



## **SADDLE SEAT CANADA**

is a not for profit organization dedicated to promoting the art of Saddle Seat Equitation in Canada. Our mission is to further the growth and visibility of the Saddle Seat discipline on National and International levels and to increase participation from multiple breeds and to partner with recognized Breed Associations.

# **POLICIES AND PROCEDURES MANUAL**

*Initiated: June 2013  
Approved: January 2015*

**SADDLE SEAT CANADA  
GENERAL POLICY AND PROCEDURES MANUAL  
VERSION 1**

**Initiated: June 2013**

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**RECORD OF REVISIONS**

Selection Reference	Description	Date Approved by Board

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## **1.1 GENERAL ORGANIZATION**

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### 1.1.1 Overview of “Saddle Seat Canada” and Definitions

- Saddle Seat Canada is a non-profit organization incorporated under The *Canada Not-for-Profit Corporations Act*.
- It is run by a volunteer Board of Directors who is elected by the members of Saddle Seat Canada. It may also be referred to in this and other documents as “Saddle Seat Canada, or “SSC”.
- In these policies:
  - “Board of Directors” or “the Board” refers to the elected Board of Directors.
  - “General Meeting” refers to the annual general meeting of the members of SSC.
  - “Member in good standing” refers to:
    - An Individual Member or Junior Member of Saddle Seat Canada who is in compliance with the present policies, or
    - All paying members.
      - “Executive” refers to the Executive Committee of the SSC Board of Directors, which consists of the President, Vice-President, Secretary and Treasurer.
      - “Staff member” refers to any paid member of the staff, either salary or contracted.
- These policies may be altered only by the mechanisms outlined in the Policy Development section of this document.

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### 1.1.2 Saddle Seat Canada Mission Statement

Saddle Seat Canada is a not for profit organization dedicated to promoting the art of Saddle Seat Equitation in Canada. Saddle Seat Canada supports the development of amateur athletes. Our mission is to further the growth and visibility of the Saddle Seat discipline on National and International levels.

### 1.1.3 Saddle Seat Canada's Values and Principles

Saddle Seat Canada is focused on developing amateur athletes that have all the skills required to compete at an international level. Saddle Seat Canada is also focused on the long-term development of young athletes, and we strongly believe that the future success of the sport is dependent on our youth. We also recognize the importance of education and introducing youth to the diversity of horses and equine disciplines.

### 1.1.4 Roles and Responsibilities of Board of Directors

#### 1.1.4.1 The Board of Directors is the legal authority for Saddle Seat Canada.

The Board must be comprised of a minimum of five members and a maximum of 10 members.

As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization. Directors are also responsible and accountable to the members.

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#### 1.1.4.2 The Executive Committee

The Executive Committee is made up of:

- President
  - Vice-President
  - Treasurer
  - Secretary
- 
- General Responsibilities of the Executive Committee:
    - Prepare the annual budget
    - Day-to-day decisions between Board meetings
    - Disciplinary action towards staff and riders
    - Performing job performance reviews for staff

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Note: In a situation where an emergent decision is required, the Executive Committee can make the decision, but it must be presented at the next Board meeting for ratification.

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#### 1.1.4.3 Qualifications, Job Description, and Term Length for Each Board Position

##### **PRESIDENT**

###### Qualifications

- Should have previously completed a minimum of one year as a member of the Board and have an understanding of parliamentary procedures
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs, and/or personnel
- Willingness to serve on at least one sub-committee
- A time commitment of 5 - 10 hours per month (includes board meeting preparation and attendance, sub-committee meetings as applicable)

###### Job Description

- Chair the monthly board meetings
- Chair the Annual General Meeting
- Participate in Budget Preparation

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- Responsible for Board development e.g. training courses, literature, seminars
- Prepare for and participate in the discussions and the deliberations of the Board
- Foster a positive working relationship with other members of the Board, contractors, and staff while providing leadership and direction
- Be a signing authority on behalf of the Board for financial and legal purposes
- Arrange for the Vice-President to chair meetings in the absence of the Chair
- Set monthly Board meeting agenda in conjunction with the Board
- Enhance relationships with other community groups and agencies
- Be aware of and abstain from any conflict of interest
- Be committed to and informed of the work of the Saddle Seat Canada and publicly support them
- Represent Saddle Seat Canada to the media, community, and government officials

**Term**

The President shall act in an advisory role following the Presidency, to aid in the transition of the newly elected President.

At the end of each term, the President shall review and recommend amendments to the President's job description to be presented to the Board for ratification.

**VICE-PRESIDENT**

**Qualifications**

- Knowledge and skills in one or more areas of Board governance: policy, finance, programs, and/or personnel
- Willingness to serve on at least one sub-committee
- A time commitment of 1 - 5 hours per month (includes Board meeting preparation and attendance, sub-committee meetings as applicable)

**Job Description**

- Act as the Chair at Board meetings in the absence of the President
- Attend the Annual General Meeting



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- Participate in budget preparation
- Prepare for and participate in the discussions and the deliberations of the Board
- Foster a positive working relationship with other members of the Board, contractors, and staff while providing leadership and direction
- Enhance relationships with other community groups and agencies
- Be aware of and abstain from any conflict of interest
- Be committed to and informed of the work of Saddle Seat Canada and publicly support them
- Train for the role of President by working alongside the current President

**Term**

The Vice-President shall serve a minimum one year term prior to taking over as president in the following term.

At the end of each term, the Vice-President shall review and recommend amendments to the Vice-President's job description to be presented to the Board for ratification.

**TREASURER**

**Qualifications**

- Have the ability to read/understand/interpret financial statements
- Willingness to serve on at least one sub-committee
- A time commitment of 1 - 5 hours per month (includes Board meeting preparation and attendance, sub-committee meetings as applicable)

**Job Description**

- Oversee recording and reporting of all financial matters
- Responsible for coordinating budget development committee and participating in budget preparation
- Be a signing authority on behalf of the Board for financial and legal purposes
- Coordinate approval of expenditures
- Attend the Annual General Meeting

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- Prepare for and participate in the discussions and the deliberations of the Board
- Be aware of and abstain from any conflict of interest
- Be committed to and informed of the work of Saddle Seat Canada and publicly support them

**Term**

The Treasurer shall serve a minimum two year term and shall assist in training the future Treasurer.

