HOCKEY INCIDENT MANAGEMENT GUIDE

CONCERNING UNACCEPTABLE PARENT BEHAVIOURS
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First, we would like to sincerely thank everyone who contributed to this guide by participating in meetings, discussion groups and individual interviews. Their contributions were immensely helpful and allowed us to create a guide following best practices and real needs in the field.

The content was revised and improved by many people active in the field in order to ensure it reflected our reality. We would like to thank everyone who helped with the creation of this guide for their availability, generosity, and thoroughness, as well as for the quality of their work.
INTRODUCTION

In 2011, Équijustice Arthabaska/Érable, formerly known as Pacte Bois-Francs, started a violence prevention project within the Victoriaville minor hockey association called “Je joue gagnant!” This project was developed in collaboration with the Victoriaville minor hockey association, the city of Victoriaville, the Sûreté du Québec and Action Toxicomanie in order to provide coaches with tools and raise the awareness of players and parents about positive behaviours to adopt while participating in sports.

In 2017, the Ministère de l’Éducation et de l’Enseignement supérieur approached Pacte Bois-Francs (Équijustice Arthabaska/Érable) and asked it to put together a guide containing illustrations and internet links in order to provide an effective, concise and accessible reference document about different methods for managing unacceptable situations in sports arenas. The organization was selected on the basis of its expertise in conflict management and its project for the prevention of minor hockey violence in its region. This guide, which is part of the Concerted Action Plan to Prevent and Counter Bullying, is intended to inform parents and stakeholders about the different methods of managing unacceptable situations in arenas and to clarify the roles of the different actors.

Even though measures have been put in place in the last few years to prevent unacceptable situations in sports arenas, it must be noted that there are still cases being reported. This guide exists due to a need for stakeholders in the field to have a tool to help them intervene appropriately when these situations happen, as well as afterwards.

This tool can support organizations by suggesting intervention procedures based on recognized practices. It can also be useful for parents who would like to learn about the resources available within the association and the steps to follow for addressing uncomfortable situations.

The first section of the guide presents a list of unacceptable behaviours, followed by practices and concrete tools to create a positive climate and stop situations from escalating. The roles and responsibilities of each stakeholder and the interventions suggested for during and after incidents are discussed in the second section of the guide. The final section presents the tools that are available to better manage unacceptable situations.
Hockey is the greatest sport in the world when it is played with respect. Unfortunately, there’s a tendency to forget that in the middle of the action. I’ve seen it many times, both when I was working as a sports journalist as well as during my years as a “hockey mom.”

I have seen parents shouting at kids and officials, insulting coaches and even fighting in the stands! I’ve seen talented young players be completely discouraged and humiliated, abandoning their favourite sport. That’s not very constructive. Sports teach us about life. Do we want this vicious lesson to be what we teach our kids? Let’s change this behaviour! Don’t let the actions of a minority of parents overshadow the efforts of a well-intentioned group. Encourage young people, and thank and help the coaches and volunteers that give their heart and soul to help our children succeed and experience the joy of playing hockey.

Chantal Machabée
Ambassador for Good Sportsmanship
This section describes various unacceptable behaviours that will not be tolerated within the minor hockey association. These behaviours may lead to disciplinary action against the person(s) responsible.

DEFINITIONS OF UNACCEPTABLE BEHAVIOURS
LACK OF RESPECT
Lack of respect towards others means not treating them with consideration, being impolite, being insolent or not showing courtesy. For example: swearing, mocking, teasing, shouting, often being late without a valid reason, etc.

VIOLENCE
Violence is any manifestation of force—whether it is in a verbal, written (online), physical, psychological or sexual form—that is intentionally used against a person and causes distress, injures, hurts or oppresses by attacking a person’s integrity, psychological or physical well-being, rights or property. For example: injuring, belittling, insulting, humiliating, etc.

BULLYING
Any repetitive behaviour, statement, act or gesture—whether deliberate or not—expressed directly or indirectly, including online, in a context characterized by unequal power relations between the people involved and which causes distress and injures, hurts, oppresses, intimidates or ostracizes.

THREATS
Statements or behaviour that show an intention to damage or hurt someone, or force them to act against their will.

ASSAULT
Using force on another person without their consent. This can include simply touching with a hand, spitting on the person, pushing, shoving or hitting—the degree of force used makes
THE BYSTANDER EFFECT

A person is ill in a public place and the witnesses just keep walking by. A car breaks down on the side of the road and no one stops to help. A parent yells insults from the stands and the other spectators ignore it.

Do you find these situations unbelievable? Shocking?

This phenomenon is called the “bystander effect.” The more witnesses there are in an emergency situation, the less likely it is that someone will intervene.

WHY ME AND NOT SOMEONE ELSE?

The principle of diffusion of responsibility states that the greater the number of witnesses there are to an event, the smaller the share of responsibility assigned to each individual is. Therefore, people are less likely to intervene.

WHAT WILL PEOPLE THINK OF ME IF I INTERVENE?

The evaluation apprehension theory describes the desire to avoid negative judgment by others in scenarios where people know they are being observed.

WHAT ARE THE OTHERS DOING?

The phenomenon of social influence is the tendency to monitor the behaviour of others when a group observes an ambiguous situation. In other words, we watch the reactions of others before we act while they do the same. During this time, no one intervenes and the situation may be judged as being less important than it really is.
WHAT TO DO?

