

A POLICIES AND PROCEDURES MANUAL FOR THE
LONG POND "SPLASH" FACILITY: AN INTERNSHIP
PLACEMENT WITH THE CITY OF ST. JOHN'S
DEPARTMENT OF RECREATION IN CONJUNCTION WITH
THE SCHOOL OF PHYSICAL EDUCATION AND ATHLETICS,
MEMORIAL UNIVERSITY OF NEWFOUNDLAND,
ST. JOHN'S, NEWFOUNDLAND

CENTRE FOR NEWFOUNDLAND STUDIES

**TOTAL OF 10 PAGES ONLY
MAY BE XEROXED**

(Without Author's Permission)

JEFFERY J. MITCHELL



INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps. Each original is also photographed in one exposure and is included in reduced form at the back of the book.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.

UMI

A Bell & Howell Information Company
300 North Zeeb Road, Ann Arbor MI 48106-1346 USA
313/761-4700 800/521-0600

A Policies and Procedures Manual for the
Long Pond "Splash" Facility: An Internship
Placement with the City of St. John's, Department of Recreation
in conjunction with the
School of Physical Education and Athletics,
Memorial University of Newfoundland, St. John's, Newfoundland.

By
Jeffery J. Mitchell

An Internship Report submitted to the
School of Graduate Studies
in partial fulfillment of the
requirements for the degree of
Master of Physical Education
School of Physical Education and Athletics
Memorial University of Newfoundland
May, 1997



National Library
of Canada

Acquisitions and
Bibliographic Services

395 Wellington Street
Ottawa ON K1A 0N4
Canada

Bibliothèque nationale
du Canada

Acquisitions et
services bibliographiques

395, rue Wellington
Ottawa ON K1A 0N4
Canada

Your file Votre référence

Our file Notre référence

The author has granted a non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of this thesis in microform, paper or electronic formats.

The author retains ownership of the copyright in this thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without the author's permission.

L'auteur a accordé une licence non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de cette thèse sous la forme de microfiche/film, de reproduction sur papier ou sur format électronique.

L'auteur conserve la propriété du droit d'auteur qui protège cette thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

0-612-23161-5

Abstract

The early beginnings of the Long Pond "Splash" Facility as a site for the instruction of watersports date back as far as the mid 1970's. Dr. Francis O'Connor, former physical education professor, and Mr. Keith Taylor, former Director of the School of Physical Education and Athletics, Memorial University of Newfoundland, were among the first individuals to teach watersports at the site to students enrolled in the Bachelor of Physical Education Degree program. It was not until the mid to late 1980's that the site began to offer watersports instructional courses and rentals to members of the general public. It was then that a conjoint relationship was formed between the School of Physical Education and Athletics, MUN, and the city of St. John's, Department of Recreation, to form the Long Pond "Splash" Facility.

Since the inception of the Long Pond "Splash" Facility, located on Long Pond in Pippy Park, St. John's, Newfoundland, it has been used mainly during the summer months as a site for the instruction and rental of watersports to physical education students, as well as members of the general public. It is the opinion of the author, and the two partners mentioned above, that the Long Pond "Splash" Facility has not been fully achieving its capabilities as a quality watersports facility. This inability to reach potential has largely been due to inconsistent management procedures, which have created a need for a detailed document outlining proper operational policies and procedures.

The following report is based on a thirteen-week internship experience as part of the requirements for a Master of Physical Education Degree program. The internship took place in the summer of 1996 at the Long Pond "Splash" Facility in St. John's,

Newfoundland. The duties of the internship included the organization and implementation of watersports programs and activities, the supervision of staff members, and the overall management of the watersports facility. The primary academic responsibility of the internship placement was the development of a detailed policies and procedures manual for the operation of the Long Pond “Splash” Facility.

This internship report contains three main components. Firstly, the report provides a brief overview of the history and development of the Long Pond “Splash” Facility. Secondly, and most importantly, it presents a detailed description of policies and procedures that cover many areas of the outdoor recreation management process, including registration, hiring, staff disciplinary action, promotional materials, rentals, programs, funding and many others. Thirdly, as a conclusion, the report provides a list of important recommendations made to the owners and administrators of the Long Pond “Splash” Facility regarding the management of the facility.

Acknowledgments

The author would like to take this opportunity to thank all of the people and organizations that have made the internship experience a possibility. Firstly, thank-you to the management and staff at the School of Physical Education and Athletics, Memorial University of Newfoundland, and to the city of St. John's, Department of Recreation, for allowing the author to be a part of the Long Pond "Splash" Facility.

A special thank-you goes to Dr. Basil Kavanagh, the author's internship supervisor and friend, for providing such great academic support throughout the internship, and university career. Thank-you to the other members of my supervisory committee, Dr. T.A. Loeffler, and Mrs. Natalie Godden, for their support throughout the entire process. Finally, a thank-you to my friend, Ms. Donna Squires, for the encouragement and help through the difficult times experienced throughout the masters degree program.

Table of Contents

	<u>Page</u>
Abstract.....	ii
Acknowledgments.....	iv
List of Tables	x
List of Figures	xi
 Chapter I	
Introduction.....	1
History of the Long Pond “Splash” Facility	1
Internship Placement.....	5
Objectives	5
Purpose of the Manual	6
Organization of the Policies and Procedures Manual	7
Definition of Terms.....	8
 Chapter II	
A. Organization Policies of the Long Pond “Splash” Facility	10
A.1. Name	10
A.2. Location	10
A.3. Ownership	10
A.4. Period of Operation	10
A.5. Number of Staff	11
 Chapter III	
B. General Policies and Procedures	12
B.1. Objectives of the Long Pond “Splash” Facility	12
B.2. Stormy Day Procedures.....	14
B.3. Required Swim Test.....	15
B.4. Safety Equipment	15
B.5. Care of Equipment	16
B.6. Use of the Facility	16
 Chapter IV	
C. Registration Policies and Procedures	17
C.1. Registration Policy	17
C.2. Classifications	17
C.3. Under-Age Participants	17
C.4. Registration Schedule/Location	18

Chapter V	
D. Hiring Policy.....	19
D.1. Supervisory Position	19
D.2. General Staff Positions.....	20
Chapter VI	
E. Staff Policies and Procedures	22
E.1. Orientation and Training	22
E.2. Staff Duties/Responsibilities	22
E.3. Work Hours	23
E.4. Staff Conduct.....	23
E.4.a Appearance	23
E.4.b Staff Uniform.....	24
E.4.c Drug Use.....	24
E.4.d Offensive Language.....	24
E.4.e Sun-Bathing/Loitering	24
E.4.f Visits	25
E.5. Employee Leave	25
E.5.a Sick Leave	25
E.5.b Requested Leave.....	25
E.5.c Substitutions	25
E.5.d Unauthorized Leave.....	26
E.5.e Employee Lateness/Early Leave.....	26
E.6. Payment Procedures	26
E.6.a Pay Period	26
E.6.b Pay Cheque Distribution.....	26
E.6.c Payment Error	27
E.7. Employee Injury	27
E.8. Mileage	27
E.9. Staff Disciplinary Action.....	27
Chapter VII	
F. Administrative Policies and Procedures	29
F.1. Administrative Forms	29
F.2. Administrative Services.....	29
F.2.a Photocopying	29
F.2.b Computer Lab	29
F.2.c Administrative Supplies.....	30
F.2.d Communication Services	30
F.2.e Printing Services	30
F.3. On-site Registration/Rentals.....	31
F.4. Staff Meetings.....	31
F.5. Administrative Reports.....	32

Chapter VIII	
G. Emergency Policies and Procedures	33
Chapter IX	
H. Customer Service Procedures	34
Chapter X	
I. Public Incident Policies	35
I.1. Breaking Rules	35
I.2. Vandalism	36
Chapter XI	
J. Program Policies and Procedures	37
J.1. Summer Watersports Program	37
J.1.a Period of Operation	37
J.1.b Staffing	37
J.1.c Site Preparation and Closure Policies	38
J.1.d Promotions/Publicity	38
J.1.e Facility Operation Policies	39
J.1.f Instructional Programs	39
J.1.f.i Canoeing Course	40
J.1.f.ii Kayaking Course	40
J.1.f.iii Sailing Course	41
J.1.f.iv Windsurfing Course	41
J.1.g National Certification	42
J.1.h Safety Procedures	42
J.1.i Stormy Day Procedures	43
J.1.j Alternate Stormy Day Procedures	43
J.1.k Make-Up Lessons	44
J.1.l Course Registration	45
J.1.m Staff Meetings	45
J.1.n Emergency Procedures	45
J.1.o Equipment Maintenance/Repair	45
J.1.p Restricted Areas	45
J.1.q Watersports Equipment Rentals	46
J.1.q.i On-Site Equipment Rentals	46
J.1.q.ii Off-Site Equipment Rentals	47
J.1.q.iii Group Rentals	47
J.1.r Special Events	48
J.1.s Personal Equipment Storage	48
J.1.t Facility Usage	48
J.1.u Unauthorized Absence of Minor Patrons	49
J.2. Memorial University of Newfoundland Outdoor Activities Program	49
J.3. Cross-Country Skiing Program	50

J.3.a	Period of Operation	50
J.3.b	Staffing	50
J.3.c	Site Preparation and Closure Policies	51
J.3.d	Promotions/Publicity	51
J.3.e	Facility Operation Policies	52
J.3.f	Instructional Programs	52
	J.3.f.i Level I (Beginner) Course	53
	J.3.f.ii Level II (Intermediate) Course	54
	J.3.f.iii Level III (Advanced) Course	54
J.3.g	Safety Procedures	55
J.3.h	Stormy Day Procedures	56
J.3.i	Alternate Stormy Day Procedures	56
J.3.j	Make-Up Lessons	56
J.3.k	Course Registration	56
J.3.l	Staff Meetings	56
J.3.m	Emergency Procedures	56
J.3.n	Equipment Maintenance/Repair	56
J.3.o	Restricted Areas	56
J.3.p	Cross-Country Skiing Equipment Rentals	57
	J.3.p.i On-Site Equipment Rentals	57
	J.3.p.ii Off-Site Equipment Rentals	58
	J.3.p.iii Group Rentals	58
J.3.q	Special Events	59
J.3.r	Personal Equipment Storage	59
J.3.s	Facility Usage	59
J.3.t	Unauthorized Absence of Minor Patrons	59
J.4.	Camping Equipment Rental Program	59
	J.4.a Period of Operation	59
	J.4.b Staffing	60
	J.4.c Site Preparation and Closure Policies	60
	J.4.d Promotions/Publicity	61
	J.4.e Facility Operation Policies	61
	J.4.f Equipment Maintenance/Repair	62
	J.4.g Off-Site Equipment Rentals	62
	J.4.h Group Rentals	63

Chapter XII

K.	Evaluation Policies and Procedures	64
	K.1. Staff Evaluation Policies	64
	K.2. Facility/Equipment Evaluation Policies	65
	K.3. Course Evaluation Policies	67
	K.3.a General Staff Evaluation of Participants	67
	K.3.b Participant Evaluation of Course	67
	K.4. Program Evaluation Policies	68

Chapter XIII	
L. Budget/Funding Policies and Procedures	70
L.1. On-Site Financial Management	70
L.2. Program Budgeting	71
L.3. Program Funding	71
L.3.a Memorial University of Newfoundland	71
L.3.b Human Resources Development, Canada	71
L.3.c User Fees	72
L.4. Facility Equipment Costs	73
Chapter XIV	
Summary and Conclusions	76
Action Statements	77
References	79
APPENDIX A	Accident Report Form
	80
APPENDIX B	Public Incident Report Form
	81
APPENDIX C	Vandalism Report Form
	82
APPENDIX D	Off-Site Equipment Rental Form
	83
APPENDIX E	Facility Evaluation Form
	84
APPENDIX F	Equipment Evaluation Form
	85
APPENDIX G	Course Evaluation Form
	86
APPENDIX H	Instructional Course Participation Form
	87
APPENDIX I	Equipment Rental Statistics Form
	88
APPENDIX J	Telephone Directory
	89

List of Tables

	<u>Page</u>
Table. 1 Time Line for the Period of Operation	11
Table. 2 Projected Equipment Expenses for the Watersports Program	73
Table. 3 Projected Equipment Expenses for the Cross-Country Skiing Program	74
Table. 4 Projected Equipment Expenses for the Camping Equipment Rental Program..	74
Table. 5 Summary of Projected Equipment Expenses	74

List of Figures

	<u>Page</u>
Figure. 1 Percentages of Projected Program Equipment Expenses	75

Chapter I

Introduction

History of the Long Pond “Splash” Facility

The Long Pond “Splash” Facility is a watersports operation that is located on Long Pond, Pippy Park in the City of St. John’s, Newfoundland. The site and surrounding property is owned by Memorial University of Newfoundland. The early beginnings of the “Splash” facility date back as far as the mid 1970’s, when it was used as a site for the instruction of watersports. Dr. Francis O’Connor, former physical education professor, and Mr. Keith Taylor, former Director of the School of Physical Education and Athletics at MUN, were among the first to begin using the site for instructional purposes. These individuals were involved in the instruction of canoeing and sailing, along with other outdoor-related skills, through an outdoor activities course that was offered at the School of Physical Education and Athletics as part of the Bachelor of Physical Education degree program.

Students enrolled in the outdoor activities course attended practical canoeing and sailing instructional classes at Long Pond from six to ten hours per week, for a period of approximately six to eight weeks in late summer and early fall each year. The area used for the early instruction was located on the south side of Long Pond about halfway down the shore. Students enrolled in the outdoor activities course carried most of the equipment to the site from the Physical Education Building which included canoes, paddles and personal flotation devices. Sailboats, accessed by canoes, were moored in the middle of the pond.

In the mid to late 1980's, a small concrete boathouse was used to store the watersports equipment located on the north side of Long Pond. In addition, a small wooden dock was located on the same side of the pond, however it was seldom used for instructional purposes. Approximately eight sailboats and eight canoes were used in the instruction of watersports, and a small power boat was used for rescue purposes. Though the facility has not been used for outdoor activities in the winter, Long Pond was a focal point in the instruction of the winter outdoor activities course at the School of Physical Education and Athletics. The above scenario continued until 1985.

It was not until the mid to late 1980's that the Long Pond "Splash" Facility began to offer watersports instructional services to the general public outside the School of Physical Education and Athletics program. Since this time, the site has been conjointly operated by the City of St. John's, Department of Parks and Recreation and the School of Physical Education and Athletics, MUN. During this period, the Long Pond "Splash" Facility has consisted of a large green storage trailer, (40' x 8' x 10'), formerly the rear of a transport truck, which has been located at the shoreline on the south side of Long Pond about 200 meters from the Faculty of Business building, MUN. Over the years, the trailer has served as a primary function for equipment storage, and as a secondary function for a staff and reception area. In recent years, the secondary function has been met by utilizing an additional temporary trailer.

In addition to the above, a main one-section floating dock (15' x 5'), has been anchored about 25 feet offshore, with a smaller, two-section dock (5' x 12'), attached to it. Connecting the main dock with the shore is a detachable walking ramp (4' x 25'). The

smaller floating dock, and the ramp, are stored in the winter months, and only used in summer months when the watersports program is in operation. The larger dock, however, has been left in the pond year-round.

