match Programs must contain an appropriate acknowledgment and recognition of both the Shooting Federation of Canada and the Government of Canada.

		<a href="http://www.sfc-ftc.ca">www.sfc-ftc.ca</a>	
Financé par le gouvernement du Canada	Funded by the Government of Canada		<a href="https://www.canada.ca/fr/services/culture/sport.html">https://www.canada.ca/fr/services/culture/sport.html</a>

3.1.5 Match Programs must contain the following phrasing pertaining to Canadian Anti-Doping Program (CADP) activities: “Anti-doping controls may be conducted at this National Championship”.

3.1.6 Match Directors will provide the office ([Operations@sfc-ftc.ca](mailto:Operations@sfc-ftc.ca)) with the following, no later than 8 weeks before the event:

Number of medals required			Equipment check	
Bronze	Silver	Gold	Forms	Stickers

**The office will courier all necessary materials to the Match Director no later than 4 weeks before the event.**

## 3.2 Post-event

3.2.1 Officials are to be paid their expenses directly by the Organizing Committee either at the Nationals or no later than 30 days after the end of the event.

3.2.2 Reimbursement of the SFC grant allocation to organizing committees is completed as follows:

- 3.2.2.1 All officials and volunteers of any capacity will submit an expense claim to their Match Director or Section Chair
- 3.2.2.2 The Match Director or Section will submit ONE expense claim to the VP Domestic & Operations (VPDO) with Officials and/or Range Rental Expense receipts equaling or more than the amount of the allocated grant
- 3.2.2.3 The VPDO will approve all necessary expenses and notify the office to proceed with payment by e-transfer for the approved expenses
- 3.2.2.4 All expenses that exceed the amount of the grant are to be assumed by the organizing committee out of its own event budget (from registration fees or other revenue).



3.2.3 Match director will provide ALL of the following documentation to the office no later than 60 days following the event:

3.2.3.1 Completed [Post Program Report](#).

3.2.3.2 Full and final (signed) results, complete for posting

3.2.3.3 Full and final competitor list

3.2.3.4 Full and final financials

3.2.3.5 Expense Claim Form

3.2.3.6 Receipts to obtain the SFC grant

3.2.4 **Beginning in 2020, SFC memberships will no longer be sold at any National Championships.** All shooters must provide proof of current membership at the time of registration; if the Match Director has not received proof of registration before the event, the shooter will be required to provide proof in another fashion (ex: current membership card, online membership profile, etc.) when registering at the National Championship.

**APPENDIX A - Post Program Report – National Championships**  
**ANNEXE A - Rapport post-programme – Championnats nationaux**

**Applicable grant – Subvention applicable:**

Officials Expenses  
 Dépenses des officiels

Range Rental Expenses  
 Frais de location du champ de tir

_____ Date of claim Date de la réclamation	_____ Section name Nom de la section	_____ Section chairperson Responsable de la section
_____ Section Treasurer Name Nom du trésorier de section Section Treasurer Address Adresse du trésorier	_____ Treasurer email address Courriel du trésorier	_____ Treasurer phone # Téléphone du trésorier
	_____ City - Ville	_____ Province
	_____ Postal code - Code postal	

**Declaration:**

*I understand and hereby declare that the information contained in this claim is correct and will be used to administer the program and ensure payment of the grant.*

*Je déclare par la présente que les informations contenues dans cette réclamation sont correctes et seront utilisées pour administrer le programme et assurer le paiement de la subvention.*

_____ Section Chairperson Signature Signature du responsable de la section	_____ Date
--	---------------





**Participation Survey**  
**Sondage sur la participation**

Please indicate the total number of registered athlete participants from each listed province or territory.

Veillez préciser le nombre total de participants par province ou territoire.

	<b>Male Homme</b>	<b>Female Femme</b>	<b>Junior Male Junior homme</b>	<b>Junior Female Junior femme</b>
BC - CB				
AB				
NWT - TNO				
YT - TY				
SK				
MB				
ON				
NU				
QC				
NS - NE				
NB				
PEI - IPE				
NF/LB - TN/LB				

Please indicate the number of juniors who attended in each age group.

Veillez préciser le nombre de juniors présents par tranche d'âge.

