



E-Newsletter

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First E-Newsletter for members only

If you would like to attend, please advise Francis as soon as possible!!!

Conference rooms have to be booked quickly!
Please tell your non-member friends of this ISJC initiative, as they will also be welcome.

All emails to our President,
francis.michielsens@advalvas.be

Both Saturday's and Sunday's events will take place at the Hotel Mariott in Frankfurt. If you wish to take advantage of the special rates available, please make your hotel reservations before 01.11.2002 via BCM: Mrs L. van Riet is our contact - her fax number is +31 499 390 783 and her email address is bcm@bcm.nl, att. Mrs L. van Riet. The rates are: € 96.00 for a single room and € 110.00 for a double room.

Thank you for your cooperation, and we look forward to seeing you in Frankfurt.

Frances Triulzi
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Frankfurt: ISJC General Assembly and FEI Rulebook Presentation

As we informed you in April's Newsflash, the 2002 General Assembly will take place during the CSI-A event in Frankfurt (Germany) on Sunday 15 December 2002. Please note that during this year's GA the entire Board will be re-elected, so it is important that you attend. There will be further information about this in the next NL.

The FEI English language presentation of the 2003 Jumping Rules will take place on Saturday, 14 December, over the morning and afternoon: ISJC members are welcomed. If more than **10** French-speaking officials are able to attend, Francis Michielsens will hold a presentation **in French**: this will run at the same time as Rogier van Iersel's English event. At the time of writing, there are only about 3 people who have advised that they would like to attend Francis Michielsens' presentation.

Triple bars and water jumps

I have grouped these together because for both types of obstacles, the width of the arc of the jump is greater than its height.

A **triple bar** is a spread fence formed by three vertical planes, usually progressively higher. It is sometimes built with all three planes at equal height, but this is very difficult and rarely used. It can be built from

1. Poles alone
2. Planks
3. Gates
4. Walls

For evident safety reasons, in all cases poles **must** make up the rear planes. When building the front plane we have several options, but it is essential always to remember that the poles comprising the second and third planes **must** rest in safety cups.



Fillers can be used underneath the front plane (low hedges, low walls, flowers, etc). The use of these makes the obstacle less technical and easier to jump according to the type of filler used, its shape, height, depth, colour and positioning. While in general the use of fillers makes vertical and spread fences easier to negotiate, the opposite can be true when they are used in triple bars. This is because they can induce the horse to take off earlier, thus increasing the width of the arc necessary to clear the rear plane cleanly.

In more advanced classes, an inviting triple bar is frequently used and considered a good obstacle to



start the course with, as it allows the horse to make a good jump

which is neither too difficult nor too technical.

As we are all aware, it is prohibited to use a triple bar in combinations unless it is element A. This rule was introduced a couple of years ago, and is most welcome. A horse that entered a combination in a less than perfect manner could easily find himself in great difficulty or even danger when attempting to negotiate triple bars placed either as element B or C. However, it is widely utilised as element A, and its difficulty depends entirely on the type of construction used.

For young horse and lower level competitions, the triple bar must not be too imposing, risking frightening the horse and compromising the take-off distance. It must be inviting, and the horse should take off as deeply as possible.

The depth of the obstacle, not its height, and the inclination of the elements constitute the principal difficulties. The trickiest triple bars are those

1. Built with few poles or other material
2. Where the difference in height between the three planes is minimal
3. Where fillers are placed between the planes. These cause the horse to jump higher but shorter
4. Where the material used is of a single colour or narrow
5. When it is placed as the first jump in a line after a 180-or-greater degree turn

When a competitor is negotiating a technical and "airy" triple bar, he must maintain maximum concentration. In Puissance classes it is considered as a good jump to prepare horses for the wall.

Water jump

We must remember that no poles can be placed over a water jump, as otherwise it is considered a ditch. Water jumps can be built in cement, wood, plastic or other material, but it is important to bear in mind that it should not be deeper than 20 – 25 cms and that protective matting must be placed on the bottom. A deep water jump is dangerous as it is steep and can cause accidents if the horse lands in the water. Matting decreases the risk of slipping in this event, and if it extends some 20 cms beyond the far side of the jump, it provides a softer landing area.

