



Game & Conduct Management

CONDUCT MANAGEMENT TEMPLATE

Appendix 3:

Conduct Management Template

(19 Pages)



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TEMPLATE OBJECTIVE

To provide a “Conduct Management framework” that could be adapted for use by any Minor Hockey Association in Alberta.

INTRODUCTION

It has been determined that improper conduct is detrimental to the development of players, coaches, officials and volunteers in minor hockey and can be directly linked to many quality participants exiting the game. Further to this point is the struggle that numerous local Associations encounter in dealing with improper behaviour in a proper and timely fashion.

At the request of Hockey Alberta’s Game & Conduct Management Committee, a sub-committee was formed to create a “Conduct Management” template, which could be adapted for use by any Association in the province. With minor modifications, this document could be used as a guide for setting up a program at the local level. The intended result would be a clear understanding of defining, identifying and dealing with unacceptable behaviour through a fair and consistent process. The template was to also include a sample Code of Conduct/Pledge Forms for Associations to follow in developing unacceptable/acceptable guidelines for their membership.

*To properly implement a Conduct Management Program, the following items **must** be addressed:*

- 1.0 ASSOCIATION PHILOSOPHY & PROGRAM NAME
- 2.0 OBJECTIVES OF THE PROGRAM
- 3.0 DEFINITION OF UNACCEPTABLE BEHAVIOUR
- 4.0 COMPLAINT HANDLING PROCEDURE
 - 4.1 Implementation Trigger
 - 4.2 Reporting Process
 - 4.3 Responsible Reporters
 - 4.3.1 On/Off Ice Officials
 - 4.3.2 Directors, Spectators, Players
 - 4.4 Enforcement
 - 4.5 Appeal Process
- 5.0 IMPLEMENTATION
 - 5.1 Incorporation into Bylaws
 - 5.2 Introducing the Program
 - 5.3 Other Notifications and /or Partnerships
 - 5.4 Pledge Forms and/or Code of Conducts



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CHECKLIST – KEY ELEMENTS

This checklist is provided as a guide to insuring that all key elements have been covered upon reviewing a Conduct Management program.

- ü *Objectives of the program*
- ü *Definition of unacceptable behaviour*
- ü *A complaint reporting procedure*
- ü *Appointment of individual(s) to handle complaints and assess discipline*
- ü *A complaint investigation and handling process*
- ü *Incorporation of the program into the association's rules & regulations*
- ü *Consequences*
- ü *Enforcement*
- ü *Formation of a Special Committee to handle appeals*
- ü *An internal appeal process*
- ü *Pledge forms for participants*
- ü *Program presentation to the membership*
- ü *Evidence of agreement and support from the facility owners*
- ü *Local Law Enforcement Agency is made aware of the program implementation*

THE PROGRAM – A STEP-BY-STEP PROCESS

The following pages and appendices provide a description and guidelines in establishing a Conduct Management Program within a Local Minor Hockey Association. The Steps are comprised of two main areas:

- 1. Key Focus: outlines what should be articulated under the specific section.*
- 2. Sample Guide: which provides an Association with a sample and all an Association needs to do is add their pertinent information and the section is completed.*

Appendices

Pledge Forms
Incident Report Form
Discipline Guidelines
Hockey AB Abuse & Harassment Description

Appendix A
Appendix B
Appendix C
Appendix D



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STEP 1.0: Association Philosophy and Program Name:

ü Key Focus:

The Association should introduce their philosophy and program name here. It is important that they introduce a unique name for the program and utilize the name throughout. This will assist the Association in creating an awareness of the program. An example would be The Minor Hockey Association of Calgary and their Turning Point program.

ü Sample Guide:

“NAME OF PROGRAM”

Over the past several years it has become increasingly apparent that participating in the Game, whether as a player, coach, official or spectator, has become less and less enjoyable. People are leaving the Game for the wrong reasons and with bad memories. Conduct of spectators, coaches, officials and players amongst themselves is increasingly more unacceptable, both on and off the ice.

