

**CANADIAN CENTRE
FOR ETHICS IN SPORT**

Discussion Paper

Athlete Protection and Maltreatment in Sport

March 2015

Submitted by:



Introduction

Maltreatment¹ in amateur sport in Canada continues. One recent high-profile example involved a ringette coach being convicted of sexual touching and invitation to sexual touching with a 13-year-old athlete². Other recent examples include the suspension of the Dalhousie Men's Rugby club in 2014 for hazing rookie players³, a 15-year-old openly gay figure skater being bullied to the point of suicide⁴, and a hockey coach in BC sexually exploiting a young female athlete⁵. It is not the intention of this report to list all the examples, past and present, of athlete maltreatment in Canadian sport. In fact, there are too many to list. Instead it is more imperative to note that despite the progress that has been made in sport over the past 20 years, maltreatment of athletes continues.

The parents of the athlete in the above ringette example, which is still before the courts as of February 2015, filed a \$750,000 lawsuit against the defendant, the other coaches of the team and the ringette governing bodies alleging, among other things, that the organizations failed to acquire proper background checks on the coach and that the athlete's initial concerns about the coach's behaviour, though reported, were not addressed. More sobering from a sport administration perspective is the plaintiff's general claim that the ringette governing bodies "failed to properly manage the risks they created".⁶ These allegations have still not been proven in court. A complete cessation of maltreatment in sport is not plausible or expected, but evidently the message is either being presented improperly or is not being heard effectively. In fact, one report noted that "we have many of the needed resources and we have the expertise to develop the rest. The bigger challenge is making these resources known and accessible."⁷

Historical Perspective

This year marks the 20th anniversary of one of the first reports on harassment in sport published in Canada⁸. Appropriately titled 'Harassment in Sport', the report published by the Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS) defined harassment and how harassment was covered by the law, discussed the myths and facts of harassment, and outlined why sport organizations needed to have a harassment policy and what this policy should include. At the time, sport leaders were consulted to understand current practices and gaps in the sector. Admittedly, the prescribed policy template in the report was drawn from the only sector of society that was, at that time, addressing this issue in a systematic way – educational institutions. Twenty years later we are writing this discussion paper to review how far the sport sector has come and where handling this issue in sport in Canada should be headed.

Major reports on this topic have been published over the past twenty years (this is not an exhaustive list):

- 1994 – Harassment in Sport: A guide to policies, procedures, and resources - Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS)
- 1997 – Speak Out!... Act Now! A guide to preventing and responding to harassment and abuse for clubs and organizations – Canadian Hockey Association and other partners⁹
- 1999 – Promoting a positive sport environment – Canadian Sport Centre Calgary
- 2004 – Harassment and abuse in sport: Situation analysis & needs assessment – Tom Kinsman (for the True

¹ This is a catch-all term that has been operationalized to encompass harassment, abuse, discrimination, neglect and bullying.

² CBC News. (2013, September 12). Calgary ringette coach gets 18 months for sexual touching. Retrieved from: <http://tinyurl.com/pjl4pp5>

³ Auld, A. (2014, September 30). Dalhousie men's rugby club suspended over hazing allegations. Retrieved from: <http://tinyurl.com/la3xhep>

⁴ CBC News. (2011, October 18). Gay Ottawa teen who killed himself was bullied. Retrieved from <http://tinyurl.com/oah6msh>

⁵ CBC News. (2013, April 2). Heidi Ferber, ex-hockey coach, gets 1 year in jail in teen sex case. Retrieved from: <http://tinyurl.com/pk5ok2s>

⁶ Slade, D. (2014, August 26). Ringette group, coaches deny negligence in \$750,000 sex assault lawsuit. Retrieved from: <http://tinyurl.com/kjourq4>

⁷ Kinsman, T. (2004). Harassment and abuse in sport: Situation analysis and needs assessment. Ottawa: True Sport Secretariat. p. 34

⁸ CAAWS. (1994). Harassment in sport – A guide to policies, procedures, and resources. Ottawa: CAAWS.

⁹ Hockey Canada. Speak Out! Retrieved from: <http://tinyurl.com/kba7dst>

Sport Secretariat)

- 2010 – Discussion Paper: Abuse, harassment, and bullying in sport – Canadian Academy of Sport and Exercise Medicine (CASEM)¹⁰

Each of the above reports is a well-written and well-researched piece that offers excellent advice, for the time period, for sport organizations. This paper is also not intended to be a literature review of harassment or maltreatment in sport, as such reviews have been done elsewhere, and will not claim to add to the discussion of maltreatment in sport. Rather, the intention of this paper is to advance the discussion and contribute to identifying the gaps and solving the problems that permit maltreatment to continue in the sport community.

What is Maltreatment?

The conceptual approach toward the issue of abuse and harassment in sport has evolved over the years. The issue has been operationalized into the term “maltreatment in sport” to encompass related concepts such as harassment, abuse, discrimination, neglect, and bullying.

What are we currently doing about Maltreatment in sport?

Some funders of sport in Canada (e.g. the federal government) require that recipients of funds have policy tools addressing some aspects of maltreatment. For example, Sport Canada funds National Sport Organizations (NSOs), Multi-Sport Service Organizations (MSOs), and Canadian Sport Centres (CSCs) through the Sport Funding and Accountability Framework (SFAF). Each sport organization eligible under the SFAF must meet required elements in governance and management, such as the existence of policies on discrimination, harassment and abuse, dispute resolution, conduct, and conflict of interest. Each policy must meet certain criteria, such as having a formal process, applicable to staff and members, for reporting and investigating complaints. The current SFAF reads:

ANNEX C5: Harassment and Abuse

Applicant organizations must demonstrate their formal commitment to an environment free of harassment and abuse through their policies. Their policy(ies) should apply to staff or other individuals acting on their behalf, with respect to their dealings with each other, and the organizations' membership or stakeholders or other organizations within the Canadian sport community. The policy(ies) should also explain the formal process to report and investigate such complaints. The policy(ies) may be part of a larger policy document (such as their dispute resolution policy document.) Applicant organizations must provide a copy(ies) of their harassment and abuse policy(ies).¹¹

- SFAF IV MSO: 2012 – 2016

Discrimination, Harassment and Abuse

The National Sport Organization has a formal policy on discrimination, harassment and abuse. National Sport Organizations must demonstrate their formal commitment to an environment free of harassment, abuse and discrimination through their policies. Their policy should apply to staff or other individuals acting on their behalf with respect to their dealings with each other, its membership or between its own or other coaches, athletes, or other athlete support personnel. This policy may be part of a larger policy/document (such as dispute resolution or Code of Conduct). The policy must also explain the formal process to report and investigate such complaints.¹²

- SFAF V NSO and CSC: 2014 – 2018

Provincial/territorial funders vary on maltreatment-related requirements for Provincial/Territorial Sport Organizations (PTSOs) and provincial/territorial MSOs. Four examples follow that illustrate the various requirements.

¹⁰ CASEM. (2010, December). Discussion Paper: Abuse, Harassment, and Bullying in Sport. Retrieved from: <http://tinyurl.com/pdy686r>

¹¹ Sport Canada. (2013, July 30). Sport Funding and Accountability Framework (SFAF IV: 2012 – 2016).

¹² Sport Canada. (2013, March). Sport Funding and Accountability Framework (SFAF V: 2014-2018).

Ontario

As of 2010, the Ministry of Ontario's Sport Recognition Policy¹³, which outlines governance standards that must be met, requires a "Board-approved Risk Management policy" which includes a 'Harassment policy', though such policy is not defined or explained.

Saskatchewan

Sask Sport, the agency responsible for PSO funding in Saskatchewan, does not have a requirement for a policy on maltreatment in its 2011 Annual Funding Provincial Guidelines¹⁴ document. But Sask Sport does require that all registered coaches of PSOs in the province complete the 'Respect in Sport for Coaches'¹⁵ online program that "is designed as a tool to assist in identifying and dealing with abuse, neglect, harassment, and bullying in sport¹⁶".

Manitoba

Sport Manitoba, the body responsible for PSO funding in Manitoba, also has an expectation that funded sports will put in place policies to deal with athlete protection and related issues, but does not review or approve any specific policies or decline funding if they are not in place¹⁷. Like Saskatchewan, Manitoba requires that all coaches in the province complete the online 'Respect in Sport for Coaches' program¹⁸.

New Brunswick

The Sport and Recreation Branch of the Government of New Brunswick does not refer to any athlete protection initiatives in its eligibility document for PSOs. However, to receive funding, a PSO must complete an assessment of itself – and this Funding Model Assessment Form assigns positive points to PSOs that have "a written code of conduct policy, including abuse and harassment and discipline, which has been reviewed and updated within the last 2 years".¹⁹

Other provinces have 'grants' that are used to fund various sections of the sport delivery system (e.g., coaching, high performance, specialty programs, etc.) rather than funding the PSO as an organization. This style of funding does not easily allow for the funder to require the PSO to have policies in place for athlete protection.