☑️ Don’t base your response on what other people are doing. They are probably asking themselves the same questions you are.

☑️ If you don’t feel comfortable intervening, talk to the people around you so that you can make the decision together on whether or not to intervene.

☑️ Remember that it often only takes one person intervening to convince others to follow.

☑️ Report the situation to the arena staff or to the appropriate person within your minor hockey association (see the relevant pages in this guide for details about the roles and responsibilities of the different actors).

A study showed that simply informing people of the existence of the bystander effect significantly reduced the chances of the effect occurring. Knowing about this phenomenon makes people aware of what is stopping them from intervening, which helps them overcome fears and make the right choice. This section has been included in the guide for that very reason. Don’t hesitate to share this information to raise awareness of the phenomenon and to encourage people to intervene!
FIVE KEYS TO SUCCESS!

Minor hockey associations have to face many challenges in their search for quality, effectiveness and efficiency in their services. Obviously, one of these challenges is the management of human resources. This section contains five concrete tools to implement in your minor hockey association in order to create a positive climate with the goal of preventing misbehaviour.

#1 IMPLEMENT ONE OR MORE PREVENTION AND INTERVENTION INITIATIVES

First, read the *Recueil des initiatives* (collection of initiatives), created by Hockey Québec (available in French only). It is a practical guide to creating a healthy environment and improving the learning of players within Québec’s minor hockey associations.

Next, select one or more initiatives. You can be inspired by the examples in the guide or create your own based on your reality, goals and budget.

Finally, try different interventions, evaluate their effectiveness and make changes, if necessary.

#2 USE A CODE OF ETHICS

The use of a code of ethics enables parents to be fully aware of their roles and responsibilities within the association. The code can also support your minor hockey association during interventions with parents who are not respecting one of their commitments. Hockey Québec’s code of ethics is available at [www.hockey.qc.ca](http://www.hockey.qc.ca) (available in French only). You can also create your own code of ethics based on your organization’s rules and values.
#3
## HOLD A PARENTS’ MEETING AT THE START OF THE SEASON

A parents’ meeting at the start of the season is key. This step should be a priority in your team management because it gives you a chance to introduce yourself, discuss your values, share your goals and describe your expectations. Take the time required to draw up your agenda, making sure that it covers all the important points for the season, including both administrative and interpersonal aspects. A memory aid has been created to support you during this process; it can be found in the appendix at the end of this guide. Invite the parents to introduce themselves and share their expectations as well.

#4
## SELECT A PERSON TO BE RESPONSIBLE FOR INCIDENT MANAGEMENT WITHIN YOUR MINOR HOCKEY ASSOCIATION

This person is someone who, based on their profession or experience, has recognized conflict-resolution skills and can act as a neutral third party. Preferably, this person should not be a member of your organization’s board of directors. This person does not act as an arbitrator; their position does not include adjudicating in case of disputes. Their main role is to listen to the parties and discover what their expectations are, evaluate which course of action is preferred, and ensure follow-up. Incident managers are also responsible for referring the parties to other resources for dispute resolution, if necessary.

#5
## INFORM PARENTS ABOUT YOUR ACTIONS

Parents should be kept informed about the actions taken within your minor hockey association. Do not hesitate to send information by email and give reminders, if necessary. At the beginning of the season, send this guide to parents so that they can be aware of the roles and responsibilities of the various actors, unacceptable behaviour within your organization, possible interventions, the code of ethics, etc. Throughout the season, parents can be sent interesting links to information relevant to minor hockey.

If you receive an intervention request form (like the example provided in the appendix) from a parent, ensure that you follow up with the parent about your intervention, while respecting confidentiality. The parent will feel as if their concerns have been taken into account and can attest to your minor hockey association’s diligence in handling unacceptable situations.
ROLES AND RESPONSIBILITIES

The use of “parent” in this document encompasses mothers and fathers, as well as any other person with the legal obligation to provide for a player’s needs, or who is responsible for the care and supervision of a player. This also includes grandparents.

Parents are authority figures for their children. They are responsible for their children’s moral and social education and must show they are worthy of this responsibility. Parents must act as models by adopting a positive and respectful attitude at all times. Therefore, the main role of parents is to support and encourage their children. For more information about parent responsibilities, see Hockey Québec’s code of ethics (available in French only) at www.hockey.qc.ca/fr/page/sante_securite/codes_dethiques.html.

This can also apply to spectators

SUGGESTED INTERVENTIONS WHEN AN INCIDENT TAKES PLACE

- Do not encourage the behaviour of the person at fault.
- If you do not feel comfortable intervening, you can move away from the person engaging in unacceptable behaviour.
- You can speak directly to the person. This will demonstrate that the behaviour is unacceptable.
Follow these steps:

- **Warning!** First ensure that your intervention will not escalate the situation.
- To do so, ensure that you are calm and able to intervene in a respectful way. Ensure that the other person is willing to listen to what you have to say. It is essential to wait for the best moment to intervene.
- Address the person discreetly, if possible, rather than in front of other people.
- When you think the moment is right, address the person by explaining how their behaviour makes you feel. Explain your discomfort.
- Listen to the other person when it is their turn to speak. Let them express their point of view. Don’t interrupt!
- You may not find a solution, but even expressing your discomfort may have an impact on future behaviour. If this is not the case and the behaviour reoccurs despite your intervention, report the situation to the coaching staff or your team manager so that they can explore other options.
- You can contact the arena staff or the police if you believe it is necessary to solve the situation.

