

GYMNASTICS.....IT'S MORE THAN JUST A SPORT!

# **TEAM MANUAL**

## **POLICIES & GUIDELINES**

**TEAM COACH**  
ALL DISCIPLINES  
ALL COACHES



Revised November 2014

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## **PURPOSE OF THIS MANUAL**

This manual has been produced in order to assist Team Leaders in the efficient and effective performance of their duties. The role of Team Leaders in ensuring the success of an event cannot be underestimated.

The Team Leader must possess good organizational, interpersonal, and administrative skills as well as being mature and responsible individuals who are capable of administering discipline and dealing with stress and conflict among members of the delegation.

This manual outlines the responsibilities of the leaders for various travel situations and also offers suggestions regarding the handling of accommodation, travel, training, competition and athlete safety.

Leading a large delegation is a challenging and demanding task, but is generally a very rewarding experience. Please read this entire manual carefully so that you are well prepared to carry out your duties and understand how your role relates to those of the other team leaders.

Good luck! Alberta Gymnastics wishes you great success on your trip.

## **MISSION STAFF**

### **CHEF de MISSION**

Generally, when a delegation is comprised of more than one competitive program (men/women/trampoline & tumbling), the Federation's Board of Directors will appoint a Chef de Mission to act as the senior team leader. In this capacity he/she will have four basic areas of responsibility; General Leadership, Liaison (between the event organizers and team members), Decision Making, and Support to Managers and Coaches. The Chef de Mission is selected from among the members of the Board of Directors or staff of the Federation. The Chef de Mission possesses a thorough knowledge and understanding of the Federation's operations.

### **TEAM MANAGERS**

Alberta Gymnastics circulates information regarding available Team Manager's positions (together with application forms) to previous Team Managers, interested individuals and all competitive clubs. Once an individual has made the decision to apply for a manager's position, the application form must be completed and returned to the AGF office by the deadline date indicated. The final selection of all managers will be ratified by the appropriate committees/assemblies based on recommendations from Program Representatives and staff. All applicants are notified of the selection(s).

The Team Manager will have a wide range of responsibilities that can be categorized as follows: Chaperone, Liaison, and Tour Coordination. The Team Manager will be responsible for a designated group of athletes during those periods when they are not training or competing. Together with the other managers and the coaches they will predetermine appropriate daily schedules for the athletes in their care. Activities may include watching other Alberta athletes compete, relaxation time, sightseeing, shopping etc. Most important, however, is to ensure that athletes arrive for scheduled training or competitions at times designated by the coaches and to ensure that appropriate behavior is adhered to.

## COACHES

The selection process for provincial team coaches is outlined in the Program Technical Regulations. It should be noted, however, that the Alberta Gymnastics Federation reserves the right to appoint and/or replace team coaches at any time in accordance with the best interest of all of the athletes.

The primary function of team coaches is to prepare the athletes mentally and physically for competition and to provide guidance and technical support for the athletes during competition. In addition, coaches act as ambassadors/advocates on behalf of the athletes in terms of ensuring that the technical elements of the competition are being executed fairly and in accordance with prescribed rules and regulations. In this respect coaches are expected to represent Team Alberta at all technical/coaches meetings and to communicate all information/decisions arising from those meetings to the rest of the delegation.

Team Coaches will also provide assistance to the Team Managers. In extreme cases, such as when an athlete has been seriously injured or taken ill or other major problems have arisen, all of the Team Leaders may be required to provide assistance in managing the team's activities. All coaches will attend the opening and closing ceremonies.

## JUDGES

Clearly, the primary role of judges attending an event as an Alberta delegate is to provide qualified, objective assessment of all athletes' performances. It is important during competition for judges to maintain their impartiality and it is imperative that other delegation members respect the judges' need for a degree of 'professional detachment' from the team.

That being said, it is also important to ensure that judges are considered to be full members of the Alberta delegation leadership and, as such, have some responsibilities to the team. Their most important contribution to the team is to provide assistance to Team Coaches during training times. A secondary responsibility is to provide assistance to the Team Managers if circumstances require it.

## **ROLES & RESPONSIBILITIES**

### **THE ROLE OF TEAM COACHES**

The primary function of team coaches is to prepare the athletes mentally and physically for competition and to provide guidance and technical support for the athletes during competition. In addition, coaches act as ambassadors/advocates on behalf of the athletes in terms of ensuring that the technical elements of the competition are being executed fairly and in accordance with prescribed rules and regulations. In this respect coaches are expected to represent the Alberta team at all technical/coaches meetings and to communicate all information/decisions arising from those meetings to the rest of the delegation.

It may be necessary for Team Coaches to assist the Team Managers. In extreme cases, such as when an athlete has been seriously injured or taken ill or other major problems have arisen, all of the Team Leaders may be required to provide assistance in managing the team's activities. All coaches should attend the opening and closing ceremonies.

### **SPECIFIC TASKS AND DUTIES**

#### **Pre-Event**

1. Confer with other team and personal coaches to develop a training plan/schedule for the competition.
2. In consultation/cooperation with the other team coaches, prepare a set of objectives and expectations for the athletes and the team as a whole and circulate them to all athletes.
3. Attend the pre-event training camp (if applicable)

#### **Event**

1. Attend all team and event meetings as required.
2. Conduct training sessions.
3. Liaise with other Team Leaders as required.
4. In consultation with Team Managers, establish daily schedules for the athletes on your assigned team.
5. Assist Team Managers as necessary.

Additional information regarding WAG Roles and Responsibilities can be obtained from the AGF Women's Program Coordinator.

### TEAM ALBERTA DECISION MAKING

Decision making by the leaders of the Alberta Delegation should as much as possible, be a result of consensus building. Notwithstanding the fact that the Chef de Mission holds the final authority on matters of dispute or discipline, each of the delegation leaders hold primary decision making authority in their respective areas. The chart below is intended to provide a sense of which leaders should be involved in which decisions; it is, however, a guide and may not always be necessary, appropriate or possible to consult all parties.

