



**NATIONAL COACHING CERTIFICATION PROGRAM**

# **WESTERN**

**Instruction of Beginners**

**POLICIES AND PROCEDURES MANUAL**



**National  
Coaching  
Certification  
Program**

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## **I. PURPOSE OF THIS PUBLICATION**

The Policies and Procedures Manual is published by Equine Canada to outline the details of the NCCP Equestrian Coach Programs. Updates to the manual are typically made on an annual basis, after the Coaching Committees have met at the Equine Canada National Convention.

This Policies and Procedures Manual is intended to be used as:

- An up-to-date reference for the Equine Canada National Coaching Certification Program – for the Instruction of Beginner context only
- A policy guide for the provincial equestrian federations and all coaches and volunteers involved in the development or implementation of the National Coaching Certification Program

The manual is revised as necessary to reflect policy and procedure changes to the program. It includes administrative as well as technical changes to the program based upon both historical precedent and need.

This document is meant to provide information on the administration of the Equine Canada Coaching programs. Coach/Instructor candidates are responsible for being familiar with additional technical material as outlined in relevant coaching/instructing manuals.

## **II. NATIONAL COACHING CERTIFICATION PROGRAM (NCCP)**

### **Introduction**

The Coaching Association of Canada (CAC) develops the national standards for all National Coaching Certification Programs (NCCP) in Canada. It is recognized as the most extensive and fundamental program affecting sport development in Canada, touching virtually every sport delivery system.

The Program structures coaching/instructing development to standardize coaching across the nation and provides the framework for the development of progressive coaching/instructing. It was developed and implemented by the cooperative efforts of the National Sport Governing Bodies, Provincial Sport Governing Bodies, Sport Canada, the provincial sport-related government agencies, and the Coaching Association of Canada with the collaborative assistance of coaches who created and continue to use the program.

The NCCP outlines multiple contexts of coaching/instructing competence. To be certified and recognized at any given level, coaches/instructors must successfully complete all components for the context. The goal is to produce certified coaches/instructors with sound and well-tested coaching/instructing techniques to improve the performance of Canadian athletes/participants locally, provincially, nationally and internationally.

Equestrian is one of over 60 sports with an NCCP coaching program. Equestrian Coaching programs include English, Western, Driving, Therapeutic Riding and Saddle Seat. Specializations are available in the English and Western programs at Competition Development and above.

### **Components**

Certification under the NCCP consists of three stages: In Training, Trained, and Certified. "In Training" is for a coach/instructor who has begun training but not completed. A "Trained" designation is for a coach/instructor who has completed all required training activities for a particular context. Lastly, a coach/instructor is considered "Certified" when they have successfully completed all activities requiring evaluation for a particular context. In addition to these NCCP requirements, additional components are required to be certified as an Equine Canada coach.

### **Administration**

The Coaching Association of Canada maintains a database of all successfully completed NCCP components. Upon registration in the database, individuals are assigned a Coach Card # (CC#), which is used to track each individual's progress towards certification. Coach passports are also issued, which list each component completed.

The Provincial equestrian organizations are responsible for maintaining records of completed components for each certified coach or coach candidate. Upon completion of all EC requirements, the Provincial equestrian organizations issue the appropriate certificate to the individual and notify Equine Canada of the status achieved. Equine Canada maintains a database of all equestrian coaches/instructors, detailing each status they are certified in and when it was achieved. The PSOs are responsible for tracking currency information on individual coaches/instructors in their province.

### **III. EQUINE CANADA COACHING PROGRAM**

#### **Overview**

The Equine Canada National Coaching Certification Program has the following objectives:

- To offer an acceptable standard of developing coaching/instructing expertise
- To provide a structure whereby coaches/instructors can enter and progress as they improve their coaching/instructing expertise
- To ensure the integration of the Coaching Certification Program into an overall strategy of coaching education
- To improve the level of performance and competence of Canadian equestrian coaches/instructors and their students

All Equine Canada coaching programs are developed by discipline-specific coaching committees, which are made up of provincial technical and administrative representatives and national discipline representatives. All Equestrian coach programs adhere to national standards.

All Equine Canada certified coaches/instructors are expected to abide by the Equine Canada Code of Ethics and to adhere to the Equine Canada Coaching Code of Conduct. To be considered a current, coaches/instructors must maintain their EC Sport License, PSO membership and Coaching Levy, keep their First Aid certificate current and meet the updating requirements of their discipline.

## IV. EQUINE CANADA WESTERN COACHING PROGRAM

### Western Instruction of Beginners Program

The certified Western Instructor of Beginners provides novice riders with an introduction to Western riding in a fun and safe environment. Instructors cater to the recreational or beginner rider, rather than the competitive rider, focusing on the following needs of their student: learning basic skills, developing confidence and self-esteem, and enjoying recreational riding.

#### Prerequisites

Candidates for the Instruction of Beginners program context must:

- Be at least 16 years of age as of January 1st of the current year
- Hold an Equine Canada Sport license or a Junior or Senior Associate Sport license including the Equine Canada Coaching Levy and Provincial membership, in good standing
- Have successfully completed Level 4 of the EC Learn to Ride Western program

In addition, the candidate must:

- Be familiar with stable management, which includes feeding, bandaging, first aid for the horse, grooming, stable construction, safety and fire precautions in the stable.

#### Requirements

Once the above prerequisites have been met, the candidate must complete the following requirements:

- The Equine Canada NCCP Equestrian Theory multi-module Course (14 hours)
- A First Aid course, such as St. John Ambulance, Red Cross or an equivalent course approved by the Coaching Committee (minimum 8 hours)
- The Equine Canada Western Mentor Program
- Complete the Make Ethical Decisions (MED) on-line evaluation at: <http://nccpeval.coach.ca/production/med/e/default.asp>
- Sign the Equine Canada Code of Ethics and Coaching Code of Conduct
- Criminal record search (including vulnerable sectors)

#### Certification

Once the above requirements have been met, candidates should apply to their PSO with proof that they have met the requirements. In order to be certified as an Equine Canada Western Instructor of Beginners, the candidate must:

- Attend and successfully complete the Equine Canada Instruction of Beginners Evaluation

**Note:** Applicants for the Instruction of Beginners program who are under 18 years of age must have their application signed by a parent or legal guardian.

**Note:** Candidates can be mentored for the Evaluation by one or more certified mentor(s).

In order to be successful in the Evaluation, a candidate may not receive a score of 1 in any **safety** category.

Any candidate who is unsuccessful in one or more modules during the evaluation may apply to retake only those modules which were unsuccessful. Retakes of unsuccessful modules of the evaluation **must be done within 2 years**. If no evaluation is available in that province for the 2-year period, then the first available evaluation offered in the province would be acceptable.

Evaluators will provide final results of evaluation to each candidate at the end of the evaluation day.

PSOs will send follow-up evaluation results – in writing – to candidates within 2-3 weeks of the evaluation. Certificates will be issued by the PSO to successful candidates.

### **Program Materials**

Western Instruction of Beginner candidates are responsible for the material in the following manuals:

- Western Learn to Ride Manual
- Western Coaching Manual, Level 1
- Stable Management in Canada
- Equine Canada NCCP Instruction of Beginner Rubric

The National Western Coaching Committee develops and maintains Western coaching/instructing manuals, evaluator manuals, audiovisual material, review guides, and other coaching program material. Equine Canada publishes and distributes all material related to national coaching/instructing programs.

Exceptional cases: Candidates who, for physical reasons, are no longer capable of riding may apply for exemption from the riding portion of the Western Rider level prerequisites. This application should be addressed to the respective Provincial Master Evaluator in the province in which the applicant resides.

### **Time Limit**

There is no time limit for candidates to complete requirements.

