INTERNATIONAL OLYMPIC COMMITTEE

Safeguarding athletes from harassment and abuse in sport

IOC Toolkit for IFs and NOCs

RELATED TO CREATING AND IMPLEMENTING ATHLETE SAFEGUARDING POLICIES AND PROCEDURES

Safeguarding athletes from harassment and abuse in sport

IOC Toolkit for IFs and NOCs

Related to creating and implementing
athlete safeguarding policies and procedures

Contents

Foreword	06
Introduction	08
Section 1: Preparation	20
Section 2: Positioning	30
Section 3: Core components	40
Section 4: Implementation	62
Section 5: Preventative measures	86

Message from IOC Vice President, Dr Uğur Erdener

For the IOC and the whole Olympic Movement, the safety and wellbeing of athletes is paramount.

With Olympic Agenda 2020, we have demonstrated our commitment to put the athletes at the heart of the Olympic Movement. This commitment includes supporting athletes on and off the field of play – recognising all the rights of athletes, including the right to enjoy a safe and supportive sports environment.

Sport is a microcosm of society. As such, wider societal ills occur in sport just as they do outside of sport. Sports organisations have the responsibility to take affirmative steps, to help protect sport and all those who take part in sport.

That is why this toolkit was created: to give sports organisation principles and guidelines that they can use to safeguard the health and wellbeing of athletes when it comes to harassment and abuse. As this toolkit emphasises, there are different forms of harassment and abuse, all of which are detrimental to athletes.

Supporting athletes and safeguarding their wellbeing is very much a shared responsibility. With this underlying philosophy, the IOC Toolkit has been developed in collaboration with over 50 people within the Olympic Movement and with many organisations, underlining the importance of continued cooperation and communication between all stakeholders. Indeed, it takes a community to make an athlete; it takes a community to protect athletes.

We strongly believe that safeguarding athletes from harassment and abuse in sport should be the collective concern of us all. Harassment and abuse has no place in sport or in society. By standing together, with the athletes, we can make the world a better and safer place for us all.

Dr Uğur Erdener
IOC Vice President
IOC Medical and Scientific Commission Chair

Introduction

This toolkit aims to assist National Olympic Committees (NOCs) and International Federations (IFs) in the development of policies and procedures to safeguard athletes from harassment and abuse in sport.

Where does this toolkit fit with the IOC Guidelines for IFs and NOCs?	**10**
Who does this toolkit apply to?	11
How was this toolkit developed?	11
Myth-buster	**12**
What are the sources which inspired this toolkit?	**14**
IOC Consensus Statements	14
Basic Universal Principles of Good Governance	14
IOC Olympic Movement Medical Code	14
Why are policies and procedures needed?	**15**
Perspectives	**16**
How to use this toolkit	**18**
Athlete safeguarding strategy: Three phases of development	**19**

Introduction

The International Olympic Committee (IOC)'s mission is to place athletes at the heart of the Olympic Movement, and **Olympic Agenda 2020** sets out the strategic roadmap for this. This includes Recommendation 18: Strengthen support to athletes. Through this recommendation, the IOC has taken significant steps to safeguard athletes from harassment and abuse in sport.

The IOC prevention of harassment and abuse in sport (PHAS) initiatives have been established by the IOC's Athletes', Athletes' Entourage, Medical and Scientific and Women in Sport Commissions, in collaboration with NOCs, IFs and subject matter experts.

Furthermore, the need for the development of resources related to athlete safeguarding was further requested by athletes at the **International Athletes' Forum in 2015**.

The IOC PHAS initiatives include:

The Games-time Framework:

- The *"IOC Framework for safeguarding athletes and other participants from harassment and abuse in sport (Games-time period)"* (hereafter the "Games-time Framework") is in place at all editions of the Olympic Games.
- It establishes the reporting mechanisms and case management procedure for any incidents of harassment and abuse during the Games.
- Crucial to the Games-time Framework is the presence of the IOC Safeguarding Officer.

The IOC Guidelines for IFs and NOCs:

- The *"IOC Guidelines for IFs and NOCs related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport"* (hereafter the "IOC Guidelines") were approved by the IOC Executive Board in July 2016.
- These Guidelines detail what the IOC considers to be the minimum requirements for athlete-safeguarding policies.
- This toolkit aims to contextualise the information found in the IOC Guidelines, by providing a step-by-step approach to developing PHAS policies and procedures. It is also intended to offer potential solutions to common challenges which may occur when developing such policies.

These, as well as the other IOC PHAS initiative tools, are discussed in further detail in this toolkit.

Terminology check:

What do we mean by the terms "policies" and "procedures" in this context?

Policies: The outlining of your organisation's principles and approach to safeguarding athletes from harassment and abuse in sport.

Procedures: The detailing of the series of specific steps or actions which should be followed to achieve the objective of your policy, i.e. safeguarding athletes from harassment and abuse in sport.

> “It is incumbent upon all stakeholders in sport both to adopt general principles for safe sport… and to implement and monitor policies and procedures for safe sport… which state that: all athletes have a right to be treated with respect, protected from non-accidental violence…”

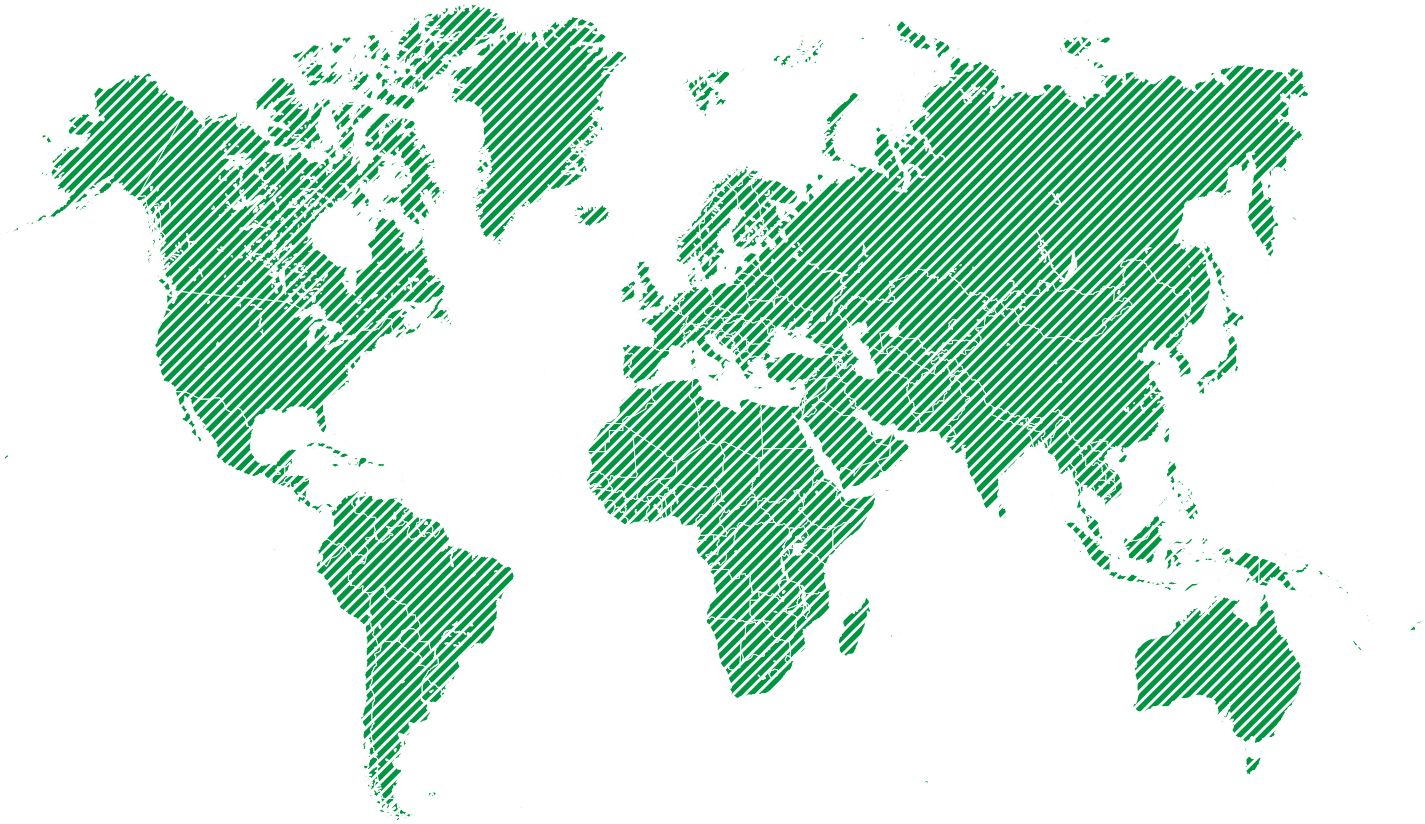
IOC Consensus Statement: Harassment and Abuse in Sport (2016)

Who does this toolkit apply to?

This toolkit is intended to assist principally, though not exclusively, NOCs and IFs. Intended audiences includes administrators, coaches, parents and athletes involved in organised sport.

How was this toolkit developed?

This toolkit was developed in collaboration with a Virtual Task Force (VTF), made up of representatives from IFs and NOCs, the IOC prevention of harassment and abuse in sport working group, and in collaboration with experts and organisations both inside and outside of the Olympic Movement. This is to ensure that the recommendations in this toolkit are accurate, relevant and applicable. Should you have any queries regarding the implementation of a safeguarding policy send us an **email**.



Introduction

Myth-buster

There are a number of misconceptions related to the issue of harassment and abuse in sport.

Crucial to safeguarding athletes is recognising that sports organisations need safeguarding policies and procedures in place.

"Harassment and abuse occur in sport."

✔ True

Despite the numerous well-recognised benefits of sports participation, evidence indicates that harassment and abuse occurs in all sports, at all levels.[1] This may be compounded by a lack of regulatory policies and procedures in sports organisations.

"Harassment and abuse do not occur in my sport."

✖ False

This study by Fasting et al. (2004)[2] demonstrates that harassment and abuse occurs in all sports, and that *"assumptions about the risk of sexual harassment being higher in some sports than others lead not only to distorted stereotypes but also to incorrectly targeted policies for harassment-free sport."*

"Harassment and abuse in sport only occur in certain countries."

✖ False

A **number of studies**[3–6] have demonstrated that harassment and abuse occur in sport, worldwide.

1 Marks, S., Mountjoy, M., Marcus, M. (2011) "Sexual harassment and abuse in sport: the role of the team doctor" British Journal of Sports Medicine, 46(13) pp. 905–908.

2 Fasting, K., Brackenridge, CH, Sundgot-Borgen, J. (2004) "Prevalence of sexual harassment among Norwegian female elite athletes in relation to sport type" International Review for the Sociology of Sport, 39(4) pp. 373–386.

3 Parent, S., Lavoie, F., Thibodeau, M. È., Hébert, M., Blais, M., & Team PAJ. (2016). "Sexual violence experienced in the sport context by a representative sample of Quebec Adolescents" Journal of interpersonal violence, 31(16), 2666–2686.

4 Leahy, T., Pretty, G., & Tenenbaum, G. (2002). "Prevalence of sexual abuse in organised competitive sport in Australia" Journal of sexual aggression, 8(2), 16–36.

5 Fasting, K., Chroni, S., Hervik, S. E., & Knorre, N. (2011). "Sexual harassment in sport toward females in three European countries" International Review for the Sociology of Sport, 46(1), 76–89.

6 Mountjoy, M., Brackenridge, C., Arrington, M., Blauwet, C., Carska-Sheppard, A., Fasting, K., & Starr, K. (2016). "International Olympic Committee Consensus Statement: Harassment and abuse (non-accidental violence) in sport" Br J Sports Med, 50(17), 1019–1029.

"If we have never had a reported case of harassment and abuse, this issue doesn't concern us."

✖ False

Not having reported cases of harassment and abuse does not mean that these have never occurred; indeed Kirby et al. (2000)[7] note that *"if effective harassment policies are not in place, cases of maltreatment may not only be underreported, but may also be less likely to be investigated."*

"Harassment and abuse is not a problem for elite athletes."

✖ False

Studies have demonstrated an increased risk of harassment and abuse at the highest performance levels.[7–9] That is not to say, however, that elite athletes are the only ones at risk.

"Athlete safeguarding should concern everyone working in sport."

✔ True

Everyone involved in organised sport shares the responsibility to adhere to the principles of safe sport, through best practice and the implementation and adherence of safeguarding policies.[6]

"Elite athletes with impairment have a lower risk of harassment and abuse."

✖ False

Research indicates that athletes with disabilities have an increased risk of abuse compared to their able-bodied counterparts. There are many reasons for this. One reason has to do with the daily care needs of some Para athletes. In trying to meet those needs, roles and responsibilities among the athlete's entourage can become blurred, increasing the risk of maltreatment.[6]

7 Kirby, S. L., Greaves, L., & Hankivsky, O. (2000). "The dome of silence: Sexual harassment and abuse in sport" Halifax, Nova Scotia, Canada: Fernwood.

8 Fasting, K., Brackenridge, C., & Knorre, N. (2010). "Performance level and sexual harassment prevalence among female athletes in the Czech Republic" Women in Sport and Physical Activity Journal, 19(1), 26–32.

