



Essentials of Developing a Welcoming Environment

October 12, 2023

Will Russell

SPORT LAW

We know sport.

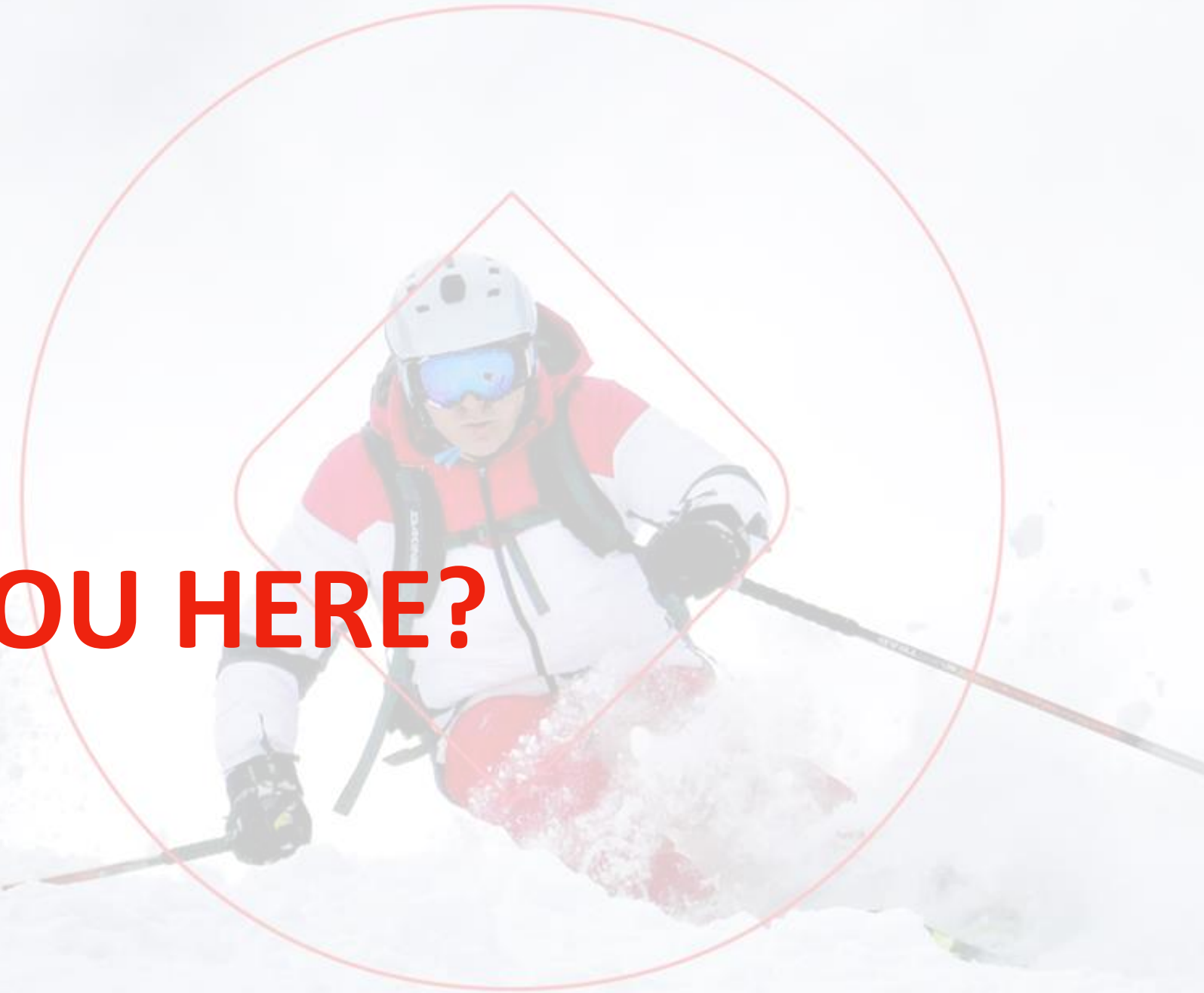
WHO WE ARE: SPORT LAW

Providing strategic insight to the Canadian sport community through professional services in these areas:

- Legal Solutions
- Communications
- Human Resource Management
- Governance
- Investigations
- Risk Management
- Financial Management
- Safe Sport
- Equity, Diversity, and Inclusion



WHY ARE YOU HERE?





