



Saskatoon Flyers Hockey Inc.

Policies and Procedures Manual

Amended July 22, 2026



SASKATOON FLYERS HOCKEY INC. POLICIES AND PROCEDURES

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A. SASKATOON FLYERS HOCKEY INC. EXECUTIVE BOARD - CODE OF CONDUCT

"Lead, develop and promote positive hockey experiences, start with a dream, end up with a goal"

The Flyers Executive board believes...

- In a positive hockey experience for all participants, in a safe, sportsmanlike environment.
- In the development of life skills which will benefit participants throughout their lives.
- In the values of fair play and sportsmanship, including the development of respect for all people by all participants.
- In hockey opportunities for participants regardless of age, gender, colour, race, ethnic origin, religion, sexual orientation, or socio-economic status.
- In the importance for participants to develop dignity and self-esteem.
- In always instilling the values of honesty and integrity in participants.
- In the promotion of teamwork, and the belief that what group can achieve as a whole is greater than that which can be achieved by individuals.
- In the value of hard work, determination, the pursuit of excellence and success in all activities.

The Flyers Executive board members will commit to...

Respect:

All members are equal; **every** member's opinion will be thoughtfully considered; **each** member agrees to constantly assess whether other members are honoring their commitment to this code; **commit** to transparency and avoid hidden agendas; **don't** be defensive with your fellow board members; **support** each and every member of this team - don't throw each other under the bus.

Open communication:

Members will speak respectfully to each other, will not talk down to each other, will recognize and thank each other for their contributions; **practice** being open-minded, listen first to understand, and don't be dismissive of the input received; **members** will practice a consistent commitment to sharing information to ensure fellow board members have the information they need and are comfortable asking for what they need; **the** discussion of issues, ideas and direction will never become a personal attack or return to haunt you in the future.

Authentic interaction at meetings:

Team members will listen without interrupting; **hold** no side or competing conversations.

Commitment:

Make every effort to attend meeting as scheduled; **attend** the meeting on time; **end** meetings on time; **work** from an agenda; **use** minutes recorded at each meeting as reference points; assist in any manner when called upon; **each** member will keep all commitments by the agreed upon due date;

Building trust and maintaining confidentiality:

Trust each other and have confidence that information and issues discussed will be kept in total confidence; **team** members will make certain they have agreement on what and when to

communicate; **complaints** and issue among board members will always be addressed internally and never discussed outside of the board.

Collaborative decision making, problem solving, and conflict resolution:

Thoughtful **decision-making** is expected, team members will make decisions by consensus, but the majority will rule if a timely consensus is not reached; **problems** will be presented in a way that promotes mutual discussion and resolution; **conflicts** will be resolved directly among the people in conflict; **Avoid** territoriality, think instead of the overall good for the Flyers program, our members and above all else, the players

Please recognize that you are part of something larger than yourself, your family or your own child. Be responsible to own the Saskatoon Flyers Hockey program as a whole.

B. DUTIES AND RESPONSIBILITIES OF EXECUTIVE COUNCIL MEMBERS

1. Commissioner

The role of the Zone H Flyers Commissioner includes but is not limited to the following:

- Administer his/her Zone as set out by the SMHA's Bylaws and Regulations.
- Chair Monthly Zone meetings.
- Chair Annual General Meeting.
- Attend or appoint a representative to attend all SMHA meetings to ensure the zone is represented fairly.
- Liaison between SMHA and zone.
- Give direction to executive members.
- Oversee all zone activity.
- Be responsible for ensuring that all Zones are administered uniformly in all respects.
- Be the official spokesman for his/her zone to the SMHA, SHA and other governing bodies
- Organize meetings for the purpose of filling the positions in his/her Zone, such as Program Coordinators who will represent the Zone on their respective Central Program committees
- Supervise Coordinators in the operation of their Programs, in drawing up of schedules and having them turned into the SMHA Office, in reporting of infractions and the general conduct of his/her Zone.
- Ensure that meetings are held regularly with Program Coordinators, coaches and managers.
- Impose suspensions on players, coaches, or managers were deemed necessary, and report the same on a form provided to the SMHA Office in order that a file of all suspensions may be maintained.

2. Assistant Commissioner

- Assist the Commissioner in the administration of all hockey matters in the Zone.
- Schedule ice for all pre-season camps and tryouts
- Make the necessary arrangements to contract with a company or companies to conduct the pre-season camps and evaluate the tryout games.
- Work closely with division coordinators to plan and organize tryouts
- Participate as part of the committee formed with the Redwings zone for the tryouts and team formation as it relates to the hybrid U13 A teams.
- Collect and record all scores associated with the tryouts

- Oversee draft and team formation
- Distribute the first ice times as released by SMHA prior to the start of the season
- Reply to parent concerns respecting rankings, results and tryouts

3. Secretary

- Prepare agendas for zone H meetings, book meeting locations, send out notices to board members and anyone invited to attend the meetings, take minutes of Zone H meetings and keep attendance records of executive meetings.
- Update policies as per board motions
- Communicate notice of meetings to Executive Council members.
- Publicize Annual General Meetings in the Zone as to date, time and place.
- Ensure that the bylaws of Saskatoon Flyers Hockey as well as its policies and procedures are followed.
- Manages the data entry of tryout data for each age division into spreadsheet for tabulation of final player ranking

4. Treasurer

- Keep a detailed account of all Zone H Hockey Corporation funds.
- Submit payment for all fees and bills incurred by Zone H and as approved by the Executive Council.
- Communicate and follow with families directly for late payments related to registration
- Coordinate with Registrar & Coaching Coordinator to monitor and receive coaches fines.
- Provide board members monthly updates of all accounts.
- Present a financial statement at Annual General Meetings and submit as required by the rules for non-profit corporations operating in the province of Saskatchewan.
- Work with Website Coordinator to update the Information Services Corporation to maintain non-profit corporation registration.
- Prepare & present budget options for the subsequent hockey year.
- Pay bills when provided with invoices.
- Check Zone mailbox on weekly basis. Inform Registrar when money comes in for player fees.
- Monitor all accounts and transfer funds when necessary.
- Reimburse hockey players that register and elect to discontinue. Deduct money in accordance with cancellation fees.

5. Registrar

- Ensure that all registration information on the website is correct and includes all information that may be required by Zone H, the SMHA, SHA and any other hockey bodies.
- Compile the registration information and submit it to the SMHA prior to the deadline set by them every year.
- Ensure that all teams in Zone H are properly registered with the SMHA This includes making certain that team registration forms are properly completed, proofs of age for new players are attached, and that these are submitted to the SMHA office by the due date.
- Confirm that all players in our zone meet the eligibility requirements based on residency and age for the level they are registered in.
- Confirm registrations with the appropriate coordinators.

- Manages the data entry of tryout data for each age division into spreadsheet for tabulation of final player ranking

C. DUTIES AND RESPONSIBILITIES OF COORDINATORS

1. U7 Coordinator

- Communicate with families at the beginning of the season to welcome them and inform them of the upcoming schedule
- Work with Assistant Commissioner in organizing conditioning camp. Where necessary, identify interested coaches for the upcoming year..
- Attend each conditioning camp time, or, if not able to attend, ask another board member to attend camp time.

a. Coach Selection and Team Formation

- Work closely with Coach Coordinator and follow the Selection of Coaches Policy, contact interested head coaches.
- Gain board approval of head coaches.
- Compile assistant coach list for each other team and present these names for approval by board
- Ensure teams have electronically completed and submitted official roster sheet
- Communicate with coaches allotted ice times
- Notify coaches of equipment pick-up dates

b. Throughout the Season

- Communicate and ensure coaches are aware of SMHA's "Important Dates to Remember" including the completion of SMHA team information sheet prior to assigned deadline.
- Communicate information to coaches, parents and teams on as needed basis (working towards communicating as much as possible through the Flyers website)
- Attend monthly board meetings and deliver report (season update, issues, concerns or questions)
- Attend to any questions or issues that arise over the course of the season.

2. U9, U11, U13, U15 and U18 Coordinators

a. Preseason

- Communicate with players and families at the beginning of the season to welcome them and inform them of the upcoming tryout process.
- Take note of those interested in coaching positions from online application

b. Conditioning Camp

- Work with Assistant Commissioner in organizing conditioning camp. Where necessary, identify interested coaches for the upcoming season, check with Coach Coordinator that these individuals are able to assist and request on-ice assistance for the individual(s) running the camp.
- Divide up conditioning camp players into groups for each ice time and post all applicable information on Flyers website

- Attend each conditioning camp time, or, if not able to attend, ask another board member to attend camp time.

c. Tryouts

- Work closely with Assistant Commissioner in organizing tryouts.
- Work closely with Goaltender Coordinator to ensure goalies are slotted for each scrimmage session.
- Through Flyers website and email, communicate the board approved tryout format and schedule.
- At each tryout session, ensure all necessary equipment for that session (i.e. bibs, pucks, pylons, stopwatches, pens, clipboards, etc.) are ready for that session.
- Post all information regarding colors, bib numbers to each dressing room door before each session.
- Organize helpers for the timed skills session.
- Organize refs for the scrimmage sessions.
- Find parent helpers to open gates and run clock for scrimmage sessions. (Parents must be on opposite bench as their child.) Provide these helpers with information on how the players will be rotated through the game.
- Provide scrimmage evaluators with score sheets and collect those score sheets after each session. These sheets are not to be discussed or reviewed with anyone other than a Flyer Board Member.
- U13 Coordinator will have the added responsibility of participating as a member of the committee formed with the Redwings zone for the tryouts and team formation of the U13 A hybrid zone teams.
- U15 Coordinator shall have the added responsibility of participating as needed by SMHA as it relates to the City-Wide program for the formation of the U15A teams.

d. Coach Selection and Team Formation

- Work closely with Coach Coordinator and follow the Selection of Coaches Policy, contact interested head coaches.
- Gain board approval of head coaches for each tier.
- Work closely with Assistant Commissioner to coordinate player draft for each tier, following board approved drafting procedures.
- Participate in problem-solving meetings with coaching staff when required.

e. Post Try-outs

- Compile assistant coach list for each team and present these names for approval by board.
- Ensure teams have electronically completed and submitted official roster sheet.
- Communicate with coaches allotted ice times.
- Notify coaches of equipment pick-up dates.

f. Throughout the Season

- Communicate and ensure coaches are aware of SMHA's "Important Dates to Remember" including the completion of SMHA team information sheet prior to assigned deadline.
- Communicate information to coaches, parents and teams on as needed basis (working towards communicating as much as possible through the Flyers website).

- Attend monthly board meetings and deliver report (season update, issues, concerns or questions).
- Attend to any questions or issues that arise over the course of the season.

3. Website Coordinator

- Maintain Zone H website.
- Manage, maintain and supervise all Saskatoon Flyers Hockey Inc. social media accounts.
- Ensure that all links on the website are active, all notices are posted including but not limited to: information regarding board members, meetings, upcoming deadlines, tryouts, camps, registration forms and the like are posted.
- Send out of mass emails to the zone H membership as needed.
- Arrange to post all advertising on the website.
- Ensure registration process is setup.
- Help search for registration information for the executive when needed.
- Answer questions from the membership regarding website.

4. Coaches Coordinator

- Maintain a database of all coaches currently active in our zone, their certifications, whether they submitted their cheque to cover fines at the beginning of the year, a copy of their signed coach's code of conduct, etc.
- Complete necessary criminal record checks on coaches (managers, assistants and stick boys) every year as per Flyers Board policy and keep them on file.
- Keep track of coaching suspensions and disciplinary action that may occur during the course of the season.
- Organize, record and bring forward to board information from yearly coaching surveys.
- Keep track of fines and submit cheques/e-transfers to the Treasurer that need to be deposited in order to cover off a coach's liabilities that are assigned by SMHA.
- Organize and chair the Flyers Coaches Meeting in fall after teams are formed.
- Facilitate problem-solving meetings with coaching staff when required.
- Recommend head coach and assistant coaches annually, based on applicant's credentials, history, level of play for child (if applicable).
- Participate in the coach selection committee with the Redwings zone as it relates to the selection of head coaches and assistant coaches for the hybrid U13 A and U15 A teams.

5. Fundraising Coordinator

- Coordinate all Zone H (Flyer) related fundraising activities throughout the year.
- Organize and conduct the main Flyer raffle and/or fundraising to raise money for our zone budget.
- Solicit sponsorship with local companies and sell advertising on the Flyer website, typically used for raffle prizes (money, gift cards, product, etc.).
- Manage, and keep updated, the ads on the website for the sponsors.
- Manage and send emails to the zone families promoting the sponsors.
- Supply all Flyer teams with any necessary tools and/or opportunities to fundraise as teams or individuals.

