Nakkertok Trip Guide for Parents and Athletes

Throughout the year the Nakkertok racing program organizes training and racing opportunities for its athletes. As a club, we have found that group travel enhances the athlete's overall training and racing experience, fostering social cohesion and instilling the values of independence, responsibility, and collaboration. However, team travel is not a right but a privilege. An athlete's participation in any given trip will be decided by his or her coaches, who are mindful of his or her particular abilities and needs.

Each trip is a team event, involving not only coaches and athletes but also recruiting parental volunteers, some of whom travel with the team and some of whom don't. One volunteer Trip Organizer and one Nakkertok Lead Coach manage the trip's organization, making major decisions affecting the travelling team and overseeing disciplinary matters. In order to ensure the successful coordination of a safe, inexpensive, and smoothly run trip, parents of athletes, regardless of any volunteer commitment, must familiarize themselves with this document.

The document is divided into three main sections: securing an athlete's place on a trip, parental responsibilities *before* the trip, and parental responsibilities *during* the trip. It is also incumbent on parents to ensure that their athletes have familiarized themselves with the appropriate sections of this document as well. Either a parent's or athlete's failure to fulfill any of the following responsibilities may lead to the athlete's exclusion or removal from a trip.

Securing an Athlete's Place on a Trip

The Process

Securing your athlete's place on a trip consists of an entire process of attendance at the program meeting, paying fees, and signing online and paper forms. All of these steps in the process must be carried out in order to ensure that your athlete will be travelling with the team. The process of securing a place involves four separate steps:

- 1) All athletes and parent volunteers must sign planning documents in September. Signing up for a trip is done via the on-line Master Trip Sign-Up spreadsheet, which will be updated regularly as trip details such as dates, costs, locations, become available. There is a separate tab for each trip. Contact information for the designated Trip Organizer will be included on the appropriate tab of the spreadsheet. Once an athlete's name is input onto the spreadsheet and the trip fee has been paid by the deadline, the athlete is committed to the trip. All trip participants must also fill out the Athlete/Parent Trip Information Form which can be found on the Master Trip Sign-Up document. Please note: Only those athletes who are eligible to attend a trip (and have been approved by the Lead Coach) will be allowed to participate, whether or not the athlete has been signed up and has paid by the deadline.
- 2) Parents, whether new or returning to a program, must attend a mandatory meeting in September. There is a separate meeting for each particular racing program. At the mandatory meeting, you will learn about the individual trips and their preliminary

logistics and can pay for the ones that your athlete wants to attend. If you are unsure which trips your child should sign-up for, talk to your child's coach.

3)

- a) Race trip dates and locations should be available prior to the Program meetings. These opportunities typically include all O-Cups, Q-Cups, Nationals, and World Junior Trials. Additionally there are training camp opportunities, such as Foret Montmorency.
- b) The dates and locations for the summer training camps (for year-round program participants only) will be announced by the program coaches in late May/early June. These camps typically include OWL (late June), Local Camps (July/August), and Lake Placid (NJDT July). There is no general meeting for the summer training camps. Each one is dealt with separately.
- 4) The trip fees are to be paid to the Trip Organizer of the particular trip prior to the October 15th deadline (or installment deadlines) and preferably earlier at the Program meeting. More will be said about fees below.
- 5) All relevant Nakkertok forms must be completed prior to acceptance on any trip, and any updated medical information must also be added to the medical information sheet on an ongoing basis.

Travel Costs, Payment of Fees, and Refund Policy

Trip accounting is a major volunteer activity. Payment of fees before the deadline keeps the workload of volunteers to a manageable level. Parents can request trip accounts from the Race Committee Treasurer.

Costs Covered by Fees

The trip fee covers the athlete's share of food, accommodation, ski preparation and ground transportation expenses unless otherwise indicated. The fee also covers Nakkertok coaches expenses as well as the reimbursement of volunteer parent expenses.

Best efforts are made to ensure that the trip fee matches or is slightly less than the actual trip cost. Occasionally, a trip's costs or expected costs exceed the payment set in September, and, as such, athletes will be required to pay the difference. If the difference is a significant amount known prior to departure, athletes will be expected to pay before they can go on the trip. If the significant amount is accrued during the trip, then athletes will be expected to pay within one week of returning from the event.