A skier in a red and white jacket and helmet is skiing down a snowy slope. The skier is wearing a white helmet, blue goggles, and a red and white jacket. They are holding ski poles and are in a dynamic pose, leaning forward. The background is a bright, snowy mountain slope. The skier is framed by a red circle and a red diamond shape.

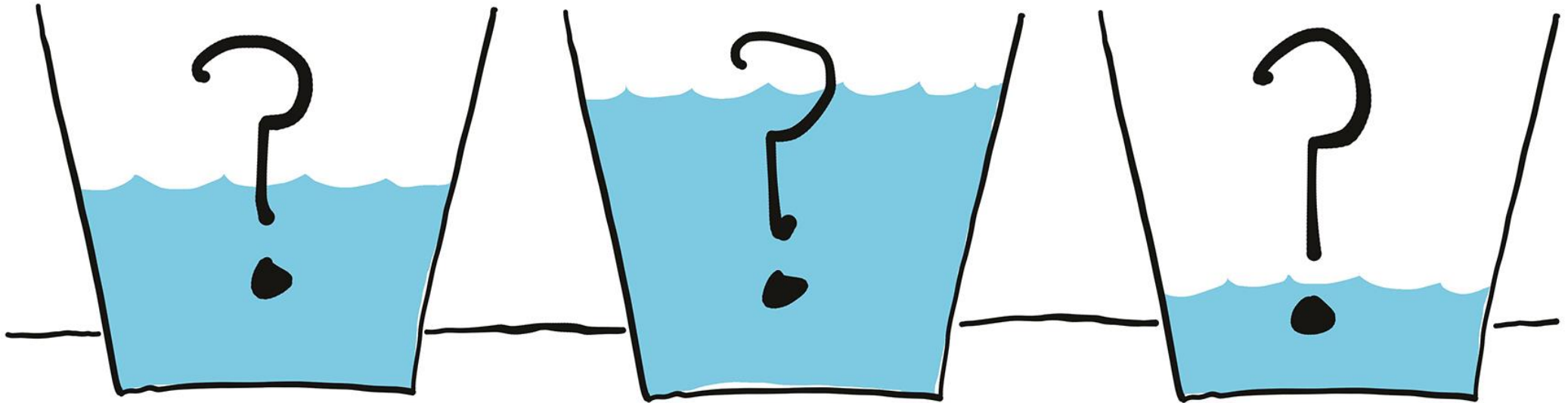
WHAT IS CULTURE?

**CULTURE IS A SET OF
LIVING RELATIONSHIPS
WORKING TOWARDS A
SHARED GOAL**

DAN COYLE

AUTHOR, THE CULTURE CODE

WHAT IS CULTURE?



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GOOD GOVERNANCE

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◊ Organizational Roles

- ◊ Board of Directors
- ◊ Officers/Executive
- ◊ Staff
- ◊ Volunteers
- ◊ Members

GOOD GOVERNANCE



◊ Reporting Structure

GOOD GOVERNANCE

GOVERNANCE:

- ◊ “The processes and structures that a Board uses to direct and manage its general operations, programs and activities”

GOOD GOVERNANCE:

- ◊ “... is about having the right structures and processes to ensure you are achieving desired results and achieving them the right way”

GOVERNANCE GONE WRONG

Sudden things → a crisis of:

- ◊ Public confidence
- ◊ Financial performance
- ◊ Program performance
- ◊ Personnel
- ◊ Partner/sponsor confidence
- ◊ Decision-making (legal issues)

Gradual things → an erosion of:

- ◊ Public confidence
- ◊ Communication
- ◊ Participation/engagement
- ◊ Clarity of roles and functions
(ranging from Board irrelevance to Board meddling)
- ◊ Trust

GOOD GOVERNANCE

- ◊ **Vision** – identifying your destination
- ◊ **Planning** – setting goals and providing a pathway to get there
- ◊ **Resources** – securing the resources required to reach destination
- ◊ **Monitoring** – checking that progress is being made towards destination
- ◊ **Accountability** – using resources responsibly and reporting progress to your stakeholders (members, funders, partners)

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WHAT IS SAFE SPORT?

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WHAT IS SAFE SPORT?

- ◊ Athletes experience psychological abuse and neglect to a far greater extent than other forms
- ◊ Neglectful and psychologically harmful behaviours such as demeaning, threatening or humiliating comments, denying basic needs such as food, water, and safe training conditions, have been accepted as normal practices in sport

WHAT IS SAFE SPORT?