*The “Association” views the **“NAME OF PROGRAM”** program as support and confirmation to the many excellent volunteers, coaches, officials and parents who are in the majority and who have always practiced and subscribed to the fundamental principles of fun, respect and positive development of the Game. We see this program as a vehicle to assist them to further these values and make the Game even better and more enjoyable. One could view the **“NAME OF PROGRAM”** program as a celebration of the positive elements of the Game that will overwhelm those negative elements that have unfortunately tainted the reputation of the Game today. Those few who may question the program are the very ones that many of the elements of the program are aimed at and are indicative of a problem and not a solution. It is not a time to be defensive, but rather offensive and proactive in advocating a program that is totally positive. We encourage the majority to confidently come forward with energy and support the **“NAME OF PROGRAM” program** to make our Game even better.*

STEP 2.0: Objective(s) of the Program:

ü Key Focus:

The Association should outline the objectives they wish to meet here. It should also be indicated here that this program is to address issues of inappropriate conduct and is not intended to replace existing processes for handling rule infraction’s, referee’s calls, general hockey rules, etcetera.



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ü Sample Guide:

To provide a program which plays a significant role in the development of a young person's values, morals, social maturity, physical fitness and mental fitness. To promote acceptable conduct which provides:

- Ø *Respect for persons*
- Ø *Protection from harm*
- Ø *Development of ethical conduct towards others*
- Ø *Notions of justice, fairness, equity*
- Ø *Caring attitudes*
- Ø *Freedom to enjoy, to flourish*
- Ø *Respect for the game*

It is a must that every participant abides by these principles. A participant is defined as (but not limited to) a player, coach, official, or spectator.

This program is not intended to be a new process for complaints about officiating or general hockey rules. The objective is to promote and insure acceptable behaviour.

STEP 3.0: Definition of "Unacceptable Behaviour"

ü Key Focus:

The Association should provide a definition of their view of unacceptable behaviour here. Remember, anything defined here must be consistent throughout the document. Posters can be made up for the Arena's to further advertise the definition.

Please note: If an Association wants to target specific areas of unacceptable behaviour such as alcohol at games, this should be added as an item in the Pledge forms (Appendix A).

ü Sample Guide:

An individual is displaying unacceptable behavior if they are verbally or physically harassing and/or abusing a game participant (player, coach, spectator or official).

*When there is a situation of "unacceptable behavior", the **responsibilities** of "The Association", coaches, spectators and on-ice officials are as set out herein. The focus is on achieving the program objectives. Confrontation should be avoided and reporting is encouraged, as it is an important step in attaining the objective.*



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STEP 4.0: Complaint Handling Procedure

ü Key Focus:

An Association needs to provide an explanation on how complaints will be handled. In particular: what triggers a complaint investigation, the reporting process, the method of enforcement, and the method that will be used to handle the complaint.

4.1 Implementation Trigger

ü Sample Guide:

The reporting of unacceptable behavior by a director, spectator, coach, player or official is the triggering event of the complaint handling procedure. This reporting process will govern the person(s) responsible for investigating the complaint. The methods of enforcement will vary dependent on the severity of the event.

4.2 Reporting Process

ü Key Focus:

An individual (or committee) should be recruited by the Association to receive and investigate complaints. In smaller Associations it is advisable to recruit an individual that can remain independent. An option may be a person from a neighboring association. If this person feels they may not be able to deal objectively with the complaint due to personal involvement or other conflict, an alternate should be designated.

Depending on the number of sub-organizations in an Association, the expectation would be to resolve the incident at the lowest level first. All submitted incident reports should be reviewed by the Minor Hockey Association to insure the appropriateness of the response and consistency of enforcement within the Association. If a report is submitted to the Association directly, bypassing the sub-organization, then the sub-organization must be notified of the incident.

ü Sample Guide:

If an incident occurs which meets the definition of unacceptable behavior and in the opinion of a player, spectator, coach, official or administrator, is serious enough to warrant a formal complaint, then an Incident Report Form (Appendix B) must be completed.

The Incident Report Form should be submitted to (NAME & PHONE NUMBER OF INDIVIDUAL HERE) for the review and actions.