Costs not Covered by Fees

Payment of applicable licence fees and race registration fees by the event's deadline is the separate responsibility of athletes and their parents. These fees are not included in the trip fee. Race registration and payment are generally done through the web page Zone4.ca, whose link will be provided by the Trip Organizer and Lead Coach well in advance of the entry deadline. Refunds are not provided if athletes neglect to enter the race by the deadline. (In some cases, one can register for a race after a deadline if you pay a hefty late fee). Air travel costs, such as the plane ticket to Thunder Bay or Nationals, generally is not included in the trip fee.

Payment Methods

Payment can be done with post-dated cheques made out to Nakkertok ski club and must be given to the Trip Organizer. A list of dates for the postdated cheques will be provided at the Program meeting and will be available on the Master Trip Sign-up spreadsheet. Include your child's full name and name of the trip on each cheque. One cheque per trip please.

Internet e-transfer payments may also be used. Directions follow:

If your family uses web banking with an email transfer option, you can transfer money to the Nakkertok trip account. Each bank may have slightly different procedures.

Use the Interac money transfer option. Email the money to nakkertoktripaccount@hotmail.com. You could be charged approximately \$1.50 per transfer by your bank and there may be limits on how much can be transferred. The limits may depend on your bank account set up, etc. For most of our trips the limits would not be exceeded.

You will need to set up a "secret question" in your web banking program that we answer. The transfer instructions are generally under the title Interac e-transfer, or something similar. The question should be: What is the name of the cabin by Weber pond? The answer should be: owlcabin.

You will also have space to include a message. Clearly state what trip the money is to be used for and the name of the athlete, first and last.

Once we get your email, which can take an hour or two to be processed, we open our web banking program, answer the question and the money gets directly deposited in the Nakkertok trip account. You will get an email receipt and the trip organizer will be informed of the successful completion of the transfer.

Please also include with your payments, a self-addressed, stamped envelope which will be used by the RC Treasurer for your end-of-year reimbursement cheque.

Payment Deadlines, Surcharges and Refund Policy

The trip fee is an estimate of the athlete trip costs including the athlete's share of food, accommodation and ground transportation, and a portion of the attending coach(es) and volunteer parents' expenses. The cheques are to be collected by the TO, or can be sent to the Race Trip bank account by email transfer. Based on the trip fees received, each TO will be committing to a corresponding level of accommodations, vehicle rentals, food catering (as applicable), and support team numbers. Many of these arrangements are not able to be changed at a later date without additional cost and/or considerable volunteer time. For these reasons, in most cases, no full refunds will be issued once the October fee payment deadline has passed. If room is available on the trip, an athlete may be added to the trip after Oct 15th by paying a \$25 late fee per trip. Late payment will also result in a late fee surcharge of \$25. Withdrawing from a trip after the October 15th deadline will incur a \$25 surcharge. There are only four exceptions to the rule: athlete's illness or injury; emergency in the athlete's family; athlete's qualification for a higher level cross country skiing competition or camp, such as World Juniors, that directly conflicts with the trip; or the withdrawing athlete finds a suitable replacement (to be determined by TO and LC) to fill his/her spot on the trip. In the last case, if this can be done, no cancellation or late fees will be charged either athlete. If a suitable replacement cannot be found (i.e. same gender for rooming switches), then the athlete withdrawing from the trip will incur a \$50 charge. In all cases of withdrawal from a trip, efforts will be made to reimburse an athlete for as much of the paid fees as possible without adding appreciable extra costs to the other athletes on the trip. In each of these situations, the TO and the LC must be notified in advance of the trip, and a final decision as to whether or not the athlete will be reimbursed will be made by the RC Director in consultation with the RC Treasurer. An athlete committed to going to a race event, such as Nationals, will also receive a refund if the coaches determine that the athlete has not met criteria that Nakkertok has set out in advance. The Nationals' initial deposit is non-refundable in all other cases unless a "like for like" replacement is found. It should be noted that with withdrawals closer to the trip departure, less reimbursement will be possible, as transportation needs will be finalized, final accommodation arrangements will have been made, support staffing will be determined, etc. Reimbursement in the end may be for food costs only. In general, reimbursements—regardless of the amount--will only be made at the end of the year.

When paying fees, each family is to submit a Stamped, Self-Addressed Envelope to their parent coordinator, which will be used to return to the family their end of year trip refund.

