



Raising the growth and participation
of female sport officials in Europe

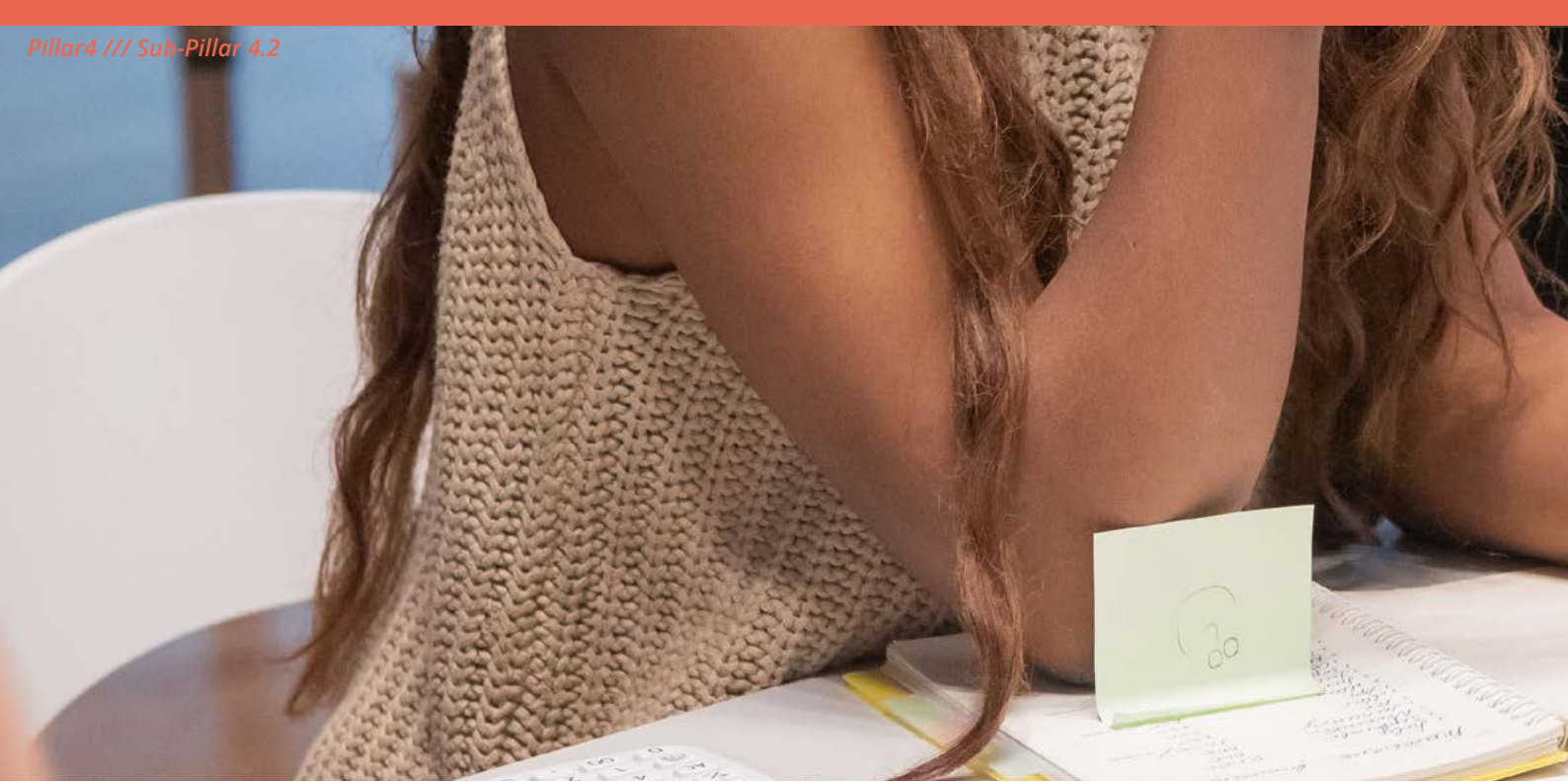
LEARNING RESOURCES

/// PILLAR 4: SUPPORT MECHANISMS / POSITIVE ACTIONS

SUB-PILLAR 4.2
**Create a positive culture
for the acceptance and
respect of women officials**



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/// Sub-Pillar 4.2

Create a positive culture for the acceptance and respect of women officials

OVERVIEW

Creating a positive culture for the acceptance and respect of women sport officials requires a concerted effort to promote gender equality, inclusivity, and respect within an organisation or community.