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4.3 Responsible Reporters

ü *Sample Guide:*

4.3.1 On/Off Ice Officials

If, in the opinion of an official (on-ice or off-ice), an individual is verbally or physically harassing or abusing a game participant (coach, player or official), the official will at a stoppage of play, identify the offending individual and through discussion with one or both coaches, request that the offending individuals cease this unacceptable behavior. If the behavior continues, the official will document the offense or action on a game incident report form or the back of the game sheet. A copy of the write up on the game sheet will be forwarded to (the Association's designated individual outlined in step 4.2), triggering the complaint handling process.

4.3.2 Directors, Spectators, Players

If in the opinion of a Director, spectator or player an individual is verbally or physically harassing or abusing a game participant (coach, player, official, or spectator), an incident report form is to be completed and forwarded to (the individual responsible for complaint handling outlined in step 4.2). This will trigger the complaint handling procedure.

4.4 Enforcement

ü *Key Focus:*

Provide a description of who has the power to assess discipline within the Association. Part of this process should include getting the facility owners concurrence and support for discipline, which may include restricting a participant from entering a facility during an Association event. The sample description below allows the President or a designate to assess discipline. This may include directors or other Association Officials if designated by the President.

ü *Sample Guide:*

After investigation, the _____ Association President shall have the power to suspend summarily any player, coach, trainer, manager, official or spectator of any team under the auspices of the Association for any conduct on or off the ice which in the sole discretion of the President is deemed to be unbecoming or detrimental to the game.



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The _____ Association President shall have the power to prevent summarily any spectator from viewing any game or other activity or entering a facility to view such game or activity under the auspices of the Association for any conduct which in the sole discretion of the President is deemed to be unbecoming or detrimental to the game.

Further, the President shall have the power to suspend summarily the player, coach, team official or the team to which the spectator is attached.

This authority may be delegated to such Association directors and officials as the President may designate.

The power and delegation granted to the President allows for effective and quick action against conduct unbecoming or detrimental to the Game and its participants, as well as action against the team of the contravening spectator. The Association is prepared to enforce these provisions as required and are an integral part of the reporting and enforcement initiatives.

4.5 Appeal Process

ü Key Focus:

To insure a complaint has been handled with impartiality and fairness, the Association must have an appeals process in case there is a perception that an incident has been mishandled or discipline improperly applied.

ü Sample Guide:

Upon receiving a request for an appeal, the _____ Association will establish a Special Committee comprised of three (3) members to hear any appeals related to the discipline or actions undertaken as a result of the outcome of an investigation. Appeals should be heard as soon as is practical (within 7 days). The appeal must contain a clear and concise summary of the grounds for the appeal. Notice of the appeal must be submitted to the President of the _____ Association within five (5) days from the date of notification of discipline. If the appeal is denied, further appeals can be made to Hockey Alberta under the normal appeals process.

STEP 5.0: Implementation Process

ü Key Focus:

Describe how the program is to be introduced and implemented in the Association. Make it clear how the program will be presented. The Association should include parents as well. This process should cover three main areas: incorporating into the Association's bylaws, Introduction to the membership, other notifications and Code of Conducts.



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5.1 Incorporation into Bylaws

ü *Key Focus:*

As outlined in section 4.4 Enforcement it is imperative to not only describe who has the authority to discipline, but to also include this into the Association's Bylaws, they are the governing documents of the Association.

ü *Sample Guide:*

By-law 100(a)

The President shall have the power to suspend summarily any player, coach, trainer, manager or official of any team under the auspices of a member of the _____ Association for any conduct on or off the ice which in the sole discretion of the President is deemed to be unbecoming or detrimental to the game. Such suspension to be effective until dealt with by the Special committee within a reasonable (or appropriate) time.

By-law 100(b)

The President shall have the power to prevent summarily any spectator from viewing any game or other activity or entering a facility to view such game or activity under the auspices of the _____ Association for any conduct which in the sole discretion of the President is deemed to be unbecoming or detrimental to the game. Further, the President shall have the power to suspend summarily the player, coach, team official, official or the team to which the spectator is affiliated. Such action to be effective until dealt with by the Special Committee within a reasonable (or appropriate) time.