<b>POSITION</b>	<b>TRAVEL &amp; ROOMING ARRANGEMENTS</b>	<b>ATHLETE TRAINING COMPETITION</b>	<b>NON-COMPETITIVE ACTIVITIES</b>	<b>MEALS</b>	<b>CURFEWS AND WAKE-UPS</b>	<b>RELIEF FROM TEAM DUTIES</b>	<b>EXTRAORDINARY REQUESTS or ISSUES</b>
Chef de Mission	Consultation only	Consultation only	Contributing DM	Consultation only	Consultation only	Primary DM	Primary DM
Team Managers	Primary DM	Contributing DM	Primary DM	* Primary DM (jointly)	* Primary DM (jointly)	Contributing DM	Contributing DM
Team Coach(es)	Contributing DM	Primary DM	Contributing DM	* Primary DM (jointly)	* Primary DM (jointly)	Contributing DM	Contributing DM
Judges	No involvement other than personal arrangements	Contributing DM	Contributing DM	No involvement	No involvement	Contributing DM	Contributing DM

DM = DECISION MAKER

Parents and athletes have been provided instructions on how to interact with their child while under your supervision. An athlete should not be allowed to leave the team to go off for dinner with friends under any circumstances. If a parent or coach wishes to have the athlete leave the team after the completion of the competition, such a request should be made to and approved by the Chef and applicable Manager. This request will absolve the Manager of all responsibility

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from the time the athlete is released to the custody of the person previously designated by the parent(s). This type of situation must be handled tactfully. Parents/athletes should be notified of this prior to departure.

## GENERAL INFORMATION

### TRAVEL

#### 1. Team

Each Club(s) will coordinate the travel for their applicable athlete(s) or coaches to the competition.

There will be a pre-arranged meeting time and date for all team members at the competition venue or accommodations. All Team members will meet with the Chef de Mission and Team Managers at the pre-arranged time and place.

Arrival and Departure procedures will be distributed to you approximately one month prior to the competition.

#### Managers

Managers' travel will be coordinated by AGF. Please speak to the AGF Office if you have any questions.

#### 2. Uniform

All Team Alberta members will wear the Alberta team jacket while traveling and while attending any team function. Appropriate attire will be worn at all times e.g. no ripped jeans or sweats.

##### Women

Artistic Provincial and National athletes must wear the Alberta team track suit and leotard for team competitions. For Individual Finals they may wear an individual leotard of their choice and the Team Alberta tracksuit.

Women's High Performance Junior and Senior athletes must wear a National Team uniform or the Team Alberta uniform for Day One. For Day Two they must wear the Team Alberta or Team Canada tracksuit and the leotard of their choice. Women must warm up in leotards; uniform tights or athletic shorts are optional.

##### Men

All artistic athletes competing at Western Canadian Championships must wear the Alberta team uniform (tracksuit & competitive uniform) during all competitions. At Canadian Championships if the athlete is a current National Team member they must wear the Team Alberta tracksuit and the bodysuit of their choice (Provincial or National).

##### Trampoline and Tumbling

Athletes must wear their team bodysuits/singlets for all preliminary competition. During Finals, the athlete has the choice of wearing either the Team Alberta uniform or the National Team uniform.

***\*Club tracksuits are not allowed on the competition floor at any time\**** Please refer to the AGF Team Uniform Policy for a complete description (See attached Appendix E).

### 3. **Baggage**

Baggage handling can cause concerns at any time. Potential problems may be avoided by following these suggestions:

- a. Each individual should ensure that their baggage is properly labeled and on the train, bus, van, etc... Each person should claim his or her own luggage at each destination and report to the designated person if any luggage is missing.
- b. Carry-on luggage should contain items such as competition uniform, gym slippers, handgrips, and two copies of music, (if applicable) and other small items necessary for competition. These items should **NEVER** be checked through with the regular luggage.
- c. It is recommended that each person travel with one piece of hand luggage and one other piece of luggage that may be checked.
- d. Liquids in Carry on luggage – Liquids, gels or aerosols in containers 100 ml / 100 g (3.4 oz) or less. These items must be placed in one clear, closed and re-sealable plastic bag no larger than 1 litre (1 quart).

**ONLY ONE BAG PER PERSON.**

### 4. **Personal and/or Contingency Money and Per Diem**

Personal - Check with the AGF Office to inquire on similar trips in order to determine the approximate amount of money you will need. At events where athletes are responsible for paying the cost of their own meals (i.e. Westerns) it is suggested that you budget \$40.00 per day. Souvenirs and other additional expenses are the responsibility of the athlete.

Per Diem - At events where meals are not provided, you will be issued meal money as per the AGF official expense claim form (\$40/day).

Contingency - Some, or all, of the delegation leaders will be provided with a 'cash advance' which is to be used for contingencies such as gas for team vans, meals for athletes that missed a scheduled meal due to competition or training, snack food for late evening snacks, etc.

**Please return all unused contingency money to the Chef de Mission at the conclusion of the event. Please retain receipts for all items purchased and return these to the Chef de Mission to be submitted to the AGF Office for reconciliation.**

### 5. **On-Site Transportation**

Depending on the proximity of the accommodation to the competition or training sites there may be a need for the rental of van(s). (A spring blizzard can turn a normally pleasant 5-block walk into an impossible expectation). Delegation leaders are prepared to take-on chauffeur duties as required.

## ACCOMMODATION

1. Hotel/Motel  
This form of accommodation is common for Western Canadian Championships and occasionally Canadian Championships. The Chef de Mission and Team Managers will have a room list designating team members and their room numbers. The athletes should know where the manager and coach are located. It is extremely important that athletes know where to contact the manager at all times, and that the manager knows where all the team members are at all times.
2. University Residence  
This is a common form of accommodation for meets such as Canada Winter Games, Canadian Championships and Western Canada Summer Games. The advantages of this type of accommodation are many: close to training and competition gymnasiums, large group cafeteria facilities, recreational facilities, etc. Those who are not participating in the specific event-taking place should not be allowed in the residence.

## TRAINING SITE

1. The training site and schedule will be distributed to the Team Coach in advance of travel.
2. The training schedule should allow for adequate training time and use of proper equipment for competition preparation. If the facilities provided are not adequate, the Chef de Mission will attempt to negotiate for an improved situation based on the team coach's requirements, when requested.
3. All athletes will be responsible for their own valuables and ensure that no clothing, equipment, etc. is left behind at the end of training. Please ensure that the facility is left in a similar, or an improved condition to that in which it was found.
5. The Mission Staff will ensure the availability of water, juice, fruit, etc., during and at the end of training.
6. First aid supplies will be on hand and the Mission Staff will be familiar with on-site facilities and emergency procedures.

## RECREATIONAL ACTIVITIES

During major events there is often a great deal of unstructured time for all members of the delegation. Recreational activities will be designed with two objectives in mind: 1) To provide delegation members with an opportunity to experience the sights and culture of the host location.  
2) To prevent boredom and the inevitable misbehavior that it breeds.

The following are some ideas that may be used. However, prior to departure the Chef de Mission, Team Managers and Coaches will plan the recreational program carefully to ensure that the athletes are not left to their own devices for any length of time.