The capital expenses of the facility including the trailer, docks, and the ramp have been absorbed by MUN. The School of Physical Education and Athletics, through the Department of Technical Services, and the Department of Facilities Management, have serviced these facilities. A major cost incurred was in the complete rebuilding of the dock in 1994 for approximately \$10,000.00. This cost was equally shared by The Department of Facilities Management and the School of Physical Education and Athletics.

The outdoor watersports equipment used at the Long Pond "Splash" Facility has been provided by both the City of St. John's, Department of Parks and Recreation, and the School of Physical Education and Athletics, MUN. The City has taken the responsibility of hiring qualified instructors and staff, with the help of government grants, to develop and implement watersport instructional programs and recreational experiences for canoeing, kayaking, windsurfing, and sailing. Both, youth and adult courses, as well as the on-site rental of equipment, have been conducted in all four watersport areas by the facility staff. In addition, national certification courses have been offered for sailing, kayaking, and canoeing. The facility has traditionally operated from mid to late June until late August or early September, with a weekly schedule of 9 a.m. to 9 p.m., Monday to Friday, and 1 p.m. to 5 p.m. on Saturdays.

The Long Pond "Splash" Facility has served an academic purpose for the School of Physical Education and Athletics. A portion of the Physical Education course, PHSD 3220, deals with outdoor activities, in that, canoeing and sailing instruction has been provided for Physical Education majors in late summer and early fall. Since 1994, however, students no longer participate in sailing at the facility. Canoeing instruction for Physical Education Majors is presently offered for a period of 18 hours during June and July of each academic year.

The Long Pond "Splash" Facility and its staff have also catered to the canoeing and camping camp that has been offered on an annual basis by the sports camps office at the School of Physical Education and Athletics, MUN. This camp has been traditionally offered in late June or early July of each summer, and has been open to boys and girls, aged 10 to 17 years. The camp has been offered over a period of four days which includes a pool session, 2.5 days of instruction at the facility, and an overnight canoe/camping trip in the Avalon Wilderness Area. The canoeing and camping camp has not been offered since 1995.

In addition to the above, the Long Pond "Splash" Facility has accommodated the "Flip and Dip" program that has been offered by the St. John's Aquarena. The "Flip and Dip" program operated during the summer months for two hours per week, with approximately 60 children between the ages of 5 and 12 years involved each week. Children enrolled in this program came to the facility for canoeing instruction, in addition to their swimming classes at the Aquarena. This program was mainly supervised by the staff at the Aquarena, however, additional instruction and rescue response was provided

by the staff at the Long Pond "Splash" Facility. The canoes, paddles, and personal flotation devices (PFD's), were provided by the School of Physical Education and Athletics, MUN.

Internship Placement

An option for students enrolled in the Master of Physical Education degree program at the School of Physical Education and Athletics, MUN involves the student completing eight academic courses, followed by a thirteen-week internship. Students choosing the internship route are required to contact an organization in the area of interest in an attempt to obtain an internship placement. The placement must be approved by the School of Physical Education and Athletics, MUN.

The author had contacted the City of St. John's, Department of Recreation and arranged an internship placement beginning on Monday, May 27, 1996 and ending on Saturday, August 31, 1996. The internship placement required the intern to assume a supervisory position at the Long Pond "Splash" Facility, a four-watersport facility located at Long Pond, Pippy Park in St. John's, Newfoundland. The placement offered the intern a valuable opportunity to study the management and administration of the watersports program offered at the facility.

Objectives

The internship placement at the Long Pond "Splash" Facility involved a variety of duties and responsibilities. Among the responsibilities included the organization, administration, and implementation of watersports programs and activities for members

enrolled in programs at the facility, the supervision of staff members, and the management of the overall watersports facility.

The major task of the internship placement, however, required the development of a detailed policies and procedures manual for the operation of the Long Pond "Splash" Facility. The intern studied all areas of the watersports program at the facility from the planning and preparation phase, through the implementation stage, and finally, to the evaluative phase. Policies and procedures in all of these stages of watersports management were developed by the intern in an attempt to provide a valuable future resource.

Purpose of the Manual

Since the Long Pond "Splash" Facility has been in existence, the operation procedures to be followed have been verbally passed on to employees. What has been written about the operation of the facility lacked the detail that is required for the successful management of the watersports program. This has created inconsistencies in the way the facility has been operated, especially when there is a turnover in staff from year to year.

Thus, there is a need for a detailed policies and procedures manual for the operation of the Long Pond "Splash" Facility. Such a manual will give any new supervisor, or staff member, a detailed operational guide for the Long Pond "Splash" Facility. It will ensure that the facility will be consistently managed from year to year, regardless of any changes in the staff. It will also serve as a legitimate reference

document which can be used by staff, management, and others in dealing with situations which arise during the daily operation of the facility.

Organization of the Policies and Procedures Manual

The policies and procedures manual for the Long Pond "Splash" Facility will provide a detailed description of how the facility is to be operated on a year-round basis. Policies and procedures written in this document primarily refer to the summer watersports program. In addition, the manual will also refer to outdoor activities such as cross-country skiing, as well as outdoor equipment rentals.

The policies and procedures manual is written for the benefit of the owner of the facility, the School of Physical Education and Athletics, MUN. It will be based on observations and recommendations made by the author over the course of the internship process, as well as documentation from years prior to the internship placement. The contents, divided into chapters, will include policies and procedures in areas such as hiring, registration, disciplinary action, public incidents, emergency protocol, evaluations, and many others. Where necessary, the manual will make references to general guidelines, policies and procedures which are already in place at Memorial University.

Definition of TermsLong Pond “Splash” Facility:

The Long Pond “Splash” Facility is the term used to describe a watersports recreational facility that is owned and operated by the School of Physical Education and Athletics, Memorial University of Newfoundland, and located on Long Pond, Pippy Park in St. John’s, Newfoundland.

SPEA:

SPEA is an acronym used for the School of Physical Education and Athletics, Memorial University of Newfoundland. It refers to an institution that offers training for students interested in becoming physical education teachers and recreation practitioners. The institution also offers a recreational service program, and is located in St. John’s, Newfoundland.

Department of Recreation:

The term Department of Recreation refers to the City of St. John’s, Department of Recreation, whose responsibility it is to deliver recreational programs to citizens of the City of St. John’s, Newfoundland.

Immediate Supervisor:

The term Immediate Supervisor refers to the individual responsible for the development and implementation of all programs offered at the Long Pond "Splash" Facility.

General Staff:

The term general staff is used to describe employees at the Long Pond "Splash" Facility who are under the direct supervision of the immediate supervisor.

Outdoor Activities Course:

The Outdoor Activities Course refers to a required university course that is taken by students enrolled in the Bachelor of Physical Education (Co-op) degree program.

Chapter II

A. Organization Policies of the Long Pond "Splash" Facility

A.1. Name

- 1.00 The name of the operation shall be "The Long Pond "Splash" Facility" hereinafter referred to as the "Facility".

A.2. Location

- 1.00 The Facility is situated on the south side of Long Pond, Pippy Park which is centrally located on MUN Campus in the City of St. John's, Newfoundland.

A.3. Ownership

- 1.00 The Facility is owned and operated by the School of Physical Education and Athletics (hereinafter referred to as SPEA), Memorial University of Newfoundland (hereinafter referred to as MUN).
- 2.00 The Director of the SPEA shall be responsible for the Facility.

A.4. Period of Operation

- 1.00 The facility shall operate on a year-round basis (refer to Table. 1 below).
 - a. During the period of May 24 and September 31, the Facility will operate its watersports programs and equipment rentals catering to the general public, special groups, and students in the Bachelor of Physical Education degree program at the SPEA.
 - b. During the period of October 1 and November 15, the Facility will operate its equipment rental program and begin its watersports equipment repair process.
 - c. During the period of November 30 and March 15, the Facility will operate its cross-country skiing instructional and rental program.
 - d. During the period of March 15 and May 24, the Facility will operate its equipment rental program and make preparations for the summer program.

Period of Operation

MONTH	ACTIVITY
January	Cross-country ski lessons and rentals
February	Cross-country ski lessons and rentals
March	Cross-country ski lessons and rentals
April	Equipment rentals; Preparation for summer
May	Equipment rentals; Watersports Program
June	Watersports Program
July	Watersports Program
August	Watersports Program
September	Watersports Program
October	Equipment rentals
November	Cross-country ski program begins
December	Cross-country ski program

Table. 1: Time line for period of operation.

A.5. Number of Staff

- 1.00 The Facility shall have one (1) supervisor that is employed on a year-round basis responsible for overseeing the entire operation.
 - a. The supervisor shall be in charge of all operations and management of the Facility on a year-round basis.
 - b. The supervisor shall report to the Director/Associate Director at the SPEA.
- 2.00 The Facility shall have five (5) general staff members employed on a seasonal basis during the summer watersports program.
 - a. The general staff shall be hired by the supervisor and members of the SPEA and shall consist Memorial students, with students enrolled in the Bachelor of Physical Education (Co-operative) degree program given preference.
 - b. All general staff members shall be under the direct supervision of the supervisor, or members from the SPEA in his absence.
- 3.00 When necessary, additional general staff members shall be hired to work on a part-time basis throughout the year where needs dictate.

Chapter III

B. General Policies and Procedures

B.1. Objectives of the Long Pond "Splash" Facility

1.00 Mass Participation:

- a. To encourage as many students at Memorial, and citizens of the City of St. John's and surrounding areas, of all ages and abilities, to participate in watersports, and other outdoor activities for fitness and general enjoyment.
- b. To create awareness among the recreation community of watersports and outdoor activities, and of the benefits that are associated with them.
- c. To provide a unique recreational experience to interested Memorial students and citizens in the City of St. John's.
- d. To provide a recreational experience that is affordable for Memorial students and the citizens in the City of St. John's.

2.00 Development of Outdoor Activities:

- a. To develop the watersports of canoeing, kayaking, windsurfing, and sailing.
- b. To offer national certification in some, or all, of the outdoor activities offered at the Long Pond "Splash" Facility.
- c. To develop a network of provincial contacts, organizations, and resource people involved in the instruction of watersports, and other outdoor activities.
- d. To promote summer and winter outdoor activities at Memorial and in the City of St. John's, and the surrounding areas.
- e. To train individuals in the various outdoor activities in an attempt to further develop watersports, and other outdoor activities.

3.00 Physical Fitness and Exercise:

- a. To motivate individuals to achieve a higher level of physical fitness through summer and winter outdoor recreational activities.

- b. To promote and demonstrate, through instructional courses, the fitness benefits of watersports and other outdoor activities.
- c. To develop an understanding among participants that watersports and other outdoor recreational activities are long-term and enjoyable forms of exercise.

4.00 Safety and Survival Concepts:

- a. To develop an awareness of water safety concepts, as well as other outdoor survival skills, among participants enrolled in programs at the facility.
- b. To teach, through instructional courses, nationally approved safety measures and skills involved in watersports and other outdoor activities.
- c. To promote safety and survival concepts by utilizing nationally certified equipment and safety protocol at the facility.

5.00 Environmental Stewardship:

- a. To encourage the preservation of the natural environment when participating in watersports and other outdoor recreational activities.
- b. To teach, through instructional courses, environmental conservation skills which are to be used while participating in watersports and other outdoor activities.

6.00 Education:

- a. To provide post-secondary educational training in the area of outdoor activities to students enrolled in the Bachelor of Physical Education (Co-operative) degree program at the SPEA.
- b. To provide educational opportunities in the area of outdoor activities to groups and individuals at Memorial and in the City of St. John's, and surrounding areas.

7.00 Enjoyment:

- a. To provide opportunities for people of all ages and abilities to enjoy outdoor recreational activities.
- b. To encourage enjoyment of outdoor recreational activities through instruction.

- 8.00 To stimulate interest in watersports and other outdoor activities in the City of St. John's, and the Province of Newfoundland and Labrador.
- 9.00 To make linkages with, and strengthen, the organizational bodies that are involved in watersports and other outdoor activities at Memorial, in the City of St. John's, and throughout the Province of Newfoundland and Labrador.
- 10.00 To develop a closer relationship between provincial organizations involved in outdoor recreational activities and national governing bodies, in an attempt to increase the consistencies in the various activities.
- 11.00 To encourage quality leisure experiences through watersports, and other outdoor activities.
- 12.00 To implement quality outdoor recreational programs and activities for individuals of all ages and abilities.
- 13.00 To provide formal and informal outdoor recreational opportunities to individuals at Memorial and in the City of St. John's.
- 14.00 To develop improved levels of participation in outdoor activities.
- 15.00 To provide the means to quality, life-long outdoor recreational activities for Memorial students, citizens in the City of St. John's, and in the Province of Newfoundland and Labrador.

B.2. Stormy Day Procedures

Instructional lessons can be postponed:

- 1.00 If the weather has been inclement during the day a decision on whether the instructional courses will go ahead will be made by the Facility's supervisor and an announcement made on local radio stations between 8:00 a.m. - 9:00 a.m. on the day of the course, and participants will also be telephoned.
- 2.00 By the Facility's supervisor, or general staff members in the absence of the former, any time prior to the start of an instructional course if weather conditions are deemed inclement. In this event, participants will be telephoned where possible.
- 3.00 Canceled instructional courses will be rescheduled when necessary.

B.3. Required Swim Test

- 1.00 All participants must complete a mandatory swimming test prior to registration in any watersports instructional course or program that is offered at the Facility. The swim test includes the following items:
- a. Swim 200 meters without the assistance of any personal flotation device (PFD).
 - b. Don a PFD in the water without outside assistance.
 - c. Swim 50 meters wearing a PFD.
 - d. Drag a passive victim using proper rescue technique a distance of 50 meters (both wear a PFD).
 - e. Tread water in the deep end for a period of 5 minutes.
- 2.00 Swim tests may be completed at the MUN pool in the Physical Education building, the Aquarena, and any other pool in the City of St. John's, Newfoundland designated by the Facility.
- 3.00 Individuals will not be permitted to register for instructional courses or any other programs offered by the facility if:
- a. A swim test is not completed.
 - b. Any item of the swim test is incomplete.
 - c. The test is not endorsed by a nationally certified lifeguard.

B.4. Safety Equipment

- 1.00 All members participating in programs offered by the Facility are required to wear, or carry where necessary, the proper safety equipment used in the given activity (i.e. PFD, whistles, etc.)
- a. All safety equipment must meet national safety standards.
 - b. Staff members must ensure that the equipment is in good working order.
 - c. Safety equipment must be used at all times during the activity.

B.5. Care of Equipment

- 1.00 All participants in programs offered by the Facility must care for the equipment on-site in such a manner that it is returned in the same condition as it was before it was to be used.
- 2.00 All participants renting equipment from the Facility to be taken off-site must sign a form stating that, in the event that equipment owned by the Facility becomes damaged, outside of normal wear and tear, then the user must cover the cost of the damages, or replacement of equipment, if necessary.
- 3.00 Participants will not be held accountable for equipment damages under the following circumstances:
 - a. A breakdown in the equipment that occurs under the normal performance ability.
 - b. Damage to equipment that occurs as a result of external conditions that could not have been prevented by the user.

B.6. Use of the Facility

- 1.00 During normal hours of operation, the Facility is to be used only by the staff on site, members of the SPEA, and paying patrons. This includes the boathouse, as well as the dock, but not Long Pond in general.
- 2.00 Under no circumstances are members outside of this group permitted to use the Facility, or loiter in the area of the Facility, during regular hours of operation, unless permission is gained.
 - a. If the above is not adhered to, then the immediate supervisor at the Facility, or the general staff in his absence, may contact Memorial University Campus Enforcement.
- 3.00 Members outside of the group are permitted to use the Facility only if special permission is gained from the SPEA, or the immediate supervisor at the Facility.

