

SKI NOVA SCOTIA

ADMINISTRATIVE POLICIES

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<u>Policy Title</u>	<u>Date of Last Approval</u>	<u>Date of Next Review</u>
Conflict of Interest	June 1, 2022	2027
Privacy	June 1, 2022	2027
Confidentiality	June 1, 2022	2027
Workplace Harassment and Workplace Violence	June 1, 2022	2027
Trans Inclusion	June 1, 2022	2027
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Anti-Doping	June 1, 2022	2027
Human Resources	June 1, 2022	2027

SKI NOVA SCOTIA

CONFLICT OF INTEREST POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - 1.1. “*Conflict of Interest*” – Any situation in which a Representative’s decision-making, which should always be in the best interests of Ski Nova Scotia, is influenced or could be influenced by personal, family, financial, business, or other private interests;
 - 1.2. “*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;
 - 1.3. “*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;
 - 1.4. “*Representative(s)*” – Individuals employed by, or engaged in activities on behalf of, Ski Nova Scotia including, but not limited to, coaches, staff members, convenors, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of Ski Nova Scotia.

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 organization. For example, in not-for-profit organizations, Directors are required, by law, to act as a trustee (in good faith, or in trust) of their organization. Directors, and other stakeholders, must not put themselves in positions where making a decision on behalf of the organization is connected to their own personal interests.

Purpose

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

Obligations

5. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between a Representative’s personal interest and the interests of Ski Nova Scotia, shall always be resolved in favour of Ski Nova Scotia.
6. Representatives will not:

- 6.1. Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with Ski Nova Scotia, unless such business, transaction, or other interest is properly disclosed to Ski Nova Scotia and approved by Ski Nova Scotia;
- 6.2. 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;
- 6.3. 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;
- 6.4. Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with Ski Nova Scotia, if such information is confidential or not generally available to the public;
- 6.5. 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 Ski Nova Scotia, or in which they have an advantage or appear to have an advantage on the basis of their association with Ski Nova Scotia;
- 6.6. Without the permission of Ski Nova Scotia, use Ski Nova Scotia's property, equipment, supplies, or services for activities not associated with the performance of their official duties with Ski Nova Scotia;
- 6.7. Place themselves in positions where they could, by virtue of being a Representative of Ski Nova Scotia, influence decisions or contracts from which they could derive any direct or indirect benefit;
- 6.8. 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 a Representative of Ski Nova Scotia.

Disclosure of Conflict of Interest

7. On an annual basis, all Ski Nova Scotia Directors and candidates for election to the Board, Officers, Employees, and Committee Members will complete a **Declaration Form (Appendix A)** disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by Ski Nova Scotia.
8. Representatives shall disclose real or perceived conflicts of interest to the Board immediately upon becoming aware that a conflict of interest may exist.
9. Representatives shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, or Director.

Minimizing Conflicts of Interest in Decision-Making

10. Decisions or transactions that involve a conflict of interest that has been proactively disclosed by a Representative will be considered and decided with the following additional provisions:

- 10.1. The nature and extent of the Representative's interest has been fully disclosed to the body that is considering or making the decision, and this disclosure is recorded or noted;
 - 10.2. The Representative does not participate in discussion on the matter;
 - 10.3. The Representative abstains from voting on the decision;
 - 10.4. For Board-level decisions, the Representative does not count toward quorum; and
 - 10.5. The decision is confirmed to be in the best interests of Ski Nova Scotia.
11. For potential conflicts of interest involving employees, the Board will determine whether there is a conflict and, if one exists, the employee will resolve the conflict by ceasing the activity giving rise to the conflict. Ski Nova Scotia 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 Ski Nova Scotia or give rise to a conflict of interest.

Conflict of Interest Complaints

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

Enforcement

16. Failure to adhere to this Policy may permit discipline in accordance with the *Discipline and Complaints Policy*.

Appendix A – Declaration Form

I have read the *Conflict of Interest Policy*, I agree to be bound by the obligations contained therein, and I commit to avoid any real or perceived conflict of interest. I also commit to disclosing the existence of any real or perceived conflict of interest to the Board, as soon as it is known to me.

I declare the following interests which may represent a potential conflict of interest:

Name

Signature

Date

SKI NOVA SCOTIA

PRIVACY POLICY

General

1. **Background.** Privacy of personal information is governed by the federal *Personal Information Protection and Electronics Documents Act* ("**PIPEDA**"). This policy describes the way that Ski Nova Scotia collects, uses, safeguards, discloses and disposes of personal information, and states Ski Nova Scotia's commitment to collecting, using and disclosing personal information responsibly. This policy is based on the standards required by PIPEDA and Ski Nova Scotia's interpretation of these responsibilities.
2. **Purpose.** The purpose of this policy is to govern the collection, use and disclosure of personal information in the course of commercial activities in a manner that recognizes the right to privacy of individuals with respect to their personal information and the need of Ski Nova Scotia to collect, use or disclose personal information.
3. **Definitions.** The following terms have these meanings in this Policy:
 - 3.1. "**Commercial Activity**" – Any particular transaction, act or conduct that is of a commercial character;
 - 3.2. "**IP Address**" – A numerical label that is assigned to electronic devices participating in a computer network that uses internet protocol for communication between devices;
 - 3.3. "**Personal Information**" – any information about an individual that relates to the person's personal characteristics including, but not limited to: gender identity, age, income, home address, private email address, phone number, ethnic background, family status, health history, and health conditions;
 - 3.4. "**Privacy Commissioner**" – means the Information and Privacy Commissioner for the Province of Nova Scotia;
 - 3.5. "**Privacy Officer**" – shall be the Executive Director of Ski Nova Scotia;
 - 3.6. "**Representatives**" – Individuals employed by, or engaged in activities on behalf of, Ski Nova Scotia including: coaches, staff members, convenors, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of Ski Nova Scotia.

Application of this Policy

4. **Application.** This Policy applies to Representatives in connection with personal information that is collected, used or disclosed during any commercial activity related to Ski Nova Scotia.
5. **Ruling on Policy.** Except as provided in PIPEDA, the Board of Directors of Ski Nova Scotia will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.

Obligations

6. **Statutory Obligations.** Ski Nova Scotia is governed by PIPEDA in matters involving the collection, use and disclosure of personal information.
7. **Additional Obligations.** In addition to fulfilling all requirements of PIPEDA, Ski Nova Scotia and its Representatives will also fulfill the additional requirements of this Policy. Representatives of Ski Nova Scotia will not:
 - 7.1. Disclose personal information to a third party during any business or transaction unless such business, transaction or other interest is properly consented to in accordance with this Policy;
 - 7.2. Knowingly place themselves in a position where they are under obligation to any organization to disclose personal information;
 - 7.3. In the performance of their official duties, disclose personal information to family members, friends or colleagues, or to organizations in which their family members, friends or colleagues have an interest;
 - 7.4. Derive personal benefit from personal information that they have acquired during the course of fulfilling their duties with Ski Nova Scotia; or
 - 7.5. Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, the disclosure of Personal Information.

Accountability

8. **Privacy Officer.** The Privacy Officer is responsible for the implementation of this policy and monitoring information collection and data security and for ensuring that all staff receives appropriate training on privacy issues and their responsibilities. The Privacy Officer also handles personal information access requests and complaints.
9. **Duties.** The Privacy Officer will:
 - 9.1. Implement procedures to protect personal information;
 - 9.2. Establish procedures to receive and respond to complaints and inquiries;
 - 9.3. Record all persons having access to personal information;
 - 9.4. Ensure any third party providers abide by this Policy; and
 - 9.5. Train and communicate to staff information about Ski Nova Scotia's privacy policies and practices.
10. **Employees.** Ski Nova Scotia shall be responsible to ensure that the employees, contractors, agents, or otherwise of Ski Nova Scotia are compliant with PIPEDA and this Policy.

Identifying Purposes

11. **Purpose.** Personal information may be collected from Representatives and prospective Representatives for purposes that include, but are not limited to, the following:
- 11.1. Receiving communications from Ski Nova Scotia related to e-news, emails, bulletins, donation requests, invoices, notifications, merchandise sales, newsletters, programs, events and activities;
 - 11.2. Database entry at the Coaching Association of Canada to determine level of coaching certification and qualifications;
 - 11.3. Coach selection;
 - 11.4. Database entry to determine level of officiating certification and qualifications;
 - 11.5. Determination of eligibility, age group and appropriate level of competition;
 - 11.6. Implementation of the Screening Policy;
 - 11.7. Promotion and sale of merchandise;
 - 11.8. Medical emergency;
 - 11.9. Athlete registration, outfitting uniforms, monitoring eligibility, arranging travel and various components of athlete and team selection;
 - 11.10. Registration with Ski Nova Scotia or at competitions;
 - 11.11. Implementation of anti-doping policies and drug testing;
 - 11.12. Technical monitoring, coach/club review, officials training, educational purposes, media publications, and sport promotion;
 - 11.13. Purchasing equipment, manuals, resources and other products;
 - 11.14. Publishing articles, media relations and posting on Ski Nova Scotia's website, displays or posters;
 - 11.15. Determination of membership demographics and program wants and needs;
 - 11.16. Managing payroll, health benefits, insurance claims and insurance investigations; and
 - 11.17. Posting images, likeness or other identifiable attributes to promote Ski Nova Scotia on its website, displays or posters.
12. **Purposes not Identified.** Ski Nova Scotia shall seek consent from individuals when personal information is used for Commercial Activity not previously identified. This consent will be documented as to when and how it was received.

Consent

13. **Consent.** Ski Nova Scotia shall obtain consent by lawful means from individuals at the time of collection and prior to the use or disclosure of this information. Ski Nova Scotia may collect personal information without consent where reasonable to do so and where permitted by law.
14. **Implied Consent.** By providing personal information to Ski Nova Scotia, individuals are consenting to the use of the information for the purposes identified in this policy.
15. **Withdrawal.** An individual may declare to the Privacy Officer in writing to withdraw consent to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions. Ski Nova Scotia will inform the individual of the implications of such withdrawal.
16. **Legal Guardians.** Consent shall not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore shall be obtained from a parent, legal guardian or person having power of attorney of such an individual.
17. **Exceptions for Collection.** Ski Nova Scotia is not required to obtain consent for the collection of personal information if:
 - 17.1. It is clearly in the individual's interests and consent is not available in a timely way;
 - 17.2. Knowledge and consent would compromise the availability or accuracy of the information and collection is required to investigate a breach of an agreement or contravention of a federal or provincial law;
 - 17.3. The information is for journalistic, artistic or literary purposes; or
 - 17.4. The information is publicly available as specified in PIPEDA.
18. **Exceptions for Use.** Ski Nova Scotia may use personal information without the individual's knowledge or consent only:
 - 18.1. If Ski Nova Scotia has reasonable grounds to believe the information could be useful when investigating a contravention of a federal, provincial or foreign law and the information is used for that investigation;
 - 18.2. For an emergency that threatens an individual's life, health or security;
 - 18.3. For statistical or scholarly study or research;
 - 18.4. If it is publicly available as specified in PIPEDA;
 - 18.5. If the use is clearly in the individual's interest and consent is not available in a timely way; or
 - 18.6. If knowledge and consent would compromise the availability or accuracy of the information and collection was required to investigate a breach of an agreement or contravention of a federal or provincial law.

19. **Exceptions for Disclosure.** Ski Nova Scotia may disclose personal information without the individual's knowledge or consent only:

- 19.1. To a lawyer representing Ski Nova Scotia;
- 19.2. To collect a debt the individual owes to Ski Nova Scotia;
- 19.3. To comply with a subpoena, a warrant or an order made by a court or other body with appropriate jurisdiction;
- 19.4. To a government institution that has requested the information, identified its lawful authority, and indicated that disclosure is for the purpose of enforcing, carrying out an investigation, or gathering intelligence relating to any federal, provincial or foreign law; or that suspects that the information relates to national security or the conduct of international affairs; or is for the purpose of administering any federal or provincial law;
- 19.5. To an investigative body named in PIPEDA or government institution on Ski Nova Scotia's initiative when Ski Nova Scotia believes the information concerns a breach of an agreement, or a contravention of a federal, provincial, or foreign law, or suspects the information relates to national security or the conduct of international affairs;
- 19.6. To an investigative body for the purposes related to the investigation of a breach of an agreement or a contravention of a federal or provincial law;
- 19.7. In an emergency threatening an individual's life, health, or security (Ski Nova Scotia must inform the individual of the disclosure);
- 19.8. For statistical, scholarly study or research;
- 19.9. If it is publicly available as specified in the regulations; or
- 19.10. If otherwise required by law.

