



Athletics New Brunswick  
Athlétisme Nouveau-Brunswick

# New Brunswick Provincial Team

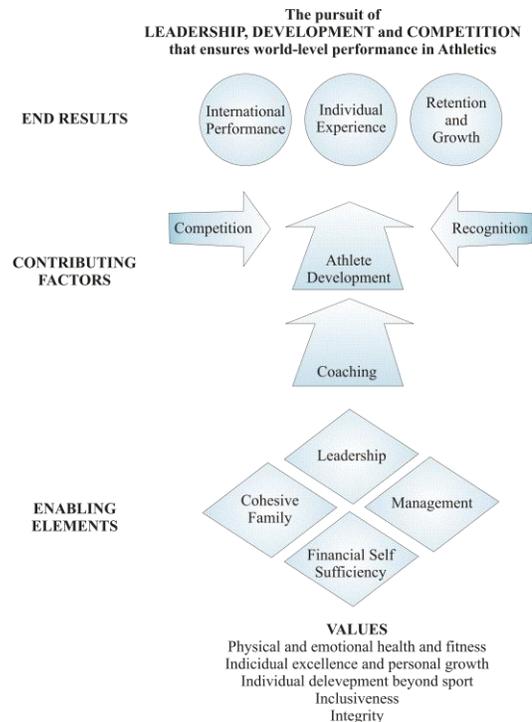
## Staff Manual





## INTRODUCTION/MISSION

As the Provincial Sport Governing Body for track and field, cross-country running, and road running, Athletics New Brunswick supports high performance athletics excellence at every level and provides leadership in developmental athletics. Athletics New Brunswick's mission is the pursuit of leadership, development, and competition that ensures national-level performance in athletics. Our mission is built on four enabling factors: leadership; management; financial self-sufficiency; and a cohesive family. Contributing factors include: competition; coaching; athlete development; and recognition. These elements help us achieve the end result of: national performance; individual experience; and retention and growth. As a member of a Provincial Team it is important for you to clearly understand the core values we all need to be striving to achieve.



## STAFF RESPONSIBILITIES

The staff of any NB Team is comprised of a diverse group of volunteers and professionals all brought together for one purpose: to assist the athletes in achieving their high performance objectives while competing for New Brunswick on the Provincial Team. Each team is unique in its composition depending on team size and level of competition (both age and caliber). Provincial Teams will have a combination of any of the following staff members: Head Coach, Event Coach(es), and Team Manager(s). This Provincial Team Staff Manual is a resource for you to use to help you take advantage of the services that are available to you. It is also a tool to assist you to do your job on this NB Team. Congratulations on being named to an Athletics New Brunswick Provincial Team! More information on team staff selections can be found on the staffing section of our website at <http://www.anb.ca>.

## Staying Informed

Your first duty as a NB Team staff member is to familiarize yourself with this Staff Manual and the information related to the specific program that you can find at <http://www.anb.ca/Programs>. Please familiarize yourself with the specific information relevant for your event, print it off and bring it with you when you travel. Also, make sure that you have provided ANB with all of the mandatory and requested information, including personal, travel, medical, and uniform information. As a Provincial Team Staff



member you have a responsibility to abide by the policies and regulations of Athletics NB; these policies are outlined in this manual. The most important policies are the Provincial Team Conduct, the ANB Teams Code of Conduct, Code of Ethics for Support Personnel, the Association Disciplinary Measures, and the Harassment policy. Please make sure to read these carefully and familiarize yourself with their contents. Also, please make sure to always maintain your current registered member status with Athletics NB. For all staff coaches, an active working record at the national level and certification at Club Coach or Competition Development level (Level 2 and 3 in the old NCCP system) is generally required.

## **SCOPE OF PRACTICE**

### **Head Coach**

The Team Head Coach's responsibilities include, but are not limited to:

- participating to the selection of managers and event coaches
- preparing activity reports and budget provisions as required by ANB
- coordinating Team Staff activities and promoting team work
- coordinating all team activities with the Team Manager, and coordinating all training and competition arrangements with the Event Coaches
- preparing and have available the rulebook and all technical information relevant to the competition attended
- working with Event Coaches to prepare athletes to achieve their best performance at the event
- authorizing all entries and all necessary changes of athletes in the events
- sitting as a member of the committee convened in disciplinary actions with the Team Head Coach and Team Captains
- submitting a final report within 35 days after the event (see Reporting Section below)
- handling all media requests on behalf of the team and association.
- reporting to the Head of Delegation