6. Goaltender Coordinator

- Invite tenders and secure qualified goaltending companies to conduct goaltender evaluations, goaltender conditioning camps, and regular season goaltender development.
- Organize and supervise goaltending evaluations and conditioning camps, ensuring appropriate communication to participants and evaluators.
- Ensure integrity and ethics within the evaluation process, removing bias, favouritism, and political interference when determining goalie placement into tiers and teams. Rankings provided by the external evaluators will not be altered by the Flyers Executive.
- Determine the distribution of goalies for each tier based on tryout rankings and quantity of available goalies. Distribution into tiers is determined based on ranking score, and without the disclosure of goaltender names.
- Liaise with SMHA Goaltender Coordinator and other zone goaltender coordinators as needed, including for the movement of goaltenders in/out of the Flyers zone.
- Develop, oversee and schedule goaltender development programming for the regular season.
- Provide effective financial management of the goaltender development budget.
- Be the point of contact for goaltender families; liaise with coaches and division coordinators to resolve issues.
- Monitor registrations and ensure U11 parents understand the full time and part time options.
- Collaborate with the Equipment Coordinator to prepare for goaltender equipment needs for the next season.
- Ensure information on the Flyers website pertaining to goalies is up to date (i.e. U11 goaltender policy).
- Work with the Redwings zone in relation to the tryouts for the hybrid U13 A goalies.
- Assist SMHA, where needed, during the U13, U15 and U18 goalie skills evaluations.

7. Equipment Coordinator

- Purchase, distribute, collect and store all Zone H equipment which includes but is not limited to: First aid kits, Puck bags and pucks, Jerseys, Jersey bags, Goaltender equipment.
- Maintain a list of all equipment owned by the Zone for insurance reasons and to ensure that all items are collected at the end of each season.
- Maintain storage locker, to store jerseys and equipment.
- Order new jerseys and equipment as needed.

8. Member at Large (Development)

- Develop a strategy for player development in the Flyers' zone.
- Book ice for holding sessions for player development.
- Contact individuals and companies in the hockey development instruction business for purpose of running development sessions.
- Coordinate the selection of instructors by presenting to the Flyer's executive and proposing a suitable candidate.
- Assign teams to sessions following release of SMHA schedule to mitigate conflicts.
- Interact with coaches and instructors to ensure sessions are running smoothly and are beneficial to player development.
- Other duties include assisting with tryout sessions (bibs, working bench, etc.) as well as any other duties to assist board members in their responsibilities.

D. BOARD MEMBER HONORARIUM

Board Members shall be remunerated by way of an honorarium for serving as a member of the Saskatoon Flyers Hockey Inc. Board. Starting with the 2024- 2025 season the honorarium for serving a member of the Board shall be as follows:

- Members of the Executive Committee shall receive One Thousand Two Hundred Fifty Dollars (\$1,250.00). The Executive Committee consists of:
 - Commissioner
 - Assistant Commissioner
 - Treasurer
 - Registrar
 - Secretary
 - All other members of the Board shall receive One Thousand Dollars (\$1000.00)
1. The honorarium shall be paid prior to the Annual General Meeting for the Zone upon satisfactory completion of the Board Member's duties for the current year, and subject to:
 - (a) Attendance at no less than 75% of the regularly scheduled Board meetings for the year. Attendance will be tracked by the Secretary.
 - (b) If a board member fails to make the required 75% of the regularly scheduled board meetings their honorarium will be prorated to the % of meetings that a Board Member attended.
 2. In cases where the Board elects to not remunerate a Board Member for not having completed their duties in a satisfactory manner, such Board Member will be provided with written notification of such, including reasons for this decision.

E. DEEMED RESIGNATION OF BOARD MEMBERS

Board Members who fail to attend 5 regularly scheduled Board meetings out of any 7 consecutive regularly scheduled Board meetings shall be deemed to have resigned from the Board. Such meeting attendance will be tracked by the Secretary.

Such resignations will be accepted by the Board at the meeting when it is determined that the Board member in question has satisfied the deemed resignation criteria above.

Such Board Member will be provided with written notification of their deemed resignation.

The general membership will subsequently be notified of the vacant position on the Board as well as notification that nominations are being accepted to fill the vacant position.

It is within the discretion of the Board to decide whether a vacant position will be filled.

F. CONFLICT OF INTEREST PROCEDURES

1. Objectives

To supplement the Saskatoon Flyers Hockey Inc. Bylaws by providing procedures for identifying, minimizing and resolving conflicts of interest, in order that Board Members may fulfill their obligations effectively while maintaining their independence and integrity.

2. Conflict of Interest Procedures

Board Members shall not knowingly permit their interests, actual or perceived, monetary or otherwise, direct or indirect, to conflict with the proper exercise of their duties and responsibilities including, but not limited to, making a gain or an advantage by virtue of his/her position. The following actions, although not an exhaustive list, should be taken to remedy or avoid a possible conflict of interest or ethical issue:

a) Disclosure

Board Members shall disclose the nature and details of any actual, perceived or possible conflicts of interest, which could impair their ability to make unbiased decisions. Such disclosure shall be made to the Commissioner as soon as practicable after the conflict of interest has been discovered by the Board Member. In the event that the Board Member is the Commissioner, disclosure must be made to the Assistant Commissioner.

The matter will be tabled at the next regularly scheduled Board meeting. The Commissioner, in consultation with the Board (excluding the Board Member who is in conflict of interest), will determine the appropriate action under the circumstances.

Should a Board Member discover an actual or perceived conflict of interest during the course of a Board meeting, the Board Member must immediately declare the conflict of interest. The Commissioner, in consultation with the Board (excluding the Board Member who is in conflict of interest), will determine the appropriate action under the circumstances.

b) Abstaining from Vote and Discussion

Board Members who have disclosed a conflict of interest, or who are required to disclose an actual or perceived conflict of interest, shall not participate in any discussion, decision or vote relating to any transaction involving the aforementioned conflict of interest. Such Board Members must consult with the Board to determine whether or not it is appropriate to leave the meeting during discussion of the matter.

Where a Board Member has disclosed a conflict of interest, the Board Member may continue to participate in the discussion, decision or vote, despite the conflict of interest, by obtaining prior approval from the Board. The approval to participate should be noted by the Secretary in minutes to the meeting.

3. Consequences for Failure to Disclose

In the event of a breach or a failure to remedy or disclose an actual or perceived conflict of interest, the consequences of such infractions should reflect the nature, magnitude and seriousness of the breach.

The following are examples of possible consequences, which the Board may consider, when dealing with a breach of the Conflict-of-Interest Procedures:

- the Board Member may be offered the opportunity to resign from the Board.
- the Board may recommend to the appointing body to terminate the appointment of the Board Member to the Board.
- the Board Member may be required to make full restitution to the Board of any personal gain acquired as a result of the breach, for disposition by the Board.
- the Board may consider taking legal action against the Board Member.

- if the Board Member is in breach of the law, the Board will report the Board Member's action to the proper authorities.

This list of consequences is not exhaustive, and does not preclude any other course of action, which the Board may deem appropriate under the circumstances.

4. Avoidance of Bias

The Board shall not knowingly permit any relationship or other circumstances, either in the past or the present, to be perceived as a possible reason for the Board Member to hold a bias either in favor or against a party or group with respect to who a decision is to be made. The Board should familiarize itself with the range of actions that may constitute a potential bias issue, and the actions that might be taken to respond to the issue. A potential bias issue may arise as a result of circumstances such as:

- the Board Member has a personal or business relationship with a party.
- the Board Member is a member of an organization in which the party is also a member.
- the Board Member has information about the party which has not been placed before the other Board Members as part of the decision-making process.
- the Board Member has expressed views in public respecting the subject matter of the decision.
- the Board Member has communicated directly with one of the parties respecting the subject matter of the decision.

This list is not exhaustive. If a Board Member is aware of any circumstances which might give rise to a bias issue, the Board Member must disclose the circumstances to the Commissioner at the earliest opportunity. In the event that the Board Member is the Commissioner, disclosure must be made to the Assistant Commissioner. The Commissioner may:

- remove the Board Member from the panel of Board Members that are making the decision.
- if the Commissioner is of the opinion that the circumstances may not warrant removal of the Board Member, the Commissioner shall disclose the circumstances to the parties and provide them with an opportunity to make representations to the Board with respect to the ability of the Board Member to participate in the decision-making process. The Board shall determine the extent, if any, to which the Board Member may participate in the process.

No division coordinator shall be the division coordinator of a division in which their child is currently playing or would be playing during their term.

No member of the Board shall be awarded Coach of the year.

G. PROCEDURES REGARDING THE SELECTION OF COACHES

1. Pre-season

- a) To be considered for a coaching position, an individual must possess, or obtain prior to the SMHA's deadline, the required certification as outlined in the Coach's Certification Policy.
- b) Through player registration and/or coaching applications individuals interested in coaching are required to bring their name forward and indicate whether they are interested in acting

as either a head coach or an assistant coach. All coaches must register through the Flyers website, in order to be accepted as a coach.

- c) Coaches will not to be selected or approved until the evaluation process is complete.
- d) Each Coordinator will bring forward all applications and will then select individuals to recommend to the Board for approval as coaches. The selections put forth by the Coordinators are not binding on the Board, who may make changes as deemed necessary.

2. Head Coach Evaluation

- a) Prior to meeting, where deemed necessary, with interested individuals, the Coordinator along with the Coaches Coordinator shall review the following for each candidate:
 - i) Past disciplinary action;
 - ii) Current coaching certification in accordance with Hockey Sask minimum requirements; and
 - iii) All feedback from parents, players, Board Members or other sources.
- b) Upon successful review of all relevant information the eligible candidates will then be contacted and a meeting arranged with the Coordinator and/or board members if necessary.
- c) Upon completion of the interviews with eligible candidates, the Coordinator will make their recommendations to the Board to approve head coaches for the upcoming season.

3. Assistant Coach Evaluation

- a) Head Coaches shall forward the names to their Coordinator of those individuals he or she would like to put forward as assistant coach. In order to be considered as an assistant coach, each assistant coach will have completed the online registration on the Flyers website.
- b) Prior to approving an assistant coach, the Coordinator and/or board members shall review the following:
 - i) Past disciplinary action;
 - ii) Current coaching certification in accordance with SHA minimum requirements; and
 - iii) All feedback from parents, players, Board Members or other sources
- c) Upon successful review of all relevant information the eligible candidates will then be contacted and a meeting arranged with the Coordinator if required.
- d) Upon completion of the interviews with eligible candidates, the Coordinators will make its recommendations to the Coordinator who will then make a motion to the Board to approve assistant coaches for the upcoming season.

H. RESPONSIBILITIES OF COACHES

1. Individuals selected to coach or act as assistant coach shall complete the following:
 - (a) All Coaching certifications as determined by the Zone Executive Council, the SMHA, Hockey Sask and or Hockey Canada must be satisfied and maintained in good standing for the entire season.
 - (b) Attend the coaching update meeting as set by the Board.
 - (c) Complete the criminal record check and submit it to the Coaching Coordinator before the SMHA deadline.
 - (d) Coaches are responsible for paying their own outstanding fines prior to being approved to coach the following season.
2. All coaches **MUST** Adhere to the Fair Play/Coaches Code of Conduct policy:
 - a) All SHMA coaches must demonstrate respect for the principles of Fair Play/Equal Development.
 - b) Coaches will demonstrate a commitment to promoting healthy lifestyles. They will accept the extended responsibility of recognition and education of the harmful effects of unhealthy choices such as alcohol/drug/physical or mental abuse.
 - c) No coach or member of a team's coaching staff shall verbally abuse any player. For the purpose of this policy, any player refers to any member of the team they are coaching and any player of an opposing team.
 - d) No coach or member of a team's coaching staff shall verbally abuse any game official.
 - e) No coach or member of a team's coaching staff shall verbally abuse or threaten physical violence against any player, parent, fan, volunteer or member of an opposing team's coaching staff. For the purpose of our Codes of Conduct, examples of verbal abuse includes, but is not limited to, screaming obscenities at a player, belittling, demeaning or degrading a player in front of an audience or his/her peers, or saying or making any ethnic/racial slurs towards any player from the community or online. Physical abuse includes; but is not limited to, bumping into someone intentionally on or off the ice, pushing, punching, slapping, grabbing, kicking or spitting.

FAILURE TO FOLLOW THESE CODES OF CONDUCT MAY RESULT IN IMMEDIATE DISCIPLINARY ACTION FROM THE SASKATOON FLYERS and/or SMHA DISCIPLINE COMMITTEE.

3. ALL coaches must sign and return to the Coach Coordinator the Coaches Fair Play Pledge. The Coaches Fair Play Pledge is attached hereto at Schedule "A" and will be distributed to all coaches at the Coaches meeting. It shall be the responsibility of the Head Coach to ensure that all assistant coaches, trainers and/or stick boys sign this Pledge.

