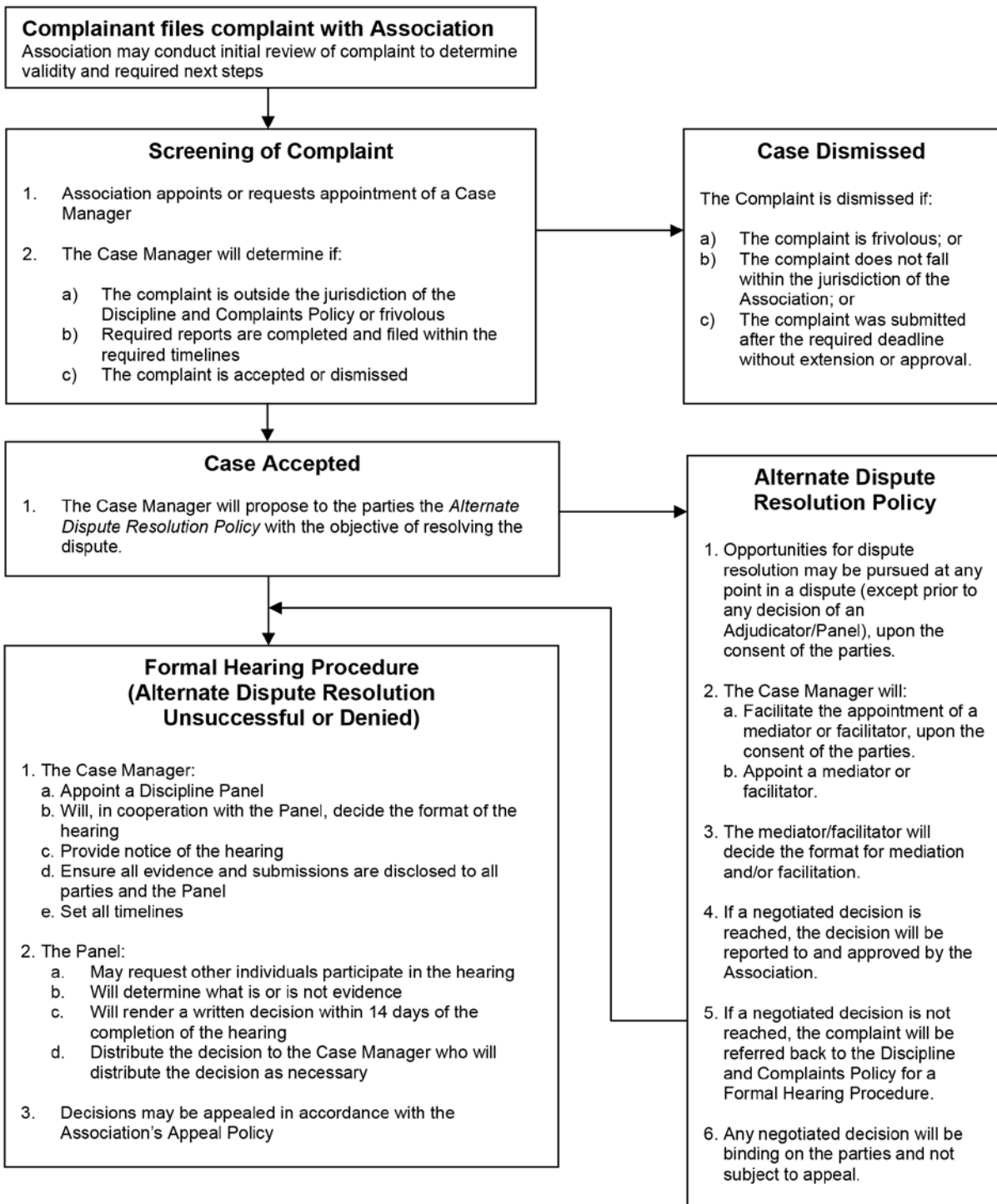


Saskatchewan WTF Taekwondo Association Inc

Discipline and Complaints Policy



Discipline and Complaints Policy Flowchart



Saskatchewan WTF Taekwondo Association Inc

Discipline and Complaints Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Association*” – Saskatchewan WTF Taekwondo Association Inc.
 - b) “*Case Manager*” – An individual appointed by the Association, who need not be a member or affiliated with the Association, to administer this Discipline and Complaints Policy. The Case Manager will comply with the position description described in Appendix “A”.
 - c) “*Complainant*” – The Party alleging an infraction
 - d) “*Days*” – Days including weekend and holidays
 - e) “*Individuals*” – All categories of membership defined in the Association’s Bylaws, including clubs, teams, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - f) “*In writing*”- A letter, fax or email sent directly to the Association.
 - g) “*Respondent*” – The alleged infracting Party

Purpose

2. Individuals and participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with Association’s policies, bylaws, rules and regulations, and *Codes of Conduct*. Non-compliance may result in sanctions pursuant to this Policy.

Application of this Policy

3. This Policy applies to all Individuals relating to matters that may arise during the course of Association’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Association activities, and any meetings.
4. This Policies also applies to Individuals’ conduct outside of the Association’s business, activities, and events when such conduct adversely affects relationships within the Association (its work and/or sport environment) or is detrimental to the image and reputation of the Association. The jurisdiction of this Policy will be determined by the Association at its sole discretion.
5. This Policy does not prevent discipline from being applied, during a competition or event. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity or event only.
6. An employee of the Association found to have to be a Respondent will be subject to appropriate disciplinary action subject to the terms of the Association’s *Human Resources Policy*, as well as the employee’s Employment Agreement, as applicable. Violations may result in a warning, reprimand, restrictions, suspension or other disciplinary actions up to and including termination of employment.

Reporting a Complaint

7. Any Individual may report any complaint to the Association. A complaint must be In Writing and must be filed within 21 days of the alleged incident. Complaints should be submitted to:

Executive Director: Audrey Ashcroft
Email: taekwondosk@sasktel.net
Mail: 106 Franklin Ave, Yorkton, SK S3N
2G4

Secretary: Kathie Spenst
Email: kspenst@hotmail.com
Mail: Box 338, Turtleford Sask S0M 2Y0

8. A Complainant wishing to file a complaint outside of the 21 days must provide a written statement giving reasons for an exemption to this limitation. The decision to accept or deny the complaint outside of the 21 days will be considered by the Association and/or the Case Manager (if assigned). This decision may not be appealed.
9. At the Association's discretion, the Association may act as the complainant and initiate the complaint process under the terms of this Policy. In such cases, the Association will identify an individual to represent the Association.
10. Resignation or lapsing of membership after a complaint is filed does not preclude disciplinary proceedings being pursued under this policy.
11. Upon receiving a complaint, the Association will review the complaint to determine validity and required next steps.

Case Manager

12. Upon the receipt and review of a complaint, the Association may appoint or request the appointment of an independent Case Manager to manage and administer complaints submitted in accordance with this Policy and such appointment is not appealable. Case Manager services will be accessible through Sask Sport from an external firm or pool of individuals with knowledge and expertise in dispute resolution.
13. The Case Manager has a responsibility to:
 - a) Determine whether the complaint is within the jurisdiction of this Policy or frivolous
 - b) Propose the use of the Association's Alternate Dispute Resolution Policy
 - c) Appoint the Discipline Panel, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding.

Procedures

14. If the Case Manager determines the complaint is:
 - a) Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately.
 - b) Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the Parties the complaint is accepted and the applicable next steps.
15. The Case Manager's decision to accept or dismiss the complaint may not be appealed.
16. The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.
17. After notifying the Parties that the complaint has been accepted, the Case Manager will first, propose the Association's Alternate *Dispute Resolution Policy* with the objective of resolving the dispute. If the dispute is not resolved or the parties refuse the Alternate Dispute Resolution Policy, the Case Manager will appoint a Discipline Panel, which shall consist of a single Adjudicator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.

18. The Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing, which may involve direct communications with the Parties, an oral in-person hearing, an oral hearing by telephone or other telecommunications, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Discipline Panel deem appropriate in the circumstances, provided that:
 - a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing, an oral hearing by telephone or other telecommunications
 - b) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties, through the Case Manager, in advance of the hearing and/or decision rendered
 - c) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - d) The Discipline Panel may request that any other individual participate and give evidence at the hearing
 - e) The Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - f) The decision will be by a majority vote of the Discipline Panel
19. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate disciplinary sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.
20. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
21. If a decision affects a 3rd party to the extent that the 3rd party would have recourse to a complaint or an appeal in their own right, that 3rd party will become a party and apart of the complaint procedure to the complaint in question and will be bound by the decision.
22. In fulfilling its duties, the Panel may obtain independent advice.

Decision

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

Sanctions

24. The Panel may apply the following disciplinary sanctions, singularly or in combination:
 - a) Verbal or written reprimand
 - b) Verbal or written apology
 - c) Service or other contribution to the Association
 - d) Removal of certain privileges
 - e) Suspension from certain teams, events, and/or activities
 - f) Suspension from all Association activities for a designated period of time
 - g) Withholding of prize money or awards
 - h) Payment of the cost of repairs for property damage
 - i) Suspension of funding from the Association or from other sources
 - j) Expulsion from the Association
 - k) Any other sanction considered appropriate for the offense

25. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in automatic suspension until such time as compliance occurs.
26. Infractions that result in discipline will be recorded and records will be maintained by the Association.

Suspension Pending a Hearing

27. The Association may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of the criminal process, a hearing or a decision of the Panel.