Limiting Collection, Use, Disclosure and Retention

20. **Limiting Collection, Use and Disclosure.** Ski Nova Scotia shall not collect, use or disclose personal information indiscriminately. Information collected will be for the purposes specified in this Policy, except with the consent of the individual or as required by law.

21. **Retention Periods.** Personal information shall be retained as long as reasonably necessary to enable participation in Ski Nova Scotia, to maintain accurate historical records and or as may be required by law.

22. **Destruction of Information.** Documents shall be destroyed by way of shredding and electronic files will be deleted in their entirety.

Safeguards

23. **Safeguards.** Personal information shall be protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.

Breaches

24. **Breaches.** Ski Nova Scotia is required to report breaches of its security safeguards and any unauthorized disclosure of, or access to, personal information to the Office of the Privacy Commissioner if the breach, disclosure, or access may pose a “real risk of significant harm” to an individual. A “real risk of significant harm” is defined as: “*Bodily harm, humiliation, damage to reputation or relationships, loss of employment, business or professional opportunities, financial loss, identity theft, negative effects on the credit record and damage to or loss of property*”.
25. **Reporting.** Ski Nova Scotia will report the breach or unauthorized access or disclosure to the Office of the Privacy Commissioner in the form and format specified by the Office of the Privacy Commissioner or will be subject to financial penalties.
26. **Records and Notification.** In addition to reporting the breach or unauthorized access or disclosure, Ski Nova Scotia will keep records of the breach and inform affected individuals.

Individual Access

27. **Access.** Upon written request, and with assistance from Ski Nova Scotia, an individual may be informed of the existence, use and disclosure of their personal information and shall be given access to that information. Further, an individual is entitled to be informed of the source of the personal information along with an account of third parties to whom the information has been disclosed.
28. **Response.** Requested information shall be disclosed to the individual within 30 days of receipt of the written request at no cost to the individual, or at nominal costs relating to photocopying expenses, unless there are reasonable grounds to extend the time limit.
29. **Denial.** An individual may be denied access to their personal information if the information:
- 29.1. Is prohibitively costly to provide;
 - 29.2. Contains references to other individuals;
 - 29.3. Cannot be disclosed for legal, security, or commercial proprietary purposes; or
 - 29.4. Is subject to solicitor-client privilege or litigation privilege.
30. **Reasons.** Upon refusal, Ski Nova Scotia shall inform the individual the reasons for the refusal and the associated provisions of PIPEDA.
31. **Identity.** Sufficient information shall be required to confirm an individual’s identity prior to providing that individual an account of the existence, use, and disclosure of personal information.

Challenging Compliance

32. **Challenges.** An individual shall be able to challenge compliance with this Policy and the Act to the designated individual accountable for compliance.
33. **Procedures.** Upon receipt of a complaint Ski Nova Scotia shall:

- 33.1. Record the date the complaint is received;
 - 33.2. Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
 - 33.3. Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within three (3) days of receipt of the complaint;
 - 33.4. Appoint an investigator using staff or an independent investigator, who shall have the skills necessary to conduct a fair and impartial investigation and shall have unfettered access to all relevant file and personnel, within ten (10) days of receipt of the complaint;
 - 33.5. Upon completion of the investigation and within twenty-five (25) days of receipt of the complaint, the investigator will submit a written report to Ski Nova Scotia; and
 - 33.6. Notify the complainant to the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures within thirty (30) days of receipt of the complaint.
34. **Whistleblowing.** Ski Nova Scotia shall not dismiss, suspend, demote, discipline, harass or otherwise disadvantage any director, officer, employee, committee member volunteer, trainer, contractor, and other decision-maker within Ski Nova Scotia or deny that person a benefit because the individual, acting in good faith and on the basis of reasonable belief:
- 34.1. Disclosed to the commissioner that Ski Nova Scotia has contravened or is about to contravene the Act;
 - 34.2. Has done or stated an intention of doing anything that is required to be done in order to avoid having any person contravene the Act; or
 - 34.3. Has refused to do or stated an intention of refusing to do anything that is in contravention of the Act.

IP Address

35. **IP Address.** Ski Nova Scotia does not collect, use or disclose personal information such as an IP Address.

Applicable Law

36. **Applicable Law.** Ski Nova Scotia website is created and controlled by Ski Nova Scotia in the province of Nova Scotia. As such, the laws of the province of Nova Scotia shall govern these disclaimers, terms and conditions.

Appendix A – Consent

Ski Nova Scotia will include the following paragraph (or a variation) whenever Personal Information is being collected:

1. I authorize Ski Nova Scotia to collect and use personal information about me for the purposes described in Ski Nova Scotia's *Privacy Policy*.
2. In addition to the purposes described in Ski Nova Scotia's *Privacy Policy*, I authorize Ski Nova Scotia to distribute my information to Alpine Canada.
3. I understand that I may withdraw such consent at any time by contacting Ski Nova Scotia's Privacy Officer. The Privacy Officer will advise the implications of such withdrawal.

Appendix B – Website Disclaimer

Ski Nova Scotia will include the copyright and legal disclaimer (or a variation) in the applicable section on its website:

Website. The website is a product of Ski Nova Scotia. The information on the website is provided as a resource to those interested in Ski Nova Scotia. Ski Nova Scotia disclaims any representation or warranty, express or implied, concerning the accuracy, completeness or fitness for a particular purpose of the information. Persons accessing this information assume full responsibility for the use of the information and understand and agree that Ski Nova Scotia is not responsible or liable for any claim, loss or damage arising from the use of this information. Reference to specific products, processes or services does not constitute or imply recommendation or endorsement by Ski Nova Scotia. Ski Nova Scotia also reserves the right to make changes at any time without notice.

Outside Links. Links made available through the website may allow you to leave Ski Nova Scotia site. Please be aware that the internet sites available through these links are not under the control of Ski Nova Scotia. Therefore, Ski Nova Scotia does not make any representation to you about these sites or the materials available there. Ski Nova Scotia is providing these links only as a convenience to you, and in no way guarantees these links and the material available there. Ski Nova Scotia is not responsible for privacy practices employed by other companies or websites.

SKI NOVA SCOTIA

CONFIDENTIALITY POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - 1.1. *“Confidential Information”* – Personal information of Representatives including but not limited to home address, email address, personal phone numbers, date of birth, financial information, medical information, and background check information. Additionally, *Confidential Information* also covers information considered to be intellectual property of Ski Nova Scotia such as data, proprietary information, business information, and trade secrets
 - 1.2. *“Representatives”* – Individuals employed by, or engaged in activities on behalf of, Ski Nova Scotia including: coaches, staff members, convenors, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of Ski Nova Scotia
 - 1.3. *“Participants”* – Refers to all categories of individual members and/or registrants defined in the By-laws of Ski Nova Scotia as well as all people employed by, contracted by, or engaged in activities with, Ski Nova Scotia including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers

Purpose

2. The purpose of this Policy is to ensure the protection of Confidential Information that is proprietary to Ski Nova Scotia.

Scope and Application

3. This policy applies to all Participants and Representatives of Ski Nova Scotia.
4. Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or in the public domain.
5. Participants voluntarily publishing or consenting to the publication of Confidential Information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that Confidential Information for as long as it is available publicly.

Responsibilities

6. Representatives and Participants will not, either during the period of their involvement/employment with Ski Nova Scotia or any time thereafter, disclose, publish, communicate, or divulge to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.

7. Representatives and Participants will not use, reproduce, or distribute Confidential Information without the express written consent of Ski Nova Scotia.
8. All documents and written materials relating to Confidential Information will remain the property of Ski Nova Scotia and, upon cessation of involvement/employment with Ski Nova Scotia, for any reason, or upon request of Ski Nova Scotia, Representatives will immediately return all written or tangible Confidential Information, as well as copies and reproductions, and any other media containing Confidential Information.

Intellectual Property

9. Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with Ski Nova Scotia will be owned solely by Ski Nova Scotia, which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. Ski Nova Scotia may grant permission for others to use its intellectual property.

Enforcement

10. A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, suspension or expulsion from membership, or sanctions pursuant to the *Discipline and Complaints Policy*.

SKI NOVA SCOTIA

WORKPLACE HARASSMENT AND WORKPLACE VIOLENCE POLICY

Application

1. This Policy applies to all individuals who perform work for Ski Nova Scotia including employees, managers, supervisors, temporary workers, volunteers, student volunteers, part-time workers, the Board of Directors, and independent contractors ("**Workers**") who feel they have been harassed within the Workplace.

Purpose

2. Ski Nova Scotia is committed to providing an environment in which all Workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace.

Definitions

3. The following terms are defined in the *Code of Conduct and Ethics*:

3.1. Harassment

3.2. Sexual Maltreatment

4. The following terms have these meanings in this Policy:

4.1. "*Workplace*" - Any place where business or work-related activities are conducted. Workplaces include but are not limited to, Ski Nova Scotia's office, work-related social functions, work assignments outside Ski Nova Scotia's offices, work-related travel, work-related conferences or training sessions, and competition venues and hotels.

4.2. "*Workplace Harassment*" – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute Workplace Harassment include, but are not limited to:

- i. Bullying;
- ii. Workplace pranks, vandalism, bullying or hazing;
- iii. Repeated offensive or intimidating phone calls or emails;
- iv. Inappropriate sexual touching, advances, suggestions or requests;
- v. Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
- vi. Psychological abuse;
- vii. Excluding or ignoring someone, including persistent exclusion of a particular person from work-related social gatherings;
- viii. Deliberately withholding information that would enable a person to do their job, perform or train;

- ix. Sabotaging someone else's work or performance;
- x. Gossiping or spreading malicious rumours;
- xi. Intimidating words or conduct (offensive jokes or innuendos); and
- xii. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning.

4.3. "Workplace Harassment Officer" – shall be the Executive Director for Ski Nova Scotia;

4.4. "Workplace Violence" – The use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:

- i. Verbal or written threats to attack;
- ii. Sending to or leaving threatening notes or emails;
- iii. Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
- iv. Wielding a weapon in a Workplace;
- v. Hitting, pinching or unwanted touching which is not accidental;
- vi. Dangerous or threatening horseplay;
- vii. Physical restraint or confinement;
- viii. Blatant or intentional disregard for the safety or wellbeing of others;
- ix. Blocking normal movement or physical interference, with or without the use of equipment;
- x. Sexual violence; and
- xi. Any attempt to engage in the type of conduct outlined above

5. Importantly, reasonable action taken by Ski Nova Scotia relating to the management and direction of Workers or the Workplace (e.g., scheduling or conducting an annual performance review) is not Workplace Harassment.

Reporting Sexual Maltreatment

6. Sexual Maltreatment (defined in the *Code of Conduct and Ethics*) should be immediately reported to the proper authorities, including Ski Nova Scotia.

7. If you have experienced or witnessed Sexual Maltreatment:

- Go to a Safe Place
- Call your local Police or go to the nearest police station
- Call your local Rape Crisis Centre
- Call your local Victim Services Organization
- Report the experience to Ski Nova Scotia (strongly recommended if the incident involved a staff member with Ski Nova Scotia)

Responsibilities

8. Managers are responsible to take appropriate preventive or corrective action and to put a stop to any harassment they are aware of, whether or not a complaint is filed. Failure to take appropriate action may result in disciplinary measures being imposed on the manager as well as the offending person.
9. In addition, management's responsibility is to ensure all complaints or incidents of Workplace Harassment are investigated and dealt with in a fair, respectful and timely manner.

