

HORSESHOE SASKATCHEWAN INCORPORATED POLICY AND PROCEDURES MANUAL

MISSION STATEMENT

The role of Horseshoe Saskatchewan Incorporated is to develop, promote, communicate and administer the programs, policies and procedures which help in the development and participation of horseshoe coaches, players, officials and volunteers at all levels throughout the province.

Maintenance/Updates/Changes

Horseshoe Saskatchewan Incorporated (herein referred to as H.S.I. or the Association) has the responsibility of developing and updating and distributing this manual.

Any changes to the policy and procedures will be derived from the H.S.I. AGM or from H.S.I. general meetings. These changes will be incorporated into the policy manual prior to February 15th each year. Note on the top right hand corner of each page within the policy manual is the date which the changes were in effect as of.

Distribution

The H.S.I. Policy and Procedures Manual will be distributed as follows: (one copy to each)

- President of the Horseshoe Sask. Association
- One copy to each Zone Representative
- One copy to each Executive Member
- One copy to Sask Sport Inc. (as updated)

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CONSTITUTION AND BYLAW

SECTION 100

CONSTITUTION

- **Article I - Title**

This constitution may be cited as the constitution of HORSESHOE SASKATCHEWAN INC.

- **Article II - Objective**

The objectives of the association are:

The promotion and furtherment of Horseshoe Pitching in the Province of Saskatchewan and to be responsible for administering the Annual Provincial Championships.

- **Article III - Memberships**

The membership of the association shall consist of regular voting members and associates no voting members.

REGULAR VOTING MEMBERS:

- The regular voting members shall consist of clubs as listed in Appendix II.
- The paid-up individuals in each zone shall determine their voting representative on behalf of the club.
- If the paid-up individuals in that club change the representative of any club, the President and the Executive Director of the association shall be notified of such a change within thirty (30) days.
- Members of the Executive committee cannot be representatives for any club.

ASSOCIATION NON-VOTING MEMBERS:

- These associate non-voting members shall be recognized upon payment of prescribed annual dues.
- The eligible associate no-voting members are restricted to individuals.

- **Article IV -Administration and Board of Directors**

MEETINGS

- A meeting shall consist of at least four (4) regular voting members.
- In case of a tie vote, the President of the association shall break the tie.
- All regular voting members shall be notified two weeks in advance of a Board of Directors meeting.
- The Secretary of the association shall maintain a list of the regular voting member's representatives and this list shall be available upon request for viewing to all paid-up individuals in the province.
- A meeting to the Board of Director shall be convened by notifying the President/Treasurer in writing and at least two (2) regular voting members or by written request of the President/Treasurer and one other Executive Committee member.

BOARD OF DIRECTORS

- The eight voting members shall be the Directors of the Association.
- The Board of Directors shall have the power to direct the activities of the association on a timely basis.

105 **Article V - Executive Committee**

- The Executive Committee shall consist of the President, Treasurer, Secretary and two others.
- The Executive Committee shall be elected on a majority basis by the regular voting members from the individuals in the Province.
- The Executive Committee shall be responsible for the interpretation and administration of the constitution and bylaws of the association as they see fit.
- Quorum of the Executive Committee shall consist of the President, Treasurer, plus two other members of the committee.

106 **Article VI - Bylaws**

- The Board of Directors may adopt bylaws as they deem necessary by majority vote for directing the activities of the association.

- The annual general meeting shall be held one day prior to or on the first day of the Provincial Championships each year.
- The Executive Committee will present reports to the annual meeting showing the activities of the Association during the previous fiscal year.

108 **Article VIII - The Act**

- Any deficiencies or variations between the content of this constitution and the bylaws of the Association and the contents of the non-profit corporation Act shall be determined or resolved by reference to the Act.

109 **Article IX - Amendments**

- This constitution may be amended on a timely basis when six regular voting members agree to such amendments, except for Part B, Appendix II which may be amended with a majority vote of the regular voting members present.

110 **Article X -Content**

- This constitution shall consist of Part A (the constitution), Part B (appendices), and Part C (the definitions).

