



ATHLETICS CANADA NATIONAL TEAM STAFF MANUAL





MESSAGE FROM ATHLETICS CANADA

WELCOME!

On behalf of Athletics Canada congratulations on being selected to represent Canada on the world stage this year.

In the pages to come you will be introduced to resources in a number of areas to address any questions or concerns during your preparation for this team, this competition and your time abroad. The resource addresses travel information and guidelines, dealing with the media, Athletics Canada sponsors, anti-doping, where to find up-to-date information on upcoming events and almost everything to prepare you for the event that lies ahead.

It is Athletics Canada's responsibility and objective to ensure that every team member has a positive and successful experience, we strive to take every avenue necessary to help you get there.

Athletics Canada is committed to athlete and coach development, competitive programs and the longevity of our organization to support and develop athletics in Canada. We hope this manual will serve as a quick reference guide to allow you to better understand the roles, responsibilities, and expectations of yourself, and all those involved with the National Team Program. If you have any additional questions, please feel to free contact the appropriate national office staff representative.

Welcome to the team, best of luck in this, and future competitions.

Yours in sport,



ROB GUY

Chief Executive Officer



GORD ORLIKOW

Chairman of the Board



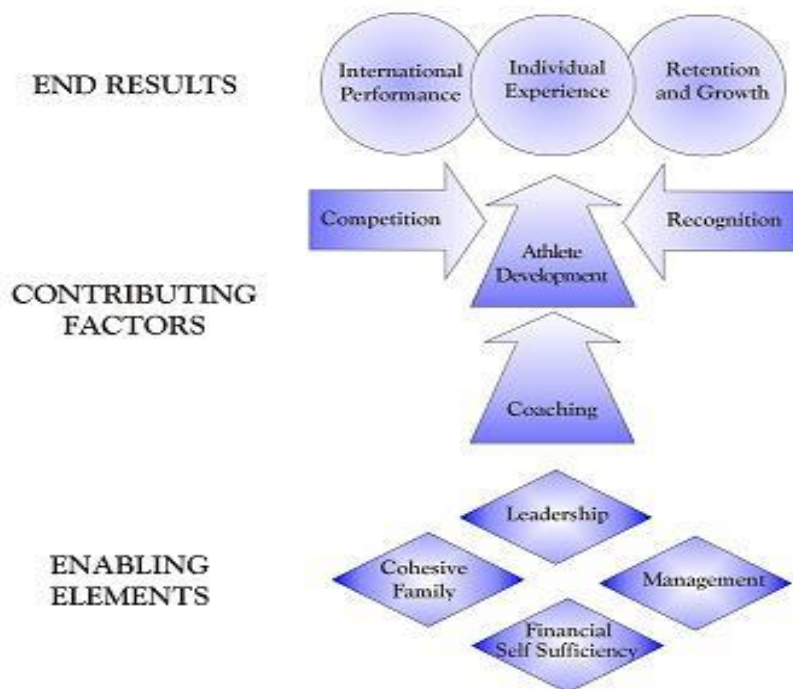
INTRODUCTION

As the National Sport Governing Body for track and field, cross-country running, road running, and race walking, Athletics Canada supports high performance athletics excellence at the world level and provides leadership in developmental athletics. Athletics Canada's mission is the pursuit of leadership, development and competition that ensures world-level performance in athletics.

Our mission is built on four enabling factors: leadership; management; financial self-sufficiency; and a cohesive family. Contributing factors include: competition; coaching; athlete development; and recognition. These elements help us achieve the end result of: international performance; individual experience; and retention and growth.

As a member of a National Team it is important for you to clearly understand the core values we all need to be striving to achieve.

The pursuit of LEADERSHIP, DEVELOPMENT and COMPETITION that ensures world-level performance in Athletics



VALUES

Physical and emotional health and fitness
Individual excellence and personal growth
Individual development beyond sport
Inclusiveness
Integrity



STAFF RESPONSIBILITIES

The National Team Program of Athletics Canada represents the highest level of achievement in our sport. The staff of any National Team is comprised of a diverse group of volunteers and professionals all brought together for one purpose – to assist the athletes in achieving their high performance objectives while competing for Canada on the National Team. Each team is unique in its composition depending on team size and level of competition (both age and caliber). National Teams will have a combination of any of the following staff members:

Head of Delegation – Head Coach – Team Leader - Event Coach – Team Manager – Personal Coach – Doctor – Physiotherapist - Athletic Therapist – Massage Therapist – Chiropractor – Media Liaison – Equipment Technician – Biomechanist – Nutrition Specialist – Sports Psychologist

This National Team Staff Manual is a resource for you to use to help you take advantage of the services that are available to you. It is also a tool to assist you to do your job on this National Team, by helping you understand the policies and regulations that govern the National Team programs of Athletics Canada.