9 Vertommen, T., Schipper-van Veldhoven, N. H., Hartill, M. J., & Van Den Eede, F. (2015). "Sexual harassment and abuse in sport: the NOC*NSF Helpline" International Review for the Sociology of Sport, 50(7), 822–839.

Introduction
What are the sources which inspired this toolkit?

In addition to the IOC Guidelines, a number of other initiatives from the IOC inspired this toolkit. This might be helpful to know when considering the background to athlete safeguarding in sports organisations.

IOC Consensus Statements:

The IOC has developed two consensus statements related to the prevention of harassment and abuse in sport:

- IOC Consensus Statement: Sexual Harassment and Abuse in Sport (2007)
- IOC Consensus Statement: Harassment and Abuse in Sport (2016)

These Consensus Statements, which more comprehensively detail the IOC position regarding harassment and abuse in sport, may be found in the "resources" section of the toolkit, **here**.

The IOC Consensus Statements emphasise that the IOC considers it to be the responsibility of all sporting organisations to develop mechanisms to prevent harassment and abuse in sport.

Basic Universal Principles of Good Governance:

Safeguarding athletes from harassment and abuse in sport is also encompassed under the "Protection of athletes" banner in the Basic Universal Principles of Good Governance of the Olympic and Sports Movement.

These Basic Universal Principles of Good Governance were defined by the participants at the 2nd Seminar on the Autonomy of the Olympic and Sports Movement (2008). In 2009, the Olympic Congress asked the organisations that are part of the Olympic Movement to adopt these principles as minimum good governance standards. Later, in 2014, Recommendation 27 of Olympic Agenda 2020 made it compulsory for the organisations that belong to the Olympic Movement to adopt and comply with the Basic Universal Principles of Good Governance. Simultaneously, the IOC was instructed to monitor such compliance, and tasked with developing supporting tools and processes to help those organisations with the implementation of these principles.

This toolkit is aligned with both the IOC Consensus Statements and the Basic Universal Principles of Good Governance.

Extract from the IOC Basic Universal Principles of Good Governance of the Olympic and Sports Movement (version dated 2008):

> **6.2 Protection of athletes**
>
> - Measures should be taken to prohibit the exploitation of young athletes;
> - Athletes should be protected from unscrupulous recruiters and agents;
> - Cooperation with the governments of the countries concerned should be developed;
> - Codes of conduct should be signed by all sports organisations.

IOC Olympic Movement Medical Code:

The Olympic Movement Medical Code (2016), which applies at the Olympic Games, recognises the primacy of the athletes' health, and mandates best medical practice in the provision of care to the athletes, and the protection of their rights as patients. It supports and encourages the adoption of specific measures to achieve those objectives; recognises the principles of fair play and sports ethics; and embodies the tenets of the World Anti-Doping Code.

Extract from the Olympic Movement Medical Code (version dated 2016):

> **Article 1.1.1.** states that *"Athletes enjoy the same fundamental rights as all patients in their relationships with physicians and health care providers, in particular, respect for: a. their human dignity; b. their physical and psychological well-being; c. the protection of their health and safety; d. their self-determination; and e. their rights to privacy and confidentiality."*

Why are policies and procedures needed?

- Safeguard athletes
- Protect the integrity of sport and sports organisations
- Protect those working within sport
- Promote the values of safe sport

Introduction
Perspectives

Athlete perspective

“The impacts of harassment and abuse on athletes can be devastating. Athletes, know your rights and work with your organisation to promote Safe Sport!”

Yelena Isinbayeva,
IOC Athletes’ Commission member, IOC Athletes’ Entourage Commission member, Two-time Olympic gold medallist

All forms of harassment and abuse breach human rights and may constitute a criminal offence.

Experiences of harassment and abuse can have long-term negative consequences for athletes, including effects on:

— Athlete health and well-being
— Performance
— Continued participation in sport
— Post-career life

Sports organisation perspective

“The welfare of the athletes both on and off the field of play is paramount for an international sports federation. Developing athlete safeguarding policies to this effect should be a concern at all levels of organised sport.”

Sarah Lewis,
Secretary General of the Association of International Olympic Winter Sports Federations and the International Ski Federation

Not being able to effectively assist individuals suffering harassment and abuse in the context of the sporting environment can amplify the negative effects for athletes, and may have damaging consequences on the organisation’s reputation. (Leahy, T. (2010)[10]

Depending on applicable laws, not being able to effectively assist individuals suffering harassment and abuse, it may also increase your risk of liability, in the case of a report of harassment and abuse affecting your organisation.

Harassment and abuse policies:

— Are among the basic universal principles of good governance of the Olympic and Sports Movement
— Protect the integrity of sport

Coaches, Trainers and other Team Staff perspective

“In becoming coaches we accept a duty of care to help athletes become the very best they can be. That means empowering and protecting them in every sense of the word.”

Sir Clive Woodward, OBE,
IOC Athletes’ Entourage Commission member
and Rugby World Cup Winning Coach

Coaches and other members of the athlete’s entourage should be concerned as to the presence of effective athlete safeguarding policies in their organisation, as they:

- Provide clear directives for coaches, which in turn provide a measure of protection from violating athlete safeguarding regulations;
- Assist coaches in dealing with disclosures of harassment and abuse by athletes;
- Allow a framework for athletes to participate in safe sport;
- Lessen the risk of athletes suffering harassment and abuse, and thus the negative effects on athlete development.

10 “Sexual Abuse in Sport: Implications for the Sport Psychology Profession.” In, Ryba, T., Schinke, R., & Tenenbaum, G. (Eds.) The cultural turn in sport and exercise psychology, Fitness Information Technology: Morgantown, WV.

Introduction

How to use this toolkit

This toolkit is intended to be a step-by-step guide to implementing a safeguarding policy, underpinned by case studies, research, best practice guidelines, templates, and an online course.

In order to ensure that the steps laid out in this toolkit are user-friendly to implement, we have provided, where possible, suggestions and documentation which may be used to support your safeguarding policy. Additionally, the Athlete Safeguarding course, provided via the IOC Athletes' Learning Gateway, is free and accessible to all.

Furthermore, specific suggestions in the toolkit have been broken down using a Bronze, Silver, Gold format. This is in order to demonstrate what is considered as best practice (Gold) and which are the minimum requirements as indicated in the IOC Guidelines (Bronze). This format attempts to ensure universality in the possibility to implement the suggestions detailed in the toolkit, taking into account differing factors internal to sports organisations.

We invite all sports organisations and Non-Governmental Organisations to send us any information, templates, research or case studies that they would be happy to share in the "resources" section of the online toolkit, which might aid other sports organisations.

Should you wish to share any thoughts related to athlete safeguarding policies and procedures, or the use of this toolkit, send us an email at safeguardingofficer@olympic.org.

Introduction

Athlete safeguarding strategy: Three phases of development

To increase the effectiveness and reach of your athlete safeguarding policy, you should consider your organisations overall athlete safeguarding strategy. Principally this means that you should consider your organisations approach to athlete safeguarding in three areas:

1. Development of policies and procedures

2. Prevention mechanisms

3. Management of reports of harassment and abuse

These three areas are discussed in a step-by-step manner, throughout this toolkit.

Section 1 Preparation

In the introduction we considered why it is important for sports organisations to develop policies and procedures to safeguard athletes from harassment and abuse in sport.

In **Section 1** we will look at:

— The normative frameworks for athlete safeguarding policies;

— The important role of Sports Organisation Commissions; and

— Other organisations to involve.

Chapter 1:	Benchmarking – Where are you now?	22
Chapter 2:	Understanding the landscape	22
	Pillar 1: Applicable laws	24
	Pillar 2: Other applicable rules	24
Chapter 3:	Who to involve	26
Chapter 4:	Further research	27
Section 1 Review		28

Chapter 1
Benchmarking — Where are you now?

Complete this survey to get an understanding of where your organisation is now.

This is not a test, and there are no bad results. Having a clear idea of exactly where you are at this moment will help you plan your safeguarding policy, and monitor progress. The important thing is that your organisation, has taken the important first step towards improving athlete safeguards in sport by accessing this toolkit.

Chapter 2
Understanding the landscape

For safeguarding policies to be successful, it is crucial that they are:

- Recognised and approved at the top level of your organisation; and
- Communicated and implemented (where applicable) throughout your organisation.

Sporting organisations have many topics for discussion on the agenda. Therefore, when proposing the development of an athlete safeguarding policy, an understanding of the normative framework which applies to the development and the implementation of such policy is necessary.

Two pillars form the normative framework of your prevention of harassment and abuse in sport policy:

* Such as, for example, the IOC Code of Ethics or your organisation's internal rules.

"Safeguarding athletes should be ingrained into the psyche and governance of all sports organisations. This toolkit aims to provide solutions and guidance for sporting organisations based on experience and expertise from all over the world. By following the steps in this toolkit, we hope that all sports organisations will implement policies and procedures which are effective, and have a true long-lasting positive impact on athlete wellbeing."

HRH Prince Feisal Al Hussein
IOC PHAS working group Chair, IOC Member,
Jordan Olympic Committee President,
IOC Women in Sport Commission member

Chapter 2 Contd
Understanding the landscape

Pillar 1:
Applicable laws

Compliance with applicable laws must be ensured when developing and implementing a safeguarding policy. Relevant laws may include laws specifically aimed at the prevention of harassment and abuse in sport, but also general principles of law, including criminal laws.

The promotion of harassment and abuse-free sport has additionally been supported through several international efforts. Even if the legal or regulatory products of those efforts are not part of your own legal system, and therefore not included in the legal context in which your organisation operates, it may be helpful to be aware of this non-exhaustive list:

- Article 165 of the Treaty on the Functioning of the European Union (version dated 2012)
- Council of Europe: Article 1. (ii) of the European Sports Charter (version dated 2001)
- UNESCO: Article 10.1 of the Revised International Charter of Physical Education, Physical Activity and Sport (version dated 2015)

Pillar 2:
Other applicable rules

Any other rules that apply to your organisation need to be taken into account also, for example the IOC Code of Ethics and your organisation's internal rules.

IOC recognised organisations must respect the IOC Code of Ethics, an integral part of the Olympic Charter, in which the values and principles of Olympism are enshrined.

The rejection of harassment and abuse in sport is stated in the IOC Code of Ethics.

Article 1.4 of the IOC Code of Ethics (version dated 2016) states:

> Respect for international conventions on protecting human rights insofar as they apply to the Olympic Games' activities and which ensure in particular:
>
> - Respect for human dignity;
> - rejection of discrimination of any kind on whatever grounds, be it race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status;
> - **Rejection of all forms of harassment and abuse be it physical, professional or sexual, and any physical or mental injuries.**

The prohibition of any practice constituting any form of physical or mental injury is also clearly stated in the International Paralympic Committee **(IPC) Code of Ethics**, Article 1.7 (version dated 2016).

The IOC Code of Ethics reinforces the requirement for IFs and NOCs, as main constituents of the Olympic Movement, to undertake to disseminate the culture of ethics and integrity within their respective areas of competence and to serve as role models.

To Do List

- [ ] **Ascertain if your organisation includes the rejection of harassment and abuse in your organisations' Code of Ethics or Statutes.**

At this point, as well as understanding the normative framework for athlete safeguarding policies, it is important to ascertain your organisations position related to the rejection of harassment and abuse within sport. This may be in the form of:

- Rejection of harassment and abuse clearly stated within your organisations code of ethics or similar document
- Rejection of harassment and abuse in your organisations statutes
- A position statement, rejecting harassment and abuse (an example from the International Paralympic Committee may be found **here**)

It is strongly advised that if rejection of harassment and abuse in sport is not stipulated in your organisations code of ethics or statutes, that you consider adding this. The rejection of harassment and abuse in your Code of Ethics and/or Statutes may not only be considered as good governance, but would also add weight to your athlete safeguarding policy: A contravention to the regulations by any stakeholder bound to them requires investigation and may empower your Disciplinary Commission or similar body to act, to safeguard athletes.

Chapter 3
Who to involve

As mentioned in the IOC Guidelines, it is strongly recommended that athletes be involved in the development of your athlete safeguarding policies. Should your sports organisation have an athletes' commission, its members should be consulted during this process, as the lead athlete representatives.

Additionally, as athlete safeguarding is a complex and very important area, there are some key groups that you may wish to initially inform that you are looking to develop an athlete safeguarding policy. Collaboration in the development of safeguarding policies may be key to maximising the effectiveness of your policy.

International Federations:

1 If applicable, it is recommended that you consider informing the following of your commissions:

- ☐ IF Medical Commission;
- ☐ IF Athletes' Commission;
- ☐ IF Athletes' Entourage Commission or similar;
- ☐ IF Women in Sport/Gender Equality Commission or similar;
- ☐ IF Ethics Commission
- ☐ IF Legal Commission and/or Department

2 Your National Federations

3 The International Olympic Committee

National Olympic Committees:

1 If applicable, it is recommended that you consider informing the following of your commissions:

- ☐ NOC Medical Commission;
- ☐ NOC Athletes' Commission;
- ☐ NOC Athletes' Entourage Commission or similar;
- ☐ NOC Women in Sport Commission or similar;
- ☐ NOC Ethics Commission
- ☐ NOC Legal Commission and/or Department

2 The International Olympic Committee

3 Your Continental Association, as well as ANOC

4 National Federations/Governing Bodies

5 Olympic Solidarity

If you are fully integrated with Paralympic disciplines, it is also recommended that you consider informing the International Paralympic Committee.