Procedures

Reporting Workplace Harassment

10. If a Worker feels that they are being harassed, the Worker should first advise the person harassing them to stop, if they feel comfortable in doing so. If the Worker does not feel comfortable doing so, or if the harassment continues, the Worker is encouraged to report any incidents of Workplace Harassment to the appropriate person. Workers are not to be penalized or disciplined for reporting an incident or for participating in an investigation involving Workplace Harassment.

Where to File a Workplace Harassment Report

11. An incident or a complaint of Workplace Harassment should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated in a timely manner.
12. A Workplace Harassment incident or complaint must be reported directly to the Workplace Harassment Officer.
13. If the Workplace Harassment Officer is the alleged harasser, the Worker should report the complaint to the President.
14. All incidents or complaints of Workplace Harassment shall be kept confidential except to the extent necessary to protect Workers, to investigate the complaint or incident, to take corrective action or otherwise as required by law.

How to File a Workplace Harassment Report

15. Workers may report incidents or complaints of harassment verbally or in writing. When submitting a written complaint, Workers are asked to use the Workplace Harassment Incident Report Form (**Appendix A**). When reporting verbally, the Workplace Harassment Officer along with the Worker will complete the Workplace Harassment Incident Report Form.
16. The report of the incident should include the following information:
 - 16.1. Name(s) and contact information of the Worker who has allegedly experienced harassment;
 - 16.2. Name(s) and contact information, if available, of the alleged harasser(s);
 - 16.3. Names of the witness(es) (if any) or other person(s) with relevant information to provide about the incident (if any) and contact information (if known);

- 16.4. Details of what happened including date(s), frequency and location(s) of the alleged incident(s);
- 16.5. Any supporting documents the Worker may have that are relevant to the complaint (e.g., emails, texts, etc.); and
- 16.6. A list any documents that may be relevant to the complaint.

What Happens After Filing a Workplace Harassment Report

17. All incidents or complaints will be kept confidential except to the extent necessary to protect the Worker, to investigate the complaint or incident, to take corrective action, or otherwise as required by law.
18. In particular, the Workplace Harassment Officer may inform the Board of Directors that a Workplace Harassment complaint has been filed and needs to be investigated. The Workplace Harassment Officer may recommend that the investigation be conducted by an outside third party and the Executive Director (or designate) and/or Board of Directors may not unreasonably withhold funding for any outside third-party investigator.
19. The Workplace Harassment Officer is not required to reveal the name(s) of the Worker and alleged harasser(s), or details of the incident, at this stage of the process unless the safety of students or Workers may be at risk and/or if temporary action (e.g., a suspension of the alleged harasser(s) while an investigation takes place) is required.

Responses to Workplace Harassment Complaints

Investigation

20. Ski Nova Scotia will ensure that an investigation is conducted when it becomes aware of an incident of Workplace Harassment or receives a complaint of Workplace Harassment. If an Internal Investigation is not possible or appropriate, an external Investigator qualified to conduct a Workplace Harassment investigation and who has knowledge of the relevant Workplace Harassment laws will be retained to conduct the investigation.
21. The Workplace Harassment Officer will send written notice to the alleged harasser that an investigation of a report of Workplace Harassment under this Policy is being initiated and will provide the name of the Investigator. This notice will include the particulars of the incident reported and indicate that the alleged harasser will have an opportunity to respond to the allegations.

Timing of the Investigation

22. The investigation will be completed in a timely manner and generally within 60 days or less unless there are extenuating circumstances (i.e., illness, complex investigation) warranting a longer investigation.

Investigation Process

23. The Investigator will conduct the investigation in a manner befitting the Investigator's experience and recommendations with such matters, with the following guidelines:

- 23.1. The Investigator will ensure the investigation is kept confidential and identifying information is not disclosed unless necessary to conduct the investigation;
- 23.2. The Investigator will interview the Worker who allegedly experienced Workplace Harassment and the alleged harasser(s), if the alleged harasser is a Worker of Ski Nova Scotia. If the alleged harasser is not a worker, the Investigator will make reasonable efforts to interview the alleged harasser;
- 23.3. The alleged harasser(s) will be given the opportunity to respond to the specific allegations raised by the Worker;
- 23.4. The Investigator will interview any relevant witnesses employed by Ski Nova Scotia who may be identified by either the Worker who allegedly experienced the Workplace Harassment, the alleged harasser(s) or as necessary to conduct a thorough investigation. The Investigator will make reasonable efforts to interview any relevant witnesses who are not employed by Ski Nova Scotia if there are any identified;
- 23.5. The Investigator will collect and review any relevant documents;
- 23.6. The Investigator will take appropriate notes and statements during interviews with the Worker who allegedly experienced Workplace Harassment, the alleged harasser and any witnesses;
- 23.7. The Investigator will provide the alleged harasser with a reasonable opportunity to respond in writing or orally to the allegations. If the response is oral, the Investigator should normally confirm the content of the response with the alleged harasser in writing. If they do not respond within a reasonable timeframe set by the Investigator, or chooses not to participate in the investigation, the Investigator may proceed in the absence of their response; and
- 23.8. The Investigator will prepare a written Investigator's Report summarizing the steps taken during the investigation, the complaint, the allegations of the Worker who allegedly experienced the Workplace Harassment, the response from the alleged harasser, the evidence of any witnesses, and the evidence gathered. The Investigator's Report will set out the findings of fact and come to a conclusion about whether or not, on a balance of probabilities, Workplace Harassment occurred.

Results of the Investigation

24. Within ten (10) business days of the investigation being completed, the Worker who allegedly experienced the Workplace Harassment and the alleged harasser, if they are a Worker of Ski Nova Scotia, will be informed in writing of the results of the investigation, and optionally an executive summary, but they are not to be sent the full Investigator's Report.
25. The parties will also be informed of any corrective action taken or that will be taken by Ski Nova Scotia to address Workplace Harassment.

Confidentiality

26. Information about complaints and incidents will be kept confidential to the extent possible. Information obtained about an incident or complaint of Workplace Harassment, including identifying information about any individuals involved, will not be disclosed unless disclosure is necessary to

protect Workers, to investigate the complaint or incident, or to take corrective action or otherwise as required by law.

27. While the investigation is on-going, the Worker who has allegedly experienced harassment, the alleged harasser(s) and any witnesses must not discuss the incident or complaint or the investigation with each other or other workers or witnesses unless necessary to obtain advice about their rights. The Investigator may discuss the investigation and disclose the incident or complaint-related information only as necessary to conduct the investigation. All records of the investigation will be kept confidential.

Handling of Complaints

28. While the investigation is underway, the Workplace Harassment Officer will consider whether interim measures are necessary to minimize contact between the complainant and the accused harasser. Interim measures will be reasonable for the circumstances and may include granting time off, suspension, assigning different shifts, etc.

Disciplinary Action

29. Harassment by a Worker is a serious offence. If an accusation is substantiated, the harasser will be subject to immediate disciplinary action, up to and including dismissal.
30. After receiving the results of the investigation from the Workplace Harassment Officer, the Board of Directors will consider the evidence, the nature of the harassment, whether physical contact was involved, whether the situation was isolated, and whether there was an abuse of power to determine what is the appropriate corrective action.
31. Disciplinary actions may include:
 - 31.1. Verbal or written apologies;
 - 31.2. A letter of reprimand or suspension;
 - 31.3. A referral to counselling;
 - 31.4. Remedial training;
 - 31.5. Schedule changes;
 - 31.6. Termination of employment;
 - 31.7. Referral to police or other legal authorities.

Unsubstantiated Complaints and Retaliation

32. Intentionally accusing someone of harassment, known to be false, is a serious offence and may be subject to disciplinary action. Ski Nova Scotia reserves the right to discipline those whose complaints are frivolous or vexatious.
33. Any interference with the conduct of an investigation, or retaliation against the Worker filing the complaint, the alleged harasser, or witness, may itself result in disciplinary action.

Record Keeping

34. Ski Nova Scotia will keep records of the investigation including:

- 34.1. A copy of the complaint or details about the incident;
- 34.2. A record of the investigation including notes;
- 34.3. A copy of the Investigator's Report (if any);
- 34.4. A summary of the results of the investigation that was provided to the Worker who allegedly experienced the Workplace Harassment and the alleged harasser, if a Worker of Ski Nova Scotia; and
- 34.5. A copy of any corrective action taken to address the complaint or incident of Workplace Harassment.

35. All records of the investigation will be kept confidential. Records will be kept indefinitely. If the investigation does not find evidence to support the complaint, no record will be kept in the file of the alleged harasser. When the investigation finds harassment occurred, the incident and the corrective action will be recorded in the harasser's personnel file.

Appendix A – Workplace Harassment Complaint Form

Date:

Your name, position, and contact information:

Have you been harassed?_____ or, Did you witness what you are about to report?_____

Name(s) of alleged harasser(s), and position and contact information if available:

Details of the complaint of Workplace Harassment:

Please describe in as much detail as possible the harassment incident(s), including: (a) the names of the parties involved; (b) any witnesses to the incident(s); (c) the location, date and time of the incident(s); (d) details about the incident(s) (behaviour and/or words used); (e) any additional details. Attach additional pages if required.

Relevant documents/evidence:

Attach any supporting documents, such as emails, handwritten notes, or photographs. Physical evidence, such as vandalized personal belongings, can also be submitted. If you are not able to attach documents and they are relevant to your complaint, please list the documents below. If someone else has relevant documents, please note that below.

SKI NOVA SCOTIA

TRANS INCLUSION POLICY

Guiding Principles

1. Ski Nova Scotia supports the recommendations outlined in *Creating Inclusive Environments for Trans Participants in Canadian Sport*, the guidance document developed by the Trans Inclusion in Sport Expert Working Group and published by the Canadian Centre for Ethics in Sport (CCES). Ski Nova Scotia adopts the best practices outlined in the document and has used the four Policy Guidance statements in the development of this *Trans Inclusion Policy*. The Policy Guidance statements are:
 - 1.1. Individuals participating in development and recreational sport (LTAD stages Active Start, FUNdamental, Learn to Train, Train to Train, Train to Compete (until international federation rules apply) and Active for Life) should be able to participate in the gender with which they identify and not be subject to requirements for disclosure of personal information beyond those required of cisgender athletes. Nor should there be any requirement for hormonal therapy or surgery.
 - 1.2. Hormone therapy should not be required for an individual to participate in high-performance sport (LTAD stages Train to Compete (once international federation rules become a factor) and Train to Win) in the gender category that is consistent with their gender identity, unless the sport organization can prove that hormone therapy is a reasonable and bona fide requirement.
 - 1.3. Individuals should not be required to disclose their trans identity or history to the sport organization in order to participate in high-performance sport (LTAD stages Train to Compete (once international federation rules become a factor) and Train to Win) unless there is a justified reason requiring them to do so.
 - 1.4. Surgical intervention should not be required for an individual to participate in high-performance sport (LTAD stages Train to Compete (once international federation rules become a factor) and Train to Win) in the gender category that is consistent with their gender identity.