5.2 Introducing the Program

ü *Key Focus:*

In this section the Association should define how they are going to introduce the Program and its objectives to their membership. This is a crucial step as the members of the Association now become aware of the Program and what it is and how it will be enforced.

ü *Sample Guide:*

At the start of the season (DATE HERE), a meeting is to be held with all team management and representatives of the officials to present the program. At this presentation, the _____ Association will:

- Ø Detail the objectives*
- Ø Outline the expectations*
- Ø Lay out the consequences*
- Ø Explain the team's responsibilities*
- Ø Explain the Association's responsibilities*



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Ø *Explain the distribution & collection method that will be used*

The teams will be given packages with the Fair Play Pledge forms (Appendix A) and a program outline. These will be distributed to the Parents, Players, Coaches and Officials for completion. Once complete they will be collected and returned to the Association.

5.3 Other Notifications and/or Partnerships

ü *Key Focus:*

It is recommended that notification is given and more importantly that Program support be garnered from local stakeholders regarding the objectives and implementation of the Program. The following are examples of local stakeholders that may need to be aware of the Program as they may be requested to support in the enforcement of some sanctions.

- Ø Local/City Recreation Board
- Ø Arena Operating Board
- Ø Agricultural Society
- Ø Town Council
- Ø Community Services Department
- Ø Local/City Police Department

5.4 Pledge Forms and/or Code of Conducts

ü *Key Focus:*

The Association should establish a set of guidelines for acceptable and unacceptable behaviour that the members must adhere to. The Code of Conducts provide the foundation and accountability of the membership when enforcing a sanction becomes a reality. See Appendix A for sample Pledge Forms that can be used or adapted to fit a specific need.

The Association can choose to make the signing of the forms mandatory or voluntary, however it must be made clear to all members that whether the pledge forms are signed or not, all members are still subject to the consequences for unacceptable behaviour as the _____ Program is part of the Bylaws and Regulations of _____ Association and must be followed as a condition of membership.

If it is mandatory, the consequences for not signing must be clear.



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NAME OF ASSOCIATION

PARENTS PLEDGE

It is the intention of this pledge to promote proper behaviour and respect for all participants within the Association. All parents must sign this pledge before being allowed to participate in hockey and must continue to observe the principles of Fair Play.

CODE OF CONDUCT

FOR PARENTS

- 1. I will not force my child to participate in hockey.*
- 2. I will remember that my child plays hockey for his or her enjoyment, not mine.*
- 3. I will encourage my child to play by the rules and to resolve conflict without resorting to hostility or violence.*
- 4. I will teach my child that doing one's best is as important as winning so that my child will never feel defeated by the outcome of the game.*
- 5. I will make my child feel like a winner every time by offering praise for competing fairly and hard.*
- 6. I will never ridicule or yell at my child for making a mistake or losing a game.*
- 7. I will remember that children learn by example. I will applaud good plays and performances by both my child's team and their opponents.*
- 8. I will never question the official's judgment or honesty in public. I recognize officials are being developed in the same manner as players.*
- 9. I will support all efforts to remove verbal and physical abuse from children's hockey games.*
- 10. I will respect and show appreciation for the volunteers who give their time to hockey for my child.*

I agree to abide by the principles of this CODE as set and supported by this Association.

I also agree to abide by the rules, regulations and decisions as set for this Association.

PRINT NAME _____ DATE _____

SIGNATURES:

PARENT _____ PARENT _____



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NAME OF ASSOCIATION

PLAYERS PLEDGE

It is the intention of this pledge to promote proper behaviour and respect for all participants within the Association. All players must sign this pledge before being allowed to participate in hockey and must continue to observe the principles of Fair Play.