Chapter 4
Further research

When looking to develop and implement initiatives that relate to the prevention of harassment and abuse in sport, there may be organisations that you are linked to, through the sports movement, or within your country, that you could collaborate with for specific information and advice, and as part of your policy.

It would now be advisable to look at organisations around you who may be able to assist.

1 When developing a policy which will be applied to a specific country:

Are there organisations that may help you understand local government legislation?

The organisations which may be able to assist you are:

— Local health authorities

— National charities

— Law enforcement agencies

Are there existing integrated national strategies or agendas which include the prevention of harassment and abuse, be it inside or outside sport?

Such strategies may provide an existing framework with which your athlete safeguarding policies may align, or should consider.

In Canada, for example, National Sports Organisations are required to have athlete safeguarding policies and procedures in place in order to be eligible for certain funding.

2 When developing a policy which may be applied to one or more countries or regions:

Are there established non-governmental organisations, inside or outside sport, which are involved in humanitarian efforts, human rights associations and child services?

Ensuring that you have a full understanding of the landscape regarding the prevention of harassment and abuse initiatives around you may help you:

— Align with applicable law

— Associate with organisations which have experience in dealing with harassment and abuse and, if there is an agreement, link this into your policy

— Understand the context of harassment and abuse initiatives in a specific region, sport, etc.

— Gain knowledge, advice and evidence to assist with the implementation of your policy

Section 1
Review

At this point, you should be ready to present the foundation for the requirement of an athlete safeguarding policy to your organisation.
You should have:

- [ ] Evidence as to why PHAS policies are needed in all sports organisations
- [ ] An understanding of the national and international normative framework for the development of a PHAS policy within your organisation
- [ ] An understanding of the IOC positioning related to the prevention of harassment and abuse, and the responsibilities of all sports organisations related to athlete safeguarding
- [ ] Ascertained whether your organisation includes the rejection of harassment and abuse in the Code of Ethics and/or Statutes, and the importance of this
- [ ] Communicated to commissions within your organisation for support in developing your organisation's athlete safeguarding policy
- [ ] Understood the wider landscape of athlete safeguarding policies/procedures in place in your country/region/sport

Section 1
Notes

Section 2 Positioning

In **Section 1** we looked at the importance of ascertaining:

— Internal approval to develop your athlete-safeguarding policy;

— Your organisation's current position related to the prevention of harassment and abuse in sport; and

— Commissions which may be able to assist you.

Section 2 takes a step-by-step approach to developing the first elements of an athlete-safeguarding policy. Specifically:

— Outlining the scope of your harassment and abuse policy

— Identifying how harassment and abuse is defined in your policy

Chapter 1:	**Outlining the scope of your athlete safeguarding policy**	**32**
	To whom will your athlete safeguarding policy apply?	32
	When does your policy apply?	33
	Is your policy targeted at the protection of a specific group?	33
Chapter 2:	**Defining harassment and abuse**	**35**
	Why is the definition so important?	35
Section 2 Review		38

Chapter 1
Outlining the scope of your athlete safeguarding policy

To whom will your athlete safeguarding policy apply?

Why is this important?

Clearly defining to whom your athlete safeguarding policy applies is important as it outlines who is required to adhere to your organisation's policy.

When considering to whom your policy applies, you may want to consider who is bound by your organisation's regulations.

This may include, for example:

- Administrative staff
- Volunteers
- Athletes
- Athlete entourage members
- National Federations

Example Application:
U.S. Centre for SafeSport

With support from the US Olympic and Paralympic Movements, the U.S. Olympic Centre for SafeSport opened in 2017 to improve athlete safety across the US Olympic Committee's 47-sport National Governing Bodies (NGBs).

Below is an extract from the **SafeSport Code for the US Olympic and Paralympic Movement (version dated 2017)**, which outlines to whom the code applies:

The US Olympic and Paralympic Movement is committed to creating and maintaining a sport community where all persons who participate in sport programmes and activities can work and learn together in an atmosphere free of all forms of emotional, physical and sexual misconduct.

The SafeSport Code applies to 'Covered Individuals' defined as:

"Any individual who: (a) currently is, or was at the time of a possible violation of the Code, within the governance or disciplinary jurisdiction of an NGB or who is seeking to be within the governance or disciplinary jurisdiction of an NGB (e.g. through application for membership), (b) is an Athlete or Non-athlete Participant that an NGB or the USOC formally authorises, approves or appoints to a position of authority over Athletes or to have frequent contact with Athletes or (c) an NGB identifies as being within the Office's jurisdiction."

In the above example from the U.S. Olympic Centre for SafeSport, it is clear to whom the policy applies to, and therefore who may be held accountable for any contravention which falls within the SafeSport definition of harassment and abuse.

When does your policy apply?

Your organisation may have a:

— General organisational safeguarding policy

— Policy which applies during competitions which are sanctioned by your organisation

International Federations

It is highly recommended that you consider developing a safeguarding framework which is in place during competitions sanctioned by your organisation, as well as an organisational policy which outlines the minimum requirements which your stakeholders should adhere to related to athlete safeguarding.

National Olympic Committees

You may want to consider having a policy which applies to any competition-specific NOC delegations, a competition-specific policy, as well as an organisation-wide safeguarding policy which applies to all of your stakeholders/ member organisations.

Example Application: International Tennis Federation

The ITF established a Player Welfare Programme in 2007. Included in this programme is a Player Welfare Policy.

It is clearly stated that the ITF Player Welfare Policy outlines:

"regulations that govern respectful behaviour of all credential persons on-site at ITF sanctioned tournaments."

As we know, all sporting organisations work using different models of collaboration and partnership with multiple stakeholders. There may therefore be queries related to jurisdiction, regarding when a safeguarding policy of any organisation applies.

Further information related to jurisdiction can be found in Section 4 of this toolkit.

Is your policy targeted at the protection of a specific group?

It is important to consider and define if your policy encompasses the safeguarding of all athletes, or whether it is directed at safeguarding certain athlete groups who have been identified as vulnerable to harassment and abuse.

This may include:

— Young athletes

— Athletes with impairments

— Women and girls

— Men and boys

Though safeguarding policies targeted at specific athlete groups are necessary and required, evidence shows that all athletes may be at risk of encountering harassment and abuse in sport.

The IOC prevention of harassment and abuse policies encompass the protection of all athletes, without restriction.

If your athlete-safeguarding policy is directed more towards youth athletes, it is recommended that you visit the Child Safeguarding chapters in the resources section, as tools and resources developed by organisations exist to assist you.

If your policy is intended to focus on the prevention of violence against women and girls in sport, it is recommended that you visit the UN Women toolkit for sports organisations. This toolkit can be found **here**.

If your organisation is also involved in the governing/ administration of Paralympic sports, we recommend that you consider specifications related to safeguarding athletes with impairments from harassment and abuse. You can find more information related to this from the International Paralympic Committee, **here**.

Chapter 1 Contd
Outlining the scope of your athlete safeguarding policy

Prevention of Violence against Woman and Girls in Sport: UN Women

"Violence against women and girls in sporting situations is a major barrier to their participation. The extent and forms of violence in sports that men, women, girls and boys experience differ, but evidence suggests that girls are at greater risk of sexual violence, harassment and exploitation."

"Whether violence occurs within or outside of sport, the negative effects of violence on individual female athletes are substantial. Violence occurring outside of sport can follow victims and perpetrators while they are in training. Threats or actual incidences of violence, for example, may continue from outside the sport sector to inside the sport sector, sometimes with tragic results for victims and other athletes."

"Sport leaders, coaches, athletes, and the wider sport community have an opportunity to address violence against women and girls. While many may feel that violence against women and girls is not an issue in their particular organisation, they can take steps to ensure this for the future."

As part of the important work to prevent violence against women and girls in sport, UN Women has developed a toolkit for community sports organisations. This toolkit may be found in the resources section.

To Do List

- [ ] Define to whom your athlete-safeguarding policy applies
- [ ] Outline the scope of your policy (if it concerns the safeguarding of all athletes or specific groups)
- [ ] Ascertain if you are looking to develop an organisational policy, or whether it is a competition policy which applies only during a specific time frame

Chapter 2
Defining harassment and abuse

The IOC Guidelines recommend that sporting organisations define what constitutes harassment and abuse.

Why is the definition so important?

Establishing a definition for what constitutes harassment and abuse:

— Sets out what behaviours and actions are considered harassment and abuse, and therefore included within the policy;

— Will assist your athletes, coaches, administrators, etc. in learning what may constitute harassment and abuse, and therefore behaviours that are not tolerated by your organisation; and

— Underlines the principles for which a case may be referred to your Disciplinary Committee or other such entity.

Some key points regarding the development of a definition:

— First and foremost, it is important that any applicable law is taken into account, when defining harassment and abuse.

— It is recommended that your definition is aligned with the terms used in the IOC Consensus Statement (2016). The reasoning for this is two-fold:

1 The IOC Consensus Statement (2016) was developed by a panel of experts in this field. It refers to five main forms of harassment and abuse, and thus does not focus only on certain aspects of harassment and abuse.

2 Secondly, the importance of consistency, where possible, related to the definition of harassment and abuse, has been well noted in academic literature.

— A study[1] by Kerr et al. 2014, which reviewed prevention of harassment and abuse in sport policies currently in existence, further strongly recommended that harassment and abuse policies include all forms of abuse as noted above, alongside examples which may assist in recognition of these behaviours.

1 Kerr, G. Stirling, A. MacPherson, E. (2014) "A Critical Examination of Child Protection Initiatives in Sports Contexts" Social Sciences (3) pp, 742–757.

Chapter 2 Contd
Defining harassment and abuse

Please note that there is no set requirement to align with the below definition of harassment and abuse, it is only advised.

Definition of harassment and abuse

For the purpose of this toolkit, when considering the terms harassment and abuse, we will use the definitions provided in the IOC Consensus Statement (2016).

Harassment and abuse can be expressed in five forms which may occur in combination or in isolation. These include i) psychological abuse, ii) physical abuse, iii) sexual harassment, iv) sexual abuse, and v) neglect.

These forms of abuse are defined here as:

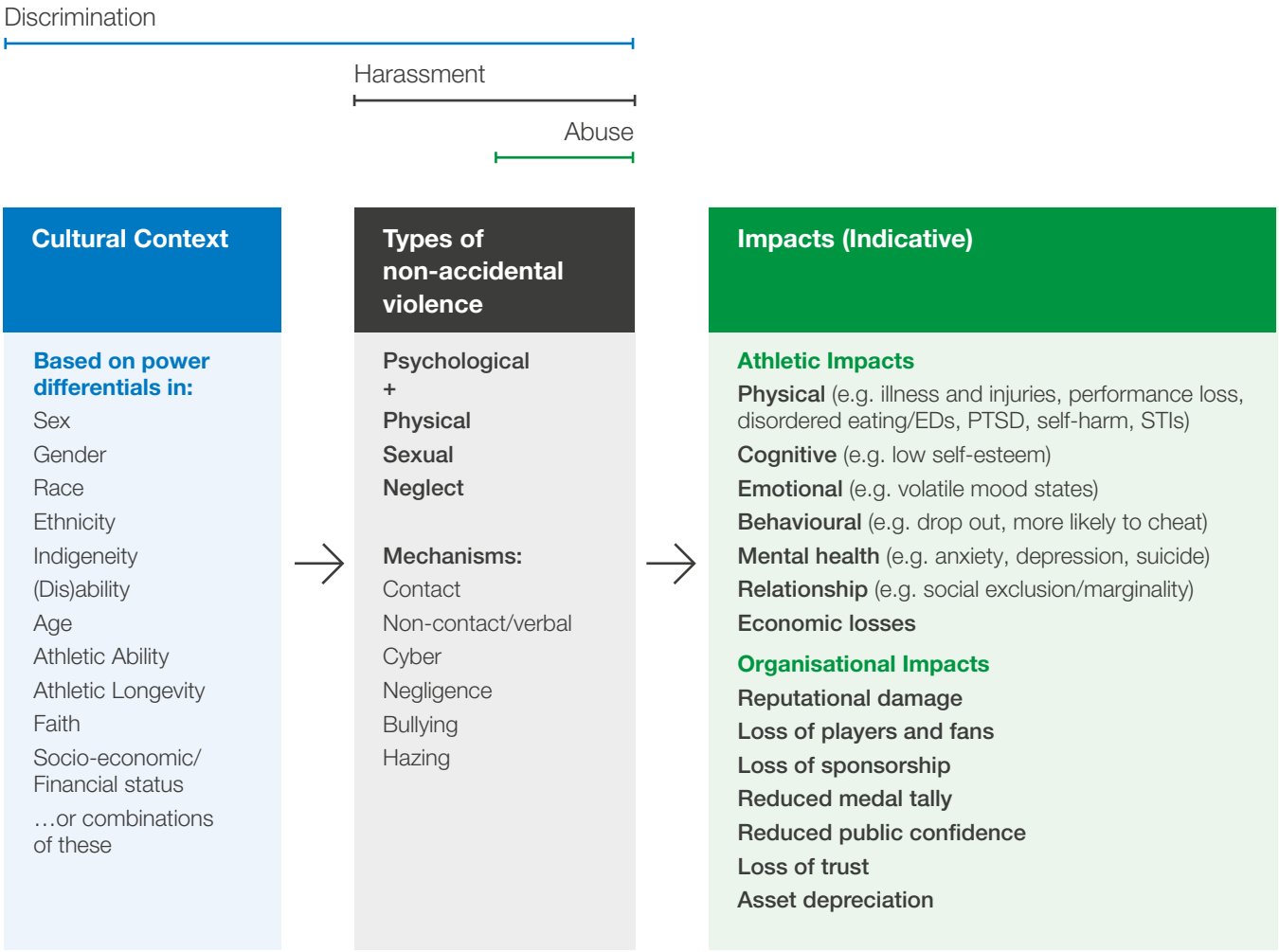
- **Psychological abuse** — means any unwelcome act including confinement, isolation, verbal assault, humiliation, intimidation, infantilisation, or any other treatment which may diminish the sense of identity, dignity, and self-worth.
- **Physical abuse** — means any deliberate and unwelcome act – such as for example punching, beating, kicking, biting and burning – that causes physical trauma or injury. Such act can also consist of forced or inappropriate physical activity (e.g., age-, or physique-inappropriate training loads; when injured or in pain), forced alcohol consumption, or forced doping practices.
- **Sexual harassment** — any unwanted and unwelcome conduct of a sexual nature, whether verbal, non-verbal or physical. Sexual harassment can take the form of sexual abuse.
- **Sexual abuse** — any conduct of a sexual nature, whether non-contact, contact or penetrative, where consent is coerced/manipulated or is not or cannot be given.
- **Neglect** — within the meaning of this document means the failure of a coach or another person with a duty of care towards the athlete to provide a minimum level of care to the athlete, which is causing harm, allowing harm to be caused, or creating an imminent danger of harm.