Definitions

2. The following terms have these meanings in this document:
 - 2.1. “*Cisgender*” – A term to describe a person whose gender identity corresponds with their birth-assigned sex (e.g., someone whose gender identity is male and was assigned male at birth)
 - 2.2. “*Gender*” – The socially constructed roles, behaviours, activities and attributes that a society assigns to masculinity or femininity
 - 2.3. “*Gender Expression*” – The way an individual communicates their gender identity to others. This is done through behaviour, body language, voice, emphasis or de-emphasis of bodily characteristics, choice of clothing, hairstyle, and wearing make-up and/or

accessories. The traits and behaviours associated with masculinity and femininity are culturally specific and change over time

- 2.4. “*Gender Identity*” – A person’s innermost sense of their own gender. This can include man, woman, both, neither or something else entirely. Gender also refers to a variety of social and behavioural characteristics (e.g., appearance, mannerisms). There are lots of words people may use to talk about their gender identity and expression
- 2.5. “*Gender reassignment*” – Medically-supervised program of treatment to transition a person’s body to align with their gender identity through hormone therapy and/or surgery
- 2.6. “*Intersex*” – Refers to a combination of features that distinguish male and female anatomy
- 2.7. “*Sex*” – The classification of people as male, female or intersex. Sex is usually assigned at birth and is based on an assessment of a person’s reproductive system, hormones, chromosomes and other physical characteristics, most notably by external genitalia
- 2.8. “*Trans*” – An umbrella term that describes people with diverse gender identities and gender expressions that do not conform to stereotypical ideas about what it means to be a girl/woman or boy/man in society. It includes but is not limited to people who identify as transgender, transsexual, cross dressers (adjective), or gender non-conforming (gender diverse or genderqueer).
- 2.9. “*Transgender Female*” – Someone who was assigned the male sex at birth, but whose gender identity is female
- 2.10. “*Transgender Male*” – Someone who was assigned female sex at birth, but whose gender identity is male

Purpose

3. Ski Nova Scotia believes that all individuals deserve respectful and inclusive environments for participation that value the individual’s gender identity and gender expression. Ski Nova Scotia wants to ensure that all participants have access to programming and facilities in which they feel comfortable and safe. Ski Nova Scotia is committed to implementing this policy in a fair and equitable manner.

Actions for Inclusion

4. Ski Nova Scotia pledges to:
 - 4.1. Provide this Policy to staff and Directors and provide education on the importance of trans inclusion and what this entails in terms of practices, policies, procedures and norms of behaviour.
 - 4.2. Provide registration forms and other documents that allow:
 - i. the individual to indicate their gender identity and expression, rather than their sex or gender; and
 - ii. the individual to abstain from indicating a gender identity with no consequence to the individual

- iii. the individual to indicate their preferred pronoun
 - iv. the individual to indicate their preferred name
- 4.3. Maintain organizational documents and Ski Nova Scotia's website in a manner that promotes inclusive language and images
 - 4.4. Refer to individuals by their preferred name and pronoun
 - 4.5. Work with trans athletes on the implementation, monitoring and/or modification of this Policy
 - 4.6. When Ski Nova Scotia has the authority to determine participants' use of washrooms, change rooms, and other facilities, Ski Nova Scotia will permit individuals to use the facilities of their gender identity
 - 4.7. Ensure uniforms and dress codes that respect an individual's gender identity and gender expression
 - 4.8. Determine Eligibility Guidelines for transgender participants (as described in this Policy)

Eligibility Guidelines – Exceptions

5. When applicable, the eligibility guidelines of the international federation, and/or any major Games regarding trans athlete participation will supersede the eligibility guidelines as outlined in this Policy.

Eligibility Guidelines

6. As a general guiding principle for Ski Nova Scotia's eligibility guidelines, Ski Nova Scotia supports the following statement from *Creating Inclusive Environments for Trans Participants in Canadian Sport*:

Based on this background and available evidence, the Expert Working Group felt that trans athletes should be able to participate in the gender with which they identify, regardless of whether or not they have undergone hormone therapy. Exceptions could be made if a sport organization is able to provide evidence that demonstrates hormone therapy is a reasonable and bona fide requirement (i.e., a necessary response to a legitimate need) to create a fair playing field at the high-performance level (p. 19)

7. At both recreational and competitive levels, an individual may participate in their expressed and identified gender category.
8. Individuals are not required to disclose their trans identity or history to Ski Nova Scotia or any of Ski Nova Scotia's representatives (e.g., coaches, staff, Directors, officials, etc.).
9. All athletes must be aware that they may be subject to doping control testing pursuant to the Canadian Anti-Doping Program. Trans athletes undergoing gender reassignment are encouraged to contact the Canadian Centre for Ethics in Sport (CCES) to determine what procedures, if any, are required to obtain a Therapeutic Use Exemption (TUE).

Confidentiality

10. Ski Nova Scotia will not disclose to outside parties any documentation or information about an individual's gender identity and expression. A trans individual's privacy and confidentiality will be respected.

Ongoing Monitoring

11. Ski Nova Scotia commits to monitoring ongoing developments regarding national and international participation guidelines for trans athletes and pledges to monitor the implementation, review and/or revise this Policy whenever new information becomes available.

Resolving Gender Identity and Expression Issues

12. Should an individual feel they have been subject to, or witness, discrimination, bullying, harassment, sexual harassment, vilification or victimization based on gender identity or expression, they should take appropriate action through Ski Nova Scotia's *Discipline and Complaints Policy*. Should the individual not feel safe in doing so, they should seek assistance from Ski Nova Scotia's Chair for advice and support or action on their behalf.

Appeal

13. Any decision rendered by Ski Nova Scotia in accordance with this Policy may be appealed in accordance with Ski Nova Scotia's *Appeal Policy*.

Resources:

Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS) (2017 Second Edition). *Leading the Way: Working with LGBT Athletes and Coaches. A Practical Resource for Coaches*. Access at:

<http://www.caaws.ca/e/wp-content/uploads/2017/05/LeadingTheWay-v2017.pdf>

Canadian Centre for Ethics in Sport (CCES) (2012). *Sport in Transition: Making Sport in Canada More Responsible For Gender Inclusivity*. Access at: <https://cces.ca/sites/default/files/content/docs/pdf/cces-paper-sportintransition-e.pdf>

Canadian Centre for Ethics in Sport (CCES) (2016). *Creating Inclusive Environments for Trans Participants in Canadian Sport - Guidance for Sport Organizations*. Access at:

<http://cces.ca/sites/default/files/content/docs/pdf/cces-transinclusionpolicyguidance-e.pdf>

SKI NOVA SCOTIA

IMPAIRMENT AND ACCOMMODATION POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - 1.1. “*Accommodation*” – The obligation to take steps to adjust rules, policies, or practices that have a negative impact on Participants based on prohibited grounds of Discrimination
 - 1.2. “*Discrimination*” – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability.
 - 1.3. “*Participants*” – Refers to all categories of individual members and/or registrants defined in the By-laws of Ski Nova Scotia as well as all people employed by, contracted by, or engaged in activities with, Ski Nova Scotia including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers
 - 1.4. “*Prescription Medication*” – throughout this Policy shall be understood to be medication that a Participant has been validly prescribed by a medical practitioner
 - 1.5. “*Workplace*” – Any place where business or work-related activities are conducted. Workplaces include but are not limited to, Ski Nova Scotia’s office, work-related social functions, work assignments outside Ski Nova Scotia’s offices, work-related travel, training and competition venues, and work-related conferences or training sessions

Purpose

2. This Policy describes how Ski Nova Scotia will manage situations of impairment or potential impairment in the Workplace from a Participant’s use of legal or illegal drugs or substances, alcohol, or prescription medication, as well as potential sanctions for Participants who are found to be impaired in the Workplace in a manner that contravenes this Policy or any of Ski Nova Scotia’s relevant and applicable policies.
3. This Policy also describes how and when Ski Nova Scotia will make accommodations for Participants who require the use of prescription medication that may cause impairment in the Workplace or who have a diagnosed substance dependency on any legal or illegal drug or substance, alcohol, or prescription medication which may or may not cause impairment in the Workplace. Such substance dependency may be considered to be a disability if diagnosed by a relevant healthcare professional.

Scope and Application of this Policy

4. This Policy applies to all Participants and to situations arising in the Workplace.

5. Whenever this Policy is found to be in conflict with relevant and applicable legislation, the legislation shall prevail.

Impairment

6. Impairment in the Workplace, subject to the “Accommodation” section of this Policy, is not permitted.
7. Impairment by Participants in areas other than the Workplace may or may not be permitted, pursuant to the category of Participant and level of impairment, as described in Ski Nova Scotia’s standards of conduct for each category of Participant.
8. Signs of impairment include, but are not limited to:
 - 8.1. Personality changes or erratic behaviour (e.g., increased personal conflicts, over-reaction to criticism);
 - 8.2. Nervousness, sleepiness, poor memory, overly talkative, fatigued;
 - 8.3. Working in an unsafe manner;
 - 8.4. Altered appearance (e.g., odour of drugs or alcohol, glassy or red eyes, sweating, unsteady gait, slurring, poor coordination or balance);
 - 8.5. Slurred speech, rambling, confused;
 - 8.6. Citations for driving under the influence, or tickets or arrests for other criminal acts; or
 - 8.7. Consistent lateness, absenteeism, or reduced productivity or quality of work.

Accommodation

9. Participants seeking an accommodation from Ski Nova Scotia shall provide Ski Nova Scotia with documented evidence from their relevant healthcare professional with a written description of the Workplace accommodations that the Participant’s healthcare professional considers to be appropriate.
10. If Ski Nova Scotia becomes aware of a medical prescription for a diagnosed medical condition, a diagnosed substance dependency, or prohibited substance use by a Participant who is an *athlete* (either by voluntary disclosure, complaint, or positive drug test), Ski Nova Scotia will follow the steps as described in the “Substance Use by an Athlete” section of this Policy.

Disclosing Medical Prescription/Condition

11. A Participant who has a medical prescription for a diagnosed medical condition that may cause impairment in the Workplace may be accommodated by Ski Nova Scotia. Ski Nova Scotia will provide reasonable accommodation, to the point of undue hardship, unless there is reasonable justification to consider otherwise. In these cases, Ski Nova Scotia will discuss accommodation, based on the measures that the Participant’s healthcare professional considers to be appropriate and which have been provided to Ski Nova Scotia by the Participant.

Disclosing Substance Dependency

12. A Participant who discloses a diagnosed substance dependency to Ski Nova Scotia will be treated with compassion and respect and may be accommodated by Ski Nova Scotia. Ski Nova Scotia will provide reasonable accommodation, to the point of undue hardship, unless there is reasonable justification to consider otherwise. In these cases, Ski Nova Scotia will (i) assist the Participant with obtaining support and resources that will accommodate their Workplace circumstances; however, such support and resources may or may not include financial resources, as determined by Ski Nova Scotia; and (ii) discuss accommodation, based on the measures that the Participant's healthcare professional considers to be appropriate and which have been provided to Ski Nova Scotia by the Participant.

Ski Nova Scotia Becomes Aware of Substance Dependency

13. Ski Nova Scotia is aware that not all Participants will disclose a diagnosed substance dependency. Ski Nova Scotia understands that it has a duty to inquire when it recognizes signs of impairment (described in Section 8 of this Policy) that may require reasonable accommodation or for Ski Nova Scotia to take necessary and proportionate steps to manage a Participant's diagnosed disability.

14. Should the Participant display signs of impairment, but not have or admit to a diagnosed substance dependency or ask for an accommodation, Ski Nova Scotia will outline potential consequences of the Participant's behaviour (such as sanctions, complaints, or dismissal in the case of an employee or contractor).

Procedures

15. Any medical information voluntarily shared by the Participant with Ski Nova Scotia will not be disclosed to any third-parties or to any Participants or supervisors who are not directly involved with the Participant's work and/or any Workplace accommodation.

16. After reviewing written documentation from a Participant's physician or healthcare professional, Ski Nova Scotia will provide reasonable Workplace accommodation for the Participant, to the point of undue hardship or there is reasonable justification to consider otherwise.

17. In preparation for the Workplace accommodation, Ski Nova Scotia will review the Participant's tasks and objectives and determine what needs to be accommodated, and what can and cannot be accommodated. Such determinations will form the basis of the Participant's Workplace accommodation plan.

18. A Participant's Workplace accommodation plan should:

- 18.1. Be completed and signed by Ski Nova Scotia, the Participant, and the Participant's supervisor (if any);
- 18.2. Identify the specific Workplace accommodation measures or solutions;
- 18.3. Be flexible;
- 18.4. Identify certain behaviours that may be significant; and
- 18.5. If necessary, describe a 'return to work agreement' in the event of a prolonged absence.