At the end of each term, the Treasurer shall review and recommend amendments to the Treasurer's job description to be presented to the Board for ratification.

**SECRETARY**

**Qualifications**

- Have good writing and computer skills
- Willingness to serve on at least one sub-committee
- A time commitment of 3 - 5 hours per month (includes Board meeting preparation and attendance, typing minutes, sub-committee meetings as applicable)

**Job Description**

- Record minutes for all meetings of the Board and digitize them for distribution
- Be a signing authority on behalf of the Board for financial and legal purposes
- Attend and record minutes for the Annual General Meeting
- Prepare for and participate in the discussions and the deliberations of the Board
- Be aware of and abstain from any conflict of interest
- Be committed to and informed of the work of Saddle Seat Canada and publicly support them

**Term**

The Secretary shall serve a one or two year term and shall assist in training the future Secretary.

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At the end of each term, the Secretary shall review and recommend amendments to the Secretary's job description to be presented to the Board for ratification.

## **DIRECTORS**

### Qualifications

- Knowledge and skills in one or more areas of Board governance: policy, finance, programs, and/or personnel
- Willingness to serve on at least one sub-committee
- A time commitment of 1 - 5 hours per month (includes Board meeting preparation and attendance, sub-committee meetings as applicable)

### Job Description

- Attend the monthly Board meetings
- Attend the Annual General Meeting
- Prepare for and participate in the discussions and the deliberations of the Board
- Be aware of and abstain from any conflict of interest
- Be committed to and informed of the work of Saddle Seat Canada and publicly support them

### Term

Directors shall serve a minimum one year term.

At the end of each term, the Directors shall review and recommend amendments to the Director's job description to be presented to the Board for ratification.

#### 1.1.5 Key Management Factors

- Saddle Seat Canada is managed and stewarded by the Board of Directors, keeping in mind these three important factors:
- If a Board member is unable to attend a meeting to provide an update in their area, they are responsible for either having another Board member provide their report or making arrangements to defer their report.

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### **1.1.6 Risk Management Resolution**

In respect to risk management, the Board of Directors will be responsible for risk management. The following risk management resolutions will be followed:

- Members of the Board and paid staff shall be protected from any personal liability for any action they take in the legal and ethical conduct of their duties on behalf of SSC.
- Adequate insurance policies and related coverage shall be maintained which limit SSC's liability in several areas including, but not restricted to, the following:
  - Injury to participants
  - Injury to third parties
  - Damage to facilities, office space, and contents
  - Allegations of wrongdoing
- No insurance coverage shall be terminated without having replacement coverage that offers equal or greater protection immediately upon such termination. Changes in insurance policies must be scrutinized and prudently considered by the Directors prior to changes.
- Staff and members are encouraged to submit an "Incident Report" when they recognize a situation where a potential or actual incident has occurred that could jeopardize the health or safety of individuals.
- All Coaches are encouraged to be certified in Standard First Aid and CPR certification.
- Coach(es)/Team Manager(s) must recognize that as a representative of SSC, they assume "duty of care" responsibilities while riders are under their control. As such they must act as exceptional role models.

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**1.2 POLICY DEVELOPMENT**

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**1.2.1 Policy Development Statement**

It is the responsibility of the Board of Directors:

- To set the policies, directives and guidelines which will provide directions for organizational matters including performance, personnel, finance and advocacy.
- To provide direction for the members and staff to encourage an exceptional environment where riders and Coaches can define and achieve their own goals of excellence in Saddle Seat Equitation as an equestrian discipline.
- To provide a safe environment where the riders are encouraged to achieve social, physical and emotional wellness.
- To ensure staff and membership demonstrate appropriate code of conduct in all matters pertaining to SSC activities.
- To ensure that SSC fulfills the requirements of the Saddle Seat Canada Bylaws and The *Canada Not-for-Profit Corporations Act*.

**1.2.2 Guidelines for Administration of Policies**

**1.2.2.1 General Information**

- A policy will not be considered to be in effect unless passed by motion at a Board of Directors meeting.
- Draft policies will be available for member input prior to formal acceptance of the policy.
- All policies must be signed, sealed, and dated by the President and Secretary.
- It is intended that policies be made available to members as clarification of the Board's directives.

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- The original policies must be kept in safekeeping in a location agreed upon by the Board of Directors.
- A copy must be kept in the agreed upon location titled “Saddle Seat Canada Policies, Procedures and Guidelines”.
- Policies may not be removed or copied without the explicit approval of the President or Secretary.
- The most recent initiated or revised copy of any policy will be considered to be valid. Old policies will be kept in the archives.
- Any member in good standing may submit topics for discussion regarding administration or policy matters. The submission may be forwarded in writing to the President of the Board for consideration at an upcoming meeting.
- Incident Reports will be reviewed by the Board of Directors on a regular basis to ensure follow up, and recommendations will be made as appropriate. These submissions may not be anonymous, but confidentiality will be maintained as requested and appropriate.

#### 1.2.2.2 Board of Directors Responsibilities in Policy Administration

- The Board will make decisions regarding:
  - Policy and guidelines development, initiation and revisions
  - Rider development, goals and objectives
  - Evaluation of rider development
  - Allocation of funds
  - Recommendations for breach of policy or guidelines
  - Provisions for appeal process
- Board Directors are trustees of public confidence and securities. They must declare any conflict of interest.
- Board Directors are required to be loyal to policies and guidelines.

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- When a potential contravention is submitted, the President of the Board will decide if:
  - resolution can be made prior to Board hearing;
  - an expedited meeting of the Board is required;
  - discussion and action may be deferred until the next scheduled Board of Directors Meeting.
- If it is recognized that a policy has been contravened, the Board reserves the right to review each individual situation and provide a directive.
- When a situation arises that a policy does not exist or revision in a policy or guideline is required, the Board has the right to develop or change policy or guidelines as deemed necessary.

#### 1.2.2.3 Membership Responsibilities

- Any member in good standing has the right to access and read the policies upon request.
- Members are required to be loyal to the policies and guidelines.
- Members who fail to comply with any of the written policies may be subject to disciplinary actions as directed by the Board which may include:
  - Temporary suspension of membership
  - Termination of membership
- Members have the right to a timely appeal process.

