



Policies and Procedures Manual

CONTENTS

1	GENERAL	4
1.1	DEFINITIONS	4
1.2	ASSOCIATION PURPOSE	4
1.3	SWAT HOCKEY OBJECTIVE	5
1.4	VALUES	5
1.5	MEMBERSHIP	5
1.6	VOLUNTEER REQUIREMENTS	5
1.7	SWAT BOARD ELECTED AND APPOINTMENT OF MEMBERS	6
2	MEETINGS	9
2.1	BOARD OF DIRECTORS MEETINGS	9
2.2	SPECIAL MEETINGS	9
2.3	ANNUAL GENERAL MEETING	9
2.4	ELIGIBILITY OF NOMINEES FOR ELECTED OFFICE	9
3	VOTING	11
3.1	BOARD OF DIRECTORS MEETINGS	11
3.2	ANNUAL GENERAL MEETINGS	11
3.3	CONFLICT OF INTEREST	11
3.4	ABSENTEE OR PROXY VOTING	11
3.5	RECORDING OF VOTES	11
4	MOTIONS	12
5	ORGANIZATIONAL STRUCTURE	13
6	PERSONNEL AND RESPONSIBILITIES	14
6.1	PRESIDENT	14
6.2	PAST PRESIDENT	14
6.3	VICE PRESIDENT HOCKEY OPERATIONS	14
6.4	VICE PRESIDENT EVALUATIONS, COACH AND PLAYER DEVELOPMENT	15
6.5	REGISTRAR	15
6.6	TREASURER	15
6.7	CATEGORY DIRECTORS	16
6.8	ICE ALLOCATOR	17
6.9	COACH DEVELOPMENT/EVALUATION DIRECTOR	17
6.10	PLAYER DEVELOPMENT DIRECTOR	17
6.11	SECRETARY	17
6.12	WEBMASTER	18
6.13	EQUIPMENT DIRECTOR	18
6.14	PLAYER EVALUATION DIRECTOR	18
7	SWAT VALUES	19
7.1	SWAT CODE OF CONDUCT	19
7.2	DISCIPLINE	20
7.3	DISCIPLINE COMMITTEE	20
7.4	COMPLAINT PROCEDURE	20
7.5	COMPLAINTS INVOLVING A BREACH OF THE CODE OF CONDUCT	21
7.5.1	<i>Informal Process</i>	21

7.5.2	Formal Hearing.....	22
7.5.3	Conduct of the Hearing.....	22
7.6	COMPLAINTS AGAINST GAME OFFICIALS.....	24
7.7	INCIDENT REPORTS.....	24
7.8	ISSUES, CONCERNS AND COMPLAINTS	24
7.9	PARENTS CODE OF CONDUCT	24
7.10	COACHES CODE OF CONDUCT	25
7.11	PLAYERS CODE OF CONDUCT	26
7.12	BOARD AND EXECUTIVE COMMITTEE CODE OF CONDUCT.....	26
7.13	FEMALE PLAYERS.....	27
8	CONFLICT OF INTEREST POLICY	28
8.1	BOARD OF DIRECTORS.....	28
8.2	GENERAL.....	29
9	DISPUTE AND APPEAL POLICY	30
9.1	APPEALS COMMITTEE	30
9.2	APPEALS PROCESS.....	30
10	COACH SELECTION POLICY	32
10.1	SWAT COACH SELECTION POLICY STATEMENT	32
10.2	COACH SELECTION COMMITTEE	32
10.2.1	Committee Organization.....	32
10.2.2	Coach Selection Qualifications.....	33
10.2.3	Selection Criteria.....	33
10.3	MINIMUM QUALIFICATION REQUIREMENTS	35
11	COACH SELECTION PROCESS.....	36
11.1	IDENTIFYING COACH CANDIDATES.....	36
11.2	SECURITY AND REFERENCE CHECKS	36
11.3	SELECTING FROM THE CANDIDATE POOL	36
11.4	SELECTION OF ASSISTANT COACHES	37
11.5	EVIDENCE OF EXPERIENCE AND QUALIFICATIONS	37
11.6	ATOM / PEE WEE TIER 1 COACH SELECTION	37
11.6.1	Introduction	37
11.6.2	Selection Process.....	38
11.7	APPEALS.....	38
12	PHYSICAL, SEXUAL HARASSMENT AND ABUSE POLICY	39
12.1	COMPLAINT PROCEDURE	39
13	PLAYER TRANSFER POLICY.....	40
13.1	NOVICE	40
13.2	ATOM AND PEE WEE	40
13.3	EXCEPTIONS	40
14	FORMS	41
14.1	INCIDENT REPORT FORM	41
14.2	COACH EVALUATION FORM.....	42
15	SWAT NSF AND REFUND POLICY	43
15.1	NSF CHEQUE POLICY	43

15.2	REFUNDS POLICY.....	43
16	SWAT COACH EVALUATION PROCESS.....	45
17	SWAT LOGO AND SUPPLEMENTARY TEAM APPAREL POLICY	46
17.1	LOGO.....	46
17.2	COLOURS.....	46
17.3	SUPPLEMENTARY CLOTHING.....	46
18	SWAT PLAYER EVALUATION POLICY	48
19	EQUIPMENT POLICY	49
19.1	GOALTENDER	49
19.2	GOALTENDER EQUIPMENT RENTAL FEES – SEASON (2011 RATES).....	50
19.3	JERSEYS	51
19.4	SURPLUS JERSEYS.....	51
19.5	SCORE SHEETS	52
19.6	PUCKS, PUCK BAGS AND PYLONS.....	52
19.7	FIRST AID KITS.....	52

1 GENERAL

SWAT Hockey, all participants (individuals and teams), all members of SWAT Hockey, including players, parents, relatives and friends of players, coaches or other members of SWAT Hockey, coaches, managers and teams are bound by the SWAT By-Laws, Rules, Guidelines and Policies of SWAT Hockey, Hockey Edmonton, Hockey Alberta and Hockey Canada.

Amendments to this Policies and Procedures manual, Rules and Guidelines may be made as required subject to the majority vote of SWAT's Board of Directors.

In the event of a conflict or inconsistency between any provision of the Policies and Procedures Manual, any Rule or any Guideline on the one hand and any provision of the SWAT By-Laws on the other hand, the provisions of the SWAT By-Laws shall prevail to the extent of the conflict or inconsistency.

1.1 DEFINITIONS

Policy - is a definite course or method of action to be followed in the affairs of SWAT Hockey.

Guideline - is a recommended course or method to be followed in the affairs of SWAT Hockey following best practices.

SWAT - SWAT and SWAT Hockey shall be used interchangeably throughout this document and refers to the SWAT Hockey Association.

SWAT Member - shall mean any person who has been admitted to membership in SWAT Hockey and is in Good Standing. Only one parent or guardian is able to vote at the Annual General Meeting.

Good Standing - shall mean a person who has paid all fees, provided all such information required and to the satisfaction of the Registrar and is not serving a suspension as determined by the Discipline Committee or is currently not before the Discipline Committee.

SWAT By-Laws - means the By-Laws of SWAT which are in force and as may be amended from time to time.

1.2 ASSOCIATION PURPOSE

SWAT Hockey is a volunteer operated non-profit organization formed to organize and administer a hockey program on behalf of the Community Leagues within Southwest Area Two, in Edmonton. A Board of Directors is formed from the general membership to carry out this mandate. Southwest Area Two encompasses the area of the City of Edmonton comprising of the following communities: Allendale, Belgravia, Brander Gardens, Brookview, Brookside, Bulyea Heights, Eagle Ridge, Empire Park, Falconer Heights, Garneau, Grandview Heights, Lansdowne, McKernan, Ogilvie Ridge, Parkallen, Pleasantview, Promitory Point, Queen Alexandra, Ramsay Heights, Riverbend, River Ridge, Rhatigan Park, Strathcona, Terwilligar, Terwilligar Towne, The Ridge, Windermere, Whitemud Oaks, Windsor Park, and all other communities deemed to be with SWAT boundaries.

1.3 SWAT HOCKEY OBJECTIVE

SWAT Hockey strives to provide a hockey program to both boys and girls that provides the following:

- Hockey Development
- Teamwork
- Respect
- Good sportsmanship
- Lifelong friendships

SWAT Hockey will also teach children to effectively deal with challenges, adversity and competitiveness through the hockey programs offered.

1.4 VALUES

SWAT Hockey shall value the game of hockey and strive to operate under a set of By-laws, Rules and Policies to ensure a fair, equitable, ethical and enjoyable hockey program for players, coaches and parents at all levels.

All members of SWAT Hockey shall value and respect the volunteers and staff within SWAT Hockey, Hockey Edmonton and Hockey Alberta, as well as on and off ice officials.

1.5 MEMBERSHIP

Membership within SWAT Hockey will be a privilege and not a right. The SWAT Board of Directors has the right to terminate any membership, suspend any member, player, suspend a member or members' affiliates from SWAT Hockey, a SWAT function or ban a SWAT member or members' affiliates from SWAT Hockey, SWAT function for violation of any By-Law, policy, or rule.

1.6 VOLUNTEER REQUIREMENTS

The success of SWAT Hockey is directly related to the amount of time that volunteers commit to the program. To ensure that volunteering occurs fairly on each team, SWAT has implemented a \$100 deposit be submitted with player registrations. This is a per-family deposit that will be held until such time as the Coach has advised of a family's participation in team volunteering.

There are many opportunities to volunteer on a team, such as:

- Coach
- Assistant Coach
- Manager
- Jersey Management (2 sets)
- Timekeeping (2 people)
- Water Bottles
- Tournaments
- Fundraising

As well, SWAT Hockey holds various fundraisers, such as the SWAT Golf Tournament, Oilers 50/50, Bi-Annual Casino and Raffle that also provide opportunities to help the organization and receive your volunteer credits.

Hockey Edmonton also holds Edmonton Minor Hockey Week where they mandate that every SWAT Hockey team submit 6 volunteers to work the Minor Hockey Week schedule.