There is a lack of consistency throughout provincial/territorial jurisdictions on the requirements to address maltreatment in sport. Nevertheless, many organizations do have policies for the protection of their athletes. Further investigation should analyze these policies and guidelines, how they are implemented, and whether they are effectively protecting athletes. The appendices to this report provide template examples of 'best practices' that could be used to guide and evaluate the policies across provincial/territorial jurisdictions.

Sport Organizations – Athlete Protection Initiatives

Policy Documents

Most organizations will have maltreatment policies for the protection of their athletes even when such policies are not required for the purposes of securing funding. These policies are promoted and/or used to varying degrees of effectiveness. That organizations should have a policy addressing maltreatment has been an accepted fact for the past 20 years; however there is still work to be done to ensure the effectiveness of these policies. Most of those policies were

¹³ Ministry of Health Promotion. (2010, January). Sport Recognition Policy. Retrieved from: <http://tinyurl.com/kc7kh82>

¹⁴ Sask Sport. (2011, April). Annual Funding Provincial Guidelines. Retrieved from: <http://tinyurl.com/p7ytwcz>

¹⁵ Sask Sport. Respect in Sport for Coaches. Retrieved from: <http://tinyurl.com/oy3ogox>

¹⁶ Sask Sport. Respect in Sport FAQ. Retrieved from: <http://tinyurl.com/p2kzwqy>

¹⁷ Sport Manitoba. 2010/2011 Terms & Conditions for Funding Handbook. Retrieved from: <http://tinyurl.com/nente3c>

¹⁸ Sport Manitoba. Hazing in Sport – Support and Prevention. Retrieved from: <http://tinyurl.com/mlvybxw>

¹⁹ Sport and Recreation Branch. (2014, February 6). Funding Model – Assessment Forms. Received from: <http://tinyurl.com/pgm2gsf>

carved out using the 1994 CAAWS publication (which adapted a 1992 publication on employment-related sexual harassment in the university environment). The 1994 document was created to inform the creation and adaptation of a 'harassment policy' for sport organizations and recommended that a harassment policy include:

- Statement from the organization demonstrating commitment to a sport environment free from harassment
- Definition of harassment (including sexual harassment) and identification of harassing behaviour
- Identification of individuals responsible for implementation and enforcement of the policy
- Assurance of confidentiality for the individual submitting a complaint
- Appointment of two trained harassment officers (male and female) who receive and resolve complaints
- Description of the complaint procedure for harassment complaints
- Explanation of possible sanctions
- Description of the appeal procedure for decisions made under the policy

As encompassing as that document was at the time, the evolution of harassment policies since 1994 has not included many deviations from the original recommendations, other than updating the definition of harassment to include concepts such as maltreatment, modern methods of harassment (such as cyber bullying), and legal updates. Particularly, the notion of having the role of a 'harassment officer' has fallen out of favour for a number of reasons, primarily:

- Difficulty with training individuals for the role;
- Difficulty determining whether harassment officers should be volunteers or paid personnel;
- Difficulty determining whether harassment officers should be a part of the organization or neutral third-parties;
- Difficulty keeping the harassment officers at arms-length from the rest of the organization and minimizing conflict of interest;
- Difficulty maintaining continuity in the role by having successive harassment officers apply the policy in the same manner;
- Difficulty ensuring the harassment officers apply the policy correctly and do not support or advocate for one of the parties; and
- Difficulty promoting the existence and identities of the harassment officers to participants.

Education and Training

Organizations occasionally advocate training and education for coaches as part of their athlete protection initiatives. Following the sexual abuse revelations by Sheldon Kennedy in 1997, Hockey Canada initiated recommendations for action to decrease harassment in hockey. Sport Canada retained Hockey Canada, assisted by other partners, to produce the Speak Out...Act Now! report to be applicable to all sports. That initiative was a precursor to the 'Respect in Sport'²⁰ program, founded in 2004, and currently adopted by Sask Sport, Sport Manitoba, larger PSOs in Alberta,²¹ Gymnastics Canada Gymnastique, and by various other provincial, regional, and local organizations across Canada.

Perhaps the largest and most evident maltreatment training and education initiative in Canada is the Coaching Association of Canada's NCCP programs, including the required 'Make Ethical Decisions' online module²². Most PSOs require that even club coaches must be registered NCCP coaches and to acquire this designation they must take the Make Ethical Decisions module, in addition to completing other required lessons.

²⁰ Respect in Sport. Retrieved from: <http://tinyurl.com/occyw29>

²¹ CBC News. (2014, February 11). Respect in Sport's course gains support of hockey parents, coaches. Retrieved from: <http://tinyurl.com/q6jngld>

²² NCCP. Make Ethical Decisions. Retrieved from: <http://tinyurl.com/nsgxns6>

In 2009, Coaches of Canada, in conjunction with the Canadian Centre for Ethics in Sport (CCES), released two documents – the Code for Prohibited Conduct in Sport²³ and the Canadian Policy on Prohibited Conduct in Sport²⁴. Taken together, these two documents outlined roles and responsibilities for individuals (coaches, officials, volunteers, and administrators) and expected standards for conduct when those individuals are acting in sport and with athletes. It was intended that organizations would subscribe to the Code and Policy by officially adopting them. In so doing, they would be agreeing to maintain a public registry of offending coaches similar to the manner in which Canada's anti-doping policies create a public list of athletes who have doping violations.

This was a promising initiative, but some issues and challenges emerged; particularly that the Code and Policy overlapped with organizations' existing codes and policies and were not easily integrated into an organization's overall framework of governing documents. As well, the Code and Policy were not sufficiently comprehensive to address maltreatment of non-athletes, or to address negative behaviours of athletes toward other athletes. Few organizations officially adopted the Code and Policy.

Gaps Summary

➡ *Identified Gap: Some funders do not always require organizations to have athlete protection policies, and when they do, there is no oversight to ensure or require adherence*

- Policies are not necessarily enforced by funders
- Implementation requirements vary by provincial/territorial jurisdiction

➡ *Identified Gap: Existing harassment policies overlap with each other, 'old' harassment policies are still in use, and there is no uniform or accepted athlete protection policy across sport*

- Many evolving reports with new trends and emerging research over the last 20 years have not been integrated into current practices
- Various policy requirements from different jurisdictions (i.e. NSO requirements of PSOs, different funders requirements of NSOs and PSOs).

➡ *Identified Gap: Harassment officers, though occasionally still in use and recommended by some sources, are no longer the best strategy for athlete protection*

- There are many weaknesses identified with harassment officers (guaranteed neutrality, training, comfort in the position).

➡ *Identified Gap: Clubs, despite being a fertile ground for maltreatment, lack capacity to have effective athlete protection initiatives*

- Cater to the most participants, limited oversight of individuals, and rely on PSO for guidance.

➡ *Identified Gap: Lack of communication strategy means some existing policies may be invisible*

- Organizations are not making their policies publicly available.

²³ Coaches of Canada. Code for Prohibited Conduct in Sport. Retrieved from: <http://tinyurl.com/ofzcr3p>

²⁴ Coaches of Canada. Canadian Policy for Prohibited Conduct in Sport. Retrieved from: <http://tinyurl.com/q6upzwd>

Bridging the Gaps

Fortunately with so much focus on maltreatment in sport, organizations appear to be open to change and to adapting or evolving existing policies and initiatives to improve athlete protection. The Sport Law & Strategy Group, on behalf of the CCES, suggests the following solutions and hopes that the ideas raised or reinforced below advance the discussion, contribute to bridging the existing gaps, and overall improve athlete protection in Canadian sport.

AthleteProtectionPolicies

We are convinced that stand-alone 'harassment policies' are outdated and no longer necessary. Even Sport Canada's requirements indicate that such policies "may be a part of a larger policy document". The precise legal differences between and among the terms 'neglect', 'abuse', 'harassment', and 'bullying' are subtle and in most cases meaningless to the everyday volunteer, community coach, or parent. However, what all these behaviours have in common is that they are various forms of 'misconduct', and this is a term that everyone can understand. Therefore we recommend a combination and consolidation of policies to replace the old 'harassment policy', along these lines:

- First, a **singular code of conduct** should be developed that outlines general standards of behaviour for all individuals in sport and that provides additional standards specific to participants, coaches, officials, administrators/executives, and spectators/parents. (See template in Appendix A)
- Second, a **'discipline and complaints policy'** should be created that describes how maligned individuals can make a complaint if an individual violates the code of conduct. This policy should outline to whom an individual can complain, what process must be followed, and how the complaint will be addressed and resolved. (See template in Appendix B)
- Third, an **appeal policy** should be developed under which individuals can appeal decisions made via the discipline and complaints policy (as well as any other organizational decisions that may be appealed). (See template in Appendix C)
- Finally, a **dispute resolution policy** can outline how the organization can avoid formalizing and escalating complaints by using mediation, negotiation, and other dispute resolution tactics. (See template in Appendix D)

Other pieces of a comprehensive 'policy package' include a confidentiality policy, conflict of interest policy, screening policy, and privacy policy.