#### 1.2.2.4 Coach and Team Manager Responsibilities

- Coach(es) and Team Managers must read through the policies manual and date and sign the front page.
- They must be loyal to SSC policies and guidelines.

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- If an incident occurs that may compromise SSC's Mission Statement, Policies or Guidelines, the involved person is obligated to submit an Incident Report.
- Coach(es) and Team Managers are required to declare any situation where there may be a conflict of interest.
- Coach(es) and Team Managers will be notified when policies have been developed or revised.
- Coach(es) and Team Managers who fail to comply with any of the written policies may be subject to disciplinary action.
- Coach(es) and Team Managers have the right to a timely appeal process.

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**1.3 COMMUNICATIONS INTERNAL/EXTERNAL**

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**1.3.1 Communications Policy Statement**

In general, all forms of communication between Board members, members, Coaches, Team Managers, riders, rider families, volunteers, and guests are expected to be clear, honest, forthright, and timely and to acknowledge a fundamental respect for others.

**1.3.2 Effective and Respectful Communication**

- SSC requires its members and staff to comply with the following ethical principles:
  - Respect for Participants



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- Responsible Behavior
- Integrity in Relationships
- All verbal and written correspondence will be respectful.
- Riders are expected to communicate honestly and respectfully toward Board members, members, Coaches, Team Managers, riders, rider families, volunteers, guests, and other riders.
- Parents and riders are expected to communicate honestly and respectfully toward Coaches, Team Managers and other members. Parents should immediately bring forth any area of concern to the Coaches, Team Managers and/or Board of Directors. If communication is abusive, the discipline policy will be followed.

### 1.3.3 Advertising/Publications/Brochures

All advertising, brochures and publications should be reviewed, updated and implemented as deemed necessary by the Board, and within the publicity budget.

### 1.3.4 Use of Email and Written Correspondence

Email systems and written correspondence of any type should be considered public domain. As such, content, vocabulary and tone of this type of communication must, at all times, be professional and respectful. Messages may not contain content or tone that may reasonably be considered offensive or disruptive. Offensive content would include, but would not be limited to, sexual comments or images, racial slurs, gender-specific comments or comments that would offend someone on the basis of his or her age, sexual orientation, religious or political beliefs, national origin, or disability. Communication should be professional and respectful.

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- Members within Saddle Seat Canada who provide their e-mail addresses will be placed on an internal list only. These may include:
  - General Membership
  - Team List
  - Volunteer List
- Where possible, the use of individual e-mail addresses in general communication should be avoided.
- The blind CC option in e-mails is not to be used.

### 1.3.5 Dealing with Complaints, Compliments or Suggestions

- When a complaint is lodged, it is requested that the originator fill in an Incident Report. The original copy will be given to the Board of Directors and a duplicate will be given to the appropriate member(s). On a regular basis, Incident Reports will be reviewed and recommendations by the Board may be issued. Follow up will continue until the situation is considered resolved. A written response to the originator may be considered appropriate.
- When a compliment or suggestion is received, a copy will be given to the appropriate staff member and a copy will be given to the Board of Directors. A written response to the originator may be considered appropriate.

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### 1.3.6 Media and News Releases

Saddle Seat Canada Board of Directors, wherever possible, will promote SSC and its endeavors through a variety of media. Parents or riders over 18 years must provide notification, in writing, if they do not wish any media exposure.

### 1.3.7 Notification of Upcoming Events/Posting Schedules

- Coaches shall set and post schedules for upcoming events or training with as much notice as possible. The schedules may be emailed or posted to a team social media site.
- Additional activities and events should be added as soon as confirmed.

### 1.3.8 Posting of Printed Material

To control material from internal or external sources, anyone wishing to post materials on the SSC website must get approval from the SSC Board of Directors. Any material may be posted, if approved, for as long as it is relevant. It is forbidden to post materials that are offensive or are potentially detrimental to SSC operations.

### 1.3.9 Reproduction of Member List

- Reproduction or sharing of SSC's membership list outside of SSC's uses is strictly prohibited.
- Use of this information for commercial purposes is prohibited unless ratified by the Board of Directors.
- Members are able to reproduce the lists for internal purposes only.

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**1.4 ETHICS**

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**1.4.1 Conflict of Interest Policy Statement**

As representatives of the sport of Saddle Seat Equitation in Canada, and because we operate in the public spotlight, we are expected to conduct our affairs in a manner consistent with the great trust that has been placed in us. This requires our behavior to conform to the highest ethical principles regarding the Conflict and Duality of Interest. For these reasons, Saddle Seat Canada requires its Board members, members, staff and volunteers to conduct business with integrity, to maintain a standard of ethical conduct consistent with the regulations of all countries and jurisdictions in which SSC conducts business, and to be guided by the knowledge that we are guardians of equestrian sport and must maintain the values, spirit, and ideals of the sport. Furthermore, because the appearance of impropriety can be just as damaging as actual impropriety, conduct that appears to be improper is also unacceptable. (See definitions below.) Accordingly, SSC Board members, members, staff and volunteers are required to comply with the following SSC Code of Ethics when representing or participating in SSC activities, selection procedures, or events:

- Conduct all dealings with honesty and fairness.
- Respect the rights of all members, employees and volunteers to fair treatment and equal opportunity, free from discrimination or harassment of any type.
- Know, understand and comply with the laws, regulations, and codes of conduct governing the conduct of SSC competitions and business – both domestic and foreign.