### **Transitioning Provincially Certified Western Instructors**

Each Provincial Association who previously operated a provincially sanctioned Western Instructor program is requested to conduct a comparison of the standards between the provincial Instructor program and the Equine Canada NCCP Instruction of Beginner program. For standards which were originally not met in the provincial Instructor program but exist in the Equine Canada NCCP Instruction of Beginner program a provincial certified instructor would be requested to complete these necessary components to meet the Equine Canada national Instruction of Beginner guidelines by December 31, 2008.

### **Maintaining Certification**

In order to retain certification and be considered a current Equine Canada NCCP Instructor of Beginners, an instructor must:

- Pay annual EC Senior Sport License and Provincial Membership
- Pay annual Coaching Levy
- Keep proof of a current First Aid Certificate on file with their province
- Submit a criminal record search (including vulnerable sectors), every 5 years
- Meet updating requirements by attending a Provincial update organized by the provinces at least once within each three-year period.
- Meet additional requirements which may apply provincially

To become current again, if certification has lapsed for more than 5 years, an instructor must:

- Pay current EC Senior Sport License and Provincial Membership
- Pay current Coaching Levy
- Produce proof of an up-to-date First Aid certificate, if First Aid certificate has expired
- Attend a Provincial update, if updating is not current
- Complete the Mentor Program for the respective certification they are re-certifying for
- Submit a criminal record search (including vulnerable sectors)
- Meet additional requirements which may apply provincially

Upon certification, instructors must submit documentation to their PSO in order to remain current. The PSOs are responsible for tracking currency information on individual instructors in their province.

### **Updating Policy**

As part of the requirements to maintain certification and be considered a current Equine Canada NCCP instructor, an individual must attend a total of at least **1 provincial update in every 3 year period** from the date of their successful evaluation. Instructors can receive credit for attending updates in other provinces up notification – in writing – of the home province Coaching Committee.

### Record Keeping

- PSOs will track completion of currency requirements.
- Instructors will be removed from the active instructors list if the required updating hours are not completed.

### Component Descriptions

The Equine Canada NCCP Equestrian Theory multi-module course includes:

- Making Ethical Decisions
- Planning a Lesson
- Teaching & Learning
- Analyzing Performance

This 14-hour course introduces equestrian specific scenarios and instructing principles to the prospective instructor. 100% attendance is mandatory.

First Aid refers to a first aid course provided by St. John Ambulance, Red Cross or other recognized first aid organization. In order to be valid, the certificate must be kept current.

Mentoring refers to the candidate working with experienced professionals to further develop their instructing and stable management skills. Mentors are certified coaches with approved mentor status and a number of years experience in the instruction of beginner riders. They observe lessons and provide suggestions for improvement. Candidates must be mentored prior to their evaluation.

Evaluation refers to the final review of an instructor candidate. Candidates are evaluated in several areas, including practical and theoretical knowledge, and instructing ability. To be successful a candidate cannot receive a score of one (1) on the 1-3 evaluation scale in any safety or professional conduct category during the evaluation.

Updating refers to the requirements for professional development as outlined in the Updating Policy.

## V. EQUINE CANADA LEARN TO RIDE PROGRAM

The Equine Canada Learn to Ride program was originally developed, by the province of Quebec and based on current North American standards of riding, to create a program of recognition of stable management knowledge and riding skills. The purpose of the program is to produce well-rounded horsemen, who are able to care for and ride their horses in a correct, safe manner.

The Learn to Ride program is based on the Equine Canada Western Learn to Ride manuals and a set of evaluations, which evaluate an individual's skills in a variety of areas. Riders do not have to own their own horse to participate in this program. Are expected to work with a current, certified Equine Canada coach to prepare for testing. The manuals outline the basic horse and stable management knowledge as well as expected riding skills for each level of certification. The Equine Canada Western Learn to Ride manuals are available in both English and French from Equine Canada and most PSOs. Candidates are also encouraged to explore the variety of resource materials available.

Prior to taking the Rider evaluations, candidates must be recommended – for each level of the Learn to Ride program by a current Equine Canada certified western coach/instructor. In addition, candidates must be current members of their PSO.

The evaluation forms are available from PSOs – only to evaluators approved by the PSO. Evaluators must be current Equine Canada western coaches/instructors, approved by the PSO, as follows:

### Western Rider 1-2 Evaluator

- Current Equine Canada NCCP certified Western Instructor or higher
- Can recommend & test own students

### Western Rider 3 – 4 Evaluator

- Current Western Coach 1 or higher
- Can recommend and test own students
- An Equine Canada NCCP Western Instructor can recommend for Rider Level 3

### Western Rider 4 Evaluator

- Current Western Coach 1 or higher
- Can recommend and test own students but cannot be the chief evaluator
- Testing is administered provincially and requires 2 Coaches or 1 Course Conductor.

### Western Intermediate Rider Evaluator (General Component)

- Current Western Coach 2 or higher
- Cannot test own students
- Testing is administered provincially
- Current Western Coach 1 (with General Component) can recommend own students

### Western Intermediate Rider Evaluator (Specialized Component)

- Current Western Coach 2 or higher (with appropriate Specialized Component)
- Cannot test own students
- Testing is administered provincially
- Current Western Coach 2 (with appropriate Specialized Component) can recommend own students

Completed evaluation forms must be signed by the evaluator and submitted to the PSO, with the appropriate fee (as set by the PSO). Evaluation forms are not returned to the candidate. Evaluators should review results with candidates following the evaluation and prior to forwarding forms to the PSO. Certificates will be mailed by the PSO directly to successful candidates.

A candidate must meet or exceed the standard in each section of the Rider evaluation. The entire evaluation must be redone if the minimum score was not met in all sections.

## **VI. COACHING PROGRAM STRUCTURE**

The Equine Canada Coaching program is developed and maintained by a number of groups.

### *Coaching Association of Canada (CAC)*

- Develops and maintains standards to which all sports' coaching programs must adhere to
- Maintains national database of CAC components for all Canadian coaches in all sports and issue coach passports

### *Equine Canada (EC)*

- Through coaching committees, develops and maintains standards, policies and procedures for all Equestrian coaching programs
- Maintains database of all certified Equestrian coaches/instructors

### *Provincial Sport Organizations (PSOs)*

- Administers and delivers coaching programs for Instruction of Beginners
- Maintains records on individual coaches/instructors and coach/instructor candidates

### *National Coaching Committee*

- Established overall standards, policies and procedures for all EC coaching programs

### *National Western Coaching Committee*

- Develops the standards, policies and procedures for the Western Instruction of Beginners programs

### *Discipline Coaching Committees*

- Develops the standards, policies and procedures for the Competition Development and higher coaching programs

### *Provincial Western Coaching Committee*

- Administers and delivers the Western Instruction of Beginner Programs

In addition to the groups listed above, a number of individuals are key participants in the Equestrian Coaching programs.

### *Mentors*

- Provide mentoring to instructor candidates

### *Learning Facilitators (LF)*

- Deliver the Equine Canada NCCP Equestrian Theory multi-module course

### *Evaluators*

- Evaluate evaluations of coach/instructor candidates

### *Master Evaluators*

- Act as the senior evaluator within a province

### *Provincial Coordinators*

- Responsible for the administration and paperwork for the program within a province

## **Equine Canada Coaching Committees**

Many volunteers on several committees contribute to the development and maintenance of the Equestrian coaching programs.

### National Coaching Committee

The mandate of the National Coaching Committee is to develop a standard of certification, which will form the basis for all EC coaching programs, with a philosophy in line with the aims and objectives of both the Equine Canada and the CAC.

The National Coaching Committee reports to Sport Council and is comprised of a representative from each discipline committee and breed sport committee with an EC Coaching Certification Program, the Chairs of Western and Western Coaching Committees and one Provincial Council representative.

### *Responsibilities*

- Create and maintain a professional and integrated coaching education program for all equestrian sport.
- Prepare guidelines and procedures for the development of educational courses, manuals and Course Conductor guides.
- Monitor the delivery and acceptance of the coaching certification program and make recommendations for its continued development.
- Where applicable, communicate and cooperate with the established Provincial Offices and Coaching Committees.
- Develop an ongoing education program for certified coaches and those coaches wishing to upgrade their certification level.
- Overseeing the resolution of disputes relating to coaching certification.