Chapter IV

C. Registration Policies and Procedures

C.1. Registration Policy

1.00 The Long Pond "Splash" Facility will accept registrants in its programs based on the following guidelines:

- a. All registrants must be over the age of twelve (12) years.
- b. All registrants enrolling in programs shall have completed the required pre-requisites, if any, prior to registration.

C.2. Classifications

1.00 The following is the classification of groups by age:

- a. Youth (aged 12 - 16 years)
- b. Adult (Over 16 years)
- c. Senior (Over 65 years)

C.3. Under-Age Participants

1.00 Individuals under the age of twelve (12) years may participate in programs offered by the Facility under the following circumstances:

- a. A written request is submitted to, and approved, by the supervisor of the Facility.
- b. All swimming requirements, or substitutions of, are met by the individual and meets the physical stature required for the activity.
- c. The individual belongs to a group that shall provide supervision.
- d. The individual possesses provincial/national certification at the beginner level in the area of interest.

C.4. Registration Schedule/Location

- 1.00 Registration for all programs offered at the Facility will take place on a continuous basis at the SPEA.
- 2.00 On-site registration will be available at the Facility during regular operational periods.

Chapter V

D. Hiring Policy

D.1. Supervisory Position

1.00 The Facility shall advertise the permanent supervisory position in the St. John's, Evening Telegram, and at the SPEA, at least six (6) months prior to the inception of the program. Appointments will be based on the following process:

- a. A committee of three (3) members (2 faculty, 1 staff), with at least two with backgrounds in outdoor recreation and/or aquatics, from the SPEA will:
 - i. screen applicants to identify those that meet the minimum standards of experience and certification;
 - ii. interview qualified applicants for the supervisor's position and make recommendations to the Director of the top three candidates ranked in order of qualifications; and,
 - iii. assisted by the summer supervisor, interview all qualifying applications for other positions and recommend appointments based on highest to lowest qualifications.
- b. The hiring process will include a three phase ranking system and shall be as follows:
 - i. up to 10 points for the qualifications as outlined in the application, with 1 being "meeting most", 5 being "meeting enough", and 10 being "exceeding".
 - ii. up to 10 points for the interview which will include the communications skills of the applicant and the merit of the responses to formalized questions; and,
 - iii. up to 10 points for references of character, work record and general information on the applicant.

2.00 Applicants scoring the highest total shall be considered in order of scoring total. Preference will be given to individuals having worked in an outdoor recreation environment prior to the interview.

- 3.00 The successful candidate will be contacted by telephone and offered the supervisory position no later than five(5) work days following the interview process.
 - a. If the position is verbally accepted by the candidate, then he is required to meet with the hiring committee to discuss details of the job, and endorse a written contract within one (1) week of notification.
 - b. If the position is verbally rejected by the candidate, then the hiring committee will select the next most qualified candidate and repeat the above process.
- 4.00 Candidates who are unsuccessful will receive a written notification no later than ten (10) working days following the interview process.
- 5.00 Refer to additional general hiring policies and procedures at the Department of Human Resources, MUN.
- D.2. General Staff Positions
 - 1.00 The Facility shall advertise all vacant positions, both temporary and permanent through the St. John's Evening Telegram, and the Co-operative Office at the SPEA at least three (3) months prior to the summer program.
 - 2.00 General staff members will be chosen from Memorial students, with preference given to those enrolled in their work term from the Bachelor of Physical Education (Co-operative) degree program at the SPEA, and other individuals having the qualifications. Appointments will be based on the following process:
 - a. A committee of three (3) members including the supervisor and two (2) members from the SPEA will:
 - i. screen applicants to identify those that meet the minimum standards of experience and certification;
 - ii. interview qualified applicants for the General Staff positions and make recommendations to the Director of the top three candidates ranked in order of qualifications; and,
 - iii. assisted by the summer supervisor, interview all qualifying applications for other positions and recommend appointments based on highest to lowest qualifications.
 - b. The hiring process will include a three phase ranking system and shall be as follows:

- i. up to 10 points for the qualifications as outlined in the application, with 1 being "meeting most", 5 being "meeting enough", and 10 being "exceeding".
 - ii. up to 10 points for the interview which will include the communications skills of the applicant and the merit of the responses to formalized questions; and,
 - iii. up to 10 points for references of character, work record and general information on the applicant.
- 3.00 Applicants scoring the highest total shall be considered in order of scoring total. Preference will be given to individuals having worked in an outdoor activity environment prior to the interview.
- 4.00 The successful candidate will be contacted by telephone and offered the supervisory position no later than five(5) work days following the interview process.
 - a. If the position is verbally accepted by the candidate, then he is required to meet with the hiring committee to discuss details of the job, and endorse a written contract within one (1) week of notification.
 - b. If the position is verbally rejected by the candidate, then the hiring committee will select the next most qualified candidate and repeat the above process.
- 5.00 Candidates who are unsuccessful will receive a written notification no later than ten (10) work days following the interview process.
- 6.00 Refer to additional general hiring policies and procedures at the Department of Human Resources, MUN.

Chapter VI

E. Staff Policies and Procedures

E.1. Orientation and Training

- 1.00 All staff members at the Facility are required to attend any and all orientation and staff training sessions administered by the Facility, or members at the SPEA.
- 2.00 Staff members unable to attend any or all of such sessions are required to notify the immediate supervisor, or the SPEA at least twenty-four (24) hours prior to the session(s) except when:
 - a. unforeseen circumstances arise that prevent the staff member from notifying the immediate supervisor. In that case, notification as soon as possible is required.
- 3.00 Staff members missing training sessions as a result of 2.00 (a) above, shall be required to make up the sessions at a later date assigned by the immediate supervisor.

E.2. Staff Duties/Responsibilities

- 1.00 Staff members at the Facility shall be responsible for the following:
 - a. Instruction of specific waterfront program (e.g. canoeing, kayaking, etc.), and other outdoor programs.
 - b. Preparation and organization of equipment for programs.
 - c. Observation of all rules and safety procedures at the Facility.
 - d. Supervision of participants and activities at the Facility.
 - e. Assist and supervise the equipment rental program.
 - f. Assist other staff at the Facility in program activities.
 - g. Storage and security of equipment and facilities.
 - h. Assist in emergency rescues where required.
 - i. Submission of lesson plans and reports where required.
 - j. Participation in staff training.

- k. Participation in personal skill development activities at the Facility.
 - l. Provide leadership and enthusiasm in the area of instruction.
 - m. Assist in the maintenance of a clean working environment.
- 2.00 Staff members at the Facility may be required to perform any other duties as directed by the immediate supervisor, or by members at the SPEA.
- E.3. Work Hours
- 1.00 Staff at the Facility are required to work a period of forty (40) hours per week, unless otherwise indicated by the immediate supervisor.
 - 2.00 There are three (3) possible shift arrangements which staff members are required to work in a given week. They are as follows:
 - a. Morning Shift (9 a.m. to 5 p.m.).
 - b. Evening Shift (1 p.m. to 9 p.m.).
 - c. Split Shift (9 a.m. to 1 p.m. and 5 p.m. to 9 p.m.).
 - 3.00 Staff at the Facility are required to show up at least ten (10) minutes prior to the work shift, and must not leave until the shift is complete.
 - 4.00 Staff at the Facility shall receive one (1) hour for lunch, and two (2) - ten (10) minute breaks throughout the day. These breaks cannot be substituted for late arrival or early leave, and must be taken separately.
 - 5.00 Staff schedules will be designed by the immediate supervisor.
- E.4. Staff Conduct
- E.4.a Appearance
- 1.00 All staff members are required to maintain a neat and organized appearance while on site. This includes personal grooming, cleanliness of clothes, and general physical state.
 - 2.00 All staff must behave in a professional manner representative of the SPEA.

E.4.b Staff Uniform

- 1.00 Staff at the Facility will be issued two (2) polo t-shirts, one (1) sweat-shirt, and one (1) wind-breaker displaying the Facility's logo at the beginning of the term of employment on a cost-share basis. These uniform parts are the permanent properties of the employee.
- 2.00 All staff members at the Facility are required to wear the staff uniform (polo shirt, sweatshirt, and wind-breaker) during any and all staff-related functions with the exception where:
 - a. Job requirements force the staff member to remove the uniform (e.g. performing a water rescue).
- 3.00 Any staff member intentionally defacing the staff uniform will be subject to disciplinary action by the immediate supervisor.
- 4.00 Lost or damaged uniforms must be replaced only at the staff member's expense.

E.4.c Drug Use

- 1.00 The Facility maintains a no smoking policy for registered participants during instructional courses and programs.
- 2.00 Any staff member reporting to work under the influence of alcohol or any illegal drug substance will be suspended immediately by the supervisor.
- 3.00 Any use of illegal drugs must be reported to the immediate supervisor.

E.4.d Offensive Language

- 1.00 The use of inappropriate language, or language that may be offensive to some, is strictly prohibited at the Facility.
- 2.00 Any staff member using inappropriate language at the Facility will be subject to disciplinary action by the immediate supervisor.

E.4.e Sun-Bathing/Loitering

- 1.00 Staff members at the Facility are not permitted to sun-bathe or loiter while on duty.
- 2.00 Any staff member observed loitering at the Facility will be subject to disciplinary action by the immediate supervisor.

E.4.f Visits

- 1.00 Staff members at the Facility are to discourage unnecessary visits from friends/family during regular working hours.

E.5. Employee Leave

E.5.a Sick Leave

- 1.00 Staff members who are unable to report to work are required to contact the immediate supervisor at least two (2) hours prior to the scheduled shift with the exception where:
- a. Circumstances beyond control (e.g. death, accident, etc.) prevent the staff member from contacting the supervisor. In this event, contact as soon as possible is required.
- 2.00 After returning to work, staff members are required to complete a Leave of Absence Form, with an attached doctor's note (except in 1.00 (a)). Leave of Absence forms can be obtained from the SPEA or the Department of Human Resources, MUN.

E.5.b Requested Leave

- 1.00 Any Facility staff member requesting time off from work is required to complete an Application for Leave of Absence and submit it to the immediate supervisor at least two (2) weeks prior to the period of requested absence except where:
- a. Circumstances beyond control prevent the staff member from contacting the supervisor two(2) weeks prior. In this event, contact as soon as possible is required
- 2.00 Any staff member following the above procedure will be notified in writing the status of the request by the immediate supervisor at least one (1) week following the receipt of the Application for Leave of Absence.

E.5.c Substitutions

- 1.00 Staff members at the Facility are not permitted to have other staff members complete their work shift, unless it is approved by the immediate supervisor.
- 2.00 The procedure outlined in E.5.b above must be followed by any staff member requesting a substitution.

E.5.d Unauthorized Leave

- 1.00 Any staff member who is absent from work at the Facility during the scheduled employment shift without authorization from the immediate supervisor will be deducted pay for that period, and is subject to disciplinary action except where:
- a. Circumstances beyond control (e.g. death, accident, etc.) prevent the staff member from contacting the supervisor. In this event, contact as soon as possible is required.

E.5.e Employee Lateness/Early Leave

- 1.00 Any employee of the Facility arriving late for a scheduled work shift, or leaving before the shift is completed, without the permission of the immediate supervisor, will be subject to disciplinary action except where:
- a. Circumstances beyond control (e.g. death, accident, etc.) prevent the staff member from arriving on time, or completing the work shift. In this event, staff are required to contact the immediate supervisor as soon as possible.

E.6. Payment Procedures

E.6.a Pay Period

- 1.00 The first pay cheque will be received on the fourth Thursday following the beginning of employment, and every second Thursday after that period.
- 2.00 The final pay cheque will be available two weeks after the termination of employment at the Facility.
- a. Employees wishing the final cheque to be sent to a desired location must inform the secretarial staff at the SPEA at least two (2) weeks prior to the final Thursday.

E.6.b Pay Cheque Distribution

- 1.00 All cheques for the Facility staff will be issued at the information centre of the SPEA, at 1:00 p.m. every second Thursday.
- 2.00 The immediate supervisor at the Facility will sign for all cheques and deliver them to the appropriate employees Thursday afternoon.
- a. Employees who will not be working on a given Thursday afternoon can make other arrangements with the immediate supervisor in order to receive their cheques.

E.6.c Payment Error

- 1.00 Employees with a payment error indicated on the cheque for the appropriate pay period shall inform the immediate supervisor, who will take action, if necessary.

E.7. Employee Injury

- 1.00 Any injury by an employee at the Facility must be reported to the immediate supervisor as soon as possible.
- 2.00 The immediate supervisor is required to complete an Accident Report Form and forward it to the SPEA no later than twenty-four (24) hours following the accident (refer to Appendix. A for a copy of an Accident Report Form).
- 3.00 If first-aid or medical attention is required, then it must be administered immediately.
- 4.00 After an injury, an employee shall not return to work until permission is granted by a doctor.

E.8. Mileage

- 1.00 Any staff member at the Facility who is required to use a vehicle during work hours, for the purposes of work, shall be reimbursed as per university guidelines.
 - a. The above does not include travel to and from work from home.
- 2.00 A Mileage Report Form must be completed by the employee each week for the distance traveled and must be submitted to the immediate supervisor no later than 12:00 p.m. each Thursday (Mileage Report forms can be obtained at the SPEA).

E.9. Staff Disciplinary Action

- 1.00 All staff members at the Facility are under the direct supervision of the immediate supervisor, who is responsible for administering disciplinary action.
- 2.00 Any staff member at the Facility whose conduct is considered to be inappropriate shall be subject to the following steps of disciplinary action:
 - a. A verbal reprimand will be given by the supervisor in the first case.
 - b. A verbal and written reprimand will be given and a copy will be placed in the employee's file.

- c. Temporary suspension (1 to 3 days), without pay, by the SPEA while the conduct is under investigation. This amount will be compensated if the suspension is found to be invalid.
- d. Absolute dismissal shall be handed down from the SPEA for the following reasons:
 - i. Conviction of a felony.
 - ii. Disobeying order from immediate supervisor.
 - iii. Drug usage.
 - iv. Use of offensive language and/or behavior.
 - v. Being careless and/or negligent while using University property.
 - vi. Being absent from work without authorization.
 - vii. Failing to maintain accurate reports, or the falsifying of any forms, records or documents.

Chapter VII

F. Administrative Policies and Procedures

F.1. Administrative Forms

- 1.00 All administrative forms (e.g. Accident Report, Mileage Claim, etc.) required by staff at the Facility will be available from the immediate supervisor, the general office at the SPEA, or the Department of Human Resources, MUN.
- 2.00 Forms are to be submitted to the immediate supervisor or the SPEA within the specific time period when completed by the staff member.
- 3.00 Any staff member at the Facility who fails to complete and submit required reports or forms to the immediate supervisor, or the SPEA may be subject to disciplinary action except where:
 - a. Circumstances beyond control (e.g. death, accident, etc.) prevent the staff member from completing and/or submitting the required administrative forms. In this event, submission as soon as possible is required.
- 4.00 For additional information, refer to general policies and procedures of the Department of Human Resources, MUN.