<b>Female - Femme</b>		<b>Male - Homme</b>	
<=16		<=16	
<=18		<=18	
<=21		<=21	

**What factors have affected or favored the course of the championship?  
Quels facteurs ont nuit ou favorisé le déroulement du championnat?**

**Other comments (if more space is required, please use additional pages)  
Autres commentaires (Vous pouvez joindre d'autres pages au besoin)**

**Thank you - Your efforts are greatly appreciated!  
Merci - Votre contribution est très appréciée!**

## COACHES AND OFFICIALS DEVELOPMENT GRANT

EFFECTIVE: 06-20-10

REVISED: 07-13-20

### 1. Purpose

Members, Clubs and Provincial/Territorial Shooting Sports organizations affiliated with the Shooting Federation of Canada may apply for funding to attend or sponsor training events for Coaches and Officials developing or already involved in the shooting sports.

### 2. Scope

To be considered for this funding, the PTSO, Club or Individual must submit a written letter of intent including an explanation of how the funds requested will be used. At the discretion of the Vice President Domestic & Operations and applicable SFC sub-committee, grants of up to \$1,000 per event or clinic will be allocated under the annual budget available for this program. Matching grants from PTSOs and other like-minded organizations are encouraged to support the pursuits of Coaches and Officials actively engaging in the shooting sports.

#### 2.1 Definitions:

- 2.1.1 **Coaches** refer to identified individuals obtaining coaching training sanctioned by the SFC and/or the ISSF.
- 2.1.2 **Coaches' Clinics:** Training opportunities, recognized by the SFC in each discipline, provided to coaches and potential coaches including ISSF sanctioned training or that offered through the Coaching Association of Canada, National Coach Certification Program (NCCP).
- 2.1.3 **Officials** refer to identified individuals obtaining officiating training sanctioned by the SFC and/or the ISSF.
- 2.1.4 **Officials' Clinics:** Training opportunities, recognized by the SFC in each discipline, provided to officials and potential officials including ISSF sanctioned training or that offered specifically for officials through the SFC.

### 3. Eligibility Criteria

All applicants must submit a written letter of intent and a detailed explanation of how the funds requested will be used

Individual Coach and Official grant applicants must be members in good standing of the SFC and must pass the course they have taken, if applicable, to be eligible for funding.

Individual Coach and Official grant applicants must be supported by letters from one or more of the following:

- 3.1 Provincial/Territorial Shooting Sport Organization
- 3.2 Current High-Performance Program Team member(s) in the discipline
- 3.3 Current SFC recognized senior Official(s) or Coach(es) in the discipline

Individual Coach and Official grant applicants must have been a resident of Canada for a minimum of two years.

PTSO and Clubs may apply this funding to a group activity or to individuals.

PTSO and Clubs must establish program objectives and methods of monitoring/evaluating their spending.

Documents submitted by PTSO must be endorsed/signed by the Provincial/Territorial Shooting Sports President and one other executive member.

Documents submitted by Clubs must be endorsed/signed by the Club President and one other executive member.

#### **4. Documents Submission Deadlines and Decision Announcements**

The following process has been formulated to allow the SFC to deal with applications in a fair, equitable, and efficient manner:

- 4.1 Individuals, Clubs and/or Provincial/Territorial Shooting Sports Organizations may apply for funding at any time between April 1 and March 1 of the year in which the project is completed. There are limited funds available through this program, and the earlier the application is made in the fiscal year the better the chance of success.
- 4.2 Applications are to be submitted to [ProgramCoord@sfc-ftc.ca](mailto:ProgramCoord@sfc-ftc.ca) by email or by letter mail to the SFC National Office c/o RA Centre, House of Sport, 2451 Riverside Drive, Ottawa, Ontario K1H 7X7.
- 4.3 Applications are to contain:
  - 4.3.1 A summary document (Please see Appendix A)
  - 4.3.2 A letter of intent including a detailed explanation of how the funds requested are to be used
  - 4.3.3 One or more letters of support as per the Eligibility Criteria above.



- 4.4 Individual Coaches and Officials, Clubs and PTSOs agree to provide the SFC with the documentation listed under Obligations below within 30 days of the conclusion of the project for the application to be considered complete.
- 4.5 Grants will be approved for an amount not more than \$1000.00 per year.
- 4.6 Grants will be made available by decision of a subcommittee of SFC board members led by the Vice President Domestic & Operations at the end of the SFC fiscal year, at which time full funding amounts will be awarded.
- 4.7 Notification of successful applications will occur no later than March 31<sup>st</sup> annually.