🕒 Here are some key steps to foster such a culture:

1. Develop and communicate a clear commitment:

Establish a clear and visible commitment to gender equality and the acceptance and respect of women officials. This commitment should be communicated through organisational policies, mission statements, and values.

2. Promote diversity and inclusion:

Actively promote diversity and inclusion at all levels of the organisation. Encourage the recruitment and retention of women sport officials, and ensure they have equal opportunities for career advancement and leadership roles.

3. Raise awareness and provide education:

Conduct awareness campaigns and training programs to educate all stakeholders about gender biases, stereotypes, and the importance of creating an inclusive culture. Provide training on unconscious bias, gender sensitivity, and respectful communication.

4. Establish zero-tolerance policies:

Develop and enforce zero-tolerance policies against discrimination, harassment, and sexism in all forms. Ensure that women officials feel safe and supported in reporting any incidents and respond promptly and effectively to address such issues.

**5. Encourage allyship:**

Encourage men and women within the organisation to be allies for women sport officials. Foster an environment where everyone actively supports and advocates for gender equality, challenging biases and stereotypes, and amplifying the voices of women sport officials.

6. Foster mentorship and sponsorship programmes:

Implement mentorship and sponsorship programs specifically aimed at supporting the professional development and advancement of women sport officials. Provide opportunities for networking, skill-building, and guidance from experienced mentors.

7. Celebrate achievements:

Recognise and celebrate the achievements and contributions of women officials. Highlight their successes and ensure they receive equal recognition for their work. This can be done through public announcements, awards, or dedicated events.

8. Foster inclusive decision-making processes:

Ensure that women sport officials have a voice in decision-making processes. Encourage their active participation, seek their input, and create opportunities for them to contribute their perspectives and expertise to important discussions and decisions.

9. Provide flexible work arrangements:

Recognise the diverse needs and responsibilities of women sport officials by providing flexible work arrangements, such as remote work options, flexible schedules, or family-friendly policies. Support work-life balance to enable women sport officials to thrive personally and professionally.

10. Lead by example:

Leaders within the organisation should demonstrate inclusive and respectful behaviour. Model the values and behaviours you want to promote and hold all individuals accountable for their actions. Encourage open communication, collaboration, and mutual respect.

Creating a positive culture for the acceptance and respect of women sport officials is an ongoing process that requires continuous efforts, evaluation, and improvement. Regularly assess the culture, collect feedback, and adapt strategies accordingly to foster a supportive and inclusive environment for everyone.



>> CONTENT AREA 1: CREATE A PROCESS TO DELIVER A POSITIVE CULTURE AT ALL LEVELS OF YOUR SPORT

Creating a process to deliver a positive level at all levels of your sport involves implementing strategies and initiatives that prioritise the well-being, inclusivity, and sportsmanship of athletes, coaches, sport officials, and all stakeholders.

🕒 **Here are some steps to help you establish such a process:**

1. Establish clear values and standards:

Define the core values and standards that reflect a positive and respectful sporting environment. Communicate these values and standards widely, making them a foundational aspect of the sport's culture.

2. Develop and enforce policies:

Create policies that address important aspects of a positive sporting culture, such as anti-discrimination, fair play, integrity, and athlete welfare. Ensure these policies are clearly communicated, easily accessible, and consistently enforced across all levels of the sport.

3. Provide education and training:

Offer education and training programs that promote positive behaviour, inclusivity, and ethical conduct. Educate athletes, coaches, sport officials, and administrators about respectful communication, fair competition, diversity and inclusion, and other relevant topics. Encourage ongoing education and professional development.