### SUGGESTED INTERVENTIONS AFTER THE INCIDENT

- You can tell the coaching staff or the team manager about your unease with the situation or the intervention you attempted with the person at fault.
- You can discuss the situation with the person responsible for incident management within your minor hockey association (see the intervention request form in the appendix).
- If necessary, you can participate in a meeting requested by the minor hockey association or the citizen mediation service.
- If you experience a conflict with another person and would like support in managing the situation, you can make a request to the citizen mediation service in your region. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

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If you witness an unacceptable situation, do everything in your power to ensure that an intervention takes place in order to defuse the situation. Do not assume that others will intervene, because they may be expecting you to do so. If you don’t act, no one will!

(For more information, see the section of this guide on the “Bystander Effect.”)
ROLES AND RESPONSIBILITIES

The coaching staff are the authority figures within a hockey team. They are teachers and physical trainers for the players and role models for the players as well as the parents. The coaching staff is responsible for ensuring the well-being of the team and the safety of its members. Therefore, they are required to intervene when a parent engages in unacceptable behaviour.

The team manager is responsible for acting as the link between the board of directors, the parents and coach. Managers are primarily in charge of the administrative functions of the team. However, as managers are often seated in the stands with other parents, they are more likely to witness unacceptable behaviour and therefore, have the opportunity to intervene before the situation escalates.

Communication between members of the team’s staff is key for ensuring good conflict management. Do not hesitate to discuss problem situations together in order to make informed decisions about the actions to take with a parent who is behaving inappropriately. The goal is to support you in your interventions by adopting a common language.
SUGGESTED INTERVENTIONS WHEN AN INCIDENT TAKES PLACE

✔ Take the time to listen to the people involved in the situation in order to determine their points of view and decide on the best way to intervene.

✔ You can speak directly to the parent at fault, which will demonstrate that their behaviour is unacceptable and give you a chance to inform them of your expectations and the possible consequences if the behaviour reoccurs. Your intervention can be based on either Hockey Québec’s code of ethics or your minor hockey organization’s code of ethics that parents signed at the start of the season. Refer to the “parent” section of this guide to learn about the detailed steps for an appropriate intervention and how to prevent the situation from escalating.

✔ Members of the coaching staff can suggest that the referee play the warning audio message (see appendix).

✔ You may contact the arena staff or the police if you believe it is necessary to solve the situation.

SUGGESTED INTERVENTIONS AFTER THE INCIDENT

✔ You can follow up your intervention with a member of your minor hockey association’s board of directors, or with the person responsible for responding to intervention requests.

✔ You can organize an individual meeting with the parents at fault to discuss the situation in greater detail and listen to their version of events. The meeting would be an opportunity to clarify your expectations and remind parents of the possible consequences if the behaviour continues.

✔ If you receive an intervention request form, make sure to contact the person in order to hear their point of view and confirm their expectations. This simple step can be helpful while the situation unfolds and can allow for a positive outcome. Ensure that you follow up the intervention, while respecting confidentiality. The person will feel that they are part of the process and can attest to your minor hockey association’s diligence when handling unacceptable situations.

✔ You can also participate in a mediation process.

✔ If you would like to provide people with an alternate solution, you can refer them to your local citizen mediation service for support during your intervention. You can also contact the service yourself for assistance in managing the situation. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

IF YOU WITNESS AN UNACCEPTABLE SITUATION, DO EVERYTHING IN YOUR POWER TO ENSURE THAT AN INTERVENTION TAKES PLACE IN ORDER TO DEFUSE THE SITUATION. DO NOT ASSUME THAT OTHERS WILL INTERVENE, BECAUSE THEY MAY BE EXPECTING YOU TO DO SO. IF YOU DON’T ACT, NO ONE WILL! (FOR MORE INFORMATION, SEE THE SECTION OF THIS GUIDE ON THE “Bystander Effect.”)
ROLES AND RESPONSIBILITIES

The arena staff are responsible for ensuring that the premises are clean and safe, as well as for spectators’ safety, intervening in emergency situations and contacting emergency services, if necessary. Since the stands are part of the public space under the responsibility of the premises’ management, arena staff are also responsible for ensuring the safety of spectators and maintaining order in the arena.

SUGGESTED INTERVENTIONS WHEN AN INCIDENT TAKES PLACE

- You can approach parents who are engaging in unacceptable behaviour in order to show that you are responsible for the building. You are an authority figure, and simply being present may defuse the situation.

- You can speak directly to the parents involved, which will demonstrate that their behaviour is unacceptable and give you a chance to inform them of your expectations and the possible consequences if the behaviour reoccurs. Refer to the rules of the building, making it clear that they must be followed.

- You can advise the team staff of the situation and contact the police, if necessary.
SUGGESTED INTERVENTIONS AFTER THE INCIDENT

☑ You can inform your immediate supervisor of the incident that took place and your response to it.

☑ You can inform a member of the association’s board of directors of the incident that took place and your response to it.