- Shopping trips - should never extend beyond 2 hours.
- Sightseeing Trips.
- Swimming - rent a pool for a team pool party.
- Outdoor oriented activities

## END OF COMPETITION

Team Manager's will be responsible for athletes until a pre-arranged time and date following the competition. Athletes return travel home should coincide with this pre-arranged time that will be communicated to clubs approximately one month prior to the competition.

The Team Manager will remain with the athletes until their parents or guardians have picked up all, or until they have made the final travel connection for home. Please return all Contingency Monies and receipts to the Chef de Mission.

## **APPROPRIATE CONDUCT - REGULATIONS AND STANDARDS**

### **INTRODUCTION**

Members of Team Alberta are expected to conduct themselves at all times in the spirit of fair play and in a responsible manner. While representing Alberta it is expected that all participants (athletes, coaches and managers) will fulfil their roles and responsibilities as outlined in this handbook. Individuals who fail to do so will be subject to discipline. Though several infractions have been listed in this document, please note that this list is not inclusive. All parties concerned will deal with any infraction in an appropriate manner.

AGF is committed to providing an environment in which all individuals are treated with respect. Team members will refrain from comments or behaviors that are disrespectful, offensive, abusive, racist or sexist. Being a member of Team Alberta is an honor, and should be treated as such.

Exhibiting behavior which is unbecoming of a Team Alberta member or which reflects negatively on the Province of Alberta is strictly prohibited. All members of Team Alberta will represent Alberta with dignity, personal integrity and within the spirit of fair play at all times. All members of Team Alberta will show respect for the social and cultural values of their own team members, other Team Alberta athletes and personnel, officials, athletes from other provinces and territories, and Host Society personnel (staff, volunteers, spectators, and service personnel).

At any time you are travelling with Team Alberta, if you or someone else finds themselves in an uncomfortable situation and is unsure about what to do, please contact the Chef de Mission, Team Coach/Manager, or another member of the Mission Staff.

### **ALCOHOL AND TOBACCO**

Alberta Law defines a minor as a person under the age of 18 years. This is also the legal age in Quebec and Manitoba. The legal age in the rest of the country is 19 years of age.

Minors shall not consume alcohol, nor use any tobacco products, including snuff, at any time during team travel to or from the event. Minors found possessing any alcohol or tobacco products will have these items confiscated, and may be subjected to further discipline.

### **CONSUMPTION OF ALCOHOL IN PUBLIC SPACES**

All Team AGF members will refrain from consuming alcohol except for alcohol purchased and consumed in accordance with a license that permits consumption in a public place (ie. open aired patio), a person must not, in a public place, consume alcohol or possess alcohol in an open container.

All Team AGF members who are of legal age (provincial legislation) will not consume alcohol in the presence or vicinity of minors. All AGF members are encouraged to take reasonable steps to manage the responsible consumption of alcoholic beverages in social situations associated with events and should make every attempt not to consume alcohol in the presence of athletes.

#### CURFEW

Curfew will be decided by the team coach in conjunction with the Chef de Mission and/or Team Manager. All athletes, coaches, and managers will stay in their assigned accommodation and all athletes will abide by the curfew. Please refer to Appendix B for suggested curfew times.

All members of Team Alberta will show respect for their own team members and other Team members, athletes, coaches and managers of all provinces and territories by not creating a disturbance or disruption after the established curfew.

No male participants are allowed to enter the rooms of female participants and no female participants are allowed to enter the rooms of the males unless directly supervised by a support staff member. If the participants want to socialize they will do so in the lobby or quietly in the halls.

#### ILLEGAL DRUGS

All Team Alberta members will be “drug free” except for medication prescribed by a physician that has been declared to the team manager; there will be zero tolerance for the use of illegal drug substances by any member of Team Alberta.

CARDING SYSTEM – See Appendix E for details.

*All members of Team Alberta will show respect for regulations and standards established by the Chef de Mission/Managers/Coach(es).*

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## **APPENDICES**

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## APPENDIX A

### SUGGESTED LIST OF WHAT TO BRING

1. First aid kit containing: bandaids, Tylenol, vitamin E ointment, antiseptic spray, tape, gauze pads, cotton swabs, safety pins, thermometer, cough drops, throat lozenges. Leaders should be aware of Banned Substances. (Basic medical kit from AGF office)
2. Traveler's cheques and emergency money.
3. Information binder contains all forms, transportation information, etc.
4. Sewing kit.
5. Laundry soap (i.e., cold water Zero)
6. A pen, pencils, hi-lighters.
7. Paper and any necessary forms, i.e. schedule forms.
8. Scotch tape and tape for Alberta Team sweats.
9. Zip-lock bags in difference sizes (for ice).
10. Alarm clock, wristwatch.
11. Hair dryer, curling iron, hair care products, extra ribbons, hair spray, hair care (e.g., brush and comb).
12. Personal hygiene products.
13. Cosmetics.
14. Small gold safety pins for athlete numbers.
15. If necessary, AGF pins and other "trading" items; gifts and souvenirs suitable for men and women.
16. If applicable, a phrase book and pocket dictionary in the language of the country to which you are traveling.
17. Crossword puzzles, word search puzzles, etc.

Leaders should talk to the AGF representative as to which items the office will supply and which items are their responsibilities.



APPENDIX B

**CURFEW RECOMMENDATIONS**

RECOMMENDED CURFEWS FOR ATHLETES

<b>AGE CATEGORY</b>	<b>IN ASSIGNED ROOM TIME</b>	<b>LIGHTS OUT TIME</b>
10 and under	8:45 pm	9:00 pm
11 and 12	9:15 pm	9:30 pm
13 and 14	9:45 pm	10:00 pm
15 and 16	10:15 pm	10:30 pm
17 and 18	10:45 pm	11:00 pm
18 to 21	11:45 pm	12:00 am
21 and over	12:00 am	1:00 am

The chart above shall be applied according to the age of the athlete on the day of the overnight stay. Coaches and managers may set earlier curfews for athletes if reasonably required by competition or training schedules. Requests to change curfews to later than 1:00 am must be approved by the Chef de Mission.





APPENDIX C

# TEAM ALBERTA

## DAILY SCHEDULE

**TEAM**

**DAY**

AM

6:00

7:00

8:00

9:00

10:00

11:00

PM

12:00

1:00

2:00

3:00

4:00

5:00

6:00

7:00

8:00

9:00

10:00

11:00

12:00

**NOTES**



APPENDIX D

**ALBERTA GYMNASTICS FEDERATION  
EVENT REPORT**

(Please return to the AGF office as soon as possible following the event.)

EVENT: \_\_\_\_\_

DATE AND LOCATION:  
\_\_\_\_\_

DATE REPORT SUBMITTED:  
\_\_\_\_\_

REPORT SUBMITTED BY: \_\_\_\_\_ POSITION: \_\_\_\_\_

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Please complete this form with as much detail as possible.