ScreeningPolicy

In the ringette example described at the beginning of this report, the family of the athlete alleged that the ringette organizations, among other things, failed to properly screen the coach before she was engaged. A comprehensive screening process would protect organizations and can help vet individuals and ensure that coaches who may possibly engage in maltreatment are not placed in their positions. Screening policies should include not only police record checks but also position assessment, reference checks, interviews, support and supervision, and regular monitoring and evaluation if the individual is engaged for multiple years. Volunteer Canada, in the current edition of its Screening Handbook,²⁵ noted that there are ten steps of safe screening, not just one. Athlete protection policies act as a reactive measure to maltreatment while a proper screening process can act as a preventative measure.

ThirdPartyInvolvement

The 2004 report authored by Tom Kinsman revealed that harassment officers who were being trained found the subject matter to be "complex, legalistic, and [requiring] a long time to achieve a working proficiency" and, further, that "the harassment officer role required an expert in the area to do the job".²⁶ We do not advocate for the existence of

²⁵ Volunteer Canada. (2012, March). The Screening Handbook – 2012 Edition. Ottawa: Public Safety Canada.

²⁶ Kinsman, T. (2004). Harassment and abuse in sport: Situation analysis and needs assessment. Ottawa: True Sport Secretariat. p. 15.

harassment officers, but we do support the neutrality of a third-party expert. The third-party (who is either a lawyer or other skilled individual) can be either the administrator who receives and handles complaints from individuals, or the decision-maker who determines the result of the complaint, or both.

We suggest that the organization first provide an internal dispute resolution process option (using a staff member or volunteer as a mediator or negotiator between parties) but if alternate dispute resolution fails, or if one party persists in filing a complaint, the case can be handled under the discipline and complaints policy. The neutral third-party need not have experience with the sport, but should be familiar with case management or maltreatment in sport, and be free from allegations of bias or conflict. If the case manager is a stakeholder within the organization, the decision-maker (or the tribunal deciding the result of the case) should be a neutral third-party. If the case manager is the neutral third-party, the decision-maker may be a stakeholder within the organization but must still have no connection, real or perceived, with the case or the parties.

PolicyJurisdiction

We recommend that NSOs have their own suite of policies, informed by expert opinion, and reviewed and updated at least every two years in reaction to new developments in athlete protection and maltreatment. For example, the notion of 'hazing' was not prevalent in the vernacular until 2000 but is now expertly defined in the policies of most NSOs – such an evolution requires only a minor revision of the policy. The prevalence of social media and the instances of maltreatment (such as cyber bullying) that may now occur via these media may require a full review of the existing policy to ensure that these new developments are addressed.

Smaller PSOs and clubs do not have the capacity to keep abreast of these new developments and regularly review and/or replace policies. For this reason we recommend that NSOs, assuming that they have their policies and procedures in place, advise PSOs of a dual approach to policy development. First, NSOs should advise PSOs to create their own tailored suite of policies – and perhaps require certain policies in order to maintain membership with the NSO. The NSO should be available to guide the creation of these PSO policies, either by approving/ratifying the policies or identifying sources of expertise from whom the PSO can obtain assistance. Second, the NSO must endeavour to update PSOs regularly when new developments in athlete protection and maltreatment require a revision in an NSO policy. NSOs should pass this knowledge along to the PSOs for subsequent implementation at the provincial level.

Club policy development is slightly different. Though we rarely recommend policy templates (due to their overly generic nature) we suggest the PSOs take the lead in developing policy templates specific to their sport that can be adopted by member clubs. Alternately, the PSO can develop a policy that can be used by member clubs and offer resources (such as neutral administration or decision-making) that can be accessed by member clubs.

A streamlined approach to athlete protection and maltreatment can be applied throughout the sport's 'playground-to-podium' pathway so that each level of the sport can know how the other levels are handling the issues. Such a synergy can improve athlete protection and decrease gaps in jurisdiction and application of policies.

MSOs can focus on developing training tools that can be required for NSOs, PSOs, or clubs. MSOs can also offer expert knowledge or other external resources that do not infringe upon an organization's internal operations.

Education

The Coaching Association of Canada's 'Make Ethical Decisions' module is required for all registered coaches and is a great introduction to how to decrease maltreatment. One drawback is that the module is not required for all stakeholders in the system – parents, athletes, officials, administrators – but this is being remedied in provinces (like Saskatchewan and Manitoba) where additional training and education is required. The CCES will continue to make efforts in this area but also recognizes that there is a greater role in this area for all MSOs to increase awareness of

additional educational tools or training. For example, a MSO may bridge an existing gap by offering training courses in mediation (for individuals who apply an organization's dispute resolution policy) or for individuals who manage cases or make decisions on complaints.

One other aspect of education is that athletes and parents must know about athlete protection policies. Every participant should know how to submit a complaint. This means that they must be informed of 1) what behaviour constitutes maltreatment, 2) where they can find an organization's athlete protection policies (e.g., on the organization's website), and 3) to whom they can submit their complaint under the policy. Participants must be assured of initial confidentiality and informed of who will be reading their complaint. We recommend that during the registration process, the participants (and parents) are informed of what policies they will have to adhere to (such as the code of conduct), what athlete protection policies exist for their benefit, and where they can be accessed.

Observing Maltreatment

Part of the education process should involve how to recognize signs and symptoms of existing maltreatment. This is a relatively new development in maltreatment in sport and is best outlined in the recent CASEM paper where described signs of maltreatment include "inability to trust others, poor self-image, change in behavioural norms, and unwarranted injuries."²⁷ Signs and symptoms may be different depending on the sport (diving compared to baseball) – and the level of play (high performance compared to recreational). As with a multi-step screening process, identifying maltreatment before a complaint is filed is a preventative measure (at least in the sense that more maltreatment can be prevented) and training to recognize signs of maltreatment – psychological and behavioural – for coaches and other sport administrators would be an effective intervener.

Conclusion

Over the last 20 years the advances in athlete protection have helped decrease instances of maltreatment and have contributed to a more aware and more reactive sport environment. Nonetheless, athlete maltreatment continues to occur. We believe that the barrage of varying policies, terms, language, interested parties, and necessary requirements has led to an uneven application of the advancements in the field. Simply tidying up the landscape with clearer requests from funders, more organized jurisdiction, cleaner application of a distinct suite of policies and procedures, progressive education based on emerging research, regular third-party involvement, and both preventative and reactive athlete protection initiatives will go a long way to decreasing the remaining instances of maltreatment in Canadian amateur sport.

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²⁷ Stirling, A., Bridges, E., Cruz, L., & Mountjoy, M. (2010, December). Discussion Paper: Abuse, harassment, and bullying in sport. Ottawa: CASEM. p.19. Retrieved from: <http://tinyurl.com/pdy686r>

Appendix

Appendix 'A'

- Singular Code of Conduct..... 1

Appendix 'B'

- Discipline and Complaints Policy (detailed) 7
- Member Conduct Dispute Complaint Policy (simple)..... 13

Appendix 'C'

- Appeal Policy (detailed) 17
- Appeal Policy (simple) 21

Appendix 'D'

- Dispute Resolution Policy 23

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- Athlete Agreement..... 25
- Coach Agreement..... 26

Code of Conduct and Ethics

“Organization” refers to: _____

Definitions

1. The following terms have these meanings in this Code:
 - a) “*Individuals*” – Individuals employed by, or engaged in activities with, the Organization including, but not limited to, athletes, coaches, convenors, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Organization
 - b) “*Workplace*” - Any place where business or work-related activities are conducted. Workplaces include but are not limited to, the Organization’s office, work-related social functions, work assignments outside the Organization’s offices, work-related travel, and work-related conferences or training sessions

Purpose

2. The purpose of this Code is to ensure a safe and positive environment (within the Organization’s programs, activities, and events) by making Individuals aware that there is an expectation, at all times, of appropriate behaviour consistent with the Organization’s core values. The Organization supports equal opportunity, prohibits discriminatory practices, and is committed to providing an environment in which all individuals are treated with respect.