The sides of the water jump must not present any danger, and should be decorated with flowers or low hedges to define it clearly. These "decorations" have an important effect on the way the horse jumps the obstacle. For young, inexperienced horses they should not be too big or colourful as this could cause them to jump higher and more slowly, thus reducing the width of the arc. For more expert candidates, however, if these are bigger and gaudier and attract the horses' attention, this induces them to put more effort into the jump.

There is nearly always a low "invitation" on the ground in front of the leading edge of the water jump, which can be a low wall, a brush filler etc, but it must be no higher than 50 cms. If it is slanting, it helps the horse to approach and jump better. For young horses it must be light and inviting and not cause any fear: low brush fillers are best. A low wall might cause the young horse to back off, forcing the rider to intervene more or less energetically. This could make an inexperienced horse react in an inappropriate manner, and a traumatised young horse might well become a bad water jumper...if he jumps it at all! Riders of veteran water jumpers prefer a low wall to the low brush, as this helps the horse to jump higher and wider.

The width of the water jump should be 5 - 6 mts:



any narrower and the rider would have

difficulty in keeping the horse well aligned as generally the approach speed is higher than that used when jumping normal fences. It is good to use some form of material on either side of the front of the water jump, as this helps the rider to keep the horse straight: shrubs, wings, columns – all these are commonly seen. The main thing is that they must be highly visible and helpful: they must not cause fear, as this would distract the



horse, making him jump badly or even stop. On the other hand, large objects should not be placed at the sides at the back of the jump as these can cause injury if the horse jumps out between the flags, or strays from the centre of the obstacle. They could also lead the horse to back off from the jump.

On the water's edge at the rear of the jump we must place a white wooden or plastic lathe. It should be about 1 – 1.5 cms deep by 5 – 8 cms wide, and highly visible (especially for young horses). In higher-level CSI events, the lathe must be covered in plasticine – an innovation that has greatly facilitated the water jump judge's task!

As we have seen, safety regarding the water jump is of paramount importance. There are some excellent horses which - having had terrible experiences at the beginning of their sporting careers at the water – have never realised their full potential as top class competitors.

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Veterinary Inspections

It is not always easy to get a clear and fair view about a horse in the very short time available during the Vet Inspection. Therefore I want to give you some thoughts and ideas from the veterinary point of view.

When the horse arrives at the Vet Inspection, I always try get a general impression of the animal, its type, visual age, whether or not it is athletic, how alert it is to its surroundings, does it look fit, tired or distressed, are the head and ears up or down... For me it is very important to look into the horse's eye, because it is very expressive and reveals a lot about its feelings.

The next step is to walk around the horse and control the anatomic system for deviations like soft swellings, thickened legs, tendons, the fetlock area, spur-marks or problems in the mouth area, especially where the bit lies.

Walking and trotting the horse away, we control the gait, especially the hind legs. When it returns, we see and check the movement of the front legs without losing sight of the picture of the whole horse. The kind of gait is very important. Is it elastic or stiff? Is the horse putting more weight on the front legs? Look for the movements of the head and ears and listen for the regular rhythm of

the beat of the hooves. In case of minor findings, as a vet I can touch the area to evaluate the kind of formation and possible sensitivity. This action should be reserved for minor superficial findings only. Any doubtful case should be referred to the holding area to be checked more thoroughly by a qualified orthopaedic veterinarian for more detailed findings. These will be reported to the Commission, which then has to decide about the participation of the horse. The results of the holding area can never be a final lameness diagnosis or prognosis, but you get more information about how serious the findings are and if they can worsen as a result of the demands of competition. Any clear case should be eliminated without referral to the holding area.

In the Veterinary as well as in the Show Jumping Rules we find the phrase "fit to compete", but nobody is really able to give a clear definition of this principle. What is the difference between lame, not lame or a little bit lame and fit to compete? In my opinion, an independent team of judges and vets using both their experience and horsemanship is able to find the right solution and make the best decision for the horse and not against the rider.