☑ If you would like to provide people with an alternate solution, you can refer them to your local citizen mediation service for support during your intervention. You can also contact the service yourself for assistance in managing the situation. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

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(For more information, see the section of this guide on the “Bystander Effect.”)
ROLES AND RESPONSIBILITIES

Officials are responsible for ensuring that the rules of the sport are respected and the game goes smoothly. They ensure the safety of all participants (players, coaches, officials) and have the power to stop the game to prevent a situation from escalating.

SUGGESTED INTERVENTIONS WHEN AN INCIDENT TAKES PLACE

- You can ask the off-ice official (timekeeper or scorekeeper) to play the warning audio message (see appendix).
- You can ask coaches to intervene with the parents at fault who are associated with their team.
- You can ask the arena staff to intervene with the parents at fault.
- You can contact the police in order to control misbehaviour.
- Refer to the Hockey Québec regulations (www.hockey.qc.ca) for other interventions.
SUGGESTED INTERVENTIONS AFTER THE INCIDENT

- You can inform your immediate supervisor of the incident that took place and your response to it.
- You can inform a member of the association’s board of directors, or the person responsible for responding to intervention requests, of the incident that took place and your response to it.
- You can participate in a mediation process.
- If you would like to provide people with an alternate solution, you can refer them to your local citizen mediation service for support during your intervention. You can also contact the service yourself for assistance in managing the situation. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

IF YOU WITNESS AN UNACCEPTABLE SITUATION, DO EVERYTHING IN YOUR POWER TO ENSURE THAT AN INTERVENTION TAKES PLACE IN ORDER TO DEFUSE THE SITUATION. DO NOT ASSUME THAT OTHERS WILL INTERVENE, BECAUSE THEY MAY BE EXPECTING YOU TO DO SO. IF YOU DON'T ACT, NO ONE WILL!

(For more information, see the section of this guide on the “Bystander Effect.”)
ROLES AND RESPONSIBILITIES

The board of directors is elected during the annual general assembly to manage all the minor hockey association’s affairs. It accomplishes all the tasks necessary for the organization to reach its goals and objectives, based on the association’s bylaws.

Therefore, the board of directors must establish a clear and concise intervention procedure to support actors from the minor hockey association during interventions with parents involved in situations of unacceptable behaviour. The intervention procedure describes the possible actions that can be taken by different actors.

As a member of a minor hockey board of directors, you must intervene if you see unacceptable behaviour from a parent.

SUGGESTED INTERVENTIONS WHEN AN INCIDENT TAKES PLACE

- You may have to attend a game, at the request of parents or staff, in order to witness unacceptable behaviour and intervene with the parent responsible.
- If necessary, you can also take time to hear the points of view of the people affected by the situation in order to determine the most suitable intervention procedure.
You can speak directly to the parent, which will demonstrate that their behaviour is unacceptable and give you a chance to inform them of your expectations and the possible consequences if the behaviour reoccurs. Your intervention can be based on either Hockey Québec’s code of ethics or your minor hockey organization’s code of ethics, which parents signed at the start of the season.

You can ask the officials to play the warning audio message (see appendix).

You can advise arena staff of the situation and contact the police, if necessary.

**SUGGESTED INTERVENTIONS AFTER AN INCIDENT**

You should apply sanctions based on the situation, including written warnings, follow-up meetings, mediation, etc. For more details, see the appendix “Table of suggested interventions for minor hockey associations.”

You can organize individual meetings with the parents at fault to discuss the situation in detail and listen to their perspectives. This can be a chance to clarify your expectations and remind the parents of the possible consequences if this behaviour reoccurs.

If you receive an intervention request form, make sure to communicate with the person in order to hear their point of view and confirm their expectations. This simple step can be helpful while the situation unfolds and can allow for a positive outcome. Ensure that you follow up the intervention, while respecting confidentiality. The person will feel that they are part of the process and can attest to your minor hockey association’s diligence when handling unacceptable situations.

You can participate in a mediation process.

You can record data about the actions taken with each parent.

You must send the file to the appropriate person at Hockey Québec in cases of crimes of a sexual nature or other serious crimes (e.g. assault causing injuries).

If you would like to provide people with an alternate solution, you can refer them to your local citizen mediation service for support during your intervention. You can also contact the service yourself for assistance in managing the situation. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

**IF YOU WITNESS AN UNACCEPTABLE SITUATION, DO EVERYTHING IN YOUR POWER TO ENSURE THAT AN INTERVENTION TAKES PLACE IN ORDER TO DEFUSE THE SITUATION. DO NOT ASSUME THAT OTHERS WILL INTERVENE, BECAUSE THEY MAY BE EXPECTING YOU TO DO SO. IF YOU DON’T ACT, NO ONE WILL!**

*(FOR MORE INFORMATION, SEE THE SECTION OF THIS GUIDE ON THE “BYSTANDER EFFECT.”)*
POLICE OFFICERS

ROLES AND RESPONSIBILITIES

According to the Québec government, “Police officers protect the public, detect and prevent crime and perform other activities directed at maintaining law and order.” Their mandate is to maintain order and public safety, ensure laws and regulations are respected, help victims, arrest suspects, etc. (This is a very brief description of the role of police officers. For more information, visit the Ministère de la Sécurité publique website at www.securitepublique.gouv.qc.ca or the Sûreté du Québec website at www.sq.gouv.qc.ca.)

