

TENNIS PEI

SAFE SPORT

POLICY MANUAL

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TABLE OF CONTENTS

Safe Sport Policy Summary.....	3
1. Universal Code of Conduct to Prevent and Address Maltreatment in Sport	
1.0 General Principles and Commitment.....	7
2.0 Maltreatment Behaviours and Conduct.....	13
3.0 Sanctions.....	20
4.0 Anti-Doping.....	22
5.0 Social Media Policy and Guidelines.....	22
2. Athlete Protection	
2.1 Education.....	26
2.2 Screening Policy.....	28
2.3 Resource Availability.....	33
2.4 Athlete Engagement.....	33
3. Dispute Resolution and Investigations	
3.1 Investigations Policy –Maltreatment Discipline and Complaints Policy.....	34
3.2 Discipline and Complaints Policy.....	37
3.3 Dispute Resolution Policy.....	43
3.4 Appeal Policy.....	44
3.5 Event Discipline Procedure.....	47
3.6 Whistleblower Policy.....	49
4. Strategy.....	52
5. Governance and Operations.....	52
6. Risk Management.....	53
Appendix A – Application Form.....	58
Appendix B – Screening Disclosure Form.....	59
Appendix C – Screening Renewal Form.....	61
Appendix D – Request for Vulnerable Sector Check.....	62
Appendix E - Release Forms.....	63
Appendix F – Strategic Framework.....	64

SAFE SPORT POLICY SUMMARY

Purpose

This Policy describes how Tennis PEI aims to provide a safe sport environment for **all** participants in the sport of tennis in the province of Prince Edward Island.

Commitment to True Sport Principles

Tennis PEI commits to be guided by the True Sport Principles which are:

- a) **Go for It** – Rise to the challenge – always strive for excellence. Discover how good you can be.
- b) **Play Fair** – Play honestly – obey both the letter and spirit of the rules. Winning is only meaningful when competition is fair.
- c) **Respect Others** – Show respect for everyone involved in creating your sporting experience, both on and off the field. Win with dignity and lose with grace.
- d) **Keep it Fun** – Find the joy of sport. Keep a positive attitude both on and off the field.
- e) **Stay Healthy** – Place physical and mental health above all other considerations – avoid unsafe activities. Respect your body and keep in shape.
- f) **Include Everyone** – Share sport with others. Ensure everyone has a place to play.
- g) **Give Back** – Find ways to show your appreciation for the community that supports your sport and helps make it possible.

Definitions

The following terms have these meanings in this Policy:

- a) *“Organization”* – Tennis PEI
- b) *“Individuals”* – Individuals employed by, or engaged in activities with, the Organization including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, parents and guardians and spectators at events, and Directors and Officers of the Organization
- c) *“Person in Authority”* – An Individual who holds a position of authority within the Organization including, but not limited to, coaches, managers, support personnel, chaperones, and Directors
- d) *“Sport Canada”* - Sport Canada is a government body which provides leadership and funding to help ensure a strong Canadian sport system.

Pledge

The stakeholders, members, and leaders of the Organization pledge to uphold and exemplify the True Sport Principles. The Organization pledges to embed the True Sport Principles in its governance and operations in the following ways:

1. **Conduct Standards** – the Organization will adopt the **Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS)**
2. **Athlete Protection** – the Organization will provide coaches and other stakeholders with general and sport-specific athlete protection guidelines
3. **Dispute Resolution and Investigations** – the Organization will have dispute resolution processes that are confidential and procedurally fair and that require independent investigation for certain alleged violators of the conduct standards
4. **Strategy** – the Organization will have strategic plans that reflects the organization’s mission, vision, and values
5. **Governance** – the Organization will have a diverse blend of sport leaders and will adhere to principles of good governance
6. **Risk Management** – the Organization will intentionally manage risks to its operations and events through the use of risk management plans and/or risk registries

1. Conduct Standards

The Organization will adopt Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). This *Code of Conduct* describes standards of conduct and behaviour for all Individuals. General standards of conduct will apply to all Individuals and specific standards will be described for positions within the organization. The UCCMS will have specific sections, including but not limited, to:

- a) Athletes
- b) Coaches
- c) Officials
- d) Directors and Committee Members
- e) Parents and Spectators

The UCCMS contains detailed definitions and policies. They include;

- 1.0 General Principles and Commitment
- 2.0 Maltreatment Behaviour and Conduct including;
 - a) Harassment – Psychological and Physical Maltreatment
 - b) Sexual Harassment - Sexual Maltreatment
 - c) Grooming
 - d) Neglect
 - e) Discrimination
 - f) Hazing
 - g) Abuse
- 3.0 Sanctions
- 4.0 Anti-Doping
- 5.0 Social Media Policy and Guidelines

2. Athlete Protection

The Organization will develop general and sport-specific ***Athlete Protection Guidelines*** that can be used by coaches, managers, medical personnel, and other persons in authority. The Organization may provide training on the guidelines and take steps to ensure the guidelines are being implemented. The Organization will conduct a regular review of the guidelines to add and/or modify new guidelines as appropriate. These guidelines will include the following;

2.1 Education

2.2 Screening Policy

The Organization will adopt a comprehensive *Screening Policy* that requires some Individuals to pass a screening process before being permitted to interact with athletes. The *Screening Policy* will:

- a) Categorize positions in the organization as 'Low Risk', 'Medium Risk', and 'High Risk' and require progressive screening measures for individuals serving in each category of risk
- b) Describe how frequently some Individuals must obtain a police records check and which type of check(s) they must obtain
- c) Describe how frequently some Individuals must submit Screening Disclosure Forms and Screening Renewal Forms
- d) Empower a Screening Committee to prohibit Individuals who do not pass screening from participating in certain positions
- e) Empower a Screening Committee to attach conditions to an Individual's participation in certain positions

2.3 Resource Availability

The Organization will regularly provide information to Individuals about resources and training related to athlete protection. Resources and training opportunities can include:

- a) [NCCP modules](#)
- b) [Respect in Sport](#)
- c) [Commit to Kids](#)
- d) [Red Cross – Respect Education Courses](#)

2.4 Athlete Engagement

The Organization will engage with athletes to determine the level of success of their athlete protection measures as well as to identify any gaps or athlete concerns. This engagement may take the form of:

- a) Anonymous athlete surveys
- b) Athlete involvement in organizational decision-making
- c) Independently led athlete outreach consultations

3. Dispute Resolution and Investigations

The Organization will have a comprehensive suite of dispute resolution policies that will include:

- 3.1 Investigations Policy – Maltreatment
- 3.2 Discipline and Complaints Policy
- 3.3 Dispute Resolution Policy
- 3.4 Appeal Policy
- 3.5 Event Discipline Procedure
- 3.6 Whistleblower Policy

Taken together, the suite of dispute resolution policies will include the following features:

- a) A Safe Sport Committee to whom complaints can be submitted
- b) Sanctions for violations of conduct standards
- c) Mechanism for suspension of individuals pending the conclusion of the process
- d) Non-biased and experienced case managers, decision-makers and/or investigators
- e) Protection from reprisal for submitting complaints
- f) Anonymity for the complainant in cases of whistleblowers
- g) Independency of appeal procedures (when appeals are permitted)
- h) Opportunity for alternate dispute resolution
- i) Investigations of certain complaints (e.g., when required by law and/or when the complaint involves harassment, abuse, or discrimination)
- j) In-event discipline procedures (when an event does not have its own disciplinary procedures)

The policies of the Organization will include obligations and requirements that certain complaints must be reported to government entities, local police forces, and/or child protection agencies. In addition, those complaints related to harassment, discrimination, and abuse must be handled by an independent third party that has no affiliation with the Organization.

Finally, the Organization will retain records of decisions that have been made pursuant to the organization's policies. These records may be shared with other individuals or organizations, including but not limited to, national sport organizations, provincial sport organizations, multi-sport organizations, and government entities.

4 Strategy

The Organization will have a comprehensive Strategic Plan in which athlete protection and safe sport are included prominently as priorities for the organization. **See Appendix E – Strategic Plan**

5 Governance and Operations

The Organization will pursue a governance structure that reflects the diversity of the athletes and stakeholders within the sport, that adheres to all applicable federal and/or provincial/territorial legislation, and that moves toward a national alignment strategy for the sport in Canada. In addition, the Organization will continually monitor and evaluate its policies, practices, and procedures. – **See Appendix E – Strategic Plan**

6 Risk Management

The Organization will adopt a *Risk Management Policy* that will describe how the organization will address risks ranging from ‘Unlikely’ to ‘Almost Certain’ and from ‘Minor’ to ‘Catastrophic’. The Organization will contemplate risk management strategies that retain, reduce, transfer, and/or avoid the risk. Risks can occur in the following areas:

- a) Operational/Program
- b) Compliance
- c) Communication
- d) External
- e) Governance
- f) Financial
- g) Health and Safety

UNIVERSAL CODE OF CONDUCT TO PREVENT AND ADDRESS MALTREATMENT IN SPORT (UCCMS)

1.0 GENERAL PRINCIPLES AND NATIONAL COMMITMENT – SPORT CANADA

- 1.1 Tennis PEI's adoption of this UCCMS has been guided by the general principles developed by Sport Canada for nation-wide applicability. Sport Canada promises to contribute to the physical, psychological, social, and spiritual health of individuals of varying abilities, backgrounds and interests, and contributes to societal engagement and pride. The *Physical Activity and Sport Act* states that: "The Government of Canada's policy regarding sport is founded on the highest ethical standards and values, including [...] the treatment of all persons with fairness and respect, the full and fair participation of all persons in sport and the fair, equitable, transparent and timely resolution of disputes insport."¹

Only when sport environments are safe and inclusive can these values be realized. Individuals should have the reasonable expectation when they participate in sport in Canada that it will be in an environment that is accessible, inclusive, respects their personal goals and is free from all forms of *Maltreatment*. *Maltreatment* in all its forms is a serious issue that undermines the health, well-being, performance and security of individuals, communities, and society.

Maltreatment is unacceptable and fundamentally incompatible with the core values that lie at the heart of Canadian sport as indicated in the Canadian Sport Policy, including being values- based, inclusive, technically sound, collaborative, intentional and effective.

- 1.2 The following principles will guide the determination of *Maltreatment* and imposition of sanctions:
- The *Maltreatment* in question violates the integrity of the participant in question and undermines the values of Canadian sport.
 - The sanctions imposed reflect the seriousness of the *Maltreatment* and the harm to those affected and the values of Canadian sport.
 - Harmonized (applied to all *Participants* across Canada)
 - Fair (procedural and substantive due process for all *Participants*)
 - Comprehensive (all forms of *Maltreatment* and potential sanctions described)
 - Expert-informed (the determination of *Maltreatment* and impositions of sanctions will be informed by those with expertise in such areas as sport, child abuse, and the law)
 - Trauma-informed (acknowledgement of the physical, psychological and emotional effects of trauma, and avoidance of re-traumatization)
 - Evidence-driven (evidence of *Maltreatment* required)
 - Independent administration (free from all conflicts of interest)

¹ *Physical Activity and Sport Act*, S.C. 2003, c. 2, Section 4.1

[Comment to Section 1.2: Evidence or “proof” of maltreatment may include the words/report of a complainant if found credible by the relevant authorities. Depending upon the nature of the Maltreatment, physical evidence, corroboration or third-party verification may not be needed.]

1.3 Following the Safe Sport Working Group’s consensus statements and the Pan-Canadian consultation held from March to May 2019, all parties and organizations committed to the goal of Safe Sport have agreed that *Maltreatment* has no place in Canadian sport and, when present, must be sanctioned appropriately. The commitments expressed below reflect this common understanding amongst Canadian sport stakeholders:

- All *Participants* in sport can expect to play, practice and compete, work, and interact in an environment free from *Maltreatment*.
- Addressing the causes and consequences of *Maltreatment* is a collective responsibility and requires the deliberate efforts of all *Participants*, sport stakeholders, sport club administrators and organization leaders.
- *Participants* in positions of trust and authority have the general responsibility to protect the health and well-being of all other *Participants*.
- Adult *Participants* have a specific ethical and statutory duty and the additional responsibility to respond to incidents of *Maltreatment* involving *Minors* and other vulnerable individuals.
- All *Participants* recognize that *Maltreatment* can occur regardless of age, sex, sexual orientation, gender identity or expression, race, ethnicity, Indigenous status, or level of physical and intellectual disability and their intersections. Moreover, it is recognized that those from traditionally marginalized groups have increased vulnerability to experiences of *Maltreatment*.
- All *Participants* recognize that individuals who have experienced *Maltreatment* may experience a range of effects that may emerge at different time points and that can profoundly affect their lives.
- All adults working with children and youth have a duty to prevent or mitigate opportunities for misconduct.
- In recognition of the historic vulnerability to discrimination and violence amongst some groups, and that continues to persist today, participants in positions of trust and authority have a duty to incorporate strategies to recognize systemic bias, unconscious bias, and to respond quickly and effectively to discriminatory practices.

DEFINITIONS

Athlete: An individual who is a member, registrant or license holder of a sport organization subject to the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). **[Note: The UCCMS (when fully drafted and implemented) will set out in detail how jurisdiction over various groups of individuals, including *Athletes*, will be acquired.]**

Complainant: A *Participant* or observer who makes a report of an incident of *Maltreatment* or suspicions of an incident of *Maltreatment*.