This is a very high profile tournament across Canada and all SWAT Hockey teams are required to participate. To ensure that each team provides the required number of volunteers, SWAT Hockey will enforce a charge of \$500 for any team that fails to provide the required volunteers or they fail to show up for their shift during Minor Hockey Week. Teams are to ensure that the 6 volunteers or replacements are able to honour their shift commitments.

1.7 SWAT BOARD ELECTED AND APPOINTMENT OF MEMBERS

Board of Directors

The Board of Directors is formed from the general membership to ensure the efficient operation of all aspects of the SWAT Hockey program. The Board of Directors is comprised of the Executive Officers and Directors as defined in the By-Laws. In doing so, the Board of Directors assumes responsibility for all decisions affecting program activities, including formation of By-laws and Policies, Rules and Guidelines.

Amendments to the By-Laws of SWAT Hockey shall be subject to the approval of the membership at the Annual General Meeting.

Where appropriate, the Board of Directors may delegate issues or tasks to individuals or sub committees. The Board of Directors shall ensure that the activities of SWAT Hockey are conducted in accordance with its Policy and Procedures Manual and the By-Laws.

The Board of Directors will be accessible to any SWAT Hockey member and give appropriate consideration to concerns brought to its attention by a member.

The Board of Directors shall consist of both elected and appointed members. Each voting member shall have one vote on motions presented to the Board. Elections shall be held once a year at the Annual General Meeting (AGM).

Elected members shall then be responsible for selecting appointed members from within the general membership of SWAT Hockey.

Such appointments are to be made within 30 days of the AGM.
All elections and appointments are for the terms indicated below.

Elected Members

Elections will be for a two (2) year term
President
Vice President Hockey Operations
Vice President Evaluations, Coach & Player Development

Elections will be for a one (1) year term
Category Directors
Treasurer
Ice Allocation Director

Appointed Members

Past President (ex-officio)
Secretary
Registrar
Assistant Category Directors
Coach Development/Evaluation Director

Other Members

Other members within the SWAT Hockey organization chart shall be Appointed positions.

The Elected Members and/or the Appointed members shall be responsible for identifying and bringing forward to the Board of Directors qualified candidates for such required positions for approval by the Board of Directors.

Committees

Within 30 days after the AGM, the following committees shall be selected by the Board of Directors.

Coach Selection Committee
Evaluation Committee
Discipline Committee
Appeals Committee
Raffle Committee

Other Committees such as the Nominating Committee and the Fundraising Committee may be selected at the September, or immediately thereafter, Board meeting.

Committees shall be established as necessary to carry out the operation of the organization or to study and formulate policy, procedures or guidelines. All committees will be chaired by a member of the Executive Committee. Committee members may be members of the Executive Committee, the Board of Directors or the SWAT membership at large, subject to the approval of the Board of Directors.

Voting/Non Voting

The following positions shall have voting rights at all Board of Directors meetings:

1. President (only in the event of a tie)
2. Past President
3. Vice President Hockey Operations
4. Treasurer
5. Vice President Evaluations, Coach and Player Development
6. Ice Allocation Director
7. Pee Wee Director
8. Atom Director
9. Novice Director
10. Initiation Director
11. Coach Development/Evaluation Director

The above positions plus the Registrar shall be considered the Board of Directors of SWAT Hockey.

2 MEETINGS

2.1 BOARD OF DIRECTORS MEETINGS

Meetings of the SWAT Hockey Board of Directors shall be held as often as may be required, but there should be one per month during the hockey season. A minimum of 9 (nine) Board of Directors Meetings shall be called by the President per year.

The Board of Directors have a standing invitation to all members on the SWAT Hockey organizational chart to every Board of Directors meeting. The success of SWAT Hockey is attributed to the involvement, opinions and ideas of those members elected or appointed to the SWAT Hockey organization.

2.2 SPECIAL MEETINGS

A special meeting of the Board of Directors may be called on the instruction of the President. An attempt must be made to provide due notice to all Board members of special meetings before they can be considered valid.

No subject shall be discussed or considered at any special meeting except that specified in the notice.

2.3 ANNUAL GENERAL MEETING

SWAT Hockey shall hold an Annual General Meeting on or before the 31st of May of each year. The agenda for this meeting will include an election of officers who will form part of the Board of Directors for the next year. Members of SWAT Hockey shall be provided with not less than twenty-one (21) days written notice.

Members shall sign in with the Registrar and obtain ballots for voting for each elected position. Only SWAT Hockey members who are in good standing are eligible to vote or propose motions.

Each member has the privilege of proposing one eligible nominee for each office open for election.

2.4 ELIGIBILITY OF NOMINEES FOR ELECTED OFFICE

A Nominee for elected office must be a member in good standing of SWAT Hockey. Nominations may be made to the Registrar or Secretary's attention no later than 15 days prior to the Annual General Meeting. Failure to meet the 15 day notice period will result in the nomination being rejected.

No nominations will be accepted from the floor at the AGM.

Valid nominations will be pre-registered by the Registrar on the voting ballot.

To be considered valid, a Nominee for the elected position of President must be an existing member of the Board of Directors and must have served a minimum of two years as a member of the Board of Directors. In the event there is no nominee for President with two years of Board of Directors membership, a nominee for President may be chosen by the Board of Directors from amongst the SWAT membership.

To be considered valid, a Nominee for the elected position of Vice President of Evaluations, Coach and Player Development must have previously served at least one year as a member of the Evaluation Committee. In the event there is no nominee for Vice President of Evaluations, Coach and Player Development with one year of Evaluation Committee membership, an open nomination will be accepted.

To be considered valid, a Nominee for the position of Treasurer shall possess a recognized professional accounting designation or relevant experience subject to Board approval.

Any Voting Board member missing four or more meetings of the Board of Directors during the previous term may be ineligible for nomination to an elected office but may remain eligible for appointments.

3 VOTING

3.1 BOARD OF DIRECTORS MEETINGS

Every voting Board of Director member present shall have one vote on all motions tabled at Board of Directors meetings unless disqualified from voting by reason of Conflict of Interest or Code of Conduct violation as outlined below. The Chairperson of the meeting, who is usually the President, shall not vote except in the event of a tie.

3.2 ANNUAL GENERAL MEETINGS

Every SWAT Hockey member present and in good standing at the Annual General Meeting shall have one vote on all matters tabled unless disqualified from voting by reason of a Conflict of Interest or Code of Conduct violation as outlined below. Voting is limited to one vote per parent, per family.

3.3 CONFLICT OF INTEREST

Members of SWAT Hockey, including the Board of Directors, committee or sub-committee members shall not vote on any question:

- Affecting a private company of which they are shareholders;
- Affecting a public company in which they hold more than one percent of the shares;
- Affecting a partnership or firm of which they are members;
- Concerning a contract for the sale of goods, merchandise or services to which they are a party;
- In which they will derive direct or indirect personal benefit beyond that which will accrue to the organization in general; and
- Directly affecting, or in any way relating to, the placement or discipline of any player to whom they are directly related.

Any member excluded by virtue of the above shall declare this before the discussion of the question and shall leave the room and not participate in the debate and vote. That Member will be deemed absent for that specific question.

Further details are described in SWAT Hockey's Conflict of Interest Policy.

3.4 ABSENTEE OR PROXY VOTING

No absentee or proxy voting will be allowed. No teleconference voting will be allowed, however voting via e-mail may be allowed should there not be enough time to call a meeting.

3.5 RECORDING OF VOTES

A member may request his or her vote be recorded in the minutes.

4 MOTIONS

Each member shall have the privilege of proposing motions for consideration with the requirement of a seconder.

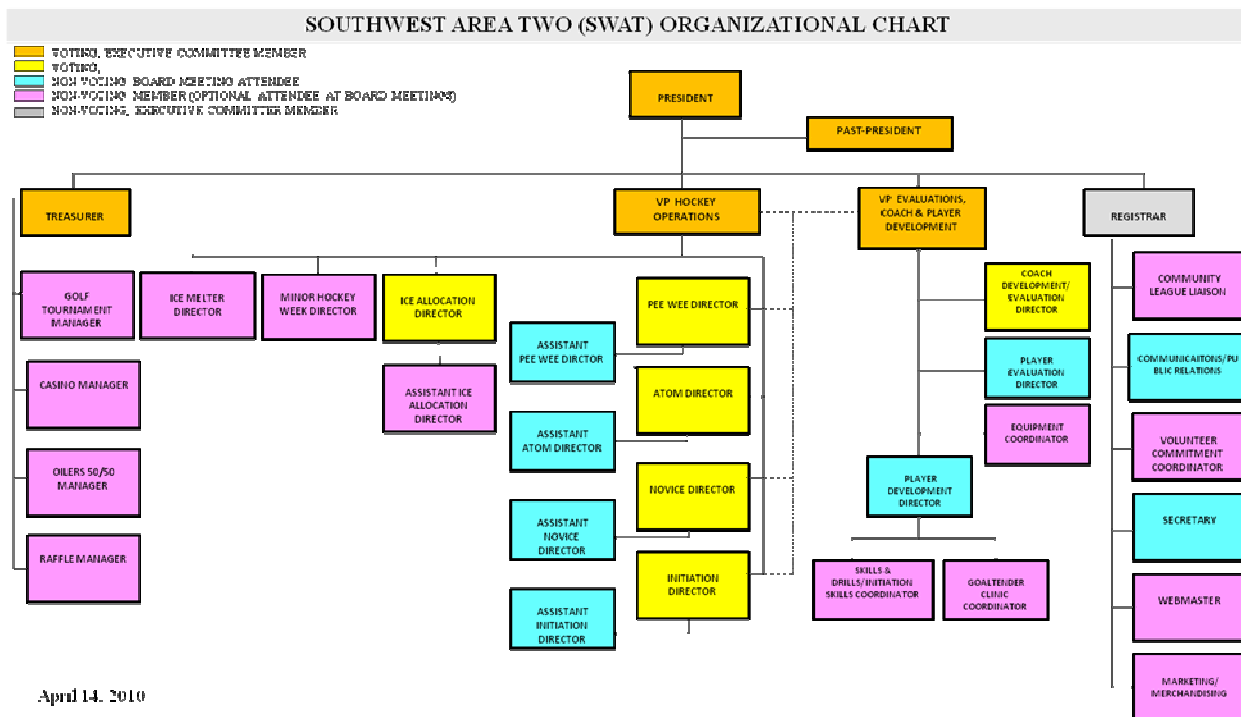
The Chairperson shall rule on the validity of any question in terms of order. If a motion is ruled “out of order” by the Chairperson it shall be so recorded in the minutes along with the reasons stated for the ruling.