Criminal Convictions

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

Confidentiality

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

Timelines

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

Records and Distribution of Decisions

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

Appeals Procedure

32. The decision of the Panel may be appealed in accordance with the Association's *Appeal Policy*.

Appendix A

CASE MANAGER POSITION DESCRIPTION

Purpose

1. In some of its policies, the Association requires the appointment of a Case Manager. This Position Description outlines the role, identity, responsibilities and tasks of the Case Manager.

Policies

2. The following Policies require the appointment of a Case Manager:
 - a) Discipline and Complaints
 - b) Appeal
 - c) Alternate Dispute Resolution Policy

Identity

3. The Case Manager, whether or not appointed by the Association at its sole discretion, should be experienced with the management of disputes in an unbiased manner. The individual should not be connected in any way to the issue being disputed (and/or the outcome of the dispute) but does not necessarily need to be an independent third-party not connected with the Association – though the guaranteed independence and neutrality of a third-party is preferred. The individual does not need to be a Member of the Association.
4. The Case Manager's identity does not need to be approved by any of the parties involved in the dispute, excluding the Association.

Discretion - Complaints

5. When a complaint is filed, the Case Manager is required to:
 - a) Determine whether the complaint is frivolous and within the jurisdiction of the Discipline and Complaints Policy
 - b) Propose the use of the Association's Alternate Dispute Resolution Policy
 - c) Appoint the Panel, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Discretion - Appeals

6. When an appeal is filed, the Case Manager is required to:
 - a) Propose the use of the Association's Alternate Dispute Resolution Policy
 - b) Determine if the appeal falls under the scope of the Appeal Policy
 - c) Determine if the appeal was submitted in a timely manner
 - d) Decide whether there are sufficient grounds for the appeal
 - e) Appoint the Panel, if necessary
 - f) Coordinate all administrative aspects and set timelines
 - g) Provide administrative assistance and logistical support to the Panel as required
 - h) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

7. When determining if there are sufficient grounds for appeal, the Case Manager is not acting as the Panel and determining the merits of the appeal, but instead determining whether the Appellant has properly shown that an error, as described in the Appeal Policy, has been properly argued. The Case Manager will need to carefully consult the Association's policies and procedures, and analyze the process that contributed to the decision, to determine whether there are appropriate grounds.

Discretion – Alternate Dispute Resolution

8. When the parties agree to the jurisdiction of the Alternate Dispute Resolution Policy, the Case Manager may be required to:
 - a) Appoint the mediator or facilitator
 - b) Coordinate all administrative aspects and set timelines
 - c) Provide administrative assistance and logistical support to the mediator or facilitator as required

Hearing Format - Discretion

9. If necessary, the Case Manager is required to exercise their discretion to determine the format of the hearing. Hearings typically take the following forms, but are not limited to:
 - a) In person
 - b) Conference call
 - c) Written submissions
 - d) Conference call plus written submissions
10. In determining the format of the hearing the Case Manager should consider:
 - a) The distance between the parties
 - b) The animosity between the parties
 - c) The time commitment and location of the Panel
 - d) The timelines for a decision
 - e) The language barriers between the parties
 - f) The gravity of the complaint/appeal

Panel Appointment

11. The Case Manager is required to appoint a Panel of one person, or three in extraordinary circumstances, to decide the issue. The individual(s) should have the following characteristics:
 - a) Experience in dispute resolution
 - b) Experience with sport disputes
 - c) No connection to either party
 - d) Preferably no connection with the Parties
 - e) Decisive
12. The Case Manager should remind the Panel to adhere to the powers given to the Panel by the applicable policy. For example, if the policy does not permit the Panel to suspend the respondent indefinitely, then the Panel cannot sanction the respondent in this manner.

Communication

13. Especially when the hearing is to be held by written submissions, the Case Manager is required to communicate swiftly, clearly, and decisively with each party. The parties must adhere to the deadlines set by the Case Manager or by the applicable policy and the process must move forward even if a party misses a deadline.
14. When coordinating an oral hearing, the Case Manager should first consider the schedule of the Panel, then the schedule of the complainant, and then the schedule of the respondent in an attempt to find a suitable time for everyone.

Suggested Procedure

15. The Case Manager may implement the following procedure to facilitate the Discipline and Complaints Policy or the Appeal Policy:
 - a) Receive the written complaint or appeal
 - b) Communicate with the Complainant/Appellant that you have been appointed the Case Manager and that their complaint/appeal will be disclosed to the Respondent and Panel. Also determine if there is additional evidence or written submissions to follow, if so, provide a deadline for receipt. (After this step, the Complainant/Appellant may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel)
 - c) Determine whether the complaint is within the jurisdiction of the applicable Policy.
 - d) Notify the Respondent that you are the Case Manager and are in receipt of a complaint/appeal. Communicate to the Respondent that any submissions will be provided to the Complainant/Appellant and Panel. Provide the Respondent with a reasonable timeframe to submit their response document and any applicable evidence. (After this step, the Respondent may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel).
 - e) The Case Manager may wish to provide the Complainant/Appellant to submit a rebuttal, but the rebuttal must be limited to issues raised by the Respondent and is not an opportunity to provide new evidence. The Panel may exclude such new evidence.
 - f) Appoint the Panel
 - g) Conduct a hearing either via written documentation, teleconference, in – person, or a combination of these techniques.
 - h) Ensure the Panel renders a written decision within a prescribed timeline.

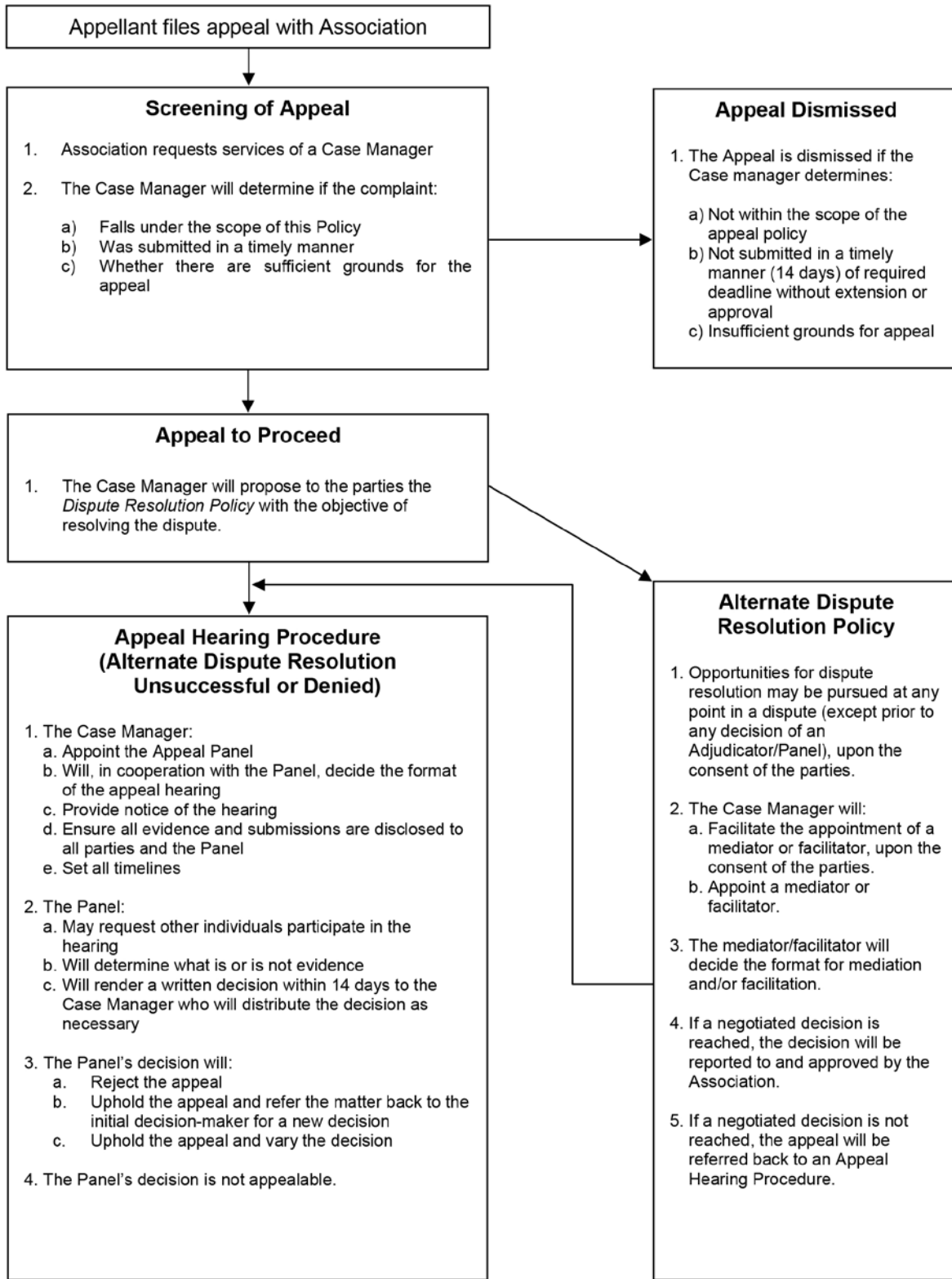
Saskatchewan WTF Taekwondo Association Inc.