## 5. Obligations

Within 30 days of the completion of each project, applicants must provide:

- 5.1 An Expense Report identifying all income and expenses connected to the project. (Please see Appendix B). Original receipts are required for all expenses that are claimed from the SFC under this application process and must be provided to the SFC before any compensation. NO DUPLICATION of funding will be permitted. Applications will be cross-referenced with:
  - 5.1.1 Provincial/Territorial Shooting Sport Organizations
  - 5.1.2 Provincial/Territorial sport funding bodies
  - 5.1.3 The Dominion of Canada Rifle Association (DCRA)
- 5.2 Eligible Expenses:
  - 5.2.1 Transportation and Travel Expenses
    - 5.2.1.1 Airfares: Purchased at the lowest economy rate. Points/Rewards Program flight purchases are not eligible however applicable taxes will be covered when original receipts are submitted.
    - 5.2.1.2 Ground Travel: Eligible for reimbursement at a rate of .61 cents per kilometer when the event site is more than 100 km from the participating Coach's or Official's residence or in a location that is not 'home' for the individual. A mileage log or original receipts for alternate ground transportation (i.e. bus ticket) are required.
  - 5.2.2 Accommodation verified by original receipts
  - 5.2.3 Meals verified by original receipts
  - 5.2.4 Registration, Enrolment or Tuition Fees verified by original receipts
- 5.3 A completed Post Program Report (Appendix C)

- 5.4 Individuals must provide proof of the successful completion of courses by way of a certificate, other valid documentation or a letter from the course/clinic Director, Facilitator or equivalent.
- 5.5 A completed and signed SFC Expense Claim Form (Appendix D)

**APPENDIX A - Coaches or Officials Grant Request**

Name

---

Address

---

Discipline

---

Clinic/course applying for

---

Number of estimated attendees if hosting a course

---

Location

---

Are there any similar courses offered at other locations this year? Where?

---

Estimated expenses (specify) for attending this course

_____ \$	_____ \$	_____ \$
Travel	Meals and accommodations	Other

Background as a Coach or Official

---

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(Attach page if necessary)

Supporting letters (attached) provided by

Provincial/Territorial Shooting Sports Organization/Association?

---

Current High-Performance Program Athletes in the discipline?

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Current SFC recognized senior Officials / Coaches of the discipline?

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**APPENDIX B - Expense Report**

Name			
Event			
<b>Expenses</b>	<b>Total in CDN\$</b>	<b>Paid for by another association (identify)</b>	<b>Assumed by participant</b>
Air travel			
Ground Travel(\$.61/km) Personal car			
Taxi/Bus/Rental Car			
Meals			
Accommodation			
Registration Fees			
Other (i.e. room rental)			
Total			
*Original receipts must accompany this form (scanned original receipts are acceptable)			

**APPENDIX C - Post Program Report**

Name of event: \_\_\_\_\_

Name of attendee(s): \_\_\_\_\_

Dates of event: \_\_\_\_\_ Location: \_\_\_\_\_

Describe the event:

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---

Did it meet your expectations and why?

---

---

How will this event improve the discipline represented in Canada?

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---

Do you recommend this event for others to attend? Why or Why not?

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Other recommendations for the SFC:

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\* Please attach a letter or certificate to confirm the successful completion of training from the Course Facilitator or equivalent.

## **APPENDIX D - SFC Expense Claim Form**

Click on the following link for the SFC Expense Claim Form:

[2022 Fillable Travel Expense Claim Form 2022-04.pdf \(sfc-ftc.ca\)](#)

## EVENT OFFICIALS, SFC BOARD, SFC COACHES AND VOLUNTERS TRAVEL REIMBURSEMENT POLICY

EFFECTIVE: 03-03-19

REVISED: 07-06-21

### 1. Definitions

- 1.1 **SFC Sponsored event:** officially recognized by SFC as sponsored and funding is proved to support the event
- 1.2 **Official:** only those individuals acting in an official capacity at a match as a referee or jury member or acting as SFC Executive or Board Members
- 1.3 **Athlete:** Preapproved by SFC executive as eligible for funding
- 1.4 **Match Director:** Declared by the SFC as the main organizer and one responsible for the running of the event
- 1.5 **Coach:** Those persons with NCCP/ISSF training as identified by the VPHP
- 1.6 **Volunteer:** all others that support an event, or program that travel in a formal capacity that are not athletes attending any part of the event
- 1.7 **Board and Executive members** hold equivalent reimbursement policy to Officials

### 2. Operating Procedures

- 2.1 The following guidelines are mandatory for:
  - 2.1.1 All SFC sponsored events (High Performance trials, Major Games trials, Nationals and other events deemed “sponsored” by the SFC Executive)
  - 2.1.2 Events that coaches are sponsored to attend to support the High Performance program.
  - 2.1.3 Meetings called by SFC Executive that are in annual program plans
- 2.2 All non SFC sponsored events are welcome to use these guidelines.
- 2.3 The Vice President High Performance (VPHP), SFC Board (Board) and Match Directors (MDs) are responsible for this policy to be followed.
- 2.4 MDs should make clear to officials and volunteers recruited for an event, the reimbursement guidelines they will be using and the exact dates the officials and volunteers will be required.