Application of this Code

3. This Code applies to Individuals’ conduct during the Organization’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with the Organization’s activities, the Organization’s office environment, and any meetings.
4. An Individual who violates this Code may be subject to sanctions pursuant to the Organization’s *Discipline and Complaints Policy*. In addition to facing possible sanction pursuant to the Organization’s *Discipline and Complaints Policy*, an Individual who violates this Code during a competition may be ejected from the competition or the playing area, the official may delay the competition until the Individual complies with the ejection, and the Individual may be subject to any additional discipline associated with the particular competition.
5. An employee of the Organization found to have engaged in acts of violence or harassment against any other employee, worker, contractor, member, customer, supplier, client or other third party during business hours, or at any Organization event, will be subject to appropriate disciplinary action subject to the terms of the Organization’s *Human Resources Policy* as well as the employee’s Employment Agreement (if applicable)
6. This Code also applies to Individuals’ conduct outside of the Organization’s business, activities, and events when such conduct adversely affects relationships within the Organization (and its work and sport environment) and is detrimental to the image and reputation of the Organization. Such applicability will be determined by the Organization at its sole discretion.

Responsibilities

7. Individuals have a responsibility to:
 - a) Maintain and enhance the dignity and self-esteem of the Organization members and other individuals by:

- i. Demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex, and sexual orientation
 - ii. Focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, employees, or members
 - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct
 - iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory
 - v. Consistently treating individuals fairly and reasonably
 - vi. Ensuring adherence to the rules of the sport and the spirit of those rules
- b) Refrain from any behaviour that constitutes **harassment**, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading, or malicious. Types of behaviour that constitute harassment include, but are not limited to:
- i. Written or verbal abuse, threats, or outbursts
 - ii. The display of visual material which is offensive or which one ought to know is offensive in the circumstances
 - iii. Unwelcome remarks, jokes, comments, innuendo, or taunts
 - iv. Leering or other suggestive or obscene gestures
 - v. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions
 - vi. Practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance
 - vii. Any form of hazing where hazing is defined as *"Any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking athlete by a more senior teammate, which does not contribute to either athlete's positive development, but is required to be accepted as part of a team, regardless of the junior-ranking athlete's willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate based on class, number of years on the team, or athletic ability."*
 - viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing
 - ix. Unwelcome sexual flirtations, advances, requests, or invitations
 - x. Physical or sexual assault
 - xi. Behaviours such as those described above that are not directed towards a specific individual or group but have the same effect of creating a negative or hostile environment
 - xii. Retaliation or threats of retaliation against an individual who reports harassment to the Organization
- c) Refrain from any behaviour that constitutes **workplace harassment**, where workplace harassment is defined as vexatious comment or conduct against a worker in a workplace – a comment or conduct that is known or ought reasonably to be known to be unwelcome. Workplace harassment should not be confused with legitimate, reasonable management actions that are part of the normal work function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing

- discipline for workplace infractions. Types of behaviour that constitute workplace harassment include, but are not limited to:
- i. Bullying
 - ii. Repeated offensive or intimidating phone calls or emails
 - iii. Inappropriate sexual touching, advances, suggestions or requests
 - iv. Displaying or circulating offensive pictures, photographs or materials in printed or electronic form
 - v. Psychological abuse
 - vi. Personal harassment
 - vii. Discrimination
 - viii. Intimidating words or conduct (offensive jokes or innuendos)
 - ix. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning
- d) Refrain from any behaviour that constitutes **workplace violence**, where workplace violence is defined as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker. Types of behaviour that constitute workplace harassment include, but are not limited to:
- i. Verbal threats to attack a worker
 - ii. Sending to or leaving threatening notes or emails for a worker
 - iii. Making threatening physical gestures to a worker
 - iv. Wielding a weapon in a workplace
 - v. Hitting, pinching or unwanted touching of a worker which is not accidental
 - vi. Throwing an object at a worker
 - vii. Blocking normal movement or physical interference of a worker, with or without the use of equipment
 - viii. Sexual violence against a worker
 - ix. Any attempt to engage in the type of conduct outlined above
- e) Refrain from any behaviour that constitutes **sexual harassment**, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favours, or conduct of a sexual nature. Types of behaviour that constitute sexual harassment include, but are not limited to:
- i. Sexist jokes
 - ii. Display of sexually offensive material
 - iii. Sexually degrading words used to describe a person
 - iv. Inquiries or comments about a person's sex life
 - v. Unwelcome sexual flirtations, advances, or propositions
 - vi. Persistent unwanted contact
- f) Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. More specifically, the Organization adopts and adheres to the Canadian Anti-Doping Program. Any infraction under this Program shall be considered an infraction of this Code and may be subject to further disciplinary action, and possible sanction, pursuant to the Organization's *Discipline and Complaints Policy*. The Organization will respect any penalty enacted pursuant to a breach of the Canadian Anti-Doping Program, whether imposed by the Organization or any other sport organization

- g) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES)
- h) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
- i) Refrain from consuming alcohol, tobacco products, or recreational drugs while participating in the Organization programs, activities, competitions, or events
- j) In the case of adults, avoid consuming alcohol in situations where minors are present and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations associated with the Organization's events
- k) Respect the property of others and not wilfully cause damage
- l) Promote the sport in the most constructive and positive manner possible
- m) Adhere to all federal, provincial, municipal and host country laws
- n) Comply, at all times, with the Organization's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time

Board/Committee Members and Staff

8. In addition to section 7 (above), the Organization's Directors, Committee Members, and Staff will have additional responsibilities to:
- a) Function primarily as a member of the board and/or committee(s) of the Organization; not as a member of any other particular member or constituency
 - b) Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of the Organization's business and the maintenance of Individuals' confidence
 - c) Ensure that the Organization's financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities
 - d) Conduct themselves openly, professionally, lawfully and in good faith in the best interests of the Organization
 - e) Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism
 - f) Behave with decorum appropriate to both circumstance and position and be fair, equitable, considerate, and honest in all dealings with others
 - g) Keep informed about the Organization's activities, the provincial sport community, and general trends in the sectors in which they operate
 - h) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to the laws under which the Organization is incorporated
 - i) Respect the confidentiality appropriate to issues of a sensitive nature
 - j) Ensure that all Individuals are given sufficient opportunity to express opinions, and that all opinions are given due consideration and weight
 - k) Respect the decisions of the majority and resign if unable to do so
 - l) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings
 - m) Have a thorough knowledge and understanding of all the Organization governance documents
 - n) Conform to the bylaws and policies approved by the Organization, in particular this *Code of Conduct and Ethics* as well as the *Conflict of Interest Policy* and *Confidentiality Policy*

Coaches

9. In addition to section 7 (above), coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:
- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes
 - b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes
 - c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments
 - d) Support the coaching staff of a training camp, provincial team, or national team; should an athlete qualify for participation with one of these programs
 - e) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete
 - f) Act in the best interest of the athlete's development as a whole person
 - g) Respect other coaches
 - h) Meet the highest standards of credentials, integrity and suitability, including but not limited to such considerations established by the Organization's *Screening Policy*
 - i) Report any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance
 - j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol and/or tobacco
 - k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes
 - l) Not engage in a sexual relationship with an athlete under 18 years old, or an intimate or sexual relationship with an athlete over the age of 18 if the coach is in a position of power, trust, or authority over the athlete
 - m) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
 - n) Dress professionally, neatly, and inoffensively
 - o) Use inoffensive language, taking into account the audience being addressed

Athletes

10. In addition to section 7 (above), athletes will have additional responsibilities to:
- a) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete; or in the case of carded athletes, interfere with the athlete's ability to fulfill requirements under the Athlete Assistance Program
 - b) Participate and appear on-time, well-nourished, and prepared to participate to their best abilities in all competitions, practices, training sessions, tryouts, tournaments, and events

- c) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
- d) Adhere to the Organization's rules and requirements regarding clothing and equipment
- e) Never ridicule a participant for a poor performance or practice
- f) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators
- g) Dress in a manner representative of the Organization; focusing on neatness, cleanliness, and discretion
- h) Act in accordance with the Organization's policies and procedures and, when applicable, additional rules as outlined by coaches or managers

Officials

11. In addition to section 7 (above), officials will have additional responsibilities to:

- a) Maintain and update their knowledge of the rules and rules changes
- b) Work within the boundaries of their position's description while supporting the work of other officials
- c) Act as an ambassador of the Organization by agreeing to enforce and abide by national and provincial rules and regulations
- d) Take ownership of actions and decisions made while officiating
- e) Respect the rights, dignity, and worth of all individuals
- f) Not publicly criticize other officials or any club or association
- g) Assist with the development of less-experienced referees and minor officials
- h) Conduct themselves openly, impartially, professionally, lawfully, and in good faith in the best interests of the Organization, athletes, coaches, other officials, and parents
- i) Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others
- j) Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals, and specific information or data about Individuals
- k) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform the assignor or association at the earliest possible time
- l) When writing reports, set out the true facts and not attempt to justify any decisions
- m) Dress in proper attire for officiating