Give general information on the type of accommodation by location. Comment on accommodation suitability to the team for this particular trip.

Indicate and explain any incidents requiring medical attention for any delegation member while on trip/tour (Not including the competition itself).

Comment on any problems with team athletes, coaches, judges, host, etc. that you encounter, if any. How these were resolved, if they were resolved.

Training site comments:

Competition Site Comments:

Competition Comments:

If protests were made, list, and indicate if won or lost:

List any official gifts presented and/or received.

List any of your activities in the area of public relations:  
Contacts/interviews with press (before and during trip/tour):

Public speaking on behalf of AGF.

Briefly describe activities (educational/recreational) other than the competition in which the delegation participated:

Note any problems with the uniforms:

Comment on any organizational details or items that may have caused problems, either for you or for any member of the delegation:

List the positive aspects of the trip:

Provide your personal assessment about this trip:

Provide any recommendations you may have for a similar trip to be taken in the near future:

Additional comments/concerns:



Appendix E

**TEAM TRAVEL**  
**DISCIPLINE MANUAL**  
**SYSTEM & PROCEDURES**



April 2010

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This document is to be used during AGF team travel.

## **DISCIPLINE SYSTEM – GENERAL**

### **1.1 Carding System**

To assist Team Alberta members in understanding the Code of Conduct, the following Carding System will be implemented in the event of an incident.

Yellow Card: Members who have a minor infraction will receive a yellow card from the support staff. Three yellow cards automatically results in 1 red card being issued.

Red Card: Members who have major infractions will receive a red card from the support staff. Athletes can receive a red card for a first offense.

### **1.2 Types of Infractions**

The following are examples of minor infractions -“misconduct” may include but is not limited to: Please refer to 21.4.3 of the AGF Policies and Procedures for additional examples

- Failing to follow the dress code (please refer to AGF Uniform Policy Appendix 1)
- Disturbances or disruption after quiet time at the residence or hotel
- Unbecoming conduct such as arguing, rudeness, or disrespect
- Use of tobacco products, including snuff, by minors
- Missing curfew without a valid reason
- Leaving the group or being by yourself without permission
- Failure to stop a behaviour when asked to
- Not following through on a behaviour that you were asked to (i.e. meet in the lobby in 10 minutes, put your team jacket on)
- Other similar infractions of minor severity

Examples of major infractions (“gross misconduct”) may include but is not limited to:

- Excessive curfew violations
- Repeated disturbances or disruptions after quiet time at the residence or hotel
- Leaving residence or hotel room after curfew
- Repeated unbecoming conduct
- Damage to rooms or property
- Use of alcohol by a minor at any time (age will be dependent on laws of the location)
- Use of illegal drug substances
- Other similar infractions of major severity

All other extenuating circumstances should be brought to the attention of the Chef de Mission.

### **1.3 Group or Team Infractions**

If an infraction has occurred where one or more members of a group violate the code, and it is not clear who is responsible, the entire group will receive a card. An example of this is when there is a mess that no one will own up to (yellow) or damage to a room (red).

#### **1.4 Carry Over Between Team Alberta Events**

Athletes, who receive a card at a competition, will continue to have that card at the next event. For example: An athlete receives 2 yellow cards at Westerns. They begin their trip to the Canadian Championships with two yellow cards. Their first minor infraction at the Canadian Championships will earn them a third yellow card and elevate them to a red card. Discipline proceedings will follow immediately.

#### **1.5 Range of Discipline –These are at the discretion of Chef de Mission in collaboration with the Team Discipline Committee (Page 5 section 2.2).**

##### Minor infractions

- Verbal/written apology
- Loss of privileges/early curfew
- Written reprimand
- Contact parents
- Repeated infractions become Major infractions (see “Carding” explanation)

##### Major Infractions

- Automatic loss of banquet privileges
- Return home at parent’s expense (this can, and will be applied for the first major infraction)
- Verbal/written apology
- Removal from competition
- Loss of funding, present and/or future
- Loss of privilege to travel or participate with Team Alberta for a specified time frame (max. 1 year recommended)

#### **1.6 Specific Examples of Discipline Ranges**

Disciplinary ranges – are suggestions only and the Team Disciplinary Committees are not limited to these suggestions. These examples are not in order of severity.

##### Breach of Curfew

- Suspension from activities and privileges
- Removal from a portion of or remainder of the competition
- Return of offender home at own expense

##### Dress Code

Please refer to AGF Uniform Policy (Appendix 1)

##### Unbecoming Conduct

- Verbal or written reprimand
- Formal verbal apology to appropriate parties
- Formal written apology to appropriate parties
- Suspension from activities and privileges
- Suspension from competition
- Suspension from future competitions
- Return of offender home at own expense

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### Disturbance after Curfew

- Early curfew
- Verbal or written reprimand
- Request for formal verbal apology to appropriate parties
- Request for formal written apology to appropriate parties
- Re-allocation of room assignments – charged to the athlete
- Suspension from team activities
- Return of offender home at own expense

### Any Repeat offence

- Suspension from certain team activities and privileges
- Removal of accreditation or banquet ticket or social activities
- Removal from a portion of or remainder of competition
- Return of offender home at own expense

### Use of Alcohol/Tobacco by a minor

- Removal of accreditation
- Removal from a portion of or remainder of the competition
- Return of the offender home at own expense

## **PART 2: DISCIPLINE SYSTEM -PROCEDURAL**

### **2.1 Relevance of Cards for Athletes**

#### 1st Yellow Card

1st warning – athlete will meet with team coach and support staff

#### 2nd Yellow Card

2nd warning – parents (where appropriate) will be contacted

Athlete will meet with team coach and support staff

Some privileges may be revoked

#### 3rd Yellow Card

3rd offence – parents contacted again (where appropriate)

Athlete may not attend the banquet/social (at the event in which the card was obtained)

Social functions may be restricted

Status is automatically raised to a red card (see below)

#### 1st Red Card

Major infraction: discipline procedure will take effect

Parents will be contacted (where appropriate)

Possible removal from the competition

Possibly sent home at parent's expense

Review of eligibility and funding from AGF for a time period to be determined (max. 1 year recommended)

#### 2nd Red Card

Major infraction: automatic removal from the competition

Automatically sent home at parents expense

Review of eligibility and funding from AGF for a time period to be determined (max. 1 year recommended)

Possible removal from Team Alberta for a period of time (if approved/applicable may attend as an independent at own cost)

### **2.2 Definitions**

Team Discipline Committee (TDC) - consists of the \*Chef de Mission, an independent Manager and an independent coach.