19. If Ski Nova Scotia provides Workplace accommodation to an Participant who may be impaired from the use of prescription medication for a diagnosed medical condition, or who has a diagnosed substance dependency defined as a disability, this will not preclude Ski Nova Scotia from imposing sanctions against the Participant as described in this Policy and/or Ski Nova Scotia's *Discipline and Complaints Policy* and as may be applicable and necessary in the circumstances.

Substance Use by an Athlete

20. Ski Nova Scotia is committed to clean sport and endorses the 2015 Canadian Anti-Doping Program and the World Anti-Doping Code. Ski Nova Scotia confirms that it has adopted and/or commits to respect the 2015 CADP as its primary domestic anti-doping policy.

21. Athletes are responsible for knowing whether they are using or will need to use any prescription medication(s) that contain prohibited substances. The current List of Prohibited Substances can be found online on website of the World Anti-Doping Agency or the Canadian Centre for Ethics in Sport.

22. Ski Nova Scotia will approach certain substance use by athletes in the following manner:

22.1. *Athlete requires the use of a prescription medication that contains a prohibited substance* – the athlete must consult with the Canadian Centre for Ethics and Sport (“CCES”) to determine whether the athlete can obtain a Therapeutic Use Exemption.

22.2. *Athlete requires the use of a prescription medication that may cause impairment* – Ski Nova Scotia shall determine whether the athlete may continue to train or compete while using a prescription medication that may cause impairment or whether any accommodations can be made while the athlete requires the use of the prescription medication. Such a determination will be made by Ski Nova Scotia following consultation with relevant medical professionals and in consideration of the safety of the athlete and other participants.

22.3. *Athlete reveals diagnosed substance dependency* – Ski Nova Scotia will provide the athlete with any assistance and/or resources that it can reasonably provide; direct the athlete to healthcare professionals as appropriate. Depending on the dependency, Ski Nova Scotia may or may not decide to prohibit the athlete from participating in training or competitions, either as a sanction (as described in this Policy or in any other relevant and applicable policy, including Ski Nova Scotia's *Discipline and Complaints Policy*) or as a preventive safety measure for the athlete or for the safety of other participants, or impose any other Sanction permitted by a relevant and applicable policy.

22.4. *Athlete has positive drug test* – Ski Nova Scotia will respect to the 2015 Canadian Anti-Doping Program, as well as its own policies for Anti-Doping and Discipline and Complaints (as applicable), and any direction or sanction from the CCES or the World Anti-Doping Agency.

Sanctions

23. Ski Nova Scotia may apply sanctions in the following circumstances:

23.1. When a Participant is impaired in the Workplace;

23.2. When a Participant's impairment violates Ski Nova Scotia's *Code of Conduct and Ethics*;
or

23.3. When a Participant who has been provided a Workplace accommodation performs tasks that are outside the scope of that accommodation

24. Sanctions that may be imposed include:

24.1. Removal from the area or Workplace (by sending the Participant home with appropriate transportation, if necessary);

24.2. Temporary suspension from safety-sensitive work or tasks in the Workplace;

24.3. Temporary suspension from participation in the Workplace (until a complaint is filed under the terms of Ski Nova Scotia's *Discipline and Complaints Policy*);

24.4. Temporary suspension of Workplace membership benefits or privileges (until a complaint is filed under the terms of Ski Nova Scotia's *Discipline and Complaints Policy*);

24.5. If the Participant is an employee or contractor, requiring a fitness for work assessment;

24.6. If the Participant is an employee or contractor, a leave of absence (with or without pay, depending on the circumstances) from the Workplace pending further investigation; or

24.7. If the Participant is an employee or contractor, discipline pursuant to Ski Nova Scotia's policies for human resources or the Participant's Employment Agreement or Contractor Agreement (as applicable).

25. Additional sanctions may be applied if Ski Nova Scotia (or another Participant) submits a complaint against the Participant under Ski Nova Scotia's *Discipline and Complaints Policy*.

References

26. Ski Nova Scotia consulted the following references in the development of this Policy:

26.1. *Blazing the Trail – What the legalization of cannabis means for Canadian employers* (Conference Board of Canada, 2018)

26.2. *Impaired at Work – A guide to accommodating substance dependence* (Canadian Human Rights Commission, 2017)

26.3. *Workplace Strategies: Risk of Impairment from Cannabis* (Canadian Centre for Occupational Health and Safety, 2018)

SKI NOVA SCOTIA
CONCUSSION POLICY

Preamble

1. This Policy is based on the 5th Consensus Statement on Concussion in Sport that was released in April 2017. This Policy interprets the information contained in the report that was prepared by the 2017 Concussion in Sport Group (CISG), a group of sport concussion medical practitioners and experts, and adapts concussion assessment and management tools.
2. The CISG suggested 11 'R's of Sport-Related Concussion ("**SRC**") management to provide a logical flow of concussion management. This Policy is similarly arranged. The 11 R's in this Policy are: Recognize, Remove, Re-Evaluate, Rest, Rehabilitation, Refer, Recover, Return to Sport, Reconsider, Residual Effects, and Risk Reduction.
3. A concussion is a clinical diagnosis that can only be made by a physician.

Definitions

4. The following terms have these meanings in this Policy:
 - 4.1. "*Participant*" – Coaches, athletes, volunteers, officials and other Registered Individuals;
 - 4.2. "*Registered Individuals*" – All individuals employed by, or engaged in activities with Ski Nova Scotia, including but not limited to, employees, volunteers, administrators, committee members and directors and officers;
 - 4.3. "*Suspected Concussion*" – means the recognition that an individual appears to have either experienced an injury or impact that may result in a concussion or who is exhibiting unusual behaviour that may be the result of concussion;
 - 4.4. "*Sport-Related Concussion ("SRC")*" – A sport-related concussion is a traumatic brain injury induced by biomechanical forces. Several common features that may be used to define the nature of a SRC may include:
 - i. Caused either by a direct blow to the head, face, neck or elsewhere on the body with an impulsive force transmitted to the head.
 - ii. Typically results in the rapid onset of short-lived impairment of neurological function that resolves spontaneously. However, in some cases, signs and symptoms evolve over a number of minutes to hours.
 - iii. May result in neuropathological changes, but the acute clinical signs and symptoms largely reflect a functional disturbance rather than a structural injury and, as such, no abnormality may be visibly apparent
 - iv. Results in a range of clinical signs and symptoms that may or may not involve loss of consciousness. Resolution of the clinical and cognitive features typically follows a sequential course. However, in some cases symptoms may be prolonged.

Purpose

5. Ski Nova Scotia is committed to ensuring the safety of Participants in its activities. Ski Nova Scotia recognizes the increased awareness of concussions and their long-term effects and believes that prevention of concussions is paramount to protecting the health and safety of Participants.
6. This Policy describes the common signs and symptoms of a concussion and how to identify them, the protocol to be followed in the event of a possible concussion, and a Return to Sport protocol should a concussion be diagnosed. Awareness of the signs and symptoms of concussion and knowledge of how to properly manage a concussion is critical to recovery and helping to ensure the individual is not returning to physical activities too soon, risking further complication.
7. This Policy applies to all activities and events for which Ski Nova Scotia is the governing or sanctioning body including, but not limited to, competitions, practices, and training sessions.

Recognizing Concussions

8. If a Participant demonstrates or reports any of the following red flags, an on-site licensed healthcare professional shall be summoned and, if deemed necessary, an ambulance should be called (if an onsite healthcare professional is not available, an ambulance should be called regardless):
 - 8.1. Neck pain or tenderness
 - 8.2. Double vision
 - 8.3. Weakness or tingling / burning in arms or legs
 - 8.4. Severe or increasing headache
 - 8.5. Seizure or convulsion
 - 8.6. Loss of consciousness
 - 8.7. Deteriorating conscious state
 - 8.8. Vomiting more than once
 - 8.9. Increasingly restless, agitated, or combative
 - 8.10. Increased confusion
9. The following observable signs may indicate a possible concussion:
 - 9.1. Lying motionless on the playing surface
 - 9.2. Slow to get up after a direct or indirect hit to the head
 - 9.3. Disorientation or confusion / inability to respond appropriately to questions
 - 9.4. Blank or vacant look
 - 9.5. Balance or gait difficulties, absence of regular motor coordination, stumbling, slow laboured movements
 - 9.6. Facial injury after head trauma
10. A concussion may result in the following symptoms:
 - 10.1. Headache or “pressure in head”
 - 10.2. Balance problems or dizziness
 - 10.3. Nausea or vomiting
 - 10.4. Drowsiness, fatigue, or low energy
 - 10.5. Blurred vision
 - 10.6. Sensitivity to light or noise
 - 10.7. More emotional or irritable
 - 10.8. “Don’t feel right”

- 10.9. Sadness, nervousness, or anxiousness
- 10.10. Neck pain
- 10.11. Difficulty remembering or concentrating
- 10.12. Feeling slowed down or “in a fog”

11. Failure to correctly answer any of these memory questions may suggest a concussion:

- 11.1. What venue are we at today?
- 11.2. Where was your last major competition?
- 11.3. What day is it?
- 11.4. What event are you participating in?

Removal from Sport Protocol

12. In the event of a Suspected Concussion where there are observable signs of a concussion, symptoms of a concussion, or a failure to correctly answer memory questions, the Participant should be immediately removed from participation by a designated person who is either an on-site volunteer with Ski Nova Scotia and/or the member club.

13. After removal from participation, the following actions should be taken:

- 13.1. The designated person who removed the Participant should consider calling 9-1-1;
- 13.2. Ski Nova Scotia must make and keep a record of the removal;
- 13.3. The designated person must inform the Participant’s parent or guardian if the Participant is younger than 18 years old, and the designated person must inform the parent or guardian that the Participant is required to undergo a medical assessment by a physician or nurse practitioner before the Participant will be permitted to return to participation; and
- 13.4. The designated person will remind the Participant, and the Participant’s parent or guardian as applicable, of Ski Nova Scotia’s Return-to-Sport protocol as described in this Policy.

14. Participants who have a Suspected Concussion and who are removed from participation should:

- 14.1. Be isolated in a dark room or area and stimulus should be reduced
- 14.2. Be monitored
- 14.3. Have any cognitive, emotional, or physical changes documented
- 14.4. Not be left alone (at least for the first 1-2 hours)
- 14.5. Not drink alcohol
- 14.6. Not use recreational/prescription drugs
- 14.7. Not be sent home by themselves
- 14.8. Not drive a motor vehicle until cleared to do so by a medical professional

15. A Participant who has been removed from participation due to a suspected concussion should not return to participation until the Participant has been assessed medically, preferably by a physician who is familiar with the [Sport Concussion Assessment Tool – 5th Edition \(SCAT5\)](#) (for Participants over the age of 12) or the [Child SCAT5](#) (for Participants between 5 and 12 years old), even if the symptoms of the concussion resolve.

Re-Evaluate

16. A Participant with a Suspected Concussion should be evaluated by a licensed physician who should conduct a comprehensive neurological assessment of the Participant and determine the Participant's clinical status and the potential need for neuroimaging scans.

Rest and Rehabilitation

17. Participants with a diagnosed SRC should rest during the acute phase (24-48 hours) but can gradually and progressively become more active so long as activity does not worsen the Participant's symptoms. Participants should avoid vigorous exertion.

18. Participants must consider the diverse symptoms and problems that are associated with SRCs. Rehabilitation programs that involve controlled parameters below the threshold of peak performance should be considered.

Refer

19. Participants who display persistent post-concussion symptoms (i.e., symptoms beyond the expected timeline for recovery – 10-14 days for adults and 4 weeks for children) should be referred to physicians with experience handling SRCs.

Recovery and Return to Sport

20. SRCs have large adverse effects on cognitive functioning and balance during the first 24-72 hours after injury. For *most* Participants, these cognitive defects, balance and symptoms improve rapidly during the first two weeks after injury. An important predictor of slower recovery from an SRC is the severity of the Participant's initial symptoms following the first few days after the injury.