4. Foster sportsmanship and fair play:

Promote sportsmanship and fair play as essential components of the sport. Encourage respectful behaviour, fair competition, and adherence to the rules and spirit of the game. Recognise and reward acts of sportsmanship to reinforce positive behaviours.

5. Support athlete well-being:

Implement measures to support the physical, mental, and emotional well-being of athletes. Develop policies and protocols for athlete safety, injury prevention, mental health support, and appropriate training loads. Provide access to qualified medical professionals and resources for athlete support.

6. Provide equal opportunities:

Strive to provide equal opportunities for all whatever their backgrounds or abilities. Promote gender equality, diversity, and inclusion in team selection, competitions, and leadership roles. Ensure fair access to resources, facilities, and coaching.

7. Establish clear communication channels:

Create effective channels for communication and feedback within the sport. Encourage open dialogue, actively listen to concerns and suggestions, and provide mechanisms for individuals to report any issues or violations of policies. Respond promptly and transparently to address concerns.

8. Implement a code of conduct:

Develop and enforce a code of conduct that outlines expected behaviours for all participants. The code of conduct should emphasise respect, integrity, and ethical conduct. Hold all stakeholders accountable for adhering to the code of conduct, including consequences for violations.

9. Encourage positive leadership:

Foster positive leadership at all levels of the sport. Encourage coaches, administrators, sport officials, and other leaders to be role models of integrity, respect, and fairness. Provide training and support to develop effective leadership skills and promote positive team cultures.

10. Regularly evaluate and adapt:

Continuously evaluate the effectiveness of your process and adjust as needed. Seek feedback from athletes, coaches, sport officials, and other stakeholders to identify areas for improvement. Regularly assess the culture and climate within the sport to ensure it aligns with the desired positive level.

By implementing these steps, you can create a process that promotes a positive sporting environment, where athletes can thrive, coaches can excel, and everyone involved can experience the benefits of a respectful and inclusive sport.

Top Tips

1. Define the core values and standards that reflect a positive and respectful sporting environment.
2. Create policies that address important aspects of a positive sporting culture, such as anti-discrimination, fair play, integrity, and athlete welfare.
3. Promote sportsmanship and fair play as essential components of the sport.
4. Implement measures to support the physical, mental, and emotional well-being of athletes.
5. Continuously evaluate the effectiveness of your process and adjust as needed.

>> CONTENT AREA 2: CREATE A RESPECT PROGRAMME THAT ALL STAKEHOLDERS BUY INTO AS BEST PRACTICE

Creating a program about respect involves designing a structured initiative that educates, raises awareness, and promotes respectful behaviour in various settings, such as schools, workplaces, communities, or sports teams.

🕒 Here's a step-by-step guide to help you create a program about respect:

1. Identify the target audience:

Determine the specific groups or community for whom the program is intended. It could be schools, employees, athletes, coaches, sport officials or the extended volunteer workforce, or any other specific demographic.

2. Set program goals and objectives:

Define the goals and objectives of the program. What specific outcomes do you hope to achieve? Examples could include fostering a culture of respect, reducing bullying or harassment, enhancing communication skills, or promoting inclusivity.

3. Conduct needs assessment:

Conduct a needs assessment to understand the specific challenges, concerns, or areas where respect may be lacking within the target audience. This can involve surveys, interviews, focus groups, or data analysis to gather relevant information.

4. Develop program content:

Based on the needs assessment, develop the content for your program. This may include educational materials, workshops, interactive sessions, role-playing activities, videos, or presentations. Ensure the content is age-appropriate, culturally sensitive, and relevant to the target audience.

5. Incorporate key concepts:

Integrate key concepts related to respect into the program. These may include empathy, active listening, conflict resolution, diversity and inclusion, acceptance of differences, and understanding boundaries. Create opportunities for participants to reflect on these concepts and apply them to real-life situations.