- 2.5 VPHP should make clear to coaches and managers sent to support our high performance athletes what the reimbursement guidelines are.
- 2.6 All coaches, volunteers and officials must either be members of the Shooting Federation of Canada or listed officially as volunteers to ensure liability insurance coverage for the event.
- 2.7 Match Directors and Executive should budget for these costs and incorporate them into the event budget or program budget taking into consideration grants available and entry fees being charged.
- 2.8 When the SFC puts forward ISSF officials for working at World Cup and Major Games, this policy does not apply and the SFC is not expected to pay for the officials' expense to attend the games.
- 2.9 Another organization running an SFC sponsored matches must provide proof that this policy is followed to the SFC office.

### **3. Eligibility**

- 3.1 Officials can include one day for travel, the official training day and the event days in their expense claims.
- 3.2 Match Directors and Executive must provide a list of all eligible claimants and the dates they worked.
- 3.3 Coaches travel dates must be preapproved by VPHP.
- 3.4 Board members can have one more day of claim than the event or meeting they are attending.
- 3.5 MDs are considered volunteers unless they also act as a referee, range officer, official or jury member. They may only claim as officials on Official training days and event days. If the Match Director is also an official, only one claim each day is accepted.
- 3.6 The MD may claim 2 more days to cover a small portion of the time and paperwork preparing for and closing down the accounts for the event.
- 3.7 Officials and volunteers may ask for less than the guidelines allow.
- 3.8 The SFC office can book and pay for travel and accommodations however the Match

Director must be responsible to coordinate this with the office.

- 3.9 SFC does not pay for out of pocket expenses for sundry materials under this policy.
- 3.10 Should the Match Director arrange to cover expenses of the officials and volunteers and apply for reimbursement (not recommended), a clear accounting with travel and hotel receipts must be submitted to the SFC office and financial signing authorities.
- 3.11 The SFC reserves the right to contact any official or volunteer identified in the claim to confirm the receipt of the services
- 3.12 Claims must be submitted to the SFC Office no later than thirty days after the final day of the event.
- 3.13 Scanned receipts for all expenses other than meals must be attached, otherwise, no reimbursement will be made.
- 3.14 Funding from other sources for the same event must be declared.

#### **4. Financial Eligibility and reporting Requirements**

- 4.1 All reimbursements must be supported by an expense claim signed by the recipient.
- 4.2 Receipts are required for hotels, airfare, seat assignment, car rentals, gas and extra baggage fees.
- 4.3 Car rental insurance is advised. SFC would like you to use your personal insurance to cover rental cars if your policy already had this built-in. If you do not have personal coverage please obtain a quote and have insurance preapproved by the event financial officer. SFC prefers you purchase the add on with your personal provider for an event if this is cheaper than the car rental company insurance.
- 4.4 Travel to and from airports at both ends (note this does not include parking at your home airport unless this is cheaper than a taxi to and from) requires preapproval and receipts.
- 4.5 No expenses outside these guidelines will be paid unless preapproved by the Match Director and an SFC Executive with financial signing authority. Sundry purchases over \$1500 additionally need to be preapproved by the SFC Executive or Board.
- 4.6 Ground mileage is calculated using the shortest route on Google Maps and must be over 30 km each way to be reimbursed.

- 4.7 Should an official or volunteer elect to drive back and forth rather than stay in a shared hotel room, the lesser cost of these activities will be reimbursed
- 4.8 Airfare should be economy and the lowest rates available.
- 4.9 Shared accommodation at an approved hotel is expected unless odd numbers of male or female volunteers, officials and coaches. If a claimant chooses to stay alone, the difference in cost must be made up by the claimant
- 4.10 Accommodation with friends and family will be reimbursed at a lower rate.

## **5. Current Rates (Reviewed annually)**

- 5.1 Air Fare
  - 5.1.1 Economy Airfare preferably booked by the SFC office.
  - 5.1.2 Seat assignment will be reimbursed up to \$50 each way.
  - 5.1.3 If purchased on reward points – only the amount of cash outpotted by the traveler will be reimbursed (as opposed to the lowest economy flight price).
  - 5.1.4 MD, SFC office staff or SFC financial officer must approve price before purchase
- 5.2 Ground Transportation:
  - 5.2.1 Personal vehicle: .61 ¢/km
  - 5.2.2 Economy Car Rental if shared among event-goers
  - 5.2.3 Taxi
- 5.3 Accommodations:
  - 5.3.1 Shared when possible
  - 5.3.2 At preapproved location (Air BnB encouraged if cheaper)
  - 5.3.3 With friends or family rather than a hotel
- 5.4 Meals
  - 5.4.1 \$25/day Daily Allowance:
  - 5.4.2 No receipts are required for meals however amounts will be reduced \$10 if breakfast is included in the hotel and \$15 if lunch is provided.
  - 5.4.3 Coaches, Officials and Match Director - \$75/ day
  - 5.4.4 Volunteers-\$50/day
  - 5.4.5 Out of North American continent Travel for the SFC - \$100/day
- 5.5 Other Expenses – If preapproved
  - 5.5.1 Parking, luggage fees