Appeal Policy



January 2016

Appeal Policy Flowchart



Saskatchewan WTF Taekwondo Association Inc

Appeal Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Appellant*” – The Party appealing a decision
 - b) “*Appeals Panel*” – A single person, or in extraordinary circumstances and at the discretion of the Case Manager, three persons, who will hear and decide the appeal.
 - c) “*Association*” – Saskatchewan WTF Taekwondo Association Inc.
 - d) “*Case Manager*” – An individual appointed by the Association, who need not be a member or affiliated with the Association, to administer this Appeal Policy. The Case Manager will comply with the position description described in Appendix “A”.
 - e) “*Days*” – Days including weekend and holidays
 - f) “*In writing*” – A letter, fax or email sent directly to the Association.
 - g) “*Individuals*” – All categories of membership defined in the Association’s Bylaws, including clubs, teams as well as, all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - h) “*Respondent*” – The body whose decision is being appealed

Purpose

2. The Association provides Individuals with this *Appeal Policy* to appeal certain decisions made by the Association.

Scope and Application of this Policy

3. Any Individual who is directly affected by an Association decision will have the right to appeal that decision; provided the appeal falls within the jurisdiction of this Policy and there are sufficient grounds for the appeal under the ‘Grounds for Appeal’ section of this Policy.
4. This Policy **will not apply** to decisions relating to:
 - a) Employment
 - b) Infractions for doping offenses
 - c) The rules of the sport
 - d) Budgeting and budget implementation
 - e) Operational structure and committee appointments
 - f) Volunteer appointments and the withdrawal or termination of those appointments
 - g) Decisions rendered by entities other than Association (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Association at its sole discretion)
 - h) Commercial matters
 - i) Decisions made under this Policy

Timing and Conditions of Appeal

5. 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 Association, the following:
 - a) Notice of the intention to appeal
 - b) Contact information and status of the Appellant
 - c) Name of the Respondent and any affected parties, when known to the Appellant
 - d) Date the Appellant was advised of the decision being appealed
 - e) A copy of the decision being appealed, or description of decision if written document is not available
 - f) Grounds for the appeal
 - g) Detailed reasons for the appeal
 - h) All evidence that supports the appeal
 - i) Requested remedy or remedies
 - j) An appeal fee of five hundred dollars (\$500) which will be refunded if the appeal is successful, or forfeited if the appeal is denied. Payment will be in the form of a money order or certified cheque Payable to "Saskatchewan WTF Taekwondo Inc" and mailed to the Executive Director.
6. 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 Case Manager and may not be appealed.
7. Appeals should be submitted to:

Executive Director: Audrey Ashcroft
Email: taekwondosk@sasktel.net
Mail: 106 Franklin Ave, Yorkton, SK. S3N 2G4

Case Manager

8. Upon the receipt of an appeal, the Association will appoint an independent Case Manager to manage and administer appeals submitted in accordance with this Policy and such appointment is not appealable. Case Manager services will be accessible through Sask Sport from an external firm or pool of individuals with knowledge and expertise in dispute resolution.

Grounds for Appeal

9. An appeal may only be heard if there are sufficient grounds for appeal, as determined by the Case Manager. Sufficient grounds only include the Respondent:
 - a) Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents)
 - b) Failed to follow its own procedures (as set out in the Respondent's governing documents)
 - c) Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
 - d) Made a decision that was grossly unreasonable
10. 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.

Alternate Dispute Resolution

11. Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), the Appeals Committee may suggest, and the Parties may consent, the appeal to be heard under the Association's *Alternate Dispute Resolution Policy*.

12. Appeals resolved by mediation under the Association's *Alternate Dispute Resolution Policy* will cause the administration fee to be refunded to the Appellant.

Screening of Appeal

13. Should the appeal not be resolved by using the *Alternate Dispute Resolution Policy*, the Case Manager will have the following responsibilities:
 - a) Determine if the appeal falls under the scope of this Policy
 - b) Determine if the appeal was submitted in a timely manner
 - c) Decide whether there are sufficient grounds for the appeal
14. If the appeal is denied on the basis of insufficient ground, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant and the Association will be notified, in writing, by the Appeal Committee of the reasons for this decision. This decision may not be appealed.
15. If the Appeal Committee is satisfied there are sufficient grounds for an appeal, the Case Manager will appoint an Appeals Panel (the "Panel") which shall consist of a single Adjudicator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.
16. The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.

Procedure for Appeal Hearing

17. The Case Manager, in cooperation with the Panel, shall then decide the format under which the appeal will be heard. This decision may not be appealed.
18. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone/telecommunications or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Panel deem appropriate in the circumstances, provided that:
 - a) The hearing will be held within a timeline determined by the Case Manager or the Panel
 - b) The Parties will be given reasonable notice of the day, time and place of the hearing, in the case of an oral in-person hearing, an oral hearing by telephone or other telecommunications
 - c) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - e) The Panel may request that any other individual participate and give evidence at the hearing
 - f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - g) If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome
 - h) The decision to uphold or reject the appeal will be by a majority vote of the Panel

19. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
20. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

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

Confidentiality

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

Final and Binding

24. The decision of the Panel will be binding on the Parties and on all the Association's Individuals.
25. No action or legal proceeding will be commenced against the Association or Individuals in respect of a dispute, unless the Association has refused or failed to provide or abide by the appeal process as set out in this Policy.

Appendix A

CASE MANAGER POSITION DESCRIPTION

Purpose

1. In some of its policies, the Association requires the appointment of a Case Manager. This Position Description outlines the role, identity, responsibilities and tasks of the Case Manager.

Policies

1. The following Policies require the appointment of a Case Manager:
 - a) Discipline and Complaints
 - b) Appeal
 - c) Alternate Dispute Resolution Policy

Identity

2. The Case Manager, whether or not appointed by the Association at their sole discretion, should be experienced with the management of disputes in an unbiased manner. The individual should not be connected in any way to the issue being disputed (and/or the outcome of the dispute) but does not necessarily need to be an independent third-party not connected with the Association – though the guaranteed independence and neutrality of a third-party is preferred. The individual does not need to be a Member of the Association.
3. The Case Manager's identity does not need to be approved by any of the parties involved in the dispute, excluding the Association.

Discretion - Complaints

4. When a complaint is filed, the Case Manager is required to:
 - a) Determine whether the complaint is frivolous and within the jurisdiction of the Discipline and Complaints Policy
 - b) Propose the use of the Association's Alternate Dispute Resolution Policy
 - c) Appoint the Panel, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Discretion - Appeals

5. When an appeal is filed, the Case Manager is required to:
 - a) Propose the use of the Association's Alternate Dispute Resolution Policy
 - b) Determine if the appeal falls under the scope of the Appeal Policy
 - c) Determine if the appeal was submitted in a timely manner
 - d) Decide whether there are sufficient grounds for the appeal
 - g) Appoint the Panel, if necessary
 - h) Coordinate all administrative aspects and set timelines
 - i) Provide administrative assistance and logistical support to the Panel as required
 - j) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

6. When determining if there are sufficient grounds for appeal, the Case Manager is not acting as the Panel and determining the merits of the appeal, but instead determining whether the Appellant has properly shown that an error, as described in the Appeal Policy, has been properly argued. The Case Manager will need to carefully consult the Association's policies and procedures, and analyze the process that contributed to the decision, to determine whether there are appropriate grounds.

Discretion – Alternate Dispute Resolution

7. When the parties agree to the jurisdiction of the Alternate Dispute Resolution Policy, the Case Manager may be required to:
 - a) Appoint the mediator or facilitator
 - b) Coordinate all administrative aspects and set timelines
 - c) Provide administrative assistance and logistical support to the mediator or facilitator as required

Hearing Format - Discretion

8. If necessary, the Case Manager is required to exercise their discretion to determine the format of the hearing. Hearings typically take the following forms:
 - a) In person
 - b) Conference call
 - c) Written submissions
 - d) Conference call + written submissions
9. In determining the format of the hearing the Case Manager should consider:
 - a) The distance between the parties
 - b) The animosity between the parties
 - c) The time commitment and location of the Panel
 - d) The timelines for a decision
 - e) The language barriers between the parties
 - f) The gravity of the complaint/appeal

Panel Appointment

10. The Case Manager is required to appoint a Panel of one person, or three in extraordinary circumstances, to decide the issue. The individual(s) should have the following characteristics:
 - a) Experience in dispute resolution
 - b) Experience with sport disputes
 - c) No connection to either party
 - d) Preferably no connection with the Parties
 - e) Decisive
11. The Case Manager should remind the Panel to adhere to the powers given to the Panel by the applicable policy. For example, if the policy does not permit the Panel to suspend the respondent indefinitely, then the Panel cannot sanction the respondent in this manner.

Communication

12. Especially when the hearing is to be held by written submissions, the Case Manager is required to communicate swiftly, clearly, and decisively with each party. The parties must adhere to the deadlines set by the Case Manager or by the applicable policy and the process must move forward even if a party misses a deadline.

13. When coordinating an oral hearing, the Case Manager should first consider the schedule of the Panel, then the schedule of the complainant, and then the schedule of the respondent in an attempt to find a suitable time for everyone.

Suggested Procedure

14. The Case Manager may implement the following procedure to facilitate the Discipline and Complaints Policy or the Appeal Policy:
 - a) Receive the written complaint or appeal
 - b) Communicate with the Complainant/Appellant that you have been appointed the Case Manager and that their complaint/appeal will be disclosed to the Respondent and Panel. Also determine if there is additional evidence or written submissions to follow, if so, provide a deadline for receipt. (After this step, the Complainant/Appellant may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel)
 - c) Determine whether the complaint is within the jurisdiction of the applicable Policy.
 - d) Notify the Respondent that you are the Case Manager and are in receipt of a complaint/appeal. Communicate to the Respondent that any submissions will be provided to the Complainant/Appellant and Panel. Provide the Respondent with a reasonable timeframe to submit their response document and any applicable evidence. (After this step, the Respondent may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel).
 - e) The Case Manager may wish to provide the Complainant/Appellant to submit a rebuttal, but the rebuttal must be limited to issues raised by the Respondent and is not an opportunity to provide new evidence. The Panel may exclude such new evidence.
 - f) Appoint the Panel
 - g) Conduct a hearing either via written documentation, teleconference, in – person, or a combination of these techniques.
 - h) Ensure the Panel renders a written decision within a prescribed timeline.