- ◊ Ensuring physical, psychological and emotional safety.
- ◊ This includes concussion and injury prevention and creating environments free from bullying, abuse, harassment, discrimination and other forms of maltreatment.

WHAT IS SAFE SPORT?

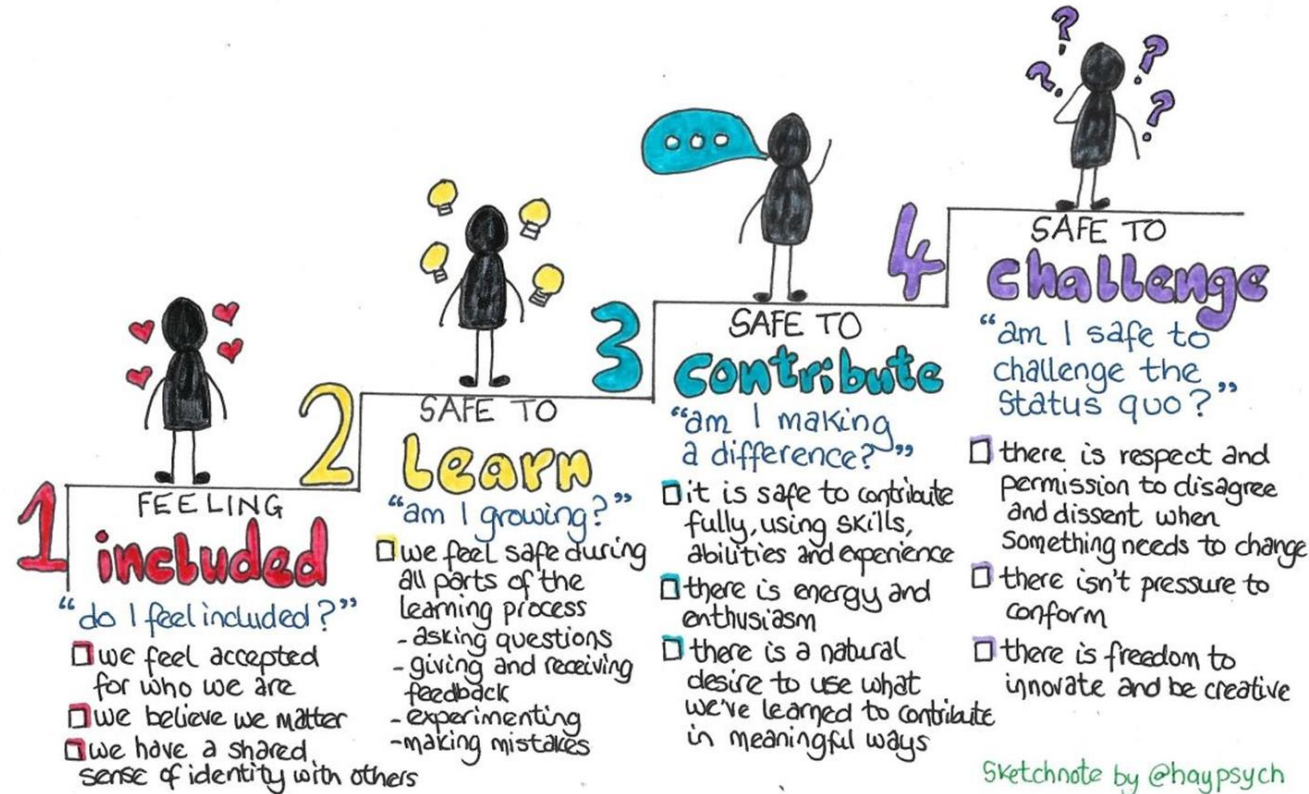
- ◊ Psychological safety:
 - ◊ “Being able to show and employ one’s self without fear of negative consequences of self-image, status or career” (Kahn)
 - ◊ “[Creating] a team climate where people are encouraged to take risks fearlessly and nurtures mutual trust, support and respect” (Edmondson)



WHAT IS SAFE SPORT?

the 4 STAGES of PSYCHOLOGICAL SAFETY

the 4 stages of psychological safety: Defining the path to inclusion and innovation
by Timothy R Clark



WHAT IS SAFE SPORT?

- ◊ In summer 2021, the Government of Canada designated the SDRCC to deliver the independent safe sport mechanism at the national level
- ◊ Now called Abuse-Free Sport.



abuse-free sport

Office of the Sport
Integrity Commissioner

WHAT IS SAFE SPORT?