PART B APPENDIX I
Zones and Region Representatives

Zone #1	As determined by the Executive when required
Zone #2	As determined by the Executive when required
Zone #3	As determined by the Executive when required
Zone #4	As determined by the Executive when required
Zone #5	As determined by the Executive when required
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PART B APPENDIX II
Provincial Horseshoe Clubs by Zone

Zone #1	Whitewood
Zone #2	Regina
Zone #3	Caronport, Swift Current
Zone #4	Yorkton
Zone #5	Manitou Beach
Zone #6	Saskatoon
Zone #7	Battleford
Zone #8	Paddockwood, Prince Albert

PART C
Definitions

- A paid individual – A paid individual shall by any resident of Saskatchewan who has paid the prescribed fee to their zone who in turn pays their money to Horseshoe Saskatchewan Inc.
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HORSESHOE SASKATCHEWAN INCORPORATED BYLAWS

- The membership fee for paid up individuals shall expire December 31 of each year and the dues to be: Adults \$10.00 and Juniors \$8.00.
 - Club affiliation fees to H.S.I. shall expire December 31st of each year the amount of the fee will be \$20.00 per year.
 - Seniors have the option playing in the Regular Division or the Seniors Division but not both at the Provincial Championship.
 - Horseshoe Saskatchewan shall adopt the playing rules of conduct of Horseshoe Canada Association and the National Horseshoe Pitcher's Association as applicable.
 - The host club for the Provincial Championships is responsible for providing a food concession and playing facilities of 15-20 courts as well as washroom facilities.
 - The host club for the Provincial Championships shall be held at Manitou Beach and every fifth year other hosts may bid for the hosting of the Provincials.
 - All Provincial Championship singles, doubles and mixed doubles competition at the championships shall be Round Robin competition and that doubles competition shall be a high/low team based on percentages.
 - Qualifying and placing shall be determined by using the running average percentages on file. If no such percentage is found then 150 shoes must be thrown for qualifying recorded and recognized by H.S.I. Officials.
 - All entries to the Provincial Championship singles event must be into the Tournament Director one week in advance, along with any fees that may be required.
10. Officers of the Executive Committee may obtain sponsorship from any business/or individual who are interested in sponsoring in part or in whole the Provincial Championships or other events.
11. H.S.I. shall associate with Horseshoe Canada by paying the prescribed fees required.
- Hall of fame inductees:
 - a. Nominations of members for the H.S.I. hall of fame shall be from the general membership of A.G.M. the chairman is not allowed to vote.
 - A hall of fame committee shall be appointed by the President or by the Appointed Chairman. Committee members must vote by mail and use only that name

- nominated at the annual meeting.
- The nominee receiving the most votes will be inducted into the hall of fame at the next general meeting.
- Only one induction will be made every five years.
- A member nominated for two times and who has not been elected will have his name left off the ballot for one voting year.
- Anyone inducted into the hall of fame will be given a lifetime membership to H.S.I.
- The chairman of the H.S.I. hall of fame will be appointed by the executive committee.
- If at a sanctioned tournament a junior event is offered and the person prefers to play in the regular classed they may not receive any prize monies for their efforts. A Junior will be allowed to throw 150 shoes if there is only one entered, to be eligible competition but without receiving any funds as previously stated.
- Age categories for competition are:
 - Open mens and womens categories – 18 years and over
 - Senior mens 30 foot – 65 years and over
 -
 -
 - Junior male and female – 17 years and under
 - PeeWee male and female – 12 years and under

All ages as of January 1st of that year

- The President shall be paid travel expenses to the Provincials each year and any out of pocket expenses such as postage, phone calls etc...
- No relative or fellow club member of a person shall keep score for that person at the Provincial Championships.
- The mens A class at the Provincial Championships to TOP 16%'s sent in, providing that they are all within a 10% margin. That it be two groups A & B if possible. If 6 or less then it be one group with a double round robin of 40 point games, and the top 2 play best spread in percentages.
- That a player may move up if he/she desires. That a class must be 55% and over.
- All singles games at the Provincials shall be 40 point games for percentages 25% and up all other will be 40 shoe games. That all doubles competition be 40 shoe games and all team matches be 40 shoe games.