Hearing Procedures:

**The Committee shall govern the hearing as it sees fit, provided that:**

- a) the individual being disciplined is given notice of the day, time and place of the hearing;
- b) the individual being disciplined is informed of what they are accused of;
- c) a quorum shall be all three Committee members, and decisions shall be by majority vote where the Chef de Mission carries a vote;
- d) the individual being disciplined may be accompanied by a representative;
- e) the individual being disciplined shall have the right to present evidence and argument;
- f) the individual making the accusation may participate in the hearing at the request of the Committee;
- g) the Committee may request that any witness be present at the hearing or submit written evidence in advance of the hearing;
- h) if the individual being accused chooses not to participate in the hearing, the hearing shall nonetheless proceed;
- i) the hearing shall be held in private;
- j) the Committee shall have the authority to abridge or extend timelines associated with any aspect of the hearing.

The TDC will utilize both the Incident and Investigation Reports (Appendix 3 and 4) to properly record and document the proceedings.

*\*Should the Chef de Mission be perceived to be in a conflict of interest, the individual in question would state this to those involved and they would either accept or oppose this. All AGF staff members and Directors have signed a conflict of interest form. If the parties involved oppose the Chef de Mission being involved they would be replaced by another manager, senior coach/judge or applicable AGF staff person, should they be present.*

### **2.3 Scope of Discipline**

Infractions or discipline actions with immediate consequences will be dealt with by the TDC. For infractions with long term implications such as future funding or future team eligibility, the TDC will make recommendations that will be followed up by the AGF.

### **2.4 Issuing Cards**

Any AGF member in attendance can request that the Team Discipline Committee consider issuing a card.

If the Team Disciplinary committee agrees the complaint is valid, the Team Disciplinary Committee will arrange the hearing.

If a card is to be issued, the Chef de Mission will meet with the athlete, and the team (or personal) coach, to explain that the card has been given.

The Team Discipline Committee will follow up with related requirements, such as notifying the head of the Local Organizing Committee, contacting the parents, or booking flights home.

The President/CEO of the Alberta Gymnastics Federation will be notified of all cards that are issued.

## **2.5 Principles**

All infractions whether minor or major, have a procedure in place to be followed. This allows for consistency in the handling of all disciplinary matters.

All participants have the right to a fair hearing. All disciplinary matters will be handled in a fair and consistent manner. In both types of infractions, the individual in question will have an opportunity to respond to the allegations.

The individual in question will:

- Be given notice of the hearing and shall have an opportunity to address the committee
- The individual in question may be accompanied by an advocate/coach or other adviser
- The hearing shall be held in private with the Team Discipline Committee and the individual
- The committee may request that witnesses to the incident be present at the hearing to provide evidence or act as a witness
- All issues (which affect participation in competition), will be addressed at the Chef de Mission's discretion
- Written decisions will be given to the individual and copied to AGF  
(See Appendix 2 -Report of Violation)

## **2.6 Appeals**

- Appeals for major infractions (Red Cards) that involve financial issues or future sanctioning will be addressed according to the AGF appeals policy once back in Alberta.

## **2.7 Removing Cards**

Following Canadian Championships or the end of the discipline period, whichever are later, athletes or coaches may apply to have cards removed.

Cards may be removed by 2 of the following: Team Manager / Chef De Mission, or Senior AGF Staff Member.

### **PART 3: INFORMATION FOR SUPPORT TEAM**

#### **3.1 Relevance of Cards for Coaches**

Minor Infraction (Yellow Card)

- Non-compliance with proper team communication
- Failing to train or supervise all athletes on your assigned team
- Putting club athletes ahead of team responsibilities
- Non-compliance with the AGF Uniform Policy
- Rude or disrespectful treatment of others
- Any breaches of the Coaching Codes of Conduct

Major Infraction (Red Card)

- Failing to supervise athletes when assigned to do so
- Intoxication in the presence of athletes
- Consumption of illegal substances
- Breaches of the Coaching Codes of Conduct

Sanctions that may be applied to Coaches/Chaperones/Managers (this list is not inclusive)

- Written reprimand
- Loss of privileges/accreditation
- Loss of privilege to travel or participate with Team Alberta for a specified time frame
- Loss of funding, present or future (max. 1 year recommended)

#### **3.2 Coaches**

- Will follow the Code of Conduct. Individuals who fail to do so will be subject to discipline as outlined in Section 1
- Will assist in chaperoning duties of the athletes as directed by the Team Manager/ Chef de Mission
- Coaches are expected to attend all awards ceremonies and banquets and will attend all team meetings, team activities and carry out duties of their job descriptions

#### **3.3 Managers/Chaperones**

- Will follow the AGF Code of Conduct
- Must attend team meetings and team activities
- May not leave the "group" without first checking with another Team Manager or Chef de Mission must ensure their charges are chaperoned at all times

### **PART 4: INFORMATION FOR PARENTS**

**Please refer to AGF Parents and Athlete's Handbook**

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# **APPENDICES**

## **Discipline Manual**

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## APPENDIX 1

### ALBERTA GYMNASTICS FEDERATION (AGF) – TEAM UNIFORM POLICY

#### COMPETITIONS – TEAM ALBERTA (UNIFORMS)

While representing Team Alberta at; Western Canadian Championships, Western Canada Cup, Canadian Championships or any other officially sanctioned Team Alberta event. Team members shall adhere to this dress code policy and any other regulations as stated.

#### UNIFORMS

The official competition uniform for athletes, coaches, managers and others representing Alberta is a Provincial team (AGF) track suit (jacket and/or pant) and any other official AGF issued garment (older pieces acceptable), and for all athletes, also a Provincial team body suit/singlet. Alberta athletes named to a current GCG National Team **may** wear official GCG competition attire (track suit/body suit/singlet) at Western Canadian Championships, Western Canada Cup and Canadian Championships.

National Team uniforms can be worn in preliminaries as long as there are from the current year. For individual finals, athletes may wear individual bodysuits.

For safety and security reasons when using transportation to/from Western Canadian Championships, Western Canada Cup, Canadian Championships or any other officially sanctioned Team Alberta event (to be determined by AGF) athletes, coaches and managers are required to wear official Team Alberta team attire.

Other meets that are sanctioned by Team Alberta but participants are travelling as part of a club are encouraged but not obligated to wear official team attire.

During 'downtime/personal time' occurring throughout the above mentioned events athletes, coaches, managers are encouraged but not obligated to wear their official team attire.

When travelling to/from the venue to compete, athletes, coaches, managers will be **required** to wear their AGF track suit jacket and/or any other official Team garment, including GCG National Team attire. For safety and security reasons during all official off-site Team functions (i.e. site-seeing/shopping, etc.) athletes, coaches, managers will be required to wear their AGF track suit jacket or any other official Team garment.