On any question, members shall observe parliamentary courtesy. The proposer of any motion shall have the right to open and close debate; however, closure shall not take place until every member choosing to speak has had an opportunity to do so. No member shall speak more than twice to the same question, or longer than five minutes at one time. No member shall speak a second time to a question until every member choosing to speak has spoken.

A proposer has the right to withdraw the motion at any time, in which case it shall be recorded in the minutes and business shall proceed as if the motion had never been proposed.

5 ORGANIZATIONAL STRUCTURE

The following Organizational Chart outlines the structure of SWAT Hockey and the voting and non-voting positions.



6 PERSONNEL AND RESPONSIBILITIES

Subject to the powers and duties defined in the By-Laws, the following outlines the responsibilities of various positions.

6.1 PRESIDENT

- Is responsible for the overall operation of the Board of Directors, the Executive Committee, including co-ordination of the activities of all members and sub-committees.
- Schedules all SWAT Hockey Board of Directors, Executive Committee and Annual General Meetings.
- Presides as Chairperson at all meetings unless he/she chooses to delegate such Chairperson at a meeting.
- Maintains contact with other hockey orientated resource groups.
- Serves as a voting member on all standing committees and ad hoc committees.
- Becomes Past President in an advisory capacity.
- May exercise the powers of the Board of Directors in cases where an immediate decision is required and time does not permit an Executive Committee or Board of Directors meeting. Subsequent clarification will be provided at the next Board of Directors or Executive Committee meeting.
- Attends or appoints a designate to all SWZ and Federation Council meetings, or any other required meetings.
- Performs required Press Releases through the media as may be required by SWAT Hockey.

6.2 PAST PRESIDENT

The Past President serves in an advisory capacity to the SWAT Hockey President and is a member of the Executive Committee. The Past President is a full voting member of the Board of Directors should he/she be present at any board meeting.

6.3 VICE PRESIDENT HOCKEY OPERATIONS

- Is responsible for the overall direction and day to day operation of the on-ice hockey program.
- Together with the Category Directors, responds to all matters in the operation of individual teams.
- Assists, co-ordinates, oversees and provides mentorship to the functions of the following Board of Directors members:
 - Category Directors
 - Tournament Director
 - Ice Allocator
- Coordinates the activities of the Discipline Committee.

6.4 VICE PRESIDENT EVALUATIONS, COACH AND PLAYER DEVELOPMENT

- Is responsible for the overall direction and operation of the SWAT Evaluation program and the Hockey Edmonton interlocking of teams.
- Is responsible for recruiting and coordinating the activities of:
 - Coach Development/Evaluation Director
 - Player Evaluation Director
 - Equipment Coordinator
 - Player Development Director
- Coordinates and oversees the activities of the Evaluation Committee.
- Oversees the activity of the Category Directors during the evaluation and tiering of players.
- Attends citywide tiering meetings as SWAT Hockey representative.
- Provides a report to regular Executive Committee and Board of Directors meetings.
- Develops and proposes changes to the SWAT Hockey Evaluation and Tiering Policy in consultation with other SWAT Hockey members for approval by the Board of Directors.
- Chairs the Evaluation Committee as a voting member.

6.5 REGISTRAR

- May serve as SWAT Hockey representative at various Hockey Edmonton and Southwest Zone meetings.
- Assists and coordinates the function of the following Board of Directors Members.
 - Community League liaison
 - Communications/Public Relations
 - Volunteer Commitment Coordinator
 - Secretary
 - Webmaster
- Maintains and updates all hockey player files for SWAT Hockey and Hockey Canada ensuring accuracy and completeness.
- Manages the overall registration process for SWAT Hockey players
- Gathers and maintains all information relating to hard cards for teams
- Manages affiliation lists.
- Manages transfer and releases of players to and from SWAT hockey
- Manages all coaches responsibilities with respect to ensuring they are compliant with Hockey Edmonton and Hockey Canada requirements in addition to SWAT.

6.6 TREASURER

- Maintains financial records, bank accounts and directs all banking functions.
- Prepares financial reports for presentation as requested at the Board of Directors meetings.

-
- Prepares financial statements for the previous fiscal year for submission to the Annual General Meeting.
 - Is responsible for obtaining Audited Financial Statements for the previous season prior to the commencement of the next season.
 - Must be a signing authority for all cheques along with the President and other designates.
 - Assists and coordinates the functions of the following Board of Directors members:
 - Golf Tournament Manager
 - Casino Manager
 - Oilers 50/50 Manager
 - Raffle Manager

6.7 CATEGORY DIRECTORS

- Attends all regular SWAT meetings and communicates details to category coaches as required.
- Works with the V.P Evaluations, Coach and Player Development and Evaluation Committee to evaluate players at the beginning of the season according to the SWAT Evaluations and Tiering Policy.
- Works with the Coach Selection and Evaluation Committee to assign coaches at the beginning of the season.
- Works with the Registrar to place players and affiliates on teams within the operating directives of HE (Hockey Edmonton) and within the time lines set out by HE
- Works with the VP Evaluations, Coach and Player Development and VP Hockey Operations to create and evaluate the teams at the beginning of the season.
- Receives calls from parents/guardians, players, and coaches during the season and assists in all inquiries.
- Provides Hockey Edmonton, A.A.H.A., and C.H.A. rule interpretations to the coaches as required.
- Provides SWAT Hockey Policy and Procedure interpretations to players, parents/guardians, and coaches as required.
- Administers suspensions when applicable.
- Ensures the timely reporting of scores to Hockey Edmonton to post on their website.
- Oversees the coaches in their category to ensure they are complying with all policies and procedures of SWAT Hockey.
- Provides any reports of violation by players, teams, coaches, parents/guardians of SWAT Hockey Policies and Procedures to the VP Hockey Operations.
- Responsible for organising all Evaluation skates at the beginning of each season and ensures compliance with SWAT Evaluation and Tiering policy.
- Provide recommendations for Team movement in the Hockey Edmonton Interlock to the VP Evaluations, Coach and Player Development and VP Hockey Operations.
- Reports to VP Hockey Operations.

6.8 ICE ALLOCATOR

- Ensures the Category Directors and coaches receive electronic copies of game schedules and practices in a timely manner.
- Responsible for all phone calls and emails pertaining to ice.
- Will exercise best efforts to minimize the amount of "burnt ice" by attempting to place it with another team.
- Responsible for obtaining and contracting extra ice as required.
- Attends ice allocation meetings as required.
- Exercises best efforts to balance unfavourable ice times vs.- favourable ice times amongst teams.
- Exercises best efforts to balance ice times amongst teams
- Interacts with Southwest Zone Ice Representatives.
- Coordinates the sale of excess ice.
- Reports to VP Hockey Operations.

6.9 COACH DEVELOPMENT/EVALUATION DIRECTOR

- Develops a program for the training and improvement of skills of coaches and assistant coaches.
- Makes known to SWAT coaches any training available to them (speakers, workshops, seminars, etc).
- Produces yearly coach development plan.
- Defines and conducts coach training programs.
- Provides (procures/develops) coach support materials.
- Provides coach evaluation materials.
- Coordinates and oversees coach evaluation process.
- Participates in Coach Selection Committee.
- Provides a summary report to the Executive Committee on Coach Evaluations following each season.
- Reports to VP Evaluations, Coach and Player Development.

6.10 PLAYER DEVELOPMENT DIRECTOR

- Produces yearly Player Development Plan.
- Oversees Skills and Drills.
- Oversees goalie skills program.
- Oversees hockey schools program.
- Reports to VP Evaluations, Coach and Player Development.

6.11 SECRETARY

-
- Records, distributes and maintains the minutes for the Board of Directors meetings.
 - Coordinates distribution of notice of meetings to the Board of Directors.
 - Maintains and updates all correspondence and documents of SWAT.
 - Assists and/or coordinates mail outs and notice to SWAT members.
 - Assists the Executive Committee along with all other committees as required.
 - Coordinates procurement of administrative supplies for the Executive Committee.
 - Assembles and distributes Board of Directors meeting agendas
 - Arranges meeting locations for Board of Directors meetings and other meetings as required.
 - Reports to Registrar.

6.12 WEBMASTER

- Responsible for maintaining and updating the SWAT Hockey website.
- Ensures the website is up and running and promptly deals with any performance issues.
- Focuses on continuous improvement of the website recognizing its value to SWAT members.
- Reports to Registrar.

6.13 EQUIPMENT DIRECTOR

- Is responsible for the evaluation, procurement and maintenance of all equipment.
- Provides recommendations for replacement of unsuitable equipment and prepares budget requirements for equipment to be submitted to the VP Evaluations, Coach and Player Development and Treasurer.
- Arranges for handling, storage, repairing, cleaning and inventory of equipment.
- Arranges for distribution of equipment to evaluation team, conditioning program, and individual teams at the start of the season and ensures that all equipment is returned at the end of the season.
- Ensures that all name bars, captain, assistant captain and other sponsorship bars are removed at the end of the season.
- Responsible for the organization and tidiness of the equipment locker.
- Reports to VP Evaluations, Coach and Player Development.