I. COACHES CERTIFICATION

All coaches are required to possess the minimum required coaching certifications as determined by Hockey Sask and as posted on the Hockey Sask website, on or before the dates specified by SMHA and/or Hockey Sask to have these:

<https://hockeysask.ca/coaches/certification-requirements>

If primary coaching certification (i.e. Coach 1, Coach 2, etc.) for season is not obtained during that season, that coach will not be permitted to coach in subsequent years until the required certification has been obtained and applicable fines have been paid.

J. RESPONSIBILITY OF PLAYERS - PLAYER'S CODE OF CONDUCT

All players have a responsibility to:

- a) Respect and adhere to all ideals, policies and rules determined by Hockey Canada, Hockey Sask, SMHA and the Saskatoon Flyers Minor Hockey Association, and your team.
- b) Respect the rules of the game, opponents, officials, coaches, parents and their decisions.
- c) Maintain self-control at all times.
- d) Attend as many games and practices as reasonably possible. Be present before games and practices in a timely manner. Notify the coach ahead of time if you will be absent.
- e) Respect the facilities, either home or away, in which you are privileged to play.
- f) Exhibit a high degree of sportsmanship, teamwork and positive attitude at all times when representing your team and the league.
- g) Refrain from using foul language towards teammates, coaches, officials or opponents.
- h) Show respect for the decisions, judgment and authority of the officials and timekeepers.
- i) Show respect for the feelings and abilities of the players on the other team.
- j) Accept the capabilities of other players.
- k) Ensure that your equipment is complete, safe and in good condition.
- l) Accept defeat graciously.
- m) Love the game above the prize.

K. TRYOUT PROCEDURES

A try out procedure manual has been prepared by Saskatoon Flyers Hockey Inc.. This tryout procedure manual is attached hereto as Schedule "B" and is fully incorporated into the Saskatoon Flyers Hockey Inc. Policy and Procedure Manual as if it were pasted directly into section K.

THESE TRYOUT PROCEDURES DO NOT APPLY TO THE U13 A HYBRID TRYOUTS. A SEPARATE TRYOUT PROCEEDURE WILL BE AGREED TO WITH THE REDWINGS ZONE.

L. DRAFTING PROCEDURES

Once the players and goalies have been tiered, the Board will set up a draft. The draft must be conducted during the week immediately following the tryouts. The draft for all teams within any particular age division shall be completed on the same night, if possible. In the event that all drafts for an age division cannot be conducted in 1 night, the coaches shall not disclose the draft results to any players or parents until all drafts for that age division have been concluded. For age divisions with coaches' picks (U11, U13, U15 and U18) the drafts shall be staggered with tier A drafting first, then B and then C.

After the draft the head coaches should e-mail their team as soon as possible, subject to all teams in their age division having been drafted.

All drafts will take place in person. The Flyers Hockey Inc. zone does not permit any of it's drafts to be done virtually. The only exception to this rule is if there is only 1 team in a particular tier and the Head Coach only needs to make their coach's picks.

If a Head Coach is not available to attend the draft, The Flyers Hockey Inc. reserves the right to appoint a member of the Board to attend the draft on behalf of the absent Head Coach, unless alternate arrangements have been made in advance with the age division Coordinator, Assistant Commissioner and Commissioner.

i) Division Coordinators

The Division Coordinators shall be responsible for the draft of their age division. The Division Coordinators shall:

- Provide the head coaches with a copy of **only** the players and goalies finishing within the tier they are drafting
 - For U11 this would include the applicable number of goalies within the tier.
 - This information will be provided to the division coordinators by the Assistant Commissioner prior to the drafts.
- Notify the coaches of the number of players and goalies being selected per team and if applicable any injured players.
- See **Injured Players** policy as set out in the Tryout Procedure manual (Schedule "B") for additional information.
- Player information should include:
 - All applicable evaluation information per player such as skills and game results
 - If they are a Part-time goalie (U11 only)
 - Parents interested in supporting as an assistant coach or manager

- Contact information (phone and email)
- The coordinator/draft representative is to ensure fair and equally balanced teams are in place based on the evaluation results and coaches/coordinator's knowledge of the player's skill level.
- Drafting one 'senior/stronger' team and one 'development/younger' team is not permitted.
- Ensure all teams have an adequate number of assistant coaches to help support the Head Coach.
- Teams in U11 B, C and D must, to the best of their ability, evenly split those that declared as a part-time goalie.
 - There are no part-time goalies in U11 A.
- Whoever wins the coin flip selects first; however, a coach cannot select a player below their own son / daughter until they have picked their own child.
- Exception: if a coach's child is the top ranked player that coach shall be deemed to have won the coin flip and must select their child.
- A pick must be used for selecting a coach's child and not automatically removed from the list. Moreover, a coach cannot select a player ranked lower than their own child prior to using a pick to draft their child.
- The Draft will be conducted in a snake pattern. If there are 2 teams drafting the order will go 1, 2, 2, 1, 1, 2, 2
- If there are 3 teams the order will go 1, 2, 3; 2, 3, 1; 3, 1, 2 This is not a snake draft, but rather set up so that each team has the opportunity to select a player first in any given round of said draft.

ii) **Draft Rules – U9 and U11**

- a) General rules for U9
 - There are no coaches' picks.
 - To begin the draft, flip a coin to determine who gets first pick.
- b) U11 specific rule
 - To begin the draft, flip a coin to determine who gets first pick.
 - Select all skaters first, then full time goalies after.
 - Note: part-time goalies are tiered and drafted based on their evaluations as a skater.
 - Whoever has first pick for skaters will pick second when selecting goalies.
 - All players down to 2 players above the tier cutoff line are considered locked in and must be picked.
 - For example, in a tier with 2 teams of 15 skaters, the top 28 skaters are considered locked and must be picked in that tier
 - The next 4 skaters make up the coaches' pick pool in which 2 of the 4 skaters must be selected.
 - For example, in a tier with 2 teams of 15 skaters, the skaters ranked 29 – 32 would make up the coaches' pick pool.
 - During the draft a coach cannot select a player below their own son/daughter until they have picked their own child.
- A pick must be used for selecting coaches' son / daughter and not automatically removed from the list. Moreover, a coach cannot select a player ranked lower than their own child prior to using a pick to draft their child.

iii) Draft Rules – U13 (B and C), U15 (B and C) & U18

- All players down to 3 players above the tier cutoff line are considered locked in and must be picked for both forwards and defense.
 - For example, 9 forwards per team for a total of 18 forwards means the top 15 are considered locked in and must be picked in that tier.
- The 3 players, both forward and defense, finishing below the tier cutoff line are eligible to be selected.
 - For example, 9 forwards per team for a total of 18 forwards means the players 16-21 are considered eligible for the draft.
 - these shall be referred to as “coaches picks”
- For goalies, if there are 2 teams being drafted the top 2 goalies are considered locked in and must be picked. A coaches’ pick pool is then made of the next 4 top ranked goalies whereby 2 will be picked. If there is only 1 team, the top ranked goalie is considered locked in, and a coaches’ pick pool is then made of the next 2 top ranked goalies whereby 1 will be picked.
 - However, the assistant commissioner, division coordinator and goalie coordinator shall work to ensure that every Flyers team has a full-time goalie and thus there may be instances where teams will only have 1 goalie and thus coaches’ picks will not be available.
- Coaches do not have the ability to pass on a draft selection to take another forward or leave a vacant spot for an affiliate or injured player in a lower tier.
 - i.e. if there are 12 defensemen ranked within a particular tier, 12 defensemen with 6 per team must be drafted.
- During the draft a coach cannot select a player below their own son / daughter until they have picked their own child.
- A pick must be used for selecting coaches’ son/daughter and not automatically removed from the list. Moreover, a coach cannot select a player ranked lower than their own child prior to using a pick to draft their child.
- To begin the draft flip a coin to determine who gets first pick.
- The draft will begin with the selection of defensemen.
- All defensemen are selected before moving onto forwards.
- Whoever has first pick for defensemen will pick second when selecting forwards.
- Another coin flip will determine who selects the first goalie.
- The Draft will be conducted in a snake pattern. If there are 2 teams drafting, the order will go 1, 2, 2, 1, 1, 2, 2
- If there are 3 teams the order will go 1, 2, 3; 2, 3, 1; 3, 1, 2 This is not a snake draft, but rather set up to allow each coach the opportunity to select first in certain rounds of the draft.

iv) Once teams have been selected

- Coaches **must** return the evaluation information to the coordinator/draft representative. Moreover, coaches are not permitted to take pictures or scans of the evaluation information.
- Coaches must confirm they have contact information for all players on their team.
- The equipment manager will contact the head coaches will respect to the date in which equipment and jerseys will be picked up.
- The Assistant Commissioner will notify the head coaches of any assigned ice times from SMHA as soon as it released from SMHA.

- The coaches, with the support of Flyers Executive, will have rosters entered before leaving the draft.
- Coaches are to contact players/parents and notify them of the results of the draft.

THESE DRAFTING PROCEEDURES DO NOT APPLY TO THE U13 A TEAMS. A SEPARATE DRAFTING PROCEEDURE WILL BE AGREED TO WITH THE REDWINGS ZONE.

M. U11 GOALTENDING POLICY

The Flyers zone offers two options for goalies in U11: Full time or part time.

a) Full time (FT) option:

- U11 A teams carry FT goalies only.
- U11 B, C and D teams could have FT and PT goalies (depends on goalie registration numbers and position preference).
- The Flyers zone permits U11 aged goalies to select the option to be strictly a FT goalie.
- Those choosing the FT option attend goaltender tryouts only.
- FT goalies are drafted into a tier based on their goaltender tryout.
- For teams with both FT and PT goalies, FT goalies are to receive the majority of games in net as it is their chosen position.
- FT goalies have priority for zone funding for goaltender development.
- FT goalies receive priority for the use of zone owned goaltender equipment.
- FT goalies are not permitted to play out as they were evaluated and tiered based on their goaltending abilities and not their player abilities like PT goalies.

WHEN A TEAM HAS TWO FULL-TIME GOALTENDERS, THE GOALTENDERS MUST SPLIT THE GAME IN SMHA LEAGUE PLAY. I.E. - GOALIE A WILL START THE GAME AND GOALIE B WILL COME IN HALFWAY THROUGH THE GAME. THE NEXT LEAGUE GAME, GOALIE B SHOULD START THE GAME AND GOALIE A WILL COME IN HALFWAY THROUGH THE GAME. THIS ENSURES THAT GOALIES WILL LEARN HOW TO START GAMES AS WELL AS HOW TO COME INTO GAMES "COLD". IT ALSO ENSURES THAT ALL GOALIES WILL KNOW THEY WILL BE PLAYING IN EACH LEAGUE GAME AND WILL TEACH THEM TO ALWAYS BE PREPARED TO PLAY.

b) Part time (PT) option:

- the PT goalie option is only available for U11 B, C and D teams. (Note: this option does not exist for U13 and up).
- PT goalies will be drafted into a tier based on their player tryout. PT goalies do not attend goalie tryouts.
- PT goalies can play net as well as skate as a player when not in net.
- PT goalies will play fewer games in net as FT goalies are given priority for the majority of games as goaltender is their chosen position.
- PT goalies will be invited to participate in goaltender development where practical.

N. DISCIPLINE

1. Discipline Policy

A Discipline Policy has been prepared by Saskatoon Flyers Hockey Inc.. The Discipline Policy is attached hereto as Schedule "C" and is fully incorporated into the Saskatoon Flyers Hockey Inc. Policy and Procedure Manual as if it were pasted directly into section N.

2. Discipline Committee

A discipline committee shall be formed annually.

a) Objectives and Duties

The objectives and duties of the Committee are to:

- a) The Committee will assist the Board of the Saskatoon Flyers Hockey Inc. (the "Board") to discharge their duties in regard to discipline of parents, coaches, managers, and other individuals of the Flyers zone.
- b) The Committee will review any violations of the Parent Code of Conduct.
- c) The Committee will review any violations of the Coach's Code of Conduct.
- d) The Committee will review any other incidents as per the request of the Board.

3. Structure and Composition of the Committee

The Committee shall be comprised of six members of the Board:

- a) Coach Coordinator.
- b) Secretary.
- c) 3 members of the Board appointed by the Executive at the first meeting following each AGM.
- d) Division Coordinator from the division which the complaint involves.
- e) Commissioner (ex-officio)

The members of the Committee shall be appointed by resolution of the Board for a term of one year. Each member of the Committee shall continue to be a Committee member until the member resigns, is removed by resolution of the Board or otherwise ceases to be a member of the Board.

4. Meetings

Meetings of the Committee will be held at the request of any member of the Board. A Committee hearing will only be held on serious or re-offending situations and is meant to ensure a positive environment for Flyers hockey. Meetings of the Committee may be held at any place. Notice of the time and place of each meeting of the Committee shall be given not less than 48 hours before the time the meeting is to be held. Notice will be given to the members of the Committee as well as to any individuals that are a party to the disciplinary situation to be discussed.