- ◊ The Office of the Sport Integrity Commissioner (OSIC) is a division of the SDRCC and serves as the central hub within Abuse-Free Sport
 - ◊ Two mechanisms available:
 - ◊ Complaint Management
 - ◊ Sport Environment Assessments
- ◊ OSIC is responsible for administering the *Universal Code of Conduct to Prevent and Address Maltreatment in Sport* (UCCMS).

WHAT IS SAFE SPORT?

- ◊ The UCCMS sets out harmonized rules designed to help advance a respectful sport culture.
- ◊ Includes:
 - ◊ standard definitions of maltreatment, including grooming, neglect, and physical, sexual, and psychological abuse
 - ◊ other prohibited behaviour such as retaliation, failure to report maltreatment, intentionally filing false allegations, misuse of power
 - ◊ framework for determining appropriate sanctions



IMPLEMENTING POLICIES

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- ◊ Who are your participants?
- ◊ When is an individual considered a participant?
- ◊ What are the expectations of participants?



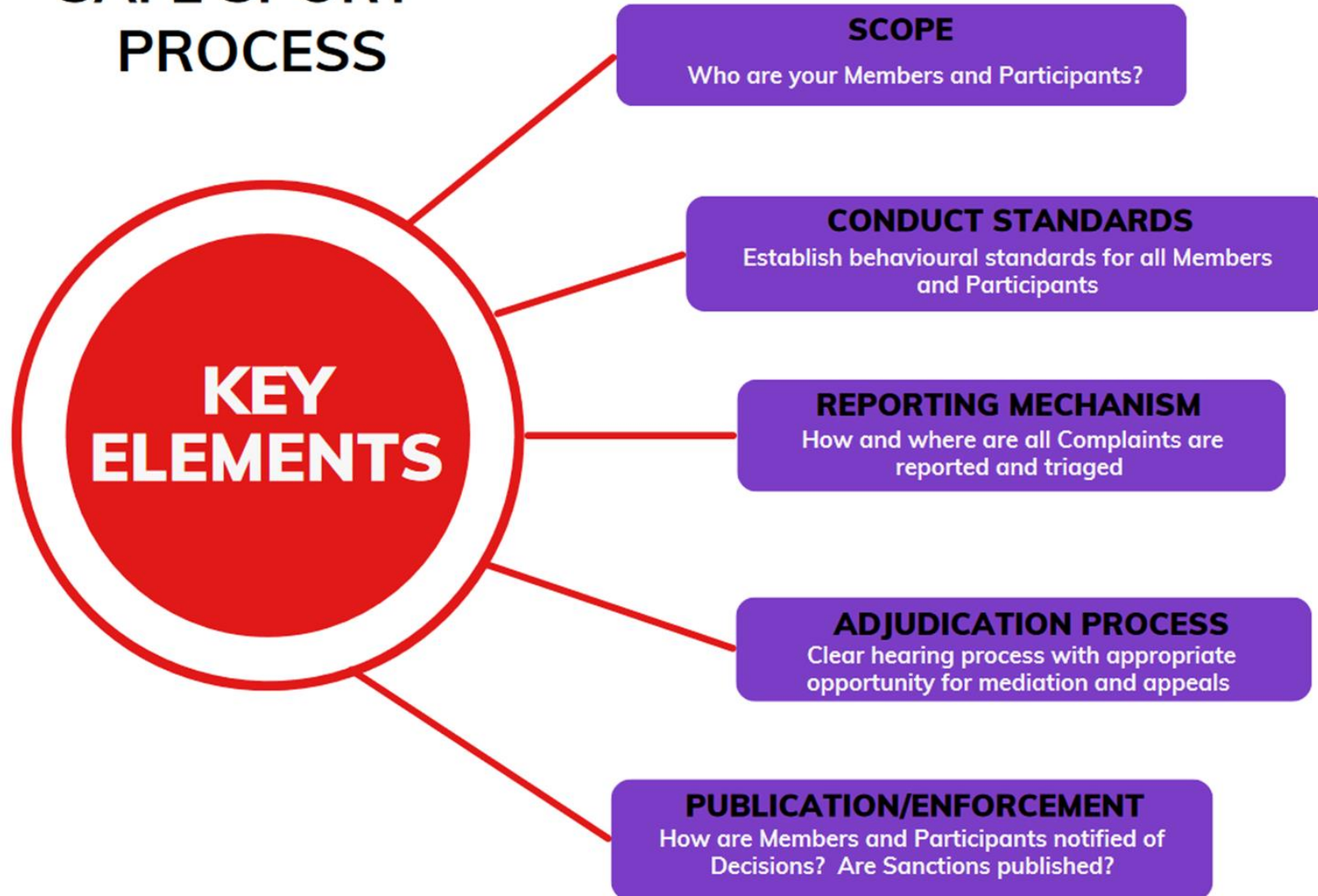
IMPLEMENTING POLICIES



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SAFE SPORT PROCESS



IMPLEMENTING POLICIES

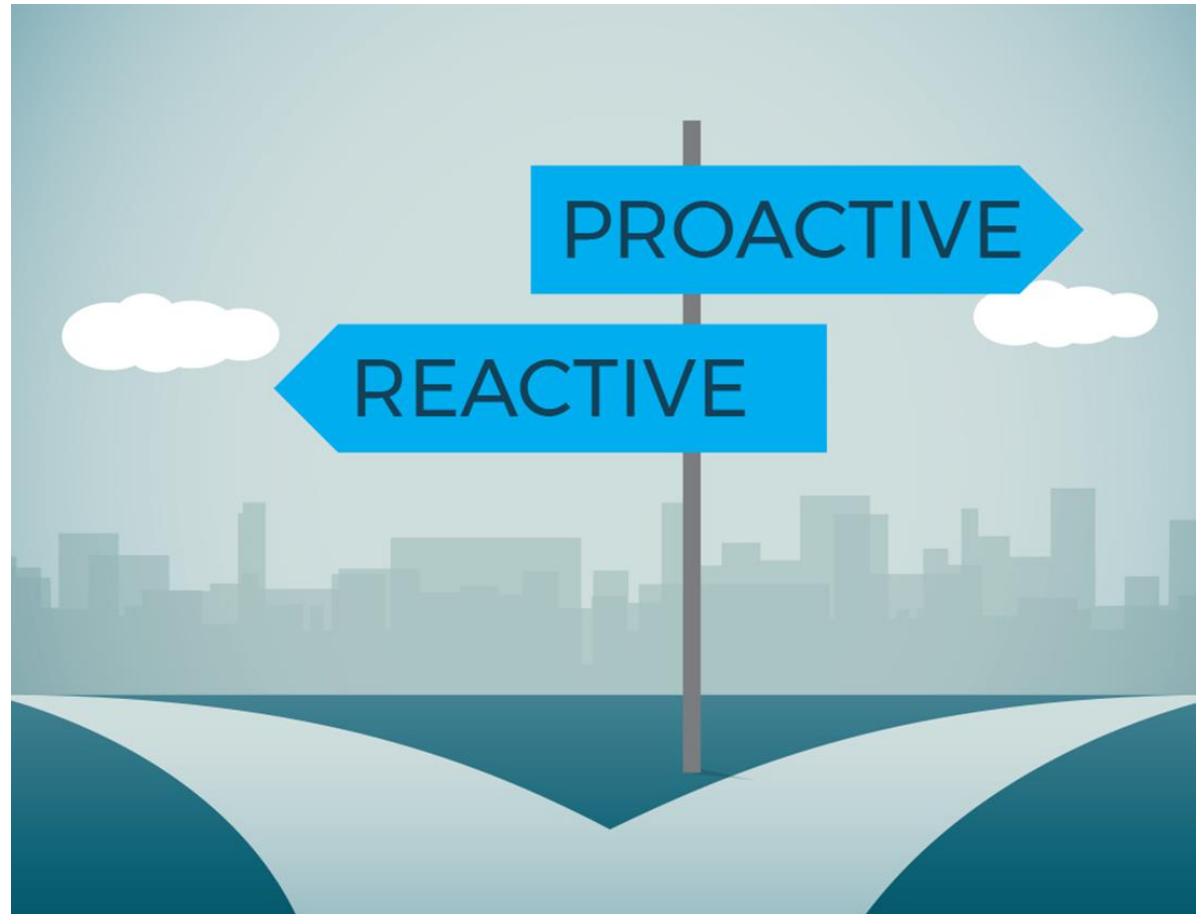