Congratulations on being named as a staff member to an Athletics Canada National Team! In being selected to this team you will have already familiarized yourself with the National Team Staff application and selection processes. More information on team staff selections can be found on the staffing section of our website at http://athletics.ca/wp-content/uploads/2014/12/2015_StaffingDoc1_EN.pdf or you can contact the national team department.

Getting Involved & Staying Informed

We encourage you to begin your duties as part of this national team staff as soon as you are selected; there are numerous areas in which you can assist prior to going on a team i.e. encouraging athletes to submit declaration forms, results, athlete tracking, etc. Your assistance ahead of time will make the team logistics run smoothly.

Your first duty as a National Team staff member is to familiarize yourself with this staff manual and to carefully read through the team selection criteria/guidelines document posted on the Selection Criteria section of the Athletics Canada website (see the website for your specific event).

Wherever possible, a conference call or meeting will be scheduled with all selected staff. This provides an opportunity to share information, assign specific pre-event tasks and generally develop a team atmosphere.

Following the team selection date the national office staff or the designated Team Manager will distribute a newsletter prior to the team's departure (typically two weeks prior if possible). This team newsletter contains all necessary information, including what to do when you arrive as well as local and emergency contact information, links to further information, etc. Please familiarize yourself with the specific newsletter for your event, print it off and bring it with you when you travel. Also, make sure that you have provided Athletics Canada with all of the mandatory and requested information, including personal, travel, medical and uniform information. Information may also be communicated directly to you by the National Team office staff.



As a National Team staff member you have a responsibility to abide by the policies and regulations of Athletics Canada; these policies are outlined in this manual. The most important is the Member Conduct Policy. This policy has combined together the previous policies related to discipline, harassment, etc. Please make sure to read this carefully and familiarize yourself with their contents.

All staff members are required to be members in good standing of Athletics Canada. Memberships will be checked by the national office staff upon final staff member selections.

Background Checks

In 2009, the Athletics Canada Board passed a motion that all members of national team staff will require a police records/background check. We therefore require all coaches to become members of Coaches of Canada since they mandate a police records check as part of their membership requirements. All other staff can provide a previously completed police background check (must be valid within the last 3 years) or contact their local police department to obtain the necessary forms. The national office staff will follow-up with all selected staff accordingly. The entire policy is available on our website here:

<http://athletics.ca/wp-content/uploads/2014/12/Policy-on-Member-Conduct.doc-Nov.-2014.pdf>

NATIONAL TEAM TRAVEL and FINANCIAL POLICIES

Travel Obligations

All staff members who wish to participate on an Athletics Canada National Team are required to comply with Athletics Canada's official travel plans (including participation in identified pre-competition and pre-event training camps and competitions (see below "Policy Regarding Participation in Training Camps"). The official travel program will be communicated to you as quickly as possible.

In extraordinary circumstances, exceptions to these team travel obligations may be granted by Athletics Canada. The request for an exemption must be made in writing to the national office and the head coach of the respective team well in advance of travel dates (preferably upon selection to the national team staff).

Requests to deviate from the required travel dates to and from competition and / or pre-competition training camps will be reviewed by the team's head coach and/or members of the national team office staff on a case-by-case basis. Under special circumstances alternative arrangements may be made for these team members. Elements considered in making these exceptions include:

- Ground transportation coordination
- Minimum travel and time zone acclimatization
- Team meeting and special function attendance
- Team cohesiveness

Travelling personal coaches, spouses, and/or family members may not stay in the same accommodation as the Athletics Canada team.



Travel Itinerary and Ticket

The Athletics Canada National Team Unit or your Team Manager will provide you with your travel itinerary and ticket. If you have not been contacted with this information within a reasonable time period prior to your departure, please contact the Athletics Canada National Head Office immediately.

Team Travel Bookings

Athletics Canada benefits from the use of group travel bookings where possible and will make arrangements based on the most economical routing that is also conducive to high performance results. In general, preparation periods will be based on time zone differences to the destination country, and on the principle that one day's allowance per time zone difference will be made.

All known travel and departure schedules will be contained in the team Selection Criteria and Newsletter posted on the website. All potential athletes must declare by the required declaration deadline so that the above benefits can be obtained in the most efficient, effective and economical way for everyone involved.

For Junior and Youth teams, Athletics Canada will make every attempt possible to have the team travel on the same flight i.e. leaving from a common airport in Canada and include team staging as part of the pre-event travel

Wherever possible, Athletics Canada will attempt to have the Head Coach and/or Team Manager arrive a day earlier in order to prepare for the team's arrival.

Departure Policy (post event)

It is the policy of Athletics Canada that all team members may stay for the duration of the event and depart on the last official Athletics Canada departure date. The last departure date is usually set one day following the last scheduled event or immediately following the closing ceremonies. Team members who wish to stay longer may do so at their own expense but may not continue to stay in the team accommodation after the Athletics Canada delegation and staff has departed.

Any costs associated with an extended stay or deviations from the group travel will be the responsibility of the respective team member. Team members are obliged to communicate in advance with their team colleagues to ensure that any areas of responsibility are delegated accordingly – this is especially pertinent with junior/youth teams.