The National Coaching Committee meets during the EC National Convention, typically after the discipline coaching committees have met. Travel to the Convention for all committee members is funded by the disciplines they represent. Meeting expenses are covered in the Convention budget.

At the national convention, the committee must:

- Elect a committee chair
- Elect a representative to Sport Council on odd-numbered years for a two-year term

All committee members, including the Chair, may vote on matters discussed by the committee, which are relevant to the mandate of the committee.

The National Coaching Committee must ratify any significant changes to the Western Coaching program before those changes becoming effective. In addition, major changes to any coaching program may require approval by Sport Council and the Coaching Association of Canada.

Additional meetings may be held at the discretion of the Chair, subject to available budget. All meetings, decisions and votes are subject to the Committee meeting guidelines.

### Western Coaching Committee

The mandate of the Western Coaching Committee is to develop the standards for certification and maintenance of the Instruction of Beginner, Level 1 and 2 Western Coaching Programs the philosophy will be in line with the aims and objectives of both Equine Canada and the C.A.C.

The Western Coaching Committee reports to the National Coaching Committee and is comprised of the Provincial Coaching Coordinators and Provincial Master Evaluators for the Instruction of Beginners, Levels 1 and 2 contexts. The committee may, from time to time, include additional resource members as liaison.

Members of the Equine Canada Western Coaching Committee are elected from the provincial coaching committee and ratified by the provincial Board of Directors. Two members are selected, Master Evaluator and a Provincial Coordinator.

#### *Responsibilities*

- Work with the National Coaching Committee to create and maintain an integrated coaching program.
- Prepare guidelines and procedures for the development of manuals and Evaluator guides.
- Provide guidance for program criteria, evaluation, awards and course evaluator selection criteria.
- Monitor the delivery and acceptance of the coaching certification program and make recommendations for its continued development and improvement.
- Where applicable, communicate and cooperate with the established Provincial Offices and Coaching Committees.
- Design, develop or secure suitable teaching aids such as audio visual aids.
- Develop an ongoing education program for certified coaches and those coaches wishing to upgrade their certification level.

The Western Coaching Committee meets during the EC National Convention. Travel to the Convention for all committee members is funded by the provinces they represent. Travel to the Convention for the Committee Chair and meeting expenses are covered in the Convention budget.

The Western Coaching Committee Chair is elected annually, at the national convention, from:

- Provincial Master Evaluators
- Provincial Coaching Coordinators
- An individual approved by the National Western Coaching Committee

The Western Coaching Committee voting procedures are as follows:

- Master Evaluators may vote on technical matters.
- Provincial Coaching Coordinators may vote on administrative matters.
- All committee members vote on matters of general concern.

The Chair may vote on all matters discussed by the committee.

Significant changes to the Western Coaching program must be ratified by the National Coaching Committee before becoming effective. In addition, major changes to any coaching program may require approval by Sport Council and the Coaching Association of Canada.

Additional meetings may be held at the discretion of the Chair, subject to available budget. All meetings, decisions and votes are subject to the Committee meeting guidelines.

#### **Guidelines for National Western Coaching Committee Work**

The Committee Chair is responsible for creating the agenda for each meeting, whether in person or by conference call. Committee members who wish to add items to the agenda must send them to the Chair for consideration, prior to the meeting. Once the agenda has been set, a

formal Notice of meeting will be distributed by Equine Canada, with a copy of the agenda, to all relevant parties.

All committee members may vote on matters discussed by the committee, which are relevant to the mandate of the committee, subject to committee voting procedures. The Chair will call for all votes and will declare the results of all votes. A quorum is required in order for a vote to be valid. A quorum is defined as “the majority or one more than half the number of persons who are entitled to attend and vote”. No proxy votes are allowed.

Guests may be invited to any committee meetings to present on relevant topics or to sit in on any or all discussions. Permission is required from the Committee Chair for non-members to attend or speak at the meeting.

A member of the committee must be designated as the minute taker for the meeting, clearly recording motions and their vote, and providing draft minutes to the Committee Chair and the EC Manager, Coaching within 30 days of the meeting. Once approved by the Chair, the EC Manager, Coaching is responsible for distributing the final minutes to the Committee.

Items may be discussed and voted on outside of committee meetings provided the following occur:

- Items for discussion, requests for decisions and motions must be forwarded to the Committee Chair for consideration.
- The Chair will send a notice to the committee – by email or fax – requesting discussion on the subject. An appropriate deadline (recommended 14 days) for feedback must be included in the notice that provides sufficient time to review and consider the issue or item.
- The Chair shall call for a vote – either at the same time the initial information is distributed or separately after there have been discussions.
- A quorum of responses is required in order for a vote to be valid.
- Once a decision has been made, the Chair (through EC) will notify all relevant parties.

### Provincial Coaching Committees

Each province has a Coaching Committee responsible for the administration and funding of the Instruction of Beginner, Level 1 and 2 Coaching programs within their province. The composition of the committee is at the discretion of the province. Two individuals are selected from each province – one as a Technical representative (Master Evaluator), one as an Administrative representative (Provincial Coordinator) – to represent the province at the national committee.

### *Responsibilities*

- Disseminate information to coaches/instructors and evaluators within the province
- Administer and promote the Instruction of Beginner programs within the province
- Organize updating seminars for provincial coaches/instructors and Evaluators
- Act as a provincial disciplinary committee
- Review, select and approve – from applications submitted to the committee no later than November 1<sup>st</sup> – those to be recommended for Evaluator status to the National Western Coaching Committee at their annual meeting.

The structure and voting procedures for Provincial Coaching Committees are up to each province to determine. **Provincial Coaching Committees may not make changes to the coaching programs.**

## **Coaching Program Individual Contributors**

In addition to the Coaching Committees, many individuals contribute to the Equine Canada Coaching program in a number of capacities.

### Mentors and Mentoring

Mentoring is an important component of the Equine Canada Coaching Program. Mentors are EC-certified coaches whose role is to prepare the instructor candidate by acting as a role model and providing advice in all areas of knowledge and conduct.

The Mentor will allow the candidate to observe lessons and will provide opportunities for discussion. In addition, the candidate will complete lesson plans and teach in the presence of the Mentor. The Mentor will provide the candidate with critiques and suggestions for improvement, in order to prepare them for the examination process. The goal of the Mentor Program is to provide candidates with the opportunity to learn from experienced professionals. By completing and signing the Mentor Task Sheet, the Mentor is declaring that the candidate has been successfully mentored and is now prepared to successfully attend the Evaluation.

### *Requirements & Application Process*

Mentors for Instructor candidates must be an EC certified coach. All Mentors must attend a one-day mentoring workshop and be approved by the Master Evaluator.

All certified coaches who are interested in becoming Mentors should apply to their PSO.

Length of experience as a certified coach is determined from date of certification.

Potential Mentors must attend a one-day mentoring workshop prior to being accepted as a Mentor.

### *Remaining Current*

To remain current, all mentors must attend a mentor or coaching updating clinic, or audit an evaluation, at least every three years.

### *Mentoring Workshops*

Mentoring workshops are organized by Provincial Coaching Committees in the format of an evaluation to observe the process. The workshops are presented by the Master Evaluator from any province.

## Learning Facilitators (LF)

LF's are responsible for facilitating the Equine Canada NCCP Equestrian Theory course. Each module is based on a model specific *Facilitator Guide*, *Coach Workbook*, and *Reference material*.