But the system of Vet Inspection, as outlined in all discipline rules, is comprehensively put into practice nearly only in Eventing and Driving competitions, in Show Jumping and Dressage Championships and of course in WEGs and OGs. In normal CSIs/CDIs taking place every weekend, the reality is different. In general at the time of the Vet Inspection no Ground Jury or Appeal Committee member is present. In most cases the person responsible is also absent because the vet check is done on the day of arrival of the horses. This situation is created by the tight show timetable and the lack of available space in the stable area especially during the winter indoor circuit. It is nearly impossible to check the international horses before they enter the stables (as well as all national horses, mostly stabled in the same areas, as required by the VRs for all disciplines!! This leads to the situation that any existing problem is referred to the next day during a kind of "reinspection" in the presence of the judges. These reinspections put unnecessary pressure on the person responsible and their grooms and in my opinion should be followed by mandatory medication control. The future aim should be to have a standardised Veterinary Inspection for all disciplines, as done as a trial during the European Championships for Young Riders (CSI/CDI/CCI) in Hartpury College (GBR) 2000 and during the Olympic Games Sydney 2000.



In the next edition, we will examine other veterinary aspects.

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The Contact Judge: what's his role?

A few months ago John Roche, Manager of the FEI Jumping & Driving Department, wrote to all the National Federations with International Judges regarding the proposal to establish a list of 'Contact Judges'. I feel it is worth examining this initiative in a little more detail.

In my opinion, to be a Contact Judge does not signify the acquisition of yet another title, nor is it a recognition of anything by anyone. Above all, it is not a "rank" that confers a status of superiority over fellow colleagues on the holder of the position.

No! As the word implies, the Contact Judge is the person who John Roche and other members of his Department can get in touch with when it becomes necessary to establish a personal and informal contact in order to resolve any problem which might arise.

Let me give an example, from personal experience: the preparation of draft event schedules. Of course this is the responsibility of the Organising Committees together with the National Federations. However, a quick glance from a specialist who lives the on-the-job problems week-in week-out can and often does mean that the draft schedules sent to the FEI for approval are practically error-free. Nobody enjoys receiving draft schedules with a long list of corrections to be made, and it is time consuming to send them back and forth even if we do it by e-mail!

Another practical function for a Contact Judge is the advice he/she can give regarding the number of Officials necessary for each event, so that these can run smoothly: is a Candidate International sufficient for this show? Do you need 2 full International Judges? Who can you ask to be the International member of an Appeal Committee, and won't be upset if he/she is not the President? Does our NF have enough International Judges for the amount of events running each year? These are just some examples, but I am sure you can think of many more...

We need hard workers who want to improve the situation and make the dealings between the FEI and their NFs even more efficient than they are at present; people who want to make themselves useful without treading on their colleagues' toes, and respect and appreciate their qualities and the contributions they make to our sport.

If your NF has approached you, but you feel that you cannot dedicate the time necessary to fulfil the obligations of the role, or you are not happy about adopting a low profile, well...don't accept. Put forward the name of another colleague who better fits the picture I have painted.

On the other hand, if you feel you are perfect for the position, welcome, and roll up your sleeves!

Francis Michielsens
Contact Judge proposed by the Belgian NF
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STEWARDS' CORNER

In the fourth of our series about leadership in stewarding, we now examine how to manage situations where conflict arises. During events, tension and nerves often lead to feelings running high and this can result in aggression and unpleasantness. These are some words of wisdom which can help us to identify awkward situations before they become unmanageable, and allow things to keep running smoothly. Again, I would like to thank Diann Schrapel (AUS) for making her notes available to the ISJC.

Frances Triulzi (frances@hestri.com)

Conflict Management

Conflict in officiating usually refers to a disagreement, opposition or hostile interaction between two or more parties. It is always lurking in the officiating environment. Conflict for sports officials can be defined as the fight, collision, struggle or contest between the competitor and the official or between officials.

Often the conflict arises from communication problems. How often do we assume the intended meaning of our message matches the listener's interpreted meaning of our message? In sport many barriers occur that prevent effective communication, including high arousal levels of competitors and coaches. Conflict often occurs



because of the tone or how something was said rather than what was said.

Signs of Conflict

- Verbal
- Non verbal
- Body language

Types of Conflict

Can include but need not be restricted to:

- Peer
- Workplace
- Sporting
- Organisational
- Emotional

Causes of Conflict

As there are many sources of conflict, it is important to identify the **source of conflict** not the **perceived source**.