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- Ensure that all transactions are handled honestly and recorded accurately.
- Protect information that belongs to SSC, its members, donors, sponsors, suppliers, employees and volunteers.
- Avoid conflicts of interest, both real and perceived.
- Never use SSC assets or information for personal gain.
- Recognize that even the appearance of misconduct or impropriety can be very damaging to the reputation of the SSC, and act accordingly.
- Action is required by any person who finds himself/herself in a situation that may:
  - Constitute a conflict of interest
  - Appear that undue favoritism is being sought
  - Be perceived as having the potential to create a conflict of interest or the perception of a conflict of interest
- It is the expectation of SSC that the individual must immediately withdraw from the situation and make a full and frank disclosure of the conflict (or perceived conflict) to the Saddle Seat Canada President or designated Director.
- The President or designate immediately reviews the situation and (if necessary) submits the information for recommendations by the Board.
- If a Saddle Seat Canada Board Member submits an application for the Saddle Seat Equitation Canadian World Cup Team, they will automatically be exempt from making any decisions regarding Trial selection or Team selection. Further, any confidential scoring information or selection results will be withheld from said Board member.
- If a relative of a Saddle Seat Canada Board Member is selected for Trials and/or Team Canada, said Board Member will be exempt from any decisions regarding Trial selection or Team selection. Further, any confidential scoring information or selection results will be withheld from said Board member.

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#### 1.4.1.1 Examples of Conflict of Interest

- Granting favorable treatment in exchange for monetary payment, gifts, favors or compensation of any other kind.
- Using or disclosing any information about SSC for personal gain or for the gain of a third party.

#### 1.4.1.2 Gifts, Prizes, Honorariums and Awards

- Members/staff are expected to take actions and make decisions based on impartial and objective assessment of the facts of each situation, free from the influence of gifts and similar favors that might adversely affect their judgment.
- Members/staff shall report to the President or designate the receipt of gifts, prizes, honorariums or awards received while performing their duties with or while acting as a representative of SSC.
- If anyone wishes to recognize the club monetarily or by gift, they may make donations through the Board of Directors.

#### 1.4.2 Saddle Seat Canada Code of Conduct Policy Statement

- SSC is committed to providing an environment in which all individuals are treated with respect. Members of SSC shall refrain from comments or behavior that is disrespectful, offensive, abusive, racist or sexist. In particular, behavior that constitutes harassment or abuse will not be tolerated by SSC.
- Saddle Seat Canada members, Coach or Manager of a Saddle Seat Canada team agree to uphold and adhere to the highest standards of horsemanship, sportsmanship and citizenship.

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- Saddle Seat Canada team members will place the horses' welfare above all other considerations.
- During the course of all SSC activities and events, members must avoid behavior that brings the team into disrepute including but not limited to abusive use of alcohol and non-medical use of drugs.
- Members shall not use illicit drugs/narcotics or performance enhancing drugs or methods, and shall agree to submit to random drug testing as requested.
- Members shall at all times adhere to SSC operational policies and procedures, to rules governing SSC events and activities, and to rules governing any events in which the member participates on behalf of SSC.
- Members shall not engage in any activity or behavior which interferes with a competition or with any rider's preparation for a competition, or which endangers the safety of others.
- Failure to comply with this Code of Conduct may result in disciplinary action in accordance with the Discipline policy of SSC. Such action may result in the member losing the privileges that come with membership in SSC, including the opportunity to participate in World Cup activities.

#### 1.4.3 Potential for Legal Action

- Any complaints with the potential to lead to legal action must be immediately forwarded (Incident Report) to the President, and must be addressed without prejudice by the Executive.
- If a complaint cannot be resolved within the body of the Saddle Seat Canada Board of Directors, the Canadian Centre for Ethics in Sport, [www.cces.ca](http://www.cces.ca), will be contacted before legal action commences.

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#### 1.4.4 Commitment to Respect Policy Statement

- All members of SSC are expected to treat others with dignity and respect. Each member/staff member of SSC has the responsibility to ensure that we maintain a professional environment by not allowing, condoning or ignoring disrespectful or abusive behaviour. Members participating in or witnessing an incident that does not follow these guidelines are encouraged to submit an Incident Report to notify the President under this policy for further investigation and committee action as necessary.
- SSC is committed to investigating all allegations that are brought to the attention of the Board designate.
- Notwithstanding this policy, every person who witnesses or experiences abuse or harassment continues to have the right to seek assistance from the Alberta Human Rights Commission or other law enforcement authorities under the Criminal Code of Canada, even when steps are being taken under this policy.

##### 1.4.4.1 Definitions

**Respect** as defined by SSC:

SSC is committed to providing an environment in which all individuals are treated with respect and dignity. Each individual has the right to expect that this policy applies to all staff, directors, riders, parents, officials and members during business, activity or participation in any SSC event.



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**Abuse/Harassment** as defined by SSC:

Any behavior or gesture, verbal comment or written material that might compromise the respect or dignity of another individual or group of individuals is to be considered abusive or harassing. This includes behavior that can be perceived as being insulting, offensive, intimidating, humiliating, malicious or degrading.

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#### 1.4.5 Respect and Ethical Responsibilities of the Board and Coaches/Team Managers

- Designate a member of the Board of Directors to act as responsible director.
- Review the terms of this policy annually to ensure that they adequately meet SSC's public objectives and legal obligations to its members, volunteers and staff.
- Impose appropriate disciplinary or corrective measures as advised by the abuse/harassment committee's recommendations.
- Notify law enforcement authorities as applicable.
- Designate a support member or staff member to assist the complainant or respondent through the investigation process.
- Provide both the complainant and respondent with an overview of the steps involved in investigation a complaint.
- Designate and maintain a file of all written complaints, investigations and actions and retain for a period of 10 years unless appeal or circumstances dictate that the report should be removed or kept longer.

##### 1.4.5.1 Responsible Director and Committee

Director:

It is the responsibility of either the President of the Board of Directors or his/her designate to assemble and act as chairperson of a conduct committee to review allegations of harassment or disrespectful conduct.

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- Review the complaint with the complainant in a sensitive and timely manner.
- Negotiate with the complainant to decide what might be the best next action.
- The Director himself/herself may feel obligated to proceed with a formal written complaint if the allegation(s) are serious but the complainant does not wish to pursue.
- Identify members of a conduct committee to investigate any formal complaint within 14 days as applicable.

**Committee:**

The committee is comprised of the responsible Director and three Board members or members who will be appointed ad hoc by the responsible Director.

The role of this committee is to:

- Serve in a neutral, unbiased capacity to receive complaints.
- Assist in informal resolution of complaints.
- Investigate formal complaints.
- Provide recommendations for disciplinary action and corrective measures. Within 21 days of the complaint hearing, a written case review and recommendations will be provided to the Board of Directors.
- A copy of the investigation and response will be forwarded to the complainant and respondent.