The following Coaches attire (Artistic and T & T) is **required** during the competition including any training sessions and warm-up period at any of the events listed above: appropriate training suit (long pants and AGF team jacket); top: appropriate T-shirt (AGF issued), polo shirt (AGF issued) and/or training jacket; appropriate indoor sport footwear. Coaches will also be permitted to wear tops in the following colours; white, navy blue or grey. They must be plain in design and free of any club identification (designs, logos or sayings).

Excluded items include: hats, shorts, jean, midriff tank tops, ripped or torn clothing.

#### PENALTIES

If the above policy is not adhered to members of the AGF Mission staff will issue the following:

- a verbal warning to the offending individual requiring them to comply within 30 minutes;
- if the situation is not corrected in 30 minutes, the offending individual will be required to pay 50% of their applicable cost share or 50% of the actual cost share (ie. fully funded AGF coach)
- if the situation is not corrected following an additional 30 minutes, the offending individual will be required to pay 100% of their applicable cost share or 100% of the actual cost share (ie. fully funded AGF coach)

*\*All extenuating circumstances (i.e. socials/dances, etc.) will be reviewed by the Chef de Mission or other appointed Team Leader on a case by case occurrence.*

*\*\*The Chef de Mission or other appointed Team Leader may at his/her discretion mandate when and where the official competition uniform for athletes, coaches, managers and others representing Alberta as a Provincial team (AGF) must be worn.*

*\*\*\*This is an AGF policy only. The GCG and/or FIG clothing rules and regulations will apply to the competition floor.*

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## APPENDIX 2

Alberta Gymnastics Federation

### Report of Violation

As a member of the Alberta Gymnastics Federation not only are you encouraged to report instances of abuse and/or harassment directed at yourself and/or other members, but you have a duty to report offences witnessed at any time.

**Guidelines:**

- If abusive or harassing behavior towards a minor or another member is noted during the competition, officials should document their observations, including dates, times, location, and individuals involved.
- Depending on who is available the AGF President/CEO or Board Member, AGF staff, or Event Organizers should be informed and given the documentation. If the report is being made after the event contact the AGF Harassment officer.
- Event Organizers have the responsibility of informing the AGF administrators or Harassment officers.

Please note that under Provincial Legislation **if you have reasonable grounds to suspect that a participant is or may be suffering from emotional, physical abuse, and/or sexual abuse, you should immediately report the suspicion and the information on which it is based to the local child protection agency and/or the local police department. In Alberta you may call the Child Abuse hotline 1-800-387-KIDS (5437).**

Name of Program/Event/Competition where the Violation(s) took place:

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Date: \_\_\_\_\_

Location: \_\_\_\_\_

Name of individual(s) involved: 1) \_\_\_\_\_

(and function i.e. coach, judge 2) \_\_\_\_\_

athlete, etc.) 3) \_\_\_\_\_

Violation (Describe the specific violation, circumstances leading up, and any response made):

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Description of Reasonable Evidence: \_\_\_\_\_

If Law Authorities have been contacted indicate Date, Time, Department contacted (name of person), and if a report was filed: \_\_\_\_\_

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Witnesses (Indicate name, function and contact information):

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## APPENDIX 3

### CPCA Coaching Code of Ethics Principles and Ethical Standards



Canadian  
Professional  
Coaches  
Association

#### Introduction

Each of the four principles is followed by a brief description and a list of ethical standards illustrating how that principle applies to the activities of coaches. These standards are grouped by key words that are an important part of the overall principle. **1**

#### I. Respect for Participants

The principle of *respect* **2** for *participants* **3** challenges coaches to act in a manner respectful of the *dignity* **4** of all participants in sport. Fundamental to this principle is the basic assumption that each person has value and is worthy of respect. Acting with *respect for participants* means that coaches do not make some participants more or less *worthy* **5** as persons than others on the basis of gender, race, place of origin, athletic potential, colour, sexual orientation, religion, political beliefs, socioeconomic status, marital status, age, or any other *conditions* **6** have a responsibility to respect and promote the rights of all participants. This is accomplished by establishing and following procedures for confidentiality (right to privacy); informed participation and shared decision-making (right to self-determination - athletes' rights); and fair and reasonable treatment (right to procedural fairness). Coaches have a special responsibility to respect and promote the rights of participants who are in vulnerable or dependent positions and less able to protect their own rights interact with others in a manner that enables all participants in sport to maintain their dignity, and build mutual support among fellow coaches, officials, athletes, and their family members.

In being faithful to the principle of *respect for participants*, coaches would adhere to the following ethical standards:

Key Words		Ethical Standards
Respect	1.1	Treat all participants in sport with respect at all times.
	1.2	Provide feedback to athletes and other participants in a caring manner that is sensitive to their needs, e.g. focus criticism on the performance rather than on the athlete.
	1.3	Respect the areas of expertise, experience, and insights of others in sport by considering carefully their opinions.
	1.4	Do not engage publicly (e.g. statements, conversations, jokes, presentations, media reports) in demeaning descriptions of others in sport.
	1/5	Be <i>discreet</i> <b>7</b> in non-public conversations about athletes, coaches, or other participants in sport.
Rights	1.6	Recognize athletes' right to consult with other coaches and advisers.
	1.7	Respect athletes as autonomous individuals and refrain from intervening inappropriately in personal affairs that are outside the generally accepted jurisdiction of a coach.
Equity	1.8	Treat all participants equitably within the context of their sporting activities, regardless of gender, race, place of origin, athletic potential, colour, sexual

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		orientation, religion, political beliefs, socioeconomic status, and any other condition.
	1.9	Use language that conveys respect for the dignity of others (e.g. gender-neutral terms) in written and verbal communications.
	1.10	Do not practise, condone, ignore, facilitate, or collaborate with any form of unjust discrimination in sport.
	1.11	Act to prevent or correct practices that are unjustly discriminatory.
<b>Empowerment 8</b>	1.12	Encourage and facilitate participants' abilities to be responsible for their own behaviour, performance, and decisions.
	1.13	Respect as much as possible the opinions and wishes of participants when making decisions that affect them.
	1.14	Give athletes the opportunity to discuss, contribute to, and agree with proposals for training and for performance standards.
Informed participation	1.15	Provide athletes with the information necessary for them to be meaningfully involved in the decisions that affect them.
	1.16	Communicate and cooperate with <i>family</i> <sup>9</sup> members, involving them in appropriate decisions pertaining to an athlete's development.
	1.17	Clarify the nature of coaching services to participants, i.e. athletes, parents, family members, and significant others.
Confidentiality	1.18	Determine, in consultation with athletes and others, what information is confidential.
	1.19	Keep confidential any information about athletes or others gained through coaching activities and believed to be considered confidential by those persons.
	1.20	Share confidential information only with the consent of those requesting confidentiality or in a way that the individual(s) involved cannot be identified.
	1.21	Exercise discretion in recording and communicating information to prevent this information from being interpreted or used to the detriment of others.
	1.22	Clarify and implement measures to protect confidential information, e.g. restricting access to confidential records.
Mutual support	1.23	Encourage a climate of mutual support among all participants in sport.
Extended responsibility	1.24	Encourage participants to respect one another and to expect respect for their worth as individuals.
	1.25	Keep informed on current issues related to respect for participants, e.g. gender equity.