Harassment and abuse can be based on any grounds including race, religion, colour, creed, ethnic origin, physical attributes, gender, sexual orientation, age disability, socio-economic status and athletic ability. It can include a one-off incident or a series of incidents. It may be in person or online. Harassment may be deliberate, unsolicited and coercive.

Harassment and abuse often result from an abuse of authority, meaning the improper use of a position of influence, power or authority by an individual against another person.

The IOC Consensus Statement 2008, considers that harassment and abuse are on a continuum; and therefore should not be separated.

A conceptual model of harassment and abuse in sport showing cultural context, types of non-accidental violence, mechanisms and impacts, (Mountjoy et al. 2016) is displayed opposite.



Further details and examples of what can constitute harassment and abuse can be found in the IOC Consensus Statement: Harassment and Abuse in Sport (2016).

Section 2
Review

At this point the first sections of your organisation's policy should be defined! You should have:

- [ ] Secured internal approval and structure to develop an athlete-safeguarding policy
- [ ] Identified to whom your athlete safeguarding policy applies
- [ ] Outlined the scope of your policy
- [ ] Determined your organisation's definition of harassment and abuse, taking into account the key points to be considered
- [ ] Ascertained whether you will develop an organisational policy, a competition-specific safeguarding policy, or both (if this applies)

Section 2
Notes

Section 3
Core components

Developing a safeguarding policy

This section examines the core components of athlete-safeguarding policies for sports organisations.

There are two parts to this section:

— **Part 1:** Developing an organisational athlete-safeguarding policy

— **Part 2:** Developing a competition-specific safeguarding policy

Part 1: Developing an organisational athlete-safeguarding policy	**42**
Organisational Policy: Core Components	**43**
Steps 1 and 2: Outlining your policy	43
Step 3: Define a reporting procedure	43
Reporting mechanisms	45
Mandatory reporting – to public authorities	46
Organisational mandatory reporting	46
Step 4: Personnel	48
Support for concerned persons: Key personnel	48
Step 5: Investigation procedure	50
Step 6: Disciplinary procedure	50
Step 7: Measures and sanctions	52
Step 8: Fair process	52
Step 9: Involvement of relevant public authorities and other organisations	52
Step 10: Confidentiality	53
Step 11: Involvement of athletes	53
Checklist	54
Part 2: Developing a competition-specific safeguarding policy	**55**
Why is it important to have this in place?	55
The good news	55
Competition-Specific Policy: Core Components	**55**
Step 1: Preamble	56
Step 2: Objective	56
Step 3: Scope of application	56
Step 4: Preventative measures	57
Step 5: The Safeguarding Officer	57
Step 6: Reporting and procedure for addressing incidents of harassment and abuse	58
Step 7: Disciplinary procedure	58
Step 8: Confidentiality	58
Checklist	59
Section 3 Review	60

Part 1
Developing an organisational athlete-safeguarding policy

This section outlines the core components of an organisational athlete-safeguarding policy.

What is an 'organisational policy'?

In this instance, an organisational policy refers to a policy that is in place all year round. It may be intended to safeguard all athletes who are linked to your organisation, whether directly (e.g. an NOC delegation) or indirectly (e.g. athletes under your National Federations). An organisational policy involves collaboration with multiple stakeholders, including members of your organisation and national organisations.

Organisational athlete-safeguarding policies assist organisations to effectively receive and manage reports of harassment and abuse that fall within the scope of the policy.

Organisational Policy: Core Components

The following core components complement the IOC Guidelines. The information provided is not exhaustive, and thorough research regarding how each component applies in the context of your organisation is advised.

Steps 1 and 2:
Outlining your policy

If you have completed Section 2 of this toolkit you may already have the first part of your organisational safeguarding policy. To recap, this should be:

- Stating what is considered by your organisation to be harassment and abuse (in line with the IOC consensus statement and any applicable laws); and
- Stating to whom your safeguarding policy applies (e.g. anyone affiliated to your organisation).

Step 3:
Define a reporting procedure

The next step is outlining how reports of harassment and abuse may be reported to your organisation.

Part 1 Contd
Developing an organisational athlete-safeguarding policy

Organisational Policy: Core Components

The Case

Athlete X has been receiving unwanted attention from someone close to him in the sporting movement. He has started to dread going to practice, and his performance is dropping. He is considering leaving the sport completely. He wants to tell someone, but he doesn't know how.

It is clear that Athlete X would benefit from being able to report what is happening to his sporting organisation. But how does he report it? What is the process? What happens when he does?

Fear of reporting has been found to be a real concern within numerous studies. Therefore, having a good reporting mechanism and procedure is very important.

The table below uses the Bronze, Silver and Gold format to identify what the IOC Guidelines note as minimum standards related to reporting procedures (Bronze), and what best practice would indicate (Gold).

Key

As noted in the introduction of this toolkit, specific suggestions are broken down using a Gold, Silver and Bronze format as follows:

Please note, this method attempts to demonstrate that there are possible solutions for all organisations. The examples are not exhaustive and further research is recommended.

B	The minimum requirement as stated in the IOC Guidelines
S	Provides examples of good practice features
G	Indicates what research considers to be best practice

Bronze	Establish a reporting procedure for alleged incidents of harassment and abuse, specifying the different reporting channels and designated persons through which an alleged incident of harassment and abuse may be reported to the IF or NOC, as well as the information that should be included in the report.
Silver	Good practice would indicate that the reporting system includes the following key features: — Anonymity should be offered; — The reporting procedure should be easy to use and understand; and — The reporting procedure should be accessible and widely communicated, including informing the reporter where the report will go to.
Gold	Best practice indicates that the established reporting system should include the following key features: — It should be reliable and secure; — Confidentiality should be ensured; and — The reporting system should be operated and managed by someone at arm's length to the organisation, to reduce the possibility of conflicts of interest.

Organisational Policy: Core Components

Reporting mechanisms:

Below are listed some potential reporting mechanisms, alongside the potential benefits and drawbacks of each method. This list is not exhaustive and other methods may be possible.

Mechanism	Potential benefits and drawbacks
Report in writing	✓ Easy, accessible, confidentiality may be offered (if handled correctly).
	✗ Can be difficult to understand. The reporting person may not know what information to include, limited ability to respond. Potentially unreliable.
Report via online form/service	✓ Easy, accessible, reliable, confidentiality may be offered, response possible.
	✗ Financial investment, internet access required, must be well advertised.
Report via email	✓ Easy, reliable, ability to respond, no extra financial investment.
	✗ Email address and internet required, the reporting person may not know what information to include.
Report in-person	✓ Possibility to ask relevant questions to obtain relevant information and provide advice/support.
	✗ Geographical restrictions, potential financial investment, person who receives the report would need to be trained, and have no conflict of interest, linguistically it may be problematic.
Report via telephone hotline	✓ Easy, accessible.
	✗ Can be difficult to understand, no layout of information required, limited ability to respond, must be well advertised.

Athlete X may also appreciate an information sheet that outlines the complaint process. An example of this can be found **here**.

At this point, it might be good to check to see whether your organisation already has a reporting system in place to flag other issues. If there is, perhaps you might like to consider whether it may be possible to include harassment and abuse reporting within this already existing structure, or use the existing reporting mechanism as a model.

To Do List

- [ ] Ascertain if there are reporting procedures currently in place at your organisation (for example an ethics/integrity hotline)

Part 1 Contd
Developing an organisational athlete-safeguarding policy

Organisational Policy: Core Components

Mandatory reporting – to public authorities

Some countries/regions may have specific legislation in place that outlines when reporting of harassment and abuse may be mandatory, especially when related to child welfare. In some countries there is obligation to report not only actual cases of abuse, but suspicion of abuse can be enough to trigger duty to warn (a legal concept which indicates that a party will be held liable for injuries caused to another, if the party had the opportunity to warn the other of a hazard and failed to do so).

National Olympic Committees

It is recommended to research whether:

- Such mandatory reporting requirements apply in your state/country, and if this is applicable to you;
- To whom these apply; and
- What forms of harassment and abuse come under these mandatory reporting requirements.

This is important, as there may be legal and/or civil liabilities that may be incurred if legislation regarding mandatory reporting of actual or suspected abuse is not followed.

If this does apply, then the information related to where and when harassment and abuse should be reported to public authorities, (e.g. directly to law enforcement agencies), should also be included in your organisational policy.

International Federations

It is also recommended that you research any applicable law that is relevant to you with regard to mandatory reporting to public authorities and, as the case may be, include such information in your organisational policy. Furthermore, it is suggested that if assisting National Federations to implement safeguarding policies and procedures, that it is indicated that they should research what their obligations are in relation to mandatory reporting to public authorities or duty to warn within their country/region.

Organisational mandatory reporting

Many organisational athlete-safeguarding policies detail mandatory reporting responsibilities that are broader than the legal obligations of a country/state/region. However, applicable law should always be taken into account.

For example, as noted in the Team USA Team Training Video (SafeSport, Lesson 16), your organisation "may require you to report grooming behaviours – such as an adult giving a particular athlete gifts, or spending time with an athlete outside of practice – which may not be reportable under the law".

You should therefore consider whether you would include broader mandatory reporting provisions within your policy (considering any national/regional requirements which may apply).

If so, it is important that you clearly detail in your policy to whom within your organisation, as well as when and how suspected harassment and abuse, has to be reported. The policy should also specify who is not obliged, but encouraged, to report suspected harassment and abuse within your organisation.

Organisational Policy: Core Components

Example Application: Australian Sports Commission

The following extract is from the Australian Sports Commission: Harassment-Free Sport, Protecting Children from Abuse in Sport (version dated 2000). The section focuses on 'The law and child protection services in Australia'.

"Mandatory reporting [to public authorities] of child abuse, where some professions are legally required to report any abuse they notice, applies in all states and territories, although the professions involved are different. In New South Wales for example, legislation requires people in professions including recreational services (sporting organisations), who have reasonable grounds to suspect that a child under 18 has been abused, to report their suspicion…

Even where people aren't required to report suspected child abuse, there may be some situations where this is the most appropriate action to take to protect the child concerned.

The law protects people who notify the authorities of suspected child abuse."

Example Application: ITTF Anti-harassment policy and procedure

The following is an extract from the ITTF Handbook (version dated 2017).

7.9. REPORTING TO HARASSMENT OFFICERS

7.9.1. Every member of the ITTF has a responsibility to play a part in ensuring that the sport environment is free from harassment.

7.9.2. The ITTF encourages all incidents of harassment to be reported, regardless of who the offender may be.

Example Application: World Curling Federation, Harassment And Bullying Policy

The following is an extract from the World Curling Federation Harassment and Bullying Policy (version dated 2016).

3.1. Managers/Supervisors have an obligation to prevent harassment/bullying and to take immediate action once it has been identified, whether or not a complaint has been made.

To Do List

- [ ] Ascertain whether your country/state/region etc. has mandatory reporting regulations in place related to harassment and abuse, and if so whether this applies to your policy

Part 1 Contd
Developing an organisational athlete-safeguarding policy

Organisational Policy: Core Components

Step 4:
Personnel

The Case

Coach Y has seen information on his NOC's website, informing him that there is an online reporting system, where he could report harassment and abuse to his NOC, IF or National Federation. He has strong suspicions regarding the welfare of Athlete X; however, he is concerned about what happens after a report is lodged on the online system. Where does this sensitive information go? Who receives it?

Now that you have determined which reporting mechanisms will be available, it is time to consider who receives these reports.

Support for concerned persons: Key personnel

The table below uses the Bronze, Silver and Gold format to identify the IOC Guidelines note as minimum standards related to support for concerned persons (Bronze), and what best practice would indicate (Gold).