Discipline and Complaints Policy

“Organization” refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Complainant*” – The Party alleging an infraction
 - b) “*Respondent*” – The alleged infracting Party
 - c) “*Parties*” – The Complainant, Respondent, and any other Individuals, persons, or organizations affected by the complaint
 - d) “*Days*” – Days irrespective of weekend and holidays
 - e) “*Individuals*” – All categories of membership defined in the Organization’s Bylaws, as well as all individuals employed by, or engaged in activities with, the Organization including, but not limited to, athletes, coaches, convenors, referees, officials, volunteers, managers, administrators, committee members, directors and officers of the Organization, spectators at events, and parents/guardians of athletes

Purpose

2. The Organization is committed to providing an environment in which all Individuals involved with the Organization are treated with respect. Membership in the Organization, as well as participation in its activities, brings many benefits and privileges. At the same time, Individuals and participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with the Organization’s policies, bylaws, rules and regulations, and *Code of Conduct and Ethics*. Irresponsible behaviour by Individuals can result in severe damage to the integrity of the Organization. Conduct that violates these values may be subject to sanctions pursuant to this Policy. Since discipline may be applied, the Organization provides Individuals with the mechanism outlined in this Policy so that complaints are handled fairly, expeditiously, and affordably.

Application of this Policy

3. This Policy applies to all Individuals.
4. This Policy applies to discipline matters that may arise during the course of the Organization’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with the Organization activities, and any meetings.
5. This Policy does not prevent discipline from being applied, during a competition or event, according to specific procedures in place for the particular event. Further discipline may be applied according to this Policy.
6. Discipline matters and complaints arising within the business, activities, or events organized by entities other than the Organization will be dealt with pursuant to the policies of these other entities unless requested and accepted by the Organization at its sole discretion.

Reporting a Complaint

7. Any Individual may report any complaint to the Organization. Such a complaint must be in writing and signed, and must be filed within fourteen (14) days of the alleged incident. Anonymous complaints may be accepted at the sole discretion of the Organization.

8. A Complainant wishing to file a complaint outside of the fourteen (14) day period must provide a written statement giving reasons for an exemption to this limitation. The decision to accept, or not accept, the complaint outside of the fourteen (14) day period will be at the sole discretion of the Organization. This decision may not be appealed.
9. At the Organization's discretion, the Organization may act as the complainant and initiate the complaint process under the terms of this Policy. In such cases, the Organization will identify an individual to represent the Organization.

Mediation

10. Before any complaint proceeds to the formal stage, the dispute will first be referred to the Organization's President (or designate) for review, with the objective of resolving the dispute via the Organization's *Dispute Resolution Policy*.

Case Manager

11. Should the review by the Organization's President (or designate) not resolve the dispute, the Organization will appoint a Case Manager to oversee management and administration of complaints submitted in accordance with this Policy and such appointment is not appealable. The Case Manager is not required to be a member of the Organization. The Case Manager has an overall responsibility to ensure procedural fairness is respected at all times in this Policy, and to implement this Policy in a timely manner. More specifically, the Case Manager has a responsibility to:
 - a) Determine whether the complaint is frivolous or vexatious and within the jurisdiction of this Policy. If the Case Manager determines the complaint is frivolous or vexatious or outside the jurisdiction of this Policy, the complaint will be dismissed immediately. The Case Manager's decision to accept or dismiss the complaint may not be appealed
 - b) Determine if the complaint is a minor or major infraction
 - c) Appoint the Panel, if necessary, in accordance with this Policy
 - d) Coordinate all administrative aspects of the complaint
 - e) Provide administrative assistance and logistical support to the Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding
12. The Case Manager will inform the Parties if the incident is to be dealt with as a minor infraction or major infraction and the matter will be dealt with according to the applicable section relating to the minor or major infraction.
13. This Policy does not prevent an appropriate person having authority from taking immediate, informal or corrective action in response to behaviour that constitutes either a minor or major infraction. Further sanctions may be applied in accordance with the procedures set out in this Policy.
14. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity or event only. Further sanctions may be applied but only after review of the matter in accordance with the procedures set out in this Policy.

Minor Infractions

15. Minor infractions are **single incidents** of failing to achieve expected standards of conduct that generally do not result in harm to others, the Organization, or the sport. Examples of minor infractions can include, but are not limited to, a single incident of:
 - a) Disrespectful, offensive, abusive, racist, or sexist comments or behaviour
 - b) Disrespectful conduct such as outbursts of anger or argument
 - c) Conduct contrary to the values of the Organization
 - d) Being late for, or absent from, the Organization events and activities at which attendance is expected or required
 - e) Non-compliance with the Organization's policies, procedures, rules, or regulations
 - f) Minor violations of the Organization's *Code of Conduct and Ethics*
 - g) Tampering
16. All disciplinary situations involving minor infractions will be dealt with by the appropriate person who has authority over both the situation and the individual involved. If applicable, discipline specific to the particular event or competition shall be applied. The person in authority can be, but is not restricted to being, staff, officials, coaches, judges, organizers, or the Organization's decision-makers.
17. Provided that the Respondent being disciplined is told the nature of the infraction and has an opportunity to provide information concerning the incident, procedures for dealing with minor infractions will be informal (compared to the procedures for major infractions) and will be determined at the discretion of the person responsible for discipline of such infractions (as noted above).
18. Penalties for minor infractions, which may be applied singularly or in combination, include the following:
 - a) Verbal or written reprimand from the Organization to one of the Parties
 - b) Verbal or written apology from one Party to the other Party
 - c) Service or other voluntary contribution to the Organization
 - d) Removal of certain privileges of membership for a designated period of time
 - e) Suspension from the current competition, activity, or event
 - f) Fines
 - g) Any other sanction considered appropriate for the offense
 - h) Discipline specific to the event or competition, if applicable
19. Minor infractions that result in discipline will be recorded and records will be maintained by the Organization. Repeat minor infractions may result in further such incidents being considered a major infraction.

Major Infractions

20. Major infractions are instances of failing to achieve the expected standards of conduct that result, or have the potential to result, in harm to other persons, to the Organization, or to the sport. Examples of major infractions include, but are not limited to:
 - a) Repeated minor infractions
 - b) Any incident of hazing
 - c) Incidents of physical abuse
 - d) Behaviour that constitutes harassment, sexual harassment, or sexual misconduct
 - e) Pranks, jokes, or other activities that endanger the safety of others
 - f) Conduct that intentionally interferes with a competition or with any athlete's preparation for a competition

- g) Conduct that intentionally damages the Organization's image, credibility, or reputation
 - h) Disregard for the Organization's bylaws, policies, rules, and regulations
 - i) Major or repeated violations of the Organization's *Code of Conduct and Ethics*
 - j) Intentionally damaging the Organization property or improperly handling the Organization monies
 - k) Abusive use of alcohol, any use or possession of alcohol by minors, or use or possession of illicit drugs and narcotics
 - l) Any possession or use of banned performance enhancing drugs or methods
21. Major infractions occurring within competition may be dealt with immediately, if necessary, by an appropriate person having authority. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity, or event only. If applicable, discipline specific to the particular event or competition shall be applied. Further sanctions may be applied but only after review of the matter in accordance with the procedures set out in this Policy. This review does not replace the appeal provisions of this Policy.
22. Major infractions will be handled using the Procedure for Major Infraction Hearing set out in this Policy, except where a dispute resolution procedure contained within a contract, employee agreement, or other formal written agreement takes precedence.

Procedure for Major Infraction Hearing

23. The Case Manager shall notify the Parties that the complaint is potentially legitimate and the incident shall be dealt with as a major infraction. The Case Manager shall then decide the format under which the complaint will be heard. This decision is at the sole discretion of the Case Manager and may not be appealed.
24. The Case Manager will appoint a Discipline Panel, which shall consist of a single Adjudicator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.
25. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Panel will determine the appropriate disciplinary sanction. The Panel may still hold a hearing for the purpose of determining an appropriate sanction.
26. If a Party chooses not to participate in the hearing, the hearing will proceed in any event.
27. The Case Manager will determine the format of the hearing, which may involve an oral in-person hearing, an oral hearing by telephone, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager deems appropriate in the circumstances, provided that:
- a) The Parties will be given appropriate notice of the day, time, and place of the hearing
 - b) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - c) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - d) The Panel may request that any other individual participate and give evidence at the hearing
 - e) The Panel may allow as evidence at the hearing any oral evidence and document or thing

- relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
- f) The decision will be by a majority vote of Panel members
28. If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in their own right, that party will become a Party to the complaint in question and will be bound by the decision.
29. In fulfilling its duties, the Panel may obtain independent advice.