### **Event Coach**

The Event Coach's responsibilities include, but are not limited to:

- gathering and keeping up to date information related to the athletes such as personal bests, season best, etc.
- maintain contact with athletes assigned to him/her and their personal coach to ensure a good preparation for the CSG
- recommending to the Team Head Coach necessary changes of athletes in the given event
- working as a team with the other Event Coaches, Managers and Head Coach
- participating to Team activities and athlete development activities leading to the event
- assisting the athletes in training and preparation sessions, competition warm-up, and competition whenever possible



- at the event, establishing the athlete's readiness and maintaining a close liaison with the Team Medical Staff with regard to existing problems
- ensuring that the athlete's equipment is adequate and available
- being aware of all technical information and rules specific to each event, including confirming and double checking entries each day
- providing athletes with all pertinent technical information such as time of the event, progression rules, lane number, etc.
- accompanying athletes to the venue and during their warm-up and ensuring that athletes get on time in the call room.
- debriefing athletes on their performances and ensuring appropriate recovery measures are implemented.
- be present to Team Staff meeting and providing summary of the results of the athletes
- sharing with the other Team Staff members the responsibility for monitoring athletes conduct and creating an environment promoting performance and wellbeing.
- submitting a report within 21 days after the event (see Reporting Section below)
- reporting to the Team Head Coach

### **Coach Assignments**

As determined by the Head Coach, coaches will be assigned to specific athletes and/or event areas. If there are schedule conflicts, one should ask other coaches to fill in. Staff coaches are expected to stay in the warm-up area until the athlete(s) leave for the call room. Team coaches are the first point of contact for appeals and medical issues and other team-related concerns. Team coaches are responsible along with the Head Coach to confirm entries and deletions.

### **Relay Coach**

The Relay Coach will make recommendations to the Head Coach. All relay athletes must be versatile and willing to accept their assignment. No coach other than the Relay Coach will make recommendations regarding team members, running order, and technical decisions. Input from the athletes is encouraged but not mandatory. Relay Coaches will outline a relay practice schedule and will communicate this to all relay team members and will insist on mutual respect between team members and the coaching staff - .ONE TEAM . ONE GOAL.

### **Team Managers**

The Team Manager's responsibilities include, but are not limited to:

- working with the Provincial Head Office to confirm team travel, accommodation, meals, and other arrangements
- in conjunction with the Head Coach, participating in the writing of activity report and budget



- in conjunction with the Team Head Coach, liaising between the media and the Provincial Team members regarding all press requirements and press conferences
- Sharing with the other Team Staff members the responsibility for monitoring athletes conduct and creating an environment promoting performance and wellbeing.
- • submitting a report within 21 days after the event (see Reporting and special Manager Sections below)
- • reporting to the Team Head Coach

It is important to have on hand the correct currency and be cognizant of the proper procedure to make an appeal. Appeals are made in conjunction with the Team Head Coach only and should not be made frivolously just to make a point.

Managers are expected to maintain contact with athletes for the different organizational requirements

### **Personal Coaches**

Personal coaches need to be made aware of their role clearly from the beginning. Athletics NB recognizes their contribution but coaches must understand that they must operate within the Provincial Team guidelines. Personal Coaches are discouraged from holding separate training sessions from the team in different venues, special meals and long absences from the village. Personal coaches outside the team are to be accommodated with limited, available accreditation. Generally, they are not to participate in team events or meetings. As well, personal coaches are not expected to intervene with the media or medical staff. Certainly they will be treated as a valuable contributor within the guidelines. All personal coaches must sign an agreement prior to joining / or being affiliated with the Provincial Team.

### **STAFF MEMBER DESIRED SKILLS / ATTRIBUTES**

Athletics NB works to uphold very high standards with respect to professional and ethical conduct while representing the Association, our province and our sport at a national event. Below are the desired skills and attributes of an Athletics NB Provincial Team Staff Member. All team staff members selected to a team will be expected to strive to be their best in each of the areas described below:

- Acts in fairness and with integrity
- Understands and supports the mission, values and goals of the Association
- Seeks to understand and to act upon the needs of team members
- Awareness that servicing team members is the number one priority of the staff member and the human element should be prioritized over administrative expediencies through a helpful, supportive and flexible approach
- Operates as a team player as defined by a willingness to do exceptional work
- Open to change, adaptable and accepting
- Inviting, inclusive and outreaching
- Strong organizational, time management and multi-tasking skills
- Quality / accuracy of results
- Shows initiative, high energy, enthusiastic, positive attitude



- Demonstrates ability to work under stress
- Persistent in getting the job the done
- Possesses a good sense of humour, humility

## **General Conduct**

All staff members are expected to exercise “duty of care” i.e. it is your responsibility to behave ethically, maturely and in the best interests of the athletes, Athletics NB and New Brunswick. When working with young athletes, extra care must be taken to assure personal safety.