Saskatchewan WTF Taekwondo Association Inc

Alternate Dispute Resolution Policy



January 2016

Saskatchewan WTF Taekwondo Association Inc

Alternate Dispute Resolution Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Association*” – Saskatchewan WTF Taekwondo Association Inc.
 - b) “*In writing*”- A letter, fax or email sent directly to the Association.

Purpose

2. The Association 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.
3. The Association encourages all individuals and parties to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The Association believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques.

Application of this Policy

4. This Policy applies to all disputes within the Association when all parties to the dispute agree that such a course of action would be mutually beneficial.

Facilitation and Mediation

5. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator shall be appointed by the Association and/or the Case Manager to mediate or facilitate the dispute.
6. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated.
7. The final decision will be communicated by the mediator or facilitator to the parties and the Association.
8. Should a negotiated decision be reached, the decision shall be reported to, and approved by the Association.
9. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of Association’s *Discipline and Complaints Policy* or *Appeal Policy*.
10. The costs of mediation and facilitation will be shared equally by the parties or paid by the Association upon the Association’s sole discretion.

Final and Binding

11. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.
12. No action or legal proceeding will be commenced against Association or its Individuals in respect of a dispute, unless the Association has refused or failed to provide or abide by its governing documents.

Saskatchewan WTF Taekwondo Association Inc

Code of Conduct



January 2016

Saskatchewan WTF Taekwondo Association Inc

Code of Conduct

Definitions

1. The following terms have these meanings in this Code:
 - a) “*Association*” – Saskatchewan WTF Taekwondo Association Inc.
 - b) “*Individuals*” – All categories of membership defined in the Association’s Bylaws, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - c) “*Harassment*” – Behaviour that constitutes harassment is defined in Section 7(b)
 - d) “*Workplace Harassment or Workplace Violence*” – Behaviour that constitutes workplace harassment and workplace violence is defined in Section 7(c)
 - e) “*Sexual harassment*” – Behaviour that constitutes sexual harassment and workplace violence is defined in Section 7(d)

Purpose

2. The purpose of this Code is to ensure a safe and positive environment by making Individuals aware that there is an expectation of appropriate behaviour consistent with this Code. The Association supports equal opportunity, prohibits discriminatory practices, and is committed to providing an environment in which all individuals are treated with respect and fairness.

Application of this Code

3. This Code applies to Individuals’ conduct during the Association’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with the Association’s activities, the Association’s office environment, and any meetings.
4. This Code also applies to Individuals’ conduct outside of the Association’s business, activities, and events when such conduct adversely affects relationships within the Association and/or its Members (and its work and sport environment) and is detrimental to the image and reputation of the Association. Such jurisdiction will be determined by the Association at its sole discretion.
5. An Individual who violates this Code may be subject to sanctions pursuant to the Association’s *Discipline and Complaints Policy*.
6. An employee of the Association found to have breached this Code will be subject to appropriate disciplinary action subject to the terms of the Association’s Human Resources Policy, as well as the employee’s Employment Agreement, as applicable. Violations could result in a warning, reprimand, access restrictions, suspension and other disciplinary actions up to and including termination of employment/contract.

Responsibilities

7. Individuals have a responsibility to:
 - a) Maintain and enhance the dignity and self-esteem of the Association members and other individuals by:
 - i. Demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex, and sexual orientation
 - ii. Focusing comments or criticism appropriately and avoiding public criticism of Individual or the Association
 - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct
 - iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory

- v. Consistently treating individuals fairly and reasonably
 - vi. Ensuring adherence to the rules of the sport and the spirit of those rules
- b) Refrain from any behaviour that constitutes **harassment**. Types of behaviour that constitute harassment include, but are not limited to:
- a. Written or verbal abuse, threats, or outbursts
 - b. The display of visual material which is offensive or which one ought to know is offensive
 - c. Unwelcome remarks, jokes, comments, innuendo, or taunts
 - d. Leering or other suggestive or obscene gestures
 - e. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions
 - f. Practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance
 - g. Any form of hazing
 - h. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing
 - i. Unwelcome sexual flirtations, advances, requests, or invitations
 - j. Physical or sexual assault
 - k. Behaviours such as those described above that are not directed towards a specific individual or group but have the same effect of creating a negative or hostile environment
 - l. Retaliation or threats of retaliation against an individual who reports harassment
- c) Refrain from any behaviour that constitutes **Workplace Harassment or Workplace Violence**, where workplace harassment is defined as conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome; and where workplace violence is defined as the exercise 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. Workplace matters should not be confused with legitimate, reasonable management actions that are part of the normal work 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 or workplace violence include, but are not limited to:

Workplace Harassment

- i. Bullying
- ii. Repeated offensive or intimidating phone calls or emails
- iii. Inappropriate touching, advances, suggestions or requests
- iv. Displaying or circulating offensive pictures, photographs or materials
- v. Psychological abuse
- vi. Discrimination
- vii. Intimidating words or conduct (offensive jokes or innuendos)
- viii. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning

Workplace Violence

- ix. Verbal threats to attack a worker
 - x. Sending to or leaving threatening notes or emails
 - xi. Making threatening physical gestures
 - xii. Wielding a weapon
 - xiii. Hitting, pinching or unwanted touching which is not accidental
 - xiv. Blocking normal movement or physical interference, with or without the use of equipment
 - xv. Sexual violence
 - xvi. Any attempt to engage in the type of conduct outlined above
- d) Refrain from any behaviour that constitutes **Sexual Harassment**, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favours, or conduct of a sexual nature. Types of behaviour that constitute sexual harassment include, but are not limited to:
- i. Sexist jokes
 - ii. Display of sexually offensive material
 - iii. Sexually degrading words used to describe a person
 - iv. Inquiries or comments about a person's sex life
 - v. Unwelcome sexual flirtations, advances, or propositions
 - vi. Persistent unwanted contact
- e) Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. More specifically, the Association adopts and adheres to the Canadian Anti-Doping Program. The Association will respect any penalty enacted pursuant to a breach of the Canadian Anti-Doping Program, whether imposed by the Association or any other sport Association
- f) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES)
- g) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
- h) Refrain from consuming alcohol, tobacco products, or recreational drugs while participating in Association programs, activities, competitions, or events. In the case of adults, avoid consuming alcohol in situations where minors are present and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations associated with the Association's events
- i) Respect the property of others and not wilfully cause damage
- j) Adhere to all federal, provincial, municipal and host country laws
- k) Comply, at all times, with the Association's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time
- l) When driving a vehicle with an Individual:
- i. Not have his or her license suspended
 - ii. Not be under the influence of alcohol, illegal drugs or substances
 - iii. Have valid car insurance

- m) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition.

Board/Committee Members

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

Coaches

- 9. In addition to section 7 (above), coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:
 - a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes
 - b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes
 - c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments
 - d) Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate
 - e) Support the coaching staff of a training camp, provincial team, or national team; should an athlete qualify for participation with one of these programs
 - f) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete
 - g) Act in the best interest of the athlete's development as a whole person
 - h) Comply with the Association's *Screening Policy, if applicable*.
 - i) Report to the Association any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance

- j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol and/or tobacco
- k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes
- l) Dress professionally, neatly, and inoffensively
- m) Use inoffensive language, taking into account the audience being addressed
- n) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
- o) Not engage in a sexual relationship with an athlete under 18 years old, or an intimate or sexual relationship with an athlete over the age of 18 if the coach is in a position of power, trust, or authority over the athlete
- p) Refrain from using their power or authority to coerce another person to engage in or tolerate sexual or harmful activities.
- q) Refrain from conduct that causes physical or emotional harm to Individuals
- r) Prevent the use of power or authority in an attempt, successful or not, to coerce another person to engage in or tolerate sexual activity.

Athletes

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

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

Officials

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

- a) Maintain and update their knowledge of the rules and rules changes
- b) Work within the boundaries of their position's description while supporting the work of other officials
- c) Act as an ambassador of the Association by agreeing to enforce and abide by national and provincial rules and regulations
- d) Take ownership of actions and decisions made while officiating
- e) Respect the rights, dignity, and worth of all individuals
- f) Not publicly criticize other officials or any club or the Association
- g) Act openly, impartially, professionally, lawfully, and in good faith
- h) Be fair, equitable, considerate, independent, honest, and impartial in all dealings

- i) Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals, and specific information or data about Individuals
- j) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform the assignor or the Association at the earliest possible time
- k) When writing reports, set out the true facts
- l) Dress in proper attire for officiating

Parents/Guardians and Spectators

12. In addition to paragraph 7 above, Parents/Guardians and Spectators at events will:

- a) Encourage athletes to play by the rules and to resolve conflicts without resorting to hostility or violence
- b) Condemn the use of violence in any form
- c) Never ridicule a participant for making a mistake during a performance or practice
- d) Provide positive comments that motivate and encourage participants continued effort
- e) Respect the decisions and judgments of officials, and encourage athletes to do the same. Feedback on competition performances is provided by officials only to the coaching staff, so parents are encouraged to discuss any questions with your athletes coach
- f) Recognize that officials, executives and staff act in good faith, and in the best interests of the athletes and sport as a whole.
- g) Respect the decisions and judgments of officials, and encourage athletes to do the same
- h) Never question an officials' or staffs' judgment or honesty
- i) Support all efforts to remove verbal and physical abuse, coercion, intimidation and sarcasm
- j) Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers
- k) Refrain from the use of bad language, nor harass competitors, coaches, officials, parents/guardians or other spectators

Saskatchewan WTF Taekwondo Association Inc

Conflict of Interest Policy



January 2016

Saskatchewan WTF Taekwondo Association Inc

Conflict of Interest Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) *“Association”* – Saskatchewan WTF Taekwondo Association Inc.
 - b) *“Conflict of Interest”* – Any situation in which an Individual’s decision-making, which should always be in the best interests of the Association, is influenced or could be influenced by personal, family, financial, business, or other private interests.
 - c) *“Individuals”* – All categories of membership defined in the Association’s Bylaws, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - d) *“In writing”*- A letter, fax or email sent directly to the Association.
 - e) *“Pecuniary Interest”* - An interest that an individual may have in a matter because of the reasonable likelihood or expectation of financial gain or loss for that individual, or another person with whom that individual is associated.
 - f) *“Non-Pecuniary Interest”* - An interest that an individual may have in a matter which may involve family relationships, friendships, volunteer positions or other interests that do not involve the potential for financial gain or loss.