Unless otherwise determined by a resolution of the Board, a majority of the Committee members shall constitute a quorum for any meeting of the Committee. Committee members can participate in person or by way of telephone participation.

If a member of the Committee is in a conflict of interest on the disciplinary action (ie. involves an official from the member's team) the member will be replaced by another member of the Board as determined by the other members of the Committee.

All written records of the meeting will be held in the strictest of confidence in order to protect the people involved.

5. Findings to be presented the Board

The Committee will present its findings from its meetings to the Board. The Board will decide if any breach of conduct has been committed. Any player, parent, or team official whom has been found to have violated a breach of conduct shall be subject to suspension and will be notified by the Board of any action within 48 hours. All decisions of the Board are final.

6. Saskatoon Minor Hockey Association ("SMHA")

On behalf of the Board the Committee will present its findings to SMHA and will represent the Board if SMHA requests any meetings in regard to any disciplinary action taken by the Board.

O. EQUIPMENT

Saskatoon Flyers Hockey Inc. will:

- a) supply each team with one set of home jerseys and one set of away jerseys.
- b) U7 and U9 will wear the jerseys supplied by SMHA and division sponsors
- c) U11 teams will wear the jerseys supplied including socks supplied by SMHA and division sponsor
- d) Each team will receive a first aid kit, Flyers puck bag and pucks to start the season to be returned at the end of the season.
- e) U7 thru U13 will receive 15 pylons to be returned at the end of the season.
- f) Goal equipment will be supplied to each U7, U7 Advanced, U9 and U11 teams which includes goal stick, equipment bag, chest protector, pads, blocker and catcher gloves.
- g) Will supply goaltender equipment on an as needed basis and if we have stock available.
- h) Will have equipment pick up days scheduled in early October and equipment return days in late April. It is the responsibility of each coach to ensure that all equipment is returned on the designated day at the end of each season.

P. REGISTRATION & REFUND POLICY

1. Registration in General

- a) Registration dates, locations, and times for all zones under the SMHA can be found on the home page of the SMHA website under *Latest News* or *News Archive*. Information can also be found on the next tab in the drop-down menu on the left of the website (under Registration tab).

- b) ***U7 through U18 players not registering in their zone by the date set by the SMHA, MUST register through the SMHA office and will be placed on a team by the SMHA Registration Committee subject to availability.***
- c) All efforts will be made to place the player within their home zone but this cannot be guaranteed for late registrants. As directed by SMHA, the zone with the greatest need for players will receive players when necessary.
- d) A player will only be considered registered and be allowed on the ice once the Registrar has received both the registration and payment. All late registrations must be received by the Registrar prior to being allowed on ice.
- e) Players are not allowed to register with Coaches or other members of the Executive and will not be considered registered and will have no insurance until registration is received by the Registrar.
- f) If you are applying for a third party funding (i.e. Kidsport, a Band or Jumpstart), balance of payment is required in the event the funding is less than the registration amount. Full payment is required by December 1st or the player will not be permitted on the ice.

2. SAAH Registration

Players who will be trying out for the SAAH are required to register in the Flyers zone. Full payment is required upon returning to the zone.

3. Late fees

- a) A late fee of \$100 will be applied to all registrations received after the SMHA registration deadline. If registration is made after the registration deadline, full payment is due at time of registration.
- b) If a player hasn't registered in the Flyers zone and does not make a GSHL team, they will be imposed a \$100 late registration fee.

4. Refunds

- a) A refund may be given following the criteria outlined below:
 - i) Refunds will be considered for medical reasons, injuries or relocation. Any other reasons will not be considered.
 - ii) Refunds will only be issued in the same manner payment was received and never in the form of cash.
 - iii) The effective date for refund will be the date the zone registrar has been informed in formal letter/email.
 - iv) Refunds will only be given on registration fees; team fees are separate and are to be dealt with directly with the team.
 - v) Registration paid by a third party (KidSport, Jumpstart, Lace 'em up, etc.) will be returned to the third party.
 - vi) Refund approval remains with the Flyers Executive and may not be appealed.
- b) Timelines on refunds for **registration fees and player/goalie camps as follows** (all refunds are the amount below, are refunded back to the original payment method):

- i) If a player quits before August 31, 100% of their registration will be refunded, net of admin fees.
- ii) If a player quits after August 31 but prior to their first ice time (including camps and tryout ice time), 90% of their registration will be refunded., net of admin fees.
- iii) If a player quits after the first ice time but prior to November 15th, 50% of the registration fee will be refunded, net of admin fees.
- iv) If a player quits after November 15th, no refund is issued.

Note: All approved requests for a refund for registration fees and player/goalie camp fees will be subject to a non-negotiable administration fee to offset transaction costs, calculated as:

Admin fee = [(Amount paid by payer) x (credit card charge and refund costs of 2.99%+2.99%)] + [\$0.65 website payment + \$0.65 website refund costs through TeamLinkt]

Q. PAST DUE/NSF COLLECTION

1. Overview

It is the responsibility of the Flyers board to ensure that the zone remains fiscally responsible. As such it is required that all accounts payable (AP) and accounts receivable (AR) are reconciled. This practice defines a general guideline with respect to the past due AR of zone player registration fees.

Many problems cannot be solved alone. It is noted that every situation is unique and as such may require a unique solution. The Flyers board understands this and is open to discussion with all parties affected to come to an amicable solution of said situation. The ultimate goal is to ensure that the player continues to play and enjoy hockey as a Saskatoon Flyer.

2. Practice

The Flyers zone player registration fee expectation of the family must be met and that this practice is a means to that end.

- a) November 1st is final date due of receipt of final zone fee payments
- b) Families with outstanding fees due to NSF cheques, or non-payment will be contacted by the treasurer to notify them of the situation.
- c) These families will have until December 1st to rectify the situation in one of the following way:
 - i. Payment of outstanding fees in via e-transfer or online credit card payment
 - ii. Payment of fees made to zone by certified cheque
 - iii. Creation of a mutually agreed upon payment plan to reconcile the family fees
 - (A) Monthly/weekly e-transfers
 - (B) KidSport or other third-party funding providers
- d) Failure of the family to pay the outstanding fees by the new deadline will result of the immediate removal of the player from any Flyer hockey team or zone activities until the situation is rectified

- e) If the family does not rectify the situation for the current year and attempts to register in any other zone within SMHA boundaries, the outstanding fees will be collected via e-transfer prior to the player being eligible to register in another zone or league.

R. CONFIDENTIALITY/NON-DISCLOSURE AGREEMENT

Saskatoon Flyers Hockey Inc. has prepared a confidentiality and non-disclosure agreement that all Board members **MUST** sign annually prior to the start of the first Board meeting. Any Board member refusing to sign the confidentiality and non-disclosure agreement shall be immediately deemed to have stepped down from their elected position. The confidentiality and non-disclosure agreement is attached hereto as Schedule "A".

S. CODES OF CONDUCT AND FAIR PLAY

The Flyers zone expects its constituents to respect the Hockey Canada Player, Parent, Spectator, and Coaches Fair Play Code. Failure to adhere to these codes may result in disciplinary action at the discretion of the Flyers board.

T. GRIEVANCE PROCEDURES

If a parent, player or coach feels that there is an issue that should be dealt with the process is as follows:

1. There must be a 24-hour "cooling off" period between the occurrence of the incident and the filing of the grievance. An exception to the 24-hour period includes incidents where safety is a concern.
2. The complaint must be provided directly to the Discipline Committee in writing via email or the online form on the Flyers website.
3. Complainants must respect that the Saskatoon Flyers Hockey Zone is a volunteer organization and that no individual member of the Board or Discipline Committee has the ability to make decisions regarding the resolution of a grievance on their own. No harassment or abuse in trying to convince or coerce the members of the Board will be tolerated.
4. No player, parent, coach or fan shall "post" any verbally abusive message towards any volunteer or member. For the purpose of this policy, posting includes; but is not limited to, any traditional posters/brochures/handouts or any method which utilizes any computer or wireless device to electronically distribute information. Example: Facebook, Twitter, etc. (refer to [Social Networking Policy](#) for more details).
5. Individuals may request, subject to Discipline Committee approval, to attend a Discipline Committee meeting in order to provide additional information, ask questions, or answer questions.

U. PLAYOFF GRANTS

Flyer teams winning the right to represent Saskatoon at the provincial level may apply to the Board for a one-time playoff grant of \$500. Payment will be at the board's discretion, based on the zone being financially able to provide the grant, as well as board-approved use of the funds.

V. SOCIAL NETWORKING POLICY

The Flyers zone expects its constituents to adhere to the SMHA Social Networking Policy. Failure to adhere to the policy may result in disciplinary action at the discretion of the Flyers board.

SCHEDULE “A”

SASKATOON FLYERS HOCKEY INC.

CONFIDENTIALITY / NONDISCLOSURE AGREEMENT

This Confidentiality/Nondisclosure Agreement ("Agreement") by and between Saskatoon Flyers Hockey Inc. which has its principal place of business at PO Box 22056 RPO Wildwood, Saskatoon, SK, S7H 5P1 and the undersigned person/volunteer.

Whereas this agreement relates to disclosure, orally and/or in written or other tangible form, of certain confidential and proprietary information by each party relating to the other for the purpose of furthering our business relationship; and whereas all parties understand that the confidential information received from Saskatoon Flyers Hockey Inc. members or party is regarded by the disclosing party as valuable.

The below signed person/volunteer agrees to the following:

1. The term "Confidential Information" shall mean any and all information which is disclosed by either party to the other verbally, electronically, visually or in a written or other tangible form which is identified or should be reasonably understood to be confidential or proprietary. Confidential Information includes, but is not limited to, board meeting discussions and minutes; trade secrets; computer programs; software; formulas; data; marketing plans; strategies; forecasts; business models; volunteer information; credit/payment records; funding applications; member and player lists and members/players/coaches' personal data.
2. All parties shall keep Confidential Information in the strictest of confidence and shall not disclose it to any third party.
 - a. I acknowledge that such information is not to be altered, copied, interfered with or destroyed, except upon authorization and in accordance with the policy of the association. I will not discuss such information with any party, nor will I participate in or permit the release, publication or disclosure of such information, nor will I copy, distribute, or disseminate such information, except as authorized. I understand that this agreement and undertaking includes:
3. This agreement shall be governed by the laws of the Province of Saskatchewan. The obligation under this Agreement shall continue for a period of five (5) years from the Effective Date and is not affected in any way even if the person terminates their relationship with Saskatoon Flyers Hockey Inc.

Duty of confidentiality

1. An association volunteer shall hold in strict confidence all information concerning all members and players acquired in the course of association business, regardless of the nature or source of the information or of the fact that others may share the knowledge and shall not divulge any such information unless disclosure is expressly or impliedly authorized.
2. An association volunteer shall take all reasonable steps to ensure the privacy and safekeeping of a member or player's personal and confidential information.
3. An association volunteer shall preserve all members' or players' secrets even after the member or player ceases to be a member of or player for the association, whether or not differences have arisen between them.

4. I understand that compliance with the confidentiality requirements of the association is a condition of my appointment and that failure to comply may result in termination of my membership or appointed official position by the association.
5. I agree to be bound by the provisions of this Agreement and will continue to be so bound following the termination of my membership or employment.

Termination

1. I understand that a violation of the Confidentiality/Nondisclosure Agreement is subject to discipline, up to and including termination of service as an Officer / Executive Council member with Saskatoon Flyers Hockey Inc.
2. All Saskatoon Flyers Hockey Inc Officials are responsible for carrying out their assigned duties. Failure to do so may result in the official being released from his/her elected or assigned position after due consideration, by a decision of the Executive Council.
3. Given the importance of one's appointed position, failing to agree to the terms within the Confidentiality/Nondisclosure Agreement will result in immediate termination of services as an Officer / Executive Council member with Saskatoon Flyers Hockey Inc.

This policy is not intended to prevent disclosure where disclosure is required by law.

_____ Elected Official (Print)	_____ Signature	_____ Date
_____ Witness (Print)	_____ Signature	_____ Date

SCHEDULE “B”



Tryout Procedure Manual Saskatoon Flyers Hockey Inc.



1) Purpose

The purpose of this manual is to provide the tryout coordinator with guidelines to ensure the process is carried out as fairly as possible and consistently through all divisions.

2) Executive

Saskatoon Flyers' tryouts are conducted under the direction of the Assistant Commissioner, with the assistance of the coordinators for each division, in accordance with the guidelines set out herein. Another board member shall be required to fulfill the duties of the Assistant Commissioner for any division he/she has a child registered to play.

3) Tryout Coordinator's Role

The Assistant Commissioner's primary role on the Saskatoon Flyers Inc. Board is to act as the Tryout Coordinator. The Tryout Coordinator is responsible for the following.