21. The table below represents a graduated return to sport for most Participants, in particular those that did not experience high severity of initial symptoms after the following the first few days after the injury.

Stage	Aim	Activity	Stage Goal
1	Symptom-limited activity	Daily activities that do not provoke symptoms	Gradual reintroduction of work/school activities
2	Light aerobic exercise	Walking or stationary cycling at slow to medium pace. No resistance training	Increase heart rate
3	Sport-specific exercise	Light drills. No head impact activities	Add movement
4	Non-contact training drills	Harder training drills. May start progressive resistance training	Exercise, coordination and increased thinking
5	Full contact practice	Following medical clearance, participate in normal training activities	Restore confidence and assess functional skills by coaching staff
6	Return to sport	Normal participation	

22. An initial period of 24-48 hours of both physical rest and cognitive rest is recommended before beginning the Return to Sport strategy.

23. There should be at least 24 hours (or longer) for each step. If symptoms reoccur or worsen, the Participant should go back to the previous step.

24. Resistance training should only be added in the later stages (Stage 3 or Stage 4).
25. If symptoms persist, the Participant should return to see a physician.
26. The Participant's Return-to-Sport strategy should be guided and approved by a physician with regular consultations throughout the process.
27. The Participant must provide Ski Nova Scotia with a medical clearance form, signed by a physician, following Stage 5 and before proceeding to Stage 6.

Reconsider

28. The 2017 Concussion in Sport Group (CISG) considered whether certain populations (children, adolescents, and elite athletes) should have SRCs managed differently.
29. It was determined that all Participants, regardless of competition level, should be managed using the same SRC management principles.
30. Adolescents (13 to 18 years old) and children (5 to 12 years old) should be managed differently. SRC symptoms in children persist for up to four weeks. More research was recommended for how these groups should be managed differently, but the CISG recommended that children and adolescents should first follow a Return to School strategy before they take part in a Return to Sport strategy. A Return to School strategy is described below.

Stage	Aim	Activity	Stage Goal
1	Daily activities at home that do not give the child symptoms	Typical activities of the child during the day as long as they do not increase symptoms (e.g., reading, texting, screen time). Start with 5–15 min at a time and gradually build up	Gradual return to typical activities
2	School activities	Homework, reading or other cognitive activities outside of the classroom	Increase tolerance to cognitive work
3	Return to school part-time	Gradual introduction of schoolwork. May need to start with a partial school day or with increased breaks during the day	Increase academic activities
4	Return to school full time	Gradually progress school activities until a full day can be tolerated	Return to full academic activities and catch up on missed work

Residual Effects

31. Participants should be alert for potential long-term problems such as cognitive impairment and depression. The potential for developing chronic traumatic encephalopathy (CTE) should also be a consideration, although the CISG stated that *“a cause-and-effect relationship has not yet been demonstrated between CTE and SRCs or exposure to contact sports. As such, the notion that repeated concussion or subconcussive impacts cause CTE remains unknown.”*

Risk Reduction and Prevention

32. Ski Nova Scotia recognizes that knowing a Participant's SRC history can aid in the development of concussion management and the Return to Sport strategy. The clinical history should also include information about all previous head, face, or cervical spine injuries. Ski Nova Scotia encourages Participants to make coaches and other stakeholders aware of their individual histories.

Non-Compliance

33. Failure to abide by any of the guidelines and/or protocols contained within this policy may result in disciplinary action in accordance with Ski Nova Scotia's policies for discipline and complaints.

Liability

34. Ski Nova Scotia shall not be liable for any Participant or other individual's use or interpretation of this Policy. Further, none of Ski Nova Scotia's members, directors, officers, employees, agents, representatives and other individuals involved in any way in the administration of this Policy shall be liable to any other individual in any way, in relation to any lawful acts or omissions committed in the honest application, administration, and/or enforcement of this Policy.

SKI NOVA SCOTIA
SANCTIONING POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - 1.1. “*Events*” – Includes training, competitions, races, meetings, and programs.
 - 1.2. “*Host*” – The individual, club, team, or group that wants to run or host a sanctioned event.

Purpose

2. Ski Nova Scotia is committed to providing an environment that promotes standard and fair competition; and as such, Hosts wishing to run Events must first seek approval and sanction from Ski Nova Scotia. Irresponsible behaviour, unfair competition, or an unsafe environment can result in severe damage to the sport, to participants, to Ski Nova Scotia, and to Hosts. This Policy provides sanctioning regulations that will help ensure that Events are safe, fair, and protect the health and welfare of the participants.
3. Certain Events run by Hosts are pre-sanctioned by Ski Nova Scotia and do not require additional approval.

Application of this Policy

4. This Policy applies to all Events that are organized and run by Hosts.

Insurance

5. Only the Events sanctioned by Ski Nova Scotia are covered by Ski Nova Scotia’s insurance.

Pre-Sanctioned Events

6. The following Events are pre-sanctioned:
 - 6.1. Practice and training sessions; and
 - 6.2. Meetings; particularly meetings of the Board, general meetings, committee meetings, and parent orientations.

Events Requiring Sanction

7. Events that are not pre-sanctioned require sanction in accordance with this Policy. Hosts require sanction to run the following:
 - 7.1. Provincial championships;
 - 7.2. Coach or official certification clinics;
 - 7.3. Certain fundraising activities.

Requesting a Sanction

8. Requests for sanctions must be submitted by Hosts, to the appropriate staff member or Director, in writing or by email at least seven (7) days prior to the Event.
9. Requests for sanctions with less than seven (7) days notice shall be accompanied by a written statement giving reasons for requesting an exemption to the time limitation. The decision to accept, or not accept, the late sanction request will be at the sole discretion of Ski Nova Scotia and may not be appealed.
10. If the Event is cancelled, fees may be refunded up to seven (7) days prior to the Event.
11. The request for sanction will be approved or denied by Ski Nova Scotia.

Sanction Request Evaluation

12. For each sanction request, Ski Nova Scotia will consider the following:
 - 12.1. The Host's status with Ski Nova Scotia;
 - 12.2. The Host's capability of meeting Ski Nova Scotia's sanctioning requirements, or other factors relating to the operations of the Event;
 - 12.3. Success of previous sanctioned Events (if applicable);
 - 12.4. Issues with previous sanctioned Events (if applicable);
 - 12.5. Any issue or matter which Ski Nova Scotia deems may affect Ski Nova Scotia's ability to obtain insurance coverage; and
 - 12.6. Any issue or matter which Ski Nova Scotia deems may damage the reputation of Ski Nova Scotia or that may introduce unreasonable safety concerns.

Sanction Request Refusals

13. If the sanction is refused, Ski Nova Scotia will provide reasons for the refusal.
14. Sanction request refusals may be appealed under the terms of Ski Nova Scotia's *Appeal Policy*.

Sanctioned Request Approvals

15. Sanctioned events must comply with the Sanctioned Event Compliance Regulations, as described in this Policy.
16. Sanctions are not transferable and new sanctions must be obtained each year for annual Events.

Sanctioned Event Compliance Regulations

17. The Event must be conducted in accordance all applicable policies and technical standards as established by Ski Nova Scotia.

18. If alcoholic beverages are to be sold at the Event, it is the responsibility of the Host to ensure that all permits and liquor legislation (as applicable) are adhered to. A copy of the liquor permit must be submitted to Ski Nova Scotia prior to the event.
19. If fundraising is to occur through the sale of 50-50 tickets, raffle tickets or other gaming activity, it is the responsibility of the Host to ensure that all applicable provincial and municipal gaming permits, rules and regulations are adhered to.

Sanction Revocation

20. A sanction may be revoked at the discretion of Ski Nova Scotia under the following circumstances:
 - 20.1. Any time in advance of the Event if the Host fails to fulfill its obligations under this Policy;
or
 - 20.2. During the Event if a representative from Ski Nova Scotia determines that technical standards are not being met or if the safety of participants or patrons is at risk. In this case, the Event will terminate immediately.

Enforcement

21. Failure to adhere to this Policy may permit discipline in accordance with Ski Nova Scotia's *Discipline and Complaints Policy*.

SKI NOVA SCOTIA
FINANCIAL POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - 1.1. “*Representatives*” – Individuals employed by, or engaged in activities on behalf of, Ski Nova Scotia including: coaches, staff members, convenors, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of Ski Nova Scotia

Purpose

2. Ski Nova Scotia will function as a Not-For-Profit organization and all fundraising, fees, sponsorship, and grants will be used for the on-going development of the sport and the betterment of Ski Nova Scotia.
3. The purpose of this Policy is to guide the financial management practices of Ski Nova Scotia.

Budget and Reports

4. The Board of Directors will develop and approve an annual budget which will contain Ski Nova Scotia’s total anticipated expenditures and revenues.
5. The Treasurer (or designate) will, at the Annual Meeting, present Financial Statements as required by applicable legislation and any other report as determined by the Board.
6. The financial statements of Ski Nova Scotia will be reviewed in accordance with applicable legislation by an auditor.

Fiscal Year

7. Ski Nova Scotia’s fiscal year will be as described in the By-laws.

Banking – Revenue

8. Registration fees shall be reviewed annually by the Treasurer (or designate) who will make recommendations to the Board; which shall approve fees for each year well in advance of the start of the registration year.
9. All money received by Ski Nova Scotia will be placed into a general fund and will be used for all necessary and permitted purposes for the operation of Ski Nova Scotia, as determined by the Board.
10. All money received by Ski Nova Scotia will be deposited, in the name of Ski Nova Scotia, with a reputable financial institution.

Signing Officers

11. All contracts, documents, or any other instruments in writing requiring the signature of Ski Nova Scotia shall be signed by at least two of the following:

- 11.1. President
- 11.2. Treasurer
- 11.3. A Director appointed by the Board as a signing authority
- 11.4. Executive Director

12. Any contracts, documents or any other instruments in writing which have been approved in Ski Nova Scotia's budget that are under \$10,000 are not subject to this section and may be executed by the Treasurer or any individual delegated such signing authority by the Board.

13. All cheques payable to any signing authority will not be signed by that signing authority.

Expenses

14. All expenses will be supported with receipts and must be detailed to budget items, projects, or functions by Ski Nova Scotia's Treasurer (or designate).

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

16. Any expenditure not approved within the annual budget will be approved by the Board prior to any such expenditure. Without the Board's approval, the expenditure will not be paid by Ski Nova Scotia unless determined otherwise by the Board.

Accounts

17. Accounts receivable terms are net ninety (90) days from the date of invoice.

18. Accounts payable will be paid within the terms of the supplier invoice. Where no terms are specified, accounts will be paid within thirty (30) days.

Credit Card

19. With the approval of the Board, Ski Nova Scotia may acquire credit cards for the use of staff members who are required to make purchases on a regular basis for travel, accommodation, and other expenses related to their duties on behalf of Ski Nova Scotia. The Board will determine who receives credit cards and what the credit card limits will be.

20. Credit card holders will be responsible for all charges made on credit cards issued in their name.

21. Credit cards must only be used for authorized payments that include:

- 21.1. Payment of actual and reasonable expenses incurred on authorized business, including travel and accommodation, where it is not feasible for these costs to have been paid in advance of the expense being incurred or for the costs to be invoiced to Ski Nova Scotia;
- 21.2. Purchase of goods or budgeted items.