## 6. Additional notes

- 6.1 A budget and specific items requiring pre-approval must be provided in writing/ email to the SFC office and an SFC financial officer must provide written/ email approval for these items. Ideally, this should occur 4 weeks in advance of the event.
- 6.2 While health care travel insurance is required for all volunteers, coaches, athletes and Board members when traveling out of province, the SFC is not responsible for the fees.
- 6.3 Expenses for financial officers should be approved by other SFC financial officers.
- 6.4 Special Guideline for athletes that act as Match Directors or Officials:
  - 6.4.1 If the athlete is competing for the High Performance Team no expenses will be covered.
  - 6.4.2 If the athlete is competing in the event without trying for the HP team and is also acting as an Official or Match Director, the policy shall apply to them.
  - 6.4.3 Athletes volunteering to support events other than their own during a competition are eligible for lunch allowance each day that they volunteer. This does not apply to line duties expected by some events. (ie “flanking” in shotgun events, or scoring of paper targets).
  - 6.4.4 HP Athletes preapproved for expenses for trips and events will be reimbursed at the volunteer rates (no international rates).

**FINANCE COMMITTEE – STANDING TERMS OF REFERENCE**

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**APPROVED/EFFECTIVE: 01-04-21**

**REVISED:**

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**1. Purpose**

The purpose of the finance committee is to ensure that the Board of Directors fulfills its legal, ethical, functional and fiscal responsibilities through adequate finance policy development for Board approval, participating in the development of financial, budget, and investment strategies, ensuring that there is adequate security over the organization’s funds and accounting records, monitoring of financial activities and liaison with external auditors.

**2. Composition**

The Committee shall be composed of at least three SFC members in good standing who may vote and whom shall have knowledge and experience of finance of not-for-profit boards and/or Generally Accepted Accounting principles.

The VP of Admin will also sit on the committee as ex officio and is non voting.

Members of the committee are appointed annually to sit on the committee for a two -year term.

The committee may create ad-hoc and/or subcommittees as deemed relevant through the year.

**3. Appointment of Chair**

The Chairperson shall be selected from the committee members

**4. Decision-Making Process**

Decisions shall be made by majority vote. Non-consensus recommendations should come to the board with both sides of the decision and vote results.

**5. Authority Delegated**

The committee shall make recommendations to the Board.

**6. Meetings**

The Committee meets at least once prior to each Board Meeting with dates scheduled to accommodate the availability of all committee members.

Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any Committee member particularly as needed during budget development and audit times.

The Committee Chair has the responsibility to excuse any elected member of the Committee, from any given topic, who might be perceived to have a conflict of interest. (reference policy document)

## **7. Staff Support**

The Finance Committee will receive the necessary financial resources from Quickbooks and staff resources as directed by VP Admin to support their mandate.

## **8. Communication with the Board**

Meeting reports will be provided as relevant to the VP of Admin who will provide reports to the Board of Directors.

## **9. Specific Areas of Responsibility**

- Develop and recommend appropriate policies and procedures to ensure sound financial and investment policies and practices are in place and recommend revisions as required including the committee terms of reference, to assist the governance committee of the Board of Directors in fulfilling its oversight responsibilities
- Participate in the review of the annual budget and the development of a long-term financial plan and present to the Board of Directors for discussion and approval.
- Review on a regular basis the financial results of the organization (at least quarterly)
- Provide strategic advice on the allocation of financial resources towards the goals and mission of the organization
- Annual discussion with the external auditors prior to presentation to the board of directors regarding the result of their audit.
- Review and recommend external auditing firm based on competitive process as required
- Ensure that any recommendations from auditors gets addressed and is reported back to Board.

## RESERVE FUND POLICY

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EFFECTIVE: 01-06-20

REVISED: 01-06-20

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### 1. Background

The Shooting Federation of Canada (SFC) has set aside an operating reserve, defined as approximately six months of the previous year's operating expenses, to provide continued funding of operations and to ensure financial stability.