Every Team Staff member shall work within their area of expertise only. At all times coaches must maintain professional distance from the athletes. While we encourage relationship-building and good communication, there shall not be any extra attention directed to any individuals nor should there be any situations where a coach will be alone with an athlete. Especially when working with minors, staff must exercise similar duties as would the athletes’ parents.

Team Staff members who have personal athletes are expected to devote equal attention to all athletes in their training group and not be pre-occupied with personal athletes.

It is further expected that all Provincial Team staff will intervene as necessary to ensure that the team environment promotes support, encouragement and performance.

Please see the Provincial Team Conduct, the ANB Teams Code of Conduct, Code of Ethics for Support Personnel, the Association Disciplinary Measures, and the Harassment policy below. It is important to respect one another’s lifestyles; there will be a zero tolerance policy for noise when athletes are trying to rest or prepare for competition. Since the events in which Athletics NB participates are performance based, failure to prepare as best as possible will impact everyone.

*Supporting One Another* Team staff members are expected to support one another unconditionally unless there are obvious breaches of ethics or authority. Team staff will defer to “expertise” rather than offering opinion or “sabotaging” another team member’s authority. For example, the throws coach will not criticize a distance runners warm up or comment on their performance or vice versa. Team staff that “sabotage” a colleague’s expertise or authority will be dismissed from the team.

*One Team Concept.* The “One Team Concept” implies that everyone is treated equitably and fairly; there are no distinctions between event groups and everyone is expected to support everyone’s goals.



## **EVALUATIONS AND FEEDBACK**

Athletics NB wants to hear from you. We want to know how we are doing and how we can improve the programs of Athletics NB for the future. As part of your obligations as a Provincial Team staff member you are required to submit an evaluation report within 21 days of the completion of the event. Please refer to the Reporting section (below) on how to submit your staff report. While on-site at an event, all concerns about Athletics NB operations, decisions or performance need to be brought to the attention of the Head of Delegation, or the Head Coach for internal discussion only. We welcome constructive criticism.

### **Staff Evaluations**

Athletics NB will established an online survey and evaluation form that is to be completed by Provincial Team athletes. In the survey, among a number of other questions, athletes are asked to provide their evaluation of team staff personnel. Specifically, they are asked what the team staff member “is doing well and should continue doing”, and “what you encourage this person to do better or differently”. ANB will collect and review the results from the survey to improve on its programs and to provide staff members with the relevant feedback on them.

In addition to the athlete survey, the Head Coach evaluations of team staff will be shared with team staff and will be kept on file to determine further assignments. The Head Coach will also fill out a separate evaluation with respect to the following items:

- Pre-Competition Information/Instructions
- Travel/Arrival/Accommodations
- Coaching Staff
- Medical Staff
- Support Staff
- Athletes - performances/general attitudes
- Dispersal/return

The Head Coach will also comment on his/her observations on expectations, the role played, any special requirements, and team reactions.

### **Athletics New Brunswick Selection Policy**

Goals:

- a) To fulfill the requirements of the applicable governing bodies, with respect to certification.
- b) To select a staff that:
  - 1) is balanced with respect to the 4 event areas,
  - 2) will work efficiently as a unit
- c) To achieve the stated goals within the restrictions of numbers allowed.



## **Selection Procedures**

The High Performance Committee shall make recommendations for the Head Coach selection from among the received applications and shall have the authority to seek input from whatever sources it feels necessary. The High Performance Committee shall then submit its selection(s) to the Board of Directors of Athletics New Brunswick (ANB) for confirmation. The other Team Staff members (beside the Head Coach) will be selected after recommendation from the Head Coach following the same process.