Consent by a Person over the Age of Majority: *Consent* is defined in Canada's *Criminal Code* as the voluntary agreement to engage in the sexual activity in question. The law focuses on what the person was actually thinking and feeling at the time of the sexual activity. Sexual touching is only lawful if the person affirmatively communicated their consent, whether through words or conduct. Silence or passivity does not equal consent. Sexual activity is only legal when both parties consent. The *Criminal Code* also says there is no consent when: Someone says or does something that shows they are not consenting to an activity; Someone says or does something to show they are not agreeing to continue an activity that has already started; Someone is incapable of consenting to the activity, because, for example, they are unconscious; The consent is a result of a someone abusing a position of trust, power or authority or someone consents on someone else's behalf. A person cannot say they mistakenly believed a person was consenting if: that belief is based on their own intoxication; they were reckless about whether the person was consenting; they chose to ignore things that would tell them there was a lack of consent; or they didn't take proper steps to check if there was consent.² For further information, please see the comment below.

Sexual activity with a minor is a criminal offence as is sexual activity with a person under the age of 18 years when the other person is in a position of trust or authority.

[Comment to Consent: The responsibility for ensuring there is consent is on the person who is initiating or pursuing the sexual activity. When someone has said no to sexual contact, the other person cannot rely on the fact that time has passed or the fact that the individual has not said no again to assume that consent now exists. No one can legally consent in advance to sexual activity in the future when they will be unconscious. No one can legally consent to activity where they will suffer bodily harm, such as activity that will cause serious bruises, stitches or broken bones. It is a criminal offence to engage in sexual activity with a child, as a child is unable to consent.]

Disclosure: The sharing of information by a *Participant* regarding an incident or a pattern of *Maltreatment* experienced by that *Participant*. *Disclosure* does not constitute a formal report that initiates a process of investigation to address the *Maltreatment*.

Duty to Report under Child Protection Legislation: A legal duty to report is mandated by law, and the requirement varies by province depending on provincial legislation. Everyone has a duty to report child abuse and neglect under Canadian child welfare laws. Professionals who work with children and youth have an added responsibility to report. Adults are obliged to report child *Maltreatment* if there is knowledge or suspicion that it is occurring. This is called the "duty to report." Every person in Canada has the duty to report known or suspected child *Maltreatment* by law. Known or suspected abuse or *Neglect* of a child must be reported to: local child welfare services (e.g., children's aid society or child and family services agency), or provincial/territorial social service ministries or departments, or local police.

Duty to Report Concerns Outside of Child Protection Legislation: Participants have a duty to report concerns of inappropriate conduct of other *Participants* to uphold the ethical standards and values of Canadian sport. *Reporting* inappropriate conduct is important to ensure proper action is taken and expectations are re-established. By addressing inappropriate conduct, a collective responsibility to protect *Participants* from *Maltreatment* is enacted.

² *Criminal Code*, R.S.C. 1985, c. C-46, [s. 273.1(1)]

Grooming: Deliberate conduct by a *Participant* to sexualize a relationship with a *Minor* that involves the gradual blurring of boundaries and normalization of inappropriate and sexually abusive behaviour. During the grooming process, the *Participant* will gain the trust of the *Minor* and protective adults and peers around the *Minor* often under the guise of an existing relationship. Manipulation tactics are then used to blur perceptions and gain further access to and private time with the *Minor* in order to abuse or exploit the *Minor*. *Grooming* can occur whether or not harm is intended or results from the behaviour.³

Minor: An individual who is under the age of majority at the time and in the jurisdiction where the alleged *Maltreatment* occurred. It is the responsibility of the adult to know the age of a minor.⁴

Comment to Minor: The following table illustrates the definition of a child for the purposes of protection in each province and territory at the time of writing this UCCMS. Please check your local jurisdiction for potential changes.

<i>Province or Territory</i>	<i>Definition of child for purposes of protection</i>
<i>Newfoundland and Labrador</i>	<i>under 16 years old</i>
<i>Prince Edward Island</i>	<i>under 18 years old</i>
<i>Nova Scotia</i>	<i>under 19 years old</i>
<i>New Brunswick</i>	<i>under 19 years old</i>
<i>Quebec</i>	<i>under 18 years old</i>
<i>Ontario</i>	<i>under 18 years old</i>
<i>Manitoba</i>	<i>under 18 years old</i>
<i>Saskatchewan</i>	<i>under 16 years old</i>
<i>Alberta</i>	<i>under 18 years old</i>
<i>British Columbia</i>	<i>under 19 years old</i>
<i>Yukon</i>	<i>under 19 years old</i>
<i>Northwest Territories</i>	<i>under 16 years old</i>
<i>Nunavut</i>	<i>under 16 years old</i>

Note: Children with disabilities are eligible for protective services until age 19.

Maltreatment: Volitional acts that result in harm or the potential for physical or psychological harm.⁵ Any of the various prohibited behaviours and conduct described in Section 2.0.

Neglect: Any pattern or a single serious incident of lack of reasonable care, inattention to a *Participant's* needs, nurturing or well-being, or omissions in care. *Neglect* is determined by the objective behaviour but the behaviour must be evaluated with consideration given to the *Participant's* needs and requirements, not whether harm is intended or results from the behaviour.⁶

³ Commit to Kids. Helping Organizations Prevent Child Sexual Abuse. Canadian Centre for Child Protection.

⁴ <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/refugee-protection/canada/processing-provincial-definitions-minor.html>

⁵ Crooks, C. V., & Wolfe, D. A. (2007). Child abuse and neglect. In E. J. Mash & R. A. Barkley (Eds.), *Assessment of childhood disorders* (pp. 639-684). New York, NY, US: Guilford Press.

⁶ (i) Stirling, A. (2009). Definition and constituents of maltreatment in sport: Establishing a conceptual framework for research practitioners. *British Journal of Sports Medicine*, 43(14), 1091-9. And (ii) Safe Sport Code for U.S. Olympic and Paralympic Movements. (2019). U.S. Center for Safe Sport.

Participant: Every individual who is subject to the UCCMS. [Note: *Participants* may become subject to the UCCMS by various means. *Athletes* through membership in an adopting sport organization and coaches, volunteers, doctors, trainers, administrators, directors, etc. by signing an express contract accepting the jurisdiction of the UCCMS.]

Physical Maltreatment: Any pattern or a single serious incident of deliberate conduct that has the potential to be harmful to the physical well-being of the *Participant*. *Physical Maltreatment* includes, without limitation, contact or non-contact infliction of physical harm. *Physical Maltreatment* is determined by the objective behaviour, not whether harm is intended or results from the behaviour.⁷

Power Imbalance: A *Power Imbalance* may exist where, based on the totality of the circumstances, a *Participant* has supervisory, evaluative, a duty of care, or other authority over another *Participant*. A *Power Imbalance* may also exist between an *Athlete* and other adults involved in sport in positions such as high-performance directors, sport specific health-care providers, sport science support staff, care or support persons, guides or pilots. *Maltreatment* occurs when this power is misused.

Once a coach-*Athlete* relationship is established, a *Power Imbalance* is presumed to exist throughout the coach-*Athlete* relationship, regardless of age, and is presumed to continue for *Minor Athletes* after the coach-*Athlete* relationship terminates or until the *Athlete* reaches 25 years of age.

A *Power Imbalance* may exist, but is not presumed, where an intimate relationship existed before the sport relationship commenced (e.g., a relationship between two spouses or life partners, or a sexual relationship between consenting adults that preceded the sport relationship).

[Comment to Power Imbalance: A Power Imbalance may arise whether the Participants are in 1) an authority-based relationship in which one person has power over another by virtue of an ascribed position of authority, such as between high performance director and coach; employer and employee; technical official and Athlete; 2) a dependency relationship in which the person in a position of lesser power is dependent upon the other person for a sense of security, safety, trust, and fulfillment of needs, conducive to intimate physical or psychological connections, such as between parent and child; teacher and student; coach and Athlete; high performance director and Athlete, sport science and medical support staff and Athlete; billet or host family and Athlete; and 3) a peer-to-peer relationship, including but not limited to teammate-teammate, athlete-athlete, coach-coach or official-official relationships. Power may be represented by seniority, ability, physical size, public profile, gender identity or expression, sexual orientation, ethno-racial identity, level of physical and intellectual disability, and their intersections, as some examples. Maltreatment occurs when this power is misused. Moreover, it is recognized that those from traditionally marginalized groups have experienced positions of lesser power.]

Psychological Maltreatment: Any pattern or a single serious incident of deliberate conduct that has the potential to be harmful to the psychological well-being of the *Participant*. *Psychological Maltreatment* includes, without limitation, verbal conduct, non-assaultive physical conduct, and conduct that denies attention or support. *Psychological Maltreatment* is determined by the objective behaviour, not whether harm is intended or results from the behaviour.⁸

⁷ Ibid.

⁸ Ibid.

Reporting (or Report): The provision of information in writing by any person or a *Participant* to a relevant independent authority (the independent person or position charged with receiving a report and determining next steps) regarding *Maltreatment*. *Reporting* may occur through either: (i) the *Complainant* (of any age) or the one who experienced the *Maltreatment*, or (ii) a witness – someone who witnessed the *Maltreatment* or otherwise knows or suspects *Maltreatment*. In either case, the intention of *Reporting* is to initiate an independent investigative process, which could result in disciplinary action being taken against the *Respondent*.

Respondent: A *Participant* who is alleged to have engaged in *Maltreatment* and thereby to have violated the UCCMS.

Sexual Maltreatment involving a Child: Any form of adult/child sexualized interaction constitutes child sexual abuse. Sexual abuse of a child may occur through behaviours that do or do not involve actual physical contact.⁹

Sexual Maltreatment involving a person over the Age of Majority: Any sexual act, whether physical or psychological in nature, that is committed, threatened, or attempted against a *Participant* without the *Participant's Consent*. It includes any act targeting a *Participant's* sexuality, gender identity or expression, that is committed, threatened or attempted against a *Participant* without that *Participant's* Consent, and includes but is not limited to, the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. Sexual Maltreatment also includes sexual harassment and stalking, cyber harassment, and cyber stalking of a sexual nature. Sexual Maltreatment can take place through any form or means of communication (e.g. online, social media, verbal, written, visual, hazing, or through a third party).

⁹ Commit to Kids. Helping Organizations Prevent Child Sexual Abuse. Canadian Centre for Child Protection. <https://commit2kids.ca/en/>

2.0 MALTREATMENT BEHAVIOURS AND CONDUCT

2.1 Scope of Application

- 2.1.1 This section of the UCCMS sets forth expectations for *Participants* regarding the elimination of *Maltreatment* in sport.
- 2.1.2 The UCCMS applies to *Participants* active in sport or retired from sport where any claim of *Maltreatment* occurred when the *Participant* was active in sport.
- 2.1.3 The right to participate in sport may be limited, conditional, suspended, terminated or denied if a *Participant* is alleged to have engaged in *Maltreatment*. It is a violation of the UCCMS for a *Participant* to engage in *Maltreatment* (however described).
- 2.1.4 Adults in positions of trust and authority shall be responsible for knowing what constitutes *Maltreatment*. The categories of *Maltreatment* are not mutually exclusive, nor are the examples provided in each category an exhaustive list. Rather, what matters for the assessment of the *Maltreatment* is whether the conduct falls into one or more of the categories, not into which category it falls. **Abuse, assault, harassment, bullying, and hazing** can be experienced in more than one category of *Maltreatment*.

Maltreatment can be any of the prohibited behaviours and conduct, provided the *Maltreatment* occurs in any one or a combination of the following situations (i) within a sport environment or (ii) when the *Participant* alleged to have committed *Maltreatment* was engaging in sport activities or (iii) when the *Participants* involved interacted due to their mutual involvement in sport or (iv) outside of the sport environment where the *Maltreatment* has a serious and detrimental impact on another *Participant*. The physical location(s) where the alleged *Maltreatment* occurred is not determinative.

2.1.5 Subjecting a *Participant* to the Risk of *Maltreatment*

It is a violation of the UCCMS for sport administrators or other sport decision-makers in positions of authority to knowingly place *Participants* in situations that make them vulnerable to *Maltreatment*. This includes, but is not limited to, instructing an *Athlete* and coach to share a hotel room when traveling, hiring a coach who has a past history of *Athlete Maltreatment*, assigning guides and other support staff to a para-*Athlete* when the guide or support staff has a reputation for *Athlete Maltreatment* or assigning such a guide or support staff to a para-*Athlete* in the absence of consultation with the para- *Athlete*.

2.1.6 Sport-Specific Considerations

The UCCMS acknowledges that sport-specific differences exist with respect to such aspects as acceptable levels of touch, physical contact, and aggression during training or competition. However, as the UCCMS does not address rules of the game, any relevant sport-specific differences will be considered during investigative processes.

2.2 Maltreatment

2.2.1 Psychological Maltreatment

2.2.1.1 It is a violation of the UCCMS for a *Participant* to engage in *Psychological Maltreatment*.

2.2.1.2 *Psychological Maltreatment* includes, without limitation, verbal acts, non- assaultive physical acts and acts that deny attention or support.

2.2.1.2.1 Verbal Acts

Verbally assaulting or attacking someone, including but not limited to: unwarranted personal criticisms; body shaming; derogatory comments related to one's identity (e.g. race, gender identity or expression, ethnicity, Indigenous status, ability/disability); comments that are demeaning, humiliating, belittling, intimidating, insulting or threatening; the use of rumours or false statements about someone to diminish that person's reputation; using confidential sport and non-sport information inappropriately.

Verbal *Maltreatment* may also occur in online forms.

2.2.1.2.2 Non-assaultive Physical Acts (no physical contact)

Physically aggressive behaviors, including but not limited to: throwing objects at or in the presence of others without striking another; hitting, striking or punching objects in the presence of others.