Decision

30. After hearing the matter, the Panel will determine whether an infraction has occurred and, if so, the sanctions to be imposed. Within fourteen (14) days of the hearing's conclusion, the Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Organization. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued before the end of the fourteen (14) day period. The decision will be considered a matter of public record unless decided otherwise by the Panel.

Sanctions

31. The Panel may apply the following disciplinary sanctions, singularly or in combination, for major infractions:
- a) Verbal or written reprimand from the Organization to one of the Parties
 - b) Verbal or written apology from one Party to the other Party
 - c) Service or other voluntary contribution to the Organization
 - d) Expulsion from the Organization
 - e) Removal of certain membership privileges
 - f) Suspension from certain teams, events, and/or activities
 - g) Suspension from all the Organization's activities for a designated period of time
 - h) Withholding of prize money or awards
 - i) Payment of the cost of repairs for property damage
 - j) Suspension of funding from the Organization or from other sources
 - k) Any other sanction considered appropriate for the offense
32. Unless the Panel decides otherwise, any disciplinary sanctions will begin immediately. Failure to comply with a sanction as determined by the Panel will result in automatic suspension until such time as compliance occurs.
33. Major infractions that result in discipline will be recorded and records will be maintained by the Organization.

Suspension Pending a Hearing

34. The Organization may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending a hearing and a decision of the Panel.

Criminal Convictions

35. An Individual's conviction for any of the following *Criminal Code* offenses will be deemed a major infraction under this Policy and will result in expulsion from the Organization and/or removal from the Organization's competitions, programs, activities and events upon the sole discretion of the Organization:
- a) Any child pornography offences
 - b) Any sexual offences
 - c) Any offence of physical or psychological violence
 - d) Any offence of assault
 - e) Any offence involving trafficking of illegal drugs

Confidentiality

36. The discipline and complaints process is confidential and involves only the Parties, the Case Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

Timelines

37. If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Panel may direct that these timelines be revised.

Records and Distribution of Decisions

38. Minor and major infractions that result in discipline, as well as decisions of any appeals, shall be recorded and maintained by the Organization.
39. Other organizations may be advised of any decisions and, if there was an appeal, the appeal decision.
40. Decisions and appeals are matters of public interest and shall be publicly available with the names of the individuals redacted. Names of persons disciplined may be disclosed to the extent necessary to give effect to any sanction imposed. Pursuant to the Organization's *Confidentiality Policy*, the Panel may determine that disclosing the person's identity would unduly violate the person's privacy and may decide that the decision, or part of the decision, shall be kept confidential.

Appeals Procedure

41. The decision of the Panel may be appealed in accordance with the Organization's *Appeal Policy*.

Conduct, Dispute, and Complaint Policy

“Organization” refers to: _____

Preamble

Membership in the Organization and participation in its activities brings many benefits and privileges that are balanced by member and participant responsibilities and obligations.

This policy defines the parameters for these responsibilities and obligations, and identifies a standard for behaviour that is expected of all the Organization’s members and participants. This policy also identifies the procedures to be followed when this standard is not met.

1. Application of this Policy

- a) This Policy applies to all Members defined in the bylaws of the Organization (‘Members’) as well as any individuals engaged in activities with the Organization, including parents and spectators (‘Participants’). This Policy applies to the conduct of Members and Participants at any Organization activities, programs and events.

2. Expected Standard of Ethical Conduct

- a) The Organization is committed to providing an environment in which all individuals are treated with respect. All Members and Participants of the Organization are expected to:
 - Demonstrate through words and actions the spirit of sportsmanship, sports leadership and ethical conduct;
 - Treat others with respect and refrain from negative remarks or conduct;
 - Care for and respect the property and assets of the Organization;
 - Avoid and reject the non-medical use of drugs or the use of performance-enhancing drugs or methods;
 - Consume alcohol and tobacco products responsibly in association with the Organization’s social events;
 - If the Member or Participant is a minor, not consume alcohol or tobacco products;
 - Refrain from any behaviour that constitutes harassment, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious;
 - Refrain from any behaviour that constitutes sexual harassment, where sexual harassment is defined as unwelcome sexual advances or conduct of a sexual nature that: is offensive and unwelcome; creates an intimidating and hostile environment; or can reasonably be expected to be harmful to participants in the sport environment;
 - Refrain from any behaviour that constitutes hazing; and
 - Comply at all times with the bylaws, policies, rules and regulations of the Organization, comply with any contracts or agreements executed with or by the Organization, and comply with any sanction imposed by the Organization.

3. Types of Infractions

- a) Failure by a Member or Participant to comply with the expected standard set out above may result in discipline and the imposition of a sanction. Infractions are divided into two types, minor infractions and major infractions, which are dealt with using different procedures.
- b) **Minor infractions** are single incidents of failing to comply with the expected standards of conduct that generally do not result in harm to others, to the Organization, or to the sport. Examples of minor infractions include, but are not limited to:
- Single instances of un-sportsmanlike conduct;
 - Single instances of disrespectful comments or behaviour directed towards others; and
 - Single instances of non-compliance with the bylaws, policies, rules, regulations and directives of the Organization.
- c) All disciplinary situations involving minor infractions will be dealt with by the appropriate person having authority over the Member or Participant involved. This person may include, but is not restricted to, a coach, official, director, officer, volunteer, or staff member. Penalties for minor infractions may include a verbal warning, a written warning, a request for an apology, service or other contribution to the Organization, removal of certain privileges of membership for a designated period of time, and/or removal from the current activity.
- d) **Major infractions** are instances of failing to achieve the expected standards of conduct that result, or have the potential to result, in harm to other persons, to the Organization, or to the sport. Examples of major infractions include, but are not limited to:
- Repeated minor infractions;
 - Intentionally damaging the Organization's property or improperly handling the Organization's monies;
 - Pranks, jokes, or other activities that endanger the safety of others;
 - Deliberate disregard for the bylaws, policies, rules, regulations, and directives of the Organization;
 - Conduct that intentionally damages the image, credibility, or reputation of the Organization;
 - Behaviour that constitutes harassment, sexual harassment, or sexual misconduct; and
 - Abusive use of alcohol, any use of alcohol by minors, use of illicit drugs and narcotics, or use of banned performance enhancing drugs or methods.
- e) Major infractions will be reviewed and decided using the disciplinary procedures set out in this policy, except where a dispute resolution procedure contained within a contract or other formal written agreement takes precedence.

4. Reporting an Infraction or Dispute

- a) Any individual may report to a Representative of the Organization a complaint of an infraction by a Member or Participant, or a dispute between Members and/or Participants. Such complaint must be in writing and must be made within 14 days of the alleged infraction. For the purposes of this section, a 'Representative' is any person in a responsible volunteer or staff position within the Organization.

- b) Complaints and disputes will not be accepted anonymously. At the Organization's discretion, the Organization may act as the complainant and initiate the complaint process under the terms of this policy. In such cases, the Organization will identify an individual to represent the Organization.
- c) Upon receiving a complaint or a dispute, the Representative will provide it immediately to the President of the Organization, or a designate, if the President is not available or not able to act in this capacity.
- d) The President may decide to attempt to resolve the dispute via mediation or negotiation. When all parties to the dispute appear agreeable to mediation or negotiation, a mediator or facilitator who is acceptable to all parties will be appointed. The mediator or facilitator will decide the format of this alternate dispute resolution. Should a negotiated decision be reached within a deadline determined by the mediator or facilitator, it will be reported to (and approved by) the Organization. Negotiated decisions are not appealable. Should a negotiated decision not be reached, the dispute will be heard as a complaint under the terms of this policy.
- e) The Organization may determine that an alleged infraction is of such seriousness as to warrant suspension of the Member, or removal of the Participant, pending investigation, a hearing and a disciplinary decision.
- f) Upon receiving a complaint of a major infraction, the President (or designate) will review the complaint and may:
 - Dismiss the complaint if he or she considers it to be trivial or vexatious;
 - Determine that the complaint does not fall within the jurisdiction of this policy, and refer it the appropriate body having jurisdiction;
 - Direct that the infraction be dealt with informally as a minor infraction; or
 - Refer the matter to the Discipline Committee to deal with as a major infraction.