## **General Procedures**

- a) Within 30 to 36 months prior to the Games, the ANB Board of Directors shall call for applications for the positions of Head Coach and Manager.
- b) Successful applicants shall be named by the ANB Board of Directors within the time-frame outlined in (a).
- c) Within 18 to 24 months prior to the Games, in consultation with the Head Coach, the ANB Board of Directors shall call for applications for other staff positions.
- d) In consultation with the Head Coach, the ANB Board of Directors shall determine the numbers of staff positions that shall be filled within the time-frame stated in (c).
- e) From the applications received in (c), and in consultation with the Head Coach, the ANB Board of Directors shall "fill out" the staffing positions allowed not more than one month prior to final selection of the team.

## **Specific Regulations:**

- a) Staff shall be appointed with the goal of providing a "balanced" staff representing all 4 general event groups, specifically, Sprints/Hurdles, Distance, Jumps, and Throws; NB geographic regions; and both official languages
- b) Depending upon the size of the team, the Head Coach may or may not fulfill one of the event groups.
- c) Coaches for the para-athletics athletes shall be appointed, where needed, following a similar process.

## **Specific Tasks:**

- a) Upon appointment, the Head Coach, in consultation with the Manager, shall:
  - 1) Establish the basic Program Outline Document,
  - 2) Review, and suggest changes if necessary, the job descriptions of the Head Coach, Manager, and Event Coaches
  - 3) Determine the Athlete Selection Criteria and Standards to be followed for the Games.
  - 4) Establish the preliminary budget for the Program.
- b) Submit the above listed documentation to the High Performance Committee for review and submission to the Board of Directors for approval.
- c) Review on a regular basis and submit for approval to the High Performance Committee, any revisions of the Program, Selection Criteria, or Standards. Final



revisions to Criteria and Standards shall not be made later than 01 January of the year in which the Games are held.

- d) Throughout the Program the staff shall be required to establish, review, and update an Athlete Identification List.

### **General**

- a) The above policy, procedures, and tasks shall apply to all Provincial Teams established by ANB. As necessary, the policies, procedures and/or tasks may be modified by the High Performance Committee.
- b) Specific time-lines shall be established for each team based on the requirements of the team being established.

### **Staff Selection Criteria**

- a) The High Performance Committee shall have the task of establishing, beyond that outlined above, any specific criteria it deems necessary to evaluate and select team staff.
- b) A copy of the additional criteria shall be provided to the Technical Director to be kept on file.

### **Other**

Any individual has the right of appeal under the guidelines and following the Athletics New Brunswick Appeals Process as outlined in Policy Statement 14.1.



## **Annexe A**

### **ANB TEAMS CODE OF CONDUCT**

Provincial team members, as representatives of the Province of New Brunswick, are expected to conform to a high standard of behaviour. The Code of Conduct, as proposed by the Canada Games '97 staff, and adopted by the Board of Directors (1995/02/15) and amended (1996/03/31) shall be the required code of conduct expected from all provincial teams. Each member of a provincial team shall be required to sign an agreement accepting the Code of Conduct and penalties for infractions. In the case of minors, parents or legal guardians will also be required to sign.

The policy on alcohol may be modified for athletes 19 years of age and older traveling with an ANB Senior Team, outside of Canada, depending on local circumstances. Drunkenness, however, will, at no time, be tolerated.

#### **Preamble**

Whereas athletes, coaches, managers, and other team members chosen to participate on provincial teams are considered to be ambassadors for the province and Athletics New Brunswick (ANB) and are, in major part, funded by the province and/or ANB, it is expected that these team members shall, at all times, exhibit appropriate standards of behavior, attitude, and responsibility. This policy outlines the standards required by all team members involved with Athletics New Brunswick provincial teams, regardless of personal age and/or local provincial laws.

#### **Standard of conduct**

- 1) Use of Alcohol and Drugs:
  - a) Any team member involved in the use of alcohol or drugs may be immediately dismissed from the competitive team (including training team).
  - b) Obtaining alcoholic beverages or drugs (including supplying in any aspect) may result in immediate dismissal from the team (including training team).
- 2) Language: The use of offensive language, in any form, will not be tolerated. A warning will be given for the first offense. Continued use will be dealt with appropriately.
- 3) Vandalism: Willful property damage is not acceptable. Those guilty will be required to pay for such damage. In the case of athletes, if he/she is not being able to pay, the parents will be held responsible.
- 4) Social Behavior: All team members are expected to behave in the appropriate manner at all times, exhibiting a high level of moral standards and values in all situations. All athletes are expected to stay with the team at all times. Permission to leave the team base will be required from the team staff in charge at the time. It is expected that staff will know where, for how long, and with whom athletes will be away from the team base.
- 5) Curfews: Curfews will be set and enforced; room checks will be routine.
- 6) Theft: Any team member caught stealing from teammates, other teams, or other people or places may be dismissed from the team immediately.