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#### 1.4.5.2 Complaint Procedure

When a person feels they have witnessed or personally experienced a situation in which behavior is unwelcome, offensive or contrary to this policy, they are encouraged to make this known to the offender (if reasonable or appropriate). Then the complainant should seek the designated Director responsible to review the situation. Ideally, an Incident Report should be submitted for formal follow-up.

- There will be every effort made to maintain the confidentiality of both the complainant and the respondent unless a disciplinary or remedial process requires a disclosure.
- Through discussion with the responsible Director, the complainant will decide how the situation should be pursued.
- The following are the four possible paths of investigation:
  1. The complainant and Director agree that the conduct does not constitute abusive or harassing behavior.
  2. The complainant brings evidence of abusive or harassing behavior and chooses to pursue an informal resolution of the complaint.
  3. The complainant brings evidence of abusive or harassing behavior and decides to lay a formal written complaint.
  4. The complainant brings evidence of harassment but does not wish to lay a formal written complaint.

#### 1.4.5.3 Resolution of Complaint

1. The following are three possible resolutions to a complaint:
  - a. The complaint is sustained and requires action.

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- b. When the investigation results in sustaining the allegation that abuse or harassment is founded, a copy of the review and recommendations will remain in the confidential Director's file
- c. When indicated, disciplinary actions may include one or more of the following options:
  - i. Verbal apology
  - ii. Written apology
  - iii. Letter of reprimand from SSC
  - iv. Fine or levy
  - v. Suspension of membership
  - vi. Demotion
  - vii. Expulsion from membership
2. The complaint is not sustained as allegations can neither be proven nor disproved.
3. The complaint is not justified, as allegations are unfounded.
  - a. When the investigation does not result in a finding of abuse or harassment, a copy of the review will remain in the confidential files and retained for duration of 10 years.

This code serves as a framework for ethical conduct but does not cover every situation. If you are unclear about the requirements of this code, please contact the Saddle Seat Canada President.

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**2.1 ADMINISTRATION OF FINANCES**

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**2.1.1 Policy Statement of Administration of SSC Finances**

- Saddle Seat Canada Board of Directors will be responsible for the finances of the organization. This policy will provide guidance and direction for employees and members in order to maintain fiscal responsibility and accountability. The goal is to maintain strong organizational and financial controls to ensure the longevity of the organization.
- SSC is a non-profit organization and the business mission is to bring together the resources required to achieve it's mission in affiliation with its partners. This includes, but is not limited to, human resources, financial resources, programs, facilities and the general membership.
- The Board of Directors will set and modify the organization's financial administration policies as required.
- Community partnership and sponsorship will be established to ensure high public visibility and financial stability.
- The President of the Board of Directors shall ensure that the following criteria are strictly complied with relative to the SSC's real and proposed fiscal operational management:
  - Sufficient funds shall be maintained in SSC's bank account(s) to permit payables to be remitted on a timely basis.
  - The member or Treasurer shall report any single or cumulative deviation from budgeted projections that will negatively affect the approved annual budget to the Board of Directors at their monthly meeting.
  - The Board of Directors shall be notified immediately of any circumstance that may place an unanticipated burden on SSC's finances.
- Funds received through donations will be properly receipted and disbursement of it will be made in accordance with the wishes of the donor, if so prescribed.

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### 2.1.2 Banking

- Bank accounts will be opened and maintained for the purposes of segregation of funds as required for the orderly management of SCC's finances.
- The Board of Directors will approve any bank accounts required by SSC.
- All cheques will require the signature of two designated members of the Executive.

### 2.1.3 Financial Statements

- Monthly financial statements will be prepared by the Treasurer and approved by the Board of Directors at their regular board meetings. The Treasurer will present financial statements.
- Annual audited financial statements will be presented to the members upon Board approval and no later than the Annual General Meeting.

### 2.1.4 Books and Records

- The Treasure will maintain all books and records relating to the administration of SSC's finances.

### 2.1.5 Budgets

- The President of the Board of Directors shall supervise the preparation of SSC's annual budget in a manner consistent with SSC's mandate of developmental or operational priorities as established by the Board of Directors.

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- An annual operating budget will be prepared by the Treasurer and presented to the Board by the Treasurer each year for the next financial year.
- The format of the budget shall be such that the members of the Board will readily be able to determine the actual and relative revenues and expenditures for the key program and operational components.
- The annual budget will include both the operating and capital requirements for the SSC.
- Board representatives will be an integral component of the annual budget preparation process and will be requested to submit operating requirements for their inclusion in the budget.
- The annual operating and capital budget will form the basis for SSC's financial operating plan for the fiscal period covered by that budget. SSC finances will be reviewed monthly and the budget revised as required to accommodate current operating conditions.
- Budget approvals for new events are subject to current operating conditions and cash availability.

#### 2.1.6 Receiver General Payments

Remittances that are required by law will be prepared by the Treasurer and remitted in a timely fashion.

#### 2.1.7 Loans

- All operating or capital borrowing will be approved by a resolution of the Board.



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### 2.1.8 Accounts Payable

- All efforts will be made to pay suppliers within 30 days of receipt of invoices, as finances permit. Two members of the Executive will sign cheques.

#### 2.1.8.1 Insurance

- SSC will maintain insurance as required to safeguard SSC's physical and financial assets.
- Comprehensive general liability insurance, including third party liability insurance will be maintained, in an amount to be determined from time to time by the Board in consultation with SSC's insurance broker.
- Physical coverage insurance including coverage for assets owned and leased by SSC, in an amount necessary to replace those assets in the event of loss, will be maintained in an amount to be determined from time to time by the Board in consultation with SSC's insurance broker.

#### 2.1.8.2 Cash

- Every effort will be made to deposit cash, cheques and credit card proceeds in a timely manner. Any cash required to be held overnight by SSC will be kept in a secure manner and deposited as soon as possible.

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**2.2 MEMBERSHIP FEE SCHEDULES**

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**2.2.1 Saddle Seat Canada Membership Fees**

- The SSC Board of Directors determines membership fees.
- Membership fees can only be changed by a vote at the AGM.
- Membership fees are \$25.00/year for both Individual and Junior Memberships.

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**2.3 COACH/ TEAM MANAGER TRAVEL/TRANSPORTATION  
ACCOMMODATION AND EXPENSES**

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**2.3.1 Coach/Team Manager Travel Expenses Policy Statement**

- Every effort must be made to make travel expenses as reasonable and economical as possible. This will include air travel, ground travel, lodging, and meals.
- Booking travel and accommodations must be well thought out, as much in advance as possible and coordinated to ensure seat sales and discounts are utilized as available.
- Arrangements for travel will be the responsibility of the Coach(es) or Team Manager as directed by budget process and the Board.
- The guidelines in this policy apply to expenses that may be incurred by individuals while carrying out duties on behalf of SSC.

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### 2.3.2 Approval for Travel Expenses

All travel expenses not included in the budget must be submitted to the Board of Directors for approval prior to the event.

### 2.3.3 Expense Claims

- The Treasurer must authorize all personal expense claims.
- Expenses are submitted to the Treasurer within 7 days following the completion of the activity.
- Receipts must be only for the approved length of the trip.

### 2.3.4 Transportation/Accommodations

- All transportation arrangements for individuals representing SSC will be planned and coordinated by the designated member. All efforts must be made to make travel as economical as possible.
- Wherever possible, billeting arrangements for SSC representatives will be sought.

### 2.3.5 Cancellation of Event/Attendance

- Cancellation and medical insurance must be secured for all SSC representatives for all events, where available.

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**2.4 PURCHASING POLICY**

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**2.4.1 Purchasing Policy Statement**

- This policy has been developed to provide SSC Board Members with direction regarding the purchase of goods and services from suppliers.

**2.4.2 Purchasing Guidelines**

- All purchases of goods or services from outside suppliers are to be authorized by a signing officer of the Board or the Office Administrator on behalf of the Board.
- Authorized approval limit is not to be exceeded. If the potential purchase exceeds the authorization limit, it will be required to seek approval of SSC Board of Directors.
- The Treasurer will review outstanding purchases and follow-up with suppliers if the purchases are unmatched to a supplier invoice for greater than two weeks.

**2.4.3 Purchasing Procedure**

- Board approval is required before committing the organization to the purchase of goods or services.
- Competitive price quotes must be obtained for all goods and services greater than \$300 in value.

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#### 2.4.4 Capital Purchases

Capital budgets are generally approved in the year prior to purchase. Purchase orders for all capital purchases must be approved by the Treasurer to ensure funding is in place prior to purchase.

#### 2.4.5 Credit Card/VISA Purchases

The Treasurer, who will record what the purchases relate to, must authorize all credit card purchases. The date, amount, employee and supplier must be provided.

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### **3.1 WORLD CUP TEAM MANAGEMENT**

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#### 3.1.1 Removal of Athletes

- The Saddle Seat Canada Board has jurisdiction over potential team members. An athlete who is selected to the team may be removed from the team for any of the following reasons as determined by the Saddle Seat Canada Board and in accordance with these procedures:
  - Voluntary withdrawal. An athlete must submit a written letter to the Saddle Seat Canada Board President.

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- Injury or illness as certified by an approved physician. If an athlete refuses verification of their illness by an approved physician, their injury will be assumed to be disabling and they may be removed.
- Violation of ISSEA Code of Conduct, Equine Canada Saddle Seat Equitation Rules and/or Saddle Seat Canada Code of Conduct or policies and procedures.
- Exceptional circumstances having a direct bearing upon obtaining the best qualified team for the Event, but only with the approval of the Coach(es) and with the approval of the Saddle Seat Canada Board.

### 3.1.2 Substitution/Replacement of an Athlete

- Substitution/Replacement of an athlete will be selected according to the following method:
  - Saddle Seat Canada and Team Canada Coach(es) and Team Canada Manager(s) have the ability to substitute athletes on the team for the reasons set forth in Section V for any competitive reason.
  - If team openings occur, the position will be filled by either an alternate rider, at the Coach(es) discretion, or a trial participant with the next highest score.
  - Any substitution other than voluntary withdrawal must be recommended by the Coach(es) and must have the approval of the Saddle Seat Canada Board.
- If the substitution is prior to the World Cup competition, the Saddle Seat Canada Board and Coach(es) will determine what action will be taken. Decisions made by the Coach(es) and/or Team Manager(s) are final and must be respected by all team members, parents, volunteers and anyone involved with Team Canada. All competition governing rules will be followed (i.e. ISSEA).

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### 3.1.3 Fundraiser Requirements of Canadian World Cup Team Members

- The athlete may be required to participate in promotional events or fundraising events prior to, during and for the remainder of the year following the World Cup Competition.
- All Team Canada athletes will be required to participate in fundraising initiatives.
  - Each athlete is required to raise \$2,500.00.
  - This can be done through a variety of methods such as personal or corporate sponsorships, extra fundraising or money donations.
  - The Saddle Seat Board must pre-approve all fundraising events.
  - All fundraising and sponsorship money **MUST** be submitted to Saddle Seat Canada by the stated due date posted on the Saddle Seat Canada Website.
  - Team members experiencing difficulty raising the required \$2,500.00 can contact the SSC President who will evaluate the possibility of aiding the rider in the quest to raise the monies or help with alternative arrangements.

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## 3.2 COMMITMENT OF SERVICE/VOLUNTEERISM

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### 3.2.1 Commitment of Service/Volunteerism Policy Statement

In an effort to provide varied and quality activities, SSC engages in various fundraising and service in kind opportunities. SSC team members and their families are reminded when joining a SSC team, that volunteerism is a requirement to participate on any SSC team. Families who, for whatever reason, are unable to fulfill volunteer obligations, a volunteer procurement fee may be applied.

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**3.3 CODE OF CONDUCT**

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**3.3.1 Rider Code of Conduct Policy Statements**

- All riders must abide by the Code of Ethics and Conduct in effect at the time of contract signing with Saddle Seat Canada. Each rider who represents Saddle Seat Canada at any event must agree to abide by the specific rules set forth by the Saddle Seat Canada Board of Directors.
- It is expected that all riders and members of the Saddle Seat Canada conduct themselves in a manner to positively promote Saddle Seat Canada. If members, parents or guardians are deemed to be behaving in an inappropriate manner while at any Saddle Seat event, the Board of Directors will be responsible for providing recommendations.
- If rider disciplinary action is required, the Coach(es) and/or Team Manager(s) will discuss the incident, alleged behavior, situation or issue, as soon as possible, with the Board of Directors and together they will be responsible for dealing with rider discipline in accordance with SSC established policies. Determining discipline action, if any, and/or resolution will be a joint effort, in accordance with established policies, between the Coach(es), Team Manager(s) and Board of Directors.
- The Board of Directors of Saddle Seat Canada is ultimately responsible for disciplinary action. The membership is encouraged to provide concerns, without prejudice, in the form of an Incident Report to the President of the Board of Directors. When an Incident Report is received, the discipline policy will be followed as applicable/appropriate.



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### 3.3.2 Coaches and/or Team Managers Code of Conduct Policy Statements

Coach(es) and Team Manager(s) are expected to conduct themselves as role models. Behavior and communication must be professional at all times.

- There is to be no ingestion of alcohol or non-prescription drugs when directly supervising or driving riders.
- Unprofessional conduct or failure to meet the above stated requirements shall result in discipline.
- Coach(es) and Team Manager(s) who commit offences that are considered gross misconduct will merit summary dismissal. These offences may include criminal acts, falsification of records, willfully harming another individual or negligence.
- The Coach(es) or Team Manager(s) may appeal against dismissal and the entire Board of Directors will hear such an appeal. The Coach(es) or Team Manager(s) will be given the chance to state his/her case before the Board.

#### 3.3.2.1 Professional Development

- The Board of Directors will review requests for professional development on a case-to-case basis, and where possible support will be considered. Requests should be submitted to SSC Board for review.
- Coach(es) and Team Manager(s) are encouraged to take standard First Aid and CPR certification.

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### 3.3.2.2 Discipline and Termination Policy

- In the event that disciplinary action may be required, the Board of Directors will ensure that the process will be carried out in a fair and respectful manner. This principle will be applied consistently. All verbal and written warnings will focus on the infraction, corrective action and supportive measures. All communication must be professional and devoid of personal feeling and emotions.
- Disciplinary Actions
  1. Private meeting with delegated SSC Board of Directors
  2. Written Warning from SSC Board of Directors
  3. Termination Warning
  4. Termination
- If the situation is extremely serious and immediate termination is deemed necessary, the Board of Directors will act accordingly.

**Incident Is Observed or Reported  
(Incident Report must be submitted)**

**Step 1: Private meeting with President or Designate as appropriate**  
Information, disciplinary action and supportive measures and/or follow-up brought forward SSC to Board of Directors.

**Step 2: Written Warning**

Must be documented as discussed and signed by rider/member, including supportive measures and expectations of performance management, timelines and placed in incident file.

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**Step 3: Closed door private meeting with SSC Board members and Designate**  
Disciplinary action and supportive measures/follow-up documented and signed by rider or member, expectations and timelines placed in incident file.

**Step 4: Termination of Saddle Seat Canada Membership Warning**  
Disciplinary action and supportive measures/follow-up documented and signed by rider or member, expectations and timelines placed in incident file.

**Step 5: Termination of Membership**  
The member is required to pay any outstanding debts owed to Saddle Seat Canada. Depending on the severity of the incident, steps may be bypassed. Appeal may be submitted to the Saddle Seat Canada Board of Directors.

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**3.4 PARENT AND/OR GUARDIAN RESPONSIBILITIES**

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**3.4.1 Supervision of Minors Policy Statement**

When parental authority is transferred to the Coach(es)/Team Manager(s), they must always act in the best interest of the rider. The designated Coach(es)/Team Manager(s) must ensure that adequate supervision is provided at all times. In the event of a rider being sick or injured, the parents/guardians will be contacted for pick up as appropriate.

The Coach(es)/Team Managers will ensure prompt medical attention is provided as appropriate.

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#### 3.4.1.1 Competition and Travel Policies

- Saddle Seat Canada requires the Coach(es)/Team Manager(s) to have a copy of the rider's emergency contacts and medical information with him/her at all times. It is the rider's/parents' responsibility to see that medical information is submitted at the time of contract signing.
- The Coach(es)/Team Manager(s) must be aware of any rider's severe allergies. If a rider carries an EPI Pen, it is the rider/parents' responsibility to ensure that Coach(es)/Team Manager(s) are aware of it's indications and use. The rider must carry it with them at all times.
- The Coach(es) will ensure that they have a standard First Aid Kit in their possession.
- The Coach(es)/Team Manager(s) may administer first aid and applicable and appropriate doses of plain Tylenol and Gravol unless parents have indicated otherwise.
- While under direct supervision, riders will be encouraged to eat three balanced meals and nutritious snacks in a timely manner.
- Designated drivers for SSC will be expected to legally obey all rules of the road, including following posted speed limits, constant use of seat belts, and will refrain from using a cellular phone while driving.

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### 3.5 SADDLE SEAT CANADA TEAM ATHLETE CONDUCT

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#### 3.5.1 Rider Conduct Policy Statement

- In order to develop excellence in rider performance, an individual must contribute a great deal of time, effort, perseverance, and self-control. Some of the prerequisites for a quality performance and learning are a clear, focused and well-prepared mind and a well-conditioned body.
- To this end, it is expected that each rider's personal behaviour in the arena and while representing SSC be viewed as being positive and safe. At all times, the training and performing environment should be safe.

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- If it is recognized that a rider may require corrective or disciplinary measures, in which case, the discipline policy will come into effect.

### 3.5.1.1 General Rider Conduct Policy

- All riders must abide by the Code of Ethics and Code of Conduct outlined by the SSC General Policy Manual and Team Canada policies in effect at the time of contract signing with SSC. Each SSC rider who represents SSC at any event must agree to abide by the specific rules set forth by the Board of Directors.
- It is expected that riders and members conduct themselves in a manner that positively promotes SSC.
- Profanity, use of alcohol, tobacco or non-prescription drugs (not approved by the Coach(es)/Team Managers) of any kind is strictly prohibited during SSC workshops or events.
- All riders must avoid any actions or activities that may negatively affect learning, performance or the safety of self or others.
- A positive approach to nutrition and other health-related matters is very important.
- A rider taking any prescribed medications that may affect performance must inform the Coach(es)/Team Manager(s) for reasons of safety.
- If rider disciplinary action is required, the Coach(es) and/or Team Manager(s) will discuss the incident, alleged behavior, situation or issue, as soon as possible, with the Board of Directors and together they will be responsible for dealing with rider discipline in accordance with SSC established policies. Determining discipline action, if any, and/or resolution will be a joint effort, in accordance with established policies, between the Coach(es), Team Manager(s) and Board of Directors
- The Board of Directors is ultimately responsible for disciplinary actions when a team member is found to be in violation of the conduct policy. The membership is encouraged to provide concerns, without prejudice, to the President of the Board of Directors.

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### 3.5.2 Rider Attendance and Punctuality Policy Statement

- The selected SSC Equitation World Cup team athletes will be required to attend mandatory training sessions in order to prepare for the World Cup competition.
- The athlete must participate in all team activities and workshops the year of the World Cup Competition unless a doctor's note or other conflict arises that is presented to the Saddle Seat Canada Board for review.
- The dates and locations will be posted on the Saddle Seat Canada website.
- Athletes will be required to pay for their own transportation and lodging to workshops and clinics, unless funding or sponsorships becomes available.
- Every effort will be made to arrange for billeting at SSC team workshops or events in order to reduce the expense to the team members.

### 3.5.3 Rider Attire and Dress Code

- Saddle Seat Equitation is a discipline where appearance is extremely important and which carries with it a universal and very particular internal dress code. All riders must appear clean, neat, and safely and appropriately attired.
- Equitation suits will be evaluated. All SSC riders will be required to have an equitation suit in good fit and show condition. A rider may be asked to upgrade or tailor their suit. They may be asked to replace some accessories.
- Extreme hair fashions and colours will be discussed on an individual basis.
- Jewelry, with the exception of stud earrings or those approved by the Coach(es), are not allowed during workshops or competitions.

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- Team clothing will be decided upon at the discretion of the Coach(es), Team Manager(s) and BOD. Team clothing is considered team property and should not be discarded. Riders may be asked to return team clothing at the end of their participation on any SSC team. Clothing for team events may be designated and must be worn to the completion of the event.
- SSC is not responsible for lost or stolen personal articles of the riders.
- Make-up supplies for competitions are the responsibility of the riders and must be applied according to the guidelines outlined by the Coach(es) or designate.

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## 3.6 PERFORMANCE, COMPETITION AND TRAVEL POLICIES

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### 3.6.1 General Policies

- The Team Manager(s), or SSC Board designate, will arrange booking travel and accommodations for the riders. Every effort will be made to ensure arrangements are reasonable and as economical as possible. This will include air and ground travel, lodging, and meals for the duration of the event. It is the intent that this process is coordinated in advance to ensure seat sales and discounts are utilized as available.
- SSC will not cover costs incurred for meals arranged where team supporters are invited.
- Where possible, billeting may be arranged by the Team Manager(s) or SSC board designate. It is expected that itinerary and billet family contact information will be provided to the riders, parents and/or guardians prior to departure.
- The Team Manager(s) or SSC Board designate will distribute a Performance/Competition Information Sheet to the riders. General information regarding the event, specific date and time (as available),

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expected expenses and responsibilities for payment should be included. The Information Sheet should be given as far in advance as possible so riders and their parents/guardians will know the financial obligation required of them.

- During travel by air, an adult supervisor must remain with their underage riders. No minor shall travel unaccompanied.
- When staying in a hotel/motel, no underage rider will be allowed to stay in a room alone. The adult supervisor will either share a room or have a connecting room unless prior written authorization/request by the parents/guardians has been received and approved.
- A responsible designated adult supervisor will be available and in the building at all times.
- When staying in a hotel, riders will share rooms, and attempts will be made to keep the entire delegation within close proximity.
- Designated meeting areas will be established for the delegation.
- Personal out of country medical insurance must be obtained and is the financial responsibility of each rider.
- Parents/guardians of underage riders will be required to sign a travel waiver.

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### 3.7 VEHICLE USE

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#### 3.7.1 Vehicle Use General Policy

It is the responsibility of the Coach(es)/Team Manager(s) to ensure that all riders are being supervised at all times, and that travel arrangements are safe and follow all laws.



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### 3.7.2 Private or Rental Vehicle Use

- The driver must hold a valid Provincial Driving License and shall:
  - a. Carry a minimum of \$2 million personal liability and personal indemnity insurance coverage. He/she will consult with his/her own insurance company before undertaking to transport riders.
  - b. Abide by the requirements of all applicable laws.
  - c. Not consume alcohol during travel and for at least 12 hours prior to driving.
  - d. Ensure that all passengers have a seatbelt.
  - e. Report to the SSC Board of Directors all accidents and any suspensions for his or her license or change of insurance status.
  
- Prior to delegate drivers transporting SSC riders in rental or privately owned vehicles, SSC shall obtain witnessed parental consent for minors.
- Designated drivers for SSC will be expected to legally obey all rules of the road including:
  - Following posted speed limits.
  - Constant use of seatbelts.
  - Refrain from cellular phone use while driving.

### 3.7.3 Flights/Buses

The SSC Designate is responsible for supervising riders while traveling by bus or air. He/she will remain with his/her riders at all times. Minors shall not travel without a designated adult supervisor unless the rider's parents have granted prior written approval.

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**APPENDICES**

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Appendix A: Saddle Seat Canada Saddle Seat Equitation World Cup Application Form

Appendix B: Saddle Seat Canada Trial Selection Procedure

Appendix C: Saddle Seat Canada Incident Report

Appendix D: Team Canada Rider Commitment Policy

Appendix E: Team Canada Parents, Guardians, Delegates and Team Canada Supporters  
Code of Conduct

Appendix F: Team Canada Rider and Parent and/or Guardian Communication Policy

Appendix G: Team Canada Rider Discipline Policy

Appendix H: Team Canada Cell Phone Policy

Appendix I: Team Canada Rider Handbook

Appendix J: Team Canada Parent Handbook

Appendix K: Team Canada Coach(es)/Manager(s) Handbook