6.14 PLAYER EVALUATION DIRECTOR

- Works with VP Evaluations, Coach and Player Development to develop the policy for Evaluations and implements the direction of the Evaluation Committee.
- Procures the required ice time for evaluations with the Ice Allocation Director.
- Controls the use of the Evaluation Management Spreadsheet.
- Assists Category Directors in the use of the Evaluation Management Spreadsheet.
- Assists Category Directors in the responsible movement of players between evaluation skates.
- Makes recommendations to Category Directors on team make-up based on Player Evaluation results.

7 SWAT VALUES

SWAT is committed to providing a hockey environment based on fundamental values of equality, trust and mutual respect that leads to a positive social and physical development for all children.

7.1 SWAT CODE OF CONDUCT

SWAT is committed to ensuring and emphasizing respectful behaviour and conduct, both on and off the ice, which emulates SWAT's Values. These values shall eliminate any disrespectful conduct and discriminatory practices including abuse, neglect and harassment from all elements of the game or events outside of the game.

Violation by any member, parent, fan, player, manager, coach or other participant of any provision of the SWAT Code of Conduct may result in disciplinary action being taken by SWAT against such individual as provided in the Discipline Policies of SWAT Hockey.

The SWAT Code of Conduct shall include (but not be limited to) the following principles:

- Players and participants of SWAT shall abide by the Bylaws, Rules and Policies of SWAT Hockey and their behaviour is expected to mirror the spirit of the Bylaws, Rules and Policies and this Code.
- The Fair Play Code as supported by Hockey Edmonton and the Canadian Hockey Association.
- All members and participants of SWAT Hockey shall respect other members, officials, parents, players, fans, team officials, volunteers, Board members, Executive Committee members, employees and property of SWAT. Any inappropriate conduct, threats, harassment or abuse (including the use of profanity) directed towards game or team officials, members, parents, players, fans, volunteers, Board members, Executive Committee members, employees or damage to the property of SWAT Hockey or of another association or facility will not be tolerated.
- All members, fans and participants of SWAT shall respect the game of hockey and shall behave in a manner so as not to make a travesty of the game or of SWAT Hockey.
- SWAT Hockey will not tolerate inappropriate behaviour by parents or fans (participants), players managers, assistant or head coaches. Individuals exhibiting inappropriate behaviour will be subject to disciplinary action as outlined in the disciplinary section herein. All players and members shall be solely responsible for their participants in which they are related to and any monetary and non monetary damages (if any) that may occur.
- Under no circumstances is a parent or fan to enter the opposing team's dressing room, unless invited by the opposing team official.
- Coaches and other team officials, players, parents and fans are not permitted in the officials' dressing room, nor are they permitted to confront game officials about the game at any time.
- Functions carried out by SWAT Hockey teams shall be at the sole responsibility of the teams involved and not the responsibility of SWAT Hockey.

SWAT supports Hockey Alberta's Abuse and Harassment Policies.

7.2 DISCIPLINE

All members, players, parents, managers and coaches, participants and fans are expected to abide by SWAT's Code of Conduct, as well as the For the Good of the Game principles, the acknowledgement of which is a condition of registration of the member. Members are expected to assume responsibility for those participants or fans who attend any game, practice, team or SWAT Hockey function, at their invitation. Violation of the SWAT Code of Conduct or the For the Good of the Game principles, may result in disciplinary action being taken.

Standards of behaviour are communicated and may be updated throughout each season. It is recognised that behaviour may transgress outside acceptable standards and that disciplinary action may be required. Such discipline may be applied to any member of SWAT Hockey, including Executive, Directors, Category Directors, Team Officials (Coaches, Assistants, Trainers, Managers, etc), Players, Parents and spectators and may take the form of, but are not limited to:

- a verbal reprimand
- a written reprimand
- a demand for an apology, either written or verbal, to any affected party
- a suspension from participation in or at Association activities
- continued participation in SWAT Hockey under a discipline contract
- a request for damages compensation for SWAT damages
- expulsion from SWAT Hockey
- a combination of two or more of the above.

The result of any discipline action taken may affect a member's current standing or future appointment as a team official.

The non-observance or non-performance by a person of any sanction or discipline imposed by the Discipline Committee shall be deemed a breach of the SWAT Code of Conduct and be the subject of review by the Discipline Committee.

7.3 DISCIPLINE COMMITTEE

The SWAT Board of Directors shall appoint a Discipline Committee each year. The term of the Discipline Committee shall be one year. Any member of SWAT may be appointed to the Discipline Committee. The Discipline Committee shall be chaired by the Vice President Hockey Operations. The Discipline Committee shall consist of a minimum of 4 members with the deciding vote in the event of a tie, falling to the President.

7.4 COMPLAINT PROCEDURE

A Complaint may be raised by any member of SWAT, by members of another association (through their association's executive), by league officials or by members of the SWAT's Executive acting in response to a report from game officials or by any other party.

A Complaint may be in writing, must identify the time, place and participants as well as provide a summary of the incident. An Incident Report Form may be used to outline the Complaint. These forms may be obtained from the SWAT website.

In certain circumstances, the Executive Committee may choose to engage the Discipline Committee to investigate and render a decision on an incident even though a formal complaint has not been lodged.

Examples of incidents which may warrant disciplinary action are as follows:

- A player or team official who receives excessive game misconducts, gross or match penalties.
- A coach, who in the opinion of the Category Director, is being assessed too many bench penalties or penalties of a serious nature.
- Any member of SWAT or their guests who repeatedly brings discredit to a team, team officials or SWAT Hockey through frivolous and vexatious actions, violent, abusive or gross behaviour, on or off the ice.

SWAT will not entertain lawyers present at any meetings, with the exception of a lawyer representing SWAT.

7.5 COMPLAINTS INVOLVING A BREACH OF THE CODE OF CONDUCT

SWAT Hockey stipulates that any issues involving a breach of conduct by any member of SWAT Hockey including Executive, Directors, Category Directors, Team Officials (Coaches, Assistants, Trainers, Managers etc.), Players, Parents and fans, shall be directed to the Discipline Committee.

The Category Director, on receiving an Incident Report or Complaint Report, shall countersign the Report and provide the complainant with a copy for their records.

The Category Director will forward such Report to the Discipline Committee chair (President).

The Discipline Committee may choose upon the report of the Incident or Complaint, to issue a temporary immediate suspension from all association functions until such time as a decision has been made by the Discipline Committee after review of the Incident.

The Discipline Committee shall review the Report and determine if a hearing is required and shall set a date for such hearing.

7.5.1 Informal Process

If the majority of the Discipline Committee members believe that the matter can be dealt with on an informal basis without the necessity of a hearing, the committee may investigate the complaint, including accepting submissions (verbal or written) from the Complainant, the person(s) being investigated, and such other persons as may be required to ensure a fair and reasonable decision is rendered. The Discipline Committee shall provide written notice of its decision to the Complainant and the party being investigated. Should either the Complainant or the party being

investigated feel that the informal process has not satisfactorily resolved the issue, either may request in writing, that the Discipline Committee undertake a formal hearing.

7.5.2 Formal Hearing

The Discipline Committee shall establish a date and time for the formal hearing.

At least 5 days prior to the hearing, both the Complainant and the Respondent (person being investigated or accused party) shall be issued a “Notice of Discipline Hearing” which shall set out the date, location and time of the hearing, the nature of the charge or alleged conduct. Any submissions provided to the Discipline Committee prior to the hearing by either party will be provided to all affected parties.

The Respondent shall be suspended from participation in or attendance at SWAT Hockey activities pending the outcome of the hearing. The Respondent may make a written request to participate in or attend SWAT Hockey activities. Such permission shall be at the sole discretion of the Discipline Committee and will be issued in writing.

The Respondent and the Complainant shall provide any information requested by the Discipline Committee at least 2 days prior to the hearing.

At least 2 days prior to the hearing, the Respondent and the Complainant shall provide the Discipline Committee with a list of the witnesses they intend to request appear at the hearing.

The Discipline Committee may also request the attendance of any other party whom the Committee believes should appear by delivering to each such witness a “Notice to Attend the Discipline Hearing” which shall set out the date, location and time of the hearing, the nature of the charge or alleged conduct and any information to be provided by the witness to the Discipline Committee prior to the hearing.

If either the Complainant or the Respondent fails to appear at the hearing, the hearing shall be conducted in the Complainant or Respondent’s absence with the witnesses and information available to the Discipline Committee.

7.5.3 Conduct of the Hearing

In accordance with SWAT Conflict of Interest Policy, prior to the hearing, any member of the Discipline Committee who is in, or could be perceived to be in, a conflict of interest shall declare such conflict and leave the Hearing. This will also apply to any other stages subsequent and related to such hearing. The Board may direct replacement of members, including the Chair, in such circumstances.

The Chairperson of the Discipline Committee shall chair the Hearing and be responsible for the orderly conduct of the Hearing. If the Chairperson is not available, the remaining members of the Discipline Committee shall appoint a chairperson for the hearing who shall be responsible for the orderly conduct of the hearing.

The Discipline Committee shall provide each witness with an information sheet on the hearing process or, alternatively, may hold a briefing session immediately prior to the commencement of the hearing to ensure all parties understand the hearing process.

The witnesses will not be sworn nor will there be a transcript taken of the proceedings. Neither the Respondent nor the Complainant may make a tape, video or use other electronic media in the proceedings.

The Respondent and the Complainant must appear in person and may not be represented at the hearing by another individual or legal counsel. The only exception to this rule is that minors must be accompanied by a parent or guardian.

The Discipline Committee comprises volunteers who are not versed in the application of law. Accordingly, neither the Respondent nor the Complainant may have legal counsel representing them at the hearing.

The Complainant and the complainant's witnesses shall appear before the Discipline Committee first. Each witness will appear individually and will not be present in the hearing room during the presentation by other witnesses. The Respondent shall be present during these presentations and shall have the right to ask questions of each witness through the Committee Chairperson.