The above will apply while travelling to and from, as well as during any and all team functions sponsored by the provincial team, ANB, or the province. This will apply to all team members from the time of being named to the team to the end of the final team function.

**Penalties to accompany policy on conduct:**

Gross violation of specific offences including, but not limited to, theft, vandalism, drunkenness, and drug use will result in immediate dismissal from the team/program. In addition, the Provincial Team Staff or Athletics New Brunswick may impose one or more of the following:

- 1) Team member may be dismissed from the program.
- 2) Team member may be required to reimburse all expense allowance granted.
- 3) Team member may be sent home immediately by public transport, at his/her parent's expense.
- 4) Team member may be required to return all team clothing and/or uniforms that have been supplied by the program, ANB, or the province.
- 5) Team member may be deemed ineligible for further funding from ANB (or the province) for a specific period of time.
- 6) Team member may be suspended from any further involvement in the sport for a specific period of time.

Team members are to be made aware that ANB has an Appeals Process and that the athlete has access to the process (ANB Appeals Policy - ANB Policies/Procedures Handbook). While under the direct care and control of the NB Mission Staff, the Provincial Policy Regarding Conduct shall be in force, in addition to this specific policy, and initial disciplinary action shall be carried out under the direction of the Mission Staff. Nothing in the Provincial Policy shall inhibit Athletics New Brunswick from imposing any penalty it regards as appropriate.



## **Annexe B CODE OF ETHICS FOR SUPPORT PERSONNEL**

### **Preamble**

The provincially registered coach, club administrator, or club representative is usually the first member of Athletics New Brunswick to make contact with the new athlete. For this reason certain standards must be developed to ensure that a positive image of Athletics and the provincial association is maintained.

### **Obligations to the Athlete:**

- a) No coach, or other person representing a club, shall approach any athlete for the purpose of offering coaching or other assistance without receiving prior permission from the coach of the athlete in question.
- b) The coach has the personal responsibility for coaching to the best of his/her ability and he/she should, regularly, update knowledge involved in all aspects of coaching.
- c) The coach shall maintain only the highest standards of coaching.
- d) All support personnel shall maintain the highest standards of personal conduct, which reflects positively upon the sport, during contact with the public in general, and the media, in particular.
- e) All coaches share responsibility with other coaches to initiate and support activities which promote the development of our sport(s).
- f) It is unethical to criticize another coach or official, particularly in the presence of athletes.

### **Obligations to Colleagues:**

- a) It is unethical to criticize another coach's methods and/or techniques.
- b) It is unethical to solicit, directly or indirectly, the athlete(s) of another coach.
- c) Provincial team coaches must always be cautious when dealing with athletes from other clubs.
- d) It is a matter of professional courtesy to ensure that the original coach is aware when an athlete decides to make a change from one coach to another

### **Obligations of Officials:**

- a) Officials shall officiate to the best of their ability, abiding by the rules as set by the appropriate governing bodies, and keeping in mind the level of competition and the age group being officiated.
- b) Officials shall be expected to follow the rules, regulations, and conventions set for officiating by the appropriate bodies.
- c) Expressions to the public and the media shall be made only through the proper personnel, such as the Provincial Officials Coordinator, Track, or Field Referee.



### **Obligations to the Association:**

- a) All support personnel have the responsibility to ensure that the Association is presented to the athletes, their parents, and the public in the best possible light.
- b) All grievances against the Association, staff, or others involved in the sport are to be dealt with via the processes outlined herein. It shall be considered unethical for any member to go to the public with a grievance without seeking a solution within the Association.

### **Ethics Violations - Process**

- a) Allegations of violations of the Code of Ethics shall be dealt with in the following manner:
  - 1) Charges made, via letter, must be supported by documentation, and sent to the President.
  - 2) The President shall, by letter, advise the individual charged, of the accusation and ask for a response. A copy of the Code of ethics shall be included with the letter from the President.
  - 3) The charge, and response, shall be given to the President's Advisory Committee for investigation and recommendations.
  - 4) The President shall act upon the recommendations and inform the individual(s) involved. This shall be accompanied by an outline of the Appeal Process as outlined in Policy Statement 14.0.
  - 5) Any appeal received by the President, or Technical Director, shall be dealt with "In Camera" at the next Board Meeting.
- b) Penalties for any violation shall be decided by the President's Advisory Committee, or the Board of Directors, keeping in mind the violation and the number of times this and other violations have occurred.
- c) An unfounded, or unsupported, complaint will be dismissed and communicated in writing to both the complainant and the individual against whom the accusation was made.