Bronze	Establish appropriate mechanisms to provide support and information to persons involved in an alleged incident of harassment and abuse ("concerned persons") including the appointment of someone who is responsible for following up on all alleged incidents of harassment and abuse (e.g. a "Welfare/Safeguarding Officer"). Such person should be trained and experienced in the field of safeguarding from harassment and abuse (e.g. medically and/or legally), and his/her responsibilities should, in particular, include playing a central role in: (i) the reporting and investigation procedures, (ii) determining whether information of a case should be disclosed to the competent local authorities, and (iii) providing support to any concerned persons throughout the reporting and investigation procedures.
Silver	Good practice would indicate that support for concerned persons should include: — The Safeguarding Officer/Ombudsman be the same person who receives the reports; and — It should be clearly communicated that there is an established person/persons who receives the reports and is responsible for the case management of reports.
Gold	Best practice indicates that support for concerned persons should include: — That the trained Safeguarding Officer/Ombudsman be at arm's length to the organisation, ensuring impartiality of dealing with all reports; and — That there be both a male and female Safeguarding Officer/Ombudsman available.

Organisational Policy: Core Components

Below are listed different options related to the centralisation of support for concerned persons, alongside the potential benefits and drawbacks of each. This list is not exhaustive and other options may be possible.

Centralised person	Benefits and drawbacks
Person within the IF/ NOC administration	✓ Understanding of sports administration, connection with National Federations and grassroots.
	✗ Requires human resource input by the IF/NOC, potential conflict of interest.
Person within the IF/NOC Medical Commission	✓ Degree of independence, understanding of sports administration, medical knowledge.
	✗ Commission members usually operate on a voluntary basis, potential for conflict of interests.
Report to an independent organisation	✓ Independent from the sports organisation. Minimisation of potential conflicts of interest.
	✗ Organisation should be officially recognised as acting in this capacity.
Person within a local health authority	✓ Independent from the sports organisation. Potentially easier to access geographically if multiple qualified persons in local health authorities are identified.
	✗ An agreement would need to be formed between the local health authority and the sport/sports organisations involved.
Reports to a national charity/NGO	✓ Potential to have multiple regional centres, independent from the sports organisation.
	✗ An agreement would need to be formed between the national charity/NGO and the sport/sports organisations involved.

Part 1 Contd
Developing an organisational athlete-safeguarding policy

Organisational Policy: Core Components

Step 5:
Investigation procedure

The Case

Sandi is a Safeguarding Officer for a National Federation, and received the online report from Coach Y. What is the next step?

It is important to outline in your policy an established investigation procedure to respond to alleged incidents of harassment and abuse. This procedure should aim to assemble comprehensive information on the alleged incident.

As noted before, this procedure is usually performed by the Safeguarding Officer/Ombudsman. All reports should be recorded by the Safeguarding Officer/Ombudsman and kept safe.

It is important to stress in your policy that it is not appropriate for sporting organisations to investigate, or attempt to resolve concerns, where a criminal offence is suspected to have been committed. Cases which may include a criminal offence are considered in Step 9.

Step 6:
Disciplinary procedure

All cases of harassment and abuse where an offence has occurred, according to your organisation's definition of harassment and abuse, should be referred through an established disciplinary procedure.

This may mean that the case is brought before your organisation's Disciplinary Commission, or other such entity which exists within your organisation to respond to infractions of your organisation's statues, rules, regulations etc.

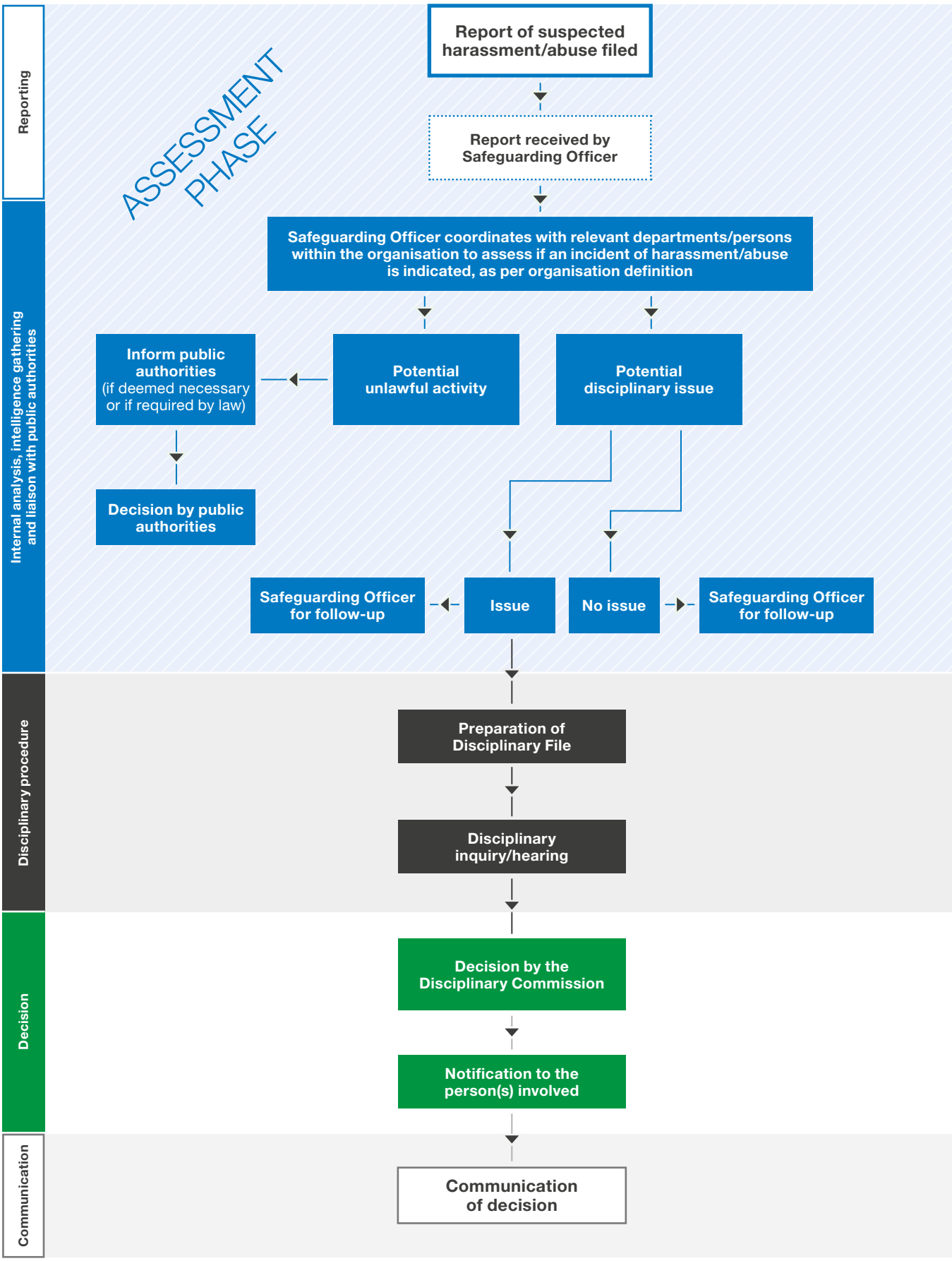
The Safeguarding Officer/Ombudsman should provide support to the concerned parties throughout this procedure, in their trained capacity.

To Do List

At this point you should have:

- [ ] Determined how reports of harassment and abuse may be reported to your organisation
- [ ] Ascertained whether mandatory reporting obligations will be included in your policy and to whom these apply
- [ ] Identified who receives the reports of harassment and abuse, and provides support to concerned persons (Safeguarding Officer)

Example flowchart demonstrating harassment and abuse report response



Please note: disciplinary procedures and procedures before public authorities can go in parallel

Part 1 Contd
Developing an organisational athlete-safeguarding policy

Organisational Policy: Core Components

Step 7:
Measures and sanctions

Measures and sanctions will exist in your organisation in the event of a contravention of the rules/regulations/statutes of your organisation.

It is important that guidelines are established on measures and sanctions detailing how incidents of harassment and abuse should be sanctioned.

Measures and sanctions must respect the principle of proportionality and be consistent with applicable laws. The following factors should be taken into consideration when determining proportionality: the nature and severity of the violations; the number of violations; any other relevant circumstances (e.g. when the abused or harassed person is a minor).

Step 8:
Fair process

The IOC Guidelines *(for IFs and NOCs related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport)* highlight the importance of providing the responding party with fair process.

In practical terms, this means that if an allegation is made against someone in your sporting organisation, the following should occur, in line with applicable law:

- Notice should be provided to the individual/individuals concerned
- The right/opportunity to be heard should be offered, before any measure or sanction is applied.

Furthermore, information detailing the rights of the complainant and the rights of the respondent should be provided.

Step 9:
Involvement of relevant public authorities and other organisations

As previously mentioned, it is important that, in compliance with applicable laws, relevant public authorities are informed about potential criminal cases.

It is therefore recommended that the Safeguarding Officer/Ombudsman dealing with harassment and abuse reports, as per your policy, have knowledge regarding which cases and how to contact the relevant public authorities and who they may be.

Furthermore, as previously noted in Section 1, there may be other public authorities or organisations that should be informed in the event of potential criminal cases. It is important that you know these organisations and any obligations, legal or otherwise, that you have to disclose information related to reports, and what information you are able and obliged to disclose.

Organisational Policy: Core Components

Step 10:
Confidentiality

Reports of harassment and abuse often contain extremely sensitive information. Often, athletes are reluctant to officially make reports, and therefore it is very important that reports are followed up in a timely and appropriate manner.

It is recommended that you establish a confidentiality policy related to reports of harassment and abuse and ensure that it is communicated to all stakeholders.

Such a policy should state that an alleged incident of harassment and abuse be regarded as confidential, and that personal information (including in particular name, date of birth, address, identification numbers) should not be disclosed, except, for example, if the concerned person gives his/her prior consent, if disclosure is necessary to protect someone from harm, or if a potential criminal act comes to the attention of the IF or NOC.

It is important that you research applicable law, including, for example, any applicable data protection laws which may apply.

Step 11:
Involvement of athletes

As noted in the IOC Guidelines, it is recommended that athletes are involved in the development of safeguarding policies. You may want to collaborate through your organisation's Athletes' Commission. It is essential that the athletes' voices and opinions are taken into account.

If you are unable (e.g. due to lack of financial or human resources) to adopt and/or implement the above-described safeguarding measures, assistance and support could be sought from relevant public authorities or other organisations.

Checklist

Does your policy:	✓	✗
Identify and address issues related to harassment and abuse in sport;	☐	☐
Apply to all involved in the organisation;	☐	☐
State that all members have a right to respect, safety and protection;	☐	☐
State that the welfare of members is paramount;	☐	☐
Identify who is responsible for implementing and upholding the policy;	☐	☐
Specify what constitutes a violation;	☐	☐
Specify the range of consequences for such violations;	☐	☐
Specify procedures for reporting and handling complaints;	☐	☐
Provide details of where parties involved in a complaint can seek advice and support;	☐	☐
Specify procedures for maintaining records; and	☐	☐
Provide guidance for third-party reporting (“whistleblowing”).	☐	☐
Is your policy:	✓	✗
Clear and easy to understand.	☐	☐
Has your policy been:	✓	✗
Approved by the relevant management body (e.g. Executive Board); and	☐	☐
Incorporated into your organisation’s constitution and/or regulations.	☐	☐
Was your policy:	✓	✗
Developed in consultation with athletes.	☐	☐
Will your policy be:	✓	✗
Regularly reviewed and updated, particularly when there is a major change in the constitutional regulations of the organisation or in the law.	☐	☐

Part 2
Developing a competition-specific safeguarding policy

This section details how to develop a safeguarding policy which applies during any sports competitions sanctioned by your organisation, for example a world cup or national championship.

Why is it important to have this in place?

Athlete safeguarding is intrinsic to good governance and should be ingrained in the psyche of sports organisations. Having a safeguarding framework (such as the IOC Games-Time Framework for the Olympic Games) in place during competitions sanctioned by your organisation demonstrates a strong commitment to providing a safe sporting environment for athletes to participate in.

The good news

The good news is that most organisations will already have the necessary mechanisms in place as part of the normal operations of competitions. The important thing here, however, is to link these mechanisms together in a formal procedure, and to ensure that the athletes and other participants at your competition are aware that this procedure exists.

Competition-Specific Policy: Core Components

A competition framework may have similar key sections to your organisation's safeguarding policy. The IOC Games-Time Framework, for example, has eight key sections, listed below:

1. Preamble
2. Objective
3. Scope of application
4. Preventative measures
5. The Safeguarding Officer
6. Reporting and procedure for addressing incidents of harassment and abuse
7. Disciplinary procedure
8. Confidentiality

These eight sections, or steps, are outlined on the following pages. This is intended to provide an example of a competition framework. There are other options and examples, some of which can be found in the "resources" section of the online toolkit.

Part 2 Contd
Developing a competition-specific safeguarding policy

Competition-Specific Policy: Core Components

Step 1:
Preamble

The preamble may be used to outline the basis on which the Competition framework is supported. For example, the IOC Games-Time Framework notes Olympic Agenda 2020 Recommendation 18: Strengthen Support to Athletes; the Recommendations related to the prevention of harassment and abuse from the 2015 International Athletes' Forum, and the IOC Code of Ethics (2016). The IOC Games-Time Framework preamble further notes the role of four IOC commissions in the development of the IOC Games-Time Framework.