SUGGESTED INTERVENTIONS WHEN AN INCIDENT TAKES PLACE

- Go to the arena to monitor the situation. You are an authority figure, and simply being present may dissuade the parent from continuing with unacceptable behaviour. Your presence may also reassure the people who made the intervention request, as well as the victim, if present.

- There are a wide variety of actions that a police officer can take when called to intervene in a conflict or altercation. Therefore, it is up to you, as a police officer, to decide on the best way to intervene, based on the circumstances.
If you would like to provide people with an alternate solution, you can refer them to your local citizen mediation service for support during your intervention. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

If the situation requires it, the laws in force may need to be applied.

**SUGGESTED INTERVENTIONS AFTER AN INCIDENT**

- You can inform a member of the minor hockey board of the incident that took place and your response to it, while respecting the confidentiality requirements of your position.

**INFRASTRUCTURE OWNERS (MUNICIPALITIES, PRIVATE MANAGEMENT, EDUCATIONAL ESTABLISHMENTS)**

**ROLES AND RESPONSIBILITIES**

Infrastructure owners make their buildings available to the minor hockey association for its activities. Therefore, employees are responsible for the maintenance and safety of the premises. (See the “Arena staff” section for more details.)

**SUGGESTED INTERVENTIONS DURING AN INCIDENT**

See the “Arena staff” section for more details.

**SUGGESTED INTERVENTIONS AFTER AN INCIDENT**

- You can support the minor hockey association in its actions.
- If necessary, you can limit access to public infrastructures by parents who are at fault.
HOCKEY QUÉBEC
ROLES AND RESPONSIBILITIES

The mission of the Fédération québécoise de hockey sur glace (Hockey Québec) is to offer a positive, safe and accessible environment as well as programming centered on learning and fun for all hockey players in Québec. For more information about the association’s mandate, see the 2017-2022 strategic plan (available in French only) www.hockey.qc.ca.

SUGGESTED INTERVENTIONS
AFTER AN INCIDENT

Apply planned sanctions based on the administrative regulations found at www.hockey.qc.ca.

Collaborate with minor hockey associations to deal with crisis situations.

If you would like to provide people with an alternate solution, you can refer them to your local citizen mediation service for support during your intervention. You can also contact the service yourself for assistance in managing the situation. For more information, see the appendix regarding citizen mediation in this guide, or go to www.equijustice.ca/fr/services/mediation-citoyenne (available in French only).

OTHER ACTORS
(CONT.)

IF YOU WITNESS AN UNACCEPTABLE SITUATION, DO EVERYTHING IN YOUR POWER TO ENSURE THAT AN INTERVENTION TAKES PLACE IN ORDER TO DEFUSE THE SITUATION. DO NOT ASSUME THAT OTHERS WILL INTERVENE, BECAUSE THEY MAY BE EXPECTING YOU TO DO SO. IF YOU DON’T ACT, NO ONE WILL! (FOR MORE INFORMATION, SEE THE SECTION OF THIS GUIDE ON THE “Bystander Effect.”)
Citizen Mediation Service

Équijustice is a restorative justice and citizen mediation network with 23 members across Québec. Its mission is to develop fair justice that is accessible to all. It invites people to engage in managing the difficulties that are part of living together, and supports them by respecting their rights and differences.

Sometimes conflict occurs and we do not know how to manage it. Équijustice suggests citizen mediation in order to provide a helping hand when facing these situations. Having a neutral third party intervene can allow everyone to express themselves, be heard, and find tools to better deal with the situation.

Citizen mediation is a service that promotes conflict management within the community. It is based on communication and dialogue. Citizens who would like to share their perspectives as part of a process involving professionals can contact a citizen mediator. Mediators facilitate respectful behaviour and discussion between people in order to encourage the parties involved to take ownership of their conflicts.
HOW CITIZEN MEDIATION SERVICES WORK

- Contact the citizen mediation service that serves your region in order to speak with a citizen mediator https://equijustice.ca/fr/trouver-un-membre
- When you first contact them, the mediator will briefly go over your situation, your expectations and your availability in order to plan an individual meeting with you.
- You will then meet with the mediator to discuss the situation further.
- The mediator will contact the other party to proceed with the process only if you agree to it. If, at some point, you do not wish to continue, the mediator will end the process. However, mediators can provide referrals to other appropriate services.
- If both parties are interested, the mediator will plan a meeting.

THE SERVICE IS ACCESSIBLE TO ALL, FREE AND CONFIDENTIAL.

LISTEN
The role of mediators is to make you feel welcome and listen to you without passing judgment. They will explore your expectations of the situation as well as the different options that are available with you.

ACCOMPANY
Mediators create a climate of respect and facilitate dialogue without taking sides. With their support, everyone can identify the conditions that foster quality communication.

SUPPORT
Mediators are an important resource to help develop your communication skills.