- All singles competitions are to be played first, then doubles if time permits.
 - The sanctioned tournament in Saskatchewan shall be the tournaments organized by the Provincial Horseshoe Clubs as listed in Part B Appendix II of the Constitution. and all Provincial Championships and Provincial Team matches set out by H.S.I.
 - That at the annual general meeting each zone will have a regional representative and they be allowed two more members from that zone as voting delegates
 - That a club in the Province of Saskatchewan may apply for map grant funding but must participate actively in H.S.I. fundraising efforts to qualify. The club applying must be affiliated with H.S.I. and spend an acceptable portion of grant funds on travel to other sanctioned tournaments.
 - That a senior mens thirty class be added to the Provincial Championships.
 - That the divisions at the Provincial Championships shall be compressed of the following; open mens singles, open ladies singles, junior boys and girls' singles, peewee boys and girls singles, mens doubles, ladies doubles and senior mens 30 foot doubles, and mixed doubles.
 - You must be a paid member of the H.S.I. in order to take part in the Provincial Championships and be a resident in the Province of Saskatchewan for at least six months and have not participated in any other provinces Provincial Championships.
 - All sanctioned tournaments must abide by H.S.I. rules and regulations as laid out in these bylaws.
 - All classes in the singles competition at the Provincial Championships are to be eight man round robin where percentages so allow. Except for mens and ladies A classes where only 45% and over are allowed.
29. That sanctioned and Provincial Championships tournaments are round robin singles and doubles competitions (including mixed doubles).
- That H.S.I. abides by the disbursements of funds as laid out by Sask Sport and Sport Profile, which is budgeted each year.
 - That in order to be eligible for team travel to the Canadian Nationals Players selected by winning their class must 1. Take part in the Provincial Championships and 2. Take part in three other sanctioned tournaments.
 - Travel expenses will be disbursed according to criteria followed by the Executive and approved by the membership at an Annual General Meeting

SECTION 111 (Provincial Membership Fees)

- Full membership - \$10.00 per year
- Junior membership - \$8.00 per year
- Associate Membership - \$2.00 per year
- Provincial Championship fees:
 - \$20.00 Singles event (Championship class participants require an additional \$5.00 fee for Singles events – excluding Junior and PeeWee classes)
 - \$5.00 Doubles events
 - \$10.00 Skins event

SECTION 112 (Club Affiliation Fees)

Each club that affiliates with Horseshoe Saskatchewan Inc. pays an annual fee of \$20.00

SECTION 113 (Playing Rules)

Horseshoe Saskatchewan Inc. abides by the rules and regulations of the National Horseshoe Pitchers Association and of Horseshoe Canada as applicable

SECTION 114 (Voting members at annual or special meeting)

1. Annual general meeting:

Each zone is allowed three votes, the Regional representative plus two other Horseshoe Saskatchewan members appointed by the members in the said zone.

2. Special meetings:

Special meetings are called periodically at which the Regional reps from each zone have the power to make decisions on behalf of the Horseshoe Association.

SECTION 115 (Requirements to host Provincial Championships & Provincial Team Matches).

1. Manitou Beach Saskatchewan is the home base for the Provincial Championships and Provincial team matches (or other approved format) each year, but every fourth year a club may bid to host the championships the following year.
2. Host must provide a minimum of 16 courts suitable for both 30' and 40' pitching,
3. Must supply suitable place for AGM and Banquet (if scheduled) and food booth near to courts.

4. Must supply a facility for the tournament director.
5. The host club if it all possible should help out financially if at all possible.

SECTION 116 (Sanctioned Tournaments and Clinics Recognized by Horseshoe Sask. Inc.)

1. Singles and doubles competitions and clinics must be round robin format
2. All records of percentages must be kept and submitted to Horseshoe Saskatchewan Incorporated for recording.
3. The club that is hosting a sanctioned event must be affiliated with the Provincial organization.

SECTION 117 (Responsibilities of the Executive Director)

That the Executive Directors duties will include helping in the following (when an Executive Director is employed by the organization):

- Secretarial duties
- Treasurer duties
- Staticians duties
- Map grant chairman duties when needed that the Executive Director performs all duties listed on a monthly basis.

That the Executive Directors duties will include helping in the following:

- Help prepare the annual funding for Horseshoe Sask.
- Help in scheduling of sanction tournaments in the province
- Publish the Horseshoe Sask newsletters
- Arrange all travel to out of province competitions for H.S.I.
- Act as tournament director for all Provincial competition
- Collect and file all membership dues for H.S.I.
- Answer and file all correspondence for Horseshoe Sask.
- Arrange Horseshoe Sask audit each year.
- Keep H.S.I. constitution, bylaws, etc updated periodically
- To see that all affiliation fees and insurance for H.S.I. are paid
- Attending or arranging for someone to attend Sask Sport meetings on behalf of Horseshoe Sask Inc.
- To be contact person on behalf on H.S.I. and to keep the executive council informed of all matters.
- To provide affiliated clubs and individuals with any information they may require.