Background

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

Purpose

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

Obligations

5. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between an Individual’s personal interest and the interests of the Association, shall always be resolved in favour of the Association.
6. Individuals will not:
 - a) Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with the Association, unless such business, transaction, or other interest is properly disclosed to the Association and approved by the Association.
 - b) Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or who might seek preferential treatment.
 - c) In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest, financial or otherwise.

- d) Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with the Association, if such information is confidential or not generally available to the public.
- e) Engage in any outside work, activity, or business or professional undertaking that conflicts or appears to conflict with their official duties as a representative of the Association, or in which they have an advantage or appear to have an advantage on the basis of their association with the Association.
- f) Without the permission of the Association, use the Association's property, equipment, supplies, or services for activities not associated with the performance of their official duties with the Association.
- g) Place themselves in positions where they could, by virtue of being an Association Individual, influence decisions or contracts from which they could derive any direct or indirect benefit.
- h) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by virtue of being an Association Individual.

Disclosure of Conflict of Interest

- 7. On an annual basis, all the Association's Directors, Officers, Employees, and Committee Members will complete a **Declaration Form** disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by the Association.
- 8. Individuals shall disclose real or perceived conflicts of interest to the Association's Board immediately upon becoming aware that a conflict of interest may exist.
- 9. Individuals shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, officer or director.

Minimizing Conflicts of Interest in Decision-Making

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

Conflict of Interest Complaints

- 12. Any person who believes that an Individual may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to the Association's Board who will as quickly as possible decide appropriate measures to eliminate the conflict.

13. The Association's Board decision as to whether or not a conflict of interest exists will be governed by the following procedures:
 - a) Copies of any written documents to be considered by the Board will be provided to the Individual who may be in a conflict of interest situation
 - b) The Individual who may be in a conflict of interest situation will be provided an opportunity to address the Association's Board orally or if granted such right by the Association's Board, in writing
 - c) The decision will be by a majority vote of the Association's Board
14. If the Individual acknowledges the conflict of interest, the Individual may waive the right to be heard, in which case the Association's Board will determine the appropriate sanction.

Decision

15. After hearing and/or reviewing the matter, the Association's Board will determine whether a conflict of interest exists and, if so, the sanctions to be imposed.

Sanctions

16. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest:
 - a) Removal or temporary suspension of certain responsibilities or decision-making authority.
 - b) Removal or temporary suspension from a designated position.
 - c) Removal or temporary suspension from certain teams, events and/or activities.
 - d) Expulsion from the Association.
 - e) Other actions as may be considered appropriate for the real or perceived conflict of interest.
17. Any person who believes that an Individual has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to the Association to be addressed under the Association's *Discipline and Complaints Policy*.
18. Failure to comply with an action as determined by the Board will result in automatic suspension from the Association until compliance occurs.
19. The Board may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a meeting and a decision of the Board.

Enforcement

20. Failure to adhere to this Policy may permit discipline in accordance with the Association's *Discipline and Complaints Policy*.



Saskatchewan WTF Taekwondo Association Inc

DISPUTE RESOLUTION POLICIES & PROCEDURES

Complaints and Appeals Supplement



January 2016

DISPUTE RESOLUTION POLICIES & PROCEDURES

COMPLAINTS AND APPEALS SUPPLEMENT

Sask Sport Inc., in conjunction with the Sport Law & Strategy Group, have developed a comprehensive set of guiding policy templates and supporting resources to assist member organizations with managing complaints and disputes when they may arise. As one of these resources, this *Complaints and Appeals Supplement* is intended to provide relevant information to Sask Sport members that may or will be entering into a formal dispute process. Information in this supplement is intended to compliment the processes recommended through the “Discipline and Complaints Policy” and “Appeals Policy” templates and associated flowcharts provided.

Within this supplement, organizations will find information about managing disputes and other useful techniques for conducting internal hearings. In a perfect world, all disputes could be dealt with internally using the policies of the organization and the skills and resources of the organization’s volunteers and staff. However, there are many dispute situations that are best approached using outside resources. This may mean contracting out the administration of the hearing to an independent group, bringing in an independent person to chair a hearing panel, consulting with an outside person who can analyze and clarify a dispute, or using the services of an independent, skilled investigator. The moderate cost involved in tapping into the expertise of independent outsiders will prove to be, in almost all cases, an excellent investment.

Disclaimer – The information in this supplement is intended as general legal information only and should not form the basis of legal advice or opinion of any kind. Readers seeking legal advice should consult with a lawyer.

What Governs the PSGB or District (Active and Affiliate Member Organizations of Sask Sport)

The PSGB or District is a Non-Profit *Membership Organization* – it is an autonomous, self-governing, private organization that has the power to write rules, make decisions and take actions that affect its members, registrants, participants and constituents. The *Non-Profit Corporations Act* of Saskatchewan applies to incorporated entities and a body of law called *administrative law* prescribes the rules by which Non-Profit Membership Organizations must operate in Canadian society and allows for remedies when these rules are not followed and someone is harmed as a result.

To understand a PSGB’s and District’s legal duties and obligations one must understand two important principles that apply to Non Profit *Membership Organization* – the first is the notion of *contract* and the second is the notion of *natural justice*, now almost synonymous in Canada with *procedural fairness*.

Contract

As a Non Profit *Membership Organization*, the PSGB or District is self-governing and derives its authority from its constitution, bylaws, policies, procedures and rules. Taken together, these are the “governing documents” of the organization and form a contract between the organization and its members. This contract provides the organization with the legal authority to establish the rights, privileges and obligations of membership. As in any contract, the parties to the contract are expected to adhere to its terms and provisions and failure to do so may result in a breach of the contract.

Procedural fairness

The second fundamental legal principle is that Non Profit *Membership Organizations* are subject to the rules of procedural fairness. In other words, the PSGB or District must be fair in how it exercises its powers and makes decisions. Being fair in organizational decision-making means meeting, at a minimum, these four requirements:

1. The PSGB or District must have clearly documented Dispute and Complaints procedures (ie. processes and policies) that are accessible and readily available for the organization's members to review;
2. Authority to make the decision must be properly vested in the decision-maker (ie. Discipline Panel or Appeals Panel) by the PSGB or District organization;
3. The decision-maker (ie. Panel) has a duty to give persons affected by the decision a reasonable opportunity to know the case against them and present their case (commonly referred to as *right to a hearing*); and
4. The decision-maker (ie. Panel) has a duty to listen fairly to both sides and to reach a decision untainted by bias (commonly referred to as *rule against bias*).

Right to a hearing

Before the PSGB or District can make a decision that adversely affects an individual, that individual has a right to know the case against them and to be given a reasonable opportunity to respond on their own behalf. There are two obvious purposes for this rule. Firstly, the person affected by the decision has an opportunity to defend their interests or to assert a claim. Secondly, the act of allowing the individual to provide information will allow the decision-maker to make a better-informed decision because he or she will have heard both sides of the dispute.

Managing the hearing

Preparing for and administering a hearing can be extremely time-consuming as well as emotionally draining. In nearly all cases heard within the PSGB/District, the Panel Member(s) will be volunteers and will not have the resources or time to take care of administrative details of the hearing themselves. As such, the PSGB or District should appoint or secure the services of a Case Manager** to ensure that communication with the parties is consistent and timely, that hearing rooms are booked, conference calls are organized, documents are circulated and the instructions of the Panel are carried out quickly and accurately.

It is imperative that the Case Manager be very careful to act in an absolutely neutral and transparent fashion. Communication with the Panel should be limited to administrative issues relating to the hearing and any and all communication should be copied to, or include the other parties. The person administering the hearing, usually the Case Manager, may well be perceived as being biased and must walk a very fine line to convey the perception that he or she is neutral and detached.

**Case Managers may be sourced from third-party organizations that specialize in Dispute Management, or individuals with experience and knowledge of Dispute Resolution procedures and may come from within the organization.

Alternative Dispute Resolution

More frequently, techniques of alternative dispute resolution are being used in the sport setting when disputes and complaints arise. These are some common dispute resolution techniques:

Facilitation – a process where an outside person works with and advises both parties and brokers a mutually agreeable solution between them; and

Mediation – a slightly more formal process than facilitation where an outside person brings the parties in a dispute together to understand and resolve their differences and find a mutually agreeable solution;

At any time in the dispute management process, either of these options for ‘Alternate Dispute Resolution’ might present themselves as being appropriate. The appointed Case Manager should offer this alternate process to the parties involved AND if all parties agree, the Case Manager can step steps to engage a Facilitator or Mediator to lead the process.

Format of the hearing

Most of us think that the term *hearing* refers to a face-to-face gathering of the parties before a Panel. In fact, the term hearing simply refers to a mechanism by which an individual may be heard: that is, may respond to the matter at hand.