### 2. Purpose

The purpose of this policy is to define what constitutes the Shooting Federation of Canada's Reserve Fund, the intention for maintaining such a fund, and the methods under which the Fund is managed.

### 3. Definition and Scope

For the purposes of this policy, the Reserve Fund is defined as an account containing the accumulated funds resulting from successful events and campaigns of previous fiscal years, held in reserve as a buffer against potential adverse results in the present or future years.

### 4. Reserve Requirement

The amount of funds in reserve should be at least six months (minimum) to one year (maximum) of standard operating revenue needed to cover the previous year's expenditures plus any contractual obligations. The amount of the reserve will be reviewed by the board annually to ensure that sufficient funds are in place.

Funds that are put into the operational reserve come from unrestricted monies, any designated or restricted funds that are carried from one fiscal year to another will maintain their designated/restricted status.

### 5. Policy Statement

As a federally incorporated not-for-profit organization, the SFC must spend its financial resources in support of its programs. The SFC can generate surplus but any surplus funds must be used for our mission (may not be distributed to members). As a reflection of its responsibility to protect its operations from unforeseen circumstances, the SFC maintains a Reserve Fund defined by strict criteria designed to maintain its not-for-profit status while protecting it from financial setbacks.

The SFC is committed to maintaining a Reserve Fund sufficient for the protection of the Association's

operations in the event of financial difficulties or to meet its contractual obligations in the event of closure of its operations.

When fortunate enough to operate a highly successful program or event that results in funds in excess of operational requirements, the SFC retains these surplus funds in its Reserve Fund to protect its ongoing operations.

The SFC maintains a reserve fund to provide:

- a source of funds to draw on in the event of an unexpected or extraordinary loss of revenues or unforeseen expenses.
- a source of income, where the earned interest might be directed to support start-up expenses of specific programs of strategic importance as approved by the Board
- a source of funds to draw on should the SFC determine or be required to close its operations that is sufficient to cover all commitments including contractual and employer obligations, outstanding bills, and other related expenses.

In the Reserve Fund the SFC will only maintain the total of funds that meet its definition of reserve requirements. Interest earned on the investments of the Fund are retained within the Fund as a mechanism to ensure that the Fund maintains value over time and continues to align with the Reserve Requirements, which will increment higher due to rising cost of living and other factors.

In those times when the SFC is not facing the loss of revenue or the prospect of imminent dissolution, the reserve fund should offer a meaningful contribution to strategic initiatives through the utilization of the investment income while at the same time protecting the invested capital. The monies that comprise the reserve fund are to be managed in such a way as to provide maximum long-term consistency and stability of return. In light of these requirements, the monies held in the reserve fund's account may be invested only in a portfolio of financial instruments defined as eligible in the SFC's investment policy.

The SFC will:

- Approve and review a definition of its reserve fund and its purpose on a regular basis
- Approve and review the parameters for managing its reserve fund.
- Provide the necessary oversight over the management of the reserve fund to ensure the SFC complies with its policy.
- Report annually to members on the status of the reserve fund and value of Reserve Requirement.

SFC Board approval is required for any transactions outside of the approved budget or Reserve and Reserve Fund policies that impact a Reserve Fund or Reserve. In addition, any changes to the established policy or use of an individual Reserve or Reserve Fund require board approval.



## CAPITALIZATION POLICY

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**EFFECTIVE: 01-31-22**

**REVISED:**

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### **Preamble:**

To capitalize is to record an item's purchase cost on the balance sheet as an asset. Once the cost of the item is recognized as an asset it is then depreciated over its useful life.

The SFC capitalizes all fixed assets with a cost greater than or equal to \$2,000 and a useful life of more than one year, unless otherwise stipulated by a grant. When an asset is purchased through a grant, the grant's capitalization rules apply.

Capitalized items are recorded on the balance sheet as an asset with a percentage of their value expensed during each year of their usefulness

### **Definition and Threshold:**

Capital purchases comprise furniture, fixtures, equipment, software, leasehold improvements, etc. that meet two criteria:

- 1) a useful life of more than one year, and
- 2) cost more than a certain amount.

The SFC Board of Directors has established \$ 2,000 as the threshold amount for capitalization.

### **Recordkeeping and Insurance Coverage:**

The SFC shall maintain a list of fixed assets showing the date of the acquisition, its cost, and a schedule for depreciation of the asset. The SFC shall also keep on file documentation for equipment items with a purchase price of over \$500 as an equipment inventory but record those equipment purchases as expenses during the year of purchase.

Annual depreciation expense will be included in SFC's annual operating budget.