6. Engage stakeholders:

Collaborate with relevant stakeholders, such as educators, volunteer workforce, leagues, competitions or organisational representatives, to gain their support and involvement in the program. Engagement with administrators involved with players and coaches is vitally important within a federation or sporting organisation. Encourage their active participation and ensure alignment with their existing initiatives or policies.

7. Design interactive activities:

Include interactive activities that encourage engagement, participation, and experiential learning. These can include group discussions, case studies, scenario-based role-plays, team-building exercises, or community service projects that promote respect and positive behaviour.

8. Provide skill-building opportunities:

Offer skill-building components within the program to help participants develop practical skills for respectful communication, conflict resolution, and empathy. This could include workshops, training sessions, or coaching on effective communication, active listening, and assertiveness.

9. Incorporate evaluation and feedback:

Integrate evaluation mechanisms to assess the impact and effectiveness of the program. Collect feedback from participants through surveys, interviews, or focus groups to gather their insights and suggestions for improvement. Use this feedback to refine and enhance the program over time.

10. Establish long-term support and reinforcement:

Create a plan for ongoing support and reinforcement of respectful behaviour beyond the program's initial implementation. This can involve ongoing training sessions, mentorship programs, policy implementation, or the establishment of support networks to sustain the positive changes achieved through the program.

11. Promote visibility and communication:

Advertise and communicate the program's purpose, content, and benefits to generate interest and encourage participation. Use various communication channels such as social media, newsletters, websites, or public announcements to reach the target audience and raise awareness.

12. Collaborate and network:

Collaborate with other organisations, schools, or community groups that share similar goals of promoting respect. Network with experts or professionals in the field to gain additional insights, resources, or support for your program.

Remember to tailor the program to the specific needs and context of your target audience. Continuously assess the program's impact, adapt it as needed, and celebrate the positive changes that arise from promoting a culture of respect.

Encouraging stakeholders to buy into best practices involves effectively communicating the value and benefits of those practices and actively involving stakeholders in the decision-making process.

👉 **Here are some strategies to encourage stakeholders to embrace best practices:**

1. Clearly articulate the rationale:

Clearly explain the reasons behind the best practices and their potential positive impact on stakeholders. Highlight the benefits, such as increased efficiency, improved outcomes, cost savings, or enhanced reputation. Connect the best practices to the stakeholders' goals and priorities to make them more relevant and compelling.

2. Provide evidence and case studies:

Once the programme / initiative has been running for a period of time, offer evidence and case studies that demonstrate the success and effectiveness of the best practices. Use real-world examples, success stories, or data-driven insights to show how these practices have yielded positive results in similar contexts. This helps build credibility and confidence among stakeholders.

3. Engage stakeholders early on:

Involve stakeholders from the beginning in the decision-making process regarding best practices. Seek their input, listen to their concerns, and address any potential resistance or scepticism. By involving them, you make them feel valued and increase their ownership of the process.

4. Communicate benefits and impact:

Clearly communicate how embracing best practices will benefit stakeholders directly. Emphasise the positive impact on their work, productivity, job satisfaction, or professional growth. Show how the practices align with their values, needs, or aspirations, and how they contribute to the overall success of the organisation or project.

5. Provide training and support:

Offer training programs, workshops, or resources that enable stakeholders to understand and implement the best practices effectively. Ensure they have the knowledge, skills, and tools necessary to embrace and excel in those practices. Provide ongoing support and mentorship to address any challenges they may face during implementation.

6. Foster a culture of continuous improvement:

Create an environment that values learning, innovation, and continuous improvement. Encourage stakeholders to share their ideas, feedback, and suggestions for refining the best practices. Recognise and reward individuals or teams who actively engage in adopting and promoting the practices.

7. Address barriers and concerns:

Proactively address any barriers, challenges, or concerns that stakeholders may have regarding the adoption of best practices. Provide resources, guidance, or solutions to overcome these obstacles. Tailor your approach to address specific stakeholder needs and interests.

8. Foster collaboration and knowledge sharing:

Encourage stakeholders to collaborate, share experiences, and learn from each other. Facilitate platforms for networking, communities of practice, or regular forums where stakeholders can exchange ideas, challenges, and best practices. This promotes a sense of collective learning and encourages stakeholders to embrace and champion the practices together.