- In each year, book all necessary ice times required by the zone to fully conduct its conditioning camps, skills sessions and tryout games for the upcoming season.
- Contracting independent evaluators for the try-out games.
- Assist the division coordinators in finding volunteers to conduct the tryout skills sessions.
- Assist the goalie coordinator in contracting independent goalie evaluators.
- All communications with the tryout evaluators prior, during and after the tryouts.
- Assist the division coordinators in ensuring there are volunteers on the ice and or bench, where required, for all skills sessions and tryout games.
- Compile all the tryout scores that are used to determine rankings.
- Determine the final rankings of all players within each division.
- Communicate the final player rankings to the Board and to the coaches selected by the board, prior to each divisions' player draft.
- Inform all parents of the evaluation process by way of an email before the tryout process starts.
- To be in attendance or ensure other Board members are in attendance during the player draft night(s); and
- Answer all questions that may arise from parents during the tryouts, subsequent to the final rankings of the players and following the player draft.

Be visible at the rink. Watch and listen. If any concerns start to arise during the tryouts, it is best if they are dealt with as soon as possible. Remember that this is a stressful time for the parents and the children. Ensure them that every attempt is made to place players at a level that is equal to their growth, maturity, age and ability, bearing in mind, the mandate for minor hockey is keeping enjoyment in the game and learning hockey skills.

4) Procedures

Prior to the summer break, the Assistant Commissioner will schedule a meeting with all the division coordinators. During this meeting the following must be addressed:

- Review the tryout schedule to ensure that there are no errors or conflicts.
- Ensure that the coordinators have arranged volunteers to run their skills sessions, volunteers to run the clock and benches during all tryout games and have booked referees for all their try-out games.
- Discuss with division coordinators the importance of not preselecting head coaches prior to the completion of all try-out games for their age division.
- Discuss the importance of avoiding conflicts of interest and ensuring that no coordinator is involved in the timing, evaluating or ranking of their child.
- Review the tryout process with all division coordinators to ensure that there is a consistent message being delivered to parents that have questions prior to and during the tryouts.
- Review what type and number of drills will be used in each division; and
- Review the tryout communication that will be circulated to all families.

Once the meeting is completed the Assistant Commissioner will provide the Board with the communication to be distributed to all parents registered in the Flyers zone for that hockey season.

5) Tryout Ice Times

The amount of ice times required for each division will vary from season to season depending on the numbers of players registered. The Assistant Commissioner shall use every effort, using the previous seasons registration numbers, to ensure sufficient ice times are booked to fully conduct each division's tryouts. Once registration has closed the Assistant Commissioner will make any required adjustments to the tryout schedule that may be required. The following are the tryout requirements for each division:

U9: Typically requires 4 – 6, 75-minute ice times to conduct the skills sessions and 2 - 3 ice times to conduct the A – B, B – C and C – D bubble games.

U11: Typically requires 4 – 6, 75-minute ice times to conduct the skills sessions and 9, 45-minute ice times to conduct the tryout games.

U13 (B and C): Typically requires 3, 45-minute ice times to conduct the tryout games. Of note, all U13 players, whether they are trying out for A or not will participate in the skills sessions organized with our hybrid partner. Also of note, SMHA books all ice times associated with the U13 skills sessions and the U13 A hybrid tryout games. If possible, the B/C bubble games should be conducted at the same time as the U13A tryout games. However, it is important to formalize this with our hybrid partner prior to the start of tryouts.

U15 (B and C): There are no skills sessions in U15 Typically there needs to be 3, 45-minute ice times to conduct the tryout games.

U18: There are no skills sessions in U18. Typically, in U18 there is only contact in the A division and as a result a separate tryout must first be run for the A division. This typically requires 2 – 3 ice times for the tryout games. After the A team(s) has been drafted, a new round of tryout games for B/C will be run. Typically, a further 2 – 3 ice times are required for these B/C tryout games.

Goalie SMHA has taken over running skills assessments for all goalies registered in U13, U15 and U18. The purpose of this is to ensure uniform rankings across the city as there is often movement of goalies between zones to ensure that all teams have at least 1 full time goalie. As a result, the Flyers only need 1 ice time to conduct our U11 goalie skills evaluations.

6) Evaluators

Saskatoon Flyers Hockey Inc. strives to ensure fully unbiased evaluations.

i) Skills Sessions (players)

For the skills sessions the division coordinators, in conjunction with the Assistant Commissioner, will arrange volunteers to assist in the timing and recording. Individuals who have submitted their name to be either an assistant coach or head coach, that have not been specifically excluded by the Board, should be contacted to volunteer during these skills sessions. However, at no time should any coordinator or volunteer be involved in the timing or recording of their own child's skills evaluation.

Please note that this does not apply to U13 where a different procedure is agreed to annually with our hybrid partner.

ii) Tryout Games

Saskatoon Flyers Inc. will hire independent evaluators to conduct the game evaluations of each player. The purpose of this expense is to ensure that the player evaluations are free of any appearance of or actual bias in the evaluation of the players.

iii) Goalies

Saskatoon Flyers Hockey Inc. will hire independent goaltending evaluators to conduct the skills evaluation session in U11 and evaluate goalies in all age divisions during tryout games. The purpose of this expense is to ensure that the goalie evaluations are free of any appearance of or actual bias in the evaluation of the goalies.

iv) General

The Assistant Commissioner shall review with the evaluators exactly how the Board expects the scoring to be carried out. The Assistant Commissioner will provide the evaluators with the evaluation rubric. The evaluation rubric will only have jersey numbers, players names shall not be disclosed to the evaluators.

During all evaluations conducted by the independent evaluators, the evaluators shall be provided a screened area away from the parents. The evaluators should not discuss any of the results of the tryouts with the parents. The evaluators should be instructed that if any parent questions them, they should refer the parent to the Assistant Commissioner. All division coordinators are responsible for ensuring no player or goalie steps on the ice with gear, stickers, socks, jerseys and colors identifying association with spring hockey or other similar identifying affiliation.

The Assistant Commissioner will meet with the evaluators after every ice session to review scoring and answer any questions that may arise. The Assistant Commissioner shall collect the

scores from the evaluators and provide them to the executive members responsible for data entry. Thereafter, the Assistant Commissioner shall tabulate the rankings of the players. These rankings will be used for grouping of the players for subsequent tryout games and the final rankings. However, the Assistant Commissioner should defer the collecting of the scores and the ranking of the players within any division he/she has a child registered to play.

The Assistant Commissioner and members involved in data entry/tabulation of the evaluation results shall keep all tryout information confidential. Involved members will not discuss with parents the tryout results and will not discuss the tryout results with the coaches until the draft.

Anyone found to be tampering with or discussing the results of the evaluations may be subject to disciplinary action by the Flyers executive.

7) Evaluations

The evaluation process takes place in two phases; the skills session which is then followed by the tryout games.

i) Skills Session

The first phase of the evaluations for U9 and U11 consists of a skills session where all players are timed while completing a set number of drills. These drills will be predetermined by the Board and shared with the parents/players prior to the skills sessions. Each player will complete each drill two times and only their fastest time will be used in the final tabulation of their skills evaluation score.

In U13 the skills sessions consist of evaluated drills that will be predetermined with our hybrid partner. All skaters, regardless of the tier they are registered to tryout in, shall participate in the skills evaluation.

There are no skills evaluations at the U15 and U18 age divisions.

Once the skills sessions are complete, the Assistant Commissioner will finalize the cumulative score of each player which will determine which tryout game they will play in, in the first day of tryout games.

The skills session scores will only be used to group players in their first tryout game. The skills sessions scores will have no weight in the final player rankings subject to these scores being used in a tie breaker scenario as hereinafter described.

ii) Tryout Games

The second phase of the evaluations will be the tryout games where every player in each division will be evaluated on skills relative to their age division. The skills to be evaluated in each division are as follows:

U9: Skating, passing and puck handling.

U11: Skating, passing, puck handling and positioning.

U13: Skating, passing, puck handling, shooting, team play, hockey sense, coachability and attitude.

U15: Skating, puck handling, shooting, team play, hockey sense, coachability and attitude.

U18: Skating, puck handling, shooting, team play, hockey sense, coachability and attitude.

In U9 not all players will play in evaluation games. Depending on the number of players registered, a certain number of the highest and lowest ranked players from the skills session will be placed in the highest or lowest tier. The remaining players will be sorted into either the A/B bubble game, the B/C bubble game or the C/D bubble game. The results of this 1 game will determine the final rankings of those players playing in the bubble games. Please note that these bubble games are used to determine which tier the player is best suited to play in and players cannot move up beyond the highest level of their bubble game. For example, a player playing in the B/C bubble game will either end up in B or C based on their game score, this player could not end up in A.

For all other divisions the players will play in at least 1 evaluation game. Following the first evaluation game a certain number (depending on the numbers of players registered in each division in any particular year) of the top ranked players may be removed from playing in further evaluation games and will automatically be placed in Tier A. Players will then be redistributed into teams for the next 2 tryout games, as such the ability to move from the B/C bubble games to the A/B bubble games, is limited to the first game. Players will not move up or down following the second tryout game. The last 2 tryout games are to ensure players are fully evaluated to try and best determine the tier they will be most successful playing in.

Prior to each evaluation game the Assistant Commissioner will meet with the evaluators to advise them of which grouping of players they will be evaluating. The Assistant Commissioner will give the evaluators the scoring parameters for each game so as to ensure the players are being ranked in comparison to the level of play. However, the Assistant Commissioner shall ensure that the scoring parameters allow for some overlap between games, so as to allow players to move up or down after the first game. The scoring parameters (minimum 1-maximum 10) are as follows:

- A/B games – the players shall be scored between 6 and 10.
- B/C games – the players shall be scored between 3 and 6.5.
- C/D games – the players shall be scored between 1 and 3.5

iii) **Goalies**

For goalie evaluations the Assistant Commissioner and the Goalie Coordinator will work with the independent evaluators in determining the tryout procedure. Goalie rotation in tryout games should provide an equal amount of playing time for each goalie (as close as possible) and should provide all goalies with opportunities to play in tryout games of all levels. Placement into tryout games is not associated with the scores from the skills session. Typically, goalies will be assigned to games in alphabetical order based on their last name.

The independent evaluators will rank the goalies using the scores from the skills session and the tryout games. The tiering of the goalies will be conducted by a small committee consisting of the Commissioner, Secretary, Assistant Commissioner and Goalie Coordinator. If any the tiering committee members are unable to attend, another Board member will attend in their place. The final tiering of the goalies shall be done based on a total cumulative score from the skills session (other than U18) and tryout games. The small committee shall only have the scores and not the names of the goalies before them when making the tiering decisions. The names of the goalies should not be revealed until after the final tiering has been completed. The evaluators will be

asked to provide the final results in a manner that will allow the small committee to accomplish this tiering goal.

8) Scoring

i) Players

For players, all scoring during the tryout games will be completed by the independent evaluators on evaluation sheets that will be distributed to the evaluators prior to the start of each tryout game. The evaluation sheets will only contain the age division, the grouping information, the scoring rubric and the bib numbers of the players playing. At the conclusion of each game the Assistant Commissioner will gather the evaluation sheets from the evaluators. At the end of each round of games, for each age division, the Assistant Commissioner with the assistance of other Board members will complete the data entry (unless the Board elects to hire an independent company to complete the data entry requirements). Once the data entry is complete the players will be ranked and then sorted into the appropriate game for the following day's games. If there is a third round of games in any of the age divisions, the cumulative score from each player's first 2 games will be used to determine the rankings for the third game.

ii) Goalies

For goalies, all scoring will be completed by the independent evaluators. As part of the tendering process the evaluators will submit their proposed scoring rubric so that the Board can ensure that the evaluations are being conducted in a manner, they see fit. The evaluators will keep all scoring of the goalies until the end of the tryouts.

9) Final Rankings

i) Players

For players, at the conclusion of the tryouts, the cumulative score from all tryout games will be the player's final score. The skills session results will not be given any weight in the final ranking of the players. Any players removed following games as a result of being the top ranked players after the first game, will automatically be ranked as the top players in their age division. The remaining players will then be ranked in order below those players removed after the first game. The final rankings for all players will be determined by the Assistant Commissioner using only the cumulative game scores. The Assistant Commissioner, nor any other Board member, shall have any subjective input into the final rankings. **The final rankings are solely based on the cumulative score of each player from the tryout games as determined by the independent evaluators.**

ii) Goalies

For goalies, at the conclusion of the tryouts the evaluators will provide the Assistant Commissioner (or alternate board member if the Assistant Commissioner is a goalie parent in a particular age division) with the final results. The final results will be set out by age division and will only show final scores, not names. The evaluators will prepare a matrix that will allow the Assistant Commissioner to determine the goalie names once the final tiering has been completed. Unless needed for tie breaker purposes, as set out herein, the names of the goalies will not be revealed until after the final tiering has been completed by the small committee.

iii) Appeals

The final rankings as determined by the Assistant Commissioner, based solely on the scoring of the independent evaluators, are **FINAL!** There is no right of appeal with respect to any of the evaluations of independent evaluators.

iv) Complaints

Any player/parent complaints with respect to the final rankings shall be directed to the Assistant Commissioner. The Assistant Commissioner shall promptly address any complaints raised by a player/parent with respect to the evaluation process and/or the final rankings. Evaluator scores and comments may be provided to the parent of a player/goalie upon request. However, in doing so, the scores of other players/goalies will not be shared.