Conflict can be caused by or through

- Personal needs
- Lack of information as a strategy
- Ineffective communication
- Frustration
- Pressure and/or stress
- Conflicting aims
- Conflicting values
- Provocation
- Selection/appointments
- Performance appraisals

Negative consequences of conflict for the Official

- Relationship strains
- Uncooperative officials
- Bad morale
- Group polarised
- Differences in values intensified
- Unacceptable behaviour
- Stress or unhappiness

Positive consequences of conflict for the officials

- Opens up discussion and assists clarification
- Encourages honest communication
- Increases level of individual involvement and interest in an issue
- Releases emotions that have been stored up causing anxiety and stress
- Encourages innovation and constructive change
- Serves as a catalyst to help people acknowledge and appreciate differences

Conflict Resolution Procedures

Not all conflict situations can be resolved, but they can all be managed

Tips on dealing with difficulties

- Start a dialogue with the competitor. Provide a structure and guidance. Talk to the competitors. Invite constructive viewpoints
- If it gets a bit hot ... **Don't Overreact**. Don't try to bluff your way out with unjustified rulings
- Remain calm, clear, concise and keep to the facts
- Decisions should be advised immediately
- Provide next steps (if any)
- Try and end on a positive note

Conflict resolution strategies

- **Isolate the facts from emotions.** Officials must remove as much emotion as possible from the decision making process. Decisions must be based on facts and evidence available. Decision must be fair and accurate
- **Task versus relationship.** All personal relationships and feelings are to be set to one side and must not influence or effect the final decision
- **Listen more.** Listen to competitors' verbal and non verbal messages to gather more evidence by which to make an accurate and fair decision
- **Try to empathise with the person.** Showing empathy for competitors' concerns will usually gain reciprocal understanding by the competitor of the officials' role in applying the rules. The official not prepared to show empathy for competitors' concerns often leads to competitors showing little respect for the decision that the officials make.
- **Don't be defensive or try to justify actions.** When decision is based on facts and evidence presented, clarifying decisions should be a simple process. If a difficult decision is made without adequate facts or evidence to back up the decision, then it will be difficult to provide clarification

Strategies for dealing with difficult situations

| Situation | Strategy/Action |
|-------------------------------|--|
| Know – alls | Acknowledge, but seek other opinions. Use as a resource if part of team. |
| 'Get' the official | Be professional and continue to treat person with courtesy. Don't react. If situation continues ask competitor "What is the problem?" |
| Off the point or long answers | Cut short the discussion and focus on the decision. |



Seek an indication that the competitor will try to prevent the situation arising again.

Wrong answers When applying rules, some decisions are black & white. When clarifying rules, try not to embarrass the competitor.

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Changes to approved schedules

Word reaches us that during shows Ground Juries - often under pressure from other "actors" in the event - are making changes to the approved Schedules.

I would like to take a moment to remind all our members of the text of the General Regulations on this subject.

Article 115 - SCHEDULES FOR EVENTS

1. After the autumn Bureau Meeting the FEI Secretariat shall send through the relevant NFs a check list for the schedule to all OCs of CIMs, CIs, CIOs, Championships and Games, as listed in the approved Official Calendar for the next year. The OCs must return the forms completed in one of the official languages to their NF. The NF must then check and correct the forms for any errors in relation to the FEI Statutes, GRs, VRs, SRs and Rules before they send them to the FEI Secretariat for final approval no later than 16 weeks before the event takes place. **Any subsequent changes must be brought to the attention of, and approved by, the Secretary**

General. Changes must be notified to the NFs concerned by the quickest possible means.

2. In **exceptional circumstances**, together with the approval of the Chefs d'Equipe, host NF delegate, if any, and the Ground Jury, the OC reserves **the right to modify the schedule** in order to clarify any matters arising from an omission or due to unforeseen circumstances. Any such changes must be notified to all competitors and officials as soon as possible and they must be reported to the FEI Secretary General by the Foreign Judge.

These articles are clear.

- The OC can submit a Schedule modification request to the FEI (no later than 2 weeks preceding the event would appear to be the maximum time limit acceptable to the FEI). All changes must be communicated to participating NFs immediately.
- During the event, the OC - with the agreement of the Ground Jury - may only make changes to the approved Schedule in **exceptional circumstances**. The most evident example of these is bad weather that has caused severe deterioration of the footing.
- Clarifications are NOT modifications, and are always permitted

The FEI will intervene in the event of unnecessary and/or unauthorised changes to approved Schedules by referring the responsible parties to the Disciplinary Committee for breaking the rules.

Forewarned is forearmed!