CODE OF CONDUCT

FOR PLAYERS

1. *I will play hockey because I want to, not because others or coaches want me to.*
2. *I will play by the rules of hockey and in the spirit of the Game.*
3. *I will control my temper - fighting or "mouthing-off" can spoil the activity of everyone.*
4. *I will respect my opponents.*
5. *I will do my best to be a true team player.*
6. *I will remember that winning isn't everything - that having fun, improving skills, making friends and doing my best are also important.*
7. *I will acknowledge all good plays and performances - those of my team and my opponents.*
8. *I will remember that coaches and officials are there to help me. I will accept their decisions and show them respect.*

I agree to abide by the principles of this CODE as set and supported by this Association.

I also agree to abide by the rules, regulations and decisions as set for this Association.

PRINT

NAME _____ DATE _____

SIGNATURE:

PLAYER _____ TEAM _____



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NAME OF ASSOCIATION

COACHES PLEDGE

It is the intention of this pledge to promote proper behaviour and respect for all participants within the Association. All coaches must sign this pledge before being allowed to participate in hockey and must continue to observe the principles of Fair Play.

CODE OF CONDUCT

FOR COACHES

1. *I will be reasonable when scheduling games and practices remembering that young athletes have other interests and obligations.*
 2. *I will teach my athletes to play fairly and to respect the rules, officials, opponents and teammates.*
 3. *I will ensure all athletes receive equal instruction, discipline, support and appropriate, fair playing time.*
 4. *I will not ridicule or yell at my athletes for making mistakes or for performing poorly. I will remember that children play to have fun and must be encouraged to have confidence in themselves.*
 5. *I will make sure that equipment and facilities are safe and match the athlete's ages and ability.*
 6. *I will remember that children need a coach they can respect. I will be generous with praise and set a good example.*
 7. *I will obtain proper training and continue to upgrade my coaching skills.*
-

I agree to abide by the principles of this CODE as set and supported by this Association.

I also agree to abide by the rules, regulations and decisions as set for this Association.

PRINT

NAME _____ DATE _____

SIGNATURE:

COACH _____ TEAM NO. _____



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NAME OF ASSOCIATION

OFFICIALS PLEDGE

It is the intention of this pledge to promote proper behaviour and respect for all participants within the Association. All officials must sign this pledge before being allowed to participate in hockey and must continue to observe the principles of Fair Play.

CODE OF CONDUCT

FOR OFFICIALS

1. *I will make sure that every player has a reasonable opportunity to perform to the best of his or her ability, within the rules.*
2. *I will avoid or remedy any situation that threatens the safety of the players.*
3. *I will maintain a healthy atmosphere and environment for competition.*
4. *I will not permit the intimidation of any player either by word or action. I will not tolerate unacceptable conduct towards myself, other officials, players, coaches or spectators,*
5. *I will be consistent and objective in calling all infractions, regardless of my personal feelings towards a team or individual player.*
6. *I will handle all conflicts firmly but with dignity.*
7. *I will accept my role as teacher and role model for fair play, especially with young participants.*
8. *I will be open to discussion and contact with players before and after the game.*
9. *I will remain open to constructive criticism and show respect and consideration for different points of view.*
10. *I will obtain proper training to upgrade my officiating skills.*
11. *I will work in co-operation with coaches for the benefit of the game.*

I agree to abide by the principles of this CODE as set and supported by this Association.

I also agree to abide by the rules, regulations and decisions as set for this Association.

PRINT

NAME _____ **DATE** _____

SIGNATURE:

OFFICIAL _____



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INCIDENT REPORT FORM

Submit completed form to:

(Name)

(Address)

(Ph Number)

(Fax)

This form is to be utilized by anyone in the _____ Association to report an incident of unacceptable behaviour. An individual is considered to be displaying unacceptable behavior if they are verbally or physically harassing and/or abusing a game participant (player, coach, spectator, or official).

DATE & TIME OF INCIDENT _____

NAME OF OFFENDING INDIVIDUAL _____

ASSOCIATED WITH (TEAM NAME) _____

NAME(S) OF ADDITIONAL WITNESSES _____

On a separate attachment, please provide a clear description of the unacceptable behaviour witnessed.

Please use black ink or type the report. Reports that are not legible will not be reviewed.

You can expect an official to investigate your report. Unfortunately a written response to all reports is not possible as our volunteers do not have the resources to do so. We do however hope to be able to contact complainants at some point during or after the investigation. Resolution typically takes 2 to 4 weeks from receipt.