F.2. Administrative Services

F.2.a Photocopying

- 1.00 Any staff member at the Facility wishing to photocopy materials for instructional purposes is required to forward the requests to the immediate supervisor at least forty-eight (48) hours in advance.
- 2.00 Photocopying services are restricted to Facility materials only, and not personal documents.

F.2.b Computer Lab

- 1.00 All staff members at the Facility shall have access to the Computer Lab at the SPEA for the purposes of work only.

F.2.c Administrative Supplies

- 1.00 Any staff member at the Facility needing administrative supplies (i.e. paper, markers, etc.) for instructional purposes are required to forward a request to the immediate supervisor at least forty-eight (48) hours in advance.
- 2.00 Administrative supplies at the Facility will be available for use by all staff members for instructional purposes only.

F.2.d Communication Services

- 1.00 All staff at the Facility will have access to a telephone on site for the purposes of work.
 - a. Long distance telephone calls must be approved by the immediate supervisor before they are made.
- 2.00 Facsimile services will be available at the SPEA for the purposes of work. Staff members wishing to use the fax services must forward the requests to the immediate supervisor at least forty-eight (48) hours in advance.
- 3.00 All staff at the Facility will have access to the megaphone and two-way radios for on-site communication.
- 4.00 All staff at the Facility will have access to, and are encouraged to use, the Internet at the Computer Lab in the Physical Education building for instructional resources.

F.2.e Printing Services

- 1.00 The Facility shall forward all promotional materials for the purposes of publicity to the Department of Printing Services, MUN.
- 2.00 Any staff member at the Facility wishing to use printing services is required to forward the requests to the immediate supervisor for approval.
- 3.00 The Muse, newspaper of the Council of Students Union (CSU), is also available for promotional services. Requests must be made to the immediate supervisor for approval.
- 4.00 For more information on policies and procedures surrounding the submission of items to the Department of Printing Services, MUN, refer to Section J.1.d.

F.3. On-site Registration/Rentals

- 1.00 All staff members at the Facility are required to assist in the management of on-site registration and rentals.
- 2.00 For each registrant, staff members are required to ensure any pre-requisites are met, have them fill out an application (available on site), receive the payment for the registration, and complete a receipt for the registration, keeping a copy and returning a copy to the registrant.
- 3.00 For each rental, staff members are required to ensure that any pre-requisites are met, receive the payment for the rental, and complete a receipt for the rental, keeping a copy and returning a copy to the registrant.
- 4.00 All registration forms must be filed in a designated location, and receipts and monies must be placed in an on-site cashbox and locked.
- 5.00 At the end of each week, the supervisor is required to calculate the totals for the week, submit the appropriate forms to the SPEA, and deposit the monies in the Facility's account.
- 6.00 Any staff members having concerns about the on site registration and rental procedure are to contact the immediate supervisor.
- 7.00 Any staff member failing to complete the appropriate registration forms and receipts, and/or taking monies from the Facility will be subject to disciplinary action.

F.4. Staff Meetings

- 1.00 All staff members at the Facility are required to attend weekly staff meetings organized by the immediate supervisor.
- 2.00 Notice on the dates and times of staff meetings will be given on the Monday of each work week.
- 3.00 Any employee having concerns about work, or the programs offered at the Facility, shall have the opportunity to voice the concerns at each staff meeting.
- 4.00 A staff member will be selected each week to record the minutes of the meeting and submit to the immediate supervisor within seventy-two (72) hours.
- 5.00 The immediate supervisor will meet with members of the SPEA on a bi-weekly basis to report on the staff meetings.

F.5. Administrative Reports

- 1.00 All general staff members at the Facility are each required to complete a staff log book providing a description of the activities and circumstances occurring at the Facility on a daily basis.
- 2.00 The immediate supervisor shall inspect the staff log books on a weekly basis.
- 3.00 Staff members not completing log books shall be subject to disciplinary action.
- 4.00 The immediate supervisor at the Facility is required to submit a year-end report to the SPEA on or before November 15 of each year. The report will provide a summary of all aspects of the Facility, including registration statistics, budget concerns, and many others.

Chapter VIII

G. Emergency Policies and Procedures

- 1.00 All staff members at the Facility are required to have current national certification in Emergency First Aid, Small Boat Rescue, and instructional area.
- 2.00 The Facility must have an adequate first-aid kit, certified fire extinguisher, spinal board, safety blankets, emergency whistles, and other rescue equipment. Staff members are required to periodically check to ensure the adequacy of these items.
- 3.00 All staff members at the Facility are required to assist in any emergency situation that should arise. In an emergency, the following protocol must be followed:
 - a. Once an emergency situation is recognized, staff members must organize and marshall other participants away from the emergency area.
 - b. The victim(s) must be rescued from any dangerous situation and the injuries assessed.
 - c. First responder begins to administer first aid treatment, while another staff member calls 911 (if necessary). If 911 is not necessary, then victim is transported to a hospital by MUN Campus Enforcement. If any case one staff member shall travel with the victim to the hospital.
 - d. Once at the hospital, the staff member gathers personal information (if possible) and telephones family members.
 - e. Staff member remains with the victim until a family member arrives and then returns to the Facility to report to the immediate supervisor.
 - f. Staff at the facility are required to supervise remaining participants until other staff members return.
 - g. A Facility staff member, who was present during the accident, must complete an Accident Report Form as soon as possible, and submit to the immediate supervisor within twenty-four (24) hours (refer to Appendix. A for a copy of an Accident Report Form).
 - h. The supervisor at the Facility will make a follow-up telephone call on the day of the incident.

Chapter IX

H. Customer Service Procedures

- 1.00 All staff members at the Facility are required to assist the general public in any capacity within the scope of their duties.
- 2.00 Staff members who are not involved in teaching a course are required to serve clients as they visit the facility.
- 3.00 When dealing with clients, staff members must:
 - a. Approach client in a cordial manner to see if assistance is required.
 - b. Offer verbal and written information about the programs offered at the Facility.
 - c. Check to see that pre-requisites are met if participating.
 - d. Receive payment and return a receipt.
 - e. Assist customer in getting prepared for the activity.
 - f. Offer instructions and state rules of the Facility.
 - g. Supervise and provide instruction while participating.
 - h. Provide assistance when activity is completed.
 - i. Offer promotional materials (e.g. flyer,).
 - j. Thank customer for visiting, welcome them back again.
- 4.00 Staff at the Facility shall familiarize themselves with promotional materials from other programs offered at the SPEA and provide appropriate information to customers where necessary.

Chapter X

I. Public Incident Policies

I.1. Breaking Rules

- 1.00 All staff members at the Facility are required to enforce the rules of the Facility to members of the general public who visit the site, and protect program participants. The rules are:
- a. No inappropriate conduct at or near Facility.
 - b. No loitering.
 - c. No swimming at or near the Facility.
 - d. No drinking of alcoholic beverages at or near the Facility.
 - e. Equipment is prohibited to non-paying customers.
 - f. No fishing at or near the Facility.
- 2.00 If Facility rules are not adhered to, staff members are to avoid a conflict and attempt to resolve the problem in an appropriate manner. In such cases the following procedures must be followed:
- a. Restate the rules of the Facility to members of the public in a polite manner.
 - b. State that if rules are not followed, enforcement personnel will be contacted.
 - c. If rules are still broken, immediately notify Campus Enforcement at MUN (737-8561).
 - d. Upon the arrival of Campus Enforcement, approach officer and immediately explain the situation.
- 3.00 After the incident is resolved, record information on a Public Incident Report Form (refer to Appendix. B for a copy) and submit it to the immediate supervisor no later than twenty-four (24) hours following the incident.

1.2. Vandalism

- 1.00 All staff members at the Facility are required to inspect the Facility for damages each morning before any programs are started.
- 2.00 In the event that vandalism did occur, then the staff member must do the following:
 - a. Leave everything as it is and keep participants away from danger.
 - b. Immediately contact Campus Enforcement, MUN (737-8561).
 - c. Upon their arrival, explain the situation and provide an inventory list, as well as a list of items missing, if known.
 - d. Fill out a Vandalism Report Form (refer to Appendix. C for a copy) and submit it to the immediate supervisor within twenty-four (24) hours of the incident.
 - e. Explain the situation to the participants as the reason for the delay in starting programs.
- 3.00 Once the above procedure is followed, and the Facility is free of hazards, staff members are required to resume regular programs.

Chapter XI

J. Program Policies and Procedures

J.1. Summer Watersports Program

J.1.a Period of Operation

- 1.00 The Facility will be open for its watersports program from approximately May 24 to September 31 of each summer. There will be reduced hours in the first month and last month of this schedule to offer a rental program only.
- 2.00 The hours of operation will be 9:00 a.m. to 9:00 p.m. Monday to Friday, and 1:00 p.m. to 5:00 p.m. on Saturday and Sunday.

J.1.b Staffing

- 1.00 For the Summer Watersports program the Facility shall have six (6) full-time staff members, including the immediate supervisor.
- 2.00 The Facility supervisor shall be hired at least three (3) months prior to the inception of the Facility, and will be employed on a permanent basis.
- 3.00 The remaining staff members shall be hired at least one (1) month prior to the beginning of the watersports program and shall be employed until the program terminates.
- 4.00 Advertisements shall be placed in the local newspaper and the Co-operative Office at the SPEA, at least two (2) months prior to the beginning of the program.
- 5.00 Four (4) of the staff members will be responsible for the instruction of watersports programs in each of the four (4) watersports offered at the Facility. These members shall normally work Monday to Friday, but shall alternate a weekend shift every four weeks.
- 6.00 One of the remaining staff members shall be responsible for the equipment rental program at the Facility, and shall work more closely with group and special events.
- 7.00 All five of the above staff members shall be under the direct supervision of the immediate supervisor.

J.1.c Site Preparation and Closure Policies

- 1.00 The Facility shall be inspected by the immediate supervisor for structural damages at least three (3) months prior to the beginning of the watersports program. A report shall be given to the Department of Facilities Management no later than one (1) week following the inspection.
- 2.00 The temporary walking docks shall be assembled and attached to the main dock by Facility Staff at least three (3) weeks prior to the beginning of the watersports program, and taken apart and stored no later than three (3) weeks following the termination of the program.
- 3.00 All watersports equipment required for the watersports program shall be transported to the Facility at least three (3) weeks prior to the beginning of the program and restored no later than three (3) weeks following the termination of the program.
- 4.00 All Facility staff are required to do a complete inventory of equipment in their area of instruction, as well as a request list, and submit to the immediate supervisor at least three (3) weeks prior to the beginning of the program. A final inventory must be completed and submitted to the immediate supervisor no later than twenty-four (24) hours after the program is completed. The immediate supervisor shall take steps to order equipment needed for the upcoming year no later than one (1) month following the program.
- 5.00 With the approval of SPEA the immediate supervisor shall purchase any necessary equipment needed for the watersports program at least one (1) month prior to the beginning of the program.
- 6.00 All Facility staff are required to clean the Facility, including Long Pond, of all garbage and debris at least two (2) weeks prior to the beginning of the program.
- 7.00 All Facility staff members are required to ensure that all watersports equipment, as well as rescue and first-aid equipment, are in good working condition at least two (2) weeks prior to the beginning of the program.

J.1.d Promotions/Publicity

- 1.00 All promotional materials for the summer watersports program shall be completed by the immediate supervisor and submitted to the Department of Printing Services, MUN at least three (3) months prior to the beginning of the program.

- 2.00 Special events promotional materials that arise during the summer program shall be completed by the immediate supervisor and submitted to the Department of Printing Services at least two (2) weeks prior to the special event.
- 3.00 Radio and/or newspaper advertisements shall be prepared by the immediate supervisor and submitted at least two (2) weeks prior to the event.
- 4.00 The immediate supervisor shall commission the Department of University Works, MUN to construct and/or set up signs promoting the Facility in the nearby area at least two (2) months prior to the beginning of the program.

J.1.e Facility Operation Policies

- 1.00 The Facility staff shall have access to one set of keys. The immediate supervisor shall use these keys for staff purposes. Outdoor recreation professors at the SPEA shall have one set of keys, and an additional set shall be in the possession of the Facilities Manager at the SPEA, to be used for emergency purposes.
- 2.00 The Facility shall be opened each morning by the immediate supervisor, or someone designated by him, and be locked up by staff members working each evening shift.
- 3.00 The rescue boat, equipped with engine, paddles, life-ring, two-way radio, and two (2) PFD's, must be launched and ready before any participants are permitted to go on the water. The rescue boat must remain on the water until all program participants are on the shore.
- 4.00 All watersports equipment must be secured inside of the Facility boathouse each evening before staff members leave the site.

J.1.f Instructional Programs

- 1.00 All staff members are required to deliver the complete instruction in the watersport area of interest.
- 2.00 Instructional courses are offered each day Monday to Friday and will consist of youth courses (alternating morning and afternoon), and adult courses (evenings only), in each of the four watersport areas.
- 3.00 All participants are required to wear all appropriate safety equipment and follow the complete instructions of the instructor.
- 4.00 All participants must have completed the required swim-test before registering and/or participating in instructional programs at the Facility.

J.1.f.i Canoeing Course

- 1.00 The canoeing course for youths shall consist of five (5) - 2.5 hour sessions for a total of 12.5 hours, and for adults it shall consist of five (5) - 3 hour sessions for a total of 15 hours of instruction.
- 2.00 The canoeing instructor at the Facility shall be required to teach the following basic skills:
 - a. Parts of the canoe and paddle.
 - b. Carrying (portaging) and launching procedures.
 - c. Forward and reverse strokes.
 - d. Sideways displacement and pivoting strokes (i.e. draws, prys, and push-aways).
 - e. Stern steering strokes (i.e. J-stroke and sweep).
 - f. Bow steering strokes (i.e. cuts and rudders).
 - g. Canoe rescue techniques.
 - h. Bracing strokes.

J.1.f.ii Kayaking Course

- 1.00 The kayaking course for youths shall consist of five (5) - 2.5 hour sessions for a total of 12.5 hours, and for adults it shall consist of five (5) - 3 hour sessions for a total of 15 hours of instruction.
- 2.00 The kayaking instructor at the Facility shall be required to teach the following basic skills:
 - a. Parts of kayak and paddle.
 - b. Carrying and launching techniques.
 - c. Self-rescue techniques.
 - d. Forward and reverse paddling strokes.
 - e. Bracing strokes.

- f. Steering strokes.
- g. Assisted rescue techniques.
- h. Introduction to the Eskimo roll.

J.1.f.iii Sailing Course

- 1.00 The sailing course for youths shall consist of five (5) - 3.5 hour sessions for a total of 17.5 hours, and for adults it shall consist of five (5) - 3.5 hour sessions for a total of 17.5 hours of instruction.
- 2.00 The sailing instructor at the Facility shall be required to teach the skills that are required by the Canadian Yachting Association (CYA) for White Sail Levels I, II, and III, supply the instructional materials, and carry out the testing procedures (Giffin, 1974).
- 3.00 The Facility, and/or the SPEA, will absorb the cost of instructional materials and certificates required by the sailing instructor prior to the beginning of the program. This cost will be later taken from the registration monies.
- 4.00 The sailing instructor is required to forward all requests for materials to the immediate supervisor at least two (2) weeks prior to the start of the summer program.