### *Application Process*

Certified coaches/instructors interested in becoming a Learning Facilitator must apply in writing to their provincial Master Evaluator no later than November 1. Only current EC coaches/instructors, who have completed all Learning Facilitator prerequisites and training requirements, may be granted Learning Facilitator status. Learning Facilitators may also be Evaluators in the Instruction of Beginner context

### *Prerequisites:*

An applicant for Learning Facilitator must:

- Be a certified coach/instructor in or above the context for which he/she is facilitating
- Have coached participants/athletes in the Instruction of Beginner context for a minimum of 5 years
- Have attended professional development opportunities available in region, which are required to facilitate for this context
- Understands and can apply all content in the reference material for a practical contexts
- Understands how people learn
- Be familiar with the use of computers and the Internet in order to process course registrations electronically

### *Recommended:*

It is recommended that an applicant:

- Has facilitation experience or taught in an adult learning or formal education environment
- Has an undergraduate degree in education, kinesiology or related field
- Remains up to date on new or emerging trends in sport science

### *Training:*

Learning Facilitators must:

- Attend the Equine Canada NCCP Equestrian multi-module training session as a participant
- Successfully completes the online MED evaluation requirement with a score of 75% or more. The MED on-line evaluation can be accessed for fee at <http://nccpeval.coach.ca/production/med/e/default.asp>.
- Gain familiarity with the specific coach training "modules", the learning design and process, learning activities at each step of the process, and NCCP facilitation skills and standards. This stage can occur within the context of a Facilitator training session.

### *Accreditation:*

When each preceding stage of training has been successful completed the candidate LF becomes accredited.

### *Maintaining Learning Facilitator Status:*

The LF should facilitate or co-facilitate at least 3 workshops every 2 years. The LF must also participate in Professional Development opportunities every 3 years.

## Evaluators

Evaluators evaluate instructor candidates at evaluations.

### *Responsibilities*

- Effectively and enthusiastically presents the course content as outlined in the Evaluator's Manual
- Commits and prepares the expected number of courses annually
- Evaluates candidates' level of expertise as it relates to requirements of each level as presented to them.
- Prepares for the course or sections of the course that they will be presenting.
- Completes written assessment forms on each candidate following an Evaluation course.
- Attends training opportunities as indicated by the Master Evaluator.

### *Instruction of Beginner Evaluator Prerequisites:*

An applicant for Evaluator must:

- Have 5 years of experience in the context of instructing beginner riders
- Hold an Equine Canada Sport license and Provincial membership, in good standing
- Be approved by the provincial Master Evaluator
- Be a certified Western Level 2 Coach for a minimum of two years

Prospective Evaluators must be familiar with:

- Relevant EC coaching/instructing manuals and documentation
- EC Western Coaching Policies and Procedure Manuals
- Other resource materials concerning the science and technology of coaching

### *Instruction of Beginner Evaluator Training*

Evaluator applicants must be approved by the Provincial Master Evaluator, through the Coaching Committee, prior to their attendance at any training courses or evaluations. Evaluator applicants must attend:

- Audit an entire Instruction of beginner evaluation with an Evaluator dedicated to training the candidate(s) on the paperwork, procedures and standards, to be reviewed before, during and after the evaluation with their dedicated Evaluator
- Audit an entire Instruction of Beginner evaluation and complete the evaluation paperwork, to be reviewed by the evaluating Evaluator at the end of the Evaluation

### *Application Process*

Certified coaches interested in becoming an Evaluator must apply in writing to their Provincial Master Evaluator no later than November 1. Only current EC coaches, who have completed all Evaluator prerequisites and training requirements, may apply for Evaluator status.

When selecting potential evaluators, the committee should ensure candidates are:

- Able to present courses effectively (knowledgeable and articulate)
- Mature, outgoing and enthusiastic
- Committed and prepared to conduct the expected number of courses annually

Applicants are forwarded to the Provincial Coaching Committee for review. A written letter of approval from the Provincial Coaching Committee, along with a copy of each evaluator candidate's application, must be submitted to the Manager, Coaching at Equine Canada by December 31 prior to the meeting of the National Western Coaching Committee.

The names of all candidates approved by the National Western Coaching Committee must be submitted to the Manager, Coaching on the Approved Evaluator form, signed by the Chair of the

National Western Coaching Committee. The Manager, Coaching is responsible for submitting the required documentation on approved evaluators to the Coaching Association of Canada.

**Note:** Only evaluators approved by the National Western Coaching Committee can sign NCCP Course Register forms. Any forms signed by unapproved evaluators will not be accepted and the information will not be entered into the CAC database.

### *Maintaining Evaluator Status*

In addition to meeting updating requirements to maintain their coaching status, Evaluators must:

- Attend a provincial evaluator training at least once every three (3) years
- Serve as Evaluators at an Evaluation at least once every two (2) years

### Master Evaluators

The Master Evaluator is considered the "Senior" Evaluator within a province. This is a three (3) year term position. The Master Evaluator is selected based on their coaching and teaching experience as well as experience with the NCCP/Equine Canada coaching certification program.

It is recommended that each province must select a Master Evaluator for Western Coaching program. However, provinces without the necessary depth of coaches may collaborate and select one Master Evaluators to represent them all.

A three (3) term is applied to the Master Evaluator position in each province to ensure professional development opportunities for current evaluators and recruitment into the evaluator role. However if after the three (3) year term there is no candidate to replace the current Master Evaluator their term maybe extended for an additional three (3) year term.

### *Responsibilities*

- Determines Evaluator training and evaluation needs within the province. Works with the Western Coaching Committees to develop evaluator training programs and participates in those programs when needed.
- Works with the Provincial Coaching Coordinator to establish course dates, venues and the assignment of evaluators; designates a coordinating Evaluator in the event of the Master Evaluator's absence.
- Works with the Provincial Coordinator and Western Coaching Committees to evaluate the Coaching Program delivery system.
- Works with the Provincial Coaching Coordinator to ensure that the standard of the courses are maintained.
- Reviews the evaluation forms submitted from each course and follows up
- Recommend new Evaluators within the program framework where necessary to meet the needs of the province.
- Presents the province's list of approved evaluators and recommended evaluator candidates for final approval by the National Western Coaching Committee.

### *Prerequisites:*

Master Evaluators are selected from the current Evaluators within each province.

The Master Evaluator candidate must:

- Have "8" years experience in context of instructing beginner riders
- Hold an Equine Canada Sport license and Provincial membership in good standing
- Have at least 2 years experience as an Evaluator and have conducted a minimum of ten (10) evaluations, including acting as Chief Evaluator for at least three (3) evaluations

Candidates who do not meet these requirements may be given special consideration by the National Western Coaching Committee.

This position may not be assumed by the Provincial Coordinator.

#### *Master Evaluator Application Process*

Evaluators interested in becoming a Master Evaluators must apply in writing to their Provincial Western Coaching Committee. Master Evaluators are selected by the current coaches within that province and ratified by the PSO and then by National Western Coaching Committee. An EC Approved Evaluator form signed by the National Western Coaching Committee Chair, along with a copy of the application, must be submitted to the Manager, Coaching at Equine Canada. The Manager, Coaching is responsible for submitting the required documentation for the approved Master Evaluators to the Coaching Association of Canada (CAC).

#### *Maintaining Master Evaluator Status*

To maintain Master Evaluator status, an individual must:

- Attend a national evaluator training session at least once every three (3) years
- Serve as an Evaluator at (or audit) an Evaluation at least once every two (2) years

#### Evaluator Training

The objective of Evaluator training is to ensure a constant supply of qualified evaluators throughout the country. The success of the Equestrian Coaching Program lies in the hands of the Evaluators. It is important that they are competent teachers, as well as coaches, and understand the objectives of the coaching program in order to maintain national standards.

Each province is responsible for organizing and delivering sufficient training sessions to develop and maintain the required evaluators for their province. The Manager, Coaching at Equine Canada must be notified in advance of the dates and locations of all Evaluator training sessions. The training sessions must be advertised in sufficient time before the course to allow evaluators to make plans should they wish to attend.

Evaluators must pre-register with the Provincial Coordinator at least three weeks prior to the training session. The Provincial Coordinator will send the pre-registration list and course outline to their Master Evaluator for review and participants' eligibility. All attendees must be approved by the Master Evaluator prior to attending any training session.