A hearing in the legal sense can occur in many different ways. These include interactions in person, on the telephone, by video conference, or through the exchange of written documents or interactions through a combination of these methods. The appropriate format for any hearing will depend on the nature and seriousness of the case in conjunction with the PSGB Discipline and Complaints Policy.

The Panel

As noted in the PSGB Discipline and Complaints Policy, there are two manners to decide an issue, via single Panel or in rare cases a Panel of three individuals with an appointed chairperson.

The Role of Chairperson

A Panel of a hearing will only be effective if the Panel, in the case of a single decision-maker, or the Chairperson, in the case of a three-person Panel, is effective. A good Panel has the respect of the parties and can control procedures with a firm but fair hand. Ideally, the Panel knows legal procedures and will be adept at handling complex or aggressive arguments. In terms of personal attributes, the Panel should be perceived as being credible, unbiased, independent and fair.

Independence of the Panel

The independence of the Panel refers to the extent to which each decision-maker is free to make his or her own decision – free from the influence of other decision-makers, from outside third parties or from the influence of those who may have appointed them to the Panel. Panel members should be sufficiently independent of those who appoint them that they are free to make decisions without interference or repercussions.

Bias of the Panel

Bias refers to a decision-maker’s state of mind and reflects a lack of neutrality. Actual bias is extremely difficult to prove - however, one may have a “reasonable apprehension” that a decision-maker is biased and this may be sufficient to disqualify the decision-maker. A reasonable apprehension of bias exists where “a reasonable person, knowing the facts concerning the decision-maker, would suspect that the decision-maker may be influenced, albeit unintentionally, by improper considerations to favor one side in the matter he or she is to decide”.

Sometimes bias is alleged because the Panel member is too informed or knows too much. An informed decision-maker is always a good addition, provided the decision-maker has an open mind and is open to persuasion through the hearing process, which may not always involve an in-person hearing, but rather teleconference call or document review.

Relationships and elements that may result in bias or a reasonable apprehension of bias can be grouped into six broad categories:

Personal relational bias

This includes personal relationships that might suggest favoritism such as friendship, kinship or a coach-athlete relationship. It also includes personal relationships that might invoke animosity or prejudice such as personality conflicts, a history of strained relations or involvement in a previous dispute.

Non-personal relational bias

This category of bias relates to a commercial or business relationship between a decision-maker and a party that might result in bias either in favor of or against a party. This might include an employee-employer relationship, competitors, or even one party's membership in a particular organization or interest group.

Informational bias

This category involves situations in which the allegation of bias is made because a decision-maker learns details about a person or a relevant issue as a result of some prior involvement, perhaps through a previous dispute or hearing. This typically arises where a decision-maker has participated in an earlier hearing that involved the same person or same issues.

Attitudinal bias

This category of bias relates to whether a view or a position taken by a decision-maker in the past, although not specifically directed to the matter under consideration, suggests a predisposition on the part of the decision-maker towards one side or the other. This is a tricky issue. Having an open mind does not mean having a blank or void mind! Decision-making bodies may, and often do, take positions and make general statements about issues, but they cannot be so entrenched in a position so as to have a "closed mind".

Institutional bias

This category of bias refers to the manner in which the organizational structure of an organization creates or builds in a bias or apprehension of bias. A classic case of such bias arises where a Board of Directors is authorized to make a certain decision and any appeal of such a decision is to be heard by the Executive Committee. In most sport organizations, the Executive is a sub-group of the Board and thus is in the position of hearing an appeal from its own decision.

Operational bias

This category of bias arises from the manner in which a hearing is conducted. More specifically, operational bias may be alleged where the procedure adopted by the decision-maker has created a situation of unfairness for one of the parties. Operational bias may also be alleged where the decision-maker becomes so involved that he or she appears to be an advocate for one side or another. Similarly, operational bias may be alleged where a decision-maker is overly adversarial during the conduct of the hearing.

Disqualifying a Panel member for bias is more complicated than simply asserting that bias exists. The test for bias is an objective test and the party alleging bias must meet this test. While a previous or existing association, friendship, business relationship or family relationship might be perceived as biasing a decision-maker, it is important to note that it is not the relationship itself that creates the bias, or the apprehension of bias, but rather the extent to which the relationship influences or is perceived to influence the decision-maker.

What to do when bias is alleged

If one of the parties makes an allegation of bias, it is the Panel itself that makes a ruling on the allegation, based on the objective test described above. If the Panel finds no bias, the hearing may continue. If the Panel determines bias, then that person should withdraw.

In the event that a Panel member removes themselves because of bias, the Case Manager will appoint a new Panel member to hear the matter. In the case of a three person Panel, the parties can consent to continue the process with two decision-makers or request that the Case Manager appoint a third member of the Panel.

Allegations of bias should be addressed right at the beginning of a hearing. It is common practice for the Panel to pose the question of bias as a preliminary matter by ensuring that the parties have no objections about the constitution of the Panel. The only time a Panel should consider an allegation of bias later on in the hearing is if new information has come to light during the course of the hearing that might suggest a perception of bias.

Sometimes a party will allege bias after the hearing is over, particularly when the Panel decides against them. The Panel should not consider such claims: if there is a legitimate issue of bias, then it can be addressed through the next level of review and decision-making or through appeal or judicial review. Likewise, if a party alleges bias and the Panel rules that bias does not exist yet the party maintains its position that there is bias, the hearing should proceed and the party should challenge the Panel's ruling through the appropriate channel – typically an appeal or judicial review.

Guidelines for avoiding bias

Here are some useful guidelines for Panel members wishing to avoid bias:

Panel members should not prejudge a case. In other words, they should not have made up their minds so strongly in advance that they cannot be swayed or influenced to decide another way as a result of information that comes forward at a hearing. This does not mean Panel members should not hold opinions going into a hearing. However, all Panel members are expected to listen to and consider all the evidence presented at the hearing and to base their decision upon that evidence – and only that evidence.

Panel members should never meet with or communicate with one party in the absence of the other party, nor should a Panel ever hold private interviews with witnesses. This will always raise a reasonable apprehension of bias and is absolute grounds for a successful appeal of the Panel's decision.

Once a hearing has concluded but the decision has not yet been rendered, Panel members should not have any contact with the parties, particular when one of the parties is trying to provide the Panel members with more information. Considering such information will automatically make the Panel members biased. If there is a clear need to bring more evidence before the Panel, the hearing should be reconvened and the party seeking to introduce new evidence should make this request of the Panel, in the presence of the other party.

A Panel should never ask one of the parties to write its decision. This frequently happens when the hearing is an internal administrative hearing and the organization is a respondent. The Panel members, who are typically volunteers, may ask the staff of the organization to write their decision. This raises a reasonable apprehension of bias and should be avoided. In all cases, the Panel write its own decision, and in the case of a three person Panel, to delegate to one of its members, the task of preparing a draft decision for review and ultimate acceptance by all Panel Members.

Panel members must conduct themselves calmly and professionally in a hearing. Sometimes a decision-maker may make a blatant statement that suggests bias or prejudgment. Panel members must avoid flippant, derogatory or demeaning remarks about the parties or witnesses. They must not appear to be hostile, antagonistic, sexist or discriminatory.

Finally, while it might seem obvious, Panel members should not socialize with either party during the course of a hearing. The other party might reasonably assume that information relevant to the matter in dispute will be discussed while socializing.

Identifying the issues

Know where you are going

A Panel member cannot do its job if it doesn't know the purpose of the hearing. A critical task for every Panel before it starts a hearing is to agree on what needs to be decided and to confirm that the Panel has the jurisdiction and authority to make such decisions.

The Panel must have a clear sense of direction and purpose when approaching a hearing. In fact, all the parties should share the same sense of purpose and direction. This can only be achieved if everyone knows and agrees upon what the issue or issues are. The importance of this task should never be underestimated and if issues aren't clear at the outset, the hearing process simply will not work.

Clearly identifying the issues that are to be put before a Panel will help the Panel determine what information is relevant to the hearing and what information is not. The Panel must not consider irrelevant information. In practice, distinguishing between relevant and irrelevant information can be difficult. The Panel must walk a very fine line between focusing on information that is relevant to the issues to be decided and allowing the individual who is the subject of the hearing to make a full and complete case and, just as significantly, to *feel* that they have had every opportunity to make their case.

Identifying the issues that are in dispute in advance of the hearing will help to focus the agenda for the hearing. As well, in the process of identifying issues, certain procedural issues may emerge that need to be dealt with as preliminary matters before the hearing can even begin.

Some benefits of clearly articulated issues

The exercise of clarifying issues will help the Panel decide the best format for the hearing. For example, if the issues are purely factual or technical, a documentary hearing may be appropriate. If there is a dispute about factual events and credibility becomes a factor, then an in-person hearing may be the best.

In the course of identifying and confirming issues, it may become apparent that other dispute management techniques could work. For example, negotiation or mediation may present themselves as appropriate alternatives and the dispute may never have to go to a hearing.

Defining issues will help the Panel and the parties identify relevant witnesses and documents to be placed before the Panel. Often, by making the issues clear the Panel will be able to limit the number of witnesses or documents to those pertinent to these issues, thus keeping the hearing simpler, shorter and less costly.

Lastly, knowing the issues will help the Panel determine appropriate timelines for carrying out the hearing and rendering a decision.