Parental Responsibilities before the Trip

Volunteering for a Trip

Nakkertok racing and training events depend upon parent volunteers. Without their assistance, Nakkertok programs would not be able to offer team travel. From year to year, new parents are especially encouraged to volunteer because the athletes of experienced parents are continually retiring from the program. At the September program meetings, parents interested in helping out with a trip will have a chance to learn about the duties, expectations and responsibilities of these volunteer positions. Parents can express official interest in helping out on a trip via the Master Trip Sign-up Sheet. This should be done preferably prior to October 15th.

Volunteer Roles

Generally, the Trip Organizer position is selected from parents of the older athletes who are familiar with trip organization. New parents usually can help out by assuming duties as either a driver/chaperone or a member of the waxing team. A driver/chaperone drives athletes from the National Capital Region to the trip destination and back again; shuttles athletes between accommodations and the race or training site; and supervises athletes, making sure that they assist with meal preparation and cleaning the kitchen and living quarters. Working in a wax room or tent, members of the waxing team clean, wax, and manage the athletes' skis and may even test glide and kick waxes for the snow conditions on race day. Detailed job descriptions will be sent to volunteers selected for a trip.

Parents not able to attend the trip could be contacted by the Trip Organizer in advance to provide prepared meals and snacks. The parents will be fully reimbursed for their grocery expenses out of the trip budget, provided that receipts are presented to the Trip Organizer.

Volunteer Reimbursement

In most cases parent volunteers have transportation, food and accommodation expenses paid for them. With most large trips, drivers using their own vehicles to transport athletes from the National Capital Region to a race/training camp site, will have their fuel costs covered, and if the

distance is significant, will be given \$100 to cover the wear and tear on their vehicle. For OWL and the Quebec/NorAm Midget Championships, no reimbursement is provided.

Volunteer Parents' Duties

Parent volunteers must follow all relevant Nakkertok policies; complete all tasks assigned; and comply with the directions of the Trip Organizer and Lead Coach or designate. Volunteers are expected to be available for the entire duration of the trip, though on longer trips some sharing of work may be accommodated by the organizers.

Volunteer Selection

In cases where there is a surplus of parents volunteering for a single trip, the Lead Coach, with the assistance of the Trip Organizer, selects trip helpers by balancing the need for experienced organizers and waxers with the need to train new parent volunteers. These assignments are usually finalized in November although last minute changes may provide more volunteering opportunities as the season develops. Selection of parental volunteers for the Nationals and other high-level events favours those with the most experience. The Eastern Canadian Championships, when held in the National Capital area, is a great event for new parents to gain valuable first time experience.

Trip Communications with Parents

The Trip Organizer for a specific trip will contact the parents with the travel and race information in a timely manner. He or she is the first point of contact regarding the trip and their email address and phone number are included on the Master Trip Sign-up spreadsheet. Pre-trip information will typically include the following items: departure and return times and locations; packing lists, entry deadlines, and links; accommodation details and contact information; and rooming lists and vehicle transportation assignments. Parents who have athletes with special dietary requirements must contact the Trip Organizer before the trip to help ensure suitable options are made available.

Arrangements for Accommodations

All accommodations are booked and paid for by the Trip Organizer. The aim is to provide low cost, quality accommodation close to the race site. Accommodations could involve a traditional hotel or chalet-type housing with cooking facilities.

The general rule for sleeping arrangements is that there is one person per bed; however, on occasion, circumstances might dictate that two athletes share a bed, where no alternative options exist. If bed sharing is required, notification of this will be provided to parents at least two weeks prior to the trip. All room and bed assignments will be made by the Trip Organizer in consultation with the Lead Coach for the trip. Athletes do not select their own roommates and must be willing to share a room with any team member of the same gender.

Travel Arrangements

All athletes/parents must agree to the policy on <u>Consent to Terms and Conditions for Athlete Transportation</u> before travelling on a trip. Any required vehicle rental bookings, such as buses, vans, etc., will be made and paid for by the Trip Organizer; however, transport is generally provided by private vehicles with volunteer parent drivers that must follow the Nakkertok

driving and transportation policies. For larger trips, volunteer parent drivers will be compensated \$100 for wear and tear on their vehicles and the cost of gas for the trip.