9. Measure and communicate success:

Establish key performance indicators (KPIs) or metrics to measure the impact of adopting best practices. Regularly communicate and share progress updates with stakeholders to demonstrate the positive outcomes achieved through their involvement. Highlight success stories and celebrate milestones to reinforce the value of the practices.

10. Seek leadership support:

Gain the support and endorsement of influential leaders or decision-makers within the organisation or community. Their buy-in and active support can significantly influence other stakeholders and create a positive environment for embracing best practices.

Remember, effective stakeholder engagement requires tailored approaches based on their specific needs, motivations, and concerns. Customise your communication and engagement strategies to resonate with each stakeholder group and build a strong coalition of supporters for the best practices.

Top Tips

1. Determine the specific group or community for whom the program is intended.
2. Define the goals and objectives of the program. What specific outcomes do you hope to achieve?
3. Integrate key concepts related to respect into the program.
4. Collaborate with relevant stakeholders, such as educators, volunteer workforce, leagues, competitions or organisational representatives, to gain their support and involvement in the program.
5. Create a plan for ongoing support and reinforcement of respectful behaviour beyond the program's initial implementation.





>> CONTENT AREA 3: TRAIN TUTORS TO DELIVER RESPECT TRAINING

When training tutors to deliver training about respect, it is essential to provide them with the necessary knowledge, skills, and tools to effectively convey the importance of respect and promote a culture of respect among participants.

🕒 Here are some tips for training tutors:

1. Establish clear learning objectives:

Clearly define the learning objectives for the training program, specifying the key knowledge and skills tutors should impart to participants. This could include understanding the concept of respect, recognising respectful and disrespectful behaviours, and developing strategies to promote respect in various settings.

2. Provide comprehensive content:

Develop a comprehensive curriculum that covers essential topics related to respect, such as empathy, active listening, conflict resolution, cultural sensitivity, and the impact of respectful behaviour. Ensure that tutors have a deep understanding of these concepts and can communicate them effectively.

3. Promote interactive learning methods:

Encourage tutors to utilise interactive learning methods that engage participants actively. Incorporate activities, group discussions, role-playing scenarios, case studies, and reflective exercises to encourage participation and application of concepts.

4. Foster self-reflection:

Guide tutors to encourage self-reflection among participants. Help them facilitate discussions that allow participants to analyse their own behaviours, biases, and beliefs related to respect. Encourage participants to consider the impact of their actions on others and explore ways to improve their behaviour.

5. Share real-life examples:

Provide tutors with real-life examples and stories that illustrate the importance of respect and its impact on individuals and communities. These examples can help tutors create a connection between theoretical concepts and real-world applications, making the training more relatable and impactful.

6. Role model respectful behaviour:

Emphasise the importance of tutors acting as role models of respectful behaviour. Encourage tutors to exemplify respect in their own interactions with participants and demonstrate active listening, empathy, and open-mindedness, at all times avoiding inappropriate behaviour throughout the training.

7. Enhance facilitation skills:

Train tutors on effective facilitation techniques, including active listening, asking open-ended questions, managing group dynamics, and creating a safe and inclusive learning environment. These skills will help tutors engage participants, encourage participation, and address any challenges or conflicts that may arise during the training.

8. Encourage dialogue and discussion:

Emphasise the importance of creating a space for open dialogue and respectful discussion among participants. Encourage tutors to facilitate meaningful conversations where participants can express their thoughts, share diverse perspectives, and learn from one another.

9. Address challenging scenarios:

Prepare tutors to address challenging scenarios or difficult questions that may arise during the training. Provide them with strategies to handle conflicts, disagreements, or resistance to the concepts of respect. Encourage tutors to create a non-judgmental and supportive environment for participants to express their concerns or doubts.

10. Evaluate and provide feedback:

Regularly evaluate tutors' performance and provide constructive feedback to help them improve their facilitation skills. Encourage tutors to reflect on their own strengths and areas for growth and provide opportunities for continuous professional development and learning.