The Committee Chairperson may determine the relevance of any question asked by the Respondent. The Chairperson may then instruct the witness not to reply to a question deemed irrelevant and inform the Respondent of the reason why the question is not relevant. The question will be documented and remain part of the file for future reference.

The Respondent will then be asked to present their version of the events which led to the complaint, and to respond to the information provided by the Complainant and witnesses.

The Discipline Committee shall, with all dispatch, render a decision, and communicate that decision to both the Complainant and the Respondent. Such communication may be verbal at the outset but shall be confirmed in writing.

Coaches who are suspended for two or more games, by Hockey Edmonton, Hockey Alberta, the Canadian Hockey Association, or two or more times per season, will be required to notify the Discipline Committee and be indefinitely suspended by SWAT till such time that;

- They ask for a Discipline Committee meeting.
- The Discipline Committee chooses to reinstate them.

The coach evaluation director is to be advised of the incidents and resolutions for future reference.

The Discipline Committee shall maintain a file on each matter referred to it and shall be comprised of the original complaint or incident report, copies of all "Notices of Discipline Hearing", copies of all "Notices to attend Discipline Hearing", copies of the witness lists, the notes made by each member of the Discipline Committee during the hearing, and a copy of the written decision of the Committee.

The Discipline Committee Chairman, in the absence of the President, shall provide a written report of the outcome of the hearing to the President.

7.6 COMPLAINTS AGAINST GAME OFFICIALS

SWAT does not have the authority to conduct hearings into the conduct of game officials. Hockey Edmonton and Hockey Alberta govern the referees and other officials.

Written complaints about game officials must be reported in writing, setting out the particulars of the incident and must be signed by the individual making the complaint and forwarded to the appropriate Category Director and the VP Hockey Operations. At no time shall a complaint, both verbal and written, be made to any association or organization other than SWAT Hockey. The complaint may be sent to the Referees Association, as determined by SWAT Hockey.

7.7 INCIDENT REPORTS

The INCIDENT REPORT FORM shall be used to report disciplinary incidents and other forms of protest or for cases where officiating is deemed to be less than satisfactory. Copies are available on the SWAT website.

7.8 ISSUES, CONCERNS AND COMPLAINTS

Unless otherwise specified, the order for pursuing resolution of Issues, Concerns and Complaints in SWAT is as follows:

- Coach
- Category Director
- VP Hockey Operations
- Discipline Committee (Written or oral presentation)
- President

7.9 PARENTS CODE OF CONDUCT

Under no circumstances is a parent or fan to approach the bench or a coach during or immediately after the game. The coach(es) shall be given a reasonable amount of time at the conclusion of a game to spend with the players. A parent may then indicate to the coach that he/she wishes to speak to the coach, and if granted, it shall be conducted in a respectful, courteous manner.

Parents and fans shall be supportive of their child/children, other children, the coaches, the team and other parents.

Parents shall not solely focus on winning or your child being the best player, but rather shall focus on team play, fun and development.

Parents shall not be critical of any coach, parent or another player on the team. Much like players, parents are part of the team and shall support one another.

Any dispute, disagreement or issue shall be handled with respect and dignity as you would expect the same courtesy.

Parents shall not contact Hockey Edmonton directly. Any questions, clarification or complaint shall be directed to the appropriate channel within SWAT Hockey first, unless otherwise instructed by a member of the SWAT Executive Committee.

Parents shall not "coach" their child/children in a way that conflicts with the team coaches' philosophy. Secondary coaching confuses the child/children and ultimately affects play and encourages disrespect of an authority figure. Coaching your child/children behind the glass or from the stands confuses the child/children and disrespects the coaching staff.

Parents shall be supportive of the SWAT Hockey organization, its members, volunteers, Executive Committee and Board.

Parents or fans are not allowed on the benches or the ice at any time unless they are listed on the team "hard card", which shall also mean the Official Team Roster or Team Sheet Hard Card.

Parents or fans that want to discuss or indicate their displeasure with a call on the ice or coaching decision, shall abide by the 24 hour rule. There shall be no emails, phone calls or personal discussions until 24 hours after the event. Such emails, phone calls or personal discussions shall be conducted in a respectful, courteous manner.

Coaches, the Executive Committee and the Board shall communicate and be available to discuss matters of concern, clarification with parents, volunteers and other members of SWAT Hockey.

7.10 COACHES CODE OF CONDUCT

Coaches are viewed to be the leaders and the authority figure and must lead by example.

Coaches must control their behaviour as they are the leaders of the children and have a direct impact on the perception of the SWAT Hockey program.

Coaches must not use profane language at any time while in the presence of children.

Coaches must not abuse, criticize or disrespect another coach, game official, member of another team, parent or fan.

Coaches must, to the best of their ability, ensure equal playing time for players on their team. Each player, regardless of skill level, must be given the same opportunity to develop and grow.

Overall, coaches must display the professionalism and respect an average parent would expect in a volunteer community based hockey organization.

Any question, clarification, complaint regarding a SWAT, Hockey Edmonton or other authority rule or process shall be directed to the appropriate individual in SWAT first. Coaches, managers and parents shall not contact Hockey Edmonton directly unless permission has been granted by an individual from the SWAT Executive Committee.

Coaches must strictly adhere to the Policies and Guidelines of SWAT Hockey and Hockey Edmonton.

7.11 PLAYERS CODE OF CONDUCT

Players shall respect their coaches, parents, fans and other team mates at all times.

Players shall never disrespect another player, coach or referee for alleged bad calls, missed calls, short shifts or any other reason which may occur in the game of hockey.

Players shall never intentionally hurt someone.

Players shall avoid the use of foul language.

Players shall never disrespect the SWAT organization, its volunteers, Executive Committee or Board.

Players shall never disrespect Hockey Edmonton or any other hockey organization.

Players shall follow all reasonable direction of the coach, manager and other team officials.

Players shall demonstrate a positive attitude to the game, practice and learning in general.

Arrive for games, practices and other team functions at the time specified by the team.

Maintain dressing rooms in a clean and orderly fashion. Clean up any garbage left in the room.

Respect the rules set out by the rink authorities.

7.12 BOARD AND EXECUTIVE COMMITTEE CODE OF CONDUCT

The Board and the Executive Committee shall abide by SWAT's Policies and By-laws.

Maintain the integrity, purpose and values of the organization at all times.

Respect the members, Board and Executive Committee and not cause any public embarrassment or humiliation.

Be supportive and respectful of each other.

Not use their position for personal profit, personal gain or their child/children's gain.

Not use their position to influence the selection of a team official or benefit any team or individual(s) within the organization.

Use the position for the benefit of SWAT Hockey as a whole.

Act in an ethical manner at all times as one would expect from an organization of integrity.

Maintain the information of SWAT Hockey including but not limited to financial information, strategy, actions or any matter or decision by the Board of Directors, Committee or sub-committee as confidential. Any other person present in a Board, committee, sub-committee meeting shall be bound by this confidentiality provision.

7.13 FEMALE PLAYERS

SWAT Hockey welcomes both female and male hockey players into its organization. During Evaluations and development of teams, SWAT will use its best efforts to ensure that more than one female are placed on a team. This creates a more enjoyable environment for the female players during the season.

Should female players be placed on a team, the following rules shall apply:

- A separate/private changing area shall be provided for the child(ren) subject to the approval of the parents.
- No one will be allowed in the separate changing area except the parents.
- Should there be more than one female in the changing area from different families, the parents must receive consent from the other parent(s) before entering the change area while the other child(ren) are present.
- Coaches are to ensure that the female hockey players are dressed and in the main team dressing room prior to any team talks/discussions.

Bench Mom

Prior to the commencement of the hockey season, teams with a female player(s) are to nominate a bench mom who will be placed on the "hard card" or "team card" at the expense of SWAT.

Should an injury occur to a female players during a game or practice, the bench mom is the only female (outside of a female coach) who is allowed onto the bench or onto the ice.

Should the injured female's father not be on the "hard card", the bench mom must be in attendance on the ice or on the bench to assist as necessary.

Once the injured females is in the dressing room, the following shall apply:

- One or both of the parents must be present
- In the event the parents are not present, the bench mom or other female adult from the team must be present in the dressing room.

8 CONFLICT OF INTEREST POLICY

SWAT is committed to the ethical behaviour of its volunteers and Board. All members of the Board, committees and sub-committees are bound by the Conflict of Interest Policy.

For the purposes of this policy, a conflict of interest may be deemed, but not limited to exist when;

- A volunteer or member of the Board places themselves in a position which might benefit them, their children or any person directly related to them from improper consideration or favouring.
- A volunteer or member of the Board seeks or is perceived to seek, gain, receive or benefit financially from preferential treatment in the duties and responsibilities in SWAT from situations, but not limited to:
 - Participating as an owner, part owner, director or officer of a firm which is a supplier of materials or services to SWAT;
 - Entering into a sponsorship agreement or promotional agreement with SWAT where the participant is an owner, part owner, director or officer of the company;
 - Receiving gifts, monies or favours of any kind in exchange for preferential treatment on the team.
- When a conflict or perceived conflict arises, the person (people) involved shall;
 - Immediately advise the President, and the Board of the nature of his/her conflict on interests;
 - Remove themselves immediately from the meeting or situation;

8.1 BOARD OF DIRECTORS

Every Board or Committee member who directly or indirectly has an interest in a proposed or existing contract or decision or other matter relating to SWAT Hockey shall make a full and fair declaration of the nature and extent of the interest at a Board Meeting.

The declaration of a conflict of interest shall be made at the meeting at which the question of entering into the contract or transaction or other matter is first being considered by the Board. If the Board or Committee member is not in attendance on the date of the meeting, the declaration of conflict of interest must be made to the President prior to the meeting if the matter is identified on the agenda or, if the matter is not identified on the agenda, immediately following the meeting or, if the Board or Committee member is not in attendance on the date of that meeting, at the next meeting held after the Board or Committee.

After making such a declaration, no Board or Committee member shall vote on such a contract or decision or other matter, nor shall he or she be counted in the quorum in respect of such a contract or transaction or other matter.