Please summarize your expectation of the outcome resulting from your report:

If additional space is required, please use reverse side or attach separately.

NAME: _____

ADDRESS: _____ City/Town: _____

PHONE: _____

SIGNATURE: _____ DATE: _____



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Appendix C

Discipline Guidelines

The following discipline guidelines are provided as an example of how discipline could be assessed. It is provided to provoke thought when establishing your Association's guidelines.

Sample:

In many instances, offences that are similar to those identified in the Hockey Alberta Minimum Suspension Guidelines will be dealt with in the same manner. The only difference being that when we are dealing with adults who should know better, they would be given an additional game suspension.

When an individual is suspended, they are suspended from all Minor Hockey activities. This includes attending other siblings games if they are a parent with other children playing hockey. It also includes refereeing games if they are a referee.

ALL SUSPENSIONS SHOULD BE REVIEWED BY THE SAME PERSON TO INSURE CONSISTENCY IN THE APPLICATION OF DISCIPLINE IS MAINTAINED.

Severity of Discipline

a. Mild (Reprimand to 2 game suspension)

This would be applied when it is a first offence which is less severe in nature. The offending individual has shown true remorse and the actions are out of character. There is little chance of this person re-offending.

b. Moderate (Minimum 3 game suspension)

This is for offences which are mild to moderate in severity. Application of this type of discipline would be for a second offence. It would also be applied to individuals who have not accepted responsibility for their actions, show no remorse and the likelihood of re-offending is high.

c. Severe (Minimum 5 games to 3 years suspension)

This is for the most serious offences. An example could be physically threatening or assaulting another individual. Application of this type of discipline would be for individuals who have re-offended multiple times or have not accepted responsibility for their actions, show no remorse and are likely to re-offend

The following list is an example of individuals that have been delegated authority to assess suspensions on behalf of the "ASSOCIATION"

Association President

League Director (Maximum 3 games)

Category Director (Maximum 3 games)

Individual(s) or committee charged with program enforcement (up to 3 years)



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Appendix D

HOCKEY ALBERTA GAME & CONDUCT MANAGEMENT ABUSE & HARRASSMENT DESCRIPTION

3.0 MATTERS OF UNACCEPTABLE CONDUCT AND BEHAVIOUR

3.1 *Abuse and Neglect*

- 3.1.1 When any person has reasonable grounds, in the course of Hockey Alberta business, activities or events that a child is being abused or neglected, he or she shall report this belief to the child protection authorities and/or Police. Hockey Alberta's General Manager should also be advised of the intent to report.
- 3.1.2 *Hockey Alberta shall take no further action until such time as the authorities and/or Police have concluded their investigation, unless there is cause for an immediate suspension on an interim basis to protect the child from further harm.*
- 3.1.3 *The matter shall than be dealt with as a disciplinary matter pursuant to this policy, and the report of the investigation carried out by authorities may be utilized as required by Hockey Alberta.*

3.2 *Harassment*

Harassment is a form of discrimination. Harassment is prohibited by human rights legislation. In its most extreme forms, harassment can be an offence under the Criminal Code of Canada.

- 3.2.1 *Harassment is defined as conduct, which is disrespectful, insulting, intimidating, humiliating, offensive or physically harmful. Types of behaviour which constitute harassment include, but are not limited to:*
 - (a) *Unwelcome jokes, innuendo or teasing about a person's looks, body, attire, age, race, religion, sex or sexual orientation.*
 - (b) *Condescending, patronizing, threatening or punishing actions which undermine self-esteem or diminish performance.*
 - (c) *Practical jokes that cause awkwardness or embarrassment endanger a person's safety or negatively affect performance.*
 - (d) *Unwanted or unnecessary physical contact including touching, patting or pinching.*
 - (e) *Any form of hazing.*
 - (f) *Any form of physical assault or abuse.*
 - (g) *Any sexual offense.*
 - (h) *Behaviours such as those described above which are not directed towards individuals or groups but which have the effect of creating a negative, hostile or uncomfortable environment.*