5. Disciplinary Procedures

- a) The Discipline Committee is a committee of the Organization composed of three persons, who are appointed by the Organization to deal with the complaint. The Discipline Committee members are not required to be connected to the Organization and may include external experts in disciplinary matters. The Discipline Committee has an overall responsibility to ensure procedural fairness is respected at all times during the disciplinary process, and to carry out this process in a timely manner.
- b) Depending on the circumstances of the complaint, the Discipline Committee may authorize an investigation into the alleged infraction.
- c) The Discipline Committee will determine the format of the disciplinary process, which may involve an oral hearing in person, a hearing based on written submissions, or a combination of these methods.
- d) The Member or Participant will be given reasonable notice of the format as well as day, time and place of the hearing, will receive a copy of the Investigation Report if an investigation was carried out, may be accompanied by a representative, and will have the right to present evidence and argument before the Discipline Committee.

- e) After hearing the matter, the Discipline Committee will reach a decision as to whether an infraction has occurred and if it has, what the sanction should be. The Discipline Committee will issue a written decision, including reasons, for distribution to the Member or Participant, the complainant, and the President.
- f) Where the conduct being reviewed by this policy is of a sensitive nature, the Discipline Committee and the Organization will keep all proceedings under the policy confidential, except where publication is ordered as part of the sanction, should be communicated to a governing body, is required by law, or is in the best interests of the public.
- g) In fulfilling its duties, and with the approval of the Organization, the Discipline Committee may obtain independent advice.

6. Disciplinary Sanctions

- a) The following are examples of disciplinary sanctions that may be applied where it is found that a major infraction has occurred:
 - Verbal or written warning;
 - Require a verbal or written apology;
 - Service or other contribution to the Organization;
 - Removal of certain privileges of membership;
 - Suspension from certain Organization events or activities;
 - Suspension from all Organization activities for a designated period of time;
 - Expulsion from membership; and/or
 - Publication of the disciplinary sanction.
- b) It is understood that the above are representative penalties only, that they may be modified to fit the circumstances of the infraction, and that they are presented generally in order of severity.

7. Criminal Convictions

- b) A Member or Participant's conviction for any of the following Criminal Code offenses will be deemed an infraction under this Policy and will result in expulsion from the Organization and/or removal from Organization programs, activities, and events:
 - a) Child pornography offences;
 - b) Any sexual offences involving a minor;
 - c) Any offence of assault involving a minor;
 - d) Any offence of physical or psychological violence involving a minor; or
 - e) Any offence involving trafficking of illegal drugs or substances listed on the Canadian Anti-Doping Program's Prohibited List.

8. Appeals

- a) Appeals of decisions rendered under this policy will be dealt with under the Organization's policy on appeals.

Appeal Policy (detailed)

“Organization” refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Appellant*” – The Party appealing a decision
 - b) “*Respondent*” – The body whose decision is being appealed
 - c) “*Parties*” – The Appellant, Respondent, and any other Members or persons affected by the appeal
 - d) “*Days*” – Days irrespective of weekend and holidays
 - e) “*Individuals*” – All categories of membership defined in the Organization’s Bylaws, as well as all individuals employed by, or engaged in activities with, the Organization including, but not limited to, athletes, coaches, convenors, referees, officials, volunteers, managers, administrators, committee members, directors and officers of the Organization, spectators at events, and parents/guardians of athletes

Purpose

2. The Organization is committed to providing an environment in which all Individuals involved with the Organization are treated with respect. The Organization provides Individuals with this *Appeal Policy* to enable fair, affordable, and expedient appeals of certain decisions made by the Organization. Further, some decisions made by the process outlined in the Organization’s *Discipline and Complaints Policy* may be appealed under this Policy.

Scope and Application of this Policy

3. This Policy applies to all Individuals. Any Individual who is directly affected by a the Organization decision shall have the right to appeal that decision; provided there are sufficient grounds for the appeal under the ‘Grounds for Appeal’ section of this Policy.
4. This Policy **will apply** to decisions relating to:
 - a) Eligibility
 - b) Selection
 - c) Conflict of Interest
 - d) Discipline
 - e) Membership
 - f) Athlete Assistance Program (AAP) carding nominations
5. This Policy **will not apply** to decisions relating to:
 - a) Employment
 - b) Infractions for doping offenses
 - c) The rules of the sport
 - d) Selection criteria, quotas, policies, and procedures established by entities other than the Organization
 - e) Substance, content and establishment of team selection criteria
 - f) Volunteer/coach appointments and the withdrawal or termination of those appointments
 - g) Budgeting and budget implementation

- h) The Organization's operational structure and committee appointments
- i) Decisions or discipline arising within the business, activities, or events organized by entities other than the Organization (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by the Organization at its sole discretion)
- j) Commercial matters for which another appeals process exists under a contract or applicable law
- k) Decisions made under this Policy

Timing of Appeal

6. Individuals who wish to appeal a decision have seven (7) days from the date on which they received notice of the decision to submit, in writing to the Organization, the following:
 - a) Notice of the intention to appeal
 - b) Contact information and status of the appellant
 - c) Name of the respondent and any affected parties
 - d) Date the appellant was advised of the decision being appealed
 - e) A copy of the decision being appealed, or description of decision if written document is not available
 - f) Grounds for the appeal
 - g) Detailed reasons for the appeal
 - h) All evidence that supports these grounds
 - i) Requested remedy or remedies
 - j) An administration fee of two hundred and fifty dollars (\$250)

7. An Individual who wishes to initiate an appeal beyond the seven (7) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the seven (7) day period will be at the sole discretion of the Case Manager and may not be appealed.

Grounds for Appeal

8. A decision cannot be appealed on its merits alone. An appeal may only be heard if there are sufficient grounds for appeal. Sufficient grounds include the Respondent:
 - a) Made a decision that it did not have authority or jurisdiction (as set out in the Respondent's governing documents)
 - b) Failed to follow its own procedures (as set out in the Respondent's governing documents)
 - c) Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker is unable to consider other views)
 - d) Failed to consider relevant information or took into account irrelevant information in making the decision
 - e) Made a decision that was grossly unreasonable

9. The Appellant bears the onus of proof and must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the 'Grounds for Appeal' section of this Policy and that this error had, or may reasonably have had, a material effect on the decision or decision-maker.

Screening of Appeal

10. Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), the Organization may direct the appeal to be heard first under the Organization's *Dispute Resolution Policy*.
11. Appeals resolved by mediation under the Organization's *Dispute Resolution Policy* will cause the administration fee to be refunded to the Appellant.
12. Should the appeal not be resolved by using the *Dispute Resolution Policy*, the Organization will appoint an independent third-party Case Manager who has the following responsibilities:
 - a) Determine if the appeal falls under the scope of this Policy
 - b) Determine if the appeal was submitted in a timely manner
 - c) Decide whether there are sufficient grounds for the appeal
13. If the appeal is denied on the basis of insufficient ground, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant will be notified, in writing, of the reasons for this decision. This decision may not be appealed.
14. If the Case Manager is satisfied there are sufficient grounds for an appeal, the Case Manager will appoint an Appeals Panel which shall consist of a single Adjudicator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.

Procedure for Appeal Hearing

15. The Case Manager shall notify the Parties that the appeal will be heard. The Case Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Case Manager and may not be appealed.
16. If a Party chooses not to participate in the hearing, the hearing will proceed in any event.
17. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Panel deem appropriate in the circumstances, provided that:
 - a) The hearing will be held within the appropriate timeline determined by the Case Manager
 - b) The Parties will be given reasonable notice of the day, time and place of the hearing
 - c) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - e) The Panel may request that any other individual participate and give evidence at the hearing
 - f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - g) If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome
 - h) The decision to uphold or reject the appeal will be by a majority vote of Panel members

18. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

19. The Panel shall issue its decision, in writing and with reasons, after the hearing's conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:

- a) Reject the appeal and confirm the decision being appealed
- b) Uphold the appeal and refer the matter back to the initial decision-maker for a new decision
- c) Uphold the appeal and vary the decision
- d) Determine whether costs of the appeal, excluding legal fees and legal disbursements of any Parties, will be assessed against any Party. In assessing costs, the Panel will take into account the outcome of the appeal, the conduct of the Parties, and the Parties' respective financial resources

20. The Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Organization. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.

Confidentiality

21. The appeals process is confidential and involves only the Parties, the Case Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information to any person not involved in the proceedings.

Final and Binding

22. The decision of the Panel will be binding on the Parties and on all the Organization's Individuals; subject to the right of any Party to seek a review of the Panel's decision pursuant to the rules of the Sport Dispute Resolution Centre of Canada (SDRCC).

23. No action or legal proceeding will be commenced against the Organization or Individuals in respect of a dispute, unless the Organization has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in the Organization's governing documents.

Appeal Policy (simple)

“Organization” refers to: _____

1. Application of this Policy

- a) This Policy applies to decisions made by the Organization, by committees of the Organization, and by individuals who are delegated authority to make decisions on behalf of the Organization. For further clarity, this policy will apply to all decisions of the Organization except decisions made by organizations external to the Organization; decisions approved by the Members at a meeting of the Members; decisions relating to operational structure, staffing or employment; decisions about allocation of volunteer appointments; decisions on budgets or budget implementation; and decisions of a commercial nature.