22. For the purposes of this Policy, expenses included in an annual budget as approved by the Board are considered to be authorized. Expenses that fall outside the approved budget must be approved before being charged to a credit card.
23. Credit cards are not to be used for any personal expenses.
24. All expenses charged to a credit card should be supported by a credit card receipt issued by the merchant or a detailed supplier invoice to confirm that the expenses are properly incurred on business of Ski Nova Scotia.
25. Under no circumstances are cash advances to be drawn on credit cards.
26. In addition, the following individuals have credit card responsibilities:
 - 26.1. Cardholders must:
 - i. not allow another person to use the card
 - ii. protect the pin number of the card
 - iii. only purchase within the credit limit of the card
 - iv. notify the credit card company if the card is lost or stolen
 - v. keep the card with them at all times, or in a secure location
 - vi. forward to Ski Nova Scotia's Treasurer (or designate), on a monthly basis, all receipts for expenses charged to the card in the previous month
 - vii. surrender the credit card upon the cardholder ceasing to perform the role for which the card was issued
 - 26.2. Ski Nova Scotia's Treasurer (or designate) must:
 - i. ensure that each credit card issued to an individual is paid in full on a monthly basis
 - ii. review and reconcile each credit card statement on a monthly basis
 - iii. bring to the attention of the Board any credit card expense which does not appear to be authorized under this policy
 - iv. recover from the cardholder any funds owing for unauthorized expenses

Expense Claims

27. Representatives may submit expense claims to the Treasurer (or designate) for personal expenses incurred in performing their duties for Ski Nova Scotia. Generally, only expenses pre-approved by Ski Nova Scotia's Treasurer (or designate) will be reimbursed – and only within three months of the incurred expense. Expense claims must include:
 - 27.1. The exact amount of each separate expense
 - 27.2. The date on which the expense occurred
 - 27.3. The place and location of the expense
 - 27.4. The purpose of the expense
 - 27.5. A receipt for the expense
28. Representatives may submit expense claims to Ski Nova Scotia's Treasurer (or designate) for travel and/or accommodation expenses for conferences, tournaments, provincial meetings, or national meetings; provided the expected expense reimbursement amount is pre-approved by Ski Nova Scotia Treasurer (or designate).

29. Generally, no cash advances will be provided. If there is a need for a cash advance, a request must be made to the Treasurer for approval of the advance.

30. Expenses will be reimbursed in amounts outlined in the following table:

Expense	Rate	Notes
Travel – Mileage up to 50 km return travel	Nil	
Travel – Mileage over 50 km return travel	Equivalent to the established by Sport Nova Scotia from time to time	
Travel – Air	Lowest economy	Prior approval required
Breakfast	\$14.00	Receipts not required
Lunch	\$15.00	Receipts not required
Dinner	\$22.00	Receipts not required
Full Day	\$51.00	Receipts not required
Accommodation	Double occupancy	All personnel unless specified
Accommodation	Single occupancy	Only the Chair
Accommodation with Friends or Family	\$12.00 / day	Receipts not required
Travel Status (conducting the business of Ski Nova Scotia for at least 12 hours a day)	\$10.00 / day inside Canada \$20.00 / day outside Canada	
Incidental expenses	Actual cost	Receipt required

31. Ski Nova Scotia will not reimburse for costs above the specified rates without prior approval of the Treasurer. Where costs above the specified rates are approved, receipts must be provided.

Travel and Accommodation Expenses

32. Air travel is to be booked through Ski Nova Scotia whenever possible. Air travel including fares and itineraries is to be approved in advance by the Treasurer (or designate). In no circumstance will fares above the economy fare be reimbursed. Car travel will be reimbursed at the mileage rate specified in this Policy. Car rentals will be reimbursed where authorized. Reimbursement will be for compact size cars through an authorized agency at the most economical rate possible. Individuals are expected to travel as foot-passengers where possible. Advance booking fees will be reimbursed where required by the nature and purpose of the travel.

33. Whenever possible, the Representatives who are attending the same event should travel together and stay with friends or event organizers where possible. However, only the driver may submit car-related expenses

34. Accommodation will be reimbursed based on single occupancy for Ski Nova Scotia’s President (or designate). All other accommodation will be reimbursed based on double occupancy.

35. Ski Nova Scotia will not provide reimbursement for parking tickets, speeding tickets or fines for any other violations.
36. A Representative attending an event where meals are not provided may request a per-diem allowance before attending the event. Per-diem rates are listed in the above table and do not require receipts. Individuals will not be reimbursed where meals are provided as part of an event or where meals are included in the accommodation rate.

Other Expenses

37. Representatives may be reimbursed for long distance telephone calls provided the expenses were Ski Nova Scotia-related. Expense claims for telephone expenses must include the name of the person called, their connection to Ski Nova Scotia, and the purpose of the call. Telephone expenses in excess of \$80.00 will not be reimbursed.
38. Actual and reasonable expenses for items such as parking, telephones and copying may be reimbursed. Receipts must be provided for all such expenses.

Replacement Cheques

39. Lost or missing cheques will not be re-issued until after the next applicable month end reconciliation has taken place.
40. Cheques that need to be replaced due to loss will be assessed a five-dollar (\$5.00) administration fee.
41. Lost or missing cheques that have not been claimed by Ski Nova Scotia's year end will not be reissued.

SKI NOVA SCOTIA

TRAVEL POLICY

Purpose

1. The purpose of this Policy is to inform athletes, parents, and coaches travelling to events outside of the Province of Nova Scotia of their responsibilities and the expectations of Ski Nova Scotia.

Application of this Policy

2. Specific individuals have responsibilities when teams travel outside of the province. These individuals include:
 - 2.1. Parents traveling with the athlete
 - 2.2. Parents not traveling with the athlete
 - 2.3. Chaperones
 - 2.4. Coaches
 - 2.5. Team Managers
 - 2.6. Athletes

Travel Consent Form

3. Minor athletes traveling with individuals other than their parent/guardian must keep with them a Travel Consent Form (signed by their parent/guardian). A Travel Consent Form is provided as **Appendix A**.

Responsibilities

4. Parents traveling with a minor athlete are responsible for their child during the entirety of the event and have the following additional responsibilities:
 - 4.1. Pay all event fees prior to the start of travel
 - 4.2. Register for event accommodations in a timely manner. Accommodations outside of those arranged by the manager (such as staying with family, or at a different hotel) must be approved by the coach in advance of arrangements being made
 - 4.3. Punctual drop off and pick up of their children at times and places indicated by coaches
 - 4.4. Adhere to coach or manager requests for parent meetings, team meetings, or team functions and be punctual to such events
 - 4.5. Adhere to coach requests for athlete curfew times
 - 4.6. Adhere to coach requests for limiting outside activities (swimming, shopping, etc.)
 - 4.7. Report any athlete illness or injury
 - 4.8. Report any incident likely to bring discredit to Ski Nova Scotia
 - 4.9. Adhere to Ski Nova Scotia's policies and procedures, particularly the Code of Conduct and Ethics
 - 4.10. If travelling outside of Canada, ensure that all passports are valid and not expired
5. Parents not traveling with the athlete have the following responsibilities:
 - 5.1. Assign to their child a chaperone from among the other parents in attendance. The chaperone may not be a team coach, assistant coach, or manager

- 5.2. Provide the chaperone with a Travel Consent Form
 - 5.3. Provide the chaperone with emergency contact information
 - 5.4. Provide the chaperone with any necessary medical information
 - 5.5. Pay all event fees prior to the start of travel
 - 5.6. Provide the child with enough funds to pay for food and incidentals
 - 5.7. If travelling outside of Canada, ensure that all passports are valid and not expired
6. Chaperones have the following responsibilities:
- 6.1. Obtain and carry any Travel Consent Forms, emergency contact information, and medical information
 - 6.2. Punctual drop off and pick up of their children at times and places indicated by coaches
 - 6.3. Adhere to coach or manager requests for parent meetings, team meetings, or team functions and be punctual to such events
 - 6.4. Adhere to coach requests for athlete curfew times
 - 6.5. Adhere to coach requests for limiting outside activities (swimming, shopping, etc.)
 - 6.6. Report any athlete illness or injury
 - 6.7. Report any incident likely to bring discredit to Ski Nova Scotia
 - 6.8. Inspect hotel rooms rented for damage before check-in and after check-out. Report any damage to the coach
 - 6.9. Approve visitors to the athlete accommodations, at their discretion
 - 6.10. Adhere to Ski Nova Scotia's policies and procedures, particularly the Code of Conduct and Ethics
7. Coaches have the following responsibilities:
- 7.1. Arrange all team meetings and training sessions
 - 7.2. Determine curfew times
 - 7.3. Work in close co-operation with the chaperones on all non-sport matters
 - 7.4. Report to Ski Nova Scotia any incident likely to bring discredit to Ski Nova Scotia
 - 7.5. Together with the chaperones, decide temporary disciplinary action to be taken at the scene of an incident, and report such incident and action to the parents of the athletes involved as well as to Ski Nova Scotia for further disciplinary action, if applicable, under Ski Nova Scotia's *Discipline and Complaints Policy*
 - 7.6. Adhere to Ski Nova Scotia's policies and procedures, particularly the *Code of Conduct and Ethics*
8. Team/Event Managers have the following responsibilities:
- 8.1. Ensure an appropriate chaperone-to-athlete ratio that does not exceed eight athletes per chaperone
 - 8.2. Organize accommodations and inform parents and chaperones how to register and pay for accommodations
 - 8.3. Room female and male athletes separately. Coaches and chaperones must be roomed separately from athletes, unless the athlete is the child of the coach or chaperone
 - 8.4. Coordinate and collect all travel expenses from parents
9. Athletes have the following responsibilities:
- 9.1. Arrive at each event ready to participate
 - 9.2. Make any visitor requests to chaperones before the visit is expected
 - 9.3. Represent Ski Nova Scotia to the best of their abilities at all times

- 9.4. Communicate any problems or concerns to the coaches and chaperone just as they would their own parents
- 9.5. Check in with the chaperone when leaving their rooms
- 9.6. Not leave the hotel alone or without permission of the coach/chaperone and check-in when returning
- 9.7. Adhere to Ski Nova Scotia's policies and procedures, particularly the *Code of Conduct and Ethics*

Appendix A – Travel Consent Form

To whom it may concern,

I / we, the parent(s)/guardian(s) of _____ officially give my / our consent for my / our minor child to travel with the following individuals who are also associated with Ski Nova Scotia:

My / our child was born on _____ at the location of _____. If required, my / our child's passport number is _____. Attached to this form is a list of any additional medical needs my / our child requires.

I / we understand that the event is a _____ which is located in _____. Barring extenuating circumstances the event should last for a duration of _____ days between the dates of _____ and _____.

If there are any questions about the consent provided, I / we can be reached at the following telephone number(s) _____ and the following email addresses _____.

Sincerely,

Signed, _____

Dated, _____

SKI NOVA SCOTIA

DIVERSITY, EQUITY AND INCLUSION POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - 1.1. *“Diversity”* – the presence and integration of a variety of individuals with different personal characteristics, particularly Under-Represented Groups, in a group or organization;
 - 1.2. *“Inclusion”* – acceptance of individuals with diverse personal characteristics into a group or organization regardless of those characteristics;
 - 1.3. *“Equity”* – fairness afforded to individuals with diverse personal characteristics regardless of those characteristics;
 - 1.4. *“Under-Represented Groups”* – Under-Represented Groups include women, children in low income families, Indigenous people, seniors, people with disabilities, newcomers to Canada, and members of the LGBTQ2 community.

Purpose

2. Ski Nova Scotia is committed to encouraging diversity, equity and inclusion in its administration, policies, programs, and activities. The purpose of this Policy is to ensure that Ski Nova Scotia provides Under-Represented Groups with a full and equitable range of opportunities to participate and lead.

General

3. Ski Nova Scotia will support inclusion, equity, and access for Under-Represented Groups and exercise influence with external agencies to encourage equity.

Programming

4. Ski Nova Scotia is committed to creating and supporting programs that address diversity, equity, and inclusion issues in sport. For example, Ski Nova Scotia will:
 - 4.1. Ensure that the achievement of equitable opportunities is a key consideration when developing, updating, or delivering Ski Nova Scotia’s programs and policies;
 - 4.2. Support new programming that specifically addresses diversity, equity, and inclusion;
 - 4.3. Monitor and evaluate the success of its diversity, equity, and inclusion programming;
 - 4.4. Fund programs and services equally;
 - 4.5. Encourage Under-Represented Groups to act as role models for young participants;
 - 4.6. Create special opportunities to advance the number and levels of women in coaching;

- 4.7. When planning educational sessions, consider the balance of female and male presenters.