J.1.f.iv Windsurfing Course

- 1.00 The windsurfing course for youths shall consist of five (5) - 2.5 hour sessions for a total of 12.5 hours, and for adults it shall consist of five (5) - 3 hour sessions for a total of 15 hours of instruction.
- 2.00 The windsurfing instructor at the Facility shall be required to teach the following basic skills:
 - a. Parts of the board and sail.
 - b. Rigging and de-rigging.
 - c. Carrying and launching.
 - d. Physical concepts of wind and sail.
 - e. Uphauling the sail.
 - f. Sailing on a reach.

- g. Tacking, running, and gybing.

J.1.g National Certification

- 1.00 National certification shall be offered at the Facility as part of the sailing program, through the Canadian Yachting Association's (CYA) "White Sail" Manual (Giffin, 1974) and canoeing program, through the Canadian Recreational Canoeing Association's (CRCA), certification manual (CRCA & Canadian Coast Guard, 1996).
- 2.00 Individuals wishing to participate in the sailing and canoeing programs must start at the beginner level, and must successfully pass this level to advance to the levels beyond.
- 3.00 The cost of certification for sailing and canoeing will be included in the registration fee for the course.
- 4.00 Participants not wishing to be certified in the areas of canoeing and sailing may opt out of the certification process and register at a reduced fee.
- 5.00 National certification at the Facility shall be offered by nationally certified instructors at the Facility.

J.1.h Safety Procedures

- 1.00 All Facility staff and participants are required to don a PFD before going on the water. All staff members are required to wear safety whistles at all times.
- 2.00 The rescue boat must be equipped with two (2) PFD's, two (2) paddles, one (1) life ring, twenty-five (25) meters of rope, an engine, adequate gas supply, one (1) two-way radio, one (1) safety whistle, and one (1) bailer.
- 3.00 Staff members using the rescue boat for the purposes of instruction are responsible for the supervision of the entire pond.
- 4.00 The primary response for the purposes of rescue is the rescue boat, followed by the canoe or kayak, and finally swimming.
- 5.00 At least one (1) staff member is required to supervise the activities on the pond from the main dock at all times.
- 6.00 Instructors for the various watersports are responsible for the supervision of all participants enrolled in their program.

- 7.00 In the case of a rescue, communication from shore to rescue boat must be done using the two-way radio and/or the megaphone.
- 8.00 The shore-to-water communication devices are to be used strictly for the purposes of rescue or instructions to staff members.
- 9.00 Participants who are renting equipment to be used at the Facility must be given basic safety instructions.

J.1.i Stormy Day Procedures

Instructional lessons can be postponed:

- 1.00 If the weather has been inclement, a decision on whether the instructional courses will go ahead will be made by the Facility's supervisor and an announcement made on local radio stations between 8:00 a.m.- 9:00 a.m. on the day of the course. Participants will also be telephoned by the immediate supervisor by cellular telephone.
- 2.00 By the Facility's supervisor, or general staff members in the absence of the former, any time prior to the start of an instructional course if weather conditions are deemed inclement. In this event, participants will be telephoned where possible.
- 3.00 The immediate supervisor at the Facility shall decide whether or not some, or all, of the watersports will be offered, since the watersports differ depending upon wind conditions.
- 4.00 In the event of an unexpected storm, all staff members at the Facility are required to efficiently get all participants off the water and to safety.
- 5.00 Facility staff are required to remain at the site until all participants have left the immediate area.
- 6.00 The immediate supervisor shall decide whether the Facility shall be closed for the duration of the day.
- 7.00 Canceled instructional courses will be rescheduled when necessary.

J.1.j Alternate Stormy Day Procedures

- 1.00 In the event of inclement weather conditions for some, or all, of the watersport programs offered at the Facility, staff members must, on occasion, be prepared to make alternate arrangements other than a cancellation. Some of these arrangements include:

- a. On-site instruction of theoretical concepts of the watersports through the use of audio/visual resources available at the Facility.
 - b. Use of classrooms and audio/visual equipment for the purposes of theoretical instruction at the SPEA.
 - c. Use of activity rooms for the purposes of recreation at the SPEA (mainly for youth classes).
- 2.00 Any staff member requesting equipment and/or facilities to meet the above shall forward their requests to the immediate supervisor as soon as a decision is made. The immediate supervisor shall contact the Facilities Manager at the SPEA (737-8679), at least twenty-four (24) hours in advance, except where time does not permit (refer to Appendix J for telephone numbers at SPEA).
- 3.00 Staff members leaving the Facility and traveling to an alternate site on MUN campus must report to the immediate supervisor before departing. If patrons are being picked-up, they must be returned to the Facility before the course normally ends, unless other arrangements by patrons have been made.
- 4.00 Staff members are not permitted to take Facility patrons off campus, and must utilize all safety devices (e.g. tunnels, sky-walks, etc.) when traveling across campus.
- 5.00 Under no circumstances are staff members permitted to transport Facility patrons in personal vehicles.
- 6.00 If alternate sites are used due to inclement weather, patrons are still entitled to one (1) complimentary rental pass at the Facility for time missed on water.
- J.1.k Make-Up Lessons
- 1.00 All participants enrolled in programs at the Facility who miss a session due to cancellation shall be entitled to the full compliment of the program paid for.
- 2.00 All sessions missed because of inclement weather conditions shall be reimbursed in one of the following ways chosen by the participant:
- a. The Facility shall reschedule the missed session(s) for a future date.
 - b. The Facility shall offer one (1) free rental pass for each session missed.
 - c. The Facility shall return a portion of the registration fee.
- 3.00 Participants who have missed a lesson (s) at the Facility, shall forward all concerns to the immediate supervisor.

J.1.1 Course Registration

1.00 Refer to Section F.3..

J.1.m Staff Meetings

1.00 Refer to Section F.4..

J.1.n Emergency Procedures

1.00 Refer to Section G..

J.1.o Equipment Maintenance/Repair

- 1.00 All staff at the Facility are required to maintain and perform basic repair procedures of the watersports equipment in the area of instruction. Materials and tools shall be provided at the Facility to perform such duties.
- 2.00 All equipment damages must be documented on a Equipment Evaluation Form (refer to Appendix. F) and submitted to the immediate supervisor no later than twenty-four (24) hours following the incident.
- 3.00 The immediate supervisor shall inspect the damaged equipment before, and after, any repairs are made.
- 4.00 Equipment which cannot be repaired at the Facility shall be forwarded to the Department of Technical Services, MUN by the immediate supervisor no later than three (3) days following the incident.

J.1.p Restricted Areas

- 1.00 All staff members and program participants at the Facility are not permitted to travel in the following areas:
 - a. Weed area located on the west side of Long Pond which is designated as a Wilderness Reserve Area by the Newfoundland and Labrador Wildlife Department.
 - b. Area underneath and beyond the bridge located on the east side of Long Pond where the pond empties into the Rennie's River System.

Unless:

- c. Staff members are required to go into the area to perform a rescue.

- d. Travel in the restricted area is approved by the immediate supervisor.

J.1.q **Watersports Equipment Rentals**

J.1.q.i **On-Site Equipment Rentals**

- 1.00 Watersports equipment at the Facility shall be rented to patrons in each of the four watersport areas on a hourly basis during normal operational periods.
- 2.00 The cost for renting watersports equipment at the Facility shall be as follows (rental fee includes paddles, PFD's, etc.):
 - a. Canoe: \$5.00 per hour.
 - b. Kayak: \$5.00 per hour.
 - c. Sailboat: \$7.00 per hour.
 - d. Windsurfer: \$7.00 per hour.
- 3.00 In the areas of sailing and windsurfing, patrons must present certification and/or have had previous experience in order to rent at the Facility.
- 4.00 Patrons renting at the Facility are required to wear all safety equipment, to follow the instructions of the staff, and to stay out of the restricted areas.
- 5.00 Facility staff must provide basic instruction in the watersport areas, especially safety and self-rescue techniques, as well as inform patrons of the rules and procedures.
- 6.00 Facility staff shall receive the full amount of the rental and issue a written receipt before the patron is permitted to go on the water.
- 7.00 Facility staff must supervise the patrons for the duration of the rental period.
- 8.00 Patrons who do not follow the rules of the Facility, or the instructions of the staff, shall be forced to go ashore and leave the Facility without a refund.

J.1.q.ii Off-Site Equipment Rentals

- 1.00 Watersports equipment at the Facility shall be rented to patrons who wish to use it off-site in each of the four watersport areas on a hourly or daily basis during normal operational periods.
- 2.00 The cost for renting watersports equipment off-site shall be as follows (rental fee includes paddles, PFD's, etc.):
 - a. Canoe: \$5.00 per hour or \$30.00 per day + \$100.00 deposit.
 - b. Kayak: \$5.00 per hour or \$30.00 per day + \$100.00 deposit.
 - c. Sailboat: \$7.00 per hour or \$40.00 per day + \$100.00 deposit.
 - d. Windsurfer: \$7.00 per hour or \$30.00 per day + \$100.00 deposit.
- 3.00 Off-site rental availability shall depend upon the demand for the watersports equipment during normal operational periods.
- 4.00 Patrons wishing to rent watersports equipment from the Facility to be used off-site must present certification at a level of at least "Intermediate" in the rental area, issued from a program recognized by the Facility, before being permitted to do so.
- 5.00 Patrons must fill out an Off-Site Equipment Rental Form (refer to Appendix. D), which removes any and all liabilities from the Facility and its staff, before being permitted to rent.
- 6.00 Off-site watersports equipment rentals shall only be approved by the immediate supervisor, or a member of the SPEA in his absence.
- 7.00 Facility staff shall receive the full amount of the rental, a completed application, and issue a written receipt before the patron is permitted to leave the Facility.

J.1.q.iii Group Rentals

- 1.00 Groups, no larger than twenty (20) participants, are permitted to rent at the Facility for an hourly fee of \$2.00 per person.
- 2.00 Groups affiliated with the SPEA (e.g. Aquarena, Flip and Dip) shall not be charged a rental fee at the Facility.
- 3.00 Group rentals must be scheduled at least one (1) week in advance, and shall be determined based on the demand at the Facility during that period.

- 4.00 Group rentals must be approved by the immediate supervisor, or a member of the SPEA in his absence, before being scheduled. A down-payment of 50% must be paid at this time which is non-refundable.
- 5.00 Group rentals are restricted to the use of canoes, kayaks, and paddle boards, unless certification in the specific area exists.
- 6.00 Group rental patrons are required to follow all the safety rules of the Facility.
- 7.00 Facility staff shall receive the full amount of the rental and issue a written receipt before the patrons are permitted to go on the water.
- 8.00 Facility staff must supervise the patrons for the duration of the rental period.
- 9.00 Patrons who do not follow the rules of the Facility, or the instructions of the staff, shall be required to go ashore and leave the Facility with privileges revoked.

J.1.r Special Events

- 1.00 The Facility staff shall schedule three (3) special event "Fun Day's" in an attempt to promote the activities offered at the Facility. The first shall be offered on the first Saturday of the summer program, and the remaining days shall be scheduled for the middle of the summer.
- 2.00 During the "Fun Day's", members of the general public shall be permitted to try some, or all, of the watersports at no cost. Rental passes and gift certificates can be won by individuals participating in the various activities.
- 3.00 Facility staff shall organize an equipment exhibit, cater to the needs of the public, distribute promotional materials and perform a water-rescue demonstration.

J.1.s Personal Equipment Storage

- 1.00 Patrons at the Facility may leave personal equipment at or near the Facility during their normal participation at their own risks.
- 2.00 The Facility and its staff, as well as SPEA, shall not be responsible for personal articles that are lost, damaged, or stolen during participation at the Facility.

J.1.t Facility Usage

- 1.00 Facility staff are permitted to use any of the equipment at the Facility during regular operational hours.

- 2.00 Facility patrons are permitted to use the equipment in the area of interest, local telephone services, and washroom facilities, at the Facility only if approval is given by a staff member.

J.1.u Unauthorized Absence of Minor Patrons

- 1.00 Patrons under the age of eighteen (18) years are not permitted to leave the Facility during regular instructional times unless:
- a. Authorization to leave is given by a staff member at the Facility.
 - b. A note from a parent/guardian is presented to a staff member giving permission to leave.
 - c. Circumstances beyond control (e.g. emergency, etc.) of the participant require absence from the Facility.

J.2. Memorial University of Newfoundland Outdoor Activities Program

- 1.00 Students enrolled in the outdoor activities portion of PHSD 3220 dealing with canoeing and cross-country skiing instruction, as part of the Bachelor of Physical Education (Co-operative) degree program at the SPEA shall be permitted to use the Facility, and/or the Facility's equipment, during the duration of the instructional course.
- 2.00 The summer portion of PHSD 3220, dealing with canoeing instruction, shall be offered at the Facility for a period of eighteen (18) to twenty (20) hours in total.
- 3.00 The winter portion of PHSD 3220, dealing with cross-country skiing instruction, shall be offered on a weekly basis beginning in January and ending before March 31 of each year for a period of twenty-six(26) to thirty (30) hours in total (not including the overnight trip).
- 4.00 The students enrolled in PHSD 3220 shall be under the direct supervision of at least two (2) professors from the SPEA.
- 5.00 Facility staff shall assist with the instruction and supervision of canoeing or cross-country skiing, as well as the rescue of participants where available, if required.
- 6.00 Students enrolled in PHSD 3220 shall be permitted access to the equipment at the Facility without cost during the instructional courses, as well as other times during the regular operational period based on demand in other courses.

- 7.00 PHSD 3220 students shall be subject to the same safety rules and regulations as other patrons, unless otherwise designated by professors at the SPEA.
- 8.00 During the instruction of canoeing or cross-country skiing, PHSD 3220 students shall be instructed to travel in areas designated by the professors, and shall not interfere with other programs offered at the Facility, and vice versa except where:
 - a. Students and/or patrons are instructed by the professors or Facility staff to travel in the areas.
 - b. Special circumstances (e.g. rescue, obstacles, etc.) require the students and/or patrons to travel in the areas.
- 9.00 Only those students who are currently enrolled in the outdoor activities portion of PHSD 3220 are permitted access to the Facility, unless otherwise approved by the immediate supervisor or professors from the SPEA.

J.3. Cross-Country Skiing Program

J.3.a Period of Operation

- 1.00 The Facility will be open for its cross-country skiing program from approximately November 20 to April 15 of each year.
- 2.00 The hours of operation will be 9:00 a.m. to 5:00 p.m. Monday to Friday, and 1:00 p.m. to 5:00 p.m. on Saturday and Sunday.

J.3.b Staffing

- 1.00 For the cross-country skiing program the Facility shall have one (1) full-time staff member, the immediate supervisor, and shall hire part-time staff members based on demand.
- 2.00 The Facility supervisor shall be hired at least three (3) months prior to the inception of the program, and will be employed on a permanent basis.
- 3.00 The remaining part-time staff members shall be hired at least one (1) month prior to the beginning of the cross-country skiing program and shall be employed until the program terminates.
- 4.00 Advertisements shall be placed in the local newspaper and the Co-operative Education Office at the SPEA, at least two (2) months prior to the beginning of the program.

- 5.00 The immediate supervisor shall be responsible for the development, implementation, and supervision of the cross-country skiing program, as well as many other duties at the Facility.
- 6.00 Part-time staff members will be responsible for the instruction of cross-country skiing courses, group/special events, and the rental of cross-country ski equipment at the Facility. These members shall normally work Monday to Friday, but shall alternate a weekend shift every four weeks (refer to Section E.2. for further duties).
- 7.00 All part-time staff members shall be under the direct supervision of the immediate supervisor.