- To be in charge of all Horseshoe Sask Inc. equipment (property)
- To arrange all general and annual meetings for H.S.I.
- To be in charge of fund raising for Horseshoe Sask Inc.
- And any other duties assigned by President of performance after each sanctioned tournament

SECTION 118 (Age categories)

Open mens – 18 and over
 Senior mens – 65 and over
 Juniors – 17 and under (both girls and boys)
 PeeWees – 12 and under (both girls and boys)
 Open ladies – 18 and over

SECTION 119 (Divisions of play provided at Provincial Championships)

Provided there are enough participants and percentage spreads are acceptable the following classes are typically used at the Provincial Championships:

Open mens – classes A, B, C, D, E, and F (placed by percentages)
 Senior mens 30' classes
 Ladies open – classes A, B and C (placed by percentages)
 Junior boys class A, B (placed by percentages)
 Junior girls class A,B (placed by percentages)
 Mens open doubles, Ladies open doubles, Junior mixed doubles, Mixed doubles

SECTION 120 (National Travel – funding and rules of eligibility the ones for eligible for team travel to the Nationals are as follows)

Currently under Review for updating

SECTION 200 (Administration)

- 201 Banking Locations: As approved by H.S.I. Executive
- 202 Signing Authority: Elected President, Elected Vice-President, Elected Treasurer & Elected Secretary. Two of the four signatures are required.
- 203 Budgeting: It shall be the responsibility of the Executive and other appointed volunteers to set up the budget for the organization with the approval of the Board of Directors.
- 204 Revenue: Self help and annual funding from Sask Sport Inc.
- 205/206 Revenue/
Expenditures & Receipts These fall under the responsibility of the Treasurer, the Executive Director and the appointed Auditors of the Association.
- 207 Payroll (if applicable): The Executive Director shall be responsible for any payroll procedures, with the permission of the Executive Council. Employees shall be paid bi-weekly.
- 208 Sponsorship
& Advertising: It is the policy of the association that each affiliated club is responsible for obtaining and providing its own advertising and sponsorship, with some funding help through the Provincial Association.
- 209 & 210 Accounting
& Audit It is the policy of the Association that the Accounting of the association be done by the Treasurer and/or the Executive Director. That at the end of the fiscal year the books be audited by a Chartered Accountant.
- 211 Insurance: As per current provider and meeting the minimum requirements of Sask Sport.
- 212 Horseshoe Canada: The Association is affiliated with its National body Horseshoe Canada. The association shall pay to Horseshoe Canada each year the affiliation fee set by Horseshoe Canada.
- 213 Sask Sport

Annual Funding:	This is our main funding from Sask Sport Inc. which must be applied for each year. Funding is based on a format that determines the amount of funding will be provided. This is known as the Sport profile package. This is distributed to each regional rep once it is completed to be approved and then it is submitted to Sask Sport Inc for approval. All our funding for our administration, Athlete development, High performance and Organizational expenses come from this funding and our self help funding.
Membership Assistance Program	This funding package that each club files for funding their club thru the Provincial Association. This is what is normally known as Map Grant. The total amount of Map Grant funds is determined by the total membership in the Provincial Association and is finalized by Sask Sport on the amount to be received by clubs that have applied; this decision is made by the Map Grant committee of the Provincial Association. (See pages 28, 29, 30 in Policy and Procedures manual for criteria and forms used)
Athlete Assistance:	<p>This program falls under our Sask First Program. This is the funding that is given to Elite athletes to help in their expenses for attending clinics and competitions. Elite players must apply for this funding by submitting an application form to the Provincial Organization each year by December 31st for the upcoming fiscal year. The amount available is determined in the annual sport profile package that is submitted to Sask Sport for funding.</p> <p>Once funds have been approved by Sask Sport the Provincial association's Elite chairman and his committee (the Executive council) will decide on the disbursement of the funds to those that have applied. (See forms and criteria on pages 31 to 37 of policy and procedures manual).</p>
Hosting Grants:	The Provincial Association in their Sport Profile package when applying for annual funding do calculate a few funds for hosting, but when the Provincial Association hosts something like the Nationals or Western Classics, we apply for a separate Hosting Grant that is available through Sask Sport & Cult. This we do buy submitting a budget for the event of revenues and expenditures expected to host the event.
Athlete Awards:	Sask Sport Inc offers athlete awards that the Provincial

Association can submit names to... There is the Athlete of the year, month, team of the year, team of the month. These can be submitted to Sask Sport by any person, with approval of the Provincial Association. (See pages 38 & 39 in Policy & Procedures Manual).