Step 2:
Objective

The objective outlines what the competition framework looks to achieve and when. For example, "This Framework is intended to help safeguard Athletes and other Participants from harassment and abuse in sport during... [Competition information]."

Step 3:
Scope of application

The IOC Games-Time Framework includes the following information in this section:

- To whom the framework applies (e.g. all Participants of the Olympic Games)
- When the Framework applies (e.g. from the opening to the closing of the Olympic Village)
- To what the framework relates (e.g. prevention of harassment and abuse)

In this section the IOC Games-Time Framework further provides a definition of the key terms, including what is meant by 'participant' and how the IOC defines harassment and abuse.

Competition-Specific Policy: Core Components

Step 4:
Preventative measures

In order for a competition framework to be effective, the participants of the competition should be aware of its presence, and what may constitute harassment and abuse, and thereby what should be reported.

It is therefore recommended that communication related to this framework be considered for all stakeholders. This could be in the form of a memo, an information sheet at the competition, educational courses, etc. For more information regarding preventative measures, please refer to Sections 4 and 5 of this toolkit.

Step 5:
The Safeguarding Officer

As per the organisational policy, your competition framework should detail who is responsible for the case management of any reports of alleged harassment and abuse within the scope of your policy. At the Olympic Games, this is the IOC Safeguarding Officer.

This section does not necessarily need to name the Safeguarding Officer (or similar term), but rather outline their presence during the competition, what their role entails and how they may be contacted.

Example Application:
International Netball Federation – Event Welfare and Safeguarding Officer

A Safeguarding Officer was appointed by the International Netball Federation (INF) for the Netball World Youth Cup 2017, with funding for the role coming from a Memorandum of understanding between the Local Organising Committee, and the Norwegian Olympic and Paralympic Committee.

The presence of the Welfare and Safeguarding Officer was part of a comprehensive event-specific safe-sport programme.

The Roles and Responsibilities of the INF Welfare and Safeguarding Officer, who was required to have undertaken at least basic safeguarding awareness training, and demonstrate experience of both safeguarding and sports event management, may be found **here**, alongside the INF Guidelines for Safeguarding and Protecting Children.

Part 2 Contd
Developing a competition-specific safeguarding policy

Competition-Specific Policy: Core Components

Step 6:
Reporting and procedure for addressing incidents of harassment and abuse

Similar to the requirements of an organisational policy, it is imperative that a procedure is put in place within your competition framework that details how incidents of harassment and abuse may be reported during your competition, and what the case management procedure will be to follow up on such reports.

This section should include who may report incidents of harassment and abuse under your competition framework, to whom they can report and the mechanisms of how they can report (hotline, whistleblower service, etc.).

Such reporting mechanisms commonly already exist during competitions to respond to other potential infractions, such as anti-doping violations or competition manipulations.

The important thing here is to investigate whether a reporting mechanism already exists for competition reports, and whether it could be updated to also include harassment and abuse reports.

Your competition framework should also outline whether you or other sporting organisations have jurisdiction with regard to reported incidents of harassment and abuse at the relevant competition.

Step 7:
Disciplinary procedure

If an incident reported violates your organisations statutes/code of ethics or similar document, there may be grounds for disciplinary proceedings, as per your organisation's regulations.

Furthermore, if a report includes a potentially criminal component, law enforcement agencies should be notified. This link to law enforcement and your organisation's disciplinary commission or similar entity should be included in your competition policy.

Step 8:
Confidentiality

Similarly to your organisational policy, confidentiality should be addressed in the competition framework, particularly related to when information can be disclosed and in which circumstances, in line with applicable law and regulations.

Checklist

Does your competition policy:	✓	✗
Identify and address issues related to harassment and abuse in sport;	☐	☐
Have a clearly defined objective;	☐	☐
State to whom the policy applies, when and related to what;	☐	☐
Include information about any available preventative measures such as communication and education to stakeholders during time where the policy is enforced;	☐	☐
Detail who is responsible for the case management of any reports of alleged harassment and abuse within the scope of your policy;	☐	☐
Detail how incidents of harassment and abuse may be reported;	☐	☐
Include information regarding what the case management procedure will be, to follow up on any reported cases;	☐	☐
Include a link to disciplinary proceedings, as per your organisation's regulations;	☐	☐
Include a link to law enforcement agencies; and	☐	☐
Consider how confidential information is handled, in line with any applicable laws and regulations.	☐	☐
Was your policy:	✓	✗
Developed in consultation with athletes.	☐	☐

Section 3
Review

Following this Section you should:

- [ ] Have an understanding of the key components of an organisational athlete safeguarding policy as indicated in the IOC Guidelines
- [ ] Have an overview of the key components of competition-specific athlete safeguarding policies
- [ ] Begin to identify how each core component might be applied in your own safeguarding policies, in line with any regulations applicable to your organisation and the scope and objective of your policies
- [ ] If applicable, identify the minimum requirements that your member organisations are required or are suggested to include in their organisational and/or competition-specific athlete safeguarding policy

Section 3
Notes

Section 4
Implementation

Section 3 considered the core components of safeguarding policies and the importance of having:

— A policy that applies during sports competitions that are sanctioned by your organisation; and

— An organisational athlete-safeguarding policy.

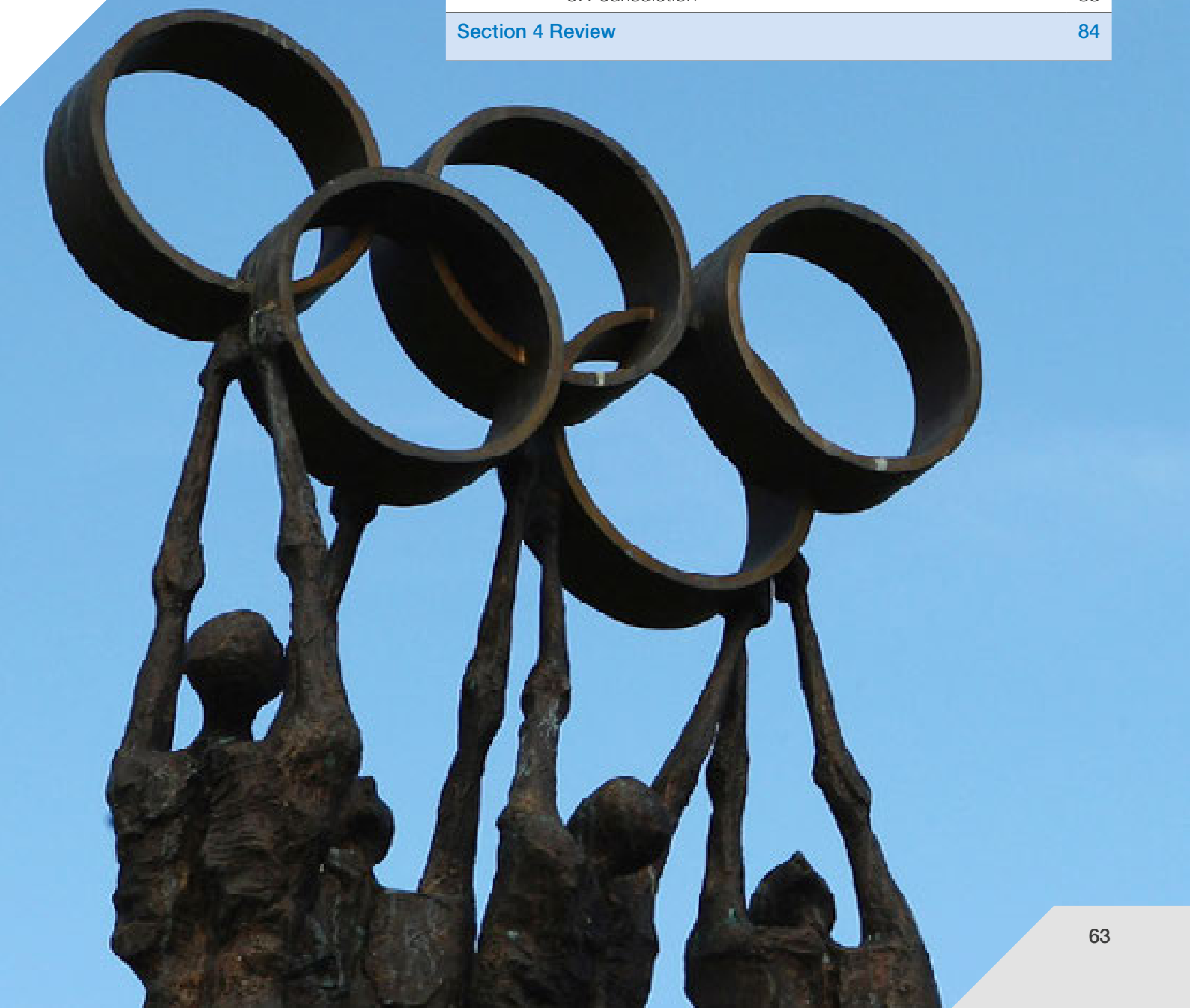
In **this Section** we will consider how to ensure the effective implementation of the athlete-safeguarding policy/policies that you have developed, by looking at:

— Potential models for implementation at a national level;

— Communication of safeguarding policies; and

— Pitching the right message.

Chapter 1:	**Terminology**	**64**
Chapter 2:	**The right message**	**66**
	2.1 Olympic Winter Games PyeongChang 2018	66
	2.2 British Ski & Snowboard Federation – Snow Safe	67
Chapter 3:	**Communication**	**68**
	3.1 Internal communication	68
	3.2 Communication of a competition safeguarding policy	69
	3.3 Communication of an organisational policy	72
Chapter 4:	**Education**	**74**
	4.1 IOC prevention of harassment and abuse in sport educational tools	74
	4.2 Developing athlete-safeguarding educational materials: key considerations	75
	4.3 Educational material: Checklist	80
Chapter 5:	**Models of implementation**	**81**
	5.1 Jurisdiction	83
Section 4 Review		**84**



Chapter 1
Terminology

Before looking at the communication of your policies, it may be useful to look at the terminology that you use regarding athlete safeguarding.

There are many terms used by sports organisations and others to refer to safeguarding athletes from forms of harassment and abuse. Some of these terms may be considered as general terms that may apply to wider issues, while others are specific to certain target groups or forms of harassment and abuse. These terms include, but are not limited to:

- Athlete protection
- Athlete welfare
- Athlete safeguarding
- Prevention of harassment and abuse
- Non-accidental violence
- Gender-based violence
- Sexual harassment and abuse [and exploitation]
- Safe sport

Some of these terms are used interchangeably, though all have different implications. Researchers and experts have voiced a preference for different terms. However, currently there is no one term that is used synonymously, though some terms are used more frequently in certain geographical areas, such as the term 'safeguarding', which is used mostly in the United Kingdom and Ireland.

Before you look to communicate your policy, you may wish to define which term you will use, and ensure that it is well understood amongst your stakeholders.

The IOC, for example, uses the phrase "safeguarding athletes from harassment and abuse in sport".

Communication to stakeholders, including ahead of the Olympic Winter Games PyeongChang 2018, which we will explore later, often includes the infographic below, which ensures that stakeholders understand what is meant by safeguarding in this context.

It is recommended that you consider which term you will use when naming and communicating your athlete-safeguarding policies, and that the term you choose is both explained and not used interchangeably with other terms. For a list of terms commonly used alongside their definitions, click **here**.

Safe from harassment and abuse in sport

Guarding athletes' rights

To Do List

- [ ] Consider the term which you will use to name and communicate your athlete safeguarding policies and programs

Chapter 2
The right message

We have looked at the importance of the terminology that you use to communicate your policies. This chapter considers the tone of communication.

The topic of harassment and abuse is sometimes difficult to talk about. However, as previously mentioned, because of the serious implications of harassment and abuse, it is important that the topic is addressed, and not pushed to the side.

To ensure this does not happen, getting the right message across is very important. Athlete safeguarding policies and procedures are positive. They provide a framework which aims to assist athletes to practise sport in a positive environment, and they demonstrate your organisation's commitment to athlete welfare.

Opposite are two examples of how messaging related to the prevention of harassment in sport initiatives has been organised by two organisations.

2.1 Olympic Winter Games PyeongChang 2018

A Games-time framework related to the prevention of harassment and abuse in sport is now in place at every edition of the Olympic Games. This framework provides a mechanism through which participants at the Olympic Games may report incidents of harassment and abuse during Games time. The framework further provides the pathway through which any reports are managed.

Crucial to the effective implementation of the Games-time framework is ensuring that participants at the Olympic Games are aware of its existence, and what it means to have such a framework in place. However, communication of this important tool must be well managed, for a number of reasons.

Firstly, as at all sporting events, many messages must be communicated to athletes and delegations ahead of the event. It is therefore important to ensure that information is precisely and appropriately relayed.

Secondly, it is important to ensure that any messaging related to a Games-time or in-competition framework has very positive undertones. Having reporting frameworks in place at Games time is not intended to make participants fearful that harassment and abuse may occur during the event, but rather to ensure that athletes know that their safety and welfare are of paramount importance.

The communication of the Games-time framework implemented at the Olympic Winter Games PyeongChang 2018 has therefore been designed to be simple, effective and positive.

It is supported by a comprehensive communications strategy, to ensure that all delegations are aware of the presence of the framework. This strategy can be found **here**.