J.3.c Site Preparation and Closure Policies

- 1.00 The Facility shall be inspected by the immediate supervisor for structural damages at least three (3) months prior to the beginning of the cross-country skiing program. A report shall be given to the Department of Facilities Management no later than one (1) week following the inspection.
- 2.00 All cross-country skiing equipment required for the program shall be transported to the Facility at least (3) weeks prior to the beginning of the program.
- 3.00 The immediate supervisor is required to prepare a complete inventory list of cross-country skiing equipment, as well as a request list, and submit to the SPEA at least three (3) weeks prior to the beginning of the program.
- 4.00 With the approval of SPEA the immediate supervisor shall purchase all necessary equipment needed for the cross-country skiing program at least one (1) month prior to the beginning of the program.
- 5.00 All Facility staff are required to clean the Facility, including Long Pond, of all garbage and debris at least two (2) weeks prior to the beginning of the program as part of staff duties.
- 6.00 All Facility staff members are required to ensure that all cross-country skiing equipment, as well as rescue and first-aid equipment, are in good working condition at least two (2) weeks prior to the beginning of the program.

J.3.d Promotions/Publicity

- 1.00 All promotional materials for the cross-country skiing program shall be completed by the immediate supervisor and submitted to the Department of

Printing Services, MUN at least three (3) months prior to the beginning of the program.

- 2.00 Special events promotional materials that arise during the program shall be completed by the immediate supervisor and submitted to the Department of Printing Services at least two (2) weeks prior to the special event.
- 3.00 Radio and/or newspaper advertisements shall be prepared by the immediate supervisor and submitted at least two (2) weeks prior to the event.
- 4.00 The immediate supervisor shall commission the Department of University Works, MUN to construct and/or display signs promoting the Facility in the nearby area at least two (2) months prior to the beginning of the program.

J.3.e Facility Operation Policies

- 1.00 The Facility staff shall have access to one set of keys. The immediate supervisor shall use these keys for staff purposes. Outdoor recreation professors at the SPEA shall have one set of keys, and an additional set shall be in the possession of the Facilities Manager at the SPEA, to be used for emergency purposes.
- 2.00 The Facility shall be opened each morning by the immediate supervisor, or someone designated by him, and be locked up by staff members working each evening shift.
- 3.00 All cross-country skiing equipment must be secured inside of the Facility boathouse each evening before staff members leave the site.

J.3.f Instructional Program

- 1.00 All staff members are required to deliver the complete cross-country skiing instruction in the specific program.
- 2.00 Instructional courses shall be offered each day Monday to Sunday (based on demand) and will consist of youth and adult courses.
- 3.00 The Facility shall operate its cross-country skiing instructional program through a levels system as follows:
 - a. Level I: Beginner.
 - b. Level II: Intermediate.
 - c. Level III: Advanced.

- 4.00 Instruction of the cross-country skiing program shall take place on Long Pond, as well as in the Pippy Park area, located adjacent to the Facility.
- 5.00 Participants in the cross-country skiing instructional program are required to start at Level I, and must successfully complete Level I before progressing to the next level.
- 6.00 Upon successful completion of a level, participants shall be awarded a cross-country skiing certificate from the Facility.
- 7.00 All participants are required to wear all appropriate safety equipment and follow the complete instructions of the instructor.

J.3.f.i Level I (Beginner) Course

- 1.00 The Level One cross-country skiing course for youths shall consist of five (5) - 2.5 hour sessions for a total of 12.5 hours, and for adults it shall consist of five (5) - 3 hour sessions for a total of 15 hours of instruction.
- 2.00 Part-time cross-country skiing instructors at the Facility shall be required to teach the following basic skills:
 - a. Parts of skis and poles.
 - b. Selecting personal skis and poles.
 - c. Putting on skis and poles.
 - d. Stationary turns.
 - e. Introduction to double-pole technique.
 - f. Falling and landing.
 - g. Introduction to snow-plow stops.
 - h. Double pole-kick technique.
- 3.00 Participants enrolled in the Level One cross-country skiing course are required to successfully complete testing on all of the above skills before receiving a certificate.
- 4.00 Instructors at the Facility shall test all of the above skills on the final session of the course.

- 5.00 If successful, participants shall receive a Level One cross-country skiing certificate from the Facility, stating that the requirements for that level have been met.

J.3.f.ii Level II (Intermediate) Course

- 1.00 The Level Two cross-country skiing course for youths shall consist of five (5) - 2.5 hour sessions for a total of 12.5 hours, and for adults it shall consist of five (5) - 3 hour sessions for a total of 15 hours of instruction.
- 2.00 Part-time cross-country skiing instructors at the Facility shall be required to teach the following basic skills:
- a. Waxing of skis.
 - b. Introduction to diagonal stride technique.
 - c. Turning techniques.
 - d. Introduction to ski-skating without poles.
 - e. Introduction to double-pole/double-stride skating technique.
 - f. Skating turns.
 - g. Introduction to winter outdoor survival techniques.
 - h. Introduction to ski maintenance and repair.
- 3.00 Participants enrolled in the Level Two cross-country skiing course are required to successfully complete testing on all of the above skills before receiving a certificate.
- 4.00 Instructors at the Facility shall test all of the above skills on the final session of the course.
- 5.00 If successful, participants shall receive a Level Two cross-country skiing certificate from the Facility, stating that the requirements for that level have been met.

J.3.f.iii Level III (Advanced) Course

- 1.00 The Level Three cross-country skiing course for youths shall consist of five (5) - 2.5 hour sessions for a total of 12.5 hours, and for adults it shall consist of five (5) - 3 hour sessions for a total of 15 hours of instruction.

- 2.00 Part-time cross-country skiing instructors at the Facility shall be required to teach the following basic skills:
 - a. Advanced diagonal stride technique.
 - b. Introduction to double-pole/single-stride skating technique.
 - c. Introduction to single-pole/single-stride skating technique.
 - d. Introduction to double-pole/single-stride skating technique.
 - e. Planning winter cross-country skiing excursions.
 - f. Basic cross-country skiing first aid techniques.
 - g. Basic orienteering and navigation.
 - h. Advanced outdoor winter survival techniques.
- 3.00 Participants enrolled in the Level Three cross-country skiing course are required to successfully complete testing on all of the above skills before receiving a certificate.
- 4.00 Instructors at the Facility shall test all of the above skills on the final session of the course.
- 5.00 If successful, participants shall receive a Level Three cross-country skiing certificate from the Facility, stating that the requirements for that level have been met.

J.3.g Safety Procedures

- 1.00 All Facility staff and participants are required to wear any safety equipment as instructed by staff members. All staff members are required to wear safety whistles, and carry first aid and survival kits, and a communication device on their person at all times.
- 2.00 Staff members are responsible for the supervision of all participants enrolled in the cross-country skiing program, or participating in any way.
- 3.00 In the case of an emergency, communication from location to Facility must be done using the whistles, two-way radio and/or the megaphone.
- 4.00 The communication devices are to be used strictly for the purposes of rescue or instructions to staff members.

- 5.00 Participants who are renting equipment to be used at the Facility must be given basic safety instructions.
- J.3.h Stormy Day Procedures
- 1.00 Refer to Section J.1.i.
- J.3.i Alternate Stormy Day Procedures
- 1.00 Refer to Section J.1.j.
- J.3.j Make-Up Lessons
- 1.00 Refer to Section J.1.k.
- J.3.k Course Registration
- 1.00 Refer to Section F.3..
- J.3.l Staff Meetings
- 1.00 Refer to Section F.4..
- J.3.m Emergency Procedures
- 1.00 Refer to Section G..
- J.3.n Equipment Maintenance/Repair
- 1.00 Refer to Section J.1.o.
- J.3.o Restricted Areas
- 1.00 All staff members and program participants at the Facility are not permitted to travel in the following areas:
- a. Weed area located on the west side of Long Pond which is designated as a Wilderness Reserve Area by the Newfoundland and Labrador Wildlife Department.
 - b. Area near, underneath and beyond the bridge located on the east side of Long Pond where the pond empties into the Rennie's River System.
 - c. Private property of citizens of the City of St. John's which are adjacent to the cross-country ski routes.

- d. Any other area at or near the Facility that has been designated "restricted" by the Facility staff.

Unless:

- e. Staff members are required to go into the area to perform a rescue.
- f. Travel in the restricted area is approved by the immediate supervisor.

J.3.p Cross-Country Skiing Equipment Rentals

J.3.p.i On-Site Equipment Rentals

- 1.00 Cross-country skiing equipment at the Facility shall be rented to patrons on a hourly basis during normal operational periods.
- 2.00 The cost for renting cross-country ski equipment at the Facility shall be as follows (rental fee includes skis, poles, boots, and wax.):
 - a. Child (Aged 5-12 years): \$3.00 per hour.
 - b. Youth (Aged 12-16 years): \$4.00 per hour.
 - c. Adult (Aged 16 years and over): \$5.00 per hour.
 - d. Senior (Aged 65 years and over): \$4.00 per hour.
 - e. Family (2 adults, 2 children): \$10.00 per hour.
- 3.00 Patrons renting at the Facility are required to wear all safety equipment, to follow the instructions of the staff, and to stay out of the restricted areas.
- 4.00 Facility staff must provide basic instruction in the area of cross-country skiing, especially safety techniques, as well as inform patrons of the rules and procedures.
- 5.00 Facility staff shall receive the full amount of the rental and issue a written receipt before the patron is permitted to begin.
- 6.00 Facility staff must supervise the patrons for the duration of the rental period.
- 7.00 Patrons who do not follow the rules of the Facility, or the instructions of the staff, shall be forced to leave the Facility without a refund.
- 8.00 Patrons are to travel in areas that are designated by the Facility staff only.

J.3.p.ii Off-Site Equipment Rentals

- 1.00 Cross-country skiing equipment at the Facility shall be rented to patrons who wish to use it off-site on a hourly or daily basis during normal operational periods.
- 2.00 The cost for renting cross-country skiing equipment off-site shall be as follows (rental fee includes skis, poles, boots, and wax.):
 - a. Child (Aged 5-12 years): \$3.00 per hour or \$10.00 per day.
 - b. Youth (Aged 12-16 years): \$4.00 per hour or \$10.00 per day.
 - c. Adult (Aged 16 years and over): \$5.00 per hour or \$10.00 per day.
 - d. Senior (Aged 65 years and over): \$4.00 per hour or \$10.00 per day.
- 3.00 Off-site rental availability shall depend upon the demand for the cross-country skiing equipment during normal operational periods.
- 4.00 Patrons wishing to rent cross-country skiing equipment must fill out an Off-Site Equipment Rental Form (refer to Appendix. D), which removes any and all liabilities from the Facility and its staff, before being permitted to rent.
- 5.00 Off-site cross-country skiing equipment rentals shall only be approved by the immediate supervisor, or a member of the SPEA in his absence.
- 6.00 Facility staff shall receive the full amount of the rental, a completed application, and issue a written receipt before the patron is permitted to leave the Facility.

J.3.p.iii Group Rentals

- 1.00 Groups, no larger than twenty (20) participants, are permitted to rent at the Facility for an hourly fee of \$2.00 per person.
- 2.00 Groups affiliated with the SPEA (e.g. Aquarena, etc.) shall not be charged a rental fee at the Facility.
- 3.00 Group rentals must be scheduled at least one (1) week in advance, and shall be determined based on the demand at the Facility during that period. A down-payment of 50% must be paid at this time which is non-refundable.
- 4.00 Group rentals must be approved by the immediate supervisor, or a member of the SPEA in his absence, before being scheduled.
- 5.00 Group rental patrons are required to follow all the safety rules of the Facility.

- 6.00 Facility staff shall receive the full amount of the rental and issue a written receipt before the patrons are permitted to begin.
- 7.00 Facility staff must supervise the patrons for the duration of the rental period.
- 8.00 Patrons who do not follow the rules of the Facility, or the instructions of the staff, shall be required to leave the Facility with privileges revoked.

J.3.q Special Events

- 1.00 The Facility shall schedule three (3) special event "Fun Day's" in an attempt to promote the activities offered at the Facility. The first shall be offered on the first Saturday of the cross-country skiing program, and the remaining days shall be scheduled for the middle of the program.
- 2.00 During the "Fun Day's", members of the general public shall be permitted to use the cross-country skis, participate in any scheduled games, as well as enjoy complimentary snacks and hot beverages. Individuals participating in activities can win free rental passes and other prizes.
- 3.00 Facility staff shall organize an equipment exhibit, cater to the needs of the public, distribute promotional materials and perform a ski-rescue demonstration.

J.3.r Personal Equipment Storage

- 1.00 Refer to Section J.1.s.

J.3.s Facility Usage

- 1.00 Refer to Section J.1.t.

J.3.t Unauthorized Absence of Minor Patrons

- 1.00 Refer to Section J.1.u.

J.4. Camping Equipment Rental Program

J.4.a Period of Operation

- 1.00 The Facility will be open for its camping equipment rental program on a year-round basis.
- 2.00 The hours of operation will be 9:00 a.m. to 5:00 p.m. Monday to Friday, and 1:00 p.m. to 5:00 p.m. on Saturday and Sunday.

- 3.00 Camping equipment can be rented directly from the Facility, or the SPEA if arrangements have been made by staff to do so.

J.4.b Staffing

- 1.00 For the camping equipment rental program the Facility shall have one (1) full-time staff member, the immediate supervisor, and shall hire part-time staff members based on demand.
- 2.00 The Facility supervisor shall be hired at least three (3) months prior to the inception of the Facility, and will be employed on a permanent basis.
- 3.00 The remaining part-time staff members, if required, shall be hired at least one (1) month prior to the beginning of the camping equipment rental program and shall be employed until the program terminates.
- 4.00 Advertisements shall be placed in the local newspaper and the Co-operative Education Office at the SPEA, at least two (2) months prior to the beginning of the program and shall continue on a year-round basis.
- 5.00 The immediate supervisor shall be responsible for the development, implementation, and supervision of the camping equipment rental program, as well as many other duties at the Facility.
- 6.00 Part-time staff members, if required, will be responsible rental of camping equipment at the Facility. These members shall normally work Monday to Friday, but shall alternate a weekend shift every four weeks (refer to Section E.2. for further duties).
- 7.00 All part-time staff members shall be under the direct supervision of the immediate supervisor.

J.4.c Site Preparation and Closure Policies

- 1.00 The Facility shall be inspected by the immediate supervisor for structural damages at least three (3) months prior to the beginning of the camping equipment rental program. A report shall be given to the Department of Facilities Management no later than one (1) week following the inspection.
- 2.00 All camping equipment required for the program shall be transported to the Facility at least (3) weeks prior to the beginning of the program.
- 3.00 The immediate supervisor is required to prepare a complete inventory list of camping equipment, as well as a request list, and submit to the SPEA at least three (3) weeks prior to the beginning of the program.

- 4.00 With the approval of SPEA the immediate supervisor shall purchase all necessary equipment needed for the camping equipment rental program at least two (2) weeks prior to the beginning of the program.
- 5.00 All Facility staff are required to clean the Facility, including Long Pond, of all garbage and debris at least two (2) weeks prior to the beginning of the program.
- 6.00 All Facility staff members are required to ensure that all camping equipment, as well as rescue and first-aid equipment, are in good working condition at least two (2) weeks prior to the beginning of the program.