Trip Cancellation / Change Fees

For fully funded teams, it is the policy of Athletics Canada to not purchase trip cancellation insurance. Travel bookings will be made according to the information provided by team members on the Team Declaration and Travel Form. Ticket changes after issuance will be the responsibility of the individual responsible for the change.



Payment of Expenses to Athletics Canada

Staff members may be required to pay some expenses while participating on an Athletics Canada National Team.

Maintaining Good Standing

Confirmation of "good standing" with Athletics Canada is required prior to departure for the event. Additional funds to be invoiced or to be returned to the participant will be processed following the event. Payments can be made by Visa, MasterCard, American Express, cheque or money order.

Reimbursement of Expenses to Team Members

Where applicable, ground transportation of less than 160 km round trip will generally not be reimbursed. When it is appropriate, the reimbursable mileage rate is \$0.42 per kilometre. If personal ground vehicles are used, it is expected that every attempt will be made to include more than one person per car where possible.

Where applicable and unless otherwise specified, air travel will be covered up to 100% of actual return costs by the most economical means, and train and bus travel will be covered up to 100% of actual return costs provided that it does not exceed the most economical air travel rate. Team members will be expected to return to their original point of departure, according to the information contained in the staff application form. Extra costs related to non-standard flights that are booked by Athletics Canada, must be paid in full in advance by the team member (see above).

Where applicable, a per diem for meals and incidentals will be provided in the amount of \$52 per day for meals. The following breakdown for meals will apply: Breakfast / Lunch / Supper \$11 / \$16 / \$25. Where a meal is provided, the cost will be deducted from the per diem, and if all meals are provided, no per diem will be issued.

Where applicable, additional costs for on-site ground transportation (taxi, buses, subway) or for shipping of equipment (wheelchairs, vaulting poles, medical tables) will be reimbursed using an expense claim (with original receipts). Normal airline excess baggage costs – especially for personal items not related to the team - will be the full responsibility of team members.

Receipts for reimbursement must be sent to the national office no later than 30 days after your return.

Team Accommodation Policies

A practice of two persons per room (i.e. double occupancy) will be followed wherever possible. If a single room is requested by a participant, he /she shall be expected to bear the excess cost, if one is incurred.

Policy Regarding Participation in Training Camps

Athletics Canada requires all selected team members to participate in some organized National Team training camps offered by Athletics Canada. Training camps serve as an educational, health/injury



assessment and team building exercise and represents an integral piece in preparing athletes to compete with the best in the world.

In specific cases where mandatory training camps are considered part of the National Team program, staff members will be expected to attend. In these cases, the acceptance of a position on a National Team therefore means that the athlete, coach or medical team member agrees to be in attendance at the identified training camp. While sensitive to the situations of all Team Members, Athletics Canada believes that the mandatory nature of such training camps is an important component of the team preparation program and that all Team Members should be treated equally. If a team member feels that he or she cannot participate in the camp, or abide by the arrival/departure dates, then he or she is free to decline the offer of a place on that National Team. In fairness to all involved, and to maintain the integrity and the successful implementation of the training camp program, it is expected that the scheduled arrival and departure times will be strictly adhered to.

SCOPE OF PRACTICE

General Overview

Head Coach -> leads and co-ordinates

Coaches -> coach

Managers -> manage

Medical staff -> diagnose and treat

While there may be some grey areas in the above overview, Athletics Canada encourages each staff member to pitch in where necessary. Keep in mind that our job is to service the athletes first and foremost - especially in a high stress environment (for them and for us!). Stepping outside of a role can cause unnecessary conflict that becomes a distraction to everyone. We encourage all staff to focus on their specified role while keeping the team concept in mind.

Head of Delegation

The following tasks and responsibilities fall within the scope of duties for the person nominated to be Head of Delegation for an Athletics Canada international team:

- ◆ To share with the Head Coach the responsibility of ensuring that every team member acts in a manner which justifies his/her selection to the team and upholds the integrity and principles of the Association and of Canada.
- ◆ To represent the Association at all 'political' functions, such as official receptions, congresses, and at any meetings where other Heads of Delegation are in attendance to discuss policy, future directions, commitments, etc.
- ◆ To attend all team meetings and similar functions, where necessary bringing greetings from the Association and, as required, outlining Board policies, goals, expectations, etc.
- ◆ To attend all team staff meetings with the Head Coach, providing any support or information where appropriate.
- ◆ When necessary, in conjunction with the Head Coach, impose interim disciplinary sanctions for major infractions under the Member Conduct Policy that might occur while the team is at a competition, understanding that further discipline procedures may be applied later, in accordance with the Member Conduct Policy. Where there is no Head of Delegation, this responsibility will fall



to the Team Leader. [NOTE: If the team is part of a larger Games component – e.g. Olympic, Paralympic or Commonwealth Games – when a request is made to the Head of Delegation to investigate a complaint against any Athletics Canada team member, details of the alleged offence/incident should be presented to him/her in writing in order that the incident may be dealt with in a considered, rather than an ad hoc manner.]