If a Board or Committee member fails to make a declaration of conflict of interest in a contract, decision or other matter shall account to and reimburse SWAT Hockey for all profits realized, directly or indirectly, from such contract or decision, and may be required to step down from such position.

8.2 GENERAL

Any team officials, SWAT Committee members or members at large who are in, or could be perceived to be in, a conflict of interest on a matter shall declare such conflict when a matter is first being considered and leave the meeting in question and shall not otherwise participate in any decision on the matter.

Examples of conflicts of interest include, but are not limited to:

- Occupation, customer or client relationships
- Coach selection
- Selection or composition of a team
- Parent of player or parent on a team which a player is on

9 DISPUTE AND APPEAL POLICY

9.1 APPEALS COMMITTEE

The SWAT Board shall appoint an Appeals Committee each year. Members of the appeals committee shall not be members from the committee rendering the original decision, such as the Discipline Committee. The term of each Appeals Committee shall be one year. Any member of SWAT may be appointed to the Appeals Committee. The Appeals Committee shall be chaired by the Past President of SWAT or his/her delegate or such other individual(s) as may be designated by the Board of Directors.

9.2 APPEALS PROCESS

An Appeal may be raised by any member of SWAT should a member feel that a decision of any committee has not satisfactorily resolved an issue.

The decision of any committee may be appealed to the Appeals Committee by filing written application to appeal, within fourteen (14) days of rendering of the decision or such extension of time as may be reasonably accepted by the Appeals Committee.

An Appeal must be in writing, must identify the issue being appealed and give details of the reason for the appeal.

The written appeal must be accompanied by an Appeal Fee of two hundred dollars (\$200).

The Appeals Committee shall, in its sole opinion, determine whether the appeal shall be in the form of a new hearing or whether the matter can be dealt with based upon the written material and summaries before the prior Committee. The Appeals Committee may request further written material from the appellant and / or their witnesses and any affected party, if any. No new witness may be introduced to the appeals process. The Appeals Committee may also undertake the appeal hearing in the form of a new hearing wherein the Appeals Committee shall allow adequate time for each of the Complainant and Respondent to state their case as to why the appeal should be allowed or dismissed.

The Appeals Committee will advise the affected party of the Appeal (i.e., if the Appeal involves a Discipline issue and the Complainant appeals, the Respondent will be advised; if the Respondent appeals, the Complainant will be advised).

Conduct of the Appeal Hearing, if a new hearing is required:

- The Appeals Committee shall convene a meeting to hear the appeal within a reasonable period of time.
- In accordance with SWAT Conflict of Interest Policy, any member of the Appeals Committee who is in, or could be perceived to be in, a conflict of interest shall declare such conflict prior to the Appeal Hearing and shall not participate in the Hearing.
- The Past President of SWAT or his/her delegate shall chair the Appeal Hearing and be responsible for the orderly conduct of the Appeal Hearing. If the Chairperson is not available,

the remaining members of the Appeals Committee shall appoint a chairperson for the Appeal Hearing who shall be responsible for the orderly conduct of the Appeal Hearing.

- The Appeals Committee shall provide the appellant (and, if any, any affected party notified of the Appeal) with an information sheet on the Appeal Hearing process or, alternatively, may hold a briefing session immediately prior to the commencement of the Appeal Hearing to ensure all parties understand the hearing process.
- The appellant and any affected party, will not be sworn nor will there be a transcript taken of the proceedings. If applicable, neither the appellant nor any affected party, if any, may make a tape recording, video or use other electronic media in the proceedings.
- The Appellant and any affected party, if any, must appear in person and may not be represented at the Appeal Hearing by another individual. The only exception to this rule is that minors must be accompanied by a parent or guardian.
- The Appeal Committee comprises volunteers who are not versed in the application of law. Accordingly, no party may have legal counsel representing them at the hearing.
- The Appellant and any affected party, if any, will appear individually and will not be present in the hearing room during the presentation of any other party.
- The Appeal Committee shall, with all dispatch, render a decision, and communicate that decision to both the Appellant and the affected party, if any. Such communication may be verbal, at the outset, but shall be confirmed in writing.

The Appeals Committee may make any decision the prior SWAT Committee could have made (i.e., if applicable, it may lessen or increase any penalty imposed to ensure that a fair and reasonable decision is rendered).

Refunds - Appeals Fee:

- If the Appeals Committee overturns the decision and renders a decision in favour of the appellant, the appeals fee shall be refunded. In the event of a compromise judgement, the Appeals Committee may decide whether or not the appeal fee shall be refunded, in their sole discretion.
- A decision of Appeals Committee shall be final and binding on all parties. The only exception to this is where avenues of recourse that may be provided by Hockey Edmonton, Edmonton South West Zone, Hockey Alberta, the Canadian Hockey Association or applicable legislation may direct that the decision be altered.

10 COACH SELECTION POLICY

10.1 SWAT COACH SELECTION POLICY STATEMENT

The SWAT Coach Selection Committee's goal is to select the most appropriate head coach for a team taking into account not only qualifications and experience but a coach that will demonstrate the use of the Coach Code of Conduct and the For the Good of the Game principles that give the players the most positive experience on and off the ice.

The SWAT Coach Selection Committee uses some or all of the following criteria in no particular order, to select the head coach of a team:

- Training
- Experience
- Background
- Evaluations
- References

There is no predetermined weighting for the criteria as the information is used as a whole when selecting the most appropriate coach.

Coaches are selected by the SWAT Coach Selection Committee *after* all players on the team have been placed. Coach selection will have no effect or bearing on the ranking of players and coaches will have no influence in the selection of teams.

Coach selection is for one season only. All coach candidates must reapply each season for selection. If all applicants for a team are deemed unsuitable, SWAT is not obliged to appoint any coach. The position will remain vacant until a suitable candidate is found by the SWAT Coach Selection Committee from either the membership at large or from outside candidates.

10.2 COACH SELECTION COMMITTEE

The Coach Selection Committee is responsible for making all final coach selections. This is done in conjunction with the Category Directors who participate as part of the Coach Selection Committee.

10.2.1 Committee Organization

The SWAT Coach Selection Committee consists of, but not limited to, the following members:

- VP, Evaluations, Coach & Player Development
- Coach Development/Evaluation Director
- VP, Hockey Operations
- Category Director
- President

A Category Director participates in coach selections for their category only. Therefore, the makeup of the committee when making decisions for any one category is five (5) members. Committee participation is subject to the SWAT Conflict of Interest Policy. Should a conflict(s) exist amongst the SWAT Coach Selection committee, the President shall appoint such replacement member from the Board.

10.2.2 Coach Selection Qualifications

Coaches are selected taking into consideration the following selection criteria. Some qualification criteria comprise the recommended minimum qualifications for a coach at that level and category. Others simply contribute to the overall rating of the coach candidate.

An applicant not meeting the minimum training qualifications may be selected over one who meets or exceeds the stated qualifications. An applicant not meeting the minimum training qualifications who is selected as a coach must commit to attend the required courses in order to get those qualifications during the season.

10.2.3 Selection Criteria

Coach Selection shall be based on the following criteria, with no specific weighting or ranking on any particular section:

Training

Training qualification is based on the National Coaching Certification Program (NCCP) standard coach certifications.

All prospective head coaches in the SWAT program MUST have the minimum NCCP designation, or have committed to obtaining the minimum designation before December 31 in the hockey season. Coach candidates may present registration details in the appropriate training session in lieu of designation. See the *Minimum Qualification Requirements* section for details on minimum training requirements for each category/level.

Experience

Experience qualification is based on:

- years as head coach
- years as assistant coach
- the category and level of the teams coached
- SWAT Hockey or organization of the teams coached

Preference may be given to coach candidates that have demonstrated positive coaching experience and abilities for the SWAT teams they have coached.

Background

Background qualification is based on:

- playing hockey experience
- the category and level of the teams played on
- SWAT Hockey or organization of the teams played on

Preference may be given to coach candidates that can demonstrate playing at a higher category and level and more years of playing.

Evaluations

Evaluation qualification is based on the results of the yearly SWAT Coach Evaluation Program. During each year the Coach Evaluation process produces a rating of each Coach in one of three categories:

- Acceptable to continue coaching
- Conditionally acceptable to continue coaching subject to the following: (more training, identified areas for improvement, probationary basis, assistant coach only, etc.)
- Unacceptable for continued coaching

Preference may be given to coach candidates that have positive SWAT coaching history, evaluations and conduct.

Coach evaluations above will be assessed by the Coach Selection Committee and may result in the disqualification or lowering of preference for the coach candidate. See the SWAT Coach Evaluation Program for a definition of *incidents* and the process by which SWAT resolves them with coaches.

References

Coach candidates that do not have SWAT evaluations must provide references that can verify their background and experience. References should include:

- coaching philosophy and style
- adherence to fair play
- conduct with officials
- character evaluation
- adherence to SWAT Coach Code of Conduct principles

Interviews

In some cases, the Coach Selection Committee may choose to conduct interviews with candidate coaches in order to establish a better sense of candidate qualifications and suitability in the following areas:

- coaching philosophy and style
- adherence to fair play
- conduct with officials
- character evaluation
- adherence to SWAT Coach Code of Conduct principles

The need for an interview process will be determined by the Coach Selection Committee typically if circumstances arise such as:

- Multiple coach candidates have applied, and the qualifications are too closely matched to make a straightforward decision.
- One of the coaching candidates is new to the SWAT organization. In such a case all perspective coaching candidates may be interviewed.

The need for interviews is entirely at the discretion of the SWAT Coach Selection Committee.

Other Commitments

Preference may be given to coach candidates that are relatively free of other commitments (for example, coaching another team, extensive job related travel or volunteer time in non-hockey organizations).

The Coach Selection Committee will evaluate the level of other commitment and may include this as a factor in the selection process.