Air Travel

Where air travel is necessary, the booking of flights and costs are the responsibility of the athlete/parent. The Trip Organizer will recommend a flight that is low cost and meets the appropriate timelines for race arrival. It is up to the parent to book space on that flight as soon as possible. If the athlete/parent is unable to make a timely booking (seats are taken up quickly) it could be the responsibility of the athlete/parent to make alternative arrangements to ensure that athlete is transported from the airport to the race site, at their own cost. In some cases where race criteria must be met, parents will need to make the booking, taking on the risk that they may end up with a travel voucher from the airline if the athlete does not meet the criteria.

It is the aim of trip organization to have the athletes travel together to the destination, where possible. Team arrangements encourage team bonding, help to ensure timelines are met, increase the safety and security of travel through chaperones, and assist in the efficient and timely transport of luggage to the event. Organizers consider costs, volunteer time commitments, school and other factors when making arrangements to ensure the athlete has appropriate conditions in which to perform.

If athletes are not traveling according to the trip itinerary and arrangements developed by the TO, then it is the sole responsibility of the athlete and parents to ensure that the athlete and their equipment meets up with the team at an appropriate time and location, and that parents assume any liability this deviation from the trip arrangements and lack of supervision cause. This must be pre-arranged with the TO and LC, and the athlete and parents are responsible for any associated extra costs incurred by deviating from the original schedule.

Responsibilities of Athletes before the Trip

At the very least, parents should refer their athletes to this section of this document as well as the subsequent section "Responsibilities of Athletes during the Trip." The aim of Nakkertok's Racing Program is to create an environment in which athletes can develop physically, mentally, and socially and achieve their personal skiing goals. Before trips, we expect athletes to be well informed of their duties and responsibilities to ensure that the optimum environment for the athletes is fostered. To prepare for the trip, every athlete must do the following:

- 1) comply with the Nakkertok Athlete's Code of Conduct: Code of Conduct
- 2) attend mandatory team meetings where the coaches will review itineraries with athletes: departure times for the trip; bib collection; waxing warm-up skis; the warm-up routine; collection of race skis before start time etc.
- 3) pack both training and racing skis totaling four pairs of skis at minimum.

Parental Responsibilities during the Trip

Supervision of Athletes

The volunteers and coaches who are selected to participate on a trip are expected to assist and support the athletes for the duration of the trip. They are technically on duty 24/7. On major trips, there will be a minimum of 2 coaches in addition to adult volunteers. We look to provide a

minimum of adult to racer ratio of 1:4 with van transport and up to 1:5 with bus transport. Coaches are included as adults in the ratio, and we round up as necessary to ensure that the minimum adult to athlete ratio is attained. Where possible at least 1 chaperone of each gender is to be part of the overall support team for athletes under the age of majority. For smaller trips with older, elite athletes these ratios may be adjusted slightly, but there are to be 2 adults in attendance for the entire duration of the trip.

The disciplining of athletes will be dealt with by the Lead coach and Trip Organizer, in consultation with the Nakkertok Race Committee Director as necessary. Serious infringements will require the recording of the incident on the Behaviour Incident Reporting Form found at the end of this document, and could result in an athlete's removal from the trip.

Responsibilities of Athletes during the Trip

Racing trips require a team effort on the part of not only volunteers and coaches but also athletes. First, athletes must follow the directives of parent volunteers and coaches. Second, they have a host of duties that they must perform to make a trip successful. At the race site, athletes are expected to unload the cargo van, to prepare their own training skis with their own wax, and return bibs to race organizers promptly after the race.

At the residence, they must assist with meal preparation and kitchen clean-up and are expected to keep the residence's rooms tidy, ensuring that each room returns to the original condition in which it was found. It is imperative that athletes notify the Trip Organizer of any room damage, appliance malfunction, or general defects upon arrival and throughout the trip. They must clean up garbage and food or face the prospect of paying extra house-keeping charges from the proprietor.

On trips we expect athletes to be respectful of their teammates who, in trying to achieve their personal skiing goals, require proper rest and recovery. Athletes must observe assigned curfew times. Noise needs to be kept to a minimum later in the evening and during afternoon rest times.

In the Event of Sickness

An athlete that has the cold or the flu will not be able to race to his or her potential and could spread the illness to other athletes, so appropriate arrangements need to be made. If an athlete feels at all ill, before or during the trip, they need to promptly contact the Lead Coach for the trip in order to determine whether or not he or she should continue with the trip, arrange for any required medical assistance, and provide alternate living arrangements where possible to minimize the chances of spreading the illness.