- When necessary, in conjunction with the Head Coach, to activate the crisis management plan, ensuring that all aspects of the particular crisis are being handled as required, that all necessary contacts are made, and that the crisis communications procedures, including press releases and press conferences are initiated.
- To maintain daily contact with as many team members as possible, including the medical staff, and to be a visible Board presence at competitions, social events, team outings, etc.
- To assist, as required and as practical, team managers with the overall task of ensuring team morale through the dealing with individual crises.
- At the end of the Games/Championships, to present a debriefing report to the Board, highlighting achievements and noting any required changes in tasks/procedures to improve future management of various team functions.

Head Coach

The team Head Coach's responsibilities include, but are not limited to:

- Coordinating all team activities with the Team Manager, and coordinating all training and competition arrangements with the Event Coaches
- Carrying the rulebook and all technical information relevant to the competition attended
- Working with Event Coaches in preparing athletes to achieve their best performance at the event
- Organizing the activities of the Event Coaches and the Integrated Support Team personnel
- Authorizing all entries and any necessary changes of athletes in the events
- When necessary, impose disciplinary sanctions for minor infractions under the Member Conduct Policy that might occur while the team is at a competition.
- Submitting a report within 10-14 days after the event (see reporting section below)
- Handling all media requests on behalf of the team and association, working with the Head of Delegation and Media Liaison
- Reporting to the Head of Delegation where applicable

Event Coach

Coaches and support personnel shall work within their area of expertise only. At all times coaches must maintain professional distance from the athletes. While we encourage relationship-building and good communication, there shall not be any extra attention directed to any individuals nor shall there be any situations where a coach will be alone with an athlete. Especially when working with minors, staff must exercise similar duties as would the athletes' parents.

Team coaches who have personal athletes are expected to devote equal attention to all athletes in their training group and not be pre-occupied with personal athletes.

Coaches should pay attention to details i.e. they must confirm and double-check entries each day. It is further expected that National Team staff coaches will intervene as necessary to ensure that the team environment promotes support, encouragement and performance.



In addition, the Event Coach's responsibilities include, but are not limited to:

- Recommending to the Team Head Coach regarding necessary changes of athletes in the given event
- assisting the athletes in training and preparation sessions, competition warm-up, and competition whenever possible
- establishing the athlete's readiness and maintaining a close liaison with the Team Medical Staff with regard to existing problems
- ensuring that the athlete's equipment is adequate
- being aware of all technical information specific to each event
- providing the athlete with all pertinent technical information
- submitting a report within 10-14 days after the event (see Reporting Section below)
- reporting to the Team Head Coach

Coach Assignments

As determined by the Head Coach, coaches will be assigned to specific athletes and/or event areas. If there are schedule conflicts, one should ask other coaches to fill in. Staff coaches are expected to stay in the warm-up area until the athlete(s) leave for the call room. Team coaches are the first point of contact for appeals and medical issues and other team-related concerns. Team coaches are responsible along with the Head Coach to confirm entries and deletions.

Relay Coach(s)

The assigned Head Relay Coach will make final decisions since this is a coach-run program. All relay athletes must be versatile and willing to accept their assignment. No coach other than the relay coach will make decisions regarding team members, running order and technical decisions. Input from the athletes is encouraged but not mandatory. All relay decisions are determined by the Relay Coach. Relay coaches will outline a relay practice schedule and will communicate this to all relay team members and will insist on mutual respect between team members and the coaching staff - "ONE TEAM – ONE GOAL."

Team Manager

The Team Manager's responsibilities include, but are not limited to:

- Working with the National Head Office in advance of the event to confirm team travel, accommodation, meals and other arrangements
- Arranging for cash advances from Athletics Canada, when and where appropriate
- In the absence of a Team Media Liaison, liaising between the media and the national team members regarding all press requirements and press conferences (in conjunction with the Head of Delegation and/or Head Coach)
- Assisting the Head Coach and Event Coaches to monitor the athletes' behaviour
- When necessary, impose disciplinary sanctions for minor infractions under the Member Conduct Policy that might occur while the team is at a competition.
- Submitting a report within 10-14 days after the event (see Reporting and special Manager Sections below)



- Reporting to the Head of Delegation and the Team Head Coach

It is important to have on hand the correct currency and be cognizant of the proper procedure to make an appeal (often US currency is used in such instances). Appeals are made in conjunction with the Head Coach only and should not be made frivolously just to make a point.

Please see the separate National Team Manager's Manual for further details.

Medical Staff

Canadian team athletes are to be treated only by Athletics Canada personnel (except in the case of a medical emergency). Athletes and coaches will not solicit or accept any outside medical care. This is a liability/legal issue and cannot be breached.

Medical personnel will consult with the Event Coach and Head Coach regarding any athlete injuries and the ability of an athlete to compete or not. Medical personnel's recommendations will be followed.