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Clarification of some GR Articles

Article 101.5 - Definitions

Events may be organised for one or more than one discipline. The period of an event commences one hour before the beginning of the first Horse Inspection and terminates, so far as each discipline is concerned, half an hour after the announcement of the final results in that discipline, unless the schedule provides otherwise

Q *Can it be confirmed that the jurisdiction period of all bodies is 24 hours a day (day and night)?*

A *The rule stipulates the times for the first and last days. For all other days of competition, jurisdiction is non-stop. This does not mean that the Official has to be "on duty" night and day; he/she has jurisdiction and must deal with matters which occur during that time*



| | |
|--|--|
| Article 105.1, 2, 3, 4 - National Events | |
| A National Event (CN) is normally limited to national competitors who may take part according to the regulations of their NF. Foreign competitors may only take part under paragraphs 2. and 3. below or under Art. 123 (Competitors Living Abroad) | Q |
| Individual foreign competitors, other than "Competitors Living Abroad" (Art 123.7), may take part in CNs provided they have obtained written permission from their own NF and from the NF of the OC concerned. Permission must state the exact period for which it has been granted | Q <i>Does this mean that for the competitors of a European Union country there is no limitation and that they can compete as a competitor from the country of the OC if it is a EU member?</i> |
| Not counting "Competitors Living Abroad" (Art 123.7), the number of foreign competitors who may take part at a CN shall, subject to the laws of the European Union if applicable, be as defined in the Rules for each discipline | Q <i>And what about guest licences? Is it necessary? Is it obligatory?</i> |
| <p>A Competitors must always represent either their home NF or their host NF. Competitors coming from an EU NF participating in EU NF events may not be limited by the OC. However, competitors must be entered in the event by their home or host NF.</p> <p>The FEI has had some EU NFs claim that they may hold a national event with riders from several EU NFs and that according to EU rules this does not constitute an international event as defined in the FEI rules. We have now established limitations for each discipline and these are included in the rules for the disciplines.</p> <p>We have added a sentence to the end of this paragraph (20th ed. 1.1.2000) which states: "however, a CN which allows more than 15 foreign competitors coming from more than 4 different NFs to take part is automatically considered to be a CI with all the implications that this entails, in accordance with the FEI rules and regulations."</p> | |
| Unless otherwise specified in the Rules for each discipline, special promotional, border and riding club events which are of a low level and offer no or nominal prize money may be organised under the rules for CNs of the host NF with competitors from up to three NFs | Q <i>What is meant by "nominal" and "low level"?</i> |
| <p>A "Nominal" is prize money which is very little compared to an FEI event of similar level. "Low level" is compared to a CIM and lower</p> | |
| Article 106.2 - International Events | |
| CIs are primarily for individual competitors. However, competitions for national or otherwise named teams of not more than four members may be organised, but they may never be described as "Nations' Cups. | Q <i>Is it possible to compete under the rules of the Nations Cup, but without description as "Nations Cup"?</i> |
| A Yes | |
| Article 107.5 & 109.4 - Official International Events & FEI-Named Events | |
| CIOs must use the official emblem of the FEI on all posters and on the front page of all schedules and programmes. | Q <u>Only for CIOs and FEI - Named Events of § 4 ?</u> |
| Championships, World Cup Finals and Nations Cup Finals must use the official emblem of the FEI on all posters and on the front page of all schedules and programmes. | |
| A Yes | |
| Article 112.2 - Competitions | |
| Separate competitions may be included for special categories of competitors, such as: Ladies, Students, Disabled, Rural riders , Military etc | Q <i>Is it up to each NF to decide the qualification as "Rural" riders?</i> |
| A Yes | |