- ◆ Scope
 - ◆ Activity
 - ◆ Event
 - ◆ Time
 - ◆ Classification



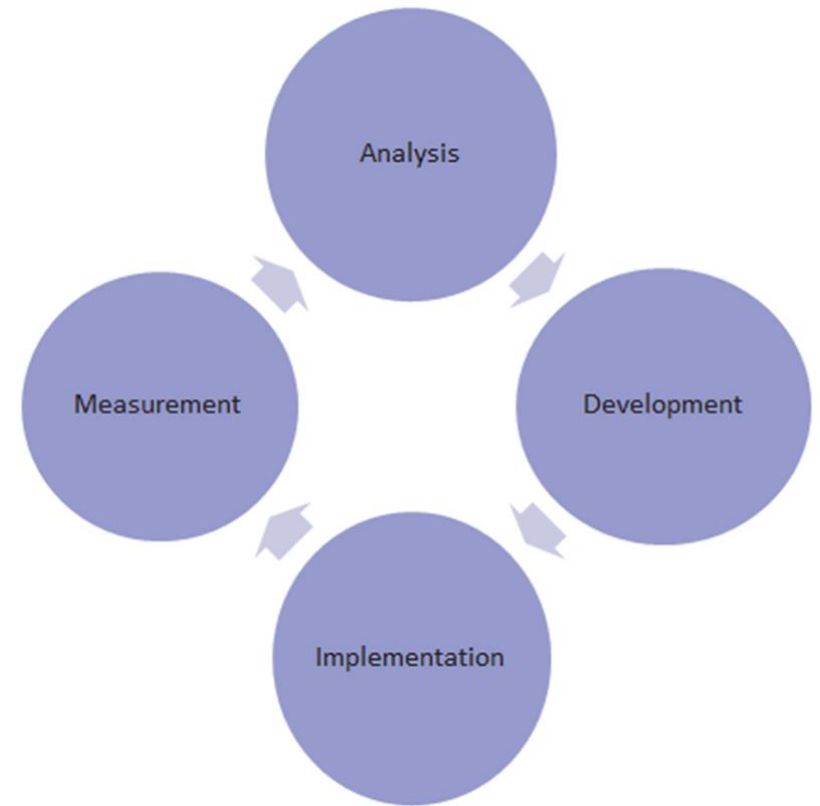
POLICY ESSENTIALS

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- ◊ Proactive Holistic Approach
- ◊ Four step Implementation Strategy



POLICY ESSENTIALS

◊ Analysis - Current Practices

- ◊ What **practices** do you have in place to ensure the physical, psychological and emotional safety of your participants and staff?
- ◊ What **evidence** does your organization have to show that what you are doing to ensure the safety of your athletes is working?
- ◊ How can you **engage** with all your community to find out?

POLICY ESSENTIALS

- ◊ Development
 - ◊ Aligned **Policy** across all levels of your organization
 - ◊ Minimum **Training** standards
 - ◊ **Communication and Engagement** with all parts of your community
 - ◊ **Resources** on an online hub

POLICY ESSENTIALS

- ◊ Implementation

- ◊ Communication!
- ◊ Communication!
- ◊ Communication!

- ◊ The best strategy is nothing without **effective implementation.**

POLICY ESSENTIALS

◊ Implementation

◊ Internal Plan

- ◊ For board, staff and volunteers who are responsible for executing the plan:
 - ◊ FAQ's
 - ◊ Common messaging

◊ External Plan

- ◊ For athletes, coaches, parents, officials and others so everyone understands:
 - ◊ What changes are coming
 - ◊ How you came to these decisions

POLICY ESSENTIALS

- ◊ Measurement
 - ◊ Athlete, Coach and Staff engagement is essential
- ◊ Key question - Do you feel safe?
- ◊ Involve Participants
 - ◊ Create safe and welcoming environments
 - ◊ Encourage curiosity
 - ◊ Be flexible
 - ◊ Be authentic

POLICY ESSENTIALS

◊ Bottom Line

- ◊ Do you know whether your policies and training are being:
 - ◊ communicated
 - ◊ understood
 - ◊ followed
- ◊ by all participants?

POLICY ESSENTIALS

- ◊ Organizations Run Into Trouble When:
 - ◊ They do not set out rules [**policies**] or procedures to deal with something
 - ◊ They set out rules [**policies**] but they are incomplete, vague or contradictory
 - ◊ They set out rules [**policies**] but then choose not to follow them
 - ◊ They have rules [**policies**] that do not “fit” with their culture or their resources
 - ◊ Fail to review policies

KEY TAKEAWAYS



- ◆ Education
- ◆ Alignment
- ◆ Culture, culture, culture

CONTACT US

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