Medical treatment shall only be administered by assigned Canadian Team personnel. Outside medical interventions may only take place with permission of the Head Coach and in discussion with the Athletics Canada medical team. Medical practitioners will work only within their area of expertise. For example, massage therapists will not offer nutritional advice or chiropractors will not suggest how to manage an illness.

Medical staff are expected to focus on the medical treatment of the athletes and will not interfere with coaching decisions made by the Head Coach or Event Coach.

Team Physician

The Team Physician's responsibilities include, but are not limited to:

- overseeing and administering all medical/paramedical support services and requirements for all team members
- recommending the necessary preventative and therapeutic treatments to all Team Members to ensure their optimal athletic performance
- providing information regarding doping control and assisting athletes in doping control procedures (where possible)
- arranging necessary medical/paramedical team equipment
- submitting a report within 10-14 days after the event (see Reporting Section below)
- reporting to the Team Head Coach

In case of sickness or injury, the Team Physician, in consultation with the Team Head Coach and Event Coaches, makes the decision and provides the necessary medical certificate.

Please see the separate National Team Integrated Support Team Manual for further details.

Team Press Attaché/Media Liaison

The responsibilities of the media liaison include, but are not limited to:

- facilitating interviews between athletes and journalists at Games, on-site and by phone



- acting as an information resource person for the team
- servicing CBC/SRC TV crews
- providing athletes with media relations support
- organizing media conferences
- arranging Canadian Sport News coverage
- updating AC website, as required
- reporting to the Head Coach and Head of Delegation

WORKING WITH THE MEDIA

All media requests are to be handled through the Head Coach as the final decision maker and spokesperson for Athletics Canada or through the Head of Delegation or Chief Operating Officer. No one other than the Head Coach and Press Attaché/Media Liaison, if available, will interact with the media. The Head Coach may, if he/she chooses, refer media to a particular athlete or team coach. Please have athletes talk to the Team Manager, Team Press Attaché/Media Liaison or contact the National Head Office Communications Department for more tips on how to work with the media.

STAFF MEMBER DESIRED SKILLS / ATTRIBUTES

Athletics Canada works to uphold very high standards with respect to professional and ethical conduct while representing the Association, our country and our sport at an international event. Below are the desired skills and attributes of an Athletics Canada National Team Staff Member. All team staff members selected to a team will be expected to strive to be their best in each of the areas described below:

- Acts in fairness and with integrity
- Understands and supports the mission, values and goals of the Association
- Seeks to understand and to act upon the needs of team members
- Awareness that servicing team members is the number one priority of the staff member and the human element should be prioritized over administrative expedencies through a helpful, supportive and flexible approach
- Operates as a team player as defined by a willingness to do exceptional work
- Open to change, adaptable and accepting
- Inviting, inclusive and outreaching
- Strong organizational, time management and multi-tasking skills
- Quality / accuracy of results
- Shows initiative, high energy, enthusiastic, positive attitude
- Demonstrates ability to work under stress
- Persistent in getting the job done
- Possesses a good sense of humour, humility

General Conduct

Please see the Athletics Canada Member Conduct Policy below. It is important to respect one another's lifestyles; there will be a zero tolerance policy for noise when athletes are trying to rest or prepare for competition. Since the events in which Athletics Canada participates are performance based, failure to prepare as best as possible will impact everyone.



Duty of Care

All staff members are expected to exercise “duty of care” i.e. it is your responsibility to behave ethically, maturely and in the best interests of the athletes, Athletics Canada and Canada. When working with young athletes, extra care must be taken to assure personal safety.

Supporting One Another

Team staff members are expected to support one another unconditionally unless there are obvious breaches of ethics or authority. Team staff will defer to “expertise” rather than offering opinion or “sabotaging” another team member’s authority. For example, the throws coach will not criticize a distance runner’s warm-up or comment on their performance or vice versa. Team staff that “sabotage” a colleague’s expertise or authority will be dismissed from the team. Our job as staff is to ensure athletes arrive at their event – prepared physically and mentally to perform at their peak.

One Team Concept

The “One Team Concept” implies that everyone is treated equitably and fairly; there are no distinctions between event groups and everyone is expected to support everyone's goals.

ATHLETICS CANADA: MEMBER CONDUCT POLICY

<http://athletics.ca/wp-content/uploads/2014/12/Policy-on-Member-Conduct.doc-Nov.-2014.pdf>

Athletics Canada is committed to providing a sport and work environment in which all individuals are treated with respect and dignity. Athletics Canada is also committed to providing opportunities to individuals in the sport of athletics to reach their potential in fitness and excellence. Each individual has the right to participate and work in an environment that promotes equal opportunities and prohibits discriminatory practices.

This Policy applies to all Members of Athletics Canada, where Members are defined to include coaches, event group leaders, officials, athletes, team managers and team staff, meet and race directors, administrators, volunteers, staff and contractors of Athletics Canada. This Policy applies to the conduct of Members at any Athletics Canada activities, programs and events.