Starting the hearing

When an oral hearing is ready to start there are a few items the Panel should first cover:

- Introduce the general nature of the hearing;
- Introduce the Panel or the members of the Panel and confirm that the parties have no objection on the basis of bias or conflict of interest;
- Outline and confirm the issues in dispute and to be decided by the Panel;
- Outline and confirm the facts on which the parties are in agreement;
- Identify the applicable policies of the organization that govern the issue or issues before the Panel and ensure that the parties have these policy documents before them;
- Confirm the remedies that the parties are seeking – in other words, clarifying what it is that each party is asking the Panel to decide; and

- Outline and confirm the order of presentation and the process to be used (see further information below).

Controlling the hearing

Keep the Hearing Moving

The Panel must keep control of the hearing at all times. A good hearing is one that moves along smoothly while still allowing the parties to present their evidence fully. This requires technical skills from Panel members as well as sensitivity to the disputants' needs.

Where a Panel does not control a hearing and the parties are permitted to bring forward information that is not relevant or is repetitive, the hearing can become irritating, divisive and ultimately expensive and the Panel can lose credibility in the eyes of the parties and others.

At the same time however, the parties must feel at the end of the day that they have had a full and fair hearing before the decision-making body. This requires a careful balancing act and is one reason that the organization may consider using the services of a skilled, experienced and independent individual to serve as the Panel or Chairperson in the case of a three person Panel.

In almost all hearings a Panel will be asked to make procedural decisions. Many of these cannot be anticipated in advance and some of these decisions will be critical to the outcome of the decision. The Panel cannot avoid this responsibility. Furthermore, the Panel must conduct a hearing and make decisions that respect the principles of procedural fairness, given the facts and circumstances of the case.

Conduct during the hearing

Every Panel has the inherent power to control its own procedures and, in fact, has an obligation to the parties to do just that. Every Panel must also maintain its credibility in the eyes of the parties, the organization and the public. If a party becomes highly emotional the Panel must act with both compassion and firmness. If a party or a witness is behaving disrespectfully or improperly during a hearing, the Panel should take firm action, including disciplining the party through verbal warnings, curtailing the party's activities, restricting or stopping the party's testimony, or in extreme cases, stopping a hearing.

Be prepared

Where possible the organization should appoint a Panel or Panel members who are knowledgeable and who have had some experience in conducting hearings or being part of a hearing process. Panel members should prepare themselves fully by making themselves familiar with governing policies, procedures or rules that have been established for the hearing, all the documents presented to it by the parties, as well as any prior decisions that may be helpful. These should be read *before* the hearing starts. Panel members should also familiarize themselves with basic hearing procedures.

Order of Presentation in a Hearing

Typically, the party having the burden of proof goes first. Thus, in a discipline hearing the complainant has the onus of proving that there was a breach of the code of conduct (or whatever policy document applies) and should present its case first. In an appeal, the individual bringing the appeal has the burden of proving that the original decision was made in error, so that individual should present his or her case first.

The party responding to the party that has the burden of proof should go second and any affected parties or intervener parties should make presentations after that.

Typically, each party presents its evidence through the introduction of documents, other records such as video tape, audio tape or oral testimony from themselves or from other witnesses. This is called the “evidence” stage. The other parties may be given an opportunity to ask questions or seek clarification on evidence. In a formal hearing, this would be called “cross-examination”. Cross-examination can occur in a number of ways: for example, by means of questions through the Panel or questions directly of the witness. The purpose of cross-examination is to “test” the evidence – that is, check it for consistency and completeness.

Once all the parties have presented their evidence and have been questioned on their evidence, then each party must be given an opportunity to tie all the evidence together in the most persuasive way possible. This is called the “argument” stage.

Finally, the party having the onus of proof has an opportunity to come back and respond to anything raised by the other side or the other parties in either their evidence or their argument. This is called the “rebuttal” stage. No new evidence should be allowed at this stage.

When all of these stages have occurred, the hearing can then be adjourned for the Panel to make its decision.

Witnesses

Sometimes a party will line up a whole list of witnesses to support their position. The Panel has the implicit authority to determine which witnesses should be allowed in the hearing, keeping in mind that the greater the number of witnesses, the longer, more drawn out and more expensive the hearing will be. On the other hand, the parties must have the opportunity to make a full response and if this requires three witnesses and not just one, then the three should be allowed.

Admitting witnesses to a hearing

The admission of witnesses should be based on the extent to which they can provide information that is relevant to the issue in dispute. As well, witnesses should not duplicate each other. Often a witness is used simply to support the evidence of another witness and brings very little, if any, new information to the hearing. Such witnesses should not be allowed.

As well, witnesses should be credible and should not come to the proceeding with a conflict of interest or an “axe to grind”. As well, the Panel should be consistent in how it deals with the parties and their requests for witnesses. If one party is allowed by the Panel to bring five witnesses who will speak to good character, then the other party should not be restricted to a single witness.

The use of “will say” statements is one way to filter and screen witnesses. A will say statement is a written summary of what a witness is expected to say during the course of the hearing. Such statements are provided to all parties in advance so that they can anticipate the evidence and are not surprised at the last minute. A well-run hearing is one that contains no surprises and the use of will say statement is one technique to prevent surprises.

Disclosure and confidentiality

One of the basic rules of fairness is that the affected party must know the case against them. This means full and meaningful disclosure. Without full knowledge of the matters at issue a person cannot properly exercise their right to be heard. There are very few situations where full and complete disclosure will not be warranted.

A general rule of thumb that may guide a Panel dealing with the issue of disclosure is that any information that a party wants the Panel to consider should be disclosed to the other parties. If the party supplying the information doesn’t want the other party to know of it, then the Panel should refuse to receive it, unless the safety of a minor is in question and then particular thought will have to be implemented to ensure procedural fairness and ensuring the safety of a minor.

Wherever possible, the general rule of full disclosure should be followed. Where the release of information will cause serious harm, it may be possible to limit disclosure, but to do so only to the extent necessary to avoid the harm. For example, it may be possible to disclose a précis or summary of the information for certain purposes.

EVIDENCE

What is evidence?

Information and evidence are similar, but not the same. Evidence is a certain type of information – it is information that is used to prove a fact, disprove a fact or support or contradict an argument. Evidence is usually verbal testimony, written documentation or material objects that are offered to prove the existence, or non-existence of a fact.

Evidence can also be described as information that has been judged or filtered. The purpose of this process of judging or filtering is to:

- Determine if the information should be accepted or rejected in the decision-making process. In other words, not all information reaches the standard required of evidence.
- If the information is accepted, placing a value or weight on it. In other words, some evidence is more solid and relevant than other evidence.

Panels are not bound by strict rules of evidence, the way civil or criminal courts are bound by them. Panels may make their own rules and, typically, they will relax the rules relating to evidence. For example, “hearsay” evidence is not admissible in a criminal court but may be admissible before an Panels, provided it is given less weight than other more direct and more reliable sources of evidence.

While it is not necessary to understand fully the evidentiary rules that exist in civil and criminal law, it is important to understand that not all information is evidence and that not all evidence is good. The decision-maker must sift through many sources of information to determine what information comprises relevant and material evidence, to determine what weight to apply to this evidence and, from there, to make a decision based upon evidence and policy.

MAKING THE DECISION

Authority of the Panel

The Panel may only decide matters for which it has jurisdiction. In other words, the Panel can only decide those things that it is expressly authorized to decide. Usually, this authority is set out in the policy documents governing the hearing and the Panel. If this authority is not clearly stated, the Panel should determine *in advance* what its authority is, prepare terms of reference that describe that authority and ensure that all the parties understand what the Panel can and cannot do.

No Panel has the authority to change the organization’s policies, regulations or rules. These changes must be made through proper policy-making channels. However, it is not uncommon or improper for a Panel to make decisions and order changes when policies are ignored, not followed, improperly interpreted or wrongly applied.

Consensus vs. majority decision

Unless the policy governing the hearing stipulates otherwise, where the Panel is made up of more than two members, the majority rules – the decision need not be unanimous. But be forewarned: a majority decision, as opposed to a unanimous decision, is never desirable. It indicates a split in the opinions and views of the Panel members and often leads to the parties losing confidence in the Panel and ultimately, losing confidence in the decision. Experience has shown that majority decisions often give rise to appeals.

A unanimous decision is always the best and this is what the Panel should strive for.

What is a decision based on?

The Panel must be very clear about what it is being asked to decide. It must know “what test the applicant must meet”. For example:

- In a *discipline* matter, the Panel will be asked to determine whether the individual has breached a code of conduct or some similar standard of behaviour.
- In a *selection* matter, the Panel will be asked to determine if the athlete or coach has met the selection criteria.
- In an *appeal* of any type, the Panel will be asked to determine if the original decision-maker made a procedural error.

The Panel must make its decision on the basis of applicable governing documents, policies, rules and regulations as well as other evidence provided by the parties through the course of the hearing. In making its decision, the Panel must consider this information and this information only – it may not consider extraneous information supplied to it by outside parties, supplied to the Panel previously, or supplied to the Panel once the hearing has concluded. Nor should it consider views and opinions expressed in the media.

WRITING THE DECISION

The law does not require a Panel to give reasons for decisions and failure to give reasons will not necessarily result in a breach of natural justice or procedural fairness. However, for reasons of fairness, risk management and good governance, written reasons are *always recommended*. Without written reasons, a party adversely affected by a decision may not be satisfied that the Panel properly considered policy and evidence. When written reasons are provided the parties can have confidence in the Panel's decision-making and often all the parties will be satisfied that the Panel considered the case carefully and that they received a full and fair hearing.

Qualities of a good decision

A good written decision is one that:

- Clearly and correctly interprets the governing policy or rule;
- Sets out the correct legal test to be satisfied;
- Describes the facts of the case, based upon relevant evidence;
- Justifies its decision based on both policy and facts;
- Is clearly written so that the decision-makers' reasoning process is transparent; and
- Gives reasons that are understandable to a fair-minded, reasonable and disinterested observer.