J.4.d Promotions/Publicity

- 1.00 All promotional materials for the camping equipment rental program shall be completed by the immediate supervisor and submitted to the Department of Printing Services, MUN at least three (3) months prior to the beginning of the program.
- 2.00 Special events promotional materials that arise during the program shall be completed by the immediate supervisor and submitted to the Department of Printing Services at least two (2) weeks prior to the special event.
- 3.00 Radio and/or newspaper advertisements shall be prepared by the immediate supervisor and submitted at least two (2) weeks prior to the event.
- 4.00 The immediate supervisor shall commission the Department of University Works, MUN to construct and/or set up signs promoting the Facility in the nearby area at least two (2) months prior to the beginning of the program.

J.4.e Facility Operation Policies

- 1.00 The Facility staff shall have access to one set of keys. The immediate supervisor shall use the keys for staff purposes. Outdoor recreation professors at the SPEA, shall have a set of keys, and an additional set shall be in the possession of the Facilities Manager at the SPEA to be used for emergency purposes.
- 2.00 The Facility shall be opened each morning by the immediate supervisor, or someone designated by him, and be locked up by staff members working each evening shift.
- 3.00 All camping equipment must be secured inside of the Facility boathouse each evening before staff members leave the site.

J.4.f Equipment Maintenance/Repair

- 1.00 Refer to Section J.1.o.

J.4.g Off-Site Equipment Rentals

- 1.00 Camping equipment at the Facility shall be rented to patrons who wish to use it off-site on a hourly or daily basis during normal operational periods.
- 2.00 The cost for renting camping equipment off-site shall be as follows:
- | | | |
|----|------------------------------|-------------------------------------|
| a. | Backpack (internal frame): | \$2.00 per hour or \$5.00 per day. |
| b. | Backpack (external frame): | \$2.00 per hour or \$5.00 per day. |
| c. | Two-person tent: | \$5.00 per hour or \$10.00 per day. |
| d. | Sleeping bag: | \$2.00 per hour or \$5.00 per day. |
| e. | Foam pad: | \$1.00 per hour or \$3.00 per day. |
| f. | Coleman single-burner stove: | \$1.00 per hour or \$3.00 per day. |
| g. | Saw: | \$1.00 per hour or \$3.00 per day. |
- 3.00 For equipment rental information in the areas of watersports and cross-country skiing see Sections J.1. and J.3..
- 4.00 Off-site rental availability shall depend upon the demand for the camping equipment during normal operational periods.
- 5.00 Patrons wishing to rent camping equipment must fill out an Off-Site Equipment Rental Form before being permitted to rent.
- 6.00 Off-site camping equipment rentals shall only be approved by the immediate supervisor, or a member of the SPEA in his absence.
- 7.00 Facility staff shall receive the full amount of the rental, a completed application, and issue a written receipt before the patron is permitted to leave the Facility.

J.4.h Group Rentals

- 1.00 Groups, of no larger than twenty (20) participants, are permitted to rent camping equipment from the Facility at a reduced rate approved by the immediate supervisor.
- 2.00 Groups affiliated with the SPEA (e.g. Aquarena, etc.) shall not be charged a rental fee at the Facility.
- 3.00 Group rentals must be scheduled at least one (1) week in advance, and shall be determined based on the demand for camping equipment during that period.
- 4.00 Group rentals must be approved by the immediate supervisor, or a member of the SPEA in his absence, before being scheduled.
- 5.00 Facility staff shall receive the full amount of the rental and issue a written receipt before the patrons are permitted to remove any camping equipment from the Facility.
- 6.00 Patrons who do not follow the policies of the Facility, or the instructions of the staff, shall be prohibited from renting camping equipment from the Facility in future.

Chapter XII

K. Evaluation Policies and Procedures

K.1. Staff Evaluation Policies

- 1.00 All staff members at the Facility, including the immediate supervisor, shall be evaluated during the term of employment.
- 2.00 The immediate supervisor at the Facility shall be evaluated by representatives at the SPEA informally on a continuous basis, and formally with four (4) written evaluations throughout the year, occurring once every three (3) months. The procedure for the written evaluations shall be as follows:
 - a. Every three (3) months, representatives from the SPEA shall complete a written evaluation based on the performance of the immediate supervisor, and forward it to the immediate supervisor.
 - b. The immediate supervisor at the Facility is required to read the formal evaluation, and meet with representatives from the SPEA to discuss the evaluation no later than one (1) week following the evaluation.
 - c. Once the meeting has taken place, and the evaluation has been discussed, the immediate supervisor is required to sign the evaluation and return it to representatives from the SPEA.
 - d. The written evaluation shall be kept in the immediate supervisor's file for future reference.
 - e. If the immediate supervisor receives two (2) evaluations in a given year that are considered "unsatisfactory" by representatives from the SPEA, MUN, then the immediate supervisor shall be subject to disciplinary action by the SPEA.
 - f. The immediate supervisor shall be given the opportunity to appeal an evaluation. Appeals must be forwarded to representatives at the SPEA, MUN no later than one (1) week following the meeting with the representatives for the SPEA.
- 3.00 The general staff members at the Facility shall be evaluated by the immediate supervisor informally on a continuous basis, and formally with one (1) written evaluation, occurring at the end of every month during the employment period. The procedure for the written evaluations shall be as follows:

- a. At the end of each month, the immediate supervisor at the Facility shall complete a written evaluation based on the performance of the general staff members, and forward it to the general staff members.
 - b. The general staff members at the Facility are required to read the formal evaluation, and meet with the immediate supervisor to discuss the evaluation no later than forty-eight (48) hours following the evaluation.
 - c. Once the meeting has taken place, and the evaluation has been discussed, the general staff members are required to sign the evaluation and return it to the immediate supervisor.
 - d. The written evaluation shall be kept in the file of the general staff members for future reference.
 - e. If a general staff member receives two (2) evaluations during the period of employment that are considered "unsatisfactory" by the immediate supervisor, then the general staff member shall be subject to disciplinary action by the immediate supervisor.
 - f. The general staff members shall be given the opportunity to appeal an evaluation. Appeals must be forwarded to the immediate supervisor no later than one (1) week following the meeting with the immediate supervisor.
- 4.00 All evaluations of staff members at the Facility shall be completed during the designated periods.
- 5.00 All staff members at the Facility shall be informed of the evaluation procedures no later than one (1) week following the hiring date.
- 6.00 Informal evaluations of all staff members shall be given on a frequent basis throughout the period of employment.

K.2. Facility/Equipment Evaluation Policies

- 1.00 The Facility, including the boathouse and the dock, must be inspected by the immediate supervisor for safety hazards on the Monday of each working week. The procedure for the evaluation is as follows:
- a. The immediate supervisor shall inspect the Facility each Monday morning for safety hazards and record information on a Facility Evaluation Form (refer to Appendix. E).

- b. If no structural damages and/or safety hazards exist, the immediate supervisor is required to place the Facility Evaluation Form on file for future reference.
 - c. If structural damages and/or safety hazards do exist, the immediate supervisor must, firstly, cordon off and identify the hazardous area, and secondly, inform personnel at the SPEA and/or Department of Facilities Management, MUN no later than twenty-four (24) hours following the safety inspection, if damages cannot be repaired by Facility staff.
- 2.00 All general staff members are required to perform an evaluation of all the equipment in the area of instruction at the beginning of each working week. The procedure for the evaluation is as follows:
- a. The general staff members shall inspect the equipment each Monday morning for structural damages and/or safety hazards and record information on an Equipment Evaluation Form (refer to Appendix. F).
 - b. If no structural damages and/or safety hazards exist, the general staff members are required to submit the Equipment Evaluation Form to the immediate supervisor no later than twenty-four (24) hours following the inspection to be placed on file for future reference.
 - c. If structural damages and/or safety hazards do exist, the general staff members must, firstly, cordon off and identify the hazardous equipment, and secondly, inform the immediate supervisor no later than twenty-four (24) hours following the safety inspection.
 - d. The immediate supervisor shall inform personnel at the SPEA and/or Department of Facilities Management, MUN no later than twenty-four (24) hours after receiving the Equipment Evaluation Form, if repairs cannot be made by Facility staff.
- 3.00 All structural damages and/or safety hazards to the Facility or equipment, large and small, must be recorded on the appropriate form to ensure that effective safety measures are being met in all programs offered at the Facility.
- 4.00 Any structural damages and/or safety hazards repaired by general staff members must be, first, approved, and second, inspected before the area or equipment is to be used by staff or program participants.
- 5.00 Failure to complete and/or submit Site Evaluation forms during the required periods on the part of the immediate supervisor shall result in disciplinary action by representatives from the SPEA.

- 6.00 General staff members who fail to complete and/or submit the Equipment Evaluation Forms to the immediate supervisor during the required periods shall result in disciplinary action by the immediate supervisor.

K.3. Course Evaluation Policies

K.3.a General Staff Evaluation of Participants

- 1.00 All general staff members at the Facility shall be responsible for the complete evaluation, theory and practical, of participants enrolled in instructional programs offered at the Facility.
- 2.00 All staff members are required to inform participants of the evaluation procedures, and areas to be evaluated, on the first day of the instructional course.
- 3.00 All staff members at the Facility are required to record course evaluation information from each of the participants enrolled in the instructional courses.
- 4.00 Participants enrolled in the instructional courses offered at the Facility shall be permitted access to their evaluation records, if requested.
- 5.00 Successful completion of an instructional level shall depend on the successful completion of all components included in the evaluation process.
- 6.00 Participants successfully completing an instructional course at the Facility shall receive an official certificate from the Facility, and/or the national organization in the area of interest.
- 7.00 All evaluation forms and results for all participants shall be submitted to the immediate supervisor at the end of each instructional course to be kept on file for future reference.
- 8.00 For courses offering national certification (e.g. Canadian Recreational Canoeing Association, CRCA), the general staff member in the area of instruction is responsible for ensuring that all requirements of the national certification program are met.
- 9.00 For more information on national certification procedures, consult the specific national sports-governing organization.

K.3.b Participant Evaluation of Course

- 1.00 All participants enrolled in instructional courses at the Facility shall be given the opportunity to provide continuous informal course evaluations, and complete one

- (1) written Course Evaluation Form (refer to Appendix. G) at the end of the instructional course.
- 2.00 General staff members are required to provide Course Evaluation forms for participants enrolled in instructional programs at the Facility, as well as a explanation of the format of the form.
 - 3.00 General staff members are required to collect the Course Evaluation Forms from all participants enrolled in instructional courses at the Facility, place them in a sealed envelope, and submit the forms to the immediate supervisor no later than twenty-four (24) hours after the collection of forms.
 - 4.00 The immediate supervisor shall review the Course Evaluation Forms and meet with the general staff member for a particular instructional course to discuss the Course Evaluation forms no later than one (1) week after receiving the forms.
 - 5.00 General staff members receiving an evaluation that is considered “unsatisfactory” by the immediate supervisor shall be subject to disciplinary action by the immediate supervisor

K.4. Program Evaluation Policies

- 1.00 All programs offered at the Facility shall be evaluated by the immediate supervisor on a continuous informal basis, and one (1) written evaluation shall be performed at the end of each program. Areas to be evaluated include:
 - a. Participation rates and percentages.
 - b. Budgetary factors (i.e. revenues, expenditures, etc.).
 - c. Quality of instruction provided by general staff members.
 - d. Damages and/or accidents incurred.
 - e. Attitudes of participants (i.e. surveys, questionnaires, etc.).
- 2.00 A written evaluation for all of the above factors shall be completed by the immediate supervisor for all programs offered at the Facility and submitted to representatives at the SPEA as part of the year-end report, which is to be submitted in December of each year.
- 3.00 The immediate supervisor shall meet with representatives from the SPEA following each program offered at the Facility to discuss the evaluations.

- 4.00 Failure to complete and/or submit program evaluations on the part of the immediate supervisor shall result in disciplinary action by representatives from the SPEA.

Chapter XIII

L. Budget/Funding Policies and Procedures

L.1. On-Site Financial Management

- 1.00 All staff members at the Facility shall be required to collect registration and rental fees from participants who are involved in programs at the Facility. The procedures for managing monies at the Facility are as follows:
- a. The participant is required to complete the necessary forms required if registering for instructional courses before paying any fees.
 - b. The full amount of the registration and/or rental costs, and damage deposit shall be collected from the participant by the staff member.
 - c. The staff member must complete a written receipt for the entire amount paid by the participant and ensure that one copy be given to the participant before beginning the activity, and another copy be kept by the Facility.
 - d. All registration and rental fees collected from participants at the Facility, as well as all receipts written, shall be placed in the safety deposit box, which is to be locked at all times and stored in a designated location at the Facility.
- 2.00 The immediate supervisor at the Facility is required to remove the safety deposit box from the Facility at closing time, and it is to be stored in a safe location.
- 3.00 There shall be two keys for the safety deposit box. One shall be in the possession of the immediate supervisor, and the other shall be in the possession of the Facilities Manager at the SPEA.
- 4.00 At the end of each week, the immediate supervisor at the Facility is required to complete an Instructional Course Participation Form (refer to Appendix H), and an Equipment Rental Statistics Form (refer to Appendix I), indicating the number of participants in various programs, and tabulate the total monies received.
- 5.00 The immediate supervisor is required to deposit all monies taken in at the Facility, as well as the Instructional Course Participation and Equipment Rental Statistics forms, into a special bank account on Friday of each week.
- 6.00 No money shall be removed from the safety deposit box at the Facility, unless approved by the immediate supervisor.

L.2. Program Budgeting

- 1.00 The immediate supervisor at the Facility is required to develop a yearly budget for the operation of the Facility no later than December 1 of each year for the upcoming year.
- 2.00 Once a budget is created for the Facility, the immediate supervisor is required to meet with representatives from the SPEA to discuss items in the budget no later than December 5 of each year.
- 3.00 The immediate supervisor is required to adjust the budget based on recommendations from representatives of the SPEA and submit the final budget no later than December 10 of each year.
- 4.00 All programs offered at the Facility must be included in the yearly budget.
- 5.00 The immediate supervisor is required to update the budget on a continuous basis throughout the year.
- 6.00 A report on the budget for the Facility must be given by the immediate supervisor to representatives at the SPEA on the first day of each month.
- 7.00 Failure to meet all of the items listed above shall result in disciplinary action.

L.3. Program Funding

L.3.a Memorial University of Newfoundland

- 1.00 Direct funding for the operation of the Facility shall be provided by the School of Physical Education and Athletics, MUN.
- 2.00 The allocation of funding for the Facility shall be completed by the Director's office at the SPEA.
- 3.00 Refer to the Director's office for more information on program funding.

L.3.b Human Resources Development, Canada

- 1.00 The immediate supervisor at the Facility and/or representatives from the SPEA shall submit applications to Human Resources Development (HRD) Canada, in an attempt to receive funding for the hiring of students under the Summer Career Placements (SCP) program or other applicable funding programs.

- 2.00 Should the Facility qualify for this program, HRD, Canada, shall partially fund the salaries of staff members employed at the Facility during the summer months (Human Resources Development, Canada, 1997).
- 3.00 The immediate supervisor at the Facility shall follow appropriate guidelines as per the funding agency.

L.3.c User Fees

- 1.00 The Facility will be largely funded by user fees which are paid by participants enrolled in programs at the Facility, or who rent equipment from the Facility.
- 2.00 User fees shall be used to pay a percentage of the operational costs incurred at the Facility.