### II. Responsible Coaching

The principle of *responsible coaching* carries the basic ethical expectation that the activities of coaches will benefit society in general and participants in particular and will do no harm. Fundamental to the implementation of this principle is the notion of competence – responsible coaching (maximizing benefits and minimizing risks to participants) is performed by coaches who are “*well prepared and current*”<sup>10</sup> in their discipline. In addition, responsible coaching means that coaches act in the best interest of the athlete's development as a whole person recognize the power inherent in the position of coach are aware of their personal values and how these affect their practice as coaches acknowledge the limitations of their discipline accept the responsibility to work with other coaches and professionals in sport. In being faithful to the principle of *responsible coaching*, coaches would adhere to the following ethical standards:

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Key Words		Ethical Standards
Professional training	2.1	Be responsible for achieving a high level of professional competence through appropriate training.
	2.2	Keep current with relevant information (knowledge), coaching and teaching skills, and research through personal learning projects, discussions with colleagues, workshops, courses, conferences, etc. to ensure that coaching services benefit and do not harm others.
Self-knowledge	2.3	Evaluate how personal experiences, attitudes, beliefs, values, socioeconomic status, sexual orientation, individual differences, and stresses influence actions as coaches and integrate this awareness into all efforts to benefit and not harm others.
	2.4	Engage in self-care activities that help to avoid conditions (e.g. burnout, addictions) that could result in impaired judgment and interfere with the ability to benefit and not harm others.
<b>Beneficence 11</b>	2.5	Coach in a way that benefits athletes, removes harm and acts consistently for the good of the athlete, keeping in mind that the same training, skills, and powers that coaches use to produce benefits for athletes are also capable of producing harm.
Coaching limits	2.6	Take the limits of knowledge and capacity into account in coaching practice; in particular, do not assume responsibilities if insufficiently prepared for them.
	2.7	Recognize and accept when it is appropriate to refer athletes to other coaches or sport specialists.
	2.8	Refrain from working in unsafe or inappropriate situations that significantly compromise the quality of coaching services and the health and safety of athletes.
Athlete's interest	2.9	Ensure that activities are suitable for the age, experience, ability, and physical and psychological conditions of athletes.
	2.10	Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments.
	2.11	Refrain from using training methods or techniques that may harm athletes; monitor innovative approaches with care.
	2.12	Be aware of significant pressures in athletes' lives, e.g. school, family, and financial pressures, and coach in a manner that fosters positive life experiences.
	2.13	Consider athletes' future health and well-being as foremost when making decisions about an injured athlete's ability to continue participating.
	2.14	Strive to be fully present, physically and mentally, in the performance of coaching duties.
Safety	2.15	Ensure that athletes train and perform in suitable and safe settings.
	2.16	Make athletes aware of their responsibilities for participating safely in sport.
Sexual relationships	2.17	Be acutely aware of power in coaching relationships and, therefore, avoid sexual intimacy with athletes, both during coaching and during that period following coaching when imbalance in power could jeopardize effective decision-making.
	2.18	Abstain from and refuse to tolerate in others all forms of harassment, including sexual harassment. Sexual harassment includes either or both of the following: the use of power or authority in an attempt to coerce another person to engage in or tolerate sexual activity. Such uses include explicit or implicit threats of reprisals for noncompliance or promises of reward for compliance. Engaging in deliberate or repeated sexually oriented comments, anecdotes, gestures, or touching, if such behaviours are offensive and unwelcome create an offensive, hostile, or intimidating working environment, or can be expected to be harmful to the recipient.
Colleagues	2.19	Act toward other coaches in a manner characterized by courtesy, good faith, and respect.

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	2.20	<i>Collaborate</i> <b>12</b> with other coaches and colleagues from related disciplines.
	2.21	Communicate and cooperate with health practitioners in the diagnosis, treatment, and management of athletes' health-related needs.
	2.22	Use discretion for resolving disputes with colleagues, e.g. deal with differences of opinion constructively on a personal basis and refer more serious disputes to appropriate bodies.
Extended responsibility	2.23	Encourage others, when appropriate, to coach responsibly.
	2.24	Recognize and address harmful personal practices of others in sport, e.g. drug and alcohol addiction, physical and mental abuse, misuse of power.
	2.25	Assume responsibility for the actions of athletes and other supervised individuals with regard to the principle of responsible coaching.

### III. Integrity in Relationships

Integrity means that coaches are expected to be honest, sincere, and honourable in their relationships with others. Acting on these values is most possible when coaches possess a high degree of self-awareness and the ability to reflect critically **13** on how their perspectives influence their interactions with others.

In being faithful to the principle of integrity in relationships, coaches would adhere to the following ethical standards:

Key Words		Ethical Standards
Honesty	3.1	Explore mutual expectations with athletes in an honest and open manner, giving due consideration to the age and experience of individuals.
	3.2	Accurately represent personal coaching qualifications, experience, competence, and affiliations in spoken and written communications, being careful not to use descriptions or information that could be misinterpreted.
	3.3	Make athletes and others clearly aware of coaching qualifications and experience.
	3.4	Notify other coaches when working with those coaches' athletes
Sincerity	3.5	Honour all promises and commitments, both verbal and written.
	3.6	Act with an enthusiastic and genuine appreciation for sport.
Honour	3.7	Know the sport and abide by the sport's rules, regulations, and standards.
	3.8	Take credit only for the work and ideas actually done or generated and give credit for work done or ideas contributed by others.
Conflict of interest	3.9	Do not exploit any relationship established as a coach to further personal, political, or business interests at the expense of the best interests of athletes or other participants.
	3.10	Be clear about and avoid abusing relationships (e.g. with athletes, assistants, officials, administrators, board members) and avoid other situations that might present a conflict of interest or reduce the ability to be objective and unbiased in the determination of what might be in the best interests of athletes.
	3.11	Declare conflicts of interest when they arise and seek to manage them in a manner that respects the best interests of all those involved.
Self-awareness	3.12	Evaluate how personal experiences, attitudes, values, social context, individual differences, and stresses influence coaching activities and thinking, integrating this awareness into all attempts to be neutral and unbiased in coaching.
	3.13	Recognize and reveal whether personal views are based on facts, opinions, conjecture, theory, beliefs, etc.