10.3 MINIMUM QUALIFICATION REQUIREMENTS

	Speak Out	Safety	NCCP Course Level		Dev I Level	Checking Skills
			Initiation	Coach Level		
Initiation	✓	✓	✓			
Novice	✓	✓		✓		
Atom	✓	✓		✓		Highly recommended
Pee Wee Tiers 1 & 2	✓	✓		✓	✓	✓
Pee Wee Remaining Tiers	✓	✓		✓		✓
Bantam Tiers 1 & 2	✓	✓		✓		Highly recommended
Bantam Remaining Tiers	✓	✓		✓		Highly recommended

11 COACH SELECTION PROCESS

The coach selection process consists of four distinct steps.

11.1 IDENTIFYING COACH CANDIDATES

Every coaching volunteer must submit a completed SWAT Volunteer Application Form indicating the volunteer position they wish to hold. This includes specification of the:

- Role – head coach, assistant coach or manager
- Category

Application forms are available from the SWAT website. All applications must be submitted either to the Category Director during evaluations or to the Coach Selection Committee prior to inclusion of the final team card (formerly known as the team hard card).

In most cases, the Category Director and Assistant Category Director will take names of individuals wanting to either Head Coach or be an Assistant Coach during evaluations.

11.2 SECURITY AND REFERENCE CHECKS

Security and reference checks are mandatory and shall be performed as follows:

- New Coach: the Coach Selection Committee, by appropriate representative, shall ensure that all 3 references are checked for applicants who have not coached for SWAT before. All information supplied by references shall be recorded on the back of the SWAT Volunteer Application Form.
- Coach candidates that have not had an Edmonton Police Association Volunteer Security Check process **MUST** complete and submit all forms to the Coach Development/Evaluation Director. Candidates who have not completed the forms prior to the first scheduled game of the year will be replaced.

Failure to pass the security or reference check will automatically result in disqualification of the coach candidate.

11.3 SELECTING FROM THE CANDIDATE POOL

Coaches are selected from the available volunteer pool and assigned to a team *after* player evaluation and tiering, for the respective team, has been completed. The selection process is:

- Assign coach candidates to each team based on player affiliation. In the case where there is no player affiliation, then the Coach Selection Committee will assign a qualified coach to a team that is both short of coach candidates and for which they are qualified to coach.

Note that unaffiliated coach candidates may be considered for one of several different coaching positions, whereas affiliated coaches will typically only be considered for coaching a team with an

affiliated player. This reflects the typical situation of few unaffiliated coach candidates and a strong desire by affiliated coaches to coach the affiliated player.

- Determine which teams have no coach candidates assigned to them and recruit coach candidates to fill the position.
- Select the most appropriate coach from the set of candidates assigned to each team as head coach. Qualification is based on the criteria defined in the *Coach Selection Policy* section.
- In situations of multiple coach applicants, the unsuccessful coaches will be notified that they were not successful.
- Under no circumstances does the SWAT Hockey have a responsibility to explain to a parent group the reason why one coach was selected over another.

11.4 SELECTION OF ASSISTANT COACHES

Typically head coaches will select their coaching staff; however the Coach Selection Committee reserves the right to recommend and/or refuse an individual's inclusion on team sheets based on previous coaching, evaluations, or transgressions related to Fair Play, SWAT Coach Code of Conduct adherence or behaviour issues.

Assistant coaching is a major commitment of time and this must be considered by individuals prior to putting their name forward so as not to impact the team. Under no circumstances are coaches or assistant coaches allowed to coach in two different associations within the same division.

As SWAT is a community hockey organization, preference will be given to parent coaches over non-parent coaches on a team. Should a head coach wish to appoint a non-parent assistant coach, the SWAT Coach Selection Committee must approve such appointment and he/she will be subject to the Coach Selection Criteria. Consent may also be requested from existing team assistant coaches and assistant coaching candidates. Any additional costs for non parent coaches shall be borne by the team.

Under no circumstances shall coaches and assistant coaches be paid to coach a SWAT Hockey team. Exceptions may be granted by the SWAT board in regards to zone hockey teams such a SWZ. If such exception is granted, the team shall be responsible for all costs.

11.5 EVIDENCE OF EXPERIENCE AND QUALIFICATIONS

An applicant may be asked to provide copies of training certificates and other qualification as may be requested by the SWAT Coach Selection Committee. Failure to provide such requested documentation may result in disqualification from the coach selection process.

11.6 ATOM / PEE WEE TIER 1 COACH SELECTION

11.6.1 Introduction

Coaches selected for the Tier 1 teams in Atom and Pee Wee will be determined in accordance with all policies contained within this document, except as noted in this section.

11.6.2 Selection Process

Coaches are selected by the SWAT Coach Selection Committee *after* all players participating in the Tier 1 process have been evaluated. A parent coach that has a player trying out for Tier 1 Atom or Pee wee can only be selected once the Evaluators have determined that his son or daughter has been placed on the team in question.

As a requirement to applying to coach an Atom or Pee wee 1 team, all coaching applicants must be present for all evaluation scrimmage sessions.

11.7 APPEALS

The selection of a coach candidate may be appealed under the SWAT Appeal Policy by the unsuccessful coach candidate. An appeal may be made by the parents of a team with the support of no less than a two-thirds majority of the members of the affected team. Only one member of a family will be considered in determining the two-thirds majority.

12 PHYSICAL, SEXUAL HARASSMENT AND ABUSE POLICY

SWAT is committed to providing a hockey program and environment that promotes equal opportunities and prohibits discriminatory or harassing practices.

This policy applies to all Board members, Executive Committee members, players, coaches, managers, parents, volunteers and guests of SWAT.

For the purposes of this policy, Harassment is generally defined as comments or conduct directed towards an individual(s), which is insulting, intimidating, humiliating, malicious, degrading or offensive.

For the purposes of this policy, Sexual Harassment is defined as unwelcomed sexual advances, requests for sexual favours or other verbal or physical conduct of a sexual nature.

SWAT recognizes that it can be extremely difficult to come forward with a complaint of harassment or sexual harassment. SWAT recognizes the interests of both the complainant and the respondent in keeping the matter confidential.

12.1 COMPLAINT PROCEDURE

A person who experiences harassment is encouraged to make it known to the harasser that the behaviours are unwelcome, offensive and contrary to this policy.

If confronting the harasser is not possible, or if after confronting the harasser the harassment continues, the complainant should contact the President of SWAT.

Once notified, the President will contact the Discipline Committee, or the police if in the opinion of the President, the police should be involved.

All matters will be addressed in accordance with SWAT's values, Code of Conduct and Discipline Policy.

13 PLAYER TRANSFER POLICY

The purpose of this policy is to make it clear to existing, and potential members of SWAT Hockey the policy and conditions around transfer into and out of SWAT Hockey.

In addition to the specific requirements of Hockey Edmonton, the following shall be the policy around all transfers.

13.1 NOVICE

Transfers will be considered in the Novice program for families that would like to return to their home association as determined by their primary residence. (ie: if registered in Confederation Hockey but living in SWAT Hockey area, SWAT and Confederation will allow the transfer to SWAT Hockey)

Where a child begins to play their second year Novice (by age) is where the child will play within the Southwest Zone for Atom and Pee Wee levels. (ie: beginning to play their second year Novice is defined to mean the first evaluation skate of the second Novice year).

13.2 ATOM AND PEE WEE

Subject to the exceptions below, no transfer will be allowed to Confederation Hockey for Atom and Pee Wee levels.

13.3 EXCEPTIONS

If a parent believes there are extenuating circumstances, a written application must be made to the Southwest Zone (SWZ) Transfer Review Committee. The application must include all supporting documentation identifying the issues and concerns that have been brought to the attention of the Coach and Category Director. Details of the reason for the family wanting to leave must be provided in written format, along with actions taken by all parties involved.

Under no circumstances will extenuating circumstances include perceived mis-evaluations, mis-tiered and/or general coaching issues.

14.2 COACH EVALUATION FORM

SWAT HOCKEY

Coaching Evaluation form

The purpose of this form is to assist coaches in developing their skills and to assist in the coach selection process.	
<p>To be completed by the player:</p> <ol style="list-style-type: none"> Did you enjoy being on the hockey team? Did you learn more about hockey? Did your hockey skills improve? Are you planning to tryout for a hockey team next year? What was your favorite activity in practice? What was your least favorite activity in practices? Did you think playing time was fair? How could it have been better? Do you think you had enough opportunity to ask questions? What would you change to help next year's team? 	<p>no - yes</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>no - yes</p>
<p>To be completed by the parent:</p> <ol style="list-style-type: none"> Did your child enjoy the hockey experience? Do you feel your child became a better hockey player? Did your child gain a better perspective of teamwork? Did the hockey experience help your child mature? Did hockey help your child's self-confidence? In your opinion, was playing time administered appropriately? Was the coach's public conduct at games acceptable? Do you feel your child was treated with respect? How would you rate the coach's communication with parents? Please provide comments about the coach/coaching staff. Please suggest changes you think would improve the program. 	<p>no - yes</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p> <p>1 2 3 4 5</p>

15 SWAT NSF AND REFUND POLICY

15.1 NSF CHEQUE POLICY

The NSF fee for each returned cheque is \$50.00. Upon receipt of an NSF cheque, the Registrar will suspend the registration of the player(s) until such time as:

- The registration fee is paid in full and cleared through the bank along with NSF and all other charges;
- Alternative arrangements respecting payment have been made satisfactorily to the Registrar in his/her sole discretion.

In all cases, the fees and all other charges must be paid in full or alternative arrangements made prior to the selection of the teams by SWAT. Failure to fully pay the fees and all other charges or alternative payment arrangements being made by the selection of the teams, will result in the player(s) registration being revoked for the season or approval of any transfer requests.

For payments of fees that are made subsequent to the establishment of the teams, NSF payments and any related charges must be made within fifteen (15) days from notice or the child/children will be suspended until such time as payment is made in full.