For each purchase, the technical director shall evaluate whether the acquisition will have an impact on insurance coverage, determine if present coverage valuations are adequate, and obtain additional coverage if necessary.

### **Asset Valuation and Depreciation:**

- Fixed asset expenditures for land, building and equipment are recorded at cost.
- Donated assets and capitalized donated leases are recorded at their estimated fair market values at the date of donation.

- Depreciation expenses are calculated using the straight-line method and the following estimated useful lives:
  - Buildings and improvements 10-35 years
  - Furniture and office equipment 3-10 years
  - Sport related equipment 3-5 years
  - Vehicles 3-5 years
  - Computer equipment 3-5 years
  - Software 2-5 years
  - Website or IT improvements 3-5 years
  
- Maintenance and repairs, which materially add to the value of the property or appreciably prolong its life, are recorded as an increase to the appropriate asset account.

The SFC will conduct a regular inventory of fixed assets and maintain a central list of fixed assets which will include: date of purchase, registration numbers, warranty information, original cost, estimated life and accumulated depreciation against each asset. A regular review of assets is to be conducted to eliminate any obsolete items

## PRIVACY POLICY

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**EFFECTIVE: 21-07-26**

**REVISED:**

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The Shooting Federation of Canada (SFC) is committed to creating and maintaining the highest standards of good governance and a transparent process in policy development. This Privacy Policy complies with the provisions of Canada's *Personal Information Protection and Electronic Documents Act (PIPEDA)*, in support of our ongoing efforts to operate within generally accepted norms for handling personal information. The SFC is committed to creating and maintaining the highest standards of good governance and a transparent process in policy development.

### **SFC Social Media**

Individuals posting on SFC social media platforms agree to share any public information attached to their social media accounts with the SFC community and with the public at large. The SFC retains the right to remove inappropriate posts on its social media.

### **SFC Website**

By accessing the SFC website, certain information about the User, such as Internet protocol (IP) addresses, navigation through the Site, the software used and the time spent, along with other similar information, will be stored on the SFC server. These will not specifically identify the User. The information will be used internally only for website traffic analysis. If the User provides unique identifying information, such as name, address and other information on forms stored on the website, such information will be used by the SFC internally and will not be published for general access.

The SFC may provide certain representatives with login access to the website view collected personal information as it appears on SFC membership documents. SFC representatives will only be permitted to access this information when accessing it is necessary for them to complete their volunteer or employment responsibilities. Individuals who have submitted information be able to login to the website and review the accuracy and completeness of information and update their own profile as needed.

### Personal Information

- consent for the use of personal information by the SFC is a **voluntary agreement** for the collection, use and sharing of personal information for a stated purpose on the website, social media or on a form;
- **express consent** is unequivocal and does not require an inference on the part of the SFC;
- **implied consent** is reasonable and inferred from the action or inaction of the individual (e.g. implied consent for using the return address on a donation, for sending a receipt for income tax purposes, for the mailing of awards);

- all personal information collected, including that of customers, donors, sponsors, volunteers, and employees of the SFC is kept in the strictest confidence;
- the information will only be used by the SFC for the purposes for which it was collected, as disclosed to the individual or entity at the time of collection;
- the SFC is responsible for personal information that has been provided to a volunteer for solicitation or governance purposes;
- the SFC will use contractual or other means to provide a comparable level of protection while the information is in the possession of the volunteer;
- the term 'Legal Guardians' will mean that consent will not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore will be obtained from a parent, legal guardian or person having power of attorney;
- the SFC protects personal information with security safeguards appropriate to the sensitivity of the information;
- the security safeguards protects personal information against loss or theft, as well as unauthorized access, disclosure, copying, use, or modification;
- The SFC protects personal information regardless of the format in which it is held, depending on the sensitivity of the information that has been collected, the amount, distribution, and format of the information, and the method of storage.

### SFC Privacy Officer

The Shooting Federation of Canada publicly discloses the methods by which we handle personal information. This information is readily available through our Privacy Policy, on our website or upon request by contacting the SFC Privacy Officer - Sue Verdier at [sverdier@sfc-ftc.ca](mailto:sverdier@sfc-ftc.ca). Accountability for the SFC's compliance with this Policy rests with the designated Privacy Officer, even though other individuals within the organization may be responsible for the day-to-day collection and processing of personal information. In addition, other individuals within the organization may be delegated to act on behalf of the Privacy Officer. This does not in any way mitigate the Privacy Officer's responsibility for privacy issues. The Privacy Officer is also responsible for: responding to access requests in accordance with this Policy; establishing procedures to receive and respond to complaints and inquiries; ensuring any third party providers abide by this policy; and the training and communication to staff regarding the SFC policy. The Privacy Officer reports to the President and the ultimate responsibility for privacy issues rests with the SFC Board of Directors.