A 24-hour waiting period is in effect. Individuals must wait a full 24 hours after the completion of both tryouts and the draft before attempting to contact the Assistant Commissioner or Division Coordinator with concerns.

10) Tie-Breaking Mechanism

i) Players

In the event 2 or more players complete the tryout process with an identical cumulative score and those players are tied for the final spot(s) in a particular tier the following tie breaking mechanism shall be used:

1. The player's age. In all age divisions the second year (third year in U18) player shall win the tie.
2. In the event the players tied are of the same birth year, the cumulative score from the skills session shall be the tie breaker, with the fastest time winning the tie.
3. In the event the players tied are of the same birth year and had the exact same skills sessions cumulative time, the player with the highest average score in any of their tryout games shall win the tie.
4. In the event the players are still tied after the 3 above tiebreaking mechanisms, the players will be added to the coaches' pick pool.

ii) Goalies

The goaltender evaluators shall ensure there are no ties.

If there is an uneven number of goalies in any tier (for example 3 Tier A goalies), the goalie with the highest overall score will always be provided with their own team on the basis that they earned that right.

11) Injured Players and Goalies

In the event a player or goalie is injured prior to the tryouts or injured during the tryouts the following policy shall apply.

If a player or goalie completes the skills session and at least 2 of their 3 tryout games, their score from the tryouts that they completed shall be sufficient to rank the player or goalie without being penalized for missing all assigned tryout games.

In the event a player is injured prior to the start of tryouts or at any point prior to receiving a score from the evaluators in their second tryout game, the player will be deemed to have not completed the tryouts. Once the player has recovered from their injury, they will temporarily be placed on a team typically one tier level below the previous year played. As soon as possible, after the player has recovered from their injury, Saskatoon Flyers Hockey Inc. will retain independent evaluators (at the zone's cost) to evaluate the player during a game of the team they have been placed on. The final tiering of the injured player will be determined by the independent evaluators.

In the event a goalie is injured and is unable to attend tryouts, there will be a committee formed to determine the tier of that goalie. The goalie's tier the previous year will be taken into consideration but shall not be the sole determining factor in determining the goalies tier. No injured goalie shall be ranked 1st in their tier and thus, at best, will be placed in the coaches pick pool for the tier the committee deems the goalie is best suited for.

12) Absent Players

Parents are expected to make every effort to ensure that their child is present for the entire tryout process. However, in the rare circumstances where there is a family emergency, previously booked family vacation or a commitment for another sporting endeavor, the parents must notify Saskatoon Flyers Hockey Inc. of the absence prior to the start of the tryouts. If the Board is not notified of the planned absence in advance of the tryouts, that player will be deemed to have skipped the tryouts and placed in the lowest tier of their age division. If the Board has been provided with notice of a planned absence prior to the start of the tryouts, the absent player will be evaluated using the same procedure as set out in clause 11 for injured players, at the cost to the family of the absent player.

13) Head Coaches

All prospective coaches shall submit their application to the Board for consideration. Anyone wishing to be a head coach should submit their application prior to the start of the tryouts. The Board reserves right to deny any coach application.

No coaches will be selected prior to the conclusion of the tryouts. At the conclusion of the tryouts the Board will have a special meeting to determine the final tiering of the players. Once the tiering of the players has been determined the head coaches can then be determined.

The final head coaching selections shall be communicated to those coaches immediately following the Board meeting in which the head coaches are selected. At this time the head coaches will also be notified of the draft date and time.

All prospective head coaches will be notified of the draft date and time and are expected to be available that night, if they are chosen to be a head coach. The coach coordinator shall use his/her best efforts to communicate the draft date and time to all prospective head coaches at the beginning of the tryout process.

SCHEDULE “C”

1) Code of Conduct

This identifies the standard of behaviour which is expected of all Saskatoon Flyers Hockey Inc. members and participants, which for the purpose of the policy shall include all players, parents, coaches, officials, volunteers, directors, officers, committee members, conveners, team managers, trainers, administrators and employees involved in any and all of Saskatoon Flyers Hockey Inc. and Saskatoon Minor Hockey Association activities and events.

Saskatoon Flyers Hockey Inc. and the Saskatoon Minor Hockey Association is committed to providing an environment in which all individuals are treated with courtesy and respect. Members and participants of Saskatoon Flyers Hockey Inc. shall always conduct themselves in a manner consistent with the values of both Saskatoon Flyers Hockey Inc. and the SMHA, which includes fairness, integrity and mutual respect.

During the course of all Saskatoon Flyers Hockey Inc. activities and events, members shall avoid behaviour, which bring themselves, Saskatoon Flyers Hockey Inc. or the SMHA or the sport of hockey into disrepute, including but not limited to abusive use of alcohol, use of non-medical drugs and use of alcohol by minors.

Saskatoon Flyers Hockey members and participants shall always adhere to the Saskatoon Flyers Hockey Inc. and the SMHA's operational policies and procedures, rules and regulations governing all Saskatoon Flyers Hockey Inc. and SMHA events and activities and rules and regulations governing any competitions in which any member of the Saskatoon Flyers Hockey Inc. participates.

Members and participants of Saskatoon Flyers Hockey Inc. shall not engage in any activity or behaviour, which interferes with a competition or with any player or team's preparation for a competition or which endangers the safety of others on or off the ice.

Members of Saskatoon Flyers Hockey Inc. shall refrain from comments or behaviours, which are disrespectful, offensive, abusive, racist or sexist. Behaviour, which constitutes harassment or abuse, will not be tolerated and will be dealt with under the Saskatoon Minor Hockey Association Harassment and Abuse Policy.

Failure to comply with this Code of Conduct may result in disciplinary action in accordance with the Discipline Policy of the SMHA. Such action may result in the member losing all privileges which come with membership in Saskatoon Flyers Hockey Inc., Saskatoon Minor Hockey Association, Hockey Canada, and Ontario Hockey Federation including the opportunity to participate in Saskatoon Flyers Hockey Inc. or Saskatoon Minor Hockey Association activities and events, both present and future.

2) Discipline Policy

Membership in the Saskatoon Flyers Hockey Inc., as well as participation in the activities of the Saskatoon Flyers Hockey Inc., brings with it many benefits and privileges. At the same time members and participants are expected to fulfill certain responsibilities and obligations, including, but not limited to, complying with the Code of Conduct, Policies, Regulations and Rules of the Saskatoon Flyers Hockey Inc..

The Saskatoon Flyers Hockey Inc. Code of Conduct identifies the standard of conduct, which is expected of members, and other persons involved in Saskatoon Flyers Hockey Inc. activities

and events. Individuals who fail to meet this standard may be subject to the disciplinary sanctions identified within this policy.

This policy applies to all members of the Saskatoon Flyers Hockey Inc., as well as to all individuals participating in activities, including but not limited to players, parents, coaches, officials, volunteers, directors, officers, committee members, team managers, trainers and administrators.

This policy applies to discipline matters, which may arise during the course of all Saskatoon Flyers Hockey Inc. business, activities and events, including but not limited to competitions (including exhibition games), practices, training camps, meetings and travel associated with these activities.

Under this policy, there shall be two types of infractions, which may warrant discipline:

- a) Minor infractions - these are violations of the Constitution, Bylaws and Regulations of the SHA and SMHA, which shall result in automatic sanctions as specified by the SMHA or SHA.
- b) Major infractions - these are infractions under the Saskatoon Flyers Hockey Inc. Code of Conduct, which are more severe and may warrant disciplinary action as specified in this Policy. See Appendix A at bottom of page.

Disciplinary situations involving minor infractions occurring within the jurisdiction of the Saskatoon Flyers Hockey Inc. will be dealt with by the Discipline Committee having authority over the situation and the individual(s) involved.

Procedures for dealing with minor infractions shall be informal as compared to those for major infractions and shall be determined at the discretion of the person responsible for discipline of such infractions, provided the individual being disciplined is told the nature of the infraction and has an opportunity to provide information concerning the incident.

All disciplinary action shall be documented on a Progressive Discipline Report maintained by the Discipline Committee and sent to the Saskatoon Flyers Hockey Inc. executive within 7 days. All documentation may be used at a later date, as supporting evidence should there be reoccurrence of a similar violation.

The following disciplinary sanctions may be applied, singly or in combination, for minor infractions:

- a) Verbal reprimands.
- b) Written reprimand to be sent to the individual.
- c) Verbal apology by the individual; and/or
- d) Written apology by the individual.

Note: All Suspensions recommended by the Discipline Committee must be approved by the Executive.

Upon receipt of a Progressive Discipline Report, the Discipline Committee shall determine if the incident is better dealt with as a major infraction, or if a hearing is required to address the incident as a major infraction.

If the incident is to be dealt with as a major infraction and a hearing is required, the alleged offender shall be notified as quickly as possible and, in any event, no later than 7 days from the date of receipt of the Progressive Discipline Report, and shall be advised of the procedures outlined in this Policy.

If the Discipline Committee decides that the infraction ought to be dealt with by means of a hearing, the hearing shall have a Panel consisting of not less than 3 other executive members.

The Discipline Committee shall hold the hearing as soon as possible, but not more than 14 days after the Progressive Discipline report is first received by the Discipline Chair. The Panel may decide to conduct the hearing in person or by telephone.

The Panel shall govern the hearing by such procedures as it may decide, provided that:

- a) The person alleged to have committed an infraction should be given written notice (by mail or hand delivered) and/or notice by electronic or telephone communication of the day, time and place of the hearing.
- b) The Panel may request that witnesses to the infraction be present or submit written statements.

If at any point in the proceedings, the person alleged to have committed an infraction becomes reluctant to continue, it shall be at the sole discretion of the Discipline Committee to continue the review of the infraction in accordance with this policy.

After reviewing and deciding the infraction matter, the Panel shall present its findings in a written report to the Commissioner of the Saskatoon Flyers Hockey Inc.. A copy shall also be provided to the person alleged to have committed an infraction. This report shall contain:

- a) A summary of the relevant facts.
- b) A determination as to whether the acts complained of constitute an infraction as defended in this policy; and
- c) Disciplinary action to be taken, if the acts constitute an infraction.

When directing appropriate disciplinary sanction, the Disciplinary Committee shall consider factors such as:

- a) The nature and severity of the infraction.
- b) Any Discipline set forth by Hockey Sask or SMHA.
- c) Whether the infraction involved any physical contact.
- d) Whether the infraction was an isolated incident or part of an ongoing pattern.
- e) The nature of the relationship between the parties involved.
- f) The age of the Complainant.
- g) Whether the alleged had been involved in previous infractions of similar nature.
- h) Whether the alleged admitted responsibility and expressed a willingness to change.

Failure to comply with a sanction as determined by the panel shall result in further disciplinary action up to and including legal action if required.

Please note that even if the offending party has been sanctioned by Hockey Sask and/or SMHA, the Saskatoon Flyers Hockey Inc., reserves the right to institute further disciplinary measures if they so deem to be required.

Where the individual acknowledges the facts of the incident, he or she may waive the hearing, in which case the Disciplinary Committee shall determine the appropriate disciplinary sanction. The Disciplinary Committee may hold a hearing for the purpose of determining an appropriate sanction.

If the individual being disciplined chooses not to participate in the hearing, the hearing shall not proceed, and the Disciplinary Committee's decision shall then be determined.

The Disciplinary Committee may apply the following disciplinary sanctions singly or in combination, for major infractions:

- a) Written reprimand to be placed in individual's file.
- b) Written apology by the individual.
- c) Suspension from certain Saskatoon Flyers Hockey Inc. events, which may include suspension from the current game or competition or from future competitions.
- d) Suspension from certain Saskatoon Flyers Hockey Inc. activities (i.e. competing, coaching or officiating) for a designated period of time.
- e) Suspension from all Saskatoon Flyers Hockey Inc. activities for a designated period of time.
- f) Expulsion from the Saskatoon Flyers Hockey Inc.; and/or
- g) Other sanctions as may be considered appropriate for the offence

The preceding sanctions may be modified, or added to, as required by the provisions of any other pertinent Saskatoon Flyers Hockey Inc. Policy, such as those dealing with harassment, doping, personnel or event-specific matters.