For more details, visit: https://equijustice.ca/fr/services/mediation-citoyenne (available in French only).
# Table of Suggested Interventions for Minor Hockey Associations

<table>
<thead>
<tr>
<th>Unacceptable Behavior</th>
<th>Severity Level</th>
<th>Suggested Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of respect for the minor hockey association’s rules</td>
<td>1</td>
<td>• Verbal or written warning</td>
</tr>
<tr>
<td>Ex.: Not respecting a rule from the code of ethics</td>
<td></td>
<td>• Clarification meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mediation process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disciplinary committee</td>
</tr>
<tr>
<td>Unacceptable behaviour on social media</td>
<td>1</td>
<td>• Verbal or written warning</td>
</tr>
<tr>
<td>Ex.: Insulting or disparaging the minor hockey association or another member, etc.</td>
<td></td>
<td>• Clarification meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mediation process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disciplinary committee</td>
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<tr>
<td>Abusive use of alcohol and/or drugs</td>
<td>1</td>
<td>• Verbal or written warning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Clarification meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disciplinary committee</td>
</tr>
<tr>
<td>Lack of respect towards another person (coach, manager, parent, player, official, etc.)</td>
<td>1</td>
<td>• Written warning</td>
</tr>
<tr>
<td>Ex.: Shouting insults, using inappropriate language, disparaging others</td>
<td></td>
<td>• Clarification meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mediation process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disciplinary committee</td>
</tr>
<tr>
<td>Violent behaviour towards objects</td>
<td>1</td>
<td>• Written warning</td>
</tr>
<tr>
<td>Ex.: Breaking equipment</td>
<td></td>
<td>• Clarification meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mediation process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disciplinary committee</td>
</tr>
<tr>
<td>Refusal to comply with an intervention</td>
<td>2</td>
<td>• Clarification meeting</td>
</tr>
<tr>
<td>Ex.: Refusing to participate in a meeting</td>
<td></td>
<td>• Mediation process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disciplinary committee</td>
</tr>
<tr>
<td>UNACCEPTABLE BEHAVIOR</td>
<td>SEVERITY LEVEL</td>
<td>SUGGESTED INTERVENTIONS</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>----------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Forcing or encouraging children to behave inappropriately or violently towards another player  
*Ex.: Demanding a child hits another player*                                      | 2             | • Clarification meeting  
• Mediation process  
• Disciplinary committee                                                      |
| Intimidating a person (trainer, manager, parent, player, official, etc.)  
*Ex.: Verbally attacking a person in a repeated manner in order to make them fear for their safety or force them to do something against their will* | 3             | • Disciplinary committee  
• Mediation process  
• Suspension/removal from the arena  
• Expulsion from the association                                                   |
| Threatening a person (trainer, manager, parent, player, official, etc.)  
*Ex.: Telling someone you are going to harm them*                               | 3             | • Disciplinary committee  
• Mediation process  
• Suspension/removal from the arena  
• Expulsion from the association                                                   |
| Physical violence towards a person (coach, manager, parent, player, official, etc.)  
*Ex.: Hitting, spitting in someone’s face*                                        | 3             | • Disciplinary committee  
• Mediation process  
• Suspension/removal from the arena  
• Expulsion from the association                                                   |

**LEVEL 1: MINOR INFRACTION**  
**LEVEL 2: MAJOR INFRACTION**  
**LEVEL 3: SERIOUS INFRACTION**

This table is provided for informational purposes only and can be modified at any time without notice. The application of the intervention process is based on the severity and frequency of the behaviour.
DEFINITIONS OF SUGGESTED INTERVENTIONS

VERBAL WARNING

Verbal warning to the parents at fault from a member of the board of directors, the disciplinary committee or any other person designated for that purpose by the minor hockey association.

WRITTEN WARNING

Warning email sent to the parents at fault by a member of the board of directors, the disciplinary committee or any other person designated for that purpose by the minor hockey association. This is a notice to the effect that the behaviour is not permitted. It also reminds the parents involved them of the minor hockey association’s expectations and informs them of the potential consequences should the behaviour reoccur.

CLARIFICATION MEETING

Individual meeting between parents engaging in unacceptable behaviours and a member or members of the board of directors in order to convey that the behaviour is not permitted, to remind them of the minor hockey association’s expectations and inform them of the potential consequences should the behaviour reoccur. A behaviour contract (code of ethics or other document) can be signed during this meeting.
MEDIATION PROCESS

Participation in a mediation process with the people involved in a problematic situation. The mediation process is coordinated by the local Équijustice organization, using mediators outside of the minor hockey association. The process is voluntary, free and confidential. For more information on citizen mediation services, see the related appendix or go to https://equijustice.ca/fr/services/mediation-citoyenne.

DISCIPLINARY COMMITTEE

Meeting with the minor hockey association’s disciplinary committee to discuss the situation and determine the follow-up actions to take. A behaviour contract (code of ethics or other document) can be signed during this meeting.

SUSPENSION/REMOVAL FROM THE ARENA

Ban the offending party or parties from entering the premises where the activities of the minor hockey association take place, for a predetermined period or the rest of the season.