The Games-time messaging is therefore intended to:

— Inform athletes where harassment and abuse can be reported;

— Highlight the presence of the IOC Safeguarding Officer;

— Reinforce athletes' right to safe sport; and

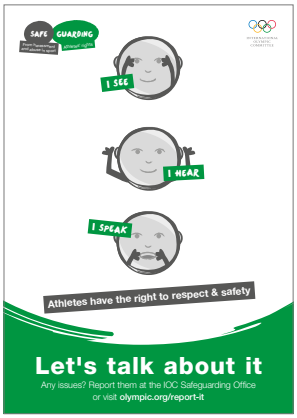
— Encourage athletes to report incidents of harassment and abuse.

The design selected:

— Was available in four languages;

— Linked to the design used for other programmes with messages for athletes available at Games time;

— Encourages participants to report suspected incidents of harassment and abuse.



2.2 British Ski & Snowboard Federation – Snow Safe

The National Ski Association (British Ski & Snowboard) has been developing policies and programmes related to athlete safeguarding for 15 years. Opposite, Jenny Shute of the British Ski & Snowboard Federation presents how messaging regarding athlete safeguarding is directed in this National Federation.

"Over the last 15 years, we have learned that the key to communication of athlete safeguarding policies has been to present the policies and procedures in a positive light, as part of an overall 'best practice' strategy.

Our Athlete Welfare policy is named BSS — Snow Safe.

This newly adopted programme title has removed any negative connotations associated with 'protection', and includes a feature that everyone who works in our sport understands – safety.

To help communicate the importance of athlete safeguarding, a Snow Safe handbook has been developed: a handy guide for all those who work with athletes, especially at club level, which includes knowledge, advice and tools to support best practice in safeguarding and many other aspects of the sport. Athlete welfare is right at the heart of this. Athletes have felt empowered by being part of the policy development process and their involvement gives out a very positive message.

Finally, it is important to remember and to communicate that by adhering to best practices, those who work with athletes can positively guard themselves, as well as protect athletes.

So, our three key tips for communicating athlete-safeguarding policies are:

— Keep it positive;

— Consider the name for your safeguarding initiatives: is it clear, easy to understand and memorable?

— Include athletes when developing your safeguarding policy and surrounding communication! Athletes know best what resonates with athletes."

Jenny Shute
British Ski & Snowboard Federation

Chapter 3
Communication

As mentioned in Section 1, it is important that athlete-safeguarding policies are officially endorsed by staff at the highest level of your organisation. It is also crucial that your policy is effectively communicated to all stakeholder groups.

Athletes and other stakeholders need to know that there are policies in place, where more information and support can be found, and that reports will be investigated in an appropriate manner.

In this chapter we will look at key steps related to communication of your policy by breaking it down into three key areas:

— Internal communication

— Communication of a competition safeguarding policy

— Communication of an organisational policy

3.1 Internal communication

Who?

People within your organisation who do not have a direct role in the execution of the policy.

It is important that there is an understanding and consensus regarding the importance of athlete safeguarding throughout your organisation, and that everyone is aware of the athlete-safeguarding policies and procedures in place, even if they do not directly impact all members of your organisation.

Internal communication regarding your policies and procedures in place may be conducted through an email, newsletter or other internal communication platform used by your organisation.

For example, an article was posted on the IOC's internal communication platform, ahead of the Olympic Games Rio 2016, informing all members of the IOC administration of the policy that would be in place at the Olympic Games, as well as of the other initiatives being developed under the IOC Prevention of Harassment and Abuse in Sport programme.

To Do List

- [ ] Communicate the development of your safeguarding policy to members of staff and volunteers within your organisation

3.2 Communication of a competition safeguarding policy

As we have seen in Section 3, competition safeguarding policies involve cooperation and collaboration between many players to ensure that they are implemented effectively.

It is therefore advised that a communication strategy be devised prior to the competition, in order to ensure that each stakeholder has been informed of your competition policy and what it means for them.

The image below provides examples of stakeholders who may need to be included in your competition policy's communication plan.

In principle, there may be two different types of communication here:

— Operation-based communication

— Communication to raise awareness

Chapter 3 Contd
Communication

Operation-based communication

Who?

Anyone directly involved in the operational components of your competition policy, who therefore has a role to play in its effective implementation. For example, the safeguarding officer, legal team, athlete support team, etc.

As with most procedures in place during sporting competitions, many people may be directly involved in ensuring that everything runs smoothly in the event of an incident being reported. Everyone involved in the execution of your competition policy should therefore understand the role that they play and the role played by others who are directly involved.

For example, the Games-time policy at the Olympic Games Rio 2016 involved cooperation and communication between many parties, including the IOC Safeguarding Officer, the IOC Chief Ethics and Compliance Officer, the Organising Committee medical professionals, the IOC National Olympic Committee Relations team, the IOC Legal Department, etc.

As all of the above parties also had many other tasks during the Games, it was important that their role in the Games-time policy was communicated well in advance of the Games.

Furthermore, during the Olympic Games Rio 2016, athletes were informed that incidents of harassment and abuse could be reported through a number of channels, including directly to:

- Members of the IOC Athletes' Commission
- Staff at the IOC Medical Commission's Office in the Olympic Village Polyclinic
- Personnel at the IOC Athletes' Space at the Olympic Village

It was therefore important to ensure that those people knew about the Games-time Safeguarding Policy, and what to do if an athlete approached them with a concern.

To Do List

- [ ] Ensure that the policy, and the roles and responsibilities of all persons directly involved in the execution of the policy, is well communicated. This could be by email, meetings, conference calls, etc.

Suggestion

Try using case studies to work through the steps that should be taken should an incident of harassment and abuse be reported during your competition. This exercise may address gaps or misunderstandings before the competition itself.

Communication to raise awareness

Who?

All those whom your policy is intended to safeguard, during the competition.

Arguably the most important thing is to ensure that the athletes competing at your competition are aware that a safeguarding policy is in place, and who they should go to if they should have any issues related to harassment and abuse which fall within the scope of your competition policy.

The key information to athletes should therefore include:

- What constitutes harassment and abuse according to your competition policy;
- Why it is important to report any incidents;
- Who should report incidents of harassment and abuse;
- Who to report to; and
- Where to find further information.

Additionally, it is important that the heads of any delegation, entourage members present, and sports organisations, if applicable, are aware of the competition policy in place, so that they can communicate accordingly to their athletes, as well as ascertain how this fits in with their own policies and procedures if they have them.

In order to ensure effective communication of a competition policy, it is recommended that you consider communication **before** the event, which may take the form of, for example:

Emails

Information Packs

As well as communication **during** the event, for example,

Posters

Displays

Info Booths

At the Olympic Games Rio 2016, an information sheet was produced, informing athletes to whom they should report any perceived incidents of harassment and abuse during Games time. You can find this information sheet **here**.

Chapter 3 Contd
Communication

To Do List

- Develop a communication strategy to inform all involved stakeholders of your Competition Safeguarding policy. This may include operational communication, and communication to raise awareness

3.3 Communication of an organisational policy

Earlier in this section we considered that there may be many different models through which your organisation policy could be implemented. The case studies presented, though different, all have in common the need for communication and collaboration between multiple players.

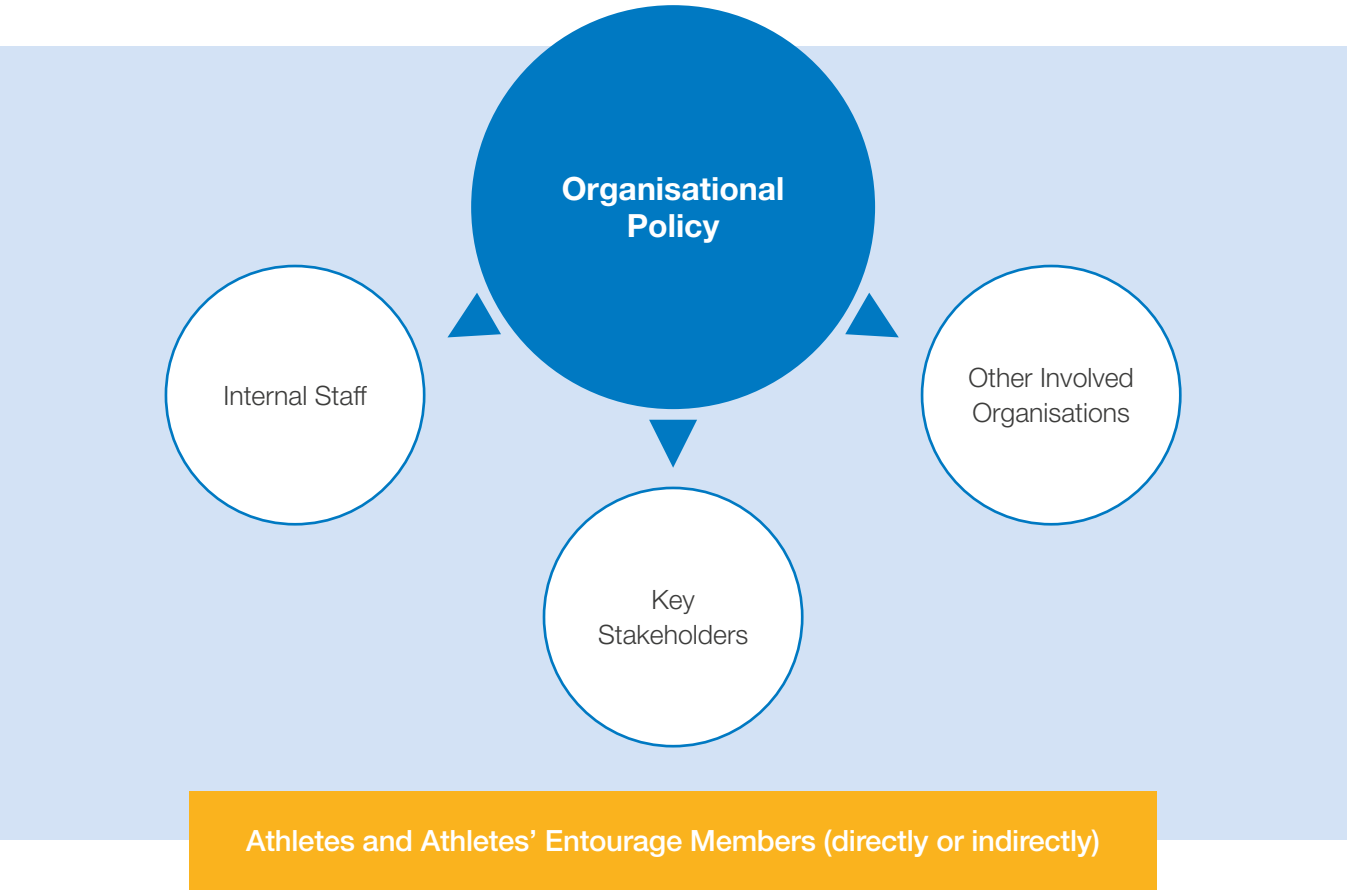
It is recommended that, when developing your organisational strategy as outlined in Section 3, you consider all of the organisations involved in the execution of your policy, and develop a communication strategy to ensure that everyone is aware of the role that they play.

Furthermore, whether you are an International Federation or a National Olympic Committee, it is important that National Federations, sport clubs, etc. under your organisation are aware of your safeguarding policy and how it applies to them.

The key will be the communication to athletes and athletes' entourage members who are covered within your organisational policy. This may be directly, for example the delegation of an NOC, or indirectly, through the National Federations of International Federations.

Either way, an athlete and athletes' entourage communication strategy will be key. As will ensuring that the communication is aligned, so as to ensure clear and accurate messaging.

An example of an organisational communication strategy can be found **here**.



Example of an organisational communication strategy

Chapter 4
Education

As we have seen, important steps in the prevention of harassment and abuse include the development, implementation and communication of athlete-safeguarding policies and procedures.

However, in order to truly maximise the effectiveness of such policies, and by this it is meant to have a lasting and positive impact on athlete welfare, there are other barriers that should be considered and addressed. These include, but are not limited to:

- Fear of reporting;
- Lack of understanding of what constitutes harassment and abuse;
- Assumptions that the responsibilities related to athlete safeguarding apply to someone else;
- Aspects of sports culture, which research suggests may facilitate harassment and abuse; and
- Mistrust in the reporting procedure.

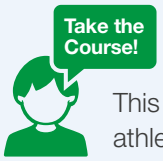
All of the above may be addressed through educational programmes and materials, for all those involved in sport.

Opposite we look at some of the IOC educational materials related to the prevention of harassment and abuse in sport, as well as key considerations should you be looking to develop your own educational materials or programmes to support your athlete-safeguarding policies.

4.1 IOC prevention of harassment and abuse in sport educational tools

The IOC has developed a number of educational tools related to athlete safeguarding, which are free and accessible for all athletes and entourage members.

These include the following:



Athlete Learning Gateway: Athlete Safeguarding Course

This free, bite-sized course for athletes and athletes' entourage members, delivered by Dr Margo Mountjoy and Mr Sheldon Kennedy, provides an overview of the core components of athlete safeguarding.

Female Athlete Health Tool: Interactive tool

As well as a module on harassment and abuse, this tool considers other topics important for female athletes' health, including injury prevention and nutrition.

Sexual Harassment and Abuse in Sport: Interactive tool

This interactive tool provides examples of what may constitute harassment and abuse, using case studies.