Format of the decision

Written decisions should follow this format:

- *Issue to be decided* – This opening section should clearly state the issue that the Panel has been asked to decide. The essence of the complaint or matter being heard is set out here, along with what it is the applicant needs to prove to succeed.
- *Background* -- This section should set out background information on the matter, including the parties' names, the dates and locations of the incident in question and other factual information relating to the matter being heard.

- *Statement of the facts* -- This section summarizes the facts as the Panel has determined them, based upon the evidence and the weight that the Panel has assigned to the evidence. In this section, the Panel should identify contradictory evidence and should set out how the Panel resolved these conflicts. The parties reading the decision should appreciate fully what evidence was considered by the Panel and that relevant evidence was not considered.
- *Authorities considered* -- This section would identify the relevant sections of the policy documents that the Panel considered in making its decision. Authorities might also include relevant precedent decisions.
- *The decision* -- This section gives the decision of the Panel. For example, in the case of a disciplinary matter it should set out their determination on whether misconduct occurred and, if there was misconduct, the sanction to be taken against the individual. The decision should be worded very carefully so that both the purpose and the details of the sanction are clear. If there are timelines these should be set out clearly; if costs are to be assessed it should say what they are or how they will be determined; if publication of the sanction is to occur it should specify when and where and what the notice will say; if the sanction is not complied with, it should specify what will the repercussions be. The decision should be clear, complete and explicit.
- *Reasons for the decision* -- This section provides detailed reasons to support the Panel's decision. These reasons should be based upon policy and fact and should refer to any mitigating or aggravating circumstances. Reasons should be written in such a way that an outsider would be able to follow the analytical and reasoning process used by the Panel to arrive at its decision.

The written decision should be able to stand alone, without other documents or supporting materials. This may mean repeating within the body of the decision the relevant excerpts of governing policies, precedent decisions or documentary evidence. A written decision that is all-inclusive and can stand alone is easier to distribute to the parties to the hearing and to outside parties. As well, such a practice helps to address confidentiality issues as full documents are not disclosed, only their relevant portions.

In the case of a three person Panel, and not a single person Panel, all of the Panel members should sign the decision as an indication they concur with the decision. If time is of the essence, the Chairperson can sign the decision on behalf of the other Panel Members if they provide their consent. If a Panel member does not concur with the decision, this should be stated, along with that Panel member's reasons for dissenting.

The written decision should be sent to all parties simultaneously.

COMMUNICATIONS

After the Panel reaches a decision, the written decision is communicated to the parties, a remedy may be enacted and sanctions, where ordered, are imposed and the dispute ends. But does it? Who else gets to know what happened? Is the result public? Does the decision stay between the two parties or does the entire membership learn the results?

The publication of a sanction can be considered a sanction in and of itself. Any publication reveals the identity of parties and publicly announces the results of the hearing. Such publication could have serious ramifications on the parties – professionally, socially and emotionally.

Whether or not the individuals involved are minors should also be considered. There may also be scenarios where the facts of the case should be kept confidential but the sanctions or remedies may be distributed. In other cases, the outcome of the case can be public but the full decision – with reasons - may need to be private.

Who Decides?

Some organizations include a form of confidentiality clause within their dispute resolution policies that reference how a decision should be communicated. The clause might state that the decision should be limited to the two parties, or it might say that the decision is a matter of public record. In other policies, the disclosure of the decision is left to the Panel for that particular case – which would indicate in the decision whether it was confidential or whether it was a matter public record.

Panels weigh various items to determine when a decision should be public. They will consider legal issues, whether the individual is a minor, the type of infraction, whether other individuals were implicated, and the result of the decision.

In essence, the decision should be disclosed at a minimum to ensure the enforceability of the decision and the applicable sanctions. Such disclosure may include other Clubs or the NSO. For example, if a participant is restricted from participation as a result of a ruling, applicable Clubs will need to be informed to ensure the enforceability of the sanction, until such time as the sanction has been completed. The disclosure should likely only include the sanction and not the particulars that lead to the decision.

Publication

Decisions from hearings typically take the form of a written document with a specific format. The background of the case is explained, followed by the positions of both parties, the decision, and finally any sanctions or remedies. The written submissions from both parties are not included and neither are any witness statements or other materials. Both parties receive the decision document but the witnesses and third parties do not.

Even when the decision is publicly disclosed, the decision, with reasons, may not be distributed unless necessary or determined by the Panel. Instead, organizations may select from a variety of means to make a decision ‘a matter of public record’ or how best to inform members of the result.

CONFIDENTIALITY

While it is standard practice in court proceedings that those proceedings are confidential to the parties, a confidentiality clause is highly recommended which requires the parties to keep all matters related to the proceedings confidential. Such a provision will create a more precise and fair process.

Disclosing information related to a proceeding cannot provide any sort of benefit to those involved. If an organization, case manager or party to a proceeding is requested information related to the matter, the party should acknowledge the matter is being managed in accordance with PSGB Policy and it would be inappropriate to speak to the matter prior to a decision being rendered. Upon the conclusion of a matter, any further information request can be answered by indicating the decision speaks for itself or providing options for appeal.

SUMMARY

In summary, effective dispute management involves two elements:

- *Prior planning* – ensuring that governing policies are sound;
- *Proper execution* – interpreting and implementing governing and policies properly.

Appendix 1:

SAMPLE DISCIPLINE HEARING SCRIPT

Today is the (#) day of (month), 20__ and we are here to decide the case between (Complainant/Appellant) and Respondent with regard to the alleged violation(s) of _____ Policy.

My name is _____ (Name) and I am the Chair of this Discipline/Appeal Panel charged with the responsibility of maintaining order and presiding over these proceedings.

To my left is _____ from _____ and to my right is _____ from _____ . We, the Panel, have been charged with deciding this case.

Would the parties please introduce themselves, starting with the Complainant/Appellant? (Record names of all persons in attendance and their relationship to the parties (e.g. lawyer for complainant/respondent, complainant's/respondent's witness, etc.).

If you have an objection to the composition of the Panel, please indicate so at this time with reasons. If no objections, please confirm orally your confirmation and acceptance of the Panel's composition.

_____ is the Case Manager and outside of today's proceedings, all communications, whether by letter, telephone or in-person, are to flow through him/her.

Before we begin, I would like to remind all parties that the information in this hearing is confidential and closed to the public. Please remain seated and address all comments to myself, the Chair of this Panel. All Parties are expected to act in a civil manner at all times.

I want to talk with you about this hearing process and your participation.

Each party may present evidence. The Complainant will present their evidence first. That party will present all of their witnesses and other evidence and then the other party may do the same. Each witness can be questioned by both parties: first the party who called the witness (direct examination), then the other party (cross examination). Each party then gets a second opportunity to ask follow-up questions (re-direct and re-cross examination).

Stick to the issues. Present the essential points, and support them with your exhibits or the testimony of your witness(es). Avoid confusing the issue with irrelevant information. Focus on the key issues of the case.

The weight of evidence is not determined by the amount of testimony. Therefore, the number of witnesses to testify about the same facts may be limited. Call witnesses with the most reliable, first-hand knowledge of the situation.

After all the evidence has been presented; each side may make a closing statement. You may summarize or comment on the evidence that has been presented. You may also argue how the case should be decided.

Would all witnesses please leave the room at this time? You will be called in individually to present your information regarding this case.

Note to Chair: The administrative announcements have been completed and you will now begin opening statements and the presentation of the evidence.

At this time, I will read the notice of complaint and the alleged behavior. (Read the notice of charges and alleged behavior).

The parties will now proceed with their opening statements, beginning with the Claimant and then the Respondent.

The Complainant will now proceed with the presentation of their information and evidence.

Are there any questions from the Respondent?

Are there any questions from the Panel? (Remember the Panel members can ask questions at any time).

I ask the Respondent to please present their information and evidence.

Are there any questions from the Complainant?

Are there any questions from the Panel?

Each party may make a closing argument. The parties are directed to limit their closing argument to a summation of what he or she believes has been proven. The parties may now begin their closing argument, beginning with the Claimant.

I ask the Complainant to make a closing statement.

I ask the Respondent to make a closing statement.

Do the parties have any further evidence or testimony to present?

The decision will be forwarded to the parties, and/or counsel in accordance with the OSA Discipline/Appeals Policy.

I would like to thank each of you for your time and remind you that all information in this hearing is confidential. This hearing is adjourned.

Appendix 2:

SAMPLE WRITTEN DECISION

IN THE MATTER OF A COMPLAINT BETWEEN

Name (Complainant)

- and -

Name (Respondent)

DECISION

APPEARANCES

Name (Complainant) appeared on behalf of the Complainant and Name (Respondent) and appeared on behalf of the Respondent.

The Panel was composed of [insert names]. The Parties had no objections to the composition of the Panel.

This complaint was carried out pursuant to provisions of the _____ Discipline and Complaints Policy and Code of Conduct.

MATTER IN DISPUTE

1. Whether the Respondent breached the _____ [insert policy, code or other relevant reference] by.....

SUMMARY OF FACTS

On [Date] a complaint was filed with the _____ by the Complainant against the Respondent.

The Complainant submitted that on [date], the Respondent [describe facts].

FINDINGS AND REASONS

The Panel reviewed numerous submissions and documents. The Parties were given ample opportunity to make their respective cases.

The Panel finds as follows:

1. The Panel is satisfied that [describe facts and correlation to policy, code, or other relevant reference.]

DECISION

1. Having read the submissions, and having carefully considered all the evidence placed before it, the Panel makes the following decision:

- Describe sanctions

[Chair of Panel] for the Panel
Date