2.2.1.2.3 Acts that Deny Attention or Support

Acts of commission that deny attention, lack of support or isolation including but not limited to: ignoring psychological needs or socially isolating a person repeatedly or for an extended period of time; abandonment of an *Athlete* as punishment for poor performance; arbitrarily or unreasonably denying feedback, training opportunities, support or attention for extended periods of time and/or asking others to do the same.

2.2.2 Physical Maltreatment

2.2.2.1 It is a violation of the UCCMS for a *Participant* to engage in *Physical Maltreatment*.

2.2.2.2 *Physical Maltreatment* includes, without limitation, contact or non-contact behaviours that have the potential to cause physical harm.

2.2.2.2.1 Contact behaviours

Including but not limited to: deliberately punching, kicking, beating, biting, striking, strangling or slapping another; deliberately hitting another with objects.

2.2.2.2.2 Non-contact behaviours

Including but not limited to: isolating a person in a confined space; forcing a person to assume a painful stance or position for no athletic purpose

(e.g., requiring an *Athlete* to kneel on a hard surface); the use of exercise for the purposes of punishment; withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep; denying access to a toilet; providing alcohol to a *Participant* under the legal drinking age; providing illegal drugs or non-prescribed medications to a *Participant*; encouraging or knowingly permitting an *Athlete* to return to play prematurely following any injury or after a concussion and without the clearance of a medical professional; encouraging an *Athlete* to perform a skill for which they are known to not be developmentally ready.

2.2.3 *Sexual Maltreatment*

2.2.3.1 It is a violation of the UCCMS for a *Participant* to engage in *Sexual Maltreatment*.

2.2.3.2 *Sexual Maltreatment* includes, without limitation, any act targeting a person's sexuality, gender identity or expression, that is committed, threatened or attempted against a person, and includes but is not limited to the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. *Sexual Maltreatment* also includes sexual harassment and stalking, cyber harassment, and cyber stalking of a sexual nature.

2.2.3.3 Examples of *Sexual Maltreatment* include, without limitation:

2.2.3.3.1 Any penetration of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:

- a) vaginal penetration by a penis, object, tongue, or finger; and
- b) anal penetration by a penis, object, tongue, or finger.

2.2.3.3.2 Any intentional touching of a sexual nature of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:

- a) kissing;
- b) intentional touching of the breasts, buttocks, groin or genitals, whether clothed or unclothed, or intentionally touching of another with any of these body parts;
- c) any contact, no matter how slight, between the mouth of one person and the genitalia of another person, and
- d) making another touch themselves, the *Participant*, or someone else with or on any of the body parts listed in b).
- e) any intentional touching in a sexualized manner of the relationship, context or situation.

2.2.3.3.3 In addition to the criminal acts identified above, the UCCMS prohibits sexual relations between an *Athlete* above the age of majority (depending upon jurisdiction) and a *Participant* who holds a position of trust and

authority on the basis that there can be no *Consent* where there is a *Power Imbalance*. A *Power Imbalance* that is presumed to exist may be challenged.

2.2.4 *Neglect*

2.2.4.1 It is a violation of the UCCMS for a *Participant* to engage in *Neglect*.

2.2.4.2 *Neglect*, or acts of omission, includes without limitation: not providing an *Athlete* recovery time and/or treatment for a sport injury; not being aware of and not considering an individual's physical or intellectual disability; not considering supervision of an *Athlete* during travel, training or competition; not considering the welfare of the *Athlete* when prescribing dieting or other weight control methods (e.g., weigh-ins, caliper tests); disregarding the use of performance-enhancing drugs by an *Athlete*; failure to ensure safety of equipment or environment; allowing an *Athlete* to disregard sport's rules, regulations, and standards, subjecting *Participants* to the risk of *Maltreatment*.

2.2.5 *Maltreatment Related to Grooming*

2.2.5.1 It is a violation of the UCCMS for a *Participant* to engage in *Grooming*.

2.2.5.2 *Grooming* is often a slow, gradual and escalating process of building trust and comfort with a young person. *Grooming* includes, without limitation, the process of making inappropriate behaviour seem normal and gradually engaging in 'boundary violations' which have been professionally-identified to Canadian standards (e.g., a degrading remark, a sexual joke, sexualized physical contact; adult *Participants* sharing rooms with a *Minor* who is not an immediate family member; providing a massage or other purported therapeutic interventions with no specific training or expertise; private social media and text communications; sharing personal photographs; shared use of locker rooms; private meetings; private travel, and providing gifts).

2.2.5.3 *Grooming* usually begins with subtle behaviours that do not appear to be inappropriate. Many victims/survivors of sexual abuse do not recognize the grooming process as it is happening, nor do they recognize that this process of manipulation is part of the overall abuse process.

2.2.5.4 In the grooming process, the offender begins by gaining trust of adults around the young person. The offender establishes a friendship and gains the young person's trust. *Grooming* then involves testing boundaries (e.g. telling sexual jokes, showing sexually explicit images, making sexual remarks). Typically, behaviour moves from non-sexual touching to "accidental" sexual touching.

2.2.5.5 The young person is often manipulated into feeling responsible for the contact, is discouraged from telling anyone else about the relationship, and is made to feel

obligated to protect the offender. The offender also builds trust with those close to the young person so that the relationship with the young person is not questioned.¹⁰

2.2.6 *Maltreatment* Related to Process

2.2.6.1 The behaviors identified below also constitute *Maltreatment* and may give rise to a sanction.

2.2.6.1.1 Interference with or Manipulation of Process

An adult *Participant*, violates the UCCMS by directly or indirectly interfering with a UCCMS process by:

- a) falsifying, distorting, or misrepresenting information, the resolution process, or an outcome;
- b) destroying or concealing information;
- c) attempting to discourage an individual's proper participation in or use of the UCCMS's processes;
- d) harassing or intimidating (verbally or physically) any person involved in the UCCMS's processes before, during, and/or following any UCCMS proceedings;
- e) publicly disclosing a *Participant's* identifying information, without the *Participant's* agreement;
- f) failing to comply with any temporary or provisional measure or other final sanction;
- g) distributing or otherwise publicizing materials a *Participant* gains access to during a UCCMS investigation or hearing, except as required by law or as expressly permitted; or
- h) influencing or attempting to influence another person to interfere with or manipulate the process.

2.2.6.1.2 Retaliation

Retaliation is prohibited. A *Participant* shall not take an adverse action against any person for making a good faith *Report* of possible *Maltreatment* or for participating in any process under the UCCMS. Retaliation includes threatening, intimidating, harassing, coercing or any other conduct that would discourage a reasonable person from engaging or participating in UCCMS's processes.

Retaliation after the conclusion of investigation and sanction processes is also prohibited. Retaliation may be present even where there is a finding that no *Maltreatment* occurred.

¹⁰ Commit to Kids. Helping Organizations Prevent Child Sexual Abuse. Canadian Centre for Child Protection

Retaliation does not include good-faith actions lawfully pursued in response to a *Report* of possible *Maltreatment*.

2.2.6.1.3 Aiding and Abetting

Aiding and Abetting is any act taken with the purpose of facilitating, promoting, or encouraging the commission of *Maltreatment* by a *Participant*. Aiding and Abetting also includes, without limitation, knowingly:

- a) allowing any person who has been suspended or is otherwise ineligible to be in any way associated with sport or to coach or instruct *Participants*;
- b) providing any coaching-related advice or service to an *Athlete* who has been suspended or is otherwise ineligible; and
- c) allowing any person to violate the terms of their suspension or any other sanctions imposed.

2.2.7 *Maltreatment* Related to *Reporting*

2.2.7.1 Failure to *Report Maltreatment* of a *Minor*

A legal duty to report is mandated by law, and the requirement varies by province depending on provincial legislation. An adult *Participant* who fails to *Report* actual or suspected *Psychological Maltreatment*, *Sexual Maltreatment*, *Physical Maltreatment* or *Neglect* involving a *Minor Participant* pursuant to the UCCMS's processes and to law enforcement or child protection services (when applicable) shall be subject to disciplinary action under the UCCMS.

2.2.7.1.1 The obligation to *Report* requires the *Reporting* of any conduct which, if proven true, would constitute *Psychological Maltreatment*, *Sexual Maltreatment*, *Physical Maltreatment* or *Neglect* involving a *Minor Participant*. The obligation to *Report* is an ongoing one and is not satisfied simply by making an initial *Report*. The obligation includes *Reporting*, on a timely basis, all relevant information of which an adult *Participant* becomes aware.

2.2.7.1.2 The obligation to *Report* includes making a direct *Report*.

2.2.7.1.3 The obligation to *Report* includes personally identifying information of a potential *Minor Complainant* to the extent known at the time of the *Report*, as well as a duty to reasonably supplement the *Report* as to identifying information learned at a later time.

2.2.7.1.4 *Participants* should not investigate or attempt to evaluate the credibility or validity of allegations involving *Psychological Maltreatment*, *Sexual Maltreatment*, *Physical Maltreatment* or *Neglect*. *Participants* making a good faith *Report* are not required to prove the *Reports* are true before *Reporting*.

2.2.7.2 Failure to *Report* Inappropriate Conduct

Not all inappropriate conduct may meet the threshold for constituting *Maltreatment* under the UCCMS. However, such inappropriate conduct may represent behavior with the risk of escalating to *Maltreatment* under the UCCMS.

Any *Participant* who suspects or becomes aware of another *Participant's* inappropriate conduct, even if it is not defined as *Maltreatment* under the UCCMS, has a duty to report such inappropriate conduct through the organization's internal procedures. Those in positions of trust and authority who become aware of another's inappropriate conduct have a responsibility for reporting the concern within their organization's policies and procedures. The person making the report does not need to determine whether a violation of the UCCMS took place: instead, the responsibility lies in reporting the objective behaviour.

2.2.7.3 Intentionally Filing a False Allegation

In addition to constituting *Maltreatment*, filing a knowingly false allegation or influencing others to file a knowingly false allegation, that a *Participant* engaged in *Maltreatment* shall be subject to disciplinary action pursuant to the UCCMS.

2.2.7.3.1 An allegation is false if the events *Reported* did not occur, and the person making the *Report* knows the events did not occur.

2.2.7.3.2 A false allegation is different from an unsubstantiated allegation; an unsubstantiated allegation means there is insufficient supporting evidence to determine whether an allegation is true or false. Absent demonstrable bad faith, an unsubstantiated allegation alone is not grounds for a UCCMS violation.

3.0 SANCTIONS

In addition to any temporary or provisional measure that may be imposed, where there is sufficient evidence to support a finding that a *Participant* engaged in *Maltreatment* and thus violated the UCCMS, sanctions will be imposed. Different incidents constituting a violation of the same part of the UCCMS may arise out of markedly different circumstances, including various case-specific aggravating and/or mitigating factors.

Any sanction imposed against a *Participant* must be proportionate and reasonable, relative to the *Maltreatment* that has occurred, taking into account previous disciplinary actions. However, progressive discipline is not required as a single occurrence of *Maltreatment* can lead to a very significant sanction.

3.1 Sanction Types

Subject to Section 3.3, if *Maltreatment* is proven one or more of the following types of sanctions may be imposed:

3.1.1 Verbal or Written Warning

A verbal reprimand or an official, written notice and formal admonition that a *Participant* has violated the UCCMS and that more severe sanctions will result should the *Participant* be involved in other violations.

3.1.2 Education and Training

The requirement that a *Participant* undertake specified educational or similar remedial training to address the *Maltreatment*.

3.1.3 Probation

Should any further violations of the UCCMS occur during the probationary period, will result in additional disciplinary measures, likely including a period of suspension or permanent ineligibility. This sanction can also include loss of privileges or other conditions, restrictions, or requirements for a specified period of time.

3.1.4 Suspension

Suspension, either for a set time or until further notice, from participation, in any capacity, in any program, practice, activity, event, or competition sponsored by, organized by, or under the auspices of any sport organization subject to the UCCMS. A suspended *Participant* is eligible to return the sport but reinstatement may be subject to certain restrictions or contingent upon the *Participant* satisfying specific conditions noted at the time of suspension.

3.1.5 Eligibility Restrictions

Restrictions or prohibitions from some types of participation but allowing participation in other capacities under strict conditions.

3.1.6 Permanent Ineligibility

Permanent ineligibility to participate, in any sport, in any capacity, in any program, activity, event, or competition sponsored by, organized by, or under the auspices of any sport organization subject to the UCCMS.

3.1.7 Other discretionary sanctions

Other sanctions for *Maltreatment* may be imposed, including, but not limited to, other loss of privileges, no contact directives, a fine or a monetary payment to compensate for direct losses, or other restrictions or conditions as deemed necessary or appropriate.

3.2 Additional Considerations

3.2.1 The following factors may be relevant to help determine the most appropriate sanctions for a *Respondent* include, without limitation:

- a) The nature and duration of the *Respondent's* relationship with the *Complainant*, including whether there is a *Power Imbalance*;
- b) The *Respondent's* prior history and any pattern of inappropriate behaviour or *Maltreatment*;
- c) The ages of the individuals involved;
- d) Whether the *Respondent* poses an ongoing and/or potential threat to the safety of others;
- e) The *Respondent's* voluntary admission of the offense(s), acceptance of responsibility for the *Maltreatment*, and/or cooperation in the UCCMS's process;
- f) Real or perceived impact of the incident on the *Complainant*, sport organization or the sporting community;
- g) Circumstances specific to the *Respondent* being sanctioned (e.g. lack of appropriate knowledge or training regarding the requirements in the UCCMS; addiction; disability; illness);
- h) Whether, given the facts and circumstances that have been established, continued participation in the sport community is appropriate;
- i) A *Respondent* who is in a position of trust, intimate contact or high-impact decision-making may face more serious sanctions; and/or
- j) Other mitigating and aggravating circumstances.