Upon completion of the training session, a list of final attendees must be submitted to the Manager, Coaching on the NCCP Course Register form. The Manager, Coaching is responsible for submitting the required documentation on evaluator training to the Coaching Association of Canada.

Evaluators will be removed from the list of approved Evaluators if:

- Their EC Sport License, Provincial Membership and Coaching Levy is not paid by April 1<sup>st</sup>
- They have been inactive as an Evaluator for more than 3 years

Evaluators who have been removed from the list of approved Evaluators for non-payment of required fees may be reinstated upon payment of fees. Evaluators who have been removed from the list of approved Evaluators for inactivity as an evaluator must attend evaluator training before being reinstated.

### Provincial Coaching Coordinator

The Provincial Coordinator administers the Coaching Program – for Instruction of Beginner program – in conjunction with the PSOs. If necessary, it is recommended that Regional Coordinators be established to provide assistance by coordinating courses held in their area.

#### *Responsibilities*

- Works with the PSO Executive and/or Board to communicate the requirements and development of the coaching program.
- Works with the Western Coaching Committees to:
  - provide information and supply reports on the province's implementation of the coaching program
  - provide input into the development of administrative procedures for the coaching program
  - be informed of new developments in the coaching program
- Works with the PSO on matters relating to funding for the coaching certification courses.
- Works with the Master Evaluator to establish course dates, venues, staffing, publicity and administration of coaching certification courses.
- Communicates to all concerned parties regarding Equine Canada, PSO and provincial government activities in coaching certification.
- Works with Master Evaluator to ensure that the standard of the courses is maintained.
- Is responsible for all paperwork relating to the Instruction of Beginner programs.
- Is responsible for communicating with the Manager, Coaching at Equine Canada regarding provincial activities and concerns.

#### *Prerequisites:*

The role of Provincial Coordinator may be filled by PSO staff. However, it is recommended that an active evaluator not hold this position. Individuals under consideration for the position of Provincial Coordinator should be:

- Familiar with the Equine Canada Coaching Program
- Organized and detail oriented
- A good communicator

Provincial Coordinators do not have to be certified coaches/instructors, EC sport license holders or provincial members.

## COACHING PROGRAM ADMINISTRATION

### Overview

The technical content of the Equine Canada Coaching Program is developed by the national coaching committees, based on standards set by the Coaching Association of Canada. Administration of the Instruction of Beginner Coaching Program is the responsibility of the Provincial equestrian organizations. All administrative processes and procedures must comply with CAC requirements and are subject to the rules and regulations of Equine Canada.

### Conflict of interest guidelines

- No one may organize an evaluation where he/she is a candidate.
- Evaluators cannot examine their own students or any candidate they have taught or mentored during the three (3) months prior to an evaluation
- An evaluator cannot be the Chief Evaluator at an evaluation where they have mentored a candidate.
- Evaluator cannot be billeted with the immediate family of candidates.

Exception: Evaluators may evaluate a student or candidate they have taught or mentored (during the 3 months prior to the evaluation) only due to circumstances beyond their control, such as if the evaluator was substituted at the last minute at an evaluation. In such a case, the substitute evaluator would be required to notify the other evaluators of the relationship with the candidate and they could not act as chief evaluator.

### Requirements for Evaluations

#### Evaluation

- An evaluation panel consists of one (1) current Equine Canada certified Evaluator
- Under no circumstances should an Evaluator evaluate their own students or candidates they previously evaluated.
- An evaluator cannot have mentored the candidate.
- It is recommended that the Chief Evaluator be from out of area (ideally, from out of the province).

Only Evaluators, who have been approved by the National Western Coaching Committee, may conduct Evaluations.

**Note:** Evaluators, whose names have not been approved by EC and submitted to CAC, cannot sign NCCP Course Register forms. Any forms signed by unapproved Evaluators will not be accepted and the information will not be entered into the CAC database.

#### Spectators

Only evaluators on the evaluation panel and evaluation candidates may attend an evaluation. No spectators may be present.

#### Dress

Evaluators should be dressed in a neat and professional manner that is appropriate for the task at hand.

## **Instruction of Beginner General Administration**

### Registration

All attendees at an Evaluation must register through the PSO. Prior to attending an Evaluation, an instructor candidate must apply to the PSO and submit all required documentation. A candidate cannot attend an Evaluation prior to completing all other requirements for the instructor level they have applied for. Fees for Evaluations are set by the PSO and must be paid prior to attendance.

There should be no more than 5 instructor of beginner candidates per day.

### Record Keeping

The PSOs are responsible for maintaining records of completed components for each certified coach/instructor or coach/instructor candidate, including tracking the “Unsuccessful” modules of their Evaluation.

**Note:** NCCP Course register forms are completed only when a candidate has successfully completed all sections of the Evaluation.

Upon completion of all EC requirements, the Provincial equestrian organizations will issue the appropriate certificate to the individual. No certificates are to be issued until the candidate has submitted proof of meeting all program requirements. The PSO must notify Equine Canada – within 21 days of certification – of the status achieved.

Equine Canada maintains a database of all equestrian coaches/instructors, detailing each status they are certified in. EC will not enter a coaching/instructing status in the database unless notification is received from the PSO (or the individual produces their EC Coaching certificate). Upon certification, coaches/instructors must submit documentation to their PSO as outlined in “Maintaining Certification” in order to remain current. The PSOs are responsible for tracking currency information on individual coaches/instructors in their province.

### Scheduling

The provincial equestrian organizations are responsible for developing a schedule of Evaluations to meet the needs of their province. It is recommended that schedules be created in advance for the calendar year.

Dates and locations should be based on being accessible to as many candidates as possible. Evaluations must be scheduled at least 6-8 weeks prior to the Evaluation. PSO will provide each registered instructor candidate with an evaluation package 6-8 weeks prior to evaluation.

Dates should be established with sufficient time to notify potential candidates and promote its availability. The PSOs must provide EC with the dates of all Evaluations scheduled, at least 2 weeks in advance.

## **Course Preparation**

The person responsible for holding the Evaluation must ensure that the facilities, equipment and supplies are sufficient for the number of attendees.

### Forms

Sufficient copies of all forms, as follows:

- NCCP Course Registration forms for each level and type of Evaluation
- EC NCCP Instruction of Beginner Observation Kit – Recording Tool for each attendee
- EC NCCP Instruction of Beginner Observation Kit – Rubrics for each attendee

- EC NCCP Course Evaluation form for each attendee
- EC Mounted Lesson Plan Form (Blank) for each attendee
- EC Mounted Lesson Plan Form (Help Sheet) for each attendee
- EC Unmounted Lesson Plan Form (Blank)
- EC Unmounted Lesson Plan Form (Help Sheet)
- NCCP/EC Instruction of Beginners EAP for each attendee

### Facilities & Equipment

- Classroom and sufficient chairs for group
- Reference material, including Equine Canada Rule Book and Coaching manuals
- First aid kit for horses and riders
- Stationery supplies
- Refreshments
- Appropriate indoor or outdoor riding facility
- Suitable stable or barn area for practical sessions

In areas where participants have to travel some distance, stabling for their horse and availability of accommodation for candidates must be a consideration when choosing a site.

Candidates are expected to come to Evaluations fully prepared to present or discuss all materials covered in the level being tested. Candidates are expected to bring the following items to the Evaluation:

- Horse appropriate for the level being tested
- Appropriate tack for the horse
- Bandaging, grooming and lunging equipment
- Appropriate riding apparel, including approved helmet (optional)

At least 3 students capable of performing the riding at the Western Rider Level 3 standard are available for the candidate instructors to teach. The facility, candidate or organizer can provide the students.

### Timetable

Evaluations are typically held over one (1) day. The actual schedule and time allotted for each activity will depend on the number of instructor candidates.

Riding topics are assigned a minimum of 3 hours prior to the Evaluation from the list of approved topics. It is recommended that, prior to the Evaluation, lesson plan sheets are made up with name of candidate and their teaching topic, so that the Evaluator only needs to hand them out to Candidates.

## Administration Guide for EC Instruction – Beginners

### Evaluation Process

**(OUTCOMES: PLAN A PRACTICE, ANALYZE PERFORMANCE OF BEGINNER RIDERS, PROVIDE SUPPORT TO THE ATHLETE IN TRAINING)**

ACTION	RECOMMENDED TIMELINE
Instructor Beginner training workshops completed ↓	
Active Applied instruction under the guidance of a certified Mentor ↓	<i>At least 7-8 weeks prior to evaluation (no upper limit)</i>
Instructor candidate contacts Provincial Sport Office (PSO) to initiate Evaluation process and coordinate fee payment ↓	
Provincial Coordinator selects Evaluator; Provincial Coordinator and Evaluator coordinate time and date of on-site evaluation. Provincial Coordinator contacts Instructor candidates to advise of date and time of on-site evaluation ↓	<i>6-8 weeks prior to evaluation date</i>
Provincial Coordinator provides Instructor candidates with evaluation package ↓	<i>6-8 weeks prior to on-site evaluation date</i>
Instructor submits to Provincial Coordinator: <ul style="list-style-type: none"> <li>• EAP for on-site evaluation facility</li> <li>• Lesson plan</li> </ul> ↓	<i>4 weeks prior to on-site evaluation date</i>
Plans are evaluated Pre-observation feedback provided to Instructor candidate Provincial Coordinator confirms date of on-site evaluation ↓	<i>1-2 week prior to on-site evaluation date</i>
On-site evaluation and debrief ↓	<i>Date of on-site Evaluation</i>
Evaluator will: <ul style="list-style-type: none"> <li>• Provide evaluation sheets regarding the evaluation process for each of the Instructor candidates to fill in while they are waiting for their debriefing (can also be completed by the Provincial Coordinator)</li> <li>• Provide final results to Instructor candidate</li> <li>• Complete and submit a NCCP Course Registry form to PSO. The Evaluator should keep a copy for his/herself.</li> <li>• Return original Evaluator forms to PSO. Original evaluations forms will be held on candidates file at PSO office and PSO will forward copies of evaluation forms to candidates.</li> <li>• PSO will track all specific outcomes completed by</li> </ul>	<i>Concluding the date of on-site Evaluation</i>

candidates. An NCCP Course Registry Form is to be completed or submitted after all specific outcomes are evaluated and successfully completed.

- Copies of the completed NCCP Registry Form must be provided to the CAC & EC by the PSO

***Note:** Evaluation of the outcome: **Make Ethical Decisions** is done directly online by the Instructor candidate when he or she feels ready through the Coaching Association of Canada any time after completing the training.*

## Evaluator Responsibilities and Timelines

**(OUTCOMES: PLAN A PRACTICE, ANALYZE PERFORMANCE OF BEGINNER RIDERS, PROVIDE SUPPORT TO THE ATHLETE IN TRAINING)**

ACTION	TIMELINE
Instructor candidate contacts PSO to initiate evaluation process and coordinate fee payment	
↓	
Provincial Coordinator selects Evaluator; Provincial Coordinator and Evaluator coordinate time and date of on-site evaluation. Provincial Coordinator contacts Instructor to set up date and time of on-site evaluation	<i>6-8 weeks prior to on-site evaluation date</i>
↓	
Provincial Coordinator provides Instructor candidate with an information package	<i>6-8 weeks prior to on-site evaluation</i>
↓	
Instructor submits to Provincial Coordinator: <ul style="list-style-type: none"> <li>• EAP for on-site evaluation facility</li> <li>• Lesson plan</li> </ul>	<i>4 weeks prior to on-site evaluation date</i>
↓	
Evaluator reviews and evaluates plans to determine if they meet the EC Pass Standard	<i>1 week prior to on-site evaluation date</i>
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <b>IF NO</b> ↓               </div> <div style="text-align: center;"> <b>IF YES</b> </div> </div>	
<b>Instructor is informed and must re-submit plans. A new on-site evaluation date may be set if candidate is not able to resubmit an acceptable plan prior to the evaluation day.</b>	
↓	
Evaluator conducts on-site evaluation and debrief	<i>Date of on-site evaluation</i>
↓	
Evaluator will: <ul style="list-style-type: none"> <li>• Provide Instructor with final results</li> <li>• Return any plans to Instructor</li> <li>• Complete and submit a NCCP Course Registry form to PSO. The Evaluator should keep a copy for his/herself.</li> <li>• Return original Evaluator</li> </ul>	<i>1-2 weeks after evaluation</i>

forms to Provincial Coordinator. Original evaluations forms will be held on candidates file at PSO office and PSO will forward copies of evaluation forms to candidates.

- PSO will track all specific outcomes completed by candidates. Provincial Coordinator will ensure an NCCP Course Registry Form is completed and submitted after all three Equestrian specific outcomes are evaluated and successfully completed.
- Copies of NCCP Registry Form must be provided to the EC & CAC by the PSO.

### CAC database

The Coaching Association of Canada maintains a database of all successfully completed NCCP components. Upon registration in the database, individuals are assigned a Coach Card # (CC#), which is used to track each individual's progress towards certification. Coach passports are also issued, which list each component completed.

Entries into the database are recorded upon receipt of valid Course Register forms. Any problems with a Course Register form will cause a delay in the information being entered into the CAC database. In order to ensure candidates are properly credited with completing components of the coaching program, NCCP Course Register forms must be clearly and properly completed. The candidate CC#s and Evaluators CC#s should be included.

**Note:** Only Evaluators, who have been approved by the National Western Coaching Committee, may conduct Evaluations. Evaluators, whose names have not been submitted by EC and approved by CAC, cannot sign NCCP Course Register forms. Any forms signed by unapproved Evaluators will not be accepted and the information will not be entered into the CAC database.

Candidates and coaches/instructors should provide details regarding any changes to their name or contact information directly to CAC to ensure that all components are identified under the same CC#.

### Updating

Coaches/Instructors are expected to submit documentation on their professional development to meet the requirements of the current Updating Policy. The PSO must track whether coaches/instructors have met all the updating requirements. Coach/instructor lists distributed by the PSOs should reflect the current status of all coaches/instructors in that province.

## **VII. APPEAL PROCEDURE**

### **DISPUTE RESOLUTION POLICY FOR COACHING AND EVALUATION**

**Note:** In this policy, "days" shall mean total days irrespective of weekends or holidays. In conducting hearings, the Hearing Panel shall have regard to the Equine Canada (EC) guidelines for conducting hearings.

#### **PREAMBLE**

1. Membership and participation in the activities of the Equine Canada (EC) offers many benefits and privileges. At the same time members and participants are expected to fulfill certain responsibilities and obligations, including complying with the EC Code of Ethics, EC Code of Conduct, EC Rules, EC Policies and Procedures and all terms and conditions set out in the By Laws.

#### **SCOPE AND APPLICATION OF THIS POLICY**

2. This policy applies to matters in dispute between a coaching candidate and an examiner/coaching committee relating to the certification or evaluation of coaches.
3. This policy does not apply to protests, grievances, complaints and disputes:
  - a) Arising during EC-sanctioned competition, as these are dealt with pursuant to the Dispute Resolution Policy for Competitions;
  - b) Relating to certification or evaluation of officials, as these are dealt with pursuant to the Dispute Resolution Policy for Officials Certification and Evaluation,
  - c) Relating to selection to teams or to the participation by an athlete in the Canadian Equestrian Team, or arising from the EC Athlete Agreement, as these are dealt with pursuant to the Dispute Resolution Policy for Elite Athletes;
  - d) Relating to disputes between member organizations and committees, as these are dealt with pursuant to the Dispute Resolution Policy for disputes arising between member organizations; between disciplines; between a discipline and a provincial organization; between a discipline and a division; or between a discipline and a member organization or event organizer
  - e) Relating to employment matters within the EC, as these are dealt with pursuant to the Personnel Policy.
  - f) Relating to certification or evaluation of Driving Coaches or Driving Instructors, as these are dealt with pursuant to the Dispute Resolution Policy for Driving found in the Driving Policy and Procedures manual.
  - g) Relating to certification or evaluation of level 3 and above coaches, as these are dealt with pursuant to the Dispute Resolution Policy for Coach Certification and Evaluation Level 3 and above.

#### **REPORTING A COMPLAINT**

4. Any coaching candidate may report a complaint, within 21 days from the date on which s/he received notice of the decision, against an examiner (s) regarding an alleged breach of the Code of Ethics, Code of Conduct, or EC Rules and Procedures to the President of the Provincial Equestrian Federation (PSO) or his/her designate in the province in which the Examination or Assessment was held, together with the examination results, a \$100 deposit payable to the PSO, and a brief summary in writing of the reasons and circumstances of the complaint and the issues in dispute. A copy of this material is to be sent by the PSO to the Coaching Department at the EC National Office.
5. Within 5 days of receiving the written notice of complaint and summary, the Provincial President or his/her designate shall determine whether the matters in dispute and the parties to the dispute are properly within the scope of this Policy, or are more properly to be dealt with pursuant to another policy of the EC. The decision regarding jurisdiction is final and may not be appealed. If this policy applies, the Provincial President shall determine if the dispute will be managed by (a) the Provincial Hearing Committee within the province in which the examination or assessment was held or (b) by the National Coaching Committee. In the absence of the Provincial President, his/her designate shall perform this function and make the required selection.

The Provincial President or his/her designate shall, immediately after making the election, send the notice of complaint to either the Provincial Appeal Committee, or to the National Coaching Committee care of the Coaching Department at Equine Canada who will then forward the notice of complaint to the National Coaching Committee Chair, to review and investigate the complaint according to the procedures outlined in this policy.

#### **INVESTIGATION**

6. Regardless of whether the matter is being managed by the Provincial Hearing Committee or by the National Coaching Committee, the entity responsible may appoint an independent individual to conduct an investigation. The investigator shall have no significant relationship with the affected parties, shall have had no involvement with the complaint or the dispute, and shall be free from any other actual or perceived bias or conflict. If an investigator is appointed, the investigator shall carry out the

investigation in a timely manner and at the conclusion of the investigation shall submit a written report to the entity that requested the investigation.

#### **HEARING PANEL**

7. If the Provincial President, or his/her designate, is satisfied that this policy applies, then, within 14 days of having received the original notice of complaint or within 14 days of receiving the written report of the Investigator, if an investigation was carried out, the Provincial President shall establish a Hearing Panel (the "Panel") and select the members of the Panel as follows:
  - a) The Panel shall be comprised of three current and qualified Course Conductors from the same province in which the examination or assessment was held, who shall have no significant relationship with the affected parties, shall have had no involvement with the complaint or the dispute, and shall be free from any other actual or perceived bias or conflict. The Provincial President must ensure that the hearing process complies with the principles of natural justice and provides procedural fairness to all parties.
  - b) The Panel's members shall select from themselves a Chairperson.
  - c) If the matters in dispute occurred in a province where there are not enough qualified Course Conductors who are not associated with the matter in dispute the PSO has the option to bring in current and qualified Course Conductor(s) from another province, who shall have no significant relationship with the affected parties, shall have had no involvement with the complaint or the dispute, and shall be free from any other actual or perceived bias or conflict.
  - d) If there are not enough qualified Course Conductors available who are not associated with the matter in dispute the PSO must forward to the National Coaching Committee.

#### **PRELIMINARY CONFERENCE**

8. The Panel may determine that the circumstances of the complaint warrant a preliminary conference. In most cases the preliminary conference shall be conducted by telephone. The issues that may be considered at a preliminary conference include:
  - a) the format of the hearing, as the hearing may proceed by a review of documentary evidence, an in-person hearing, an oral hearing by telephone or a combination of these methods. The Panel, in coming to its decision regarding the format of the hearing, must ensure that the hearing process complies with the principles of natural justice and provides procedural fairness to all parties;
  - b) timelines for the exchange of documents;
  - c) clarification of issues in dispute;
  - d) clarification of evidence to be presented to the Panel;
  - e) order and procedure of the hearing;
  - f) identification of witnesses; and
  - g) any other procedural matter which may assist in expediting the hearing.
9. The Panel may delegate to its Chairperson the authority to deal with any of these preliminary matters.

#### **PROCEDURE FOR AN ORAL HEARING**

10. Where the Panel has determined that the hearing shall be held by way of oral hearing, whether in-person or not, the Panel shall govern the hearing by such procedures as it deems appropriate and fair, provided that:
  - a) The hearing shall be held within 21 days of the Panel's appointment.
  - b) The parties involved shall be given 10 days written notice of the date, time and place of the hearing.
  - c) The parties shall receive a copy of the Investigator's report, where an investigation was carried out.
  - d) A quorum shall be all three Panel members
  - e) Panel decisions shall be by majority vote, where the Chairperson carries a vote.
  - f) If the decision of the Panel may affect another party to the extent that the other party would have recourse to a hearing in their own right, that party shall become a party to the hearing in question.
  - g) Any of the parties at the hearing may be accompanied by a representative or advisor, including legal counsel.
  - h) The Panel may direct that any other person participate in the hearing.

#### **PROCEDURE FOR A DOCUMENTARY HEARING**

11. Where the Panel has determined that the hearing shall be held by way of documentary review, it shall govern the hearing by such procedures as it deems appropriate and fair provided that:
  - a) All parties are given a reasonable opportunity to review the Investigator's report, where an investigation was carried out; to provide written submissions to the Panel; to review the written submissions of the other parties; to provide written rebuttal; and to provide final arguments.
  - b) The applicable principles and timelines set out in Section 10 are respected.

### **EVIDENCE WHICH MAY BE CONSIDERED**

12. As a general rule, the Panel shall consider any evidence that is relevant to the matters in dispute. The normal rules of evidence will be relaxed. The Panel shall have authority to consider hearsay evidence provided the Panel gives to such evidence appropriate weight as might be reasonable in light of the circumstances of its inclusion.  
At minimum relevant documents that will be considered as evidence will include the Letter of Appeal, evaluation, examination and/or assessment results, course conductor evaluation sheets for all coaching candidates at the exam, and the written (theory) exam (if applicable).

### **THE DECISION**

13. Within 30 days of concluding the hearing, the Panel shall issue its written decision, with reasons. The Panel may decide:
- a) To uphold the complaint;
  - b) To deny the complaint;
  - c) To design a remedy that, in the opinion of the Panel, will resolve the dispute, however, in so doing the Panel is not authorized to change or alter any rule, criteria, policy, procedure or bylaw of EC that has been properly passed and implemented by the appropriate governing body. Such a remedy may include disciplinary sanctions; and
  - d) If the decision is to uphold the complaint the \$100 deposit will be returned to the individual and the assessment/examination will be revised/reviewed/reassessed as per the Provincial Hearing Committee. However, if the complaint is denied the individual will forfeit the \$100 deposit and the results will stand.
14. A copy of the decision shall be provided to each of the parties and to the Provincial President. This decision shall be binding on all parties to the dispute. Failure by any party to comply with a decision and remedy shall result in automatic suspension of membership or participation in EC, until such time as the decision and remedy are complied with.

### **TIMELINES**

15. If the circumstances of a complaint or a dispute are such that this policy will not allow a timely resolution of the matter, or if the circumstances of a complaint or a dispute are such that the matter cannot be resolved within the timelines dictated in this policy, the Panel may direct that these timelines be revised.

### **CONFIDENTIALITY**

16. Where the complaint is of a highly sensitive nature, EC shall keep all proceedings under this policy confidential, except where disclosure is directed by the Panel as part of the remedy to resolve the dispute, is required by law, or is in the best interests of the public.

### **LOCATION**

17. The hearing shall take place in the location designated by the Provincial President, unless the Panel decides the hearing is to be held by way of telephone conference or unless, at the specific request of a party, a different location is mandated by the Panel as a preliminary matter.

### **APPEALS PROCEDURE**

18. Except where otherwise provided, the decision of the Panel may be appealed in accordance with the procedures set out in the EC's Appeals Policy.

## Timeline for Appeal/Dispute Resolution Policy – Coach/Instructor Certification and Evaluation

<p>Report of complaint must be <b>within 21 days</b> from the date on which a coaching candidate received notice of the decision</p>
<p><b>Within 5 days</b> of receiving the written notice of complaint and summary, the Provincial President or his/her designate shall determine whether the matters in dispute and the parties to the dispute are properly within the scope of Appeal/Dispute Resolution Policy – Coach Certification and Evaluation (Level 1 &amp; 2)</p>
<p>If the Provincial President, or his/her designate, is satisfied that this policy applies, then <b>within 14 days</b> of having received the original notice of complaint or <b>within 14 days</b> of receiving the written report of the Investigator, if an investigation was carried out, the Provincial President shall establish a Hearing Panel</p>
<p>The hearing shall be held <b>within 21 days</b> of the Panel's appointment</p>
<p>The parties involved shall be given <b>10 days</b> written notice of the date, time and place of the hearing</p>
<p><b>Within 30 days</b> of concluding the hearing, the Panel shall issue its written decision, with reasons.</p>

## VIII. APPENDIX A

### PROVINCIAL EQUESTRIAN ORGANIZATIONS

**Alberta** Equestrian Federation  
8989 MacLeod Trail SW, Suite 403  
Calgary, AB T2H 0M2  
Tel: (403) 253-4411  
Fax: (403) 252-5260  
E-mail: admin@equestrian.ab.ca  
Website: www.equestrian.ab.ca

Horse Council of **British Columbia**  
27336 Fraser Highway  
Aldergrove, BC V4W 3N5  
Tel: (604) 856-4304  
Fax: (604) 856-4302  
E-mail: coaching@hcbc.ca  
Website: www.horsecouncilbc.com

**Manitoba** Horse Council  
207-200 Main Street  
Winnipeg, MB R3C 4M2  
Tel: (204) 925-5719  
Fax: (204) 925-5737  
E-mail: admin@manitobahorsecouncil.ca  
Website: www.manitobahorsecouncil.ca

**New Brunswick** Equestrian Federation  
900 Hanwell Road, Unit 13  
Fredericton, NB E3A 6A3  
Tel: (506) 454-2353  
Fax: (506) 454-2363  
E-mail: horses@nbnet.nb.ca  
Website: equestrian.nb.ca

**Newfoundland** Equestrian Association  
P.O. Box 372, Station C  
St. John's, NF A1C 5J9  
Tel: (709) 726-0826 (h)  
(709) 777-4558 (w)  
E-mail: gallantc@roadrunner.nf.net  
Website: www.webpage.ca/nea

**Nova Scotia** Equestrian Federation  
5516 Spring Garden Road, 4<sup>th</sup> Floor  
Halifax, NS B3J 3G6  
Tel: (902) 425-5450 ext. 333  
Fax: (902) 425-5606  
E-mail: nsef@sportns.ns.ca  
Website: www.horsenovascotia.ca

**Ontario** Equestrian Federation  
9120 Leslie Street, Suite 203  
Richmond Hill, ON L4B 3J9  
Tel: (905) 709-6545  
Fax: (905) 709-1867  
E-mail: horse@horse.on.ca  
Website: www.horse.on.ca

**PEI** Horse Council  
P.O. Box 1887  
Charlottetown, PEI C1A 7N5  
Tel: (902) 675-3027 (h); (902) 566-9150 (b)  
Fax: (902) 628-6331  
E-mail: jwaddell@pei.sympatico.ca

Federation Equestre du **Quebec**  
4545 Avenue Pierre de Coubertin  
C.P. 1000 Succursale M  
Montreal, QC H1V 3R2  
Tel: (514) 252-3053 or 1-866-575-0515  
Fax: (514) 252-3165  
E-mail: infocheval@feq.qc.ca  
Website: www.feq.qc.ca

**Saskatchewan** Horse Federation  
2205 Victoria Avenue  
Regina, SK S4P 0S4  
Tel: (306) 780-9244  
Fax: (306) 525-4009  
E-mail: sk.horse@sk.sympatico.ca  
Website: www.saskhorsefed.com

## PROVINCIAL GOVERNMENT SPORT OFFICES

### **Alberta:**

Sport Consultant, Sport Services Section  
Standard Life Centre #905  
10405 Jasper Avenue  
Edmonton, AB T5J R74  
Tel: (403) 422-7108  
Fax: (403) 427-5140

### **British Columbia:**

Coaches Association of BC  
1367 West Broadway, Suite 345  
Vancouver, BC V6H 4A9  
Tel: (604) 298-3137  
Fax: (604) 738-7175

### **Manitoba:**

Coaching Coordinator  
Sport Manitoba  
200 Main Street  
Winnipeg, MB R3C 4M2  
Tel: (204) 925-5600  
Fax: (204) 925-5916

### **New Brunswick:**

Coaching Coordinator  
Sport, Recreation and Active Living  
Culture & Sport Secretariat  
P.O. Box 6000  
Fredericton, NB E3B 5H1  
Tel: (506) 444-3888  
Fax: (506) 549-0481

### **Newfoundland:**

Director of Recreation and Sport Division  
Department of Tourism, Culture & Recreation  
2<sup>nd</sup> Floor, West Block  
Confederation Building, P.O. Box 8700  
St. John's, NF A1B 4J6  
Tel: (709) 729-0862  
Fax: (709) 729-0870

### **Northwest Territories:**

Sport & Recreation Programs Advisor  
Sport, Recreation & Youth Division  
Government of the Northwest Territories  
5201 – 50<sup>th</sup> Avenue, Suite 400  
Yellowknife, NT X1A 3S9  
Tel: (867) 920-6192  
Fax: (867) 920-6467

### **Nova Scotia:**

Sport Consultant  
Nova Scotia Sport and Recreation Commission  
5516 Spring Garden Road, 2<sup>nd</sup> Floor  
P.O. Box 864  
Halifax, NS B3J 2V2  
Tel: (902) 424-3913  
Fax: (902) 424-0520

### **Ontario:**

Coaching Programs Coordinator  
Sport Development Centre  
Sport Alliance of Ontario  
1885 Eglinton Avenue East, Suite 201  
Toronto, ON M3C 3C6  
Tel: (416) 426-7056  
Fax: (416) 426-7353

### **Prince Edward Island:**

Amateur Sport Coordinator  
Department of Community & Cultural Affairs  
Sport & Recreation Division  
16 Fitzroy Street, 2<sup>nd</sup> Floor, P.O. Box 2000  
Charlottetown, PEI C1A 7N8  
Tel: (902) 368-4783  
Fax: (902) 368-4663

### **Quebec:**

Sports-Québec  
4545 Avenue Pierre de Coubertin  
C.P. 1000 Succursale M  
Montreal, QC H1V 3R2  
Tel: (514) 252-3114 ext.3620  
Fax: (514) 254-9621

### **Saskatchewan:**

Coaching Development Manager  
Sask Sport  
510 Cynthia Street  
Saskatoon, SK S7L 7K7  
Tel: (306) 975-0898  
Fax: (306) 242-8007

### **Yukon:**

Coaching Coordinator  
Recreation and Sport  
Department of Community Services  
Government of Yukon  
P.O. Box 2703  
Whitehorse, YK Y1A 2C6  
Tel: (867) 667-5606  
Fax: (867) 393-6416