| | |
|---|--|
| <p>Article 114.3, 9 - Organisation of Events</p> | |
| <p>If a competition under national rules is included during the course of CIs, the FEI Rules come into force as soon as the results of the competition under national rules have been announced. The GRs and VRs remain in force throughout the event (see Art. 139.2).</p> | <p>Q <i>Can a horse and/or a rider participate in international and national classes at the same event? If yes, what about the limitation of participation of a horse in one class a day, eventually included in the international schedule?</i></p> |
| <p>A Yes if NF allows. Conditions must be specified in schedule.</p> | |
| <p>OCs of international events must provide adequate medical and veterinarian assistance and a sufficient number of ambulances, so that first aid is constantly available.</p> | <p>Q <i>Did this means that there must be at least one ambulance? What if not present?</i></p> |
| <p>A On ambulance must be present. If the ambulance leaves (to take an injured rider for example) then the competitions must be suspended until another ambulance is available at the event.</p> | |
| <p>Article 115.1, 4 - Schedules for Events</p> | |
| <p>After the autumn Bureau Meeting the FEI Secretariat shall send through the relevant NFs a check list for the schedule to all OCs of CIMs, CIs, CIOs, Championships and Games, as listed in the approved Official Calendar for the next year. The OCs must return the forms completed in one of the official languages to their NF. The NF must then check and correct the forms for any errors in relation to the FEI Statutes, GRs, VRs, SRs and Rules before they send them to the FEI Secretariat for final approval no later than 16 weeks before the event takes place. Any subsequent changes must be brought to the attention of, and approved by, the Secretary General. Changes must be notified to the NFs concerned by the quickest possible means.</p> | <p>Q <i>.... and Technical delegate, President of Ground Jury and Foreign Judge?</i></p> |
| <p>A We expect the NFs and OCs to do their jobs and inform the event Officials. However now that we have many services available on the internet, this should no longer pose a problem.</p> | |
| <p>The Schedule must also give the time and place of the commencement of the inspection or First Inspection under Art. 1011 Veterinary Regulations.</p> <p>Failure, without a reasonable excuse or the prior permission of the OC, to present a horse for inspection under Art. 1011 Veterinary Regulations at the time and place stated in the Schedule shall render the offending team or competitor liable to disqualification by the Ground Jury from the whole event.</p> | <p>Q <i>And why not the time of end of vet inspection? Otherwise PR can wait</i></p> <p>Ground Jury can not disqualify for the whole event (Art 163.3.3) !</p> |
| <p>A If there is a change to the time and/or venue of the first inspection, then the OC must make every effort to notify all relevant persons. The GJ cannot disqualify for the whole event. This should be the Appeal Committee. If there is no AC then the GJ would take on this duty.</p> | |



La Baule Presentation

At the beginning of May, 29 participants from 9 countries attended the seminar organised jointly by the FEF (French Equestrian Federation) and the La Baule OC during the Nations Cup meeting.

The principal aim of this French language presentation was to illustrate the recently approved rewritten Jumping Rules (applicable from 1 January 2003), but it ran concurrently with a refresher course for Jumping Officials and a Seminar for Course Designers.

Over the weekend, the Judges and Course Designers met in joint session to discuss and reflect on shared and individual experiences. Arno Gego, the Course Designer Course Director, made an excellent presentation prepared by Christa Heilbach. He enthralled the Judges with his wealth of experience and examination of – among other points - the way to calculate strides and take off and landing spots, distances in combinations and related distances and the amount of preparation and planning necessary before physically building a competition course. The relationship between speed and course length, and the nature and type of footing were also subjects of animated and lengthy discussion.

All aspects of running and officiating at a CSIO were put under the microscope, and the Judges particularly appreciated the session regarding the difficulties of managing the FEI stables. The event Course Designer, Serge Houtman, miraculously managed to find the spare time to discuss with the Judges some of the problems encountered while course building for a CSIO.

Our stay at La Baule was extremely interesting, and – together with Arno Gego – I would like to thank all those involved in the organisation for their hard work and their time.

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The Last Word

At last NL 5 has seen the light of day! The show season is in full swing in Europe, and personal, work and sporting commitments have brought about the delay in our intended publishing date. On behalf of the Communications Group, I would like to thank all our contributors for the efforts they have made to fit our request for articles into their busy schedules: I know how hard it can be!

By now you should all have received your Membership 2002 badges, providing that **we** have received your photos! Please email them if you have not already done so.

We were disappointed in the lack of feedback after NL 4. Only one recipient (from Brazil) contacted us re the payment of Judges (we will examine her comments in NL 6, which will come out at the end of September/beginning of October after the World Equestrian Games) and no other input was forthcoming. Without your comments, it is increasingly difficult to judge whether the NL content is appropriate, interesting and stimulating: we appreciate that free moments are few and far between, but it only takes a couple of minutes to send an email with your thoughts, and it would help us greatly in planning future editions.

We hope you have enjoyed NL 5.

The Communications Group
(frances@hestri.com)

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Si vous préférez recevoir la version française du newsletter de ISJC, envoyez une e-mail à Sietske.

We are more than happy for you to use any or all of these articles for your own purposes, but would ask you to quote their source if you do!