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Extended responsibility	3.14	Encourage athletes and other participants to develop and maintain integrity in their relationships with others.
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IV. Honouring Sport

The principle of *honouring sport* challenges coaches to recognize, act on, and promote the value of sport for individuals and teams and for society in general.

*Honouring sport* means that coaches act on and promote clearly articulated values related to coaching and sport encourage and model honourable intentions and actions in their coaching practice, and

show high regard for and promote the value of sport in Canadian society and around the world. In being faithful to the principle of *honouring sport*, coaches would adhere to the following ethical standards:

Key Words		Ethical Standards
Spirit of sport	4.1	Advocate and model the fundamentally positive aspects of sport, e.g. sporting and human excellence, fair play, honest competition and effort, self-discipline, integrity, personal growth and development, respect for the body, challenge and achievement, the joy of movement, and other positive aspects identified by participants.
	4.2	Actively seek ways to reduce potentially negative aspects of sport, e.g. winning at all costs, playing to the letter of the rules at the expense of the spirit of the rules, unfairly exploiting competitors' weaknesses, focusing on sport to the harmful exclusion of other aspects of athletes' lives, initiating and supporting potentially harmful training regimens, and other negative aspects identified by participants.
Respect for the rules	4.3	Accept both the letter and the spirit of the rules that define and govern sport.
	4.4	Actively encourage athletes and other participants to uphold the rules of the sport and the spirit of such rules.
Respect for officials and other coaches	4.5	Accept the role of officials in ensuring that competitions are conducted fairly and according to established rules.
	4.6	Refrain from abusive personal attacks on officials and other coaches, especially when talking with the media.
Drug-free sport	4.7	Support initiatives that encourage the <i>spirit of sport</i> <b>14</b> (see also 4.1, 4.2).
	4.8	Actively discourage the use of performance-enhancing drugs; support athletes' efforts to be drug-free.
	4.9	Refrain from encouraging the use of alcohol and tobacco in conjunction with athletic events or victory celebrations at playing sites.

Positive role model	4.10	Maintain the highest standards of personal conduct and project a favourable image of the sport and of coaching to athletes, other coaches, officials, spectators, families, the media, and the general public.
	4.11	Project an image of health, cleanliness, and functional efficiency in personal habits and appearance, e.g. refrain from smoking while coaching, refrain from drinking alcoholic beverages when working with athletes.
Responsibility to coaching	4.12	Promote and maintain the highest standards of the coaching discipline.
	4.13	Encourage measures to improve the quality and availability of coaches' professional services.
	4.14	Encourage measures that promote education, knowledge development, and research in the field of coaching.

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	4.15	Develop the coaching profession by exchanging knowledge and experiences with colleagues, athletes, and students and by being participants, course facilitators, or master course conductors in courses and internships.
	4.16	Uphold the responsibility to coaching by bringing incompetent or unethical behaviour to the attention of appropriate regulatory committees in a manner consistent with the ethical principles of this code, if informal resolution or correction of the situation is not appropriate or possible.
Extended responsibility	4.17	Encourage athletes and other participants to honour sport on a lifelong basis.

### Footnotes

1. The approach, structure, and contents of this code were inspired by the Canadian Code of Ethics for Psychologists, 1991. For a detailed guide to this code and how it was developed, see Carole Sinclair and Jean Pettifor, editors, Companion Manual to the Canadian Code of Ethics for Psychologists, 1991 (Chelsea, Que.: Canadian Psychological Association 1992). Many of the ideas for ethical standards were drawn from numerous other codes. The most significant of these were developed by the Association québécoise des entraîneurs professionnels en sport, The British Institute of Sport Coaches, and Promotion Plus, Women in Coaching Committee, British Columbia.
2. **Respect:** consideration of the dignity of others; courteous regard
3. **Participants:** those taking part in sport, e.g. athletes and their family members, coaches, officials, volunteers, administrators
4. **Dignity:** self-respect; self-worth
5. **Worthy:** having worth, value, or merit; deserving praise; valuable; noble; estimable; virtuous; legitimate
6. **Condition:** a provision or stipulation called for as a requirement for participation or competition; a prerequisite; anything that modifies or restricts the nature of participation
7. **Discreet:** prudent; cautious; wary; careful about what one says or does
8. **Empowerment:** the act of enabling or state of being enabled
9. **Family:** those persons who are identified by an athlete as providing familial support, whether or not they are biologically related
10. Integrity Makes True Champions: The Coaching Code of Ethics (Gloucester, Ont.: Coaching Association of Canada, Canadian Association of National Coaches, 1993).
11. **Beneficence:** an ideal or principle of conduct that requires us to act in a way that benefits others. Such benefit might take the form of preventing or removing harm, or acting directly to produce a good. The same training, skills, and powers coaches use to produce benefits are also capable of producing harm.
12. **Collaboration:** a process through which parties such as members of an interdisciplinary team (e.g. trainer, psychologist, masseuse, team captain) work together on problems and issues to develop solutions that go beyond their limited visions of what is possible. Collaboration is based on the simple adage that two heads are better than one and that one by itself is not good enough. See Barbara Gray, Collaborating: Finding Common Ground for Multiparty Problems. (London, England: Jossey-Bass Publishers 1989), 5.
13. In coaching, critical reflection questions existing assumptions about the values and practices that govern coaches' actions. The essential component of critical reflection is an attitude based on (i) open-mindedness, i.e. an active predisposition to hear more than one side of an issue; (ii) active inquiry, i.e. asking why things are done the way they are; and (iii) sincerity, i.e. coaches being genuine in their coaching relationships. HIV/AIDS Education for Nurses: Practice Issues and Curriculum Guidelines (Ottawa: Canadian Nurses Association 1992).
14. The Canadian Centre for Drug-Free Sport has designed a major campaign under the theme of the spirit of sport. At the heart of their message is the premise that inherent in sport are all the strengths, values, and qualities necessary to overcome the incursion of performance-enhancing drugs. Sport is strong and it gives (or can give) strength to those who participate. This theme embraces the fundamental positive aspects of sport, is non-blaming and non-moralistic, and emphasizes the positive attributes of sport. Manifest Communications Inc., "Draft Strategy for A National Educational Campaign to Promote Drug-Free Sport in Canada" (Document prepared for Canadian Centre for Drug-Free Sport, Ottawa, April 1993).