Staff, Board of Directors, Committee

5. Ski Nova Scotia will:
 - 5.1. Strive to achieve gender balance in the appointment of all committees, task forces and other decision-making or decision-influencing bodies, and in seeking nominations for and appointments to the Board;
 - 5.2. Include gender equity as a stated value that is accepted and promoted on nominating and selection committees;
 - 5.3. Ensure equal opportunities exist for all staff to receive professional development to move towards senior levels of decision-making;
 - 5.4. Develop, update and deliver all policies, programs and services ensuring the concerns and needs of Under-Represented Groups are identified, promoted and supported;
 - 5.5. Deal with any incidence of discriminatory behaviour according to Ski Nova Scotia's *Code of Conduct and Ethics* and *Discipline and Complaints Policy*.

Media Relations

6. Ski Nova Scotia will:
 - 6.1. Strive to ensure that Under-Represented Groups are portrayed equitably in promotional materials and official publications;
 - 6.2. Produce all written and visual materials in a gender-inclusive manner;
 - 6.3. Use gender-appropriate or gender-neutral language and positive, active visuals in all publications, graphics, videos, posters and on websites.

Human Resource Management

7. As part of its commitment to the use of equitable human resource management practices, Ski Nova Scotia will:
 - 7.1. Adopt, when possible, work practices such as flex-time, job-sharing and home-based offices;
 - 7.2. Provide a physically accessible workplace environment;
 - 7.3. Ensure a non-smoking environment;
 - 7.4. Use non-discriminatory interview techniques;
 - 7.5. Provide opportunities for all staff to advance to senior decision-making levels and receive equitable remuneration;

- 7.6. Publicly declare Ski Nova Scotia to be an equal opportunity employer and respect and implement the principle of pay equity in relation to salaried and contract employees;
- 7.7. When appropriate, make available access to Employee Assistance counselling.

Ongoing Commitment to Inclusion, Diversity and Equity

8. Ski Nova Scotia resolves to continue to incorporate inclusion, diversity, and equity matters in its strategies, plans, actions, and operations; including technical programs, business management, sponsorship, marketing, media and communications.

Evaluation

9. Ski Nova Scotia will continually monitor and evaluate its inclusion, equity, and diversity progress.

SKI NOVA SCOTIA

ANTI-DOPING POLICY

Definitions

1. These terms will have the following meanings in this Policy:
 - 1.1. *“Canadian Centre for Ethics in Sport (CCES)”* – The CCES is an independent, national, not-for-profit organization responsible for administering Canada’s Anti-Doping Program and the World Anti-Doping Code in Canada.
 - 1.2. *“Canadian Anti-Doping Program (CADP)”* – Set of rules that govern doping control in Canada. The full Policy can be viewed [here](#).
 - 1.3. *“World Anti-Doping Agency (WADA)”* – An independent, international, not-for-profit organization responsible for administering the World Anti-Doping Code and the promotion of clean sport internationally.
 - 1.4. *“World Anti-Doping Code”* – Set of rules that govern doping control internationally. The full policy can be viewed [here](#).
 - 1.5. *“Participants”* – Refers to all categories of individual members and/or registrants defined in the By-laws of Ski Nova Scotia as well as all people employed by, contracted by, or engaged in activities with, Ski Nova Scotia including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers

Purpose

2. Ski Nova Scotia is committed to clean sport in Canada and endorses the 2015 Canadian Anti-Doping Program and the World Anti-Doping Code. The purpose of this policy is to confirm that Ski Nova Scotia has adopted the 2015 CADP as its primary domestic anti-doping policy.

Scope and Authority

3. This policy applied to all Participants.
4. Ski Nova Scotia will respect any penalty enacted pursuant to the breach of the Canadian Anti-Doping Program, whether imposed by WADA or the CCES.

Provisions

5. Ski Nova Scotia is unequivocally opposed, on ethical, medical and legal grounds to the practice of doping in sport.
6. Ski Nova Scotia has adopted and agrees to abide by the Canadian Anti-Doping Program, as administered by the CCES, and as it may be amended from time to time.

7. In the event of a conflict between other anti-doping policies established by Ski Nova Scotia and the 2015 CADP, the 2015 CADP shall prevail.
8. Ski Nova Scotia will provide regular information and news on the anti-doping program domestically and internationally and will arrange for the presentation of an anti-doping educational program with support material from the CCES to groups of athletes and coaches at camps and competitions whenever possible.
9. Ski Nova Scotia will respect the sanctions applicable due to an anti-doping rule violation, whether imposed by WADA, the CCES, or any national or provincial sport organization.
10. Ski Nova Scotia will comply with the CADP with respect to public announcements of positive test results.
11. All Participants and persons sanctioned by virtue of the CADP will be ineligible to participate in any role and in any competition or activity organized, convened, held, or sanctioned by Ski Nova Scotia as per the penalties imposed.

SKI NOVA SCOTIA
HUMAN RESOURCES POLICY

Definitions

1. These terms will have these meanings in this policy:
 - 1.1. “*Employee(s)*” – A person who performs work for Ski Nova Scotia for wages and is subject to the Code.
 - 1.2. “*Code*” – Nova Scotia *Labour Standards Code*.

Preamble

2. Ski Nova Scotia recognizes the critical importance of its Employees to achieving its strategic objectives. Accordingly, Ski Nova Scotia will provide its Employees with:
 - 2.1. Meaningful work which provides opportunities for professional development and personal achievement;
 - 2.2. A safe, healthy and rewarding work environment;
 - 2.3. An organizational culture that reinforces shared values, high professional standards and encourages participation and team work; and
 - 2.4. An objective evaluation system that provides positive and constructive feedback on performance which is based on organizational values, defined job duties and responsibilities, mutually agreed upon goals and objectives, and reasonable expectations.
3. Accordingly, Ski Nova Scotia expects of all its Employees:
 - 3.1. To conform with Ski Nova Scotia’s organizational values and policies;
 - 3.2. To strive to a high level of performance results;
 - 3.3. To exercise professionalism in the discharge of job responsibilities;
 - 3.4. To maintain open and direct communication; and
 - 3.5. To exemplify integrity of personal conduct.

Policy Statement

4. In its dealings with Employees, Ski Nova Scotia is subject to the statutory requirements of the Nova Scotia *Labour Standards Code* (the “**Code**”).
5. Except where otherwise noted, or where amended by the provisions of a written contract of employment between an Employee and Ski Nova Scotia, this policy will govern the terms and conditions of employment for Ski Nova Scotia’s Employees.

Authority and Application

6. The Board of Directors shall have authority for hiring or termination of all employees.
7. From time to time, Ski Nova Scotia may hire part-time, summer students, temporary or casual employees. The terms and conditions of employment for such employees will be governed solely by the Code.
8. This Policy will not apply to independent contractors or to interns/co-op placement students.

Supervisory Relationship

9. The President (or designate) will supervise the performance of all Employees.

Job Performance

10. The primary duties of each Employee will be outlined in a written job description. These duties may be revised from time to time, to reflect changing priorities, workload and personnel requirements of Ski Nova Scotia. Such revisions will be made jointly by the Supervisor and the Employee.
11. In addition to a written job description, each Employee and Employee Supervisor will prepare annual written goals and objectives for the Employee's position, which will be used as the basis for reviewing performance and where applicable, awarding performance pay.
12. The appointment of all new Employees will be subject to a three-month probationary period. At the end of the probationary period the Employee's employment may be terminated without notice, if performance has not been satisfactory in the opinion of the Employees Supervisor.
13. The performance of each Employee will be reviewed annually by the Employee's Supervisor. The purpose of this review will be to assess the Employee's commitment to Ski Nova Scotia's organizational values and policies, to provide the Employee with feedback on his/her performance, to evaluate the Employee's achievements in relation to agreed-upon goals and objectives, and to identify the Employee's strengths and weaknesses.
14. If an Employees performance is below a satisfactory level, the Supervisor will discuss with the Employee the specific problem, the level of performance that is required, the suggested action items to improve performance, and the time frame for achieving the desired level of performance. All discussions regarding performance will be documented and placed in the Employee's personnel file. If performance is unsatisfactory and does not improve according to the action plan time frames which have been discussed, the Employee's employment may be terminated for cause.
15. Ski Nova Scotia may terminate the employment of any Employee at any time without notice by reason of the Employee's willful misconduct which is detrimental to Ski Nova Scotia, failure to adhere to Ski Nova Scotia policies, or gross failure to perform their employment duties.

Employee Conduct

16. All Employees of Ski Nova Scotia will comply with this policy and with all other policies of Ski Nova Scotia relating to conduct including, but not limited to, policies that apply to conduct and ethics,

conflict of interest, confidentiality and privacy, as amended from time to time.

Travel

17. Employees will be compensated for any costs incurred while traveling on Ski Nova Scotia business in accordance with Ski Nova Scotia's policies for reimbursement of travel expenses.

Benefits

18. Ski Nova Scotia shall subscribe full-time Employees to an employment benefits program, administered by Sport Nova Scotia, which will provide health coverage, long term disability, and insurance.

Professional Development

19. Ski Nova Scotia will budget for staff training and development according to the resources available each year. Employees should consult with their Employee Supervisor to identify suitable professional development opportunities. At the discretion of the Employee Supervisor and based upon a written request from an Employee, Ski Nova Scotia may cover all or part of the Employee's costs to participate in educational courses, seminars or workshops.

Notice of Termination

20. No notice is required by either Ski Nova Scotia or the Employee to terminate the employment relationship during the three-month probationary period for new Employees.

21. Full-time Employees shall give notice of their intention to leave the employment of Ski Nova Scotia in accordance with the *Code*. Ski Nova Scotia shall give full-time Employees notice, or pay in lieu of notice, in accordance with the *Code*.

22. Notice, termination and severance provisions for part-time, temporary and casual Employees will be in accordance with the *Code*.

Confidentiality and Intellectual Property

23. Employees will not, either during the term of their employment with Ski Nova Scotia or any time thereafter, disclose to any person, organization or corporation any confidential information concerning the business, affairs or personnel of Ski Nova Scotia which they may have acquired in the course of their employment, without the express written consent of Ski Nova Scotia. For the purposes of this policy, Confidential Information refers to:

23.1. Names, addresses, email addresses, telephone numbers, date of birth, Social Insurance Numbers and credit card information of Ski Nova Scotia members, volunteers, directors, officers, employees, committee members, contractors, and other participants within Ski Nova Scotia programs;

- 23.2. Information related to the business or affairs of Ski Nova Scotia or any member of Ski Nova Scotia; and
- 23.3. Data, materials, products, technology, computer programs, specifications, manuals, business plans, software, marketing plans, business plans and financial information relating to Ski Nova Scotia.
24. Ski Nova Scotia shall not divulge to outside parties any personal information about an Employee, including but not limited to place of residence, home phone number, Social Insurance Number, date of hire, or earnings, without the Employee's permission, unless required to do so by law.
25. All files, written documents and electronic materials relating to the work performed during the Employee's tenure with Ski Nova Scotia will remain the property of Ski Nova Scotia and upon the request of Ski Nova Scotia, the Employee will return all such written and electronic materials.
26. All copyright and other intellectual property rights in any work created by an Employee in the course of employment with Ski Nova Scotia shall be the property of Ski Nova Scotia, which shall have the right to use, reproduce or distribute such works, or any part thereof, for any purpose it wishes. In the absence of a written agreement stating otherwise, an Employee is deemed to have waived all rights to copyright in favour of Ski Nova Scotia.

Other Employment

27. Full-time Employees may accept outside employment provided the employment does not compromise the Employee's ability to perform their duties for Ski Nova Scotia, the employment does not represent a conflict with Ski Nova Scotia, the Employee's Supervisor is notified in advance by the Employee of the Employee's intention to accept outside employment. Written approval of the Employee Supervisor is required prior to commitment of such employment.

Disputes

28. Any disputes about personnel issues between an Employee and a Supervisor shall be referred to the Board of Directors, who shall hear and decide the matter.