### Personal Information

Personal information may include:

- Financial information
- Birth dates

- Other identifying data not publicly available including that collected for high performance program athletes, email addresses, street addresses, medical information and emergency addresses.
- Names of legal parents/guardians and information about a junior member's address, telephone number and email address

Personal information may **not** include:

- The name, title, business address, or phone number of an employee of the SFC
- Results or classification
- Business contact information of an employee of the SFC, such as title or position

Collection of Personal Information governance:

- the collection, use and disclosure of personal information in a manner that recognizes the right of privacy of individuals with respect to their personal information and the need of organizations to collect, use or disclose personal information for purposes that a reasonable person would consider appropriate in the circumstances, including use and disclosure in the course of commercial activities;

Specific examples (not limiting) include the use of personal information:

- can be collected verbally or in writing;
- produced by the individual in the course of their employment, business or profession and the use is consistent with the purposes for which the information was produced;
- for statistical, or scholarly study or research, purposes that cannot be achieved without using the information, the information is used in a manner that will ensure its confidentiality;
- for tracking the development of shooters
- substantiation that athletes train and compete in an age appropriate environment
- entries to events
- the administration of donations, sales, grants, cheques, high performance agreements, classification, and reporting, entries and related arrangements to international and national events, official coach and athlete certification
- the provision of insurance for members
- the extraction of data, to report summary demographics to our funders
- the facilitation of emergency contact information as well as to ensure compliance with SFC residency regulations;
- facilitating membership communication related to upcoming events and programs;
- confirmation providing the assistance provided to members and/or consumers in the event that they forget their login information;
- permission of a third party billing company (Wild Apricot) to send confirmation and receipt of payment to the customer via email;
- reporting and publishing athletes' names, genders, ages, club affiliations on SFC web pages or in results, news releases and ranking reports;

- access to information for medical emergencies;
- the management of payroll, health benefits, insurance claims or insurance investigations.

### Disclosure of Information

The SFC may disclose personal information with the knowledge or consent of the individual only if the disclosure is:

- made to, in the Province of Quebec, an advocate or notary or, in any other province, a barrister or solicitor who is representing the organization;
- for the purpose of collecting a debt owed by the individual to the organization;
- the collection of an individual's email address, if the address is collected by the use of a computer program that is designed or marketed primarily for use in generating or searching for, and collecting, email addresses;
- the personal information is necessary for carrying on the business or activity that was the object of the transaction

The SFC will not disclose personal information if doing so would likely reveal personal information about a third party. When personal information that has been collected is to be used for a purpose not previously identified, the new purpose shall be identified prior to use. Unless the new purpose is required by law, the consent of the individual is required before information can be used for that purpose. Those collecting personal information on behalf of the SFC will be able to explain the purposes for which the information is being collected.

### Security Breach

Unless otherwise prohibited by law, the SFC shall notify an individual of any breach of security safeguards involving personal information, if it is reasonable in the circumstances to believe that the breach creates a real risk of significant harm to an individual. The notification shall contain sufficient information to allow the individual to understand the significance to them of the breach and to take steps, if any are possible, to reduce the risk of harm that could result from it or to mitigate that harm. It shall also contain any other prescribed information. The notification shall be given as soon as feasible after the organization determines that the breach has occurred. The SFC will also notify any other organization, a government institution, or a part of a government institution of the breach if the notifying organization believes that the other organization or the government institution or part concerned may be able to reduce the risk of harm that could result from it or mitigate that harm, or if any of the prescribed conditions are satisfied.

The factors that are relevant to determining whether a breach of security safeguards creates a real risk of significant harm to the individual include:

- the sensitivity of the personal information involved in the breach;
- the probability that the personal information has been, is being or will be misused; and
- any other prescribed factor.

If at any time an individual wishes to withdraw consent to the use of personal information for any purposes, the individual may do so by contacting the Privacy Officer for the SFC. It is always the individual's choice to provide information in certain fields and/or to withdraw consent to the use of personal information. Failure to complete certain sections may inhibit the individual's ability to fully access all areas of the web site.

## **APPENDIX A**

### **SFC FORM ADDITIONS**

#### **Standard Statement Addition for all SFC Forms**

The SFC Privacy Statement complies with the provisions of Canada's Personal Information Protection & Electronic Documents Act (PIDPED). Information collected on this form is to provide data for the planning of the event and the implementation of funding requirements by Sport Canada. By completing this form, you give consent to the collection and the specified uses of the information. The Privacy Policy is available on the SFC website.