EXPULSION FROM THE MINOR HOCKEY ASSOCIATION

Complete and permanent removal from the minor hockey association. Permanent ban from entering the premises where the activities of the minor hockey association take place and any involvement within the association. If the expulsion involves a parent, players can continue to participate, provided they are not involved in the situation and are accompanied by another adult.
EXAMPLE OF INTERVENTION STRUCTURE
## LEVEL 1

<table>
<thead>
<tr>
<th>Offence</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st offence</td>
<td>Verbal or written warning</td>
</tr>
<tr>
<td>2nd offence</td>
<td>Clarification meeting</td>
</tr>
<tr>
<td>3rd offence</td>
<td>Mediation process and/or disciplinary committee</td>
</tr>
<tr>
<td>4th offence</td>
<td>Suspension or removal from the arena</td>
</tr>
<tr>
<td>5th offence</td>
<td>Expulsion from the association</td>
</tr>
</tbody>
</table>

## LEVEL 2

<table>
<thead>
<tr>
<th>Offence</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st offence</td>
<td>Clarification meeting and/or mediation process and/or disciplinary committee</td>
</tr>
<tr>
<td>2nd offence</td>
<td>Suspension or removal from the arena</td>
</tr>
<tr>
<td>3rd offence</td>
<td>Expulsion from the association</td>
</tr>
</tbody>
</table>

## LEVEL 3

<table>
<thead>
<tr>
<th>Offence</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st offence</td>
<td>Clarification meeting and/or mediation process and/or disciplinary committee</td>
</tr>
<tr>
<td>2nd offence</td>
<td>Expulsion from the association</td>
</tr>
</tbody>
</table>

## RETENTION PERIOD:

Notices of offence are kept for one year and taken into account for the following season. Therefore, any member who met with the disciplinary committee or was removed from the arena during a season may be readmitted the next season after a review of their file.

## ENFORCEMENT AUTHORITY:

The minor hockey association’s board of directors or the members of the disciplinary committee.
### SUMMARY TABLE FOR PARENTS

**IF YOU ARE INVOLVED IN OR WITNESS A CONFLICT OR OTHER PROBLEMATIC SITUATION, THESE OPTIONS ARE AVAILABLE:**

<table>
<thead>
<tr>
<th>SPEAK DIRECTLY TO THE PERSON INVOLVED.</th>
<th>SPEAK TO TEAM STAFF ABOUT THE SITUATION (COACH, ASSISTANT COACH OR MANAGER)</th>
<th>COMMUNICATE WITH THE PERSON WITHIN YOUR MINOR HOCKEY ASSOCIATION RESPONSIBLE FOR MANAGING PROBLEMATIC BEHAVIOUR</th>
<th>COMMUNICATE WITH ÉQUIJUSTICE’S CITIZEN MEDIATION SERVICE IN YOUR REGION</th>
</tr>
</thead>
<tbody>
<tr>
<td>To do so, ensure that you are calm and prepared.</td>
<td>Explain the situation. Clarify your expectations for resolving the situation. Stay available to facilitate further interventions, if necessary.</td>
<td>Contact information can be found on your minor hockey association’s website or in your child’s registration documents. If it exists, complete your minor hockey association’s intervention request form.</td>
<td>Mediation is a process where a mediator not associated with the minor hockey association accompanies you in managing the situation by promoting dialogue and communication. This is a free and confidential service. Visit <a href="http://equijustice.ca/fr/services/mediation-citoyenne">http://equijustice.ca/fr/services/mediation-citoyenne</a> to find the contact information for your local mediation service.</td>
</tr>
<tr>
<td>Ideally, you will be able to step away in order to avoid other people intervening in your discussion and potentially escalating the situation. Explain the incident and your expectations for addressing the situation to the person involved. Listen to the other person.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Police intervention

If the situation escalates to violence or if a person’s safety is compromised, contact the police at 310-4141 or *4141

For more details about suggested interventions during and after an incident, see the full guide.
THE FOLLOWING ACTIONS MAY BE TAKEN BY VARIOUS MEMBERS OF YOUR MINOR HOCKEY ASSOCIATION:

<table>
<thead>
<tr>
<th>BOARD OF DIRECTORS</th>
<th>TEAM STAFF</th>
<th>OFFICIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend a game to observe the situation and intervene directly with the person engaging in unacceptable behaviour.</td>
<td>Speak directly to the person engaging in unacceptable behaviour.</td>
<td>Suggest that the off-ice official play the warning audio message.</td>
</tr>
<tr>
<td>Suggest that the official play the warning audio message.</td>
<td>Suggest that the official play the warning audio message.</td>
<td>Ask the arena staff to intervene.</td>
</tr>
<tr>
<td>Apply sanctions determined based on the situation (see the section “Table of suggested interventions for minor hockey associations”).</td>
<td>Contact the person within your minor hockey association responsible for incident management to take charge of the situation, or for support.</td>
<td>Ask coaches to speak to people engaging in unacceptable behaviour, if they are part of the team.</td>
</tr>
<tr>
<td>Make a request to a citizen mediation service at <a href="http://www.equijustice.ca">www.equijustice.ca</a></td>
<td>Make a request to a citizen mediation service at <a href="http://www.equijustice.ca">www.equijustice.ca</a></td>
<td>Apply the sanctions listed in the Hockey Québec regulations.</td>
</tr>
<tr>
<td>In cases of crimes of a sexual nature or other serious crimes, send the file to Hockey Québec.</td>
<td></td>
<td>Contact the minor hockey association’s board of directors to inform them of the situation.</td>
</tr>
</tbody>
</table>

**Police involvement**

If the situation escalates to violence or if a person’s safety is compromised, contact the police at 310-4141 or *4141

For more details about suggested interventions during and after an incident, see the full guide.
Subject: Warning

Dear Madam/Sir:

On [date], we were sorry to hear that [list and describe the alleged actions: “you insulted the coach,” “you disrespected one of the officials,” etc.]. We would like to inform you that this behaviour is unacceptable and is a breach of your obligations to the minor hockey association.