**Annexe C                      ASSOCIATION DISCIPLINARY MEASURES**

Violations of fair play, ethics, and/or proper procedures and processes in dealing with any member or members of the association shall not be considered acceptable behavior.

Where a member or members of the association is/are alleged to have violated the general rules as outlined in 14.1 or other specific rules as approved and published by the association and a written complaint is received by the President, the President shall request the President's Advisory Committee to investigate, hold a hearing, and recommend to the President appropriate sanctions, if required.

The member(s) shall be informed of the allegations and investigation and shall be granted a hearing within an appropriate time frame.

The member(s) shall have an automatic right of appeal under Policy Statement 14.0.



## Annexe D

## HARASSMENT POLICY (part)

Athletics New Brunswick is committed to providing a sport and work environment in which all individuals are treated with respect and dignity. Athletics New Brunswick is also committed to providing opportunities to individuals in the sport of athletics to reach their potential in fitness and excellence. Each individual has the right to participate and work in an environment, which promotes equal opportunities and prohibits discriminatory practices.

- Harassment is a form of discrimination and is prohibited by the *Canadian Charter of Rights and Freedom* and by the *Human Rights Legislation* in New Brunswick.
- Harassment is offensive, degrading and threatening. In extreme forms, harassment can be an offence under Canada's Criminal Code. However, it is equally as serious in less extreme forms because constant intimidation and humiliation are threatening and create a hostile environment for individuals who experience them.
- Athletics New Brunswick is committed to providing a sport and work environment free of harassment on the basis of race, national or ethnic origin, colour, religion, age, sexual orientation, marital status, family status, disability or pardoned convictions.

This policy applies to all members of Athletics New Brunswick, including the members of the Board of Directors or any designate appointed by the Board, and all individuals engaged in activities with, or employed by, Athletics New Brunswick. These include, but are not limited to, athletes, coaches, officials, volunteers, Meet Directors, officials, team managers, team captains, medical and paramedical staff, administrators, employees, contract personnel.

This policy applies to harassment which may occur during the course of Athletics New Brunswick's business activities and events, not limited to athletics competitions, training camps, competitions, meetings and travel associated with these activities. It also applies to harassment between individuals associated with Athletics New Brunswick but occurring outside of Athletics New Brunswick's business and events if the harassment adversely affects relations within Athletics New Brunswick's sport and work environment.

Notwithstanding this policy, every individual who experiences harassment continues to have the right to seek assistance from their provincial and territorial Human Rights Commission, even when steps are being taken under this policy.

### Definitions

1. Harassment can take many forms, and includes sexual harassment, abuse and racism. Harassment can generally be defined as comments, conduct or gestures that are insulting, intimidating, hurtful, humiliating, malicious, degrading, or otherwise offensive to an individual or a group of individuals or which creates an uncomfortable sport or work environment or which causes embarrassment, insecurity, discomfort, offence or humiliation to other individuals or groups.
2. Types of behaviour which constitute harassment include, but are not limited to:
  - a) written or verbal abuse or threats;