The Provincial Association has awards which are presented to players at the end of each year. Awards are based on points that players achieve by attending sanctioned events in the Province, on the basis of improvements throughout the season; and on year end percentage results.

The Provincial awards are:

The Corky Dobson Award – Mens A Award (This is based on points for coming 1st, 2nd, 3rd, and 4th in a sanctioned competition)

The Ross Memorial Award – Mens B Award (This is based on points for coming 1st, 2nd, 3rd, and 4th in a sanctioned competition)

The Hunter Sports Awards - Junior Boys A Award (This is based on points achieved at a sanctioned competition)

Charlie Purse Award – Senior Mens A Award (This is based on points achieved at a sanctioned competition)

Adams Award – Men C Award (This is based on points achieved at a sanctioned competition)

Teichreob Award – Ladies A Award (This is based on points achieved at a sanctioned competition)

Ellison Award – Ladies B Award (Based on achieved points)

PTL Award – Junior Girls Award (Based on achieved points)

The Wingham Award – For the most improved Lady

The Finnie Award – For the most improved Junior

The Helgason Award – For the most improved Man

The Friesen Award – Awarded to the player at the end of the year that has the highest percentages.

The Weitzel Award – This is awarded to the player at the Provincial Championships that has the highest percentages at the end of the competition.

To be eligible for these awards the person must have attended the Provincial Championships and 3 other sanctioned events throughout that season, and hold a valid Horseshoe Saskatchewan membership.

Volunteer Recognition Awards Sask Sport has volunteer recognition award program which associations can submit names to. (See forms page 40 in this Policy & Procedures manual)

Our Provincial Association has what is known as the Hall of Fame Award. This award is presented to members of the association that have played a major role in the sport of Horseshoes, whether at the Provincial level or Club level. Nominations to the Hall of Fame award are presented every 5th year. Other smaller awards are presented on occasion to volunteers that have put a lot of time and effort into the support of the Association and clubs throughout the Province.

Sask Sport Meetings It is the policy of the Horseshoe Association to attend as many of the Sask Sport meetings as possible. Attendance at the Sask Sport Annual General Meeting is required.

It is policy of the Association that the Regional representatives for Zone 1, 2, 3, 4, 5 to attend as many meetings as possible that Sask Sport holds in Regina, and that Regional Rep's from Zones 6,7 and 8 attend as many meetings are possible that are held by Sask Sport in Saskatoon. That if a regional rep can not attend that they find someone to attend in their place.

SECTION 300

Board of Directors Roles & Responsibilities

In process of updating based on previous Annual General Meetings – please refer to past meeting minutes until updated.

301 President:

The President is responsible of over seeing all of the operations of the Provincial Association and to delegate responsibilities to others were he/she deem it

necessary to do so. The President's vote will be used to break a tie if the need arise on all Provincial matters. To preside at the Annual & General meetings of the Association act as representative of his/her own region, carry out the business of the association and to provide a report at the Annual meeting each year.

302 Vice President:

The duties of the Vice President shall be the same as the President, except he/she shall carry them out only in the absence of the President. He/She shall also act as the regional representative of his/her region and is to give a report at the Annual & General meetings.

303 Secretary:

The duties of the Secretary shall be to keep accurate records of all meetings, bylaws and business of the association. He/She shall act as representative of his/hers own regional, and to give a report at the Associations Annual & General meetings.

304 Treasurer:

Duties of the Treasurer shall be the custodian of all matters of finance of the association, sign receipts for the memberships and warrants for expenditures. He/She shall act as regional rep for his/her region. These duties to be performed by the Executive Director in his/her absence or on behalf of the Treasurer. They shall both have signing authority for the Association and to give reports at the annual meetings of the association.