Unless the Discipline Committee decides otherwise, any disciplinary sanctions shall commence immediately and notify the Board of said decision.

In applying sanctions, the Disciplinary Committee may have regard to the following aggravating or mitigating circumstances:

- a) The nature and severity of the offence.
- b) Whether the incident is a first offence or has occurred repeatedly.
- c) The individual's acknowledgment of responsibility.
- d) The individual's extent of remorse.
- e) The age, maturity or experience of the individual.
- f) The individual's prospects for rehabilitation.

Notwithstanding the procedures set out in this Policy, any member or participant of the Saskatoon Flyers Hockey Inc. who is convicted of a criminal offence involving sexual exploitation, invitation to sexual touching, sexual interference or sexual assault, shall face automatic suspension from participating in any activities of the Saskatoon Flyers Hockey Inc. for a period of time corresponding to the length of the criminal sentence imposed by the Court, and may face further disciplinary action by the Saskatoon Flyers Hockey Inc. in accordance with this Policy.

Any member of the Saskatoon Flyers Hockey Inc., coach, trainer, manager or player who deliberately damages or defaces facilities used by or equipment of the Saskatoon Flyers Hockey Inc. shall be suspended from the Saskatoon Flyers Hockey Inc. until the cost of repair or replacement of the damaged equipment has been paid in full. In addition to the suspension and the payment of damages, the offending individual may be subject to further disciplinary

action and/or suspension at the discretion of the Discipline committee of the Saskatoon Flyers Hockey Inc..

Take reasonable steps to manage the responsible consumption of alcohol and marijuana in adult-oriented social situations at sanctioned events.

Any Saskatoon Flyers Hockey Inc. board member, who deems disciplinary action to be necessary against an individual for any reason, must institute the use of the Progressive Discipline Report.

Any Coach, who deems disciplinary action to be necessary against an individual for any reason, must institute the use of the Progressive Discipline Report up to and inclusive of suspensions. A coach may suspend players in situations they deem to be appropriate, however any suspensions delivered by a coach must be reported to the Discipline Committee within 24 hours of the suspension.

All SMHA issued suspensions are reported directly to the Discipline Committee within 48 hours. If it is found that any Saskatoon Flyers Hockey Inc. player has received an amount of suspensions the player's eligibility to play within the Saskatoon Flyers Hockey Inc. may be reviewed by the Discipline committee.

If a Saskatoon Flyers Hockey Inc. board member decides that circumstances warrant immediate suspension (disciplinary problem of a violent nature or drug/alcohol nature) the suspension may be immediate but must be brought to the Discipline Committee within 48 hours of the incident. A discipline committee meeting must take place within 7 days of the immediate suspension. Further progressive discipline may be administered at the discretion of the discipline committee.

Any player who wilfully plays or any coach or manager who allows a player to play, who is found to be ineligible shall be subject to progressive discipline up to and including suspension.

Any player, coach, trainer or manager who is suspended by the SMHA and/or under Saskatoon Flyers Hockey Inc. rules may, at the discretion of the Discipline Committee have their suspension reviewed for further action.

Any player receiving 3 suspensions using the Progressive Discipline Report will be required to meet with the Discipline committee prior to being allowed to continue play within the Saskatoon Flyers Hockey Inc. organization.

Situations arising during the season that are not covered under the disciplinary policies will be referred to the discipline committee for their ruling.

Such forms are to be obtained from and returned to the current Assistant Commissioner. A copy of the form will also be sent to the Discipline Committee within 7 days.

3) Appeals

1. Timing of the Appeals

An individual who wishes to appeal a decision ("Appellant") shall have 7 days from the date on which they received notice of the decision, to submit written notice of their intention to appeal,

along with detailed reasons for the appeal to the Commissioner of the Saskatoon Flyers Hockey Inc..

2. Grounds for Appeal

A decision cannot be appealed on its merits alone. An appeal may be heard only if there are sufficient grounds for the appeal. Sufficient grounds include the body, which made the decision being appealed ("Respondent"):

- a) Making a decision for which it did not have authority or jurisdiction as set out in the Saskatoon Flyers Hockey Inc.'s governing documents
- b) Failing to follow procedures as laid out in the operating rules or approved Policies of the Saskatoon Flyers Hockey Inc.
- c) Making a decision, which was influenced by bias, where bias is defined as a lack of neutrality to such an extent that the decision-maker is unable to consider other views
- d) Exercising its discretion for an improper purpose
- e) Making a decision, which was grossly unreasonable

3. Screening or Appeal

Within 7 days of receiving the notice of appeal, the Commissioner shall decide whether or not the appeal is based on one or more of the categories of possible errors by the Respondent as outlined.

The Commissioner shall not determine if the error has been made, only if the Respondent bases the appeal on such an allegation of error. In the absence of the Commissioner, the Assistant Commissioner shall be designated to perform this function.

If the appeal is denied on the basis of insufficient grounds, the Appellant shall be notified of this decision in writing, giving reasons. This decision is at the sole discretion of the Commissioner, or designate, and may not be appealed.

4. Appeals Panel

If the Commissioner is satisfied that there are sufficient grounds for an appeal, within 14 days of having received the original notice of appeal he or she shall grant access to the Appellant to present their case to the Panel.

The Appeals Panel shall consist for 3 executive members who are not part of the Disciplinary Committee that rendered the original decision. The Commission shall serve as a moderator of the appeal hearing and shall not sit on the panel.

If, due to conflicts of interest or any other reasons, there are not 3 members of the executive committee willing or able to sit on the appeals panel, the Commissioner shall have the authority to appoint a 3-member panel consisting of non-executive members in the Saskatoon Flyers Zone.

5. Appeals Preliminary Conference

The Panel may determine that the circumstances of the dispute warrant a preliminary conference: The matters, which may be considered at a preliminary conference, include date and location of hearing, timelines for exchange of documents, format for the appeal, clarification of issues in dispute, any procedural matter, order and procedure of hearing, remedies being sought, identification of witnesses, and any other matter, which may assist in expediting the appeal proceedings.

The Panel may delegate to its chairperson the authority to deal with these preliminary matters.

6. Procedure for the Appeal

The Panel shall govern the appeal by such procedures, as it deems appropriate, provided that:

- a) The appeal hearing shall be held within 14 days of the Panel's appointment.
- b) The Appellant, Respondent and affected parties shall be given 7 days written notice of the date, time and place of the appeal hearing.
- c) Decisions shall be by majority vote.
- d) Copies of any written documents which any of the parties would like the Panel to consider shall be provided to the Panel, and to all other parties, at least 5 days in advance of the hearing.
- e) A representative or advisor, including legal counsel, may accompany any of the parties.
- f) The Panel may direct that any other individual participates in the appeal;
- g) Unless otherwise agreed by the parties, there shall be no communication between Panel members and the parties except in the presence of, or by copy to, the other parties

To keep costs to a reasonable level the Panel may conduct the appeal by means of a telephone conference call.

7. Appeal Decision

Within 7 days of concluding the appeal, the Panel shall issue its written decision, with reasons. In making its decision, the Panel shall have no greater authority than that of the original decision-maker. The Panel may decide:

- a) To void or confirm the decision being appealed.
- b) To vary the decision where it is found that an error occurred and such an error cannot be corrected by the original decision-maker for reasons, which include, but are not limited to, lack of clear procedure, lack of time, or lack of neutrality.
- c) To refer the matter back to the initial decision-maker for a new decision.
- d) To determine how costs of the appeal shall be allocated, if at all. A copy of this decision shall be provided to each of the parties and to the Commissioner.

8. Appeal Timelines

In extraordinary circumstances and at its sole discretion, the Panel may abridge or extend the timelines permitted for appeals.

Appendix A – to the Discipline Policy

1. Examples of minor infractions:

- a) a single incident of disrespectful, offensive, comments or behaviour directed towards others, including but not limited to peers, opponents, players, parents, coaches, officials, managers, trainers, administrators, spectators and sponsors.
- b) unsportsmanlike conduct such as angry outbursts or arguing.
- c) a single incident of being late for or absent from SMHA events and activities at which attendance is expected or required.
- d) non-compliance with the rules and regulations under which SMHA/ Saskatoon Flyers Hockey Inc. events are carried out

2. Examples of major infractions:

- a) a single incident of abusive, racist, homophobic or sexist comments directed towards others, including but not limited to peers, opponents, players, parents, coaches, officials, managers, trainers, administrators, spectators and sponsors.
- b) repeated incidents of disrespectful, offensive, abusive, racist or sexist comments or behaviour directed towards others, including but not limited to peers, opponents, players, parents, coaches, officials, managers, trainers, administrators, spectators and sponsors.
- c) repeated unsportsmanlike conduct such as angry outbursts or arguing.
- d) repeated incidents of being late for or absent from SMHA events and activities at which attendance is expected or required.
- e) activities or behaviour which interfere with the organization of a competition or with any player's or team's preparation for a competition.
- f) pranks, jokes or other activities, which endanger the safety of others.
- g) deliberate disregard for the rules and regulations under which SMHA/ Saskatoon Flyers Hockey Inc. events are conducted.
- h) abusive use of drugs or alcohol where abuse means a level of consumption which impairs the individual's ability to speak, walk or drive; causes the individual to behave in a disruptive manner; or interferes with the individual's ability to perform effectively and safely.
- i) any use of alcohol by minors.
- j) use of illicit drugs and narcotics, or vaping.
- k) use of, or condoning the use of banned performance enhancing drugs

SCHEDULE “D”

Coach Selection Criteria

Date: July 22nd, 2026

PURPOSE

This schedule outlines the criteria and process for selecting coaches in the Flyers Zone. Its purpose is to provide a fair, structured process for selecting coaches who reflect the Zone's values, support its development philosophy, and serve as positive role models for players.

The document details:

- The Core and Advanced Criteria to be used to evaluate candidates
- The criteria assessment scale and scoring process
- The responsibilities and composition of the Coach Selection Committee
- The selection procedures, including timelines and decision-making protocols

ASSESSMENT CRITERIA

The assessment criteria are the standards that will be used to evaluate coaching candidates' qualifications, skills, and suitability for a coaching role within the zone. There are seven assessment criteria divided into two types:

Core Criteria assess behavioural competencies related to fostering a positive environment, role modeling, and positively representing the Flyers Zone. These evaluate leadership, communication, interpersonal skills, alignment with the zone's development philosophy, and commitment to the role. (See **Table 1.0**).

- **Leadership & Character**
- **Philosophical Alignment**
- **Commitment & Availability**

Advanced Criteria assess technical coaching competencies including hockey knowledge, coaching experience, and ability to develop players and teams. (See **Table 2.0**).

- **Hockey Knowledge**
- **Coaching Training**
- **Coaching Experience**
- **Planning & Communication**

The seven criteria are designed to be mutually exclusive and scored independently. Scoring on one criterion does not affect scoring on others. To be eligible for a head coaching position, a candidate must meet the minimum standard on all Core Criteria. Those who fall below the minimum on any Core criterion are disqualified, regardless of their potential to score highly on Advanced Criteria. There is no minimum requirement for Advanced Criteria.

ASSESSMENT SCALE

Table 1.0 and **Table 2.0** each include an assessment scale for the criteria. For **Core Criteria**, a rating of **Level 3 - ADEQUATE** is the minimum acceptable standard. While no minimum rating is required for the Advanced Criteria, higher ratings will distinguish candidates when several are competing for a limited number of positions.

INDICATORS & DATA SOURCES

Table 3.0 outlines the indicators and typical data sources used to score each of the seven criteria.

COACH SELECTION PROCESS

Coach Selection Committee. A Coach Selection Committee will be formed annually for each age group to assess candidates and recommend coaches to the Flyers Executive for approval. The committee will include: 1) the age group coordinator; 2) the coach coordinator, who will chair the committee; and 3) one additional Flyers Executive member. Executive members may not participate on a coach selection committee for a given age group if they have any of the following conflicts:

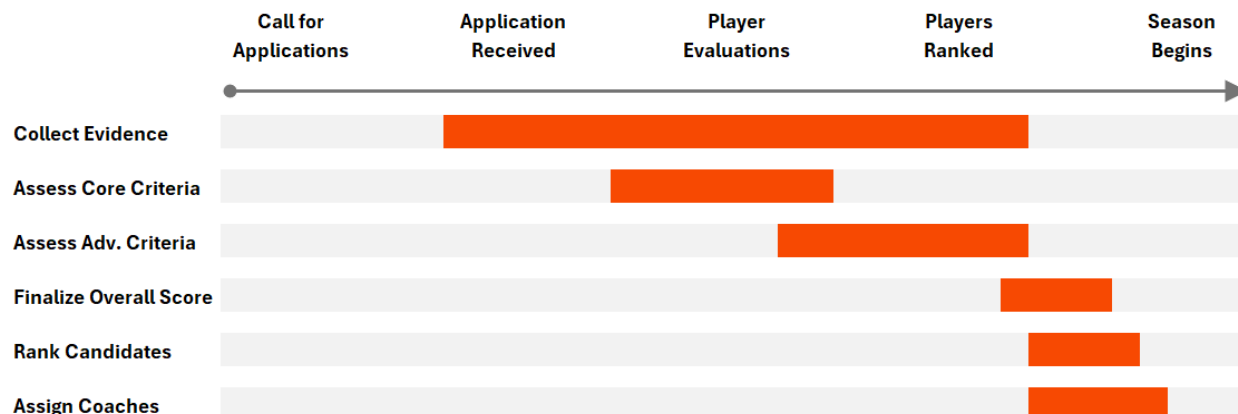
- a) they have applied to coach in that age group;
- b) they are related to someone who has applied to coach in that age group; or
- c) they have a child registered to play hockey in the zone in that age group.