We wish to remind that you that, when your child registered, you committed to [remind the member of their obligations, while referencing the code of ethics: “show respect to all members of the minor hockey association...” etc.].

We count on each parent to respect our rules, which were created to ensure a pleasant environment for everyone. Based on this principle, the [name of minor hockey association] expects each parent to behave in ways that respect our values, rules and code of ethics. To do so, parents must adopt a positive attitude, collaborate with others and respect all of the organization’s internal rules.

This warning is to ensure that the aforementioned actions do not reoccur. If a new incident takes place, we will be obliged to impose more serious consequences. For more information, please see the “Table of suggested interventions” attached to this email.

You are still an important member of the association and we are certain that you will ensure that this situation does not reoccur in the future.

Sincerely,

The Board of directors of the [name of the minor hockey association]

*** Attach the code of ethics, the table of suggested interventions and/or the Internet links to the relevant documents.
The audio message can be played at the start of each period by the off-ice official (the timekeeper or the scorekeeper), or when requested by the officials or the coaching staff. It is intended to make spectators aware of their behaviour.

You can use the audio recording made available by Hockey Québec, create your own audio message using the scripts provided, or write a message more specific to your minor hockey association. You can also add a more personal touch by asking a local sports personality to record the script.

**SCRIPT #1:**

“The minor hockey association would like to remind you that this is a hockey game for underage players. Parents are asked to show good judgment.”

*A pre-recorded audio tape of the French version of this message is available from Hockey Québec.*

**SCRIPT #2:**

“Hello, I’m . . . . The minor hockey association would like to remind you that the players on the ice right now are minors, the coaches are volunteers and the referees are human. As a parent or spectator, you are asked to show a positive attitude and good judgment!”
MEMORY AID FOR THE PARENT MEETING AT THE START OF THE SEASON

INTRODUCTION OF TEAM STAFF

✓ Introduce each person with a role on the team (coaches, assistants, team managers, etc.).
✓ Define the role, responsibilities and tasks of each person (see the relevant sections in the incident management guide and the Hockey Québec documents at www.hockey.qc.ca).

COMMUNICATION

✓ Gather contact information from all the parents on the team and ask for their permission to share it with the other parents.
✓ Provide the contact information for the people to contact in different situations, based on their roles (e.g. who to contact to report an absence).
✓ Indicate the best time and method to communicate.
✓ Vote on the method of communication to be used for the team throughout the season (email list, Facebook group, etc.).
✓ Indicate where the hockey schedule is found on the association’s website and tell the parents how to access it. Advise parents to sign up for schedule change alerts.
TOURNAMENTS

- Determine the number of tournaments for the new season, look at the possible dates for them and advise the parents of these and all other details (accommodations, reservations, etc.) to be discussed with them.

RULES AND DISCIPLINE

- Provide information about the disciplinary process and the possible consequences of inappropriate behaviour (show the table of suggested interventions, see appendix).
- Inform parents about the team’s specific rules (e.g. parents’ presence in the locker room). Provide clarifications about the Facebook page, if necessary.
- Clarify the expectations for players, parents or other accompanying adults (e.g. arrival time before practices and games).
- Discuss the expectations of parents and team staff with regard to team management (e.g. equal division of ice time, etc.).
- Provide information in case of problems (contact information for the individual[s] responsible for case management or the citizen mediation service, intervention request form, etc.).
- Have parents sign the code of ethics or the team rules sheet, if applicable.
- Hand out the summary table for parents (see appendix).

OTHER

- Discuss fundraising activities, if applicable. Discuss various activities to plan for (e.g. team party).
- Remind parents that they must pay the registration fees for the season, if they have not already done so.
INTERVENTION REQUEST FORM

NAME AND CONTACT INFORMATION OF THE PERSON MAKING THE REQUEST

First and last name: __________________________________________________________
Telephone: _________________________________________________________________
Email: _________________________________________________________________

Position:

- player
- parent
- volunteer
- official
- other: ________________________________

INFORMATION ON THE PERSON WHO IS THE SUBJECT OF THE REQUEST

First and last name: __________________________________________________________

Position:

- player
- parent
- volunteer
- official
- other: ________________________________

Brief description of the situation: time and place of the incident, facts, type of behaviour (lack of respect, violence or other), actions taken, if applicable (moving away, verbal or other intervention, etc.). What are your expectations for this situation?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

This intervention request form is a model that can be used as-is, or modified based on your needs, to facilitate communication between parents and members of the board of directors or the person within the minor hockey association who is responsible for incident management. The form can be posted on the minor hockey association’s website so that completed forms can be sent directly to the email inbox of the person responsible for case management. It can also be made accessible in a printable form, so that it can be completed and handed directly to team staff, who can intervene directly with the parent responsible or send the intervention request to the relevant person.
REFERENCES / BIBLIOGRAPHY

Act Respecting Assistance For Victims Of Crime, R.S.Q. c.20, s.1.


Centre national des ressources textuelles et lexicales.


Education Act, R.S.Q., cl.-13.3.


HAVE A GREAT GAME!
équijustice

ARTHABASKA/ÉRABLE

Membre du Réseau de justice réparatrice et de médiation citoyenne

equijustice.ca