L.4. Facility Equipment Costs

- 1.00 The tables and figure below indicate the equipment that is required for the operation of the Facility, as well as the financial resources needed to purchase the equipment.

Watersports Program Equipment Expenses

Equipment	Number Required	Cost/each	Total Cost
16' Rescue boat	1	\$1200	\$2,700
15 hp outboard motor & tank	1	\$3500	\$2,300
Oars	2	\$20	\$40
Infant PFD's	10	\$20	\$200
Child PFD's	25	\$30	\$750
Youth PFD's	25	\$40	\$1,000
Adult PFD's	40	\$50	\$2,000
3 mm Wet Suits	10	\$120	\$1,200
Life Ring	2	\$25	\$50
Throw bag	6	\$30	\$180
Two-way radio	1	\$150	\$150
First-Aid Kit	2	\$50	\$100
Safety blanket	2	\$30	\$60
Spinal Board	1	\$100	\$100
Megaphone	1	\$100	\$100
Binoculars	1	\$100	\$100
Canoe	10	\$1,000	\$10,000
Canoe paddles	50	\$25	\$1,250
Kayak	10	\$800	\$8,000
Kayak paddle	15	\$60	\$900
Spray skirts	15	\$80	\$1200
Kayak helmets	15	\$30	\$450
Windsurfing board (complete unit)	10	\$1,200	\$12,000
Laser Sail Boat (complete unit)	8	\$1,500	\$12,000
Rope			\$200
TOTAL			\$45,030

Table. 2: Projected equipment expenses for the Watersports program.

Cross-Country Skiing Program Equipment Expenses

Equipment	Number Required	Cost/each	Total Cost
Youth Cross-country skis (complete unit)	30	\$80	\$2,400
Adult Cross-country skis (complete unit)	50	\$100	\$5,000
Waxing equipment			\$300
TOTAL			\$7,700

Table. 3: Projected equipment expenses for the Cross-country Skiing program.

Camping Equipment Rental Program Expenses

Equipment	Number Required	Cost/each	Total Cost
2 Person Tent	20	\$200	\$4,000
Sleeping Bag	50	\$80	\$4,000
Foam Pads	50	\$10	\$500
Back Packs	50	\$100	\$5,000
Coleman Stove	30	\$30	\$900
Tree saw	30	\$25	\$750
TOTAL			\$15,150

Table. 4: Projected equipment expenses for the Camping Equipment Rental program.

Summary Table of Equipment Expenses

Program	Watersports	Cross-country Skiing	Camping Equipment Rental	Total
Costs	\$45,030	\$7,700	\$15,150	\$67,880

Table. 5: Summary of projected equipment expenses.

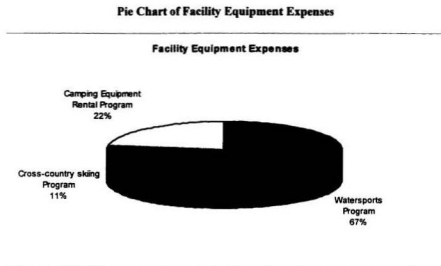


Figure 1: Percentage of projected program equipment expenses.

Chapter XIV

Summary and Conclusion

The internship experience at the Long Pond "Splash" Facility was very valuable and rewarding. It provided the author with an extraordinary study period covering all aspects of the administrative process in the area of outdoor recreation management. The most important duties accomplished during the internship included the development, organization, and implementation of the watersports program, the supervision and management of staff and activities, and most importantly, the development of a detailed policies and procedures manual for the operation of the Long Pond "Splash" Facility.

The possibilities that exist for the development of quality outdoor recreational programs and experiences at the Long Pond "Splash" Facility are extraordinary. Over the past number of years, and especially during the internship, this author recognized that there exists a tremendous demand for outdoor recreational experiences among citizens in the City of St. John's, Newfoundland. In addition to this, it has also been recognized, and documented by the City of St. John's, Department of Recreation, and the School of Physical Education and Athletics, MUN, that present participation levels at the facility have been high over the past few years.

Notwithstanding the above, the Long Pond "Splash" Facility is still not operating to its potential as an outdoor recreational facility. Much of this has to do with the fact that management procedures have not remained consistent from year to year, as supervisory staffing positions have changed. The fact that the Long Pond "Splash" Facility lacks a detailed document outlining the management procedures to be followed on an yearly basis has also contributed largely to the inconsistencies.

The policies and procedures manual that has been developed by the author provides a detailed description for the management and operation of the Long Pond "Splash" Facility on an annual basis. The policies and procedures manual shall act as a vital tool in the management of the Long Pond "Splash" Facility by providing extensive guidelines for all aspects of the operation. In order for the facility to begin to function at its potential, it is important that the parameters outlined in the policies and procedures manual be adhered to. The following action statements provide recommendations for the use of the policies and procedures manual. It is hoped that the manual provides an effective tool for the School of Physical Education and Athletics, MUN, in the future management of the Long Pond "Splash" Facility.

Action Statements

To ensure the successful management of the Long Pond "Splash" Facility, it is essential that:

1. The policies and procedures manual that has been developed for the operation and management of the Long Pond "Splash" Facility be followed.
2. All staff members at the Long Pond "Splash" Facility familiarize themselves with the policies and procedures that are outlined in the manual.
3. All program participants be made aware of the policies and procedures that affect them at the Long Pond "Splash" Facility.
4. Members of the general public that visit the site, but are not participating in the programs at the Long Pond "Splash" Facility be made aware of the policies and procedures that affect them while at or near the Long Pond "Splash" Facility.

5. A copy of the policies and procedures manual be kept at the Long Pond “Splash” Facility at all times.
6. Representatives from the School of Physical Education and Athletics, Memorial University of Newfoundland, including the Director and Associate Director (Service Program), be familiar with the policies and procedures of the Long Pond “Splash” Facility.
7. Safety policies and procedures that affect program participants be clearly displayed at the Long Pond “Splash” Facility.
8. The policies and procedures outlined in the manual be periodically updated upon a yearly review throughout the operation of the programs.

References

- Canadian Recreational Canoeing Association (CRCA) & Canadian Coast Guard (CCG) (1996). Safe Canoeing Guide: Your personal handbook for safe and environmentally friendly canoe travel. Merrickville, Ontario: Canadian Recreational Canoeing Association (CRCA).
- Giffin, D. (1974). Basic Sailing Skills: The C.Y.A. White Sail Manual. Ottawa, Ontario: Canadian Yachting Association (CYA).
- Human Resources Development Canada (1997). Summer Career Placements (SCP): Information Sheet. Ottawa, Ontario: Government of Canada.

APPENDIX A
Accident Report Form

**Long Pond "Splash" Facility
Accident Report Form**

Date: _____ Time: _____ a.m. p.m.

Name of Injured Person(s): _____

Address: _____

Phone Number: _____ (home) _____ (work)

Name of Parent/Guardian: _____

Address: _____

Phone Number: _____ (home) _____ (work)

Parent/Guardian Contacted at: _____ a.m. p.m.

Location of the Accident: _____

Description of Accident: _____

Nature of the Injury (specify): _____

First Aid Treatment: _____

First Aid Treatment Administered by: _____

Other Action Taken:

Were Police/Ambulance Contacted? (Y/N): _____

Time: _____

If not, was victim advised to see a doctor? (Y/N): _____

Transported by: _____

Transported to: _____

Witnessed by: _____

Address: _____

Telephone #: _____ (home) _____ (work)

Report Completed by: _____

Job Title: _____

Time: _____

Date: _____

Follow-up Call by: _____

Date: _____

Time: _____

Status of Victim: _____

Note: Accident Report forms must be submitted to the immediate supervisor no later than twenty-four (24) hours following the accident.

APPENDIX B**Public Incident Report Form**

**Long Pond "Splash" Facility
Public Incident Report Form**

Date: _____ **Time:** _____ a.m. p.m.

Description of Incident: _____

Action Taken by Staff Member: _____

Were MUN Campus Enforcement Notified? (Y/N): _____

Time: _____ a.m. p.m.

By Whom: _____

Job Title: _____

Time of Arrival: _____ a.m. p.m.

Other: _____

Report Completed by: _____

Job Title: _____

Time: _____

Date: _____

Note: Public Incident Report forms must be submitted to the immediate supervisor no later than twenty-four (24) hours following the accident.

APPENDIX C**Vandalism Report Form**

**Long Pond "Splash" Facility
Vandalism Report Form**

Date: _____

Time: _____ a.m. p.m.

Location of Vandalism: _____

Time Vandalism was Discovered: _____

Date Vandalism was Discovered: _____

Discovered by Whom: _____

Job Title: _____

Description of Damages: _____

List of Stolen Equipment/Items: _____

Action Taken to Secure Area: _____

MUN Campus Enforcement Notified at:

Time: _____ a.m. p.m.

By Whom: _____

Job Title: _____

Time of Arrival: _____ a.m. p.m.

Report Completed by: _____

Job Title: _____

Time: _____

Date: _____

Note: Vandalism Report forms must be submitted to the immediate supervisor no later than twenty-four (24) hours following the accident.

APPENDIX D**Off-Site Equipment Rental Form**

Long Pond "Splash" Facility Off-Site Equipment Rental Form

Date: _____

Time: _____ a.m. p.m.

Name of Renter: _____

Address: _____

Phone Number: _____ (home) _____ (work)

Does Renter have pre-requisites? (Y/N): _____

Equipment Rented	Quantity	Duration	Cost
			Total:

Date Rented:_____

Return Date: _____

Time Rented: _____

Time Returned: _____

Rented to: _____

Returned by: _____

Rented by: _____

Returned to: _____

Job Title: _____

Job Title: _____

Condition of Equipment When Returned:_____

Sign-Out:

Returned:

Renter Signature:_____

Renter Signature:_____

Staff Signature:_____

Staff Signature:_____

Note: Individuals renting equipment for use off-site are liable for any damages that are incurred outside of the normal performance of the equipment. All off-site rentals must be approved by the immediate supervisor.

APPENDIX E
Facility Evaluation Form

**Long Pond "Splash" Facility
Facility Evaluation Form**

Facility Inspected by: _____

Job Title: _____

Date: _____

Time: _____

Facility Area	Condition (Satisfactory/Unsatisfactory)
Boathouse (General)	
Entrance	
Windows	
Perimeter	
Equipment Racks	
Walking Dock	
Main Dock	
Floating Dock	
Shore Area	

Action Taken to Secure Area: _____

Dept. of Facilities Management, MUN Notified at: _____ a.m. p.m.

Date Notified: _____

Notified by: _____

Job Title: _____

Signed (Supervisor): _____ **Date:** _____

Note: The Facility Evaluation forms must be completed by the immediate supervisor, or a staff member designated by him, on Monday of each week. If damages exist, the Department of Facilities Management, MUN must be notified no later than twenty-four (24) hours following the safety inspection.

APPENDIX F
Equipment Evaluation Form

**Long Pond "Splash" Facility
Equipment Evaluation Form**

Instructional Area Inspected: _____

Equipment Inspected by: _____

Job Title: _____

Date: _____

Time: _____

Equipment Inspected	Quantity	Condition (Satisfactory/Unsatisfactory)

Action Taken to Secure Equipment: _____

Immediate Supervisor Notified at: _____ a.m. p.m.

Date Notified: _____

Notified by: _____

Job Title: _____

Signed (Staff member): _____

Date: _____

Note: The Equipment Evaluation forms must be completed by the staff member in the area of instruction, on Monday of each week. If damages exist, the immediate supervisor must be notified no later than twenty-four (24) hours following the safety inspection.

APPENDIX G**Course Evaluation Form**

**Long Pond "Splash" Facility
Course Evaluation Form**

Course Being Evaluated: _____

Date of Evaluation: _____

For the following items listed below, please rate your feeling in relation to the instructional course participated in (1 being "poor", 3 being "good", 5 being "excellent"):

	poor		good		excellent
1. The contents of the course.	1	2	3	4	5
2. The equipment used.	1	2	3	4	5
3. The instructional times.	1	2	3	4	5
4. The organization of the course.	1	2	3	4	5
5. The quality of instruction.	1	2	3	4	5
6. The staff at the Facility.	1	2	3	4	5
7. The overall service provided.	1	2	3	4	5
8. The friendliness of the instructor.	1	2	3	4	5
9. The course location.	1	2	3	4	5
10. Overall rating of course.	1	2	3	4	5

Other Comments: _____

Note: The Course Evaluation forms must be completed by all participants enrolled in programs at the Facility. General staff members in the area of instruction being evaluated are required to submit the evaluation forms to the immediate supervisor in a sealed envelope no later than twenty-four (24) hours after they have been completed.

APPENDIX H**Instructional Course Participation Form**

**Long Pond "Splash" Facility
Instructional Course Participation Form**

Week Ending: _____

Program	# Reg.	Mon.		Tues.		Wed.		Thurs.		Fri.		Avg. Attend	Inst/child Ratio
*	*	am	pm	am	pm	am	pm	am	pm	am	pm	*	*
Y-kayak													
A-kayak													
Y-canoes													
A-canoes													
Y-wind													
A-wind													
Y-sail													
1 2 3													
A-sail													
1 2 3													
Y-ski													
1 2 3													
A-ski													
1 2 3													
Sub- Total													
Daily Total													

Completed by: _____

Job Title: _____

Date: _____

Note: The Instructional Course Participation forms must be completed by the immediate supervisor at the Facility on Friday of each week. A copy of the form is to be filed, and another copy must be deposited into a special account along with all monies.

APPENDIX I**Equipment Rental Statistics Form**

**Long Pond "Splash" Facility
Equipment Rental Statistics Form**

Week Ending: _____

Equipment Rented *	Number of Rentals					Total Revenue
	Mon.	Tues.	Wed.	Thurs.	Fri.	*
Kayak						
Canoe						
Windsurfer						
Sailboat						
Paddle						
PFD						
Wet Suit						
Cross-country skis						
Tent						
Sleeping Bag						
Foam Pad						
Backpack						
Coleman Stove						
Tree Saw						
TOTALS						

Completed by: _____

Job Title: _____

Date: _____

Note: The Equipment Rental Statistics forms must be completed by the immediate supervisor at the Facility on Friday of each week. A copy of the form is to be filed, and another copy must be deposited into a special account along with all monies.

APPENDIX J

Telephone Directory

Long Pond "Splash" Facility

Telephone Directory

<u>Name</u>	<u>Position</u>	<u>Telephone #</u>
Mr. Jeff Mitchell	Watersport Supervisor	737-3712 (o) 754-4101 (h)
Dr. Wm. Redden	Director, SPEA	737-8120 (o) 753-7098 (h)
Mr. Frank Butler	Associate Director, SPEA	737-8669 (o) 722-0839 (h)
Dr. Gregory Wood	Associate Director, SPEA	737-8672 (o)
Dr. Basil Kavanagh	Professor, SPEA	737-8676 (o) 745-8263 (h)
Dr. T.A. Loeffler	Professor, SPEA	737-8670 (o) 576-2725 (h)
Mr. Doug Partridge	Facilities Manager, SPEA	737-8679 (o)
Ms. Heather Rowsell	Service Program Co-ord., SPEA	737-8683 (o) 726-7789 (h)
Mr. John Blackwood	Tech. Services, SPEA	737-8493 (o)
Campus Enforcement	MUN Security	737-8561(o)