Any Age Group Coordinator or Coach Coordinator with any of the above conflicts must recuse themselves from the committee and be replaced by another member of the Executive who does not have any of these conflicts.

Assessing Core Criteria. All Head Coach applicants will be evaluated against all Core Criteria. Candidates who do not meet the minimum standard on any Core criterion are ineligible to head coach in the zone. All Assistant Coach and On-Ice Volunteer applicants will be evaluated against the Leadership & Character Core criterion. Candidates who do not meet the minimum standard on this criteria are ineligible to coach in the zone.

Assessing Advanced Criteria. Head Coach applicants who meet all Core Criteria may be assessed against the Advanced Criteria. This is required only when there are more eligible candidates than available positions at a given level. If no competition exists, Advanced Criteria assessment is not necessary. Assistant Coach and On-Ice Volunteer applicants are not evaluated against the Advanced Criteria.

Assessment Timeline. Candidate assessment may begin as soon as a candidate applies. To conserve time and resources, the committee may focus on Core Criteria first, deferring Advanced Criteria assessment until it is clear that: a) the candidate meets the minimum standard, and b) the candidate is in a competition for a position. A typical assessment timeline could look roughly as follows:



Scoring Candidates

The selection committee will assign each candidate a score from 1 to 5 on each applicable criterion, guided by the rubrics in **Tables 1.0** and **2.0**. The scoring process is as follows:

1. **Independent Scoring:** Each committee member independently scores all applicable candidates on each criterion using a 1–5 scale. Half-points (e.g., 1.5, 2.5) may be used where appropriate.
2. **Draft Scores Compiled:** Members submit their scores to the committee chair, who calculates the average (mean) score for each criterion per candidate. These are the *Draft Criteria Scores*.
3. **Score Review:** The chair shares the *Draft Criteria Scores* and the underlying individual scores with the full committee.
4. **Collaborative Review:** The committee discusses the scores—synchronously or asynchronously—to finalize a *Final Criteria Score* for each criterion. Members may adjust scores based on discussion and shared reasoning. Final scores may differ from the draft averages.
5. **Final Scoring and Ranking:** The chair sums each candidate's *Final Criteria Scores* to produce an overall score (the *Final Overall Score*), and ranks candidates accordingly.
6. **Recommendation Submission:** The committee submits the *Final Criteria Scores*, *Final Overall Score*, and candidate rankings to the Age Group Coordinator. Draft and individual scores remain confidential.

Practical Limitations. The committee may need to assess candidates with incomplete information. It will rely on available sources (see **Table 3.0**) and will seek to fill gaps where possible. The committee will make informed judgements based on the best available evidence when finalizing scores. In all cases, the committee should make recommendations that each member can defend in good conscience.

Assigning Coaches. The Age Group Coordinator submits a motion to the Executive to approve the committee's top-ranked candidate(s). When submitting the motion to recommend, the coordinator submits only the names of the nominees, and does not include the committee's scores for any candidates, including the recommended coaches. Upon approval, the age group coordinator will notify the successful candidate(s) and offer position(s).

Example Scenario. Fifteen individuals apply to be U9 head coaches. After assessing them against the Core Criteria, two are eliminated for failing to meet minimum standards, leaving 13 eligible candidates who all happen to be parents of registered U9 players. Based on registration, the Zone will ice seven U9 teams: A = 2, B = 2, C = 2, D = 1. After player evaluations, the candidates' children are placed as follows:

- **A:** 5 players → 5 candidates for 2 positions
- **B:** 3 players → 3 candidates for 2 positions
- **C:** 2 players → 2 candidates for 2 positions
- **D:** 3 players → 3 candidates for 1 position

In this scenario, candidates for **C** do not require Advanced Criteria assessment, as there is one candidate per team. At **A**, **B**, and **D** in this scenario, there are more candidates than positions, so all must be assessed against the Advanced Criteria. After assessing the candidates against the Advanced criteria, the committee would recommend the candidates as follows:

- **A:** Top two scoring candidates (of the five eligible) are recommended
- **B:** Top two scoring candidates (of three eligible) are recommended
- **C:** The two candidates deemed eligible after Core Criteria assessment are recommended
- **D:** Top one scoring candidate (of the three eligible) is recommended

TABLE 1.0 - CORE ASSESSMENT CRITERIA

CRITERIA	ASSESSMENT SCALE				
	1 NONE	2 MINIMAL	3 ADEQUATE	4 STRONG	5 EXCEPTIONAL
Leadership & Character The extent to which the candidate demonstrates integrity, professionalism, emotional maturity, and fairness, and serves as a role model by reinforcing teamwork, sportsmanship, personal growth, and constructive handling of adversity.	Track record of sustained inappropriate or disrespectful behavior. Lacks professionalism and exhibits poor emotional control, and is not a positive role model.	Inconsistently demonstrates respect, professionalism, and constructive behaviour. Struggles to consistently interact appropriately with players, parents, officials, and other coaches. Concerns about suitability as a role model.	MINIMUM STANDARD: Generally professional, respectful and constructive. Meets expectations. Lapses are rare, minor, acknowledged, and not repeated. Can describe efforts to improve.	Consistently professional, respectful, and emotionally mature. Strong role model for players and peers.	Exemplifies integrity, professionalism, and emotional intelligence at all times. A standout role model who inspires others through consistently constructive, empathetic behavior.
Philosophical Alignment The extent to which the candidate's coaching philosophy prioritizes long-term athlete development, enjoyment of the game, and age-appropriate instruction. Alignment requires ensuring all players are given meaningful roles on the team and functionally equitable ice time, attention, opportunity, and feedback. Alignment also requires a clear commitment to skill development and fostering a strong understanding of the game.	Not meaningfully aligned with the organization's coaching philosophy. Approach prioritizes on-ice results and/or favoritism over development and equity. Does not acknowledge the importance of equitable treatment or player enjoyment. Coaching philosophy contradicts the organization's philosophy.	Expresses partial or superficial alignment. May say the right things, but the emphasis on fairness, development, and enjoyment is inconsistent or not reflected in their approach. May encourage or tolerate inequitable role definition, ice time, and attention. Not prepared to adhere to the organization's expectations.	MINIMUM STANDARD: Understands and will adhere to the organization's coaching philosophy, even if it isn't deeply internalized. Accepts the expectations of long-term development, equitable treatment, and age-appropriate instruction. Will ensure each player a meaningful role, functionally equitable ice time, attention, and support.	Embraces the organization's philosophy and demonstrates strong alignment in both attitude and practice. Prioritizes development, fairness, and enjoyment, and ensures functionally equitable participation and roles for all players. Would likely adhere to the organization's philosophy even if this approach was not mandated by the organization.	Deeply committed to long-term athlete development, age-appropriate instruction, and player enjoyment. Would almost certainly adhere to the organization's philosophy even if this approach was not mandated by the organization.
Commitment & Availability The extent to which the candidate is willing and able to commit required time and energy to create a positive hockey experience for players, staff and families.	Unable to commit to the availability and engagement requirements of the level they have applied to coach.	Rates above 1, but does not meet the minimum standard.	MINIMUM STANDARD: Generally available and reliable and consistently able to meet minimum expectations for the level they have applied to coach. Delegates tasks when they will be unavailable.	Rates above the minimum standard, but below Exceptional.	Fully committed, highly dependable and is seen as a reliable, stable presence at team events.

TABLE 2.0 - ADVANCED ASSESSMENT CRITERIA

CRITERIA	ASSESSMENT SCALE				
	1 NONE	2 MINIMAL	3 ADEQUATE	4 STRONG	5 EXCEPTIONAL
Hockey Knowledge The depth and extent of the candidate's understanding of the on-ice aspects of hockey, including rules, skills, tactics, systems, and game dynamics. The candidate's ability to teach and apply that knowledge in a coaching context are assessed via other criteria.	Demonstrates minimal understanding of hockey beyond casual fan knowledge.	Familiar with the basics of rules, positions, and general gameplay but understanding is insufficient to inform good coaching decisions at the level they have applied to coach.	Understands key concepts, skills, and strategies well enough for the level they have applied to coach. Capable of analyzing game play and assessing players at this level.	Advanced, nuanced understanding of hockey; able to describe complex systems, tactical concepts, and contextual gameplay with precision.	Elite-level hockey knowledge developed through deep and varied immersion in the sport at an advanced level over a prolonged period.
Coaching Training The candidate's acquired certifications and formal training in hockey, other sports, teaching, or leadership. Emphasis is placed specifically on training for coaching. The candidate's applied experience as a coach and knowledge of hockey are assessed via other criteria.	No formal training or education relevant to coaching.	Limited relevant training or education. Coaching knowledge mostly informal or experiential.	Meets minimum certification standards for the level and has some relevant professional, academic, or life experience while showing willingness to improve.	Possesses multiple coaching certifications which include hockey-specific certifications ideally supplemented by strong academic or professional credentials. Demonstrates clear commitment to training and development.	Extensive and advanced formal training, including high-level hockey-specific certifications supplemented by strong academic or professional credentials. Well-positioned to teach and mentor others.
Coaching Experience The depth and extent of the candidate's practical experience applying their hockey knowledge, coaching training, and leadership and interpersonal skills in real world coaching environments. Emphasis is placed on the candidate's applied experience coaching teams.	No coaching experience in any context.	Limited or informal experience coaching in team settings (e.g., short term assistant or volunteer roles). Possible experience with individual / private instruction or coaching outside sports.	Sufficient formal coaching experience - including planning and leading practices and managing teams - to lead a team at the level they have applied to coach. Developing independence as a coach.	Multiple seasons of formal coaching across age groups, including responsibility as a head coach. Demonstrated ability to work effectively with and lead other members of a coaching staff.	Extensive team coaching experience in high-performance settings (Citywide, AAA, Junior, Collegiate, etc.), including head coaching experience. Deep, practical experience that positions them to mentor other coaches.
Planning & Communication The extent to which the candidate can communicate expectations to players and families, develop plans to deliver on those expectations, and adhere to those expectations. Include's candidate's ability to communicate goals to players and provide feedback in a constructive manner, as well as manage relationships with players, staff, and families.	No evidence of capability to plan or communicate effectively in a coaching context. Professional / academic resume void of planning / communication-heavy roles.	Rates above 1, but below 3.	Baseline capacity for planning and communication for the level they have applied to coach. Coaching, academic, and/or professional history includes organizing, planning, and formal communication.	Rates above 3 but below 5.	Outstanding reputation for preparation, planning and follow-through, and for consistent communication and adherence to expectations. Consistently described as highly organized, clear, adaptable, and impactful in their communication with players, parents, and staff.

TABLE 3.0 - INDICATORS AND DATA SOURCES FOR ASSESSMENT

CRITERIA	INDICATORS	DATA SOURCES						
		RESUME	COACHING EVALUATIONS	REFERENCE CHECKS	APPLICATION FORM	INTERVIEW	SPORDLE	DISCIPLINARY RECORDS
Leadership & Character	- Observed past behaviour - Complaint / disciplinary history - Candidate statements and responses to questions		✓	✓	✓	✓		✓
Philosophical Alignment	- Observed past behaviour - Complaint / disciplinary history - Candidate statements and responses to questions		✓	✓	✓	✓		✓
Commitment & Availability	- Observed past behaviour - Candidate statements and responses to questions		✓	✓	✓	✓		
Hockey Knowledge	- Observed past behaviour - Depth, breadth and context of candidate's exposure to hockey - Candidate statements and responses to questions	✓	✓	✓	✓	✓		
Coaching Training	- Depth and breadth of hockey coaching certifications - Depth and breadth of other coaching certifications - Depth and breadth of academic and professional training in relevant disciplines	✓			✓		✓	
Coaching Experience	Length, depth, breadth and context of candidate's coaching history	✓		✓	✓		✓	
Planning & Communication	- Observed past behaviour - Candidate experience (coaching, professional, or academic) - Candidate statements and responses to questions	✓	✓	✓	✓	✓		