Harassment and abuse in Sport: Factsheet

Please feel free to share the links with your athletes and entourage members.

If you would like to use them in any other way, please contact safeguardingofficer@olympic.org and we shall assist you.

All of the above initiatives are available online.

4.2 Developing athlete-safeguarding educational materials: key considerations

When developing educational materials, there are a number of key things which you may like to consider, including:

- The target audience;
- Mode of delivery;
- Content objective and focus;
- Depth of the content – is it a short course to provide a basic overview, or a longer educational programme with detailed information;
- Frequency of the programme – is it something that can be taken once, or multiple times, for example;
- Is it optional or mandatory for the target audience to complete the programme?
- Affiliations and advocacy.

4.2.1 Target audience

As we have seen, athlete safeguarding includes the collaboration of many stakeholders. It is therefore important to ascertain within those groups who requires training in athlete safeguarding, and to what level.

There are a number of groups which could be considered as the target audience of educational materials, including:

- Athletes;
- Athletes entourage members;
- Volunteers;
- Sports organisation administration; and
- Other named people/organisations included in your policy.

It is important to remember that, whilst some aspects of education may be the same across all stakeholder groups, there may be specific messages and take-home learning points for specific groups.

It is strongly recommended when developing educational materials related to athlete safeguarding that you clearly identify the target group, recognising that this may impact the type of information to be included in the materials as well as the mode of delivery.

This may also have an impact on the languages in which your materials should ideally be available. Also include other considerations for communications, such as the use of subtitles or braille, for athletes with impairments.

Education for entourage members is vital – as well as understanding their role in athlete safeguarding, it is important to outline what constitutes harassment and abuse, prevention methods, and what to do if they suspect harassment and abuse is occurring. Furthermore, there may be varying legislation across different countries related to athlete safeguarding which should be considered. For more information, **click here**.

It is also important to ensure that administrative staff in your organisation also receive training and education related to athlete safeguarding. It is likely to be these stakeholders who are required to implement the mechanisms included in your athlete-safeguarding policies and procedures. This is especially important when it comes to pre-employment screening, as we will see in Section 5.

Chapter 4 Contd
Education

4.2.2 Mode of delivery

The mode of delivery of the education programme may depend on a number of factors, including:

- Who your target audience is;
- the role that they play in athlete safeguarding;
- how much time is needed to complete the education;
- geographical considerations, etc.

Currently many different modes of delivery related to athlete-safeguarding education in sport are being used by different organisations. These include:

- Webinars
- In-person workshops and courses
- Online educational courses.

It is recommended that you implement the mode of delivery that is preferable for your target audience; and design athlete-safeguarding education to be interactive, targeted to the audience and results-orientated in order to facilitate an understanding of the information included.

Tip

Ideally, athlete-safeguarding education should be:

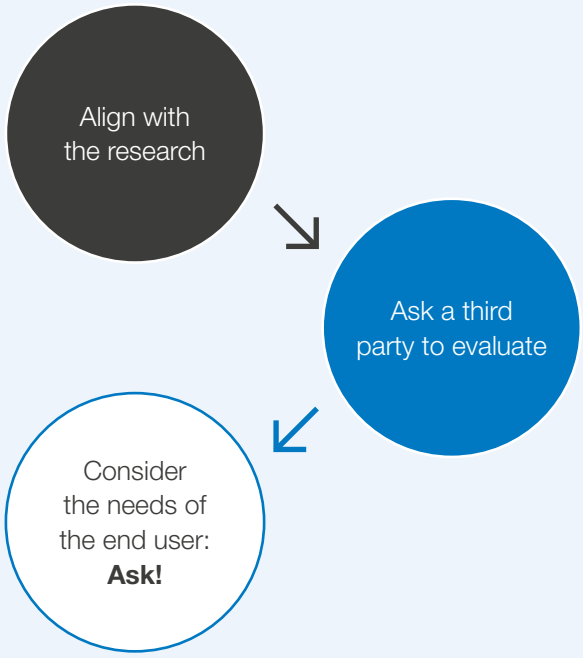
- [ ] Interactive
- [ ] Targeted
- [ ] Results-orientated

4.2.3 Objective and focus

Why is this important? As previously mentioned, the key learning points may differ depending on the target audience.

It is recommended that, when defining the objective and focuses of your educational resource, you:

- Align with available research in the field;
- Consult with experts;
- Consider the depth and level of education you wish to deliver, i.e. is it a poster with the key messages, or a three-hour online course;
- Ask a small group of representatives from your target audience what they would consider they need to know the most regarding athlete safeguarding; and
- Ask a third party to evaluate your educational tool/material, before you finalise it, to ensure that the resource does what it is meant to do.



Key considerations when determining the objective and focus of your athlete safeguarding educational materials

4.2.4 Depth of the content and frequency of delivery

Whilst not everyone may need to be experts in athlete safeguarding, there may be differences in the level of understanding that the target audience requires related to athlete safeguarding.

For example, athletes may need to have a general overview related to their rights, role and responsibility in ensuring a safe sporting environment, what constitutes harassment and abuse and how to report any incidents.

Athletes' entourage members, however, may need to have a much deeper understanding of athlete safeguarding, especially if, for example, their role in sport involves direct contact with athletes who are considered to be vulnerable, for example children, women and girls, elite athletes, athletes with impairments and LGBT athletes.

It is therefore important to consider the amount of information that is required to be disseminated through the educational programme. Furthermore, you may wish to consider if a one-off educational programme is sufficient, or if you require certain audience groups to demonstrate continued learning and understanding related to athlete safeguarding, through the completion of an educational programme that takes place over a longer period of time.

Chapter 4 Contd
Education

Example Application:
Child Protection in Sport Unit – United Kingdom

The Child Protection in Sport Unit (CPSU) is a partnership between the National Society for the Prevention of Cruelty to Children (NSPCC); Sport England, Sport Northern Ireland and Sport Wales. The Unit was founded to work with UK Sports Councils, National Governing Bodies (or National Federations), County Sports Partnerships and other organisations to help them minimise the risk of child abuse during sporting activities.

The mission of the CPSU is to build the capacity of sport to safeguard children and young people in and through sport and enable sports organisations to lead the way in keeping children safe from harm.

Part of the extensive programme of the CPSU includes providing advice to sports organisations and their stakeholders, related to child safeguarding training and education in the United Kingdom. The CPSU framework for safeguarding education and training is developed through a multi-agency 'skills and knowledge' task group which aligns with national coaching (and other occupational) frameworks and statutory guidance.

The CPSU offers advice, in line with national guidance, regarding the right level of training for different roles. The different training levels include:

- Introductory training, which outlines the fundamental principles of safeguarding children and young people;
- Basic training, which outlines the core principles of safeguarding good practice, responding to concerns and legislation;
- Specialist safeguarding training (for those with specific roles in sports settings); and
- Continual professional development, which assists those working with children and young people to build upon their experience through accessing additional training.

The CPSU recommends that all persons with regular responsibility for children should undergo a face-to-face training course of at least three hours. The CPSU further notes that "training that has been designed for roles within a sports context will be most appropriate to... …sports roles. Some national governing bodies have sport-specific courses that will address the particular nature of the sport."

You may like to consult the **CPSU website**, for an example of what is included in the different levels of training, how training may be delivered and at whom the training is targeted, as an example of a comprehensive child-safeguarding educational programme.

4.2.5 Optional or mandatory?

You may wish to consider whether the educational programmes that you use or develop related to athlete safeguarding are mandatory or optional within your organisation. Again this may be especially important when considering for whom the education is intended.

Mandatory education would require a monitoring mechanism, to ensure that all those who are required to complete this education have done so. However, it is also important to consider that, if such resources are only voluntary, the people who may require the training the most may not volunteer to take it.

4.2.6 Affiliations and advocacy

Finally, you may wish to consider developing educational materials in affiliation with other organisations, such as a charity or governmental agency, especially if your safeguarding policies include links to these organisations. This may include, for example non-governmental organisations outside sport, human rights associations, child services, etc.

Example Application:
Respect Group – Canada

Respect Group provides online certification training for Canadian coaches and parents. Their Respect in Sport programmes focus on the prevention of abuse, bullying, harassment and discrimination and creating safe sport environments. The coach programme is accredited by the Coaching Association of Canada, offering Professional Development credits upon completion. Over 900,000 Canadians have been “Respect Certified”.

Example Application:
Czech Olympic Committee

In 2010, the Czech Olympic Committee signed an agreement with sports universities in the Czech Republic, which means that specific information related to Women in Sport, and the prevention of harassment and abuse in sport, using the IOC materials, are taught in the sports programmes of the university – ensuring that future sports leaders have an understanding of these important topics.

Chapter 4 Contd
Education

4.3 Educational material

Checklist

Planning:	✓	✗
Is the target audience specified?	☐	☐
Has the objective of the educational resource been determined?	☐	☐
Have representatives from the target audience group been consulted to ensure that the objective of your educational materials aligns with the needs identified by the target audience?	☐	☐
Has the mode of delivery been identified?	☐	☐
Is the mode of delivery appropriate for the target audience?	☐	☐
Have languages and communication methods for those with impairments been considered?	☐	☐
Will your education programme be mandatory for any of your stakeholders?	☐	☐
Will your educational material be developed in collaboration with any other organisation or authority?	☐	☐
Content:	✓	✗
Are all areas of harassment and abuse, as outlined in your policy, included?	☐	☐
Does the content align with available research related to harassment and abuse?	☐	☐
Has educational material been evaluated by a third party to ensure it meets the set objective?	☐	☐
Have athletes been involved in developing the content?	☐	☐
Is it indicated where the audience may find further information?	☐	☐

Chapter 5
Models of implementation

The effective implementation of an athlete-safeguarding policy requires collaboration and communication between multiple stakeholders. On a national level, this may include linking the policies and reporting procedures of multiple sports organisations.

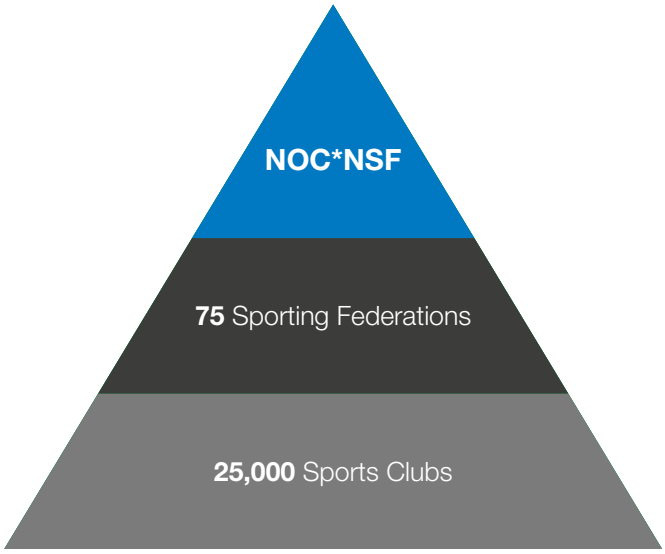
As the organisational structures of sports organisations differ between nations, there is no one model that can be applied to all. In this chapter we look to provide examples of how different nations currently structure their athlete-safeguarding programmes, in order to provide some examples that might be useful to your organisation.

This chapter may be especially interesting for National Olympic Committees that are considering how to organise athlete-safeguarding policies between different National Federations and other organisations and authorities.

Safeguarding in the Netherlands

Who?

The Netherlands Olympic Committee* Netherlands Sports Federation (NOC*NSF) is the umbrella body for organised sport in the Netherlands. This includes all sport from elite sport (both Olympic and Paralympic disciplines) to grass roots sport. There are 75 sporting federations affiliated with the NOC*NSF, and around 25,000 sports clubs affiliated with those 75 federations. Figures indicate that these sports clubs represent more than 5 million memberships.



Structure of organisations affiliated to NOC*NSF. Information provided by NOC*NSF

Chapter 5 Contd
Models of implementation

How?

The NOC*NSF initiated development of an abuse-prevention policy for all organised sports. The NOC*NSF *Policy to prevent and combat sexual intimidation in sport* was adopted at the general assembly in 1996.

A range of resources was developed to assist the federations in establishing both prevention measures (to reduce the likelihood of abuse occurring) and repressive (or responsive) measures (so they are able to respond appropriately when it does).

Second, to ensure the policy's effective use, strategic action was taken by communicating directly with local sport clubs and the tools originally devised for sports federations were rewritten to make them more accessible for local sports clubs.

Incidents of harassment and abuse occurring at club or sports-federation level in the Netherlands may be reported directly to the NOC*NSF through a dedicated helpline (now called 'confidence point sport'). The NOC*NSF then manages and responds to these reports via special trained confidential counsellors who provide advice and support for victims.

"Playing sport is more than just tactics and learning the (technical) skills of that sport. Sport, it is suggested, has the potential to be educational, and under specific conditions to contribute to the moral formation of people, and it can (also) be of major social significance in this context."
(Nicolette Schipper-van Veldhoven, Netherlands Olympic Committee*Netherland Sports Confederation and Windesheim University of Applied Sciences)

Read more about athlete safeguarding in the Netherlands **here**.

Safeguarding in the United States

Who?

The US Olympic Committee (USOC) is the umbrella body for 47 US Olympic and Paralympic sports National Governing Bodies (NGBs). These NGBs deliver both elite sport and grