



Rowing Is Our Business.

Volume 1 - Health and Safety



OTTAWA ROWING CLUB

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POLICY ON HEALTH AND SAFETY - ON THE WATER

Through its various programs the Ottawa Rowing Club provides a broad range of opportunities for individuals to row.

The single most important object of these programs is to maintain the safety of all individuals involved. No rowing program, no matter how important its other goals, is worth the risk of an athlete being injured or killed. No rower wants to carry the burden of negligent injuring another. Rowing safely is also a simple matter of respect for fellow athletes and other users of the river. For this reason, the Ottawa Rowing Club is strengthening its longstanding safety policy to reemphasize the central role of safety in its operations.

1.0 Building and Maintaining a Strong Safety Policy

1.1 Safety Officer

1. The ORC Executive will appoint a Safety Officer to assist with the development, review and promotion of the policy.
2. The appointed Safety Officer will review this document every 12 months and submit any recommended changes to the Board for approval.
3. Shall conduct regular documented safety inspections.

1.2 Communication of Policy

1. Website
2. Email (competitive and recreational members; coaches)
3. Athletes' meeting(s)
4. Post hard copy (ORC office; old boathouse; new boathouse)

1.3 Annual Review

Policy to be reviewed once per year by the ORC Board of Directors.

1.4 Enforcement

Enforcement may range from verbal warning to ban from ORC property, including loss of fees paid; requirement to perform reasonable duties to help compensate for any damage or injury caused, and/or requirement to compensate for damage or injury.
This Health and Safety Policy will be enforced by the ORC Board or their designate(s).

2.0 Safety in the Rowing Environment

A summary matrix of on-the-water rules can be seen in Appendix B, however it does not replace the following

2.1 Traffic Patterns

1. Ottawa River
 - a. All rowing shells are to be launched with the bow pointing westward, upstream, (ie. pointing toward the Alexandra Bridge (old Interprovincial) / Parliament Hill). Crews/scullers are to row along the Ottawa side to the Alexandra Bridge and then turn the shell perpendicular to the shore and travel to the Quebec side of the Ottawa River. Crews/scullers row following along the Quebec side of the river until they reach an approved ORC turning



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point along the river. On the return trip, crews/scullers travel perpendicular to the shore when crossing from the Quebec side towards the Ottawa side. Travel towards the ORC boathouse continues on the Ottawa side. Shells are to be docked with the bow pointing westward, upstream (i.e. pointing towards the Alexandra Bridge / Parliament Hill).

- b. Approved turning points are displayed on the front of the New Boat House.
- c. These are subject to change from the Head Coach where required.
- d. If there is an emergency / safety situation crews can turn at any point on the river as long as it does not pose a risk to any other crews nearby. They must also fill out an incident report.
- e. All crews must stop rowing at the mouth of the Gatineau to check for traffic and their course then proceed. This is to avoid collision with other vessels or fixed objects in the area.

2. Gatineau River

- a. Prohibited unless approved in advance by the appointed Safety Officer.
- b. If approved all crews must enter and exit as a group due to the narrows. There is to be a coach present at all times for crews to travel along and through the narrows to ensure crews keep out of shallow areas.
- c. Crews using the Gatineau must advise the Safety Officer or Head Coach (or his/her attending designate) of their plans and expected return (to docks) time.

3. Violation of Traffic Pattern Rules

- a. Each member of a crew on the water, when their shell violates a traffic pattern, is responsible for the violation – and for damages should an accident occur. Where the boat or other equipment is damaged while in your care, you and your crew may be responsible for the full amount of the insurance deductible. Coaches are responsible for enforcing compliance with traffic patterns. Coaches who are directly with their crews on the water are liable to the same extent as their crews for any violation of traffic patterns or damages caused by a violation of the rules.

4. Exceptions to Traffic Pattern Rules

- a. Exceptions may be made when danger or emergency make it dangerous to row according to the established traffic patterns. However, deviations may only be made to the extent necessary to address the emergency or eliminate the danger. When deviating from the rules, it remains the rowers' duty to warn others of their presence. Failure to warn others can result in the same penalties as for violating traffic pattern rules generally.
- b. Exceptions may be made by those engaged in supervised races when coach boats are on the water and in a position to warn other rowers. However, to the extent feasible, races should be conducted in a manner that respects the traffic pattern rules.

5. Entering a traffic lane

- a. It is the responsibility of rowers crossing the river to get to the correct rowing 'lane' to watch out for, yield to, and avoid rowers who are rowing according to the rules in those 'lanes'. Crews who are crossing are considered at fault for any collisions involving boats that are travelling consistent to the river's prevailing traffic pattern.

Rowing in the middle of a river should be avoided by all crews unless during a supervised race, crossing the river, or to avoid collision or hazard.

Maps of traffic patterns are posted in the boathouse of the ORC.



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2.2 Weather Hazards

If a rower sees strong winds, white caps, hears thunder, sees lightning, or sees fog – they should not go out to row, or if on the water they should seek safe haven. **If in doubt, do not go out!**

1. Cold Water Rules
 - a. Cold Water Rules apply when the river water temperatures are below 11 degrees C. Only the Head Coach rescinds the cold water rules.
 - b. No one is permitted to row past the Gatineau River when Cold Water Rules are in effect, in order to minimise the time required to return to the ORC in case of an accident.
 - c. Rowers in singles must wear inflatable (waist) PFDs.
 - d. Doubles and pairs must carry PFDs in their shells.
 - e. Every boat must be accompanied by a coach/safety boat.
 - f. All rowers must wear an approved (visible and turned on) light and whistle while on the water
2. Fog
 - a. Crews and coaches must avoid (to the extent that fog can be foreseen) rowing in fog that is sufficiently thick to hide them from oncoming traffic on the water or foggy conditions which prevent rowers from maintaining their proper direction in the water.
 - b. Rowers 'lost' in fog are responsible for signalling their presence to other crews by using a whistle or calling out.
3. Lightning, hail, high wind conditions
 - a. Regardless of water conditions, crews/scullers must dock and remove their shells from the water as soon as possible.
 - b. Crews are to return to the club, or a safe haven, in the safest possible manner available to them. That includes going against the traffic pattern on either side of the river if the case arises.
1. Low Light Conditions
 - a. Low light conditions include mornings before sunrise and evenings after sunset.
 - b. All shells on the river in low light conditions must have a bow and stern light which give 360 degree visibility to signal their presence to others.
 - c. Each rower, including coxie, on the river in low light conditions must wear a personal light, and whistle.

3.0 Safe Equipment and Boathouse

3.1 Coach / Safety Boats and Motors

1. Motors and coach / safety boats must be kept in good working order.
2. Each motor must be equipped with a kill switch which is attached to the operator.
3. Boats must carry lights when on the water before sunrise or near sunset.
4. Boats must carry the following safety equipment as required by law: bailer, whistle, 15m buoyant heaving line, flashlight, and paddle.
5. Boats must be equipped with safety equipment for crews: lifejackets, thermal blanket and one working cell phone.
6. Laminated list of current season cell phone numbers in the safety kit.



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3.2 Rowing Shells

1. Shells must be in good working order.
2. Must have a whistle in the bow seat, or attached to the bow rower.
3. Each shell must have bow ball, heel restraints, tightened bolts, proper rigging and vents closed.
4. Must be equipped with bow and stern lights when rowing before sunrise or near sunset (see 2c). Club lights can be found between bays 1&2.
5. Must carry safety equipment and PFD unless travelling with a coach / safety boat outside of 'Cold Water Rules'.

3.3 Boathouse

1. Must have a working telephone.
2. Adjacent to the telephone, a sign indicating site location, phone number and directions to the boathouse must be posted.
3. Traffic Pattern maps must be posted in visible locations.
4. Safety Policy must be posted.
5. First Aid Kit must be stocked and accessible from the new boathouse.
6. Sign in/out log book must not be removed from the boathouse.
7. Instructions for responding to an emergency must be posted next to the telephone.
8. Office must contain health and emergency contact information for each member or program participant.

3.4 Docks

1. Shoes, clothing, water bottles and other personal items must be stored off, and away from, the ramps to prevent tripping.

4.0 Safety Roles and Responsibilities

All individuals participating in club activities are required to be safety conscious and proactive in complying with these policies. The following specific roles and responsibilities are also identified:

4.1 ORC Employees / Lead Coaches

1. Have the authority to cancel rowing operations due to emergency, hazard or other unforeseen events.
2. Must be fully aware of these health and safety procedures and implement the same through example, promotion, participant training and enforcement.
3. Shall conduct regular documented safety inspections, identifying hazards and noting variances to the policy.

4.2 Safety Boat Operators

1. Must have Boat Operator's License.
2. Should have First Aid training.
3. Must complete ORC safety training annually.
4. Must be aware of how to get a rower out of the water and safely into the coach boat.
5. Must leave the docks with the shells under their supervision.
6. Must stay within reasonable proximity of all boats under their supervision such that the time to return to any supervised boat is less than 3 minutes.
7. Must return to the dock with shells under their supervision.



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8. Help enforce compliance of Traffic Patterns.
9. Must be registered with the ORC.
10. Will be required to submit a Police Records Check for the vulnerable.

4.3 Coaches

If operating safety boats, all of the above is required plus the following:

1. Must have First Aid training.
2. Must complete ORC safety training annually.
3. Must be registered with the ORC / RO / RCA.
4. Must have completed the RCA designated coach's training for their level of coaching and be certified as such by RCA.
5. Will be required to submit a Police Records Check for the vulnerable.

4.4 Coxswains / Coxies.

1. Must understand traffic patterns, navigation, boat operations and how to avoid accidents.
2. Must attend ORC safety training for coxswains / coxies at least annually
3. Must wear a lifejacket see 5a) b (or carry on board if the coxie cannot fit in the seat wearing the PFD)
4. Must ensure their boats are equipped with working lights during low light conditions as required under this policy.
5. Coxies must make best efforts to keep their crews with their accompanying coach / safety boat.
6. Must advise the coach / safety boat operator if unable to swim.
7. Must be registered with the ORC / RO / RCA.
8. Must advise the Coach/Safety Boat Operator of all pertinent medical conditions for their crew.

4.5 Rowers

1. Junior rowers may not row unless accompanied by a coach / safety boat.
2. Rowers are responsible for staying with their accompanying coach / safety boat.
3. Must understand traffic patterns, navigation, boat operations, and capsize recovery.
4. Must complete ORC safety training annually.
5. Must wear an approved light and whistle at all times whilst they are on the water in low light and/or cold water conditions
6. Must advise the coach / safety boat operator if unable to swim. If unable to swim, it is strongly recommended that a life jacket be worn at all times.
7. Must be registered with the ORC / RO / RCA.
8. Must advise Coach/Safety Boat Operators of all pertinent medical conditions.

5.0 Safety Equipment

5.1 Personal Floatation Devices (PFD)

1. Must be worn by coaches, and safety / coach boat operators.
2. Coxswains / Coxies must wear a PFD which does not impede ingress into or egress from the boat.
3. Must be worn in singles during cold water rules.
4. Pairs and doubles must carry PFDs in the shell during cold water rules.
5. Must be carried in any boat not accompanied by a coach / safety boat.
6. Rowers are encouraged to own and wear inflatable PFDs.



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5.2 Lights

1. Safety / Coach Boats – see 2c., 3a.
2. Rowing shells – see 2c. 3b.
3. Rowers – see 2c

5.3 Logbook

Crews going on the water without a designated coach/safety boat and all crews going on the water outside of scheduled practice times (even with a designated coach/safety boat) must be signed out (and back in). The responsible person required to sign the boat out is as follows.

1. The Coxswain / coxie for coxed rowing shells.
2. The Bow person for all other rowing shells
3. The coach and or safety boat operator for the coach/safety boat.

Logbooks may not be removed from the boathouses. Failure to fill out a log book will result in disciplinary measures deemed appropriate.

5.4 Emergency Communications Equipment

1. Personal cell phones shall be used to communicate during on-water emergencies.
2. Each coach and/or safety boat operator is required to provide their cell phone number to ORC senior staff who will compile a list which is to remain in each coach / safety boat.

5.5 First Aid Kits

1. Each First Aid Kit should be inspected regularly (i.e monthly) and restocked as required (see Appendix A).
2. First Aid Kits must be stored in a visible and accessible place in the new boathouse.

6.0 Safety Procedures

6.1 Safety Training

1. Orientation
 - a. All members must attend and complete an ORC orientation prior to going out onto the water for the first time each year. This Orientation will be updated on an annual basis.
2. ORC Safety Training
 - a. All members must complete ORC safety training prior to going out on the water for the first time each year. The safety training must be completed annually.
3. Avoiding Collisions
 - a. It is the duty of each bow person or coxswain to take reasonable steps to avoid collisions, without putting themselves into additional risk of harm. Such steps should be taken regardless of whether they are in the 'right'. Such steps may include: yelling, blowing a whistle or changing course. Failure to take reasonable steps may be considered a violation of the rules and both parties in the collision may be considered at fault.
4. Rowers in the water
 - a. Coaches, safety boat operators and rowers must be familiar with procedures to deal with capsize situations, as outlined in the RCA Safety Video.
 - b. During 'Cold Water Rules' it is essential that rowers be removed from the water.



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5. Chain of Command in case of emergency.
 - a. In case of emergency, on or off the water contact:
 - i. Emergency Services (911), if required;
 - ii. Senior staff, Lead coach;
 - iii. Parents or emergency contact designated;
 - iv. Coach;
 - v. ORC Board.
 - b. Chain of Command must be posted in the new boathouse.
 - c. Individuals involved in an emergency or accident must complete an 'Incident Form' available from the ORC office and leave the written report in the ORC office.



Appendix A: Contents – First Aid Kit

First Aid Kits must meet the minimum Ministry of Labour requirements and contain at a minimum:

Supplies required include:

| | |
|-----------------------------|------------|
| First Aid Guide | 1 card |
| Safety pins | |
| Note Pad | 1 |
| Pencil | 1 |
| Plastic Bags | 3 |
| Band-aids | box of 100 |
| Large Gauze pads | 10 |
| Small Gauze pads | 10 |
| Pressure dressings | 2 |
| Small Gauze rolls | 2 |
| Triangular bandages | 4 |
| Fruit juice or sugar packet | 2 |
| Adhesive tape roll | 1 |
| Scissors | 1 |
| Tweezers | 1 |
| Safety pins | 24 |
| Latex gloves | 10 pairs |
| Thermal (rescue) blanket | 2 |

Cleansing supplies:

| | |
|--------------------|----|
| Ziploc baggies | 10 |
| Antibacterial soap | 1 |
| Rubbing alcohol | 1 |
| Rags | 10 |

First aid kits must be inspected annually and restocked when necessary. Kits must be stored on each level of the boathouses and must be stored in a visible and accessible location.



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Appendix B: Rules Summary Matrix

| Condition | Boat Type | PFDs** | | Personal Lights & Whistle | | Boat Lights | Designated Coach Boat (CB)*** | | Course Restrictions |
|--|-----------|----------------|----------------|---------------------------|-----------|---------------|-------------------------------|-----------|----------------------------|
| | | Rowers | Coxie | Rowers | Coxie | | Juniors | Others | |
| Cold Weather Conditions | 8 | Carry or in CB | Wear* | All Wear | Wear | Not Req'd | Req'd | Req'd | Not Past Gat. River Mouth |
| Cold Weather Conditions | 4x,+,- | Carry or in CB | Wear* | All Wear | Wear | Not Req'd | Req'd | Req'd | Not Past Gat. River Mouth |
| Cold Weather Conditions | 2- | Carry | N/A | All Wear | N/A | Not Req'd | Req'd | Req'd | Not Past Gat. River Mouth |
| Cold Weather Conditions | 2x | Carry | N/A | All Wear | N/A | Not Req'd | Req'd | Req'd | Not Past Gat. River Mouth |
| Cold Weather Conditions | 1x | Wear | N/A | All Wear | N/A | Not Req'd | Req'd | Req'd | Not Past Gat. River Mouth |
| Coach/Safety Boats (CB) | CB | N/A | Wear | N/A | Not Req'd | Not Req'd | N/A | N/A | N/A |
| Low Light Conditions | 8 | Carry or in CB | Wear* | All Wear | Wear | Bow and Stern | Req'd | Not Req'd | Gat River - needs approval |
| Low Light Conditions | 4x,+,- | Carry or in CB | Wear* | All Wear | Wear | Bow and Stern | Req'd | Not Req'd | Gat River - needs approval |
| Low Light Conditions | 2- | Carry or in CB | N/A | All Wear | N/A | Bow and Stern | Req'd | Not Req'd | Gat River - needs approval |
| Low Light Conditions | 2x | Carry or in CB | N/A | All Wear | N/A | Bow and Stern | Req'd | Not Req'd | Gat River - needs approval |
| Low Light Conditions | 1x | Carry or in CB | N/A | All Wear | N/A | Bow and Stern | Req'd | Not Req'd | Gat River - needs approval |
| Coach/Safety Boats | CB | N/A | Wear | N/A | Wear | Bow and Stern | N/A | Not Req'd | Gat River - needs approval |
| Warm & Light | 8 | Carry or in CB | Carry or in CB | Whistle in bow seat | Not Req | Not Req | Req'd | Not Req'd | Gat River - needs approval |
| Warm & Light | 4x,+,- | Carry or in CB | Carry or in CB | Whistle in bow seat | Not Req | Not Req | Req'd | Not Req'd | Gat River - needs approval |
| Warm & Light | 2- | Carry or in CB | N/A | Whistle in bow seat | N/A | Not Req | Req'd | Not Req'd | Gat River - needs approval |
| Warm & Light | 2x | Carry or in CB | N/A | Whistle in bow seat | N/A | Not Req | Req'd | Not Req'd | Gat River - needs approval |
| Warm & Light | 1x | Carry or in CB | N/A | Whistle in bow seat | N/A | Not Req | Req'd | Not Req'd | Gat River - needs approval |
| Warm & Light | CB | N/A | Wear | N/A | Not Req'd | Not Req | N/A | N/A | Gat River - needs approval |
| * If Coxies cannot fit in the boat wearing a pfd, they must carry one in the shell | | | | | | | | | |
| ** If Coxies or Rowers are under 16, carried PFDs must be inherently boyant (i.e. not inflatable) | | | | | | | | | |
| *** Log book sign out/in required if no Designated Coach Boat or if on water outside scheduled practice hours (even with CB) | | | | | | | | | |



POLICY ON CONCUSSION/SAFE RETURN TO PLAY

1.0 Scope

This policy will be enforced for all ORC official team activities and all programs with ORC staff or volunteers as instructors or facilitators. This includes ORC hosted events. The policy applies to all provincial team members, program participants, staff and volunteers of all ages while involved in ORC activities.

2.0 Policy

ORC is focused on ensuring the wellbeing and safety of all participants, members, volunteers and staff. We recognize the potential severity of a head injury and the commitment and intent behind research to manage concussions. We are committed to educating those involved with ORC, creating awareness to help prevent injuries and appropriately managing any suspected concussions and diagnosed concussions.

ORC's Concussion Policy is committed to the following actions in regards to concussions:

1. Committed to increasing awareness regarding what concussions are and the potential for serious complications.
2. Enforcing procedures and training that promotes preventative actions to help reduce the number of concussions.
3. Providing procedures that support ORC staff, volunteers, umpires and athletes in ensuring quick recognition and removal of any individual with a suspected concussion from ORC activities.
4. Ensure that following a suspected concussion there are clear steps for both the individual and ORC to follow before a return to sport occurs to ensure the focus is on the individual's long-term health.

Note this policy, and associated procedures, complements ORC's comprehensive emergency procedures. Due to the potential seriousness of concussions and the need for increased awareness and training around concussions, ORC created this additional document specific for concussion management and the associated return to sport procedures.

3.0 Operational Procedures

3.1 Concussion Education and Prevention

ORC will conduct annual training for all ORC staff and volunteers who lead programs or coach teams. This educational session will include up to date information on what concussions are, how to recognize potential concussions and best practices on concussion prevention in rowing. Training will also include the contents of this concussion policy including their roles and responsibilities in recognizing and removing athletes/participants who are involved in a situation that potentially could result in a concussion or have a concussion. Additionally, staff and volunteers will be trained on the education components for participants and parents, and the related information in the Safe Sport Policy Manual.

Regatta officials and umpires will be trained in concussion education as part of their ongoing training. Before each ORC event, officials will be reminded of the concussion policy and procedures.



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Concussion education resources will be made available to ORC participants (and their parents/guardians in cases of minors) to help build awareness and understanding of concussions. During practices and programs, coaches and instructors will remind participants of the need to take care around the docks as well as while moving and setting up boats, also ensuring everything is working properly. Ongoing reminders for participants to be aware of potential situations where head injuries could occur will help build awareness and prevention related to concussions.

ORC Team members who engage in dangerous or reckless behaviour that could potentially create a high risk for a concussion causing situation will be subject to disciplinary actions as described in the Safe Sport Policies.

3.2 Recognition, Removal and Referral

If any individual suffers any kind of injury where there is potential for there to have been direct or indirect force to the head, neck or face, and is experiencing or demonstrating any concussion related signs or symptoms, the individual will be removed from activity immediately and rest. The staff or volunteer in charge of the program or practice will err on the side of caution in their decision making. Under ORC's Concussion Policy, all ORC Team Members recognize the authority of their on-site coach.

In competition, coaches, regatta officials, umpires and athletes all have a responsibility to communicate openly and honestly about situations where direct or indirect hits to a head occur. If a situation occurs where a concussion is possible, the head coach will communicate with the athlete, umpires and regatta officials and parents/guardian as appropriate. The coach in attendance at the competition will make the decision for their athlete if they can continue based on a direct or indirect hit to the head.

At ORC hosted events, (regattas, camps and courses etc.) the senior staff member on site who is responsible for the event will make the final decision as to a participant's removal from activities.

ORC staff and volunteers recognize that symptoms may not appear immediately and that concussions can occur in many different situations. In the case of a suspected concussion, the individual may not be in a condition to assess themselves or make appropriate decisions.

For individuals under 18, all suspected concussions or situations that occurred that potentially could result in a concussion will be reported to the guardian. The guardian should monitor the individual for delayed signs and symptoms for the next 72 hours.

All individuals of any age with a suspected concussion will be referred to a medical doctor (or nurse practitioner) for medical assessment and diagnosis as per the Return to Sport Procedures. Additionally upon removal each individual, and their parent/guardian if they are under 18, will be directed to this policy detailing ORC's concussion procedures for removal from sport and return to sport. The Coach will also ensure they are aware of their responsibility to disclose any concussion diagnosis to any other sport organisation they are registered with and/or their school.

If a direct force to the head results in immediate injury or "red flag" signs and symptoms of a concussion, the ORC Emergency Action Plan will immediately be followed.

(More information on signs and symptoms of a concussion as well as appropriate response needed for various signs can be found in our concussion resources provided to coaches, instructors, parents and athletes and available within the ORC Emergency Procedures as well as Appendix A of this policy).



3.3 Reporting

Any incident resulting in injury or removal from activity will be reported on an ORC's Incident Report Form. These are to be submitted (electronic images acceptable) to the ORC senior staff within 24 hours.

Senior staff, or designate, tracks all incident reports for patterns and trends as well as individual situations.

The coach will keep a copy and update the report to document the athlete's progression to return to sport regularly updating senior staff until the incident is closed with the receipt of medical clearance which will be added to the report and securely filed. In documenting the incident and follow up all of ORC's Privacy Policy will be followed.

3.4 Participant Disclosure

If an individual discloses, or staff/volunteers become aware through any means, that an individual suffered a possible concussion through other activities they will be unable to participate in ORC activities. Discovery or disclosure of a suspected concussion will be reported on an athlete disclosure form to ORC senior staff within 24 hours, following procedures for incident reporting.

Members of the ORC Staff who fail to disclose a possible concussion as described in the Safe Sport Code of Conduct may be subject to discipline as described in the Code of Conduct.

The individual's return to ORC activities will be treated the same as individuals who incur concussions during ORC activities.

3.5 Returning to Rowing

If removed from rowing due to a suspected concussion the athlete may return once they have confirmed to the coach that they have undergone an assessment by a physician or nurse practitioner and have not been diagnosed as having a concussion.

If diagnosed with a concussion, each individual will have their own individualised and medically supervised Return to Sport plan. The plan is a graduated strategy to ensure the long-term health of the individual. ORC is committed to supporting the individual in their recovery and has provided a rowing focused suggested Return to Sport Plan. For athletes at any level of education, we work to ensure a Return to Learn strategy be followed before Return to Sport and focus the individual on commencing their educational components first.

Before a participant or athlete is permitted to return to any ORC-led practice or program after experiencing signs or symptoms of a concussion, or having reported a concussion, they will need to submit proof of medical clearance that permits them to return to participating in a full range of physical activities.

The written clearance must be provided by a medical doctor or nurse practitioner and submitted to the coach or instructor who will forward it to senior staff. The clearance will be filed with ORC's original copy of the incident report or athlete disclosure.

Due to the unpredictability of water conditions, they can rejoin activities on the water once they have medical clearance to return to normal training activities (Stage 5 of the Standard Return to Sport Strategy as found in Appendix B).

Once cleared, coaches and instructors will gradually build the activity level to help progress the individual slowly. This will include ensuring the first time on the water is in mild weather conditions.



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Competition (Stage 6) will only be permitted once they have demonstrated symptom free completion of a minimum of two on the water training experiences involving a mix of conditions.

(The time required to complete this may depend on the weather conditions occurring in the location. The coach/instructor will work with the individual focusing on an individualised progression with the individual's long-term health as the priority.)

4.0 Appendix A – Signs and Symptoms of a Concussion

A concussion is a serious event, but you can recover fully from such an injury if the brain is given enough time to rest and recuperate. Returning to normal activities, including sport participation, is a stage-wise process that requires patience, attention, and caution.

Each stage must take a **minimum of one day** but could last longer, depending on the athlete and their specific situation.

If symptoms reappear at any stage, go back to the previous stage until symptom-free for at least 24 hours.

4.1 STAGE 1: Symptom limited activity

Goal: A gradual reintroduction of activity

After an initial short period of rest of 24-48 hours, light cognitive and physical activity can be initiated as long as they don't worsen symptoms. A physician, preferably one with experience managing concussions, should be consulted before beginning the staged process to return.

4.2 STAGE 2: Light aerobic exercise

Goal: Increased heart rate

Activities such as walking or stationary cycling. The athlete should be supervised by someone who can help monitor for symptoms and signs. No resistance training or weight lifting. The duration and intensity of the aerobic exercise can be gradually increased over time if no symptoms or signs return during the exercise or the next day.

Symptoms? Return to the previous stage and only engage in activities as tolerated. If symptoms persist consult a physician.

No symptoms? Proceed to Stage 3 after 24 hours.

4.3 STAGE 3: More Diverse Cardio

Goal: Add movement

Activities such as light running or gentle body weight resistance exercises can begin at stage 3. There should be no body contact or other jarring motions such as high speed stops or hitting a baseball with a bat.

Symptoms? Return to the previous stage and only engage in activities as tolerated. If symptoms persist consult a physician.

No symptoms? Proceed to Stage 4 after 24 hours.

4.4 STAGE 4: Building Cardio with Increased Cognitive Challenges

Goal: Exercise, coordination, and increased thinking

Activities such as indoor rowing and resistance training can be added to activities from previous stages. **Symptoms?** Return to the previous stage and only engage in activities as tolerated. If symptoms persist consult a physician.

No symptoms? The time needed to progress will vary with the severity of the concussion



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and with the athlete. Proceed to Stage 5 only after medical clearance.

4.5 STAGE 5: On water practice, once cleared by a doctor

Goal: Restore confidence and assess functional skills by coaching staff

Coaches and instructors will allow return to the water in gradually challenging conditions.

Symptoms? Return to the previous stage and only engage in activities as tolerated. If symptoms persist consult a physician.

No symptoms? Proceed to Stage 6 after a minimum of two on water situations without symptoms.

4.6 STAGE 6: Competition

Return to sport with normal activities



POLICY ON LONG TERM ATHLETE DEVELOPMENT

The LTAD model recognizes that many rowers do not fit neatly into the LTAD system. Many athletes start the sport late, past the stages of training defined by biological markers, and thus may be at the Learn to Train level in knowledge/skill but physiologically will be at the Learn to Compete level. Regardless, everyone begins at the Learn to Train stage when beginning to learn the sport.

1.0 LTAD Stage Summaries

Awareness: Aimed at making persons with disabilities aware of the fact that the sport of rowing is a viable option for physical activity.

First Contact: Still focused on making the club and the sport of rowing accessible to persons with disabilities, but also can apply to anyone with the interest in learning more about the sport. First impressions and giving the sport a test drive.

Active Start: (Age 0-6) Not sport specific. Focussing on the development of a child's physical literacy.

FUNDamentals: (Age 6-9) Not sport specific. Further expansion of child's movement skills and exposure to a variety of sports.

Learn to Train: Developing comfort and confidence in the boats and on the water. Water sense, basic boat handling, and basic rowing skills. Learning terminology and commands. Sites Learn to Row and Youth Camp programs.

Train to Train: Becoming proficient at rowing skills and working to refine them. Beginning to develop body awareness and strength. Increase in the number of training sessions per week (6-9). Introduction to race preparation.

Learn to Compete: Learning to race and building the stamina required for 2000m racing. Training load dramatically increases, this is the stage when those thinking about high performance will begin to branch off from those doing Competitive/Active for Life. All objectives become geared toward rowing specific development. Annual planning for training schedule. Gaining race experience (local, regional, provincial, peaking with nationals). Athletes begin attending training camps at regional/provincial centres for higher quality experience. Begin time trial, seat racing, and participation in national ergometer testing.

Train to Compete: Athletes are beginning to mature as racers and high performance athletes. Individuals are beginning to become more responsible for their performance and discipline in training. Focus is now on winning. Athletes could possibly begin to train at a National Development Centre. Athletes are performing consistently well at national regattas or for their university, possible selection for the U23. Progressing toward being a full time athlete.

Train to Win: Training full time at National Training/Development Centre. Consistent success internationally and capable of winning medals. Are considered full time athletes.

Train to Win 2: Maturation of full time athletes who have been at the Train to Win stage for

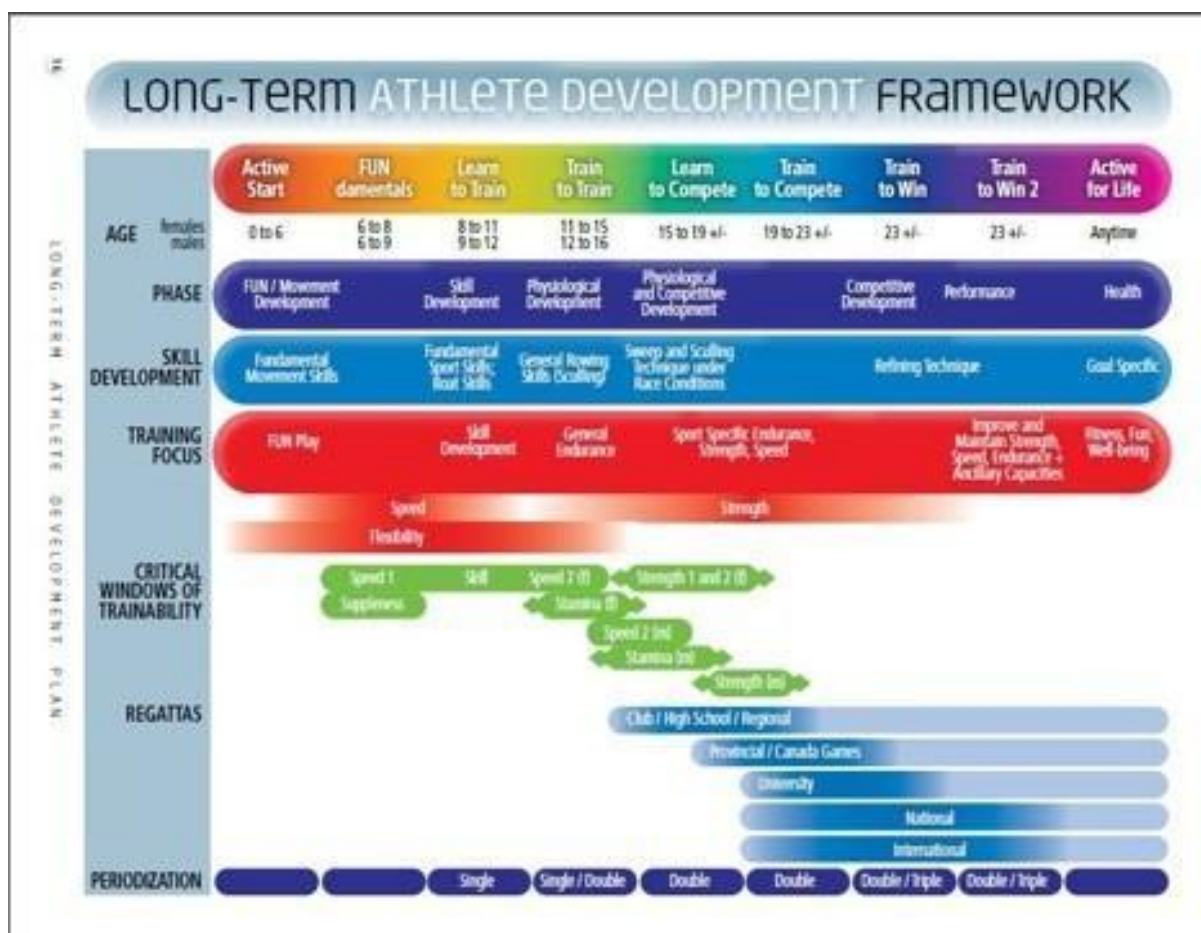


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one or more quadrennial cycles. Needs of the athlete have changed and routes must be adapted to aid recovery and prevent injury.

Active for Life: Rowers primarily participate in the sport for fun, fitness, wellness or social reasons. Low impact sessions, but rowers can still compete in competitions if they so choose.

Competitive for Life: Rowers train for specific competitions and still devote time to training, but they are not full time or high performance athletes. Rowing/competing is important but the athlete's life mixed with other interests and commitments. Training sessions 3-4/week. Still participating in regattas at different levels.



| LTAD Stage | ORC Program | Hopefully Leads To |
|----------------|--|-----------------------------------|
| Awareness | Athletes with Disability | Learn to Train |
| First Contact | Open Club Days | Learn to Train |
| Active Start | | |
| FUNdamentals | | |
| Learn to Train | Learn to Row Summer Youth Camps Adult Rowing League | Active for Life Train to Train |



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| | | |
|----------------------|--|--|
| Train to Train | Spring High School Rowing Junior Competitive Foundations Junior Competitive Development Recreational | Learn to Compete |
| Learn to Compete | Competitive University | Train to Compete Competitive for Life |
| Train to Compete | Competitive University | Train to Win Competitive for Life |
| Train to Win | | |
| Train to Win 2 | | |
| Active for Life | Masters Recreational Adult Rowing League | Active for Life |
| Competitive for Life | Masters Competitive University | Active for Life |



POLICY ON ACCESSIBILITY

The following policy, practices and procedures have been established by the Ottawa Rowing Club (ORC) to govern the provision of its services in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 and Regulation 429/07, "Accessibility Standards for Customer Service."

1.0 Our Mission

The mission of the Ottawa Rowing Club is to ensure that its policies, practices and procedures for the provision of its services are consistent with the principles outlined in the Accessibility Standards for Customer Service to effectively provide services to people with disabilities.

2.0 Our Commitment

In fulfilling our mission, the ORC strives at all times to provide its goods and services in a way that respects the dignity and independence of people with disabilities. We are also committed to giving people with disabilities the same opportunity to access our goods and services and allowing them to benefit from the same services, in the same place and in a similar way as other customers.

3.0 Providing Goods and Services to People with Disabilities

The ORC is committed to excellence in serving all customers including people with disabilities and we will carry out our functions and responsibilities in the following areas:

3.1 Communication

When communicating with a person with a disability, the ORC will communicate in a manner that takes into account the person's disability.

3.2 Telephone services

The ORC is committed to providing fully accessible telephone service to our customers. We will train club representatives to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly. We will offer to communicate with customers by email, if telephone communication is not suitable to their communication needs or is not available.

3.3 Assistive devices

The ORC recognizes that some individuals with disabilities use assistive devices in order to access our services. We will permit these individuals to use their assistive devices to obtain, use or benefit from our services. Should an individual with a disability be unable to access our services through the use of their own personal assistive device, the ORC will determine if service is inaccessible, based upon the individual requirements, assess service delivery and potential service options to meet the needs of the individual. As our building is not accessible to all, we will make arrangements to meet at a barrier free facility with customers as required.

3.4 Billing

The ORC is committed to providing accessible invoices to all of our customers. For this



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reason, invoices will be provided in the following formats upon request: hard copy, large print or by email. The ORC will answer any questions customers may have about the content of the invoice in person, by telephone or email.

3.5 Service Animals

The ORC recognizes that some individuals with disabilities may require the use of guide dogs or other service animals in order to access services. Persons with disabilities who are accompanied by a guide dog or other service animal will be permitted to enter the parts of our premises that are common areas and to keep the animal with them, unless the animal is otherwise excluded by law from the premises. If the animal is legally excluded from some parts of the premises, the ORC will provide alternative measures to enable the person to obtain, use or benefit from its services.

3.6 Support Persons

The ORC further recognizes that some individuals with disabilities rely on support persons for assistance while accessing services. A person with a disability who is accompanied by a support person will be allowed to enter the ORC's premises together with the support person and will not be prevented from having access to the support person while on our premises at no additional cost.

4.0 Notice of Temporary Disruption

The ORC will provide customers with notice in the event of a planned or unexpected disruption in the facilities or services usually used by people with disabilities. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available. The notice will normally be posted on the premises, where appropriate in the circumstances.

5.0 Staff Training

The ORC will provide training to applicable club representatives about the provision of services to persons with disabilities and all those who are involved in the development and approvals of customer service policies, practices and procedures. Applicable club representatives will be trained on policies, practices and procedures that affect the way services are provided to people with disabilities. Club representatives will also be trained on an ongoing basis when changes are made to these policies, practices and procedures. New club representatives will be trained upon the completion of a three month probationary period.

Training will include the following:

1. The purposes of the Accessibility for Ontarians with Disabilities Act, 2005 and the requirements of the customer service standard.
2. How to interact and communicate with people with various types of disabilities.
3. How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person.
4. What to do if a person with a disability is having difficulty in accessing ORC services.
5. ORC's policies, practices and procedures relating to the customer service standard.

6.0 Feedback Process

The ultimate goal of the ORC is to meet and surpass customer expectations while serving persons with disabilities. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way the ORC provides goods and services to people with disabilities can be made by email, verbally, or in writing. All feedback will be made to:



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Ottawa Rowing Club
10 Lady Grey Drive
Ottawa, Ontario, K1P 5P9
By Email: rowing@ottawarowingclub.com

7.0 Modifications to This or Other Policies

We are committed to developing customer service policies that respect and promote the dignity and independence of people with disabilities. Therefore, no changes will be made to this policy before considering the impact on people with disabilities. Any policy of the ORC that does not respect and promote the dignity and independence of people with disabilities will be modified or removed.

8.0 Questions About this Policy

This policy exists to achieve service excellence to customers with disabilities. If anyone has a question about the policy, or if the purpose of a policy is not understood, an explanation should be provided by, or referred to the President or Executive Director of the ORC.

9.0 Copies of this Policy

The ORC recognizes that persons with disabilities use methods other than the standard print to access information. If the ORC is required to give a copy of this policy to a person with a disability, we will provide the policy, or the information contained in the policy, in a format that takes into account the person's disability. Alternatively, the ORC and the person with a disability may agree on an alternate format for the document or information.



HEALTH AND SAFETY POLICY STATEMENT - WORKPLACE

Background

The Ottawa Rowing Club is vitally interested in the health and safety of its employees, members and volunteers. Protection of employees and volunteers from injury or occupational disease is a major continuing objective. It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organisation, for every individual involved.

Policy Statement

The Ottawa Rowing Club will make every effort to provide a safe, healthy work environment. All members, employers, supervisors and employees must be dedicated to the continuing objective of reducing risk of injury. The Ottawa Rowing Club will meet the requirements applicable with health and safety legislation, but will also look for input from all involved with the club to further ensure the safety of all individuals involved with the club.

This high level of safety will be accomplished by providing and maintaining a safe and healthy work environment and by providing education and regular training to employees and volunteers to ensure daily activities of operation are performed safely. The Ottawa Rowing Club will work in partnership with the staff, members and volunteers to ensure that health and safety is a first consideration in any task, decision making and overall operations. Neglect of health and safety responsibilities will not be tolerated, nor shall it be sacrificed for expediency. The Ottawa Rowing Club Board of Directors, in consultation with employees and volunteers, will ensure that procedures are in place to ensure safe work practices.

The Board of Directors has the responsibility for ensuring that employees and volunteers are trained in approved work procedures to obtain optimal performance without incidents and injury and to ensure that employees follow safe work methods and all related regulations. In addition to the priority with our employees, all outside contractors working on projects for the club will be required to support the Occupational Health and Safety Program and make sure that Health and Safety is a part of their daily routine by following safe work methods and relevant regulations.

Supervisors will be held accountable for the health and safety of workers under their supervision. Supervisors are subject to various duties in the workplace, including the duty to ensure that machinery and equipment are safe and that workers work in compliance with established safe work practices and procedures.

Every worker must protect their own health and safety by working in compliance with the law and with safe work practices and procedures established by the employer. Workers will receive information, training and competent supervision in their specific work tasks to protect their health and safety.

This policy, and associated procedures will be shared regularly with the relevant individuals at the club in a variety of methods and will be reviewed regularly to ensure current best practices are in place for the club.



POLICY ON HEALTH AND SAFETY - FOR EMPLOYEES

1.0 Employee Duties and Responsibilities

At the ORC, all Employees must know and understand their responsibilities in the areas of Health and Safety. This Policy will clearly define the roles of the Employee at the ORC.

Holding Employees accountable within the workplace will assist the ORC in ensuring that its Health and Safety Program is both active and effective, and meets the requirements of all applicable Health and Safety Legislation.

All Employees at the ORC shall exercise their responsibilities in accordance with all applicable Health and Safety legislation, regulations and standards, as well as the ORC Health and Safety program, procedures and practices.. Employees may, from time to time, assume roles as described in the Health and Safety Policy and in doing so will be responsible to undertake these roles in accordance with this policy.

They will be held accountable for their responsibilities and an annual performance review will evaluate their success.

Employees are expected to comply with the Health and Safety initiatives of the ORC and any violations will result in progressive disciplinary action up to and including termination.

1.01 Who is an Employee?

1. Defined as a "worker" in legislation.
2. Is a person who performs work or supplies services for monetary compensation.
3. All employees of the ORC are workers under Health and Safety Legislation.

1.02 Why Must all Employees Know and Comply With This Policy?

1. It is the law.
2. It is a condition of employment.
3. Knowing and following your duties and responsibilities will keep you safe at work.

1.03 When do These Duties and Responsibilities Apply?

1. During the course of your employment.

1.04 Where Does This Policy Apply?

1. On the property of the ORC.
2. When representing or working for the ORC.
3. While delivering products or services on behalf of the ORC.

1.05 What are the Duties and Responsibilities of an Employee?

1. Know, understand and work in a safe manner following safe operating practices and procedures.
2. Know, understand and follow established rules and procedures for handling hazardous materials.
3. Take all reasonable and necessary precautions to ensure the health and safety of the employee, the other employees and any person likely to be affected by the employee's acts or omissions.



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4. Wear the required personal protective equipment and maintain the equipment in good working order.
5. Use all safety devices, and guards provided.
6. Immediately report to their Manager, Supervisor any:
 - a. Defects in any personal protective equipment.
 - b. Defective safety devices, guards, or equipment that they are assigned to use.
 - c. Defective lighting, equipment, ventilation, floor, railing, guard, structure.
 - d. Unsafe conditions, unsafe acts, practices or procedures.
 - e. Injuries or incidents that might have caused any injury.
 - f. Incident that has caused or might have caused any property damage.
 - g. Immediate or potential hazards.
7. Use only the tools, equipment, materials, and perform processes that they are trained and authorised to.
8. Use tools, equipment and materials only in the manner intended.
9. Regularly inspect work areas, and keep the workplace safe and orderly.
10. Maintain good housekeeping at all times in their assigned work areas.
11. Refrain from any horseplay or any other unacceptable conduct.
12. Know all of the Emergency Procedures applicable in the workplace.
13. Participate in all training requested by the ORC, including Health and Safety Awareness Training through the Ontario Ministry of Labour.
14. You shall NOT engage in any of the following unacceptable behaviour:
 - a. Fighting with, threatening, or intimidating another employee, horseplay, or use of directed abusive language.
 - b. Engaging in any prank, contest, feat of strength, unnecessary running or rough and boisterous conduct.
 - c. Possession, drinking of, or being under the influence of alcohol or reporting to work under the influence of the same.
 - d. Possession, purchase, transfer of possession, or being under the influence of an intoxicating substance (i.e. illegal drugs or the misuse of prescription drugs), or reporting to work under the influence of the same.

1.06 When Will I Receive Training on the List of Duties and Responsibilities?

1. Upon initial hiring.
2. Through periodic training provided.
3. When assigned a new task that has any known hazards associated with it.
4. Hands-on training from your Manager or Supervisor.
5. Regular Safety Talks.

1.07 How Will I be Evaluated?

1. Your Manager or Supervisor will be providing on-going coaching, supervision and follow-up to ensure that all Employees follow the required safety procedures.
2. On a regular basis, your Manager or Supervisor may perform a Job Observation to ensure that you are in compliance with the organisation's safety standards.



POLICY ON WORKPLACE HARASSMENT

The ORC is committed to providing a work environment in which all workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace. This policy and the expectation to contribute to an environment where any form of harassment is unacceptable applies to all staff and volunteers of the ORC and in turn customers and businesses associated with the ORC. This policy applies to all ORC programs and organisation functions including social events.

Workplace harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome or workplace sexual harassment. Workplace sexual harassment means:

1. engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
2. making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Reasonable action taken by the employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment.

Employees are encouraged to formally report any incidents of workplace harassment to ORC senior staff or President of the Board. Should these individuals be inappropriate given the nature of the complaint any member of the Board of Directors is prepared to assist employees or volunteers with formal reports of incidents of harassment. No one is to be penalised or disciplined for reporting an incident or for participating in an investigation involving workplace harassment.

All complaints or incidents of workplace harassment will be investigated and dealt with in a fair, respectful and timely manner. Information provided about an incident or about a complaint will not be disclosed except as necessary to protect workers, to investigate the complaint or incident, to take corrective action or as otherwise required by law. Detailed information on the process of filing formal complaints and the investigation process are in the attached Workplace Harassment Program.

Employees and volunteers are expected to adhere to this policy, and will be held responsible by the ORC for not following it. The ORC may provide training in workplace harassment and workplace sexual harassment.

If an employee needs further assistance, he or she may always file their complaint with the President of the Board of Directors of the ORC or file an application with the Human Rights Tribunal of Ontario.

This policy will be review annually and revised as needed by the Board of Directors.



1.0 Workplace Harassment Program

(In Support of the Workplace Harassment Policy)

The ORC is committed to providing a work environment in which all workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace. Please see the Workplace Harassment Policy for more information on ORC's commitment to creating an environment free from any form of harassment.

The workplace harassment program applies to all individuals associated with the ORC who encounter a harassment situation as defined in our policy.

2.0 Workplace Harassment

Workplace harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome or workplace sexual harassment. This could include but is not limited to annoying or irritating comments or conduct or invasions of personal space.

Workplace sexual harassment means:

engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Reasonable action taken by the employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment. (This could include but not limited to scheduling or performance reviews).

3.0 Reporting Workplace Harassment

The ORC encourages anyone who has experienced workplace harassment to formally report the incident. No one will be penalised in any way for reporting incidents of workplace harassment.

3.1 How to Report Workplace Harassment

Workers can report incidents or complaints of workplace harassment verbally or in writing. When submitting a written complaint, please use a workplace harassment complaint form. When reporting verbally, the reporting contact, along with the individual complaining of harassment, will fill out the complaint form.

The report of the incident should include the following information:

1. Name(s) of the person who has allegedly experienced workplace harassment and contact information
2. Name of the alleged harasser(s), position and contact information (if known)
3. Names of the witness(es) (if any) or other person(s) with relevant information to provide about the incident (if any) and contact information (if known)
4. Details of what happened including date(s), frequency and location(s) of the alleged incident(s)
5. Any supporting documents the staff/volunteer who complains of harassment may have in his/her possession that are relevant to the complaint.
6. List any documents a witness, another person or the alleged harasser may have in their possession that are relevant to the complaint.



3.2 Who to Report Workplace Harassment to

An incident or a complaint of workplace harassment should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated in a timely manner.

Report a workplace harassment incident or complaint to the ORC senior staff or the President of the Board. If either of these individuals is the person engaging in the workplace harassment, contact any other member of the Board of Directors who will be prepared to assist you in your complaint.

The senior staff or President based on the position of the alleged harasser shall be notified of the workplace harassment incident or complaint so that they can ensure an investigation is conducted that is appropriate in the circumstances. If the incident or complaint involves the senior staff or a member of the Board of Directors, an external person qualified to conduct a workplace harassment investigation who has knowledge of the relevant workplace harassment laws will be retained to conduct the investigation.

All incidents or complaints of workplace harassment shall be kept confidential except to the extent necessary to protect workers, to investigate the complaint or incident, to take corrective action or otherwise as required by law.

4.0 Investigation

4.01 Commitment to Investigate

The ORC will ensure that an investigation appropriate in the circumstances is conducted when the senior staff, President or a Board Member becomes aware of an incident of workplace harassment or receives a complaint of workplace harassment.

4.02 Who Will Investigate

Senior staff or the President will determine who will conduct the investigation into the incident or complaint of workplace harassment. If the allegations of workplace harassment involve these individuals or a member of the Board Executive, the ORC will refer the investigation to an external investigator to conduct an impartial investigation.

4.03 Timing of the Investigation

The investigation will be completed in a timely manner and generally within 90 days or less unless there are extenuating circumstances (i.e. illness, complex investigation) warranting a longer investigation.

4.04 Investigation Process

The person conducting the investigation whether internal or external to the workplace will, at minimum, complete the following:

1. The investigator will ensure the investigation is kept confidential and identifying information is not disclosed unless necessary to conduct the investigation. The investigator should remind the parties of this confidentiality obligation at the beginning of the investigation.
2. The investigator will thoroughly interview the staff/volunteer who allegedly experienced the workplace harassment and the alleged harasser(s), if the alleged harasser is an employee or volunteer of the ORC. If the alleged harasser is not an employee, the investigator will make reasonable efforts to interview the alleged harasser.
3. The alleged harasser(s) will be given the opportunity to respond to the specific allegations raised by the worker. In some circumstances, the worker who allegedly experienced the workplace harassment should be given a reasonable opportunity to reply.
4. The investigator will interview any relevant witnesses employed by the employer who may be identified by either the worker who allegedly experienced the workplace harassment, the alleged harasser(s) or as necessary to conduct a thorough



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- investigation. The investigator will make reasonable efforts to interview any relevant witnesses who are not employed by the employer if there are any identified.
5. The investigator will collect and review any relevant documents.
 6. The investigator will take appropriate notes and statements during interviews with the worker who allegedly experienced workplace harassment, the alleged harasser and any witnesses.
 7. The investigator will prepare a written report summarising the steps taken during the investigation, the complaint, and the allegations of the worker who allegedly experienced the workplace harassment, the response from the alleged harasser, the evidence of any witnesses, and the evidence gathered. The report must set out findings of fact and come to a conclusion about whether workplace harassment was found or not.
 - 8.

4.05 Results of the Investigation

Within 10 days of the investigation being completed, the employee or volunteer who allegedly experienced the workplace harassment and the alleged harasser, if he or she is an employee or volunteer of the ORC, will be informed in writing of the results of the investigation and any corrective action taken or that will be taken by the employer to address workplace harassment.

4.06 Confidentiality

Information about complaints and incidents shall be kept confidential to the extent possible. Information obtained about an incident or complaint of workplace harassment, including identifying information about any individuals involved, will not be disclosed unless disclosure is necessary to protect workers, to investigate the complaint or incident, to take corrective action or otherwise as required by law.

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

5.0 Handling Complaints

In the time frame after a complaint is received until the investigation report is received, interim measures will be considered and taken if necessary. Senior staff or the President based on the position of the alleged harasser will work with both the employee or volunteer who allegedly experienced the workplace harassment and the alleged harasser, if he or she is an employee or volunteer of the ORC to determine if an alternate work situation needs to be put into place. This could include, but is not limited to, change in reporting structure, alternate work location or not serving specific customer/club/sponsor. It may be necessary for work separation of the two parties during the period of investigation. Neither the complainant nor the respondent shall suffer any penalty in his/her work during the period of separation.

During the period of investigation, the complainant shall not be compelled to attend a joint meeting.

Either party may request that an individual (who is not legal counsel) accompany them to the investigation meetings for support. The friend can only act as a silent witness. Where the investigation finds that harassment arises from an employee, supervisor, or other person associated with the workplace, there will be consequences for the individual. Examples of possible consequences could include, but are not limited to apologies, education, counselling, shift changes, reprimands, suspension, job transfer, or termination depending on the nature or severity of the behaviour and the circumstances.



6.0 Record Keeping

The ORC will keep records of the investigation including:

1. a copy of the complaint or details about the incident;
2. a record of the investigation including notes;
3. a copy of the investigation report (if any);
4. a summary of the results of the investigation that was provided to the worker who allegedly experienced the workplace harassment and the alleged harasser, if a worker of the employer;
5. a copy of any corrective action taken to address the complaint or incident of workplace harassment.

All records of the investigation will be kept confidential. The investigation documents, including this report should not be disclosed unless necessary to investigate an incident or complaint of workplace harassment, take corrective action or otherwise as required by law. Records will be kept for a minimum of three years or at least a year after the individuals are associated with the organisation.

Senior staff and the Board of Directors will review the procedures and program for handling workplace harassment and workplace sexual harassment complaints annually and all staff and volunteers will be trained in the policy and program.



POLICY ON PREVENTION OF VIOLENCE IN THE WORKPLACE

1.0 Policy

The ORC is committed to providing a respectful, supportive, healthy, safe, accessible and inclusive work environment for all employees, as they are entitled to work in an environment free from Workplace Violence. We uphold a zero tolerance to acts of Workplace Violence. All incidents and alleged incidents of workplace violence, no matter of what magnitude or whom it may involve, must be treated seriously and handled in a manner which includes immediate reporting to the supervisor/manager and, when required, the police. Whatever the cause or whoever the perpetrator, workplace violence is not to be accepted or tolerated. Sanctions could include up to immediate dismissal for perpetrators and criminal charges.

2.0 Purpose

The ORC will be proactive in working with its employees to prevent violence in the workplace by establishing and implementing a comprehensive workplace violence prevention program to fulfil the requirements of relevant legislation including the:

1. Occupational Health and Safety Act
2. Criminal Code of Canada
3. Ontario Human Rights Code
4. Workplace Safety and Insurance Act

This policy defines Workplace Violence (violence) and identifies the responsibilities of Employees and Management. It identifies behaviours that constitute violence and identifies the process for reporting and resolving incidents of violence.

3.0 Scope

This policy applies to all employees of the ORC which includes but is not limited to regular, temporary and contract employees including consultants. This policy also applies to volunteers, including the Board including Board of Directors.

This policy covers incidents of violence, as defined below. This policy does not apply to Workplace Harassment. Refer to the Workplace Harassment Policy and Workplace Harassment Program in response to incidents of Workplace Harassment.

4.0 Definitions

4.1 Workplace Violence

Workplace violence includes acts of physical violence, abuse (verbal or physical), bullying, intimidation, or other threatening behaviour that occurs in the workplace.

4.2 Workplace

For the purposes of this policy, the workplace includes any location in which employees and/or volunteers are engaged in ORC business activities necessary to perform their assignments. This includes, but is not limited to, ORC offices, employee/volunteer parking lots, employee/volunteer organised social events, field locations, and during business related travel.



4.3 Bullying

Bullying is an offensive, cruel, intimidating, insulting or humiliating behaviour that includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip. Bullying is considered harassment in general, unless there is physical contact or a threat of violence, where it is considered violence. Bullying is ill treatment that is not addressed under human rights legislation or criminal codes.

5.0 Policy Application

Note: If you witness an act of workplace violence in progress or if an individual becomes violent and your safety is at risk, leave the area immediately and call 911 or the emergency services number in your area.

A number of different actions in the work environment can trigger or cause workplace violence. It may even be the result of non-work related situations such as family crises, alcohol or drug abuse, financial pressures, or legal difficulties. Workplace violence can be inflicted by an abusive employee, volunteer, supervisor, manager, co-worker, client, family member, or even a stranger.

However, there is no sure way to predict human behaviour and, while there may be warning signs, there is no specific profile of a potentially dangerous individual. The best prevention comes from identifying any problems early and dealing with them.

6.0 Prevention

Prevention of workplace violence is the most important part of any plan. At its core, it involves awareness by management, employees and volunteers on the potential of violence and steps that can be taken to lessen the possibilities of an incident:

1. Pre-employment screening – The adherence to present policies regarding employee and volunteer screening is essential to identifying potential offenders before they are hired or engaged
2. Code of Conduct – All employees and volunteers are to read, sign and abide by the Code of Conduct.
3. Security – Maintaining a safe workplace is part of any good prevention program. There are a variety of ways to help ensure safety, such as locked doors after hours and general awareness.
4. Dispute resolution – An employee or volunteer may turn violent, in part, due to a build-up of frustrations in the workplace. Use of the organisation's appeal process is key to providing individuals with a constructive outlet for their concerns. Where there is interpersonal conflict, efforts will be made to support all parties.

Finally, and most importantly, employees and volunteers need to be aware of the fact that interpersonal behaviours can dramatically affect the possibility of a violent incident. Relations among all those in the organisation's family, including participants, should include respect for one another and an awareness of the importance of human dignity. Furthermore, willingness to listen to and assist fellow staff members and volunteers can go a long way towards mitigating feelings of depression and helplessness that can lead to violent behaviour.

7.0 Rights

1. Everyone has the right to an environment that is free from violence, and threat of violence, and to file a complaint when the environment is not free from violence. Employees have the right to file a complaint without fear of any discrimination or retaliation for being, or perceived to be, victims of workplace violence.
2. Employees have the right to refuse unsafe work where workplace violence is likely



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to endanger them. While work refusal is being investigated, the employee is to remain in a safe place that is as near as possible to their work location, making themselves available for the purposes of the investigation.

8.0 Responsibilities

8.1 Employees & Volunteer Responsibilities

1. Being familiar with applicable policies, procedures and programs affecting violence in the workplace, including Harassment in the Workplace, and Workplace Violence; securing their own workplace; questioning and/or reporting strangers to supervisors/managers
2. Reporting any threats, physical or verbal, and/or any disruptive behaviour of any individual to the appropriate supervisor/manager
3. Being familiar with any local procedures for dealing with workplace threats and emergencies
4. Taking all threats seriously
5. In the event of an incident of violence, reporting it immediately to his/her supervisor/manager or police, as the case may necessitate.

8.2 Management Responsibilities

1. Informing employees and volunteers of applicable policies, procedures and programs affecting violence in the workplace, including Harassment in the Workplace and Workplace Violence.
2. Ensuring that employees and volunteers know specific procedures for dealing with workplace threats and emergencies, and how to contact police, fire, and other safety and security officials
3. Ensuring that employees and volunteers with special needs are aware of emergency evacuation procedures and have assistance (as necessary) regarding emergency evacuation situations
4. Ensuring the security of buildings and offices
5. Providing adequate resources for training and awareness and including workplace violence awareness in employee and volunteer orientation. Training is to be updated for any new sites or situations that may present new or different risks for workplace violence.
6. Ensuring compliance with applicable provincial/territorial Health and Safety legislation
7. Responding to potential threats, escalating situations and incidents of violence by utilising proper resources from the following: first aid providers, local law enforcement and medical services.
8. Ensuring that all incidents of violence in the workplace are documented as outlined by the individual affected using the applicable Staff Incident/ Accident Report and Investigation Form. These forms are available from ORC senior staff.
9. In consultation with the Board, determining whether sufficient evidence exists to justify taking disciplinary action or discharging the employee/volunteer once the investigation of any misconduct is complete
10. Taking all threats seriously
11. Providing information about third party support opportunities for any employee who experience violence in the workplace

9.0 Process

1. Where an act of violence has occurred, workplace injury protocols are to be followed, the perpetrator removed (by police where there is an ongoing threat) and the site secured. Authorities are notified, if they have not been already, as well senior staff and in turn the Board of Directors. An investigation will then be conducted.
2. Where a threat of violence has occurred, senior staff and in turn the Board of



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Directors are to be notified. If the person who is uttering the threat is at the worksite, s/he shall be removed prior to any further investigation. An investigation will then be conducted.

3. If there has not been a threat or an act of violence, the act may be considered harassment. Refer to the ORC's Workplace Harassment Policy.
4. No investigation information is to be kept on the employee/volunteer's personnel file with the exception of official disciplinary/termination papers. Similar to problem resolution cases, investigation information should be kept indefinitely in a separate file. Proven allegations of violence, including disciplinary action taken shall be documented and form part of the employee/volunteer's permanent record.

10.0 Disciplinary Action

1. An act of violence, committed or threatened, by an employee or volunteer is a serious offence. If the act or threat of violence is substantiated, the violent employee/volunteer will be subject to immediate disciplinary action, up to and including dismissal. The ORC reserves the right to discipline those whose complaints are frivolous or vexatious.
2. Any interference with the conduct of an investigation, or retaliation against a complainant, respondent or witness, may itself result in disciplinary action.
3. Criteria in determining level of disciplinary action shall be based on fact scenarios and will take into account harm to the individual, harm to the organisation and its reputation, and whether or not there was an unequal power relationship.
4. Where the conduct involves, or may involve, criminal activity, the ORC reserves the right to involve the appropriate Police Services.
5. Employees and volunteers have a duty to disclose criminal activity.

11.0 Legal Parameters

Nothing in this policy shall be deemed to limit the right of an employee or volunteer to pursue criminal charges or civil legal action.

12.0 Responsibility

The Board of Directors is responsible for maintaining, monitoring, and revising this policy; and for authorising exceptions. The Board is responsible for reviewing this policy biannually.

Members of Ottawa Rowing Club's mManagement tTeam are responsible for applying and implementing this policy throughout their organisation.



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13.0 Workplace Harassment Complaint Form

This form can be used to report allegations of any form of workplace harassment or workplace violence. If you chose not to use the form, please do your best to include all relevant information in a report.

Name and contact information of worker who has allegedly experienced workplace harassment (your name):

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

Details of the complaint of workplace harassment

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

Relevant documents/evidence

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

Signature

Date

Once completed please give your report to the General Manager/President of the Board or any Board Member – whoever you feel is appropriate. Note as part of the investigation process the details of the complaint as indicated on this form will be shared with the individual(s) involved.