Meal Preparation

The basic aim of meal preparation is to provide prompt and appropriate nutrition for all the athletes. Again, it should be noted that parents who have athletes with special dietary requirements must contact the Trip Organizer before the trip to help ensure suitable options are made available.

Where possible, suppers will be served in a buffet or catered setting rather than a restaurant setting. Restaurants, the choice of last resort, may extend waiting times, may compromise nutritional values, and may escalate trip costs.

Where kitchen facilities are available at the residence, the club may organize for meals to be brought from home. These meals as well as snacks will have been prepared by parents who are not travelling with the team. Grocery expenses incurred by parents will be fully reimbursed out of the trip budget, provided that receipts are presented to the Trip Organizer. These meals/snacks are to be nutritionally sound with portion sizes that should meet the needs of hungry skiers. The preparation required at the site should be simple and care should be taken to ensure that the meal is sent in packaging which cannot be easily damaged.

Easy to prepare foods for breakfast and lunches, such as cereals and sandwiches, will be purchased at the grocery store. Under the supervision of the Trip Organizer and the parent volunteers, athletes are expected to help out in meal preparation and clean-up.

Transportation

Nakkertok takes athlete transportation very seriously. We make all efforts to ensure the safety of the athletes during transport and will make go/no go decisions based on ensuring the safety of everyone on the trip. Transport is generally provided by private vehicles with volunteer parent drivers that must follow the Nakkertok driving and transportation policies. For larger trips, volunteer parent drivers will be compensated \$100 for wear and tear on their vehicles and the cost of gas for the trip.

Departure and Arrival Times

A departure location and time will be set for each trip, and athletes must arrive at the location in plenty of time. Failure to do so could result in missing a ride. A tentative return time will be set and trip drivers will have athletes contact their parents approximately 1 hour before arrival time to coordinate pick up.

Parents must pick up their athletes at the designated time and need to call the Trip Organizer well in advance to make other arrangements if something comes up and they are delayed. Failure to pick up the athlete (under age 18) in an appropriate time frame, could impact the athlete's involvement on future trips. An adult volunteer, generally the Trip Organizer must stay at the pick-up point until all U18 athletes have been picked up.

Updated August 2017

Nakkertok's racing team requires a general code of conduct to create the best possible environment for the athletes and the coaches in which to strive for excellence.

Nakkertok Athlete Code of Conduct

During the course of trips, team leaders will have to make decisions based on their experience and training that they feel are best for individual athletes and the team. These decisions may range from seeding and relay team selection to possible withdrawal from events due to illness or unsafe conditions. Accepting the following guidelines and understanding the rules will allow everyone to perform at an optimum level.

Guidelines

Athletes should always demonstrate good sportsmanship and show respect for other competitors, officials and themselves, by:

- 1. avoiding interference with other competitors during training or competition
- 2. striving to be positive and supportive of others
- 3. working as a cooperative member of the team
- 4. being responsible for the care and maintenance of their own equipment
- 5. behaving in a way that reflects favourably on our sport, our division, our club, our sponsors, as well as on our families and others who support us.

Rules

Athletes must abide by the rules of Cross Country Canada:

- 1. Smoking and involvement with non-prescription drugs or banned doping substances are not allowed. Athletes—in consultation with their coaches—have a responsibility to be aware of and avoid the use of performance enhancing substances. These may at times be present, but not listed, in some recovery powders/drinks that are not commonly available. If unsure of the effect of a medication, athletes should check with their coaches. Prescribed medications from a doctor MUST be registered with the coaches prior to entering a competition. Be aware that some common cold medications may contain banned substances (http://www.cces.ca/en/prohibitedlist).
- 2. Possession or consumption of alcohol by athletes is strictly forbidden during team trips.
- 3. Senior athletes (those over the age of majority in the local jurisdiction) may consume alcohol in appropriate circumstances, with permission from the trip leader and away from the place of accommodations. At all times athletes MUST be considerate of others and aware of their impact on others. Inappropriate behaviour may result in withdrawal from competition, and in serious circumstances, withdrawal from the program.
- 4. Any extra costs incurred as a result of individual or group athlete behaviour or relating to an individual i.e. damage to accommodations, damaged or lost equipment will be the responsibility of that athlete or group.
- 5. If room visits involve persons less than 18 years of age, doors are to be accessible by trip organizers or left ajar allowing clear view of the room and occupants.
- 6. There shall be no visiting in rooms during quiet hours or after curfew this is out of respect for your team mates.
- 7. All team members must confirm with one of the coaching/support staff that they are aware of and are in concurrence with their whereabouts and activities at all times when away from the team accommodations or race site.
- 8. The possession or use of other behaviour modifying substances by athletes of all ages is prohibited during a competitive event/trip and is actively discouraged by coaches, CCO and CCC at all times. The possession or use of these substances is a serious violation of this policy.