- b) unwelcome remarks, jokes, innuendoes or taunting about a person's body, sexual orientation, attire, age, marital status, ethnic or racial origin, religion etc.;
  - c) unwanted physical conduct that includes touching, pinching, kissing;
  - d) unwelcome sexual flirtations, advances, request or invitations or;
  - e) physical assault;
  - f) displaying of sexually explicit, racist or other offensive or derogatory material, sexual, racial, ethnic or religious graffiti;
  - g) practical jokes which directly or indirectly cause awkwardness or embarrassment, endangering a person's safety or negatively affecting performance;
  - h) hazing or initiation rights;
  - i) leering or other suggestive or obscene gestures;
  - j) intimidation, through the suggestion or offer of a reward or privilege or through threats of retaliation related to speaking out about harassment;
  - k) condescension, paternalism, or patronizing behaviour which undermines self respect or adversely affects performance or working conditions;
  - l) conduct, comments, gestures or contact of a sexual nature that is likely to cause offence or humiliation or that might, on reasonable grounds, be perceived as placing a condition of a sexual nature on employment or any opportunity for selection, training or advancement;
  - m) false accusations of harassment motivated by malice or mischief, and meant to cause other harm, is considered harassment; or
  - n) sexual harassment, abuse or racism as defined in this policy.
3. Sexual Harassment is defined as unwelcome sexual advances, request for sexual favours, or other verbal or physical conduct of a sexual nature when:
- a) submitting to or rejecting this conduct is used as a basis for making a decision which affects the individual;
  - b) such conduct has the purpose or effect of interfering with a individual's sport or work performance; or
  - c) such conduct creates an intimidating, hostile or offensive sport or work environment.
4. Abuse can be physical, emotional or sexual, as follows:
- a) Physical abuse - using physical force or actions that result, or could result in injury.
  - b) Emotional abuse - a pattern of hurting an individual's feelings to the point of damaging their self-respect. It includes verbal attacks on the individual, insults, humiliation or rejection.
  - c) Sexual abuse - occurs when someone uses an individual for sexual stimulation or gratification.
5. Racism can be defined as, but is not limited to:
- a) Interpersonal behaviour such as name calling, derogatory remarks, gestures and physical attack, or



- b) Racial bias within Athletics New Brunswick, club or sport related decisions such as team selection, program access, and participation in activities and decisions related to sport related issued, or
  - c) Racial bias in administrative decisions, assignments, promotion, holidays, leave, salary increases, or
  - d) Stereotyping language that universalizes experience and ignores the differences between people and cultures, or
  - e) Discriminatory language, which denotes a stereotyped view of a subject or which has offensive overtones.
6. Complainant is the individual who thinks he or she has been harassed.
7. Respondent refers to the individual against whom the complaint has been made.
8. Harassment Advisor is a person appointed in accordance with ss. 21 and 22 of this policy.
9. Harassment Officer is a person appointed in accordance with ss. 23 and 24 of this policy.
10. Investigator is an individual appointed to investigate a complaint of harassment in accordance with s.
11. Review Panel is the body which will hear and decide a complaint in accordance with this policy and consists of at least 3 individuals appointed by the Board of Directors for the purpose of presiding at a hearing. No members of the Review Panel shall have a personal or professional involvement with the Complainant or Respondent, or any other conflict of interest.

## **Responsibilities**

12. All members, employees, volunteers and in particular the Board of Directors of Athletics New Brunswick are responsible for familiarizing themselves with this policy in an effort to strive towards a sport and working environment free of harassment. In addition, any member of Athletics New Brunswick who believes that an individual has experienced or is experiencing harassment is encouraged to notify a harassment officer appointed under this policy.
13. Athletics New Brunswick's responsibilities with respect to harassment include the following:
- a) discouraging and preventing harassment within all activities of Athletics New Brunswick through a commitment of awareness, education and support for this policy;
  - b) investigating or appointing an Investigator to respond to formal complaints of harassment in a sensitive, responsible and timely manner with the goal of resolving the situation fairly and of preventing future occurrences, including determining and enforcing appropriate discipline;
  - c) imposing appropriate disciplinary or corrective measures when a complaint of harassment has been substantiated, regardless of the position or authority of the offender;
  - d) providing support and assistance to individuals who experience harassment;



- e) fostering an environment free of harassment by attempting to stop incidents of harassment whether there is a complaint or not;
- f) informing both the complainants and respondents of the procedure contained in this policy;
- g) appointing a Harassment Officer and providing the training and resources they needed by that individual to fulfil his or her responsibilities under this policy;
- h) appointing an unbiased Review Panel and providing the Review Panel with the resources and support needed to fulfil their responsibilities under this policy;
- i) appointing an unbiased Appeals Panel and providing the Appeals Panel with the resources and support needed to fulfil their responsibilities under this policy;
- and
- j) annually reviewing the terms of this policy to ensure that they adequately meet Athletics New Brunswick's legal obligations and public policy objectives.

### **Coach and athletes relations**

20. Athletics New Brunswick believes that all coaches are in a position of trust and authority to their team members. Athletics New Brunswick, therefore, takes the position that any sexual relation between a coach who is at least eighteen (18) years of age and a team member who is less than eighteen (18) years of age is prohibited, and may constitute an offence under the *Criminal Code* of Canada.