15.2 REFUNDS POLICY

Refunds for players withdrawing from any or all programs will be paid, upon written application to the Registrar, less a \$100.00 service charge fee, according to the following schedule:

- No portion of a late registration fee will be refunded;
- Players or parents suspended or expelled for disciplinary reasons shall be ineligible for a refund fee;
- Registrar and Treasurer are jointly charged with the responsibility of using reasonable discretion with respect to portioned months, (e.g. refund request received January 13 for a player injured December 3, and now known to be unable to return before the season end. Refund will then be based on participation for the months of October and November only that is 30% reduction)
- For players withdrawing as a result of a residential move outside of SWAT's boundaries, the \$100.00 service fee will not be charged. Proof of new residence will be required along with written application for withdrawal.
- For players withdrawing voluntarily for personal reasons, both the Registrar and Treasurer will use reasonable discretion with respect to any refunds of fees, subject however to a \$100.00 service fee.
- No refunds will be allowed after December 31.
- A refund example:

A Pee Wee player with registration of \$580.00 withdraws as of Nov. 15:

Services fee	(\$100.00)
October & November	<u>(\$174.00)</u>

fee prorated, i.e., 15%
per month

Net Refund	<u><u>\$306.00</u></u>
-------------------	------------------------

- The volunteer fee charged per family at registration will be returned or destroyed at the end of the season upon confirmation being received that the full amount of volunteer credits have been given based on each individual player at the end of the season.
- There will be no refunds or release of a player until all equipment, raffle tickets, outstanding funds or such other amounts owing to SWAT have been paid and accounted for.
- A request for refund of fees as a result of a non-SWAT hockey injury that results in a players inability to continue participating in SWAT Hockey programs must be supported by satisfactory evidence (in the sole discretion of the Registrar and Treasurer) of such injury.

16 SWAT COACH EVALUATION PROCESS

To be inserted

17 SWAT LOGO AND SUPPLEMENTARY TEAM APPAREL POLICY

SWAT recognizes that a standard set of colours may provide for recognition of teams when participating in competition; cost benefits for equipment purchase; and a unifying experience for players, team officials and followers. Supplementary clothing is entirely optional, however, explicit specification for products bearing the SWAT logo are designed to provide season-to-season continuity and reduce costs to parents.

17.1 Logo

All teams and members must purchase any supplementary apparel bearing the below noted logos from approved supplier(s) as indicated on the SWAT website. Any exceptions must be approved by the SWAT Executive Committee. In the case of the Pee Wee Tier 1 team only, it will use the Southwest Zone Oil King's logo in place of the SWAT logo.



Other than as stipulated above, no team or member may use the logo without written consent of the Executive Committee. The President or his delegate must approve all correspondence bearing the logo.

All supplementary apparel may only bear the SWAT or SWAT Hockey logos and shall not include a team logo. Team name, player name, player number may appear in addition to the SWAT or SWAT Hockey logo.

17.2 COLOURS

Association colours shall be black, red and white.

17.3 SUPPLEMENTARY CLOTHING

All supplementary clothing is purchased by parents as a matter of personal choice. No stipulation shall be made by team officials or others requiring the purchase of supplementary clothing and no player shall

be penalized for not participating in a purchase plan. Parents however are encouraged to participate in accordance with their team's wishes.

Coaches and other team officials are encouraged to participate in the purchase or supplementary clothing on an equal basis with all parents. SWAT recommends that teams not subsidize the purchase of supplementary clothing for coaches and other team officials.

Supplementary clothing, purchased as team wear, shall comply with association colours and specifications to qualify to bear SWAT Hockey logo.

SWAT Hockey identifies preferred vendors each year for teams and parents to buy clothing. SWAT Hockey prides itself on the branding and consistent look of clothing across our organization. Any deviation from the purchase from the preferred supplier must be approved by the SWAT Executive Committee.

18 SWAT PLAYER EVALUATION POLICY

To be inserted

19 EQUIPMENT POLICY

All equipment (jerseys, goaltender equipment, coaching aids, etc.) loaned out to coaches, players or parents is the property of SWAT Hockey and must be returned by the end of the season on the date requested by the Board or the Equipment Coordinator.

Any player or parent not returning equipment on loan shall have the cost of the items added to their registration for the following season or deducted from any fees due from SWAT.

Those players not returning to SWAT Hockey and refusing to return the equipment may be subject to civil court action to recover the cost of the items.

A coach or parent may request an extension of time prior to the specified annual return date.

Equipment damage due to injury: Should any piece of the players or association equipment be cut off or damaged as a result of treatment for an injury shall ensure the proper section of the Hockey Canada Injury Report Form is completed in order that the cost of these items may be recovered.

19.1 GOALTENDER

A set of goaltender equipment consists of one pair of leg pads, one pair of gloves, one chest/arm protector and one equipment bag.

All Novice teams will have access to a minimum of 1 set of goaltender equipment. Novice and Atom teams will also be issued one goal stick.

Coaches shall monitor the goaltender equipment of goaltenders in the Novice and Atom levels for abuse and proper maintenance by their player. If a piece of goaltender equipment is returned and has been misused, it will not be replaced and the goaltender will have to purchase his/her own.

There have been some cases of abuse of equipment such as players using equipment for street hockey or not properly drying the equipment after a game. Any player found to have abused the goaltender equipment in this or any other manner shall have their equipment privileges cancelled and shall no longer be allowed to use association equipment. The cost of replacement or repair shall be added onto the player's registration fees or deducted from any fees due from SWAT.

Off season use of goaltender equipment shall be subject to rental fees. Only players registered with SWAT Hockey for the following season will be allowed to rent out equipment.

Goaltender equipment will NOT be rented to:

- Hockey schools.
- Players participating in spring hockey.

Goaltender equipment may be rented for the spring and summer to players attending goalie schools upon proof of registration and acceptance.

Any player found to have abused this policy shall have the equipment recalled and any monies paid or forfeited. He/she will no longer be allowed the privilege of renting association equipment.

Used equipment will be sold at a competitive value when no longer required by SWAT Hockey.

Goaltender equipment shall not be used for any dry land training. Anyone found using this equipment for dry land training or street hockey will forfeit its use and be subject to any damage or replacement costs.

SWAT Hockey shall only be responsible for repairs to equipment owned by SWAT Hockey and players requiring repairs to their own privately owned equipment shall be responsible for that cost.

Goaltender equipment will be rented out to the various divisions and players as noted below.

Novice: All goaltender equipment will be issued to the coach and he/she will be responsible for its care. It is his/her responsibility to ensure that the equipment is properly stored and dried after each game or practice. No user fee will be charged.

Atom & Peewee: All goaltender equipment may be rented to individual players for the playing season for a fee as determined by the Executive Committee. Players may choose to rent all the equipment or use only those items of equipment required.

Bantam: Leg pads, if available, will be available for rental at a fee as determined by the Executive Committee.

Should a piece of equipment be returned to the Equipment Coordinator for any reason and found to have been abused, it shall not be returned or replaced. The player will then be responsible to:

- Purchase his/her own replacement equipment
- Pay for the cost of repair or replacement of the abused equipment.

19.2 GOALTENDER EQUIPMENT RENTAL FEES – SEASON (2011 RATES)

Rental price per piece	
Blocker	\$20
Trapper	\$20
Pads	\$80
Chest Protector	\$60
Rental price for full set	
Full Set (Includes all of above and equipment bag)	\$150
Mandatory Security Deposit	\$300

Goaltender Equipment Monthly Rental Fees – Summer

* rates are subject to change at any time.

19.3 JERSEYS

SWAT Hockey will supply 2 sets of game jerseys to all teams.

Only SWAT Hockey issued jerseys will be worn by teams/players during games. These jerseys shall be kept in team jersey bags ONLY.

Due to privacy concerns, SWAT Hockey does not encourage the use of name bars. No family shall be forced to affix name bars should they choose not to.

For those that do choose to affix name bars, the following rules shall apply.

Name bars are allowed on SWAT Hockey jerseys subject to the following conditions:

1. They are consistent looking amongst all players;
2. Parents and the team take full responsibility for application, removal and any damage to the jerseys as a result of name bars.

Damage to jerseys or equipment shall be assessed at the sole discretion of the SWAT Equipment Coordinator.

No patches or crests of any kind, other than the SWAT Hockey logo, shall be worn on any association jerseys unless specifically authorized in writing by the Executive Committee or as a requirement of Hockey Canada or Hockey Alberta.

Teams are required to have a volunteer(s) who will be responsible for the caretaking and frequent cleaning of the jerseys on through the season.

Under no circumstances are jerseys to be taken home by each child.

Game jerseys are to be worn during games only and shall NOT be worn at practices or any other events except where approved by the Executive Committee.

Game jerseys may be worn by players who are involved in a fundraising event in order to identify themselves, such as in bottle drives.

Games jerseys will not be worn to any events in which damage may occur to the jerseys.

19.4 SURPLUS JERSEYS

Jerseys that are no longer needed by SWAT Hockey or have served their life expectancy can be sold to coaches as practice jerseys should they wish to buy them at a fair price.

The Jersey shall be marked to indicate it is a practice jersey and no longer on our inventory.

19.5 SCORE SHEETS

Each season, SWAT Hockey purchases enough game sheets to last the season. Sufficient game sheets will be issued to the Category Directors by the Registrar for their teams. Coaches shall monitor the use of these sheets and not issue them in excess of what is required.

19.6 PUCKS, PUCK BAGS AND PYLONS

Teams will be supplied each season with twenty-five (25) pucks and one puck bag. Any replacements over and above this for lost or stolen pucks will be the responsibility of the team.

The twenty five (25) pucks issued to a team shall be turned in at the end of the season.

Each team shall be issued 8 pylons that are to be returned at the end of the season. Any replacements over and above this for lost or stolen pylons will be the responsibility of the team.

19.7 FIRST AID KITS

Each team shall be issued one (1) first aid kit.

First aid kits are to be replenished as required and are to be funded by the team.

Complete first aid kits are to be returned by the end of the season.