Disciplinary Procedures

The lead or head coach along with the trip organizer will deal with minor breaches of discipline by discussing the problem with the athlete(s) involved and reviewing their explanation of the events that transpired. The resolution of the problem could involve the imposition of disciplinary measures by the head coach in consultation with the lead trip organizer(s) and other members of the coaching staff. These measures may include withdrawal of training or competition privileges including entry to races. In these extreme circumstances these actions will only be considered after at least a telephone review with the coach and potentially the parents of the skier concerned (parents of U18 athletes will be contacted).

If the head or lead coach is directly involved in the incident, a 3rd party such as the Racing Director or designate will conduct the review and resolve the issue.

In minor breaches the Racing Director will be informed of the breach and the actions taken. If a second incident or a major breach of discipline should occur, the Racing Director will be directly involved in any actions and discussions with parents (as required). If these steps fail to resolve the problem (or there are persistent breaches) a formal complaint should be made to the Racing Director and President of Nakkertok by the head coach or trip organizer. This formal (written) complaint should be preceded by notification of the athlete within 24 hours of the problem occurring and should include:

- 1. The time, date and location where the problem occurred
- 2. The name(s) of the person(s) alleged to have broken the code or rules
- 3. The names of any person(s) who may have been wronged
- 4. Name and address of the person(s) making the complaint
- 5. A specification of the rule or guideline broken
- 6. A description of the offensive behaviour and the effect on others or on the competition
- 7. Any other relevant information previous breaches and actions taken

Review Panel

A review panel will be set up by the Race Director and /or the President of Nakkertok Ski Club and will include the President (or designate), the head coach of the event (or designate), Racing Director and a representative of the person alleged to have broken the code. If the athlete is under18, the parents will be informed. Both sides of the dispute may call witnesses and submit evidence and ask questions of the opposing side. A written record of the proceedings will be kept and may not be released by the panel or any member of the panel. This information will be considered as confidential.

The panel will advise the complainants of its decision as quickly as possible.

A review panel may also be convened if in the view of the President and two other members of the Nakkertok Board of Directors that the incident reported by the head coach following an event warrants further action. This course of events may only be taken if the athlete has been informed within 24 hours of the incident that the report will form part of the coaches' report to the Nakkertok Board. The President must notify the team member within two weeks of the end of the competition that a review panel will be convened.

Nakkertok Ski Club Behaviour Incident Reporting Form

Incident Information Date & Time:_____ Location: Person(s) involved: Witness(es): Other Persons involved: Context: Description of Incident by Lead Trip Organizer in consultation with Lead Trip Coach (include who first reported incident, when this reporting occurred, and what was revealed upon initial investigation of incident with person(s) involved):

<u>Description of Incident by Person(s) involved</u>: (to be written on a separate page and attached to this report)

<u>Description of Incident by Witness(es) as necessary</u>: (to be written on a separate sheet and attached to this report)

Nakkertok Ski Club Behaviour Incident Reporting Form

Next Steps

- Lead trip organizer and coaches to communicate incident and hand in incident report to Race Director. Report is not to be shared with anyone other than Race Director and appropriate coaches.
- 2. Meeting of Race Director and coaches to determine consequences for athlete(s).
- 3. Inform parents of person(s) involved in incident of what has transpired and arrange a face to face meeting with parents, appropriate coaches and Race Director.
- 4. Coaches to meet with person(s) involved in incident to communicate consequences and timeline for satisfaction of consequences.
- 5. Coaches to ensure consequences are satisfied and report this to Race Director.
- Determine what can be done at the program level to avoid incidents of this nature in future. Topic may be discussed at race committee with no reference to individuals involved.