By training tutors effectively, you empower them to deliver impactful training sessions that promote respect and foster positive behaviour among participants. Continually support and collaborate with tutors to ensure the training remains relevant, engaging, and aligned with the goals of promoting respect.

Top Tips

1. Develop a comprehensive curriculum that covers essential topics related to respect.
2. Encourage tutors to utilise interactive learning methods that engage participants actively.
3. Prepare tutors to address challenging scenarios or difficult questions that may arise during the training.
4. Encourage tutors to facilitate meaningful conversations where participants can express their thoughts, share diverse perspectives, and learn from one another.
5. Regularly evaluate tutors' performance and provide constructive feedback to help them improve their facilitation skills.



>> CONTENT AREA 4: IMPORTANCE OF THE INVOLVEMENT OF CLUBS, LEAGUES AND COMPETITIONS IN CREATING POSITIVE CULTURE

Involving clubs, leagues and competitions in creating a positive culture in sport is highly important and can have a significant impact on the overall sporting environment.

🕒 Here are some reasons why involving clubs, leagues and competitions is crucial:

1. Influence on athletes and participants:

Clubs, leagues and competitions serve as key influencers in the lives of athletes and participants. They provide the structure, support, and resources necessary for individuals to engage in sport. By promoting a positive culture, clubs, leagues and competitions can shape the experiences, behaviours, and values of athletes, creating a lasting impact on their development as individuals and athletes.

2. Setting standards and expectations:

Clubs, leagues and competitions have the ability to set standards and expectations for behaviour, conduct, and sportsmanship within their respective sports. By establishing and enforcing clear guidelines, codes of conduct, and policies that promote respect, fair play, and inclusivity, they can create an environment where positive behaviours are valued and upheld.

3. Fostering a sense of belonging and community:

Clubs, leagues and competitions are often the central hub of a sport's community. They bring together athletes, coaches, sport officials, and supporters who share a common interest and passion for the sport. By promoting a positive culture, clubs, leagues and competitions can create a sense of belonging, inclusivity, and camaraderie among participants, fostering a supportive and welcoming community.

4. Developing leadership and role models:

Clubs, leagues and competitions provide opportunities for athletes, coaches, sport officials, and administrators to assume leadership roles and become role models within the sporting community. By emphasising the importance of respect, integrity, and positive behaviour, clubs, leagues and competitions can nurture leaders who exemplify these values and inspire others to follow suit.

5. Collaboration and sharing best practices:

Involving clubs, leagues and competitions in creating a positive culture allows for collaboration and the sharing of best practices. Clubs, leagues and competitions can learn from one another, exchange ideas, and implement successful initiatives that have been effective in cultivating a positive environment. This collective effort can lead to a more widespread adoption of positive practices across the sport.

6. Sustainability and long-term impact:

Clubs, leagues and competitions play a crucial role in the sustainability and long-term impact of a sport's culture. By embedding positive values and practices within their structures and operations, clubs, leagues and competitions ensure that the positive culture persists beyond individual athletes or teams. This creates a lasting impact that can positively influence future generations of participants.

7. Alignment with governing bodies and initiatives:

Clubs, leagues and competitions often operate within the framework established by federations. Involving clubs, leagues and competitions in creating a positive culture ensures alignment with the broader initiatives, policies, and strategies set forth by these governing bodies. This creates a unified approach to promoting respect, fair play, and inclusivity throughout the sport.

In summary, involving clubs and leagues in creating a positive culture in sport is vital because they have direct influence over athletes, set standards and expectations, foster a sense of community, develop leadership and role models, promote collaboration, contribute to sustainability, and align with governing bodies. Their active participation and commitment are instrumental in shaping a sporting environment that prioritizes respect, inclusivity, and fair play.