2. Administrator

- a) The Organization will appoint an Administrator to oversee appeals under this policy. The Administrator must have no connection to the decision being appealed and is not required to be affiliated with the Organization. The Administrator has an overall responsibility to ensure procedural fairness and timeliness are respected at all times in the appeals process and more particularly, is responsible for:
- Receiving appeals;
 - Determining if appeals lie within the jurisdiction of this policy;
 - Determining if appeals are brought on permissible grounds;
 - Appointing the Tribunal to hear and decide appeals;
 - Determining the format of the appeal hearing;
 - Coordinating all administrative and procedural aspects of the appeal;
 - Providing administrative assistance and logistical support to the Tribunal as required; and
 - Providing any other service or support that may be necessary to ensure a fair and timely appeal proceeding.

3. Submitting an Appeal

- a) An individual who wishes to appeal under this policy will submit a written Notice of Appeal to the Administrator indicating his or her intention to appeal, his or her contact information, the reasons and grounds for the appeal, a summary of evidence to support the appeal, and the remedy requested. This Notice must be submitted within 10 days of the Organization issuing its decision.
- b) Decisions may only be appealed on procedural grounds, which are limited to the Organization:
- Making a decision for which it did not have authority or jurisdiction as set out in its governing documents;
 - Failing to follow procedures laid out in its approved policies;
 - Making a decision that was influenced by bias;
 - Failing to consider relevant information or taking into account irrelevant information in making the decision; or
 - Making a decision that was grossly unreasonable.

4. Receiving the Appeal

- a) The Administrator will review the Notice of Appeal and will decide if the appeal falls within the jurisdiction of this policy, is brought in a timely manner, and satisfies procedural grounds. If the Administrator determines that the appeal may not proceed because it is not under this policy's jurisdiction, is not timely, or is without grounds, the parties will be notified in writing, stating reasons. There is no further appeal of this decision by the Administrator.
- b) If the Administrator is satisfied that the appeal may proceed, then a Hearing before a Tribunal will take place. The Administrator will appoint a Tribunal, which will consist of a single Adjudicator who is not connected to the decision and who has expertise hearing and deciding appeals, to hear and decide the appeal.

5. Hearing the Appeal

- a) The Hearing will be governed by the procedures that the Administrator and the Tribunal deem appropriate in the circumstances. The Tribunal will have authority to rule in the event of any dispute about procedure.

6. Decision

- a) After the Hearing, the Tribunal will issue a written decision with reasons. The Tribunal may decide:
 - To reject the appeal and confirm the decision being appealed; or
 - To uphold the appeal, identify the error and refer the matter back to the Organization; or
 - To uphold the appeal and vary the decision but only where the Tribunal has determined that the error or errors cannot be corrected by the Organization due to lack of clear procedures, lack of time, or lack of neutrality.
- b) Where time is of the essence, the Tribunal may issue a verbal decision or a summary written decision, with reasons to follow.
- c) The decision of the Tribunal will be final and binding upon the parties.

Dispute Resolution Policy

“Organization” refers to: _____

Definitions

1. The following term has this meaning in this Policy:
 - a) “*Individuals*” – All categories of membership defined in the Organization’s Bylaws, as well as all individuals employed by, or engaged in activities with, the Organization including, but not limited to, athletes, coaches, convenors, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Organization

Purpose

2. The Organization supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. Alternate Dispute Resolution also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.
3. The Organization encourages all Individuals to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The Organization believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

Application of this Policy

4. This Policy applies to all Individuals.
5. Opportunities for Alternate Dispute Resolution may be pursued at any point in a dispute within the Organization when all parties to the dispute agree that such a course of action would be mutually beneficial.

Filing a Dispute

6. Any Individual may file a dispute with the Organization. The dispute must be in writing and signed, and must be filed within fourteen (14) days of the alleged incident or decision. Anonymous disputes may be accepted at the sole discretion of the Organization.
7. A dispute filed outside of the fourteen (14) day period must provide a written statement giving reasons for an exemption to this limitation. The decision to accept, or not accept, the dispute outside of the fourteen (14) day period will be at the sole discretion of the Organization. This decision may not be appealed.

Facilitation and Mediation

8. The dispute will first be referred to the Organization’s President (or designate) for review, with the objective of resolving the dispute via Alternate Dispute Resolution and/or mediation.
9. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator, acceptable to all parties, shall be appointed to mediate or facilitate the dispute.

10. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated, and shall specify a deadline before which the parties must reach a negotiated decision.
11. Should a negotiated decision be reached, the decision shall be reported to, and approved by, the Organization. Any actions that are to take place as a result of the decision shall be enacted on the timelines specified by the negotiated decision, pending the Organization's approval.
12. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator at the start of the process, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of the Organization's *Discipline and Complaints Policy*.
13. The costs of mediation and facilitation will be shared equally by the parties.

Final and Binding

14. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.
15. No action or legal proceeding will be commenced against the Organization or its Individuals in respect of a dispute, unless the Organization has refused or failed to provide or abide by the dispute resolution processes set out in its governing documents.

Athlete Agreement

“Organization” refers to: _____

I understand that there are benefits and privileges associated with being selected to a Representative Team the Organization, and that these are balanced by personal responsibilities and obligations.

As a member of an Organization Team, I therefore agree to:

- Represent the Organization and the region to the best of my ability;
- Conduct myself in a manner that projects a positive image, that is beneficial to the Team and that demonstrates good sportsmanship, sports leadership and ethical conduct;
- Treat all others, including coaches, managers, officials, teammates, opponents and spectators, with respect;
- Avoid the non-medical use of drugs and the use of performance-enhancing drugs or methods;
- Refrain from using or possessing alcohol or tobacco in conjunction with any Team activities;
- Participate in all training activities, competitions, events, activities or projects to which the Team has made a commitment;
- Adhere to all rules regarding equipment, clothing, uniforms or logos that may be imposed by the Organization, host facilities or event organizers;
- Assume responsibility for any damages to property that I might cause (including host facility, host hotel, billets’ homes, vehicles or any personal property owned by others); and
- Comply at all times with the directions of my coach and with the bylaws, policies, rules and regulations of the Organization.

I understand that my failure to comply with this Agreement may result in my removal from the Team, my being sent home from a competition at my own expense, and/or my being subject to other disciplinary sanctions pursuant to the Organization’s Member Code of Conduct.

I acknowledge that I have read and understood the responsibilities and obligations set out above.

By signing this Agreement I also give consent to the publication of written information pertaining to me (excluding medical or health information) and to the publication of my personal image and performance results, for non-commercial educational, promotional and archival purposes.

Print Name

Signature

Date

Signature of Parent/Guardian
(if athlete is under 18 years of age)

Coach Agreement

“Organization” refers to: _____

As a member of the Organization, I agree to abide by the following guidelines, to ensure a quality sport experience for all athletes that I coach.

As an appointed volunteer coach with the Organization, I commit to:

- Create a playing environment that is safe, well-organized, professional and fun.
- Project a positive image of the sport and of coaching.
- Be responsible for my own behaviour and also the behaviour of my athletes, their parents and their fans.
- Never physically, verbally or mentally harm an athlete in my care.
- Respect the rights of my athletes, the rights of other athletes, and the rights of coaches, officials, parents and fans.
- Lead by example and encourage the athletes I coach to compete by the rules of the Organization, and the rules of the sport.
- Provide a sport environment for my athletes that is free from drugs, tobacco, alcohol, hazing, harassment and abusive behaviour and language.
- Make every effort to improve my knowledge of coaching techniques so that I can teach the sport properly to my athletes.
- Place the emotional and physical well-being of my athletes ahead of any personal desire or external pressures to win.
- Ensure that my athletes are supervised by myself or another designated adult at all times, and to never allow my athletes to be left unattended or unsupervised at an activity or practice for any period of time.
- Never knowingly permit an injured athlete to compete or return to the sport without proper medical approval.
- Ensure that all equipment used by my athletes is safe and conforms to the rules of the sport. I will not allow my athletes to use illegal or unsafe equipment, or to compete in unsafe premises or facilities.
- Respect the sport, officials and other coaches, and communicate with them in an appropriate, respectful and professional manner.
- Ensure all athletes have an opportunity to develop and improve their skills while playing with the Organization.
- I will adhere to the Organization’s Member Code of Conduct, including any policies of the Organization or other governing bodies that apply to recruiting of athletes and transfer of athletes.

Coach’s name: _____

Coach’s signature: _____

Date: _____