305 Elite Director:

The duties of the Elite Director shall be to over see the elite players on their status, to make any decisions with regards to competitions and clinics and who shall qualify to attend such events. The Elite Director shall be responsible for all High Performance matters and shall file the follow-up report to Sask Sport, and to submit a report at the Annual Meeting of the Association.

306 Map Funding Director:

Once the amount granted for Map is received from Sask Sport the Map Funding Director is to take all the application from the clubs that have applied, and send copies to each of the Regional Rep's (which make up the Map board) and decide how the funds should be allocated. It is the duty of the Map Chairman to see that all the rules for applying have been met by those applicants.

307 Hall of Fame Director:

It is the duty of the Hall of Fame Director to inform the membership of deadlines to have names submitted to him/her for nomination. The Hall of Fame presentation is to be made every five years. The Hall of Fame chairman will submit a report to the President once all ballots have been counted and person has been nominated. The chairman shall ask at the Annual Meeting that the ballots be destroyed. The Director shall make the presentation at the appropriate Annual Meeting of the Association.

308 Statistician:

The Provincial statistician shall keep all records of the players in the Province and shall be responsible for the awards that are presented each year. A copy of all results shall be submitted to the President, and Executive Director of the Association and to give a report in the Newsletter each season.

309 Fund Raising Director:

The fund raising director is responsible for arranging of all fund raising campaigns and to provide a report at the Annual Meeting.

310 Executive Director:

The person is a hired employee of the Provincial Association and is responsible for all business and financial matters the association on behalf of the Treasurer, and has the same duties that would be provided by the Treasurer and scheduling of seasons events and is to be the network of information for the association. To attend as many of Sask Sport meetings as possible and keep informed of all activities. To officiate at the Provincial Championships and team matches.

SECTION 400

Officiating Coaching and Player Development

401 Certification Levels: Theory & Technical levels I, II, III

Level I – Scorekeeping

1. Duties of scorekeeper as listed under level 3
2. Typical score sheet that must be completed according to the symbols shown on the top of the score sheet and complete arithmetic at the bottom of the score sheet to verify the statistics of the game.

Level II – Scorekeeping and Judging

- Be able to perform duties of a scorekeeper.
- Be capable of measuring for ringers with a straight edge in both clay and sand.
- Be capable of measuring points using calipers.
- Must be familiar with rules of Horseshoe Pitching.
- During play must call fouls when they are observed.
- Settle any dispute that may arise during a game or refer to tournament director for a decision.
- Must keep a round robin tournament on schedule by ensuring all player report to the next court as soon as the game on that court is finished and scorekeeper has completed the score sheet for the current game. Must ensure players report to the judge if they have to leave courts during a round robin tournament for legitimate reasons.
- Must be familiar with details of a round robin card and ensure players are on correct courts to start a tournament.
- Must collect score sheets and ensure they are complete and correct before handing them into the tournament director, after each round of play.

Level III – Scorekeeping, Judging and tournament Director duties

- Must know the duties of the Level I and II officials.
- Must know the rules of Horseshoe Pitching.
- Must be able to set up the various classes of a tournament according to the number of entries in each division.
- Must maintain result sheets for each class.
- Must prepare result display board for each class and post it in a prominent position for all contestants to see, and keep it up to date as the rounds are completed.
- Must ensure the necessary items to run a tournament are available prior to the start.
- Must detail guidelines for how each tournament will be conducted prior to the start and ensure all players are aware of them.
- Must arrange for trophies and other awards and how they are to be distributed at the end of the tournament.
- Must arrange for scorekeepers and judges.
- Must detail a committee to handle any disputes that may arise during the tournament. 402 Officials and Levels of Qualifications

List to be kept in a separate document

Elite Athlete's

As determined yearly by H.S.I.

SECTION 500

Associated Documents maintained under Separate Cover

HORSESHOE SASKATCHEWAN INC.
MEMBERSHIP ASSISTANCE CRITERIA (Map Grants)

Maintained under a separate document.

Last revised July 25th, 2012

HORSESHOE SASKATCHEWAN INC.
COACHING MANUAL

Maintained under a separate document.

Last revised August 1st, 2014

This document updated March 15, 2017 by Tamara Christensen, President HSI to reflect the last revised date for the Horseshoe Saskatchewan Coaching Manual