Please take special notice of the paragraph referring to the consumption of alcohol – especially for those working with our Junior and Youth athletes.

All team members will be required to sign and submit the ‘Member Conduct Policy Waiver’ form prior to departing for an event. Team members will only be required to execute one waiver form for the duration of their career with Athletics Canada. The waiver is available online but will also be sent out by the National Team Office.

EVALUATIONS AND FEEDBACK

Athletics Canada wants to hear from you. We want to know how we are doing and how we can improve the programs of Athletics Canada for the future. As part of your obligations as a National Team staff



member you are required to submit an evaluation report within 10-14 days of the completion of the event. Please refer to the Reporting section (below) on how to submit your staff report.

While on-site at an event, all concerns about Athletics Canada operations, decisions or performance need to be brought to the attention of the Head of Delegation or the Head Coach for internal discussion only. We encourage and welcome constructive criticism.

Staff Evaluations

Athletics Canada has established an online survey and evaluation form that is to be completed by National Team athletes. In the survey, among a number of other questions, athletes are asked to provide their evaluation of team staff personnel. Specifically, they are asked what the team staff member "is doing well and should continue doing", and "what you encourage this person to do better or differently." The Athletics Canada Athlete Representatives will collect and review the results from the survey to improve on its programs and to provide staff members with the relevant feedback on them.

In addition to the athlete survey, the Head Coach evaluations of team staff will be shared with team staff and will be kept on file to determine further assignments.

The Head of Delegation will also fill out a separate evaluation with respect to the following items:

- Pre-Competition Information/Instructions
- Travel/Arrival/Accommodations
- Coaching Staff
- Medical Staff
- Support Staff
- Athletes - performances/general attitudes
- Dispersal/return

The Head of Delegation will also comment on his/her observations on expectations, the role played, any special requirements, and team reactions.

REPORTING OBLIGATIONS

As part of your obligations as a national team staff member, you are required to submit an evaluation report. The report should provide in detail your perspective on the event, team behavior, support from the national office, etc.

Head Coaches and Team Managers are required to submit a complete report whereas Event Group Coaches should submit a condensed report outlining what was done well, what should continue to be done and which areas of improvement they see are required for future events to be better.

All reports are to be submitted within 10-14 days of your return to Canada to Corey Dempsey, Athlete Services Coordinator (cdempsey@athletics.ca). Expense reimbursements will not be processed until reports have been received.



If you have any immediate concerns, we encourage you to contact Jared MacLeod in the national office right away.

ATHLETICS CANADA: ANTI-DOPING POLICY

The Canadian Anti-Doping Program (CADP) is generally considered to be one of the most thorough and comprehensive doping control policies in the world. By operating on the basis of a collective agreement within the sport, the policy provides for a truly independent, transparent and cost-effective anti-doping system. It also provides procedural fairness and protects the athletes' rights throughout the process.

Benefits to Athletics Canada:

- Independent, transparent system provides the athletes and the public confidence in Athletics Canada and our anti-doping policy;
- When all (majority) sports adopt the policy, it reduces our liability. The CADP serves as a shield against legal challenges to individual National Sport Organizations (NSO);
- The CADP and more specifically, the Standard Operating Procedures have not had any successful legal challenges;
- All testing services, laboratory analysis, result management and the administration of procedural fairness are all paid for by the Federal Government and the Canadian Centre for Ethics in Sport when Athletics Canada becomes part of the system by adopting the CADP;

Athletics Canada has adopted the Canadian Anti-Doping Program (<http://www.cces.ca>) as the anti-doping policy and regulations of the organization (please refer to Athletics Canada Rules, Section VI: Anti-Doping Rules).

For more information, please go to the following website: <http://athletics.ca/national-team/anti-doping-programs/>

CRISIS COMMUNICATION PLAN

Purpose of the Plan

A crisis communication plan provides policies and procedures for the co-ordination of communications within the organization, and between the organization and any applicable outside agencies (e.g. the media, government officials, athletes and their families, sponsors and other organizational committees) in the event of a crisis or controversial issue.

This plan includes organizational strategies when dealing with media relations and communications issues, procedures for the rapid assessment of potentially harmful situations and methods for responding to these situations quickly and effectively.

It is the goal of this crisis communications plan to establish guidelines and specific procedures for dealing with a variety of situations in order to minimize the negative effects of a crisis, enhance a positive public image for Athletics Canada and to ensure that staff and communicators are familiar with those procedures and their roles in the event of a crisis.

Readiness Preparation

1. Inventory of potential crisis and public relations vulnerabilities:



• Fires	• Bomb Threats
• Terrorist Attacks	• Natural Disasters
• Riots	• Hostage Taking
• Positive drug test (before, during and after an event)	• National Team Behaviour Issues
• Team Selection Issues	• Relay Selection issues
• Death of an athlete, coach or referee	• Accident (bus, car, plane)
• Bribery	• Gambling
• Police Investigations	• Protests
• Other Situations that demand a public response	

2. Makeup of the Crisis Management Team:

The purpose of a crisis management team is to provide a centralized power structure that can make and implement decisions quickly. The team will be lead by the most senior on-site staff person which may include the Chair of the Board of Directors, Chief Operating Officer, Chief Technical Officer, Head of Delegation, Head Coach, Chief Medical Officer, Event Coach, legal counsel, Director of Communications, Team Press Attaché/Media Liaison, and Finance Director, all depending on the type of crisis. All members of the team should carry cell phones and preferably have media relations and crisis communications training. For more detailed information on Athletics Canada Crisis Communication Plan, please contact the Communications department at the National Head Office. Contact information is provided at the end of this document.

NATIONAL TEAM – SELECTION RULES BOOK

[The National Team - Selection Rules Book](#) serves as a general guide for the Athletics Canada National Team Athlete selection process. It establishes general principles that are applicable to selection to all National Team events. For each specific National Team event, a "Selection Criteria Document" will be approved and published by the Athletics Canada National Team Committee (NTC). The Selection Criteria Document outlines the selection process for each team, including general event information, team objectives, high performance principles, selection processes (including eligibility pool definitions and final selection processes), competitive readiness requirements and appeals.

COMPETITION RULES BOOK

The sport of athletics is governed by a complex set of competition rules. These rules govern a wide range of technical elements that specify how the sport of athletics is to be conducted. The dimensions of a track, the height of hurdles, the weight of implements, the starting procedure, and timing are but a few of the types of rules that are contained in these competition rules books. These rules can be found at the following specific links:



Competition Rules Book	More Information
IAAF	www.iaaf.org
IPC	www.paralympic.org
Athletics Canada	www.athletics.ca

APPEALS PROCEDURE

All members have the right to appeal decisions that affect them. The National Team Committee (NTC) makes most decisions related to the National Team programs of Athletics Canada e.g. related to selection criteria, staffing, athlete selections, and policies. There is a two-stage appeals process that athletes may use to have such decisions reviewed.

The first step involves submitting an appeal directly to the NTC. The process, deadlines and regulations for submitting an appeal are outlined in the [National Team – Selection Rules Book](#) (see above).

Secondary Appeals

Once an appeal decision has been made by the National Team Committee, the appellant may launch a second appeal if he or she is not satisfied with the appeal decision of the NTC. Such secondary appeals are subject to a fee and timelines permitting, pursuant to Rules 140-141 of the Athletics Canada Rules and By-Laws.

NATIONAL TEAM UNIFORM POLICIES

Team Members are provided with one National Team uniform “set” per calendar year. It is the staff member’s responsibility to ensure that they bring their uniform with them to all competitions during the year.

National Teams are grouped by Tier depending on their level of competition (see below). The items that each team receives will vary from team to team based on tier level and availability of inventory at the time of the event. It is the policy of Athletics Canada that all team members on a single team will get the same uniform; however, some outerwear items might vary in style or colour based on gender or age category.

Team members will be given a choice of sizes and Athletics Canada will try to ensure that each staff member named to a National Team will receive a properly fitting uniform for the calendar year.

Tier Categories

Tier	Label	Teams
Tier 1	Senior “A” Teams	Olympic Games; Paralympic Games; IAAF World Championships in Athletics; IPC World Championships; Commonwealth Games; IAAF World Indoor Championships



Tier 2	Other Major Senior or World Level Teams	IAAF World Junior Championships; IAAF World Youth Championships; Penn Relays (USA v. The World); Summer Universiade; Pan Am and ParaPanAmerican Games
Tier 3	Event Group Projects and Regional Teams (Pan Am and NACAC)	<p>Regional Teams</p> <p>NACAC: U-23 Championships; Cross Country Championships</p> <p>Pan Am: Pan Am Juniors; Jeux de la Francophonie IBSA Pan Am Games</p> <p>Event Group Teams</p> <p>Para-Athletics: IWAS World Juniors; IBSA World Youth/Student Games</p> <p>Endurance: IAAF World Cross Country Championships; IAAF World Half Marathon Championships</p> <p>Racewalking: IAAF World Cup of Racewalking; Americas Racewalking Championships,</p> <p>Combined Events: Americas Combined Events Challenge</p> <p>(plus any other teams that don't fall into Tier 1 or Tier 2 categories above)</p>

**Note: Athletics Canada reserves the right to change or amend the items that team members receive as required subject to inventory availability.*

Exchanges and Purchases

Where possible, and subject to the availability of inventory, Athletics Canada will make every effort to arrange for the exchange of items as requested by the Team Members as long as the exchanged item has not been worn. Team Members should immediately contact the National Team Manager (if on-site) or Athletics Canada National Head Office (if prior to the event) to arrange for an exchange of sizes. If it is not possible to make an exchange for a properly fitted item, team members should try to make an exchange with another team member or keep the item of clothing (unworn) and make arrangements directly with the National Head Office following the completion of the event. Only if absolutely necessary, Team Members may wear their improperly fitted piece of clothing at the event and then may make a request to Athletics Canada to have it replaced afterwards.

It is the policy of Athletics Canada that National Team uniforms cannot be purchased. If an item of clothing has been lost, stolen, or damaged, a team member may make a request to purchase a replacement item. Such requests must be made in writing to the National Head Office and will only be granted subject to available inventory following the end of the competitive summer season.



RESULTS, RANKINGS and RECORDS

Athletics Canada has introduced a new rankings system in 2009. The rankings will be divided into four categories – Open, Junior, Youth, and Athlete with a Disability (AWAD). The rankings will appear in a more clean, easy to read format. The rankings will be updated on a weekly basis.

Eligibility for Rankings

In order for results to appear on the rankings, athletes must be members of their provincial branch, and thus Athletics Canada. Results will not be added from non-members, this includes results that were achieved by a member prior to them completing their membership registration.

Results from both Canadian and International events are acceptable, as long as the event is sanctioned by its governing body.

Submitting Results for Rankings

It is the responsibility of the athlete and/or coach to ensure that results are submitted to Athletics Canada (National Team and National Championship events are excluded). Results can be submitted by sending them in an email to results@athletics.ca – the email must include the event name, date, location, and a link to the final results. The deadline to submit results is 10 days from the end of competition.

Canadian Records

Canadian records are tracked for the four categories mentioned above. Any records that are broken over the course of a calendar year are tracked and are ratified at the last Board of Directors meeting each year. If a Canadian record is broken at a Canadian Championship or National Team event, the athlete and/or coach do not need to do anything. If the record is broken at another sanctioned event, a Canadian Record Application form must be completed and submitted to Athletics Canada, forms must be submitted within 90 days of the record being set. The form can be found on the Athletics Canada website under the Canadian Records section of the Rankings & Records <http://athletics.ca/calendar-rankings/rankings/>

Additional Rankings Information

Please visit the FAQ of the Rankings & Records section of the Athletics Canada website.

SPONSORSHIP AND PROMOTION

Athletics Canada's Sponsors and Suppliers

As a National Team member, you should be aware of Athletics Canada's official sponsors and suppliers. It is your responsibility to ensure you know what is expected of a National Team member to fulfill commitments to these sponsors and suppliers, and how they affect any individual sponsorship arrangements you may have as an individual athlete.

National Team Image and Uniform

The National Team uniform and identity are properties of Athletics Canada. The endorsement of an athlete is separate and distinct from that of Athletics Canada, and any use of the Athletics Canada uniform or any other sort of National Team identity must be negotiated separately with Athletics Canada. Athletics Canada is not liable for any failure of the athlete to perform his/her obligations specified under this policy.



TRAVEL MEDICAL INSURANCE MATTERS

Athletics Canada Insurance Policies when Traveling Abroad

Basic medical and liability insurance has been provided to all members in good standing while representing Athletics Canada at sanctioned domestic events (i.e. National Championships). Excess hospital and medical coverage is also secured for members competing in International National Team competitions. The insurance policy requires that each member have valid Provincial Medical coverage and is a Canadian resident.

Athletics Canada's insurance policies are only available to athletes, coaches, and officials and members of Athletics Canada (in good standing) with provincial healthcare coverage. The insured must be prepared to return to his/her permanent place of residence (i.e. province where medical coverage is available) as soon as medically possible for coverage. Team Members without Provincial healthcare coverage are responsible for securing an individual policy. Athletes / members of a National Team, who do not have Provincial healthcare coverage, should acquire their own 'out of country' coverage. Securing medical coverage is the responsibility of all athletes/ members without Provincial healthcare coverage.

If you are abroad and an incident occurs whereby you require medical treatment, contact your Team Manager or member of the medical staff immediately. The Team Manager has all necessary medical insurance claim forms and emergency telephone numbers.



KEY CONTACTS

Athletics Canada National Head Office

The National Head Office of Athletics Canada is located at the following address:

**2445 St. Laurent Blvd.
Suite B1-110
Ottawa, Ontario, K1G 6C3
Phone: (613) 260-5580
Toll-Free Phone: 1-877-226-2290
Fax: (613) 260-0341**

Athletics Canada Official Website

www.athletics.ca is Athletics Canada's official website. Content is available in both English and French and is a very valuable resource for anyone involved, associated with or interested in the happenings at Athletics Canada.

National Team Programs Department

Peter Eriksson	Chief Technical Officer and Head Coach	periksson@athletics.ca
Jared MacLeod	Operations Manager	jmacleod@athletics.ca
Kristine Deacon	Coordinator, National Team Programs	kdeacon@athletics.ca
Corey Dempsey	Coordinator, Athlete Services	cdempsey@athletics.ca

A list of roles/responsibilities associated with each National Team Programs team member is available on the AC website under the following link: <http://athletics.ca/contact-us/>