Any single factor, if severe enough, may be sufficient to justify the sanction(s) imposed. A combination of several factors may justify elevated or combined sanctions.

3.3 Presumptive sanctions

3.3.1 The following sanctions are presumed to be fair and appropriate for the listed *Maltreatment*, but the *Respondent* affected may rebut these presumptions:

- a) *Sexual Maltreatment* involving a *Minor Complainant* shall carry a presumptive sanction of permanent ineligibility;
- b) *Sexual Maltreatment*, *Physical Maltreatment* with contact and *Maltreatment related to Process* shall carry a presumptive sanction of either a period of suspension or eligibility restrictions.
- c) While a *Respondent* has pending charges or dispositions in violation of the criminal law, the presumptive sanction shall be a period of suspension.

3.4 Public Disclosure

In addition to the publication of a summary of the final outcome of a UCCMS resolution process, a publicly-available searchable database or Registry of *Respondents* who have been sanctioned by or whose eligibility to participate in sport has in some way been restricted shall be maintained, pursuant to the provisions contained in the UCCMS per Sport Canada policy.

4.0 ANTI-DOPING

The *Code of Conduct and Ethics* will indicate that the Organization adopts and adheres to the Canadian Anti-Doping Program. <https://cces.ca/cadp-adoption>

5.0 SOCIAL MEDIA

The Organization will adopt a *Social Media Policy* that describes standards of conduct that are expected on social media by Individuals. The *Social Media Policy* will indicate specific conduct standards and risks that are common and/or exclusive to social media and will highlight the importance of responsible coach-athlete interaction on social media and will provide examples of violations of conduct standards.

5.1 Social Media Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Organization*” – Tennis PEI
 - b) “*Social media*” – The catch-all term that is applied broadly to new computer-mediated communication media such as blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter.
 - c) “*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, medical and paramedical personnel, and Directors and Officers of the Organization
 - d) “*Discipline Committee or Case Manager*” – The person or organization appointed by the Organization to oversee management and administration of complaints, as applicable.

Preamble

2. The Organization is aware that Individual interaction and communication occurs frequently on social media. The Organization cautions Individuals that any conduct falling short of the standard of behaviour required by the Organization’s *Code of Conduct and Ethics* will be subject to the disciplinary sanctions identified within the Organization’s *Discipline and Complaints Policy*.

Application of this Policy

3. This Policy applies to all Individuals.

Conduct and Behaviour

4. Per the Organization’s *Discipline and Complaints Policy* and *Code of Conduct and Ethics*, the following social media conduct may be considered minor or major infractions at the discretion of the Discipline Committee or Case Manager:

- a) Posting a disrespectful, hateful, harmful, disparaging, insulting, or otherwise negative comment on a social medium that is directed at an Individual, at the Organization, or at other individuals connected with the Organization
 - b) Posting a picture, altered picture, or video on a social medium that is harmful, disrespectful, insulting, or otherwise offensive, and that is directed at an Individual, at the Organization, or at other individuals connected with the Organization
 - c) Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about the Organization, its stakeholders, or its reputation
 - d) Inappropriate personal or sexual relationships between Individuals who have a power imbalance in their interactions, such as between athletes and coaches, Directors and staff, officials and athletes, etc.
 - e) Any instance of cyber-bullying or cyber-harassment between one Individual and another Individual (including a teammate, coach, opponent, volunteer, or official), where incidents of cyber-bullying and cyber-harassment can include but are not limited to the following conduct on any social medium, via text-message, or via email: regular insults, negative comments, vexatious behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies, or other harmful behaviour.
5. All conduct and behaviour occurring on social media may be subject to the Organization's *Discipline and Complaints Policy* at the discretion of the Discipline Committee or Case Manager.

Individuals Responsibilities

- 6. Individuals acknowledge that their social media activity may be viewed by anyone; including the Organization.
- 7. If the Organization unofficially engages with an Individual in social media (such as by retweeting a tweet or sharing a photo on Facebook) the Individual may, at any time, ask the Organization to cease this engagement.
- 8. When using social media, an Individual must model appropriate behaviour befitting the Individual's role and status in connection with the Organization.
- 9. Removing content from social media after it has been posted (either publicly or privately) does not excuse the Individual from being subject to the Organization's *Discipline and Complaints Policy*.
- 10. An individual who believes that an Individual's social media activity is inappropriate or may violate the Organization's policies and procedures should report the matter to the Organization in the manner outlined by the Organization's *Discipline and Complaints Policy*.

5.2 Social Media Guidelines

Definitions

1. The following term has this meaning in these Guidelines:
 - a) “*Organization*” – Tennis PEI
 - b) “*Social media*” – The catch-all term that is applied broadly to new computer-mediated communication media such as blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter

Purpose

2. These Guidelines provide coaches and athletes with tips and suggestions for social media use. Coaches and athletes are strongly encouraged to develop their own strategy for social media use (either written down or not) and ensure that their strategy for social media use is acceptable pursuant to the Organization’s *Code of Conduct and Ethics* and *Social Media Policy*.
3. Given the nature of social media as a continually developing communication sphere, the Organization trusts its coaches and athletes to use their best judgment when interacting with social media. These Guidelines are not hard and fast rules or behavioural laws; but rather recommendations that will inform coaches’ and athletes’ best judgment.

Social Media Guidelines for Coaches

4. The following tips should be used by coaches to inform their own strategy for social media use:
 - a) Choosing not to engage with social media is an acceptable social media strategy. But you must have good reasons for your choice and be active in other communication media
 - b) Despite what Facebook says, you are not actually “friends” with athletes. Resist commenting on athletes’ personal activities, status updates, or tweets on Twitter
 - c) Consider monitoring or being generally aware of athletes’ public social media behaviour to ensure compliance with the Organization’s *Code of Conduct and Ethics* and *Social Media Policy*
 - d) Coaches may not demand access to an athlete’s private posts on Twitter, Instagram, or Facebook
 - e) Do not “friend” athletes on Facebook unless they request the connection. Never pressure athletes to “friend” you
 - f) If you accept some “friend” requests, or follow one athlete on Twitter or Instagram, you should accept all friend requests and follow all the athletes. Be careful not to show favouritism on social media
 - g) Consider managing your social media so that athletes do not have the option to follow you on Twitter or “friend” you on Facebook
 - h) Seek permission from athletes before posting pictures or videos of the athletes on publicly available social media like a blog, Instagram, or YouTube
 - i) Do not use social media to ‘trap’ athletes if they say one thing to you in person but their social media activity reveals they were doing something different
 - j) Keep selection decisions and other official team business off social media
 - k) Never require athletes to join Facebook, join a Facebook group, subscribe to a Twitter feed, or join a Facebook page about your team or organization
 - l) If you create a page on Facebook or Instagram for your team or athlete, do not make this social media site the exclusive location for important information. Duplicate important information in more official channels (like on a website or via email)
 - m) Ensure that parents are aware that some coach-athlete interactions may take place on social media
 - n) Exercise appropriate discretion when using social media for your own personal communications (with friends, colleagues, and other athletes) with the knowledge that your behaviour may be used as a model by your athletes
 - o) Avoid association with Facebook groups, Instagram accounts, or Twitter feeds with explicit sexual contact or viewpoints that might offend or compromise the coach-athlete relationship

- p) Never misrepresent yourself by using a fake name or fake profile
- q) Be aware that you may acquire information about an athlete that imposes an obligation of disclosure on your part (such as seeing pictures of underage athletes drinking during a trip)
- r) Attempt to make communication with athletes in social media as one-sided as possible. Be available for athletes if they initiate contact via social media – athletes may wish to have this easy and quick access to you – but avoid imposing yourself into an athlete’s personal social media space unless explicitly requested to do so
- s) Avoid adding athletes to Snapchat and do not send snapchats to athletes

Social Media Guidelines for Athletes

5. The following guidelines should be used by athletes to inform their own strategy for social media use:
 - a) Set your privacy settings to restrict who can search for you and what private information other people can see
 - b) Coaches, teammates, officials, or opposing competitors may all add you to Facebook or follow you on Instagram or Twitter. You are not required to follow anyone or be Facebook friends with anyone
 - c) Avoid adding coaches to Snapchat and do not send snapchats to coaches
 - d) If you feel harassed by someone in a social medium, report it to your coach, club official, or to the Organization
 - e) Do not feel pressure to join a fan page on Facebook or follow a Twitter feed or Instagram account
 - f) Content posted on a social medium, relative to your privacy settings, is considered public. In most cases, you do not have a reasonable expectation of privacy for any material that you post
 - g) Content posted to a social medium is almost always permanent – consider that other individuals may take screenshots of your content (even snapchats) before you can delete them
 - h) Avoid posting pictures of, or alluding to, participation in illegal activity such as: speeding, physical assault, harassment, drinking alcohol (if underage), and smoking marijuana
 - i) Model appropriate behaviour in social media befitting your status as a) an elite athlete, and b) a member of your club and of the Organization. As a representative of the Organization, you have agreed to the Organization’s *Code of Conduct and Ethics* and must follow that Code when you post material and interact with other people through social media
 - j) Be aware that your public Facebook page, Instagram account, or Twitter feed may be monitored by your club, coach, or by the Organization and content or behaviour demonstrated in social media may be subject to sanction under the Organization’s *Discipline and Complaints Policy*

Club Responsibilities

6. Clubs should not attempt to impose social media restrictions onto coaches or athletes. There are many situations where social media contact is desirable and necessary; yet many situations where social media contact is unwanted and risky. Coaches and athletes should be trusted, pursuant to the Organization’s *Code of Conduct and Ethics*, to navigate social media using their best judgment.
7. Clubs should monitor social media use by its athletes and coaches and should consider regular surveys and reviews to understand how coaches and athletes are using social media. Coaches and athletes may need to be reminded that behaviour in social media is still subject to the Organization’s *Code of Conduct and Ethics* and Social Media Policy.
8. Complaints and concerns about an athlete’s or a coach’s conduct or behaviour in social media can be addressed under the Organization’s *Discipline and Complaints Policy*.

2.0 Athlete Protection

2.1 Athlete Protection Guidelines -Education

Definitions

1. The following terms have these meanings in these Guidelines:
 - a) *“Organization”* – Tennis PEI
 - b) *“Person in Authority”* – An Individual who holds a position of authority within the Organization including, but not limited to, coaches, managers, support personnel, chaperones, and Directors

Purpose

2. These athlete protection guidelines describe how Persons in Authority can maintain a safe sport environment for athletes.

Rule of Two

3. The Organization will strongly recommend the ‘Rule of Two’ for all Persons in Authority who interact with athletes. The Coaching Association of Canada defines the ‘Rule of Two’ as:
 - a) The ‘Rule of Two’ means that the coach is never alone or out of sight with a minor athlete. Two NCCP trained or certified coaches or a certified coach and or parent/guardian/adult should always be present with an athlete, especially a minor athlete, when in a potentially vulnerable situation such as in a locker room or meeting room. All one-on-one interactions between a coach and an athlete must take place within earshot and in view of the second coach except for medical emergencies. One of the coaches must also be of the same gender identity as the athlete.
4. To ensure adherence to the ‘Rule of Two’, the Organization will ensure:
 - a) Teams or groups of athletes will always have at least two Persons in Authority with them
 - b) Screened parents or other volunteers will be available in situations when two Persons in Authority cannot be present
 - c) For teams consisting of athletes of just one gender identity, a Person in Authority of the same gender identity should be available to participate or attend every interaction and for teams consisting of athletes of more than one gender identity (e.g., co-ed teams), a Person in Authority of each gender identify should be available to participate or attend every interaction
 - d) These guidelines with parents and guardians and them to help identify situations, and acknowledge instances, when the club or team was not following the Rule of Two

Communications

5. The Organization will strongly recommend the following communication guidelines for all coaches and other adults in a position of authority who interact with athletes:
 - a) Group messages, group emails or team pages are to be used as the regular method of communication between Persons in Authority and athletes
 - b) Persons in Authority may only send personal texts, direct messages on social media or emails to individual athletes when necessary and only for the purpose of communicating information related to team issues and activities (e.g., non-personal information)
 - c) Parents and guardians have the right to request that their child not be contacted by Persons in Authority using any form of electronic communication and/or to request that certain information about their child may not be distributed in any form of electronic communications
 - d) The content of all electronic communication between Persons in Authority and athletes must be professional in tone and for the purpose of communicating information related to team issues or

activities

- e) All communication between Persons in Authority and athletes must be between the hours of 6:00am and midnight unless extenuating circumstances exist
- f) No communication concerning drugs or alcohol use (unless regarding its prohibition) is permitted
- g) No sexually explicit language or imagery or sexually oriented conversation is permitted
- h) Persons in Authority are not permitted to ask athletes to keep a secret for them
- i) A Person in Authority should not become overly-involved in an athlete's personal life

Travel

- 6. The Organization will strongly recommend the following travel guidelines for all coaches and other adults in a position of authority who travel with athletes:
 - a) A Person in Authority may not be alone in a car with an athlete unless the Person in Authority is the athlete's parent or guardian
 - b) A Person in Authority may not share a room or be alone in a hotel room with an athlete unless the Person in Authority is the athlete's parent or guardian
 - c) Room or bed checks during overnight stays must be done by two Persons in Authority
 - d) For overnight travel when athletes share a hotel room, roommates will be age-appropriate (e.g., within 2 years of age) and of the same gender identity

Locker Room / Changing Area / Meeting Room

- 7. The Organization will strongly recommend the following guidelines for the locker room, changing area, and meeting rooms:
 - a) Interactions between a Person in Authority and an individual athlete should not occur in any room where there is a reasonable expectation of privacy such as the locker room, meeting room, restroom, or changing area. A second Person in Authority should be present for any necessary interaction in any such room
 - b) If Persons in Authority are not present in the locker room or changing area, or if they are not permitted to be present, they should still be available outside the locker room or changing area and be able to enter the room or area if required

Photography / Video

- 8. The Organization will strongly recommend the following photography / video guidelines:
 - a) Parents/guardians should sign a photo release form (i.e., as part of the registration process) that describes how an athlete's image may be used by the Organization
 - b) Photographs and video may only be taken in public view, must observe generally accepted standards of decency, and be both appropriate for and in the best interest of the athlete.
 - c) The use of recording devices of any kind in rooms where there is a reasonable expectation of privacy is strictly prohibited.
 - d) Examples of photos that should be edited or deleted include:
 - i. Images with misplaced apparel or where undergarments are showing
 - ii. Suggestive or provocative poses
 - iii. Embarrassing images
 - e) Without parent or legal guardian's consent, in the case of a Minor athlete, or an adult athlete's consent (a) athletes may not be photographed or filmed; and (b) no images of athletes may be posted publicly or privately. If consent is given, it may be revoked at any time

Physical Contact

9. The Organization understands that some physical contact between Persons in Authority and athletes may be necessary for various reasons including, but not limited to, teaching a skill or tending to an injury. The Organization will strongly recommend the following touch guidelines:
 - a) Unless it is not possible because of serious injury or other circumstance, a Person in Authority should always clarify with an athlete where and why any touch will occur. The Person in Authority must make clear that he or she is *requesting* to touch the athlete and not *requiring* the physical contact
 - b) Infrequent, non-intentional physical contact, particularly contact that arises out of an error or a misjudgment on the part of the athlete during a training session, is permitted
 - c) Making amends, such as an apology or explanation, is encouraged to further help educate athletes on the difference between appropriate and inappropriate contact
 - d) Hugging, cuddling, physical horseplay, and physical contact initiated by the Person in Authority is not permitted. The Organization is aware that some younger athletes may initiate hugging or other physical contact with a Person in Authority for various reasons (e.g., such as crying after a poor performance) but this physical contact should always be limited.

Sport-Specific Guidelines

10. The Organization strongly recommend the following sport-specific guidelines:
 - a) A Person in Authority should never be alone with an athlete prior to or following a competition or practice, unless the Person in Authority is the athlete's parent or guardian. If the athlete is the first athlete to arrive, the athlete's parent should remain until another athlete or Person in Authority arrives. Similarly, if an athlete would potentially be alone with a Person in Authority following a competition or practice, the Person in Authority should ask another Person in Authority (or a parent or guardian of another athlete) to stay until all the athletes have been picked up. If an adult is not available then another athlete should be present in order to avoid the Person in Authority being alone with a single athlete
 - b) Persons in Authority giving instructions, demonstrating skills, or facilitating drills or lessons to an individual athlete should always be doing so within earshot and eyesight of another Person in Authority
 - c)
 - d) [include guidelines for coach/athlete interactions that may occur that are specific to the sport]
 - e) [separate by practice/training/pre-competition/in-competition/post-competition as necessary]

2.2 Screening Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) "*Organization*" – Tennis PEI
 - b) "*Criminal Record Check (CRC)*" – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions
 - c) "*Local Police Information (LPI)*" – additional conviction and selected non-conviction information in national and local police data sources which may be relevant to the position sought
 - d) "*Enhanced Police Information Check (E-PIC)*" – a Criminal Record Check plus a search of local police information, available from Sterling Back check
 - e) "*Vulnerable Sector Check (VSC)*" – a detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, local police information, and the Pardoned Sex Offender database
 - f) "*Vulnerable Individuals*" – A person under the age of 18 years old and/or a person who, because of age, disability or other circumstance, is in a position of dependence on others or is otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority

Preamble

2. The Organization understands that screening personnel and volunteers is a vital part of providing a safe sporting environment and has become a common practice among sport organizations that provide programs and services to the community.

Application of this Policy

3. This Policy applies to all individuals whose position with the Organization is one of trust or authority which may relate to, at a minimum, finances, supervision, or Vulnerable Individuals.
4. Not all individuals associated with the Organization will be required to obtain a criminal record check or submit screening documents because not all positions pose a risk of harm to the Organization or to its participants. The Organization will determine which individuals will be subject to screening using the following guidelines (the Organization may vary the guidelines at its discretion):

Level 1 – Low Risk - Individuals involved in low risk assignments who are not in a supervisory role, not directing others, not involved with finances, and/or do not have unsupervised access to Vulnerable Individuals. Examples:

- a) Parents, youth, or volunteers who are helping out on a non-regular or informal basis

Level 2 – Medium Risk – Individuals involved in medium risk assignments who may be in a supervisory role, may direct others, may be involved with finances, and/or who may have limited access to Vulnerable Individuals. Examples:

- a) Athlete support personnel
- b) Non-coach employees or managers
- c) Directors
- d) Coaches who are typically under the supervision of another coach

Level 3 – High Risk – Individuals involved in high risk assignments who occupy positions of trust and/or authority, have a supervisory role, direct others, are involved with finances, and who have frequent or unsupervised access to Vulnerable Individuals. Examples:

- a) Full time coaches
- b) Coaches who travel with athletes
- c) Coaches who could be alone with athletes

Screening Committee

5. The implementation of this policy is the responsibility of the Organization’s Screening Committee which is a committee of either two (2) or three (3) members appointed by the Organization. The Organization will ensure that the members appointed to the Screening Committee possess the requisite skills, knowledge and abilities to accurately screening documents and render decisions under this Policy.
6. The Screening Committee will carry out its duties, in accordance with the terms of this policy, independent of the Board.
7. The Screening Committee is responsible for reviewing all documents submitted and, based on the review, making decisions regarding the appropriateness of individuals filling positions within the Organization. In

carrying out its duties, the Screening Committee may consult with independent experts including lawyers, police, risk management consultants, volunteer screening specialists, or any other person.

Screening Requirements

8. It is the Organization's policy that when an individual is first engaged by the Organization:
 - a) Level 1 individuals will:
 - i. Complete an Application Form (**Appendix A**)
 - ii. Complete a Screening Disclosure Form (**Appendix B**)
 - iii. Participate in training, orientation, and monitoring as determined by the Organization
 - b) Level 2 individuals will:
 - i. Complete an Application Form
 - ii. Complete a Screening Disclosure Form
 - iii. Complete and provide an E-PIC
 - iv. Provide one letter of reference related to the position
 - v. Participate in training, orientation, and monitoring as determined by the Organization
 - vi. Provide a driver's abstract, if requested
 - c) Level 3 individuals will:
 - i. Complete an Application Form
 - ii. Complete a Screening Disclosure Form
 - iii. Complete and provide an E-PIC and a VSC
 - iv. Provide one letter of reference related to the position
 - v. Participate in training, orientation, and monitoring as determined by the Organization
 - vi. Provide a driver's abstract, if requested
 - d) If an individual subsequently receives a charge, conviction for, or is found guilty of, an offense they will report this circumstance immediately to the Organization. Additionally, the individual will inform the Organization of any changes in their circumstance that would alter their original responses in their Screening Disclosure Form.
 - e) If the Organization learns that an individual has provided false, inaccurate, or misleading information, the individual will immediately be removed from their position and may be subject to further discipline in accordance with the Organization's *Discipline and Complaints Policy*.

Young People

9. The Organization defines a young person as someone who is younger than 18 years old. When screening young people, the Organization will:
 - a) Not require the young person to obtain a VSC or E-PIC; and
 - b) In lieu of obtaining a VSC or E-PIC, require the young person to submit up to two (2) additional letters of reference.
10. Notwithstanding the above, the Organization may ask a young person to obtain a VSC or E-PIC if the Organization suspects the young person has an adult conviction and therefore has a *criminal record*. In these circumstances, the Organization will be clear in its request that it is not asking for the young person's *youth record*. The Organization understands that it may not request to see a young person's youth record.

Renewal

11. Unless the Screening Committee determines, on a case-by-case basis, to modify the submission requirements, individuals who are required to submit an E-PIC, Screening Disclosure Form, VSC, or Screening

Renewal Form, are required to submit the documents as follows:

- a) An E-PIC every three years
- b) A Screening Disclosure Form every three years
- c) A Screening Renewal Form (**Appendix C**) every year
- d) A Vulnerable Sector Check once

12. The Screening Committee may request that an individual provide any of the above documents at any time. Such request will be in writing and reasons will be provided for the request.

Orientation, Training, and Monitoring

13. The type and amount of orientation, training, and monitoring will be based on the individual's level of risk, at the Organization's discretion.

14. Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or initial period of engagement.

15. Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.

16. At the conclusion of orientation and training, the individual will be required to acknowledge, in written form, that they have received and completed the orientation and training.

17. Monitoring may include but is not limited to: written or oral reports, observations, tracking, electronic surveillance (e.g., facility security cameras), and site visits.

How to Obtain an E-PIC or VSC

18. An E-PIC may be obtained online via <http://www.backcheck.net/e-pic.htm>

OR, IF APPLICABLE

19. The Organization has joined the Coaching Association of Canada's Responsible Coaching Movement and therefore has access to the E-PIC at a discounted rate. Individuals can obtain an E-PIC via https://www.sterlingtalentsolutions.ca/landing-pages/c/cac_ace/

20. Individuals may only obtain a VSC by visiting an RCMP office or police station, submitting two pieces of government-issued identification (one of which must have a photo), and completing any required paperwork. Fees may also be required.

21. Fingerprinting may be required if there is a positive match with the individual's gender and birth date.

22. The Organization understands that it may be required to assist an individual with obtaining a VSC. The Organization may need to submit a Request for VSC (**Appendix D**) or complete other documentation describing the nature of the organization and the individual's role with vulnerable individuals.

Procedure

23. Screening documents must be submitted to the following individual: Tennis PEI Screening Committee – Chair of Screening Committee

24. An individual who refuses or fails to provide the necessary screening documents will be ineligible to

volunteer or apply for the position sought. The individual will be informed that their application and/or position will not proceed until such time as the screening documents are submitted.

25. The Organization understands that there may be delays in receiving the results of an E-PIC or a VSC. At its discretion, the Organization may permit the individual to participate in the role during the delay. The Organization may withdraw this permission at any time and for any reason.
26. The Organization recognizes that different information will be available depending on the type of screening document that the individual has submitted. For example, an E-PIC may show details of a specific offense, or not, and/or a VSC may be returned with specific information or simply a notification indicating 'cleared' or 'not cleared'. The Screening Committee will use its expertise and discretion when making decisions based on the screening documents that have been submitted.
27. Following the review of the screening documents, the Screening Committee will decide:
 - a) The individual has passed screening and may participate in the desired position;
 - b) The individual has passed screening and may participate in the desired position with conditions;
 - c) The individual has not passed screening and may not participate in the desired position; or
 - d) More information is required from the individual.
28. In making its decision, the Screening Committee will consider the type of offense, date of offense, and relevance of the offense to the position sought.
29. The Screening Committee must decide that an individual has not passed screening if the screening documentation reveals any of the following:
 - a) If imposed in the last three years:
 - i. Any offense involving the use of a motor vehicle, including but not limited to impaired driving
 - ii. Any offense for trafficking and/or possession of drugs and/or narcotics
 - iii. Any offense involving conduct against public morals
 - b) If imposed in the last ten years:
 - i. Any crime of violence including but not limited to, all forms of assault
 - ii. Any offense involving a minor or minors
 - c) If imposed at any time:
 - i. An individual's conviction for any of the following *Criminal Code* offenses:
 - a. Any offense of physical or psychological violence
 - b. Any crime of violence including but not limited to, all forms of assault
 - c. Any offense involving trafficking of illegal drugs
 - d. Any offense involving the possession, distribution, or sale of any child-related pornography
 - e. Any sexual offense
 - f. Any offense involving theft or fraud

Conditions and Monitoring

30. Excluding the incidents above which, if revealed, would cause the individual to not pass screening, the Screening Committee may determine that incidents revealed on an individual's screening documents may allow the individual to pass the screening process and participate in a desired position with *conditions* imposed. The Screening Committee may apply and remove conditions at its discretion and will determine the means by which adherence to conditions may be monitored.

Records

31. All records will be maintained in a confidential manner and will not be disclosed to others except as required by law, or for use in legal, quasi-legal, or disciplinary proceedings.
32. The records kept by the Organization as part of the screening process include but are not limited to:
 - a) An individual's Vulnerable Sector Check
 - b) An individual's E-PIC (for a period of three years)
 - c) An individual's Screening Disclosure Form (for a period of three years)
 - d) An individual's Screening Renewal Form (for a period of one year)
 - e) Records of any conditions attached to an individual's registration by the Screening Committee
 - f) Records of any discipline applied to any individual by the Organization or by another sport organization

2.3 Resource Availability

The Organization will regularly provide information to Individuals about resources and training related to athlete protection. Resources and training opportunities can include:

- e) [NCCP modules](#)
- f) [Respect in Sport](#)
- g) [Commit to Kids](#)
- h) [Red Cross – Respect Education Courses](#)

2.4 Athlete Engagement

The Organization will engage with athletes to determine the level of success of their athlete protection measures as well as to identify any gaps or athlete concerns. This engagement may take the form of:

- d) Anonymous athlete surveys
- e) Athlete involvement in organizational decision-making
- f) Independently led athlete outreach consultations

3.0 Dispute Resolution and Investigations

3.1 Investigations Policy – Discrimination, Harassment, And Abuse

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Organization*” – Tennis PEI
 - b) “*Safe Sport Committee*” – Two Directors appointed as Co-Chairs and one additional Director to form the committee as the first point-of-contact for all discipline and complaint matters reported to the Organization, per the *Discipline and Complaints Policy*
 - c) “*Individuals*” – Persons within 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, volunteers, managers, administrators, committee members, and Directors and Officers of the Organization
 - d) “*Investigator*”- A Board appointed representative of the Organization or a Director or an independent third-party skilled in investigating claims of harassment.

2. The following terms have the meanings as defined in the Organization’s *Code of Conduct and Ethics*:
 - a) Harassment
 - b) Discrimination
 - c) Workplace Harassment
 - d) Sexual Harassment
 - e) Workplace Violence

3. The following terms have the meanings as defined in the Organization’s *Abuse Policy*:
 - a) Abuse

Purpose

4. The Organization is committed to eliminating all instances of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Abuse within its operations and activities. This Policy describes how Individuals can report instances of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Abuse and how the Organization will investigate those reports.

Determination and Disclosure

5. When a complaint is submitted per the Organization’s *Discipline and Complaints Policy*, the Safe Sport Committee/Discipline Committee will determine if such complaint is related to an instance of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, or Abuse.

6. The Organization will adhere to all disclosure and reporting responsibilities required any government entity, local police service, or child protection agency.

Investigation

7. Complaints that are determined to contain an element of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Abuse will continue to be addressed by the process(es) described in the *Discipline and Complaints Policy*. However, the Safe Sport Committee may also appoint an Investigator to investigate the allegations.

8. The Investigator may be a representative of the Organization or a Director or may be an independent third-party skilled in investigating claims of harassment. The Investigator must not be in a conflict of interest situation and should have no connection to either party.
9. Federal and/or Provincial legislation related to Workplace Harassment may apply to the investigation if Harassment was directed toward a worker in a Workplace. The Investigator should review workplace safety legislation and/or consult independent experts to determine whether legislation applies to the complaint.
10. The investigation may take one or several approaches, depending on the specific circumstance as decided by the Investigator. The investigation should also be guided by any applicable Federal and/or Provincial legislation. The investigation may include:
 - a) Complainant interviewed;
 - b) Witnesses interviewed;
 - c) Statement of facts (complainant's perspective) prepared by Investigator and acknowledged by Complainant;
 - d) Statement delivered to Respondent;
 - e) Respondent interviewed;
 - f) Witnesses interviewed; and
 - g) Statement of facts (respondent's perspective) prepared by Investigator and acknowledged by Respondent.

Investigator's Report

11. Per timelines determined by the Safe Sport Committee/Discipline Committee, who may modify the timelines as described in the *Discipline and Complaints Policy*, the Investigator will prepare and submit a Report.
12. The Investigator's Report should include a summary of evidence from the parties (including both statements of facts, if applicable) and recommendations from the Investigator of whether or not, on a balance of probabilities, an incident occurred that could be considered Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, or Abuse, or a breach of the Organization's governing documents.
13. Should the Investigator find that there are possible instances of offence under the *Criminal Code*, particularly related to Criminal Harassment (or Stalking), Uttering Threats, Assault, Sexual Interference, or Sexual Exploitation, the Investigator shall advise the Complainant to refer the matter to police. The Investigator will further inform the Organization that the matter should be directed to the police.
14. The Investigator must also inform the Organization of any findings of criminal activity. The Organization may decide whether to report such findings to police but is required to inform police if there are findings related to the trafficking of doping drugs or materials, any sexual crime involving minors, fraud against the Organization, or other offences where the lack of reporting would bring the Organization into disrepute.

Reprisal and Retaliation

15. An individual who submits a complaint to the Organization, or who gives evidence in an investigation, may not be subject to reprisal or retaliation from any individual or group. Should anyone who participates in the process face reprisal or retaliation, that individual will have cause to submit a complaint.

False Allegations

16. An individual who submits allegations that the Investigator determines to be false or without merit may be subject to a complaint under the terms of the Organization's *Discipline and Complaints Policy* with the

Organization, or the individual against whom the false allegations were submitted, acting as the Complainant.

Confidentiality

17. The information obtained about an incident or complaint (including identifying information about any individuals involved) will remain confidential to protect the privacy of individuals, except when disclosure is necessary for the purpose of investigating, taking corrective action or is otherwise required by law.
18. The Investigator will make every effort to preserve the confidentiality of the complainant, respondent, and any other related party. However, the Organization also recognizes that maintaining the anonymity of any party during any particular investigation may not always be feasible.

3.2 Discipline and Complaints Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) *“Organization”* – Tennis PEI
 - b) *“Case Manager”* – An individual appointed by the Safe Sport Committee to administer certain complaints under this *Discipline and Complaints Policy*. The Case Manager does not need to be a member of, or affiliated with, the Organization
 - c) *“Complainant”* – The Party making a complaint
 - d) *“Days”* – Days including weekends and holidays
 - e) *“Safe Sport Committee”* – Two board members designated as Co- Chairs and one additional board member appointed to be the first point-of-contact for all discipline and complaint matters reported to the Organization
 - f) *“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, officials, volunteers, managers, administrators, committee members, Directors and Officers of the Organization, spectators, and parents/guardians of athletes
 - g) *“Respondent”* – The Party responding to the complaint

Purpose

2. Individuals are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with the Organization’s policies, Bylaws, rules and regulations, and the *Code of Conduct and Ethics*. Non-compliance may result in sanctions pursuant to this Policy.

Safe Sport Committee

3. The Safe Sport Committee will be two Directors of the Board designated as co-chairs and an additional board member. The Safe Sport Committee may choose to appoint three (3) individuals from the board to serve as a Discipline Committee or alternatively act as the Discipline Committee. Decisions of the Safe Sport Committee or Discipline Committee will be by majority vote.
4. The Safe Sport Committee/Discipline Committee appointed to handle a complaint or incident must be unbiased and not in a conflict of interest situation.

Application of this Policy

5. This Policy applies to all Individuals.
6. This Policy applies to matters that may arise 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, and any meetings.
7. This Policy 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), is detrimental to the image and reputation of the Organization, or upon the acceptance of the Organization. Applicability will be determined by the Organization at its sole discretion.
8. This Policy does not prevent immediate discipline or sanction from being applied as reasonably required. Further discipline may be applied according to this Policy. 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.

9. An employee of the Organization who is a Respondent will be subject to appropriate disciplinary action per the Organization's policies for human resources, as well as the employee's Employment Agreement, if applicable. Violations may result in a warning, reprimand, restrictions, suspension, or other disciplinary actions up to and including termination of employment.

Adult Representative

10. Complaints may be brought for or against an Individual who is a minor. Minors must have a parent/guardian or other adult serve as their representative during this process.
11. Communication from the Discipline Chair or Case Manager, as applicable, must be directed to the minor's representative.
12. A minor is not required to attend an oral hearing, if held.

Reporting a Complaint

13. Any Individual may report an incident or complaint in writing, within ~~fourteen (14) days~~ **one year** of the alleged incident. ~~although this timeline can be waived or extended at the Organization's discretion.~~
14. 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.
15. The Board will appoint a Safe Sport Committee/Discipline Committee as described in this Policy.

Third-Party Management and Investigation – Abuse and Harassment Complaints

16. The Safe Sport Committee may determine that the alleged incident may contain an element of discrimination, harassment, workplace harassment, workplace violence, sexual harassment, or abuse. In this case, the Safe Sport Committee may appoint an Investigator in accordance with the Organization's *Investigations Policy - Discrimination, Harassment, and Abuse* and the Organization, and the Investigator, will have additional responsibilities as described in that Policy.
17. Upon receipt of a complaint, the Safe Sport Committee has discretion to choose which process should be followed, and may use the following examples as a general guideline:

- a) Process #1 - the Complaint alleges the following incidents:
 - i. Disrespectful, abusive, racist, or sexist comments or behaviour
 - ii. Disrespectful conduct
 - iii. Minor incidents of violence (e.g., tripping, pushing, elbowing)
 - iv. Conduct contrary to the values of the Organization
 - v. Non-compliance with the Organization's policies, procedures, rules, or regulations
 - vi. Minor violations of the Organization's *Code of Conduct and Ethics*
- b) Process #2 - the Complaint alleges the following incidents:
 - i. Repeated minor incidents
 - ii. Any incident of hazing
 - iii. Behaviour that constitutes harassment, sexual harassment, or sexual misconduct
 - iv. Major incidents of violence (e.g., fighting, attacking, sucker punching)
 - v. Pranks, jokes, or other activities that endanger the safety of others
 - vi. Conduct that intentionally interferes with a competition or with any athlete's preparation for a competition

- vii. Conduct that intentionally damages the Organization's image, credibility, or reputation
- viii. Consistent disregard for the Organization's bylaws, policies, rules, and regulations
- ix. Major or repeated violations of the Organization's *Code of Conduct and Ethics*
- x. Intentionally damaging the Organization's property or improperly handling the Organization's monies
- xi. Abusive use of alcohol, any use or possession of alcohol by minors, or use or possession of illicit drugs and narcotics
- xii. A conviction for any *Criminal Code* offense
- xiii. Any possession or use of banned performance enhancing drugs or methods

Process #1: Handled by Safe Sport Committee

Sanctions

18. Following the determination that the complaint or incident should be handled under Process #1, the Safe Sport Committee will review the submissions related to the complaint or incident and determine one or more of the following sanctions **listed below and as outlined on pages 20/21 as well.**
- a) Verbal or written reprimand
 - b) Verbal or written apology
 - c) Service or other contribution to the Organization
 - d) Removal of certain privileges
 - e) Suspension from certain teams, events, and/or activities
 - f) Suspension from all the Organization's activities for a designated period
 - g) Any other sanction considered appropriate for the offense
19. The Safe Sport Committee will inform the Respondent of the sanction, which will take effect immediately.
20. Records of all sanctions will be maintained by the Organization.

Request for Reconsideration

21. The sanction may not be appealed until the completion of a request for reconsideration. However, the Respondent may contest the sanction by submitting a Request for Reconsideration within four (4) days of receiving the sanction. In the Request for Reconsideration, the Respondent must indicate:
- a) Why the sanction is inappropriate;
 - b) All evidence to support the Respondent's position; and
 - c) What penalty or sanction (if any) would be appropriate?
22. Upon receiving a Request for Reconsideration, the Safe Sport Committee may decide to accept or reject the Respondent's suggestion for an appropriate sanction.
23. Should the Safe Sport Committee accept the Respondent's suggestion for an appropriate sanction, that sanction will take effect immediately.
24. Should the Safe Sport Committee not accept the Respondent's suggestion for an appropriate sanction, the initial complaint or incident will be handled under Process #2 of this Policy.

Process #2: Handled by Case Manager (3rd Party Investigator)

Case Manager

25. Following the determination that the complaint or incident should be handled under Process #2, the Organization will appoint a Case Manager to oversee management and administration of the complaint or incident. The Case Manager should not be in a conflict of interest and should have expertise in dispute resolution matters. Such appointment is not appealable.

26. The Case Manager has a responsibility to:
- a) Determine whether the complaint is frivolous and/or within the jurisdiction of this Policy
 - b) Propose the use of the Organization's *Dispute Resolution Policy*
 - c) Appoint the Discipline Panel, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Discipline Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Procedures

27. If the Case Manager determines the complaint is:
- a) Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately
 - b) Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the Parties that the complaint is accepted and of the applicable next steps
28. The Case Manager's decision to accept or dismiss the complaint may not be appealed.
29. The Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.
30. After notifying the Parties that the complaint has been accepted, the Case Manager may propose using the Organization's *Dispute Resolution Policy* with the objective of resolving the dispute. If applicable, and if the dispute is not resolved, or if the parties refuse to use the *Dispute Resolution Policy*, the Case Manager will appoint a Discipline Panel, which shall consist of a single Arbitrator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Case Manager, a Discipline Panel of three persons may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Discipline Panel's members to serve as the Chair.
31. The Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be an oral in-person hearing, an oral hearing by telephone or other communication medium, 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 Discipline Panel deem appropriate in the circumstances, provided that:
- a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing or an oral hearing by telephone or other communication medium
 - b) Copies of any written documents which the parties wish to have the Discipline Panel consider will be provided to all Parties, through the Case Manager, in advance of the hearing
 - c) The Parties may engage a representative, advisor, or legal counsel at their own expense
 - d) The Discipline Panel may request that any other individual participate and give evidence at the hearing
 - e) The Discipline 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 the Discipline Panel
32. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.
33. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.

34. 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 current complaint and will be bound by the decision.
35. In fulfilling its duties, the Discipline Panel may obtain independent advice.

Decision

36. After hearing and/or reviewing the matter, the Discipline 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 Discipline Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Organization. In extraordinary circumstances, the Discipline 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. **All decisions will remain confidential and not disclosed for public record.** ~~The decision will be considered a matter of public record unless decided otherwise by the Discipline Panel.~~

Sanctions

37. The Discipline Panel may apply the following disciplinary sanctions, singularly or in combination:

- a) Verbal or written reprimand
- b) Verbal or written apology
- c) Service or other contribution to the Organization
- d) Removal of certain privileges
- e) Suspension from certain teams, events, and/or activities
- f) Suspension from all the Organization's activities for a designated period
- g) Payment of the cost of repairs for property damage
- h) Suspension of funding from the Organization or from other sources
- i) Expulsion from the Organization
- j) Any other sanction considered appropriate for the offense

38. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in an automatic suspension until such time as compliance occurs.

39. Records of all decisions will be maintained by the Organization.

Appeals

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

Suspension Pending a Hearing

41. The Organization may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of a criminal process, investigation, the hearing, or a decision of the Discipline Panel.

Criminal Convictions

42. An Individual's conviction for a *Criminal Code* offense, as determined by the Organization, will be deemed an infraction under this Policy and will result in expulsion from the Organization. *Criminal Code* offences may include, but are not limited to:

- a) Any child pornography offences
- b) Any sexual offences
- c) Any offence of physical violence

- d) Any offence of assault
- e) Any offence involving trafficking of illegal drugs

Confidentiality

43. The discipline and complaints process are confidential and involves only the Parties, the Case Manager, the Discipline Panel, and any independent advisors to the Discipline 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

44. 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 Discipline Panel may direct that these timelines be revised.

Records and Distribution of Decisions

45. Other individuals or organizations, including but not limited to, national sport organizations, provincial sport organizations, sport clubs, etc., may be advised of any decisions rendered in accordance with this Policy.

3.3 Dispute Resolution Policy (**Restorative Process**)

Definitions

1. The following term has this meaning in this Policy:
 - a) *“Organization”* – Tennis PEI
 - b) *“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, 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) **or also called Restorative Justice** 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 when all parties to the dispute agree that such a course of action would be mutually beneficial.

Facilitation and Mediation

6. 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.
7. 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.
8. 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.
9. 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* or *Appeal Policy*, as applicable.

Final and Binding

10. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.

3.4 Appeal Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) *“Organization”* – Tennis PEI
 - b) *“Appellant”* – The Party appealing a decision
 - c) *“Case Manager”* – An individual appointed by the Organization who may be any staff member, committee member, volunteer, Director, or an independent third party, to oversee this Appeal Policy. The Case Manager will have responsibilities that include, but are not limited to:
 - i. Ensuring procedural fairness;
 - ii. Respecting the applicable timelines; and
 - iii. Using decision making authority empowered by this Policy.
 - d) *“Respondent”* – The body whose decision is being appealed
 - e) *“Parties”* – The Appellant, Respondent, and any other Individuals affected by the appeal
 - f) *“Days”* – Days including weekends and holidays
 - g) *“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, 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 and fairness. 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 decision by the Organization 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
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, when known to the Appellant
 - 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 fifty dollars (\$250), which will be refunded if the appeal is upheld

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 the authority or jurisdiction (as set out in the Respondent's governing documents) to make
 - 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 appears not to have considered other views)
 - d) Failed to consider relevant information or took into account irrelevant information in making the decision
 - e) Made a decision that was patently unreasonable

9. The Appellant 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 and the Appellant may first determine the appeal to be considered 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 Case Manager (who must not be in a conflict of interest) 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 grounds, 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 Arbitrator, 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 or other electronic means, 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 a 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, within fourteen (14) days 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

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.

Timelines

21. If the circumstances of the appeal are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the appeal, the Case Manager and/or Panel may direct that these timelines be revised.

Confidentiality

22. 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

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.

3.5 Event Discipline Procedure

*** This Event Discipline Procedure does not supersede or replace the Organization's Discipline and Complaints Policy ***

Definitions

1. The following terms have these meanings in this Policy:
 - a) *"Organization"* – Tennis PEI
 - b) *"Event"* – An event sanctioned by the Organization
 - c) *"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, 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 a competition environment in which all Individuals are treated with respect. This Procedure outlines how alleged misconduct during an Event will be handled.

Scope and Application of this Policy

3. This Procedure will be applied to all the Organization-sanctioned Events unless the Event host states any modifications to this Procedure (and the reasons for those modifications) in the Event's registration or invitation package. Changes to this Procedure must also be outlined in the event host's sanctioning request, when applicable.
4. If the Event is being sanctioned by the National Sport Organization (such as in the case of a National Championships), a national or regional Games federation, or an international federation, the Event Discipline Procedure of the sanctioning organization will replace this procedure. Incidents involving Individuals connected with the Organization (such as athletes, coaches, members, and Directors and Officers) must still be reported to the Organization to be addressed under the Organization's *Discipline and Complaints Policy*, if necessary.

5. This Procedure does not replace or supersede the Organization's *Discipline and Complaints Policy*. Instead, this Procedure works in concert with the *Discipline and Complaints Policy* by outlining, for a designated person with authority at an event sanctioned by the Organization, the procedure for taking immediate, informal, or corrective action in the event of a possible violation of the Organization's *Code of Conduct and Ethics*.

Misconduct During Events

6. Incidents that violate or potentially violate the Organization's *Code of Conduct and Ethics*, which can occur during a competition, away from the area of competition, or between parties connected to the Event, shall be reported to a designated person (usually the head official or on-site convenor) responsible at the Event.
7. The designated person at the Event shall use the following procedure to address the incident that violated or potentially violated the Organization's *Code of Conduct and Ethics*:
 - a) Notify the involved parties that there has been an incident that violated or potentially violated the Organization's *Code of Conduct and Ethics*
 - b) Convene a jury of either one person or three people (one of whom shall be designated the Chairperson), who shall not be in a conflict of interest or involved in the original incident, to determine whether the Organization's *Code of Conduct and Ethics* has been violated. The designated person at the Event may serve on the jury
 - c) The jury will interview and secure statements from any witnesses to the alleged violation
 - d) If the violation occurred during a competition, interviews will be held with the officials who officiated or observed the competition and with the coaches and captains of each team when necessary and appropriate
 - e) The jury will secure a statement from the person(s) accused of the violation
 - f) The jury will render a decision and determine a possible penalty
 - g) The Chairperson of the jury will inform all parties of the jury's decision
8. The penalty determined by the jury may include any of the following, singularly or in combination:
 - a) Oral or written warning
 - b) Oral or written reprimand
 - c) Suspension from future competitions at the Event
 - d) Ejection from the Event
 - e) Other appropriate penalty as determined by the jury
9. The jury does not have the authority to determine a penalty that exceeds the duration of the Event. A full written report of the incident and the jury's decision shall be submitted to the Organization following the conclusion of the Event. Further discipline may then be applied per the Organization's *Discipline and Complaints Policy* if necessary.
10. Decisions made in the scope of this Procedure may not be appealed.
11. This Procedure does not prohibit other Individuals from reporting the same incident to the Organization to be addressed as a formal complaint under the Organization's *Discipline and Complaints Policy*.
12. The Organization shall record and track all reported incidents.

3.6 Whistleblower Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Organization*” – Tennis PEI
 - b) “*Director*” – An individual appointed or elected to the Organization’s Board of Directors
 - c) “*Worker*” – An individual who has signed an Employment Agreement or Contractor Agreement with the Organization

Purpose

2. The purpose of this Policy is to allow Workers to have a discrete and safe procedure by which they can disclose incidents of wrongdoing in the workplace without fear of unfair treatment or reprisal.

Application

3. This Policy only applies to Workers who observe, or experience incidents of wrongdoing committed by Directors or by other Workers.
4. Incidents of wrongdoing or misconduct observed or experienced by participants, volunteers, spectators, parents of participants, or other individuals not employed or contracted by the Organization can be reported under the terms of the Organization’s *Discipline and Complaints Policy* and/or reported to the Organization’s Board to be handled under the terms of the individual Worker’s Employment Agreement or Contractor Agreement, as applicable, and/or the Organization’s policies for human resources.
5. Matters reported under the terms of this Policy may be referred to be heard under the Organization’s *Discipline and Complaints Policy*, at the discretion of the Compliance Officer.

Wrongdoing

6. Wrongdoing can be defined as:
 - a) Violating the law;
 - b) Intentionally or seriously breaching of the Organization’s *Code of Conduct and Ethics*;
 - c) Intentionally or seriously breaching the Organization’s policies for workplace violence and harassment;
 - d) Committing or ignoring risks to the life, health, or safety of a participant, volunteer, Worker, or other individual;
 - e) Directing an individual or Worker to commit a crime, serious breach of a policy of the Organization, or other wrongful act; or
 - f) Fraud.

Pledge

7. The Organization pledges not to dismiss, penalize, discipline, or retaliate or discriminate against any Worker who discloses information or submits, in good faith, a report against a Worker under the terms of this Policy.
8. Any individual affiliated with the Organization who breaks this Pledge will be subject to disciplinary action.

Reporting Wrongdoing

9. A Worker who believes that a Director or another Worker has committed an incident of wrongdoing should prepare a report that includes the following:
 - a) Written description of the act or actions that comprise the alleged wrongdoing, including the date and time of the action(s);

- b) Identities and roles of other individuals or Workers (if any) who may be aware of, affected by, or complicit in, the wrongdoing;
- c) Why the act or action should be considered to be wrongdoing; and
- d) How the wrongdoing affects the Worker submitting the report (if applicable).

Authority

10. The Organization has appointed the Safe Sport Committee to receive reports made under this Policy.

11. After receiving the report, the Safe Sport Committee has the responsibility to:

- a) Assure the Worker of the Organization's **Pledge**
- b) Connect the Worker to the Alternate Liaison if the individual feels that he or she cannot act in an unbiased or discrete manner due to the individual's role with the Organization and/or the content of the report
- c) Determine if the report is frivolous, vexatious, or not submitted in good faith (e.g., the submission of the report is motivated by personal interests and/or the content of the report is obviously false or malicious)
- d) Determine if the Organization's *Whistleblower Policy* applies or if the matter should be handled under the Organization's *Discipline and Complaints Policy*
- e) Determine if the local police service be contacted
- f) Determine if mediation or alternate dispute resolution can be used to resolve the issue
- g) Determine if the Organization's President should or can be notified of the report
- h) Begin an investigation

Alternate Liaison

12. If the Worker feels that the Safe Sport Committee is unable to act in an unbiased or discrete manner due to the individual's role with the Organization and/or the content of the report, the Worker should contact an alternative Board Member who will act as an independent liaison between the Worker and the Safe Sport Committee.

13. The Alternate Liaison will not disclose the Worker's identity to the Safe Sport Committee or to anyone affiliated with the Organization without the Worker's consent.

14. A Worker who is unsure if he or she should submit a report, or who does not want to have his or her identity known, may contact the Alternate Liaison for informal advice about the process.

Investigation

15. If the Safe Sport Committee determines that an investigation should be launched, the Committee may decide to contract an external investigator. In such cases, the Organization's President may be notified that an investigation conducted by an external investigator is necessary without the nature of the investigation, content of the report, or identity of the Worker who submitted the report being disclosed. The Organization's President may not unreasonably refuse the decision to contract an external investigator

16. An investigation launched by the Safe Sport Committee or by an external investigator should generally take the following form:

- a) Follow-up interview with the Worker who submitted the report
- b) Identification of Workers, participants, volunteers or other individuals that may have been affected by the wrongdoing
- c) Interviews with such-affected individuals
- d) Interview with the Director(s) or Worker(s) against whom the report was submitted

e) Interview with the supervisor(s) of the Worker(s) against whom the report was submitted, if applicable

17. In all stages of the investigation, the investigator will take every precaution to protect the identity of the Worker who submitted the report and/or the specific nature of the report itself. However, the Organization recognizes that there are some instances where the nature of the report and/or the identity of the Worker who submitted the report will or may be inadvertently deduced by individuals participating in the investigation.
18. The investigator will prepare an Investigator's Report – omitting names whenever possible and striving to ensure confidentiality – that will be submitted to the Organization's President for review and action.

Decision

19. Within fourteen (14) days after receiving the Investigator's Report, the Organization's President will take corrective action, as required. Corrective action may include, but is not limited to including:
- a) Enacting and/or enforcing policies and procedures aimed at eliminating the wrongdoing or further opportunities for wrongdoing;
 - b) Revision of job descriptions; or
 - c) Discipline, suspension, termination, or other action as permitted by the Organization's Bylaws, provincial employment legislation, the Organization's policies for human resources, and/or the Worker's Employment Agreement or Contractor Agreement.
20. The corrective action, if any, will be communicated to the investigator who will then inform the Worker who submitted the report.
21. Decisions made under the terms of this Policy may be appealed under the terms of the Organization's *Appeal Policy* provided that:
- a) If the Worker who submitted the initial report is appealing the decision, the Worker understands that his or her identity must be revealed if he or she submits an appeal, and
 - b) If the Director or Worker against whom the initial report was submitted is appealing the decision, the Worker or Director understands that the identity of the Worker who submitted the report will not be revealed and that the Organization will act as the Respondent

Confidentiality

22. Confidentiality at all stages of the procedures outlined in this Policy – from the initial report to the final decision – is assured for all individuals (the Worker, the Worker(s) against whom the report is submitted, and the individuals interviewed during the investigation). An individual who intentionally breaches the confidentiality clause of this Policy will be subject to disciplinary action.

4.0 Strategy

The Organization will have a comprehensive Strategic Plan in which athlete protection and safe sport are prominent and explicit priorities for the organization. – **See Strategic Framework - Appendix E**

5.0 Governance and Operations

The Organization will pursue a governance structure that reflects the diversity of the athletes and stakeholders within the sport, that adheres to all applicable federal and/or provincial/territorial legislation, and that moves toward a national alignment strategy for the sport in Canada. In addition, the Organization will continually monitor and evaluate its policies, practices, and procedures. – **See Strategic Framework – Appendix E**

6.0 Risk Management Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) *“Organization”* – Tennis PEI
 - b) *“Individuals”* – refers to all categories of members and/or registrants defined in the Bylaws of the Organization, as well as all people employed by, contracted by, or engaged in activities with the Organization including, but not limited to, employees, contractors, athletes, coaches, mission staff, chefs de mission, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
 - c) *“Risk”* – The effect of uncertainty on achieving desired outcomes.
 - d) *“Risk Management”* – An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization’s values

Preamble

2. The Organization is committed to managing risks by ensuring its decisions and actions reflect established standards and organizational values.

Purpose

3. The purpose of this Policy is to provide a guiding statement on how risks will be managed within the Organization. In general, the Organization views risk management as a comprehensive approach to improving organizational performance.
4. This policy has other purposes, namely:
 - a) Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses
 - b) Performing an educational function for staff and the Board
 - c) Over the longer term, contributing to enhancing a ‘risk management culture’ within the Organization
5. Ultimately, successful risk management has the following benefits:
 - a) Prevents or limits injury or losses to participants, volunteers and staff
 - b) Helps to protect the Organization and its members against unnecessary litigation
 - c) Ensures that the Organization is compliant with all applicable laws, regulations and standards
 - d) Improves the quality and relevance of the programs and services that the Organization provides to its members, partners and sponsors
 - e) Promotes improved business management and human resource management practices
 - f) Enhances the Organization’s brand, reputation and image in the community
 - g) Overall, enhances the Organization’s ability to achieve its strategic objectives

Principles

6. The International Standard Organization (ISO 31000:2009E) risk management principles are:
 - a) Risk management creates and protects value
 - b) Risk management is an integral part of all organizational processes
 - c) Risk management is part of decision making
 - d) Risk management explicitly addresses uncertainty
 - e) Risk management is systematic, structures and timely
 - f) Risk management is based on the best available information
 - g) Risk management is tailored

- h) Risk management considers human and cultural factors into account
- i) Risk management is transparent and inclusive
- j) Risk management is dynamic, iterative and responsive to change
- k) Risk management facilitates continual improvement of the organization

Scope and Authority – Safe Sport Committee /Risk Management Committee

7. The Safe Sport Committee is the designated Risk Management Committee for the Organization and is responsible for the implementation, maintenance, and communication of this policy. This policy applies to all decision and activities undertaken on behalf of the Organization.

Policy

8. The Organization makes the following commitments:
- a) Activities and events undertaken by the Organization will incorporate the principles of risk management
 - b) Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing the Organization in a timely fashion
 - c) Risk mitigation strategies will be reasonable and will reflect the reasonable standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense)
9. The Organization acknowledges that risk management is a broad activity and a shared responsibility. All Directors, Officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks to those that they report to including but not limited to, the Risk Management Committee.

Risk Tolerance

10. The ‘significance of a risk’ refers to the combined ranking of the possibility/likelihood of a risk occurring and the consequence should it occur.

11. Possibility (P)

- a) Unlikely – less likely to happen than not; occurs every 5 years
- b) Possible – just as likely to happen as not; occurs once every year
- c) Probably – more likely to happen than not; occurs once a month
- d) Almost certain – sure to happen; occurs once a week

12. Consequence (C)

- a) Minor – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments
- b) Moderate – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost
- c) Serious – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought
- d) Catastrophic – will have a debilitating impact on the achievement of the objective; staff and board need to devote full time resources to managing the situation

Commitment

13. Risks are identified by both Directors and staff on an ongoing basis. All Low-to-Medium risks are managed by the Risk Management Committee and captured within program documents.

14. Risks that arise and considered to be High to Very High are treated as follows:

- a) If a **High** is identified, it must be communicated to the President or senior staff person within 48 of the risk being identified. The individual will take all reasonable measures to manage the risk including, but not limited to, seeking the advice from other Board members, consulting external experts, etc. Once the individual feels that the risk has been managed or is in the process of being resolved, the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Board meeting to keep the Board informed.
- b) If a **Very High** risk has been identified, the President must be contacted immediately. The President and senior staff person will determine the most appropriate action and if appropriate, may organize a Board meeting within 48 of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability, nature of the risk, etc. All reasonable efforts will be made to manage the risk as it occurs, taking the necessary measures including, not to limited to, seeking the advice from internal partners, other Board members and external experts.

Procedures

15. Managing risks involves three steps:

- a) Identifying potential risks using an informed, environmental scan approach
- b) Assessing the significance of a risk by considering its likelihood and consequences
- c) Developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences or both

16. Risks arise from a number of categories of the operations of the Organization. The following categories will be used when identifying risks:

a) **Operational / Program Risks**

Risks related to the development, sanctioning, and implementation of programs; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations.

Technology and intellectual property risks related to the purchase, leasing, use, and storage of all hardware and software, programs, data, records, information including the protection of all intellectual property assets.

b) **Compliance Risks**

Risks related to failure to comply with existing laws and regulations governing employment, privacy, and workplace safety. Also includes complying with anti-doping policies, Sport Canada, other agency standards for funding and accountability, and the fulfillment of contractual obligations.

c) **Communication Risks**

Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.

d) **External Risks**

Risks that are not in direct control of the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks, involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.

e) **Governance Risks**

Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting the Organization.

f) **Financial Risks**

Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

g) **Health and Safety of Athletes**

Risks related to the safety of athletes, abuse and/or harassment of athletes, practice or competition environment, equipment, and progressive training of athletes.

17. All risks faced by the Organization can be addressed by one or more of the following four general strategies:

- a) **Retain** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form.
- b) **Reduce** the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring, or education.
- c) **Transfer** the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
- d) **Avoid** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

18. The above general strategies translate into a variety of risk control measures, which for the Organization may include, but are not limited to:

- a) Development of policies, procedures, standards and rules
- b) Effective communication
- c) Education, instruction, professional development and specialized training
- d) Ensuring a core set of organizational values have been identified, defined and communicated throughout the organization
- e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
- f) Use of robust and legally sound contracts (i.e., employment agreements, contractor agreements, partnership agreements)
- g) Improving role clarity through use of written position descriptions and committee terms of reference
- h) Supervision and monitoring of staff, volunteers, participants and activities

- i) Establishing and communicating procedures to handle concerns, complaints and disputes
- j) Implementing schedules for regular review, maintenance, repair and replacement of equipment
- k) Preparing procedures and protocols for emergency response and crisis management
- l) Use of warnings, signage, participation agreements and waiver of liability agreements where warranted
- m) Purchasing appropriate insurance coverage for all activities and reviewing regularly

Reporting and Communication

- 19. To ensure that risk management remains a high priority within the Organization and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, so that staff (if applicable) and Directors can provide updates as required.
- 20. The Organization recognizes that communication is an essential part of risk management. This policy will be communicated to staff, the Board of Directors, Committees and volunteers and the Organization will encourage all members to communicate their risk management issues and concerns.

Insurance

- 21. The Organization maintains a comprehensive insurance program that provides General Liability, Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and sponsors of the Organization. On every review of this policy, the Organization will consult with the insurance provider to determine if there are any emerging gaps, issues, or deficiencies to be addressed through insurance renewal. Not all risks are insurable. However, as part of its commitment to risk management, the Organization will take all reasonable steps to ensure that insurance coverage is available for essential activities.

Appendix A – Application Form

Note: Individuals who are applying to volunteer or work within certain positions with the Organization must complete this Application Form. Individuals need to complete an Application Form once for the position sought. If the individual is applying for a new position within the Organization, a new Application Form must be submitted.

NAME: _____
First Middle Last

CURRENT PERMANENT ADDRESS:

Street City Province Postal

DATE OF BIRTH: _____ **GENDER IDENTITY:** _____
Month/Day/Year

EMAIL: _____ **PHONE:** _____

POSITION SOUGHT: _____

By signing this document below, I agree to adhere to the Organization’s policies and procedures, including but not limited to the *Code of Conduct and Ethics, Conflict of Interest Policy, Privacy Policy, and Screening Policy*. The Organization’s policies are located at the following link: **[organization to insert website link to policies]**

I recognize that I must pass certain screening requirements depending on the position sought, as outlined in the *Screening Policy*, and that the Screening Committee will determine my eligibility to volunteer or work in the position.

NAME (print): _____ **DATE:** _____

SIGNATURE: _____

Appendix B – Screening Disclosure Form

NAME: _____
First Middle Last

OTHER NAMES YOU HAVE USED: _____

CURRENT PERMANENT ADDRESS:

Street City Province Postal

DATE OF BIRTH: _____ GENDER IDENTITY: _____
Month/Day/Year

CLUB (if applicable): _____ EMAIL: _____

Note: Failure to disclose truthful information below may be considered an intentional omission and the loss of volunteer responsibilities or other privileges

1. Do you have a criminal record? If so, please complete the following information for each conviction. Attach additional pages as necessary.

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Year Convicted: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

2. Have you ever been disciplined or sanctioned by a sport governing body or by an independent body (e.g., private tribunal, government agency, etc.) or dismissed from a coaching or volunteer position? If so, please complete the following information for each disciplinary action or sanction. Attach additional pages as necessary.

Name of disciplining or sanctioning body: _____

Date of discipline, sanction or dismissal: _____

Reasons for discipline, sanction or dismissal: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

3. Are criminal charges or any other sanctions, including those from a sport body, private tribunal or government agency, currently pending or threatened against you? If so, please complete the following information for each pending charge or sanction. Attach additional pages as necessary.

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Name of disciplining or sanctioning body: _____

Further Explanation: _____

PRIVACY STATEMENT

By completing and submitting this Screening Disclosure Form, I consent and authorize the Organization to collect, use and disclose my personal information, including all information provided on the Screening Disclosure Form as well as my Enhanced Police Information Check and/or Vulnerable Sector Check (when permitted by law) for the purposes of screening, implementation of the Organization’s *Screening Policy*, administering membership services, and communicating with National Sport Organizations, Provincial Sport Organizations, Sport Clubs, and other organizations involved in the governance of sport. The Organization does not distribute personal information for commercial purposes.

CERTIFICATION

I hereby certify that the information contained in this Screening Disclosure Form is accurate, correct, truthful and complete.

I further certify that I will immediately inform the Organization of any changes in circumstances that would alter my original responses to this Screening Disclosure Form. Failure to do so may result in the withdrawal of volunteer responsibilities or other privileges and/or disciplinary action.

NAME (print): _____

DATE: _____

SIGNATURE: _____

Appendix C – Screening Renewal Form

NAME: _____
First Middle Last

CURRENT PERMANENT ADDRESS:

Street City Province Postal

DATE OF BIRTH: _____ **GENDER IDENTITY:** _____
Month/Day/Year

EMAIL: _____ **PHONE:** _____

By signing this document below, I certify that there have been no changes to my criminal record since I last submitted an Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form to the Organization. I further certify that there are no outstanding charges and warrants, judicial orders, peace bonds, probation or prohibition orders, or applicable non-conviction information, and there have been no absolute and conditional discharges.

I agree that any Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form that I would obtain or submit on the date indicated below would be no different than the last Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form that I submitted to the Organization. I understand that if there have been any changes, or if I suspect that there have been any changes, it is my responsibility to obtain and submit a new Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form to the Organization's Screening Committee instead of this form.

I recognize that if there have been changes to the results available from the Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form, and that if I submit this form improperly, then I am subject to disciplinary action and/or the removal of volunteer responsibilities or other privileges at the discretion of the Screening Committee.

NAME (print): _____ **DATE:** _____

SIGNATURE: _____

Appendix D – Request for Vulnerable Sector Check

Note: The Organization will be required to modify this letter to adhere to any requirements from the VSC provider

INTRODUCTION

The Organization is requesting a Vulnerable Sector Check for _____ [insert individual's full name] who identifies as a _____ [insert gender identity] and who was born on _____ [insert birthdate].

DESCRIPTION OF ORGANIZATION

The Organization is a not-for-profit Provincial organization for the sport of Tennis located in PEI.

DESCRIPTION OF ROLE

_____ [insert individual's name] will be acting as a _____ [insert individual's role]. In this role, the individual will have access to vulnerable individuals.

[Insert additional information re: type and number of vulnerable individuals, frequency of access, etc.]

CONTACT INFORMATION

If more information is required from the Organization, please contact the Safe Sport Committee:

Signed: _____ Date: _____

Appendix E

Release Form

Waiver & Release

In consideration of your accepting this registration, I hereby, for myself, my heirs, executors, administrators and assignor, waive and release any and all rights and claims for any damages I may have against the City of Summerside, Charlottetown or Tennis PEI and any other organizations concerned, their agents, officers of members, for any and all injuries suffered by me. In my absence, I hereby authorize the instructor, manager, to secure medical advice and/or services, as may be deemed necessary for the health and safety of myself, or my son or daughter.

Applicant Signature: _____ Date: _____

Parent or Guardian Signature: _____ Date: _____

(Parent or Guardian must sign if athlete is under the age of 18)

IMPROVE ORGANIZATIONAL EFFECTIVENESS

Enhance strategic relevance and timeliness

- Finalize strategic plan
- Ensure stakeholder awareness of strategic plan
- Monitor timelines and milestones set forth in strategic plan and evaluate board effectiveness
- Establish schedule for interim status reports on strategic plan progress

Assess and improve the organization's board governance with an emphasis on transparent accountability

- Assess current board governance structure
- Develop or enhance board governance structure following current best practices for not-for-profit sport organizations
- **Adopt and implement Safe Sport Policies for Tennis PEI**

Grow Tennis PEI membership base

- Define and communicate the value of a Tennis PEI membership
- Continually update the membership database
- Work with stakeholders to grow Tennis PEI memberships
- Develop a communications framework for Tennis PEI member engagement