Top Tips

1. Clubs, leagues and competitions serve as key influencers in the lives of athletes and participants.
2. Clubs, leagues and competitions have the ability to set standards and expectations for behaviour, conduct, and sportsmanship within their respective sports.
3. Involving clubs, leagues and competitions in creating a positive culture allows for collaboration and the sharing of best practices.
4. Clubs, leagues and competitions play a crucial role in the sustainability and long-term impact of a sport's culture.
5. Monitor and evaluate the changes brought about by using clubs, leagues and competitions to support the positive culture.



>> CONTENT AREA 5: THE ROLE OF MALE AND/OR PEOPLE FROM DIVERSE BACKGROUNDS WHO CAN BE ADVOCATES IN CREATING A POSITIVE CULTURE

Male and/or people from diverse backgrounds who can be advocates play a crucial role in creating a positive culture by actively promoting and championing gender equality, respect, and inclusivity.

🕒 Here are some key roles that male advocates can fulfil:

1. Challenging stereotypes and biases:

Male advocates can challenge traditional stereotypes and biases that perpetuate inequality or discrimination. They can actively promote the idea that gender should not limit anyone's potential, abilities, or opportunities. By challenging these stereotypes, male advocates help create an environment where all individuals are valued and respected based on their skills and merits rather than their gender.

2. Being allies and supporters:

Male advocates can actively support and stand in solidarity with women and marginalised groups in their pursuit of equality and respect. They can amplify the voices and experiences of these groups, advocate for their inclusion and advancement, and work collaboratively to address gender-based issues and barriers. Male advocates can use their privilege and influence to create opportunities for underrepresented individuals and contribute to a more inclusive culture.

3. Modelling positive behaviour:

Male advocates can serve as role models by consistently exhibiting respectful and inclusive behaviour in their personal and professional lives. They can demonstrate active listening, empathy, and fairness in their interactions with others. By modelling positive behaviour, they inspire others to emulate similar attitudes and actions, contributing to a culture of respect and equality.

4. Promoting education and awareness:

Male advocates can actively engage in educating themselves and others about gender issues, including the challenges faced by women and marginalised groups. They can participate in workshops, training programs, or discussions on gender equality, unconscious bias, and harassment prevention. By increasing awareness and knowledge, male advocates can help dismantle harmful attitudes and practices.

5. Engaging in dialogue and advocacy:

Male advocates can engage in open and constructive dialogue with their peers, colleagues, and community members about gender equality and the importance of a positive culture. They can advocate for policies, initiatives, and practices that promote diversity, inclusion, and respect. Male advocates can use their platforms, whether in the workplace, community, or social media, to raise awareness, challenge discriminatory practices, and encourage positive change.

6. Mentorship and sponsorship:

Male advocates can actively mentor and sponsor women and other underrepresented individuals in their personal and professional development. By providing guidance, support, and opportunities for growth, they help bridge the gender gap and foster an environment where everyone can thrive. Male advocates can leverage their networks and influence to create pathways for advancement and ensure that diverse voices are heard and valued.

7. Holding themselves and others accountable:

Male advocates can hold themselves accountable for their actions and actively challenge inappropriate or disrespectful behaviour when they witness it. They can create safe spaces where individuals feel comfortable reporting instances of discrimination or harassment. By promoting accountability, male advocates contribute to a culture where everyone feels respected and protected.

By actively engaging as allies and advocates, male advocates can help dismantle systemic barriers, challenge norms, and create a positive culture that embraces gender equality, respect, and inclusivity. Their involvement is essential for driving meaningful change and creating a more equitable and inclusive society.

Top Tips

1. Utilise male advocates as they can challenge traditional stereotypes and biases that perpetuate inequality or discrimination.
2. Identify male advocates so they can actively support and stand in solidarity with women and marginalised groups in their pursuit of equality and respect.
3. Male advocates can actively engage in educating themselves and others about gender issues, including the challenges faced by women and marginalised groups.
4. Male advocates can engage in open and constructive dialogue with their peers, colleagues, and community members about gender equality and the importance of a positive culture.
5. Male advocates can hold themselves accountable for their actions and actively challenge inappropriate or disrespectful behaviour when they witness it.



Raising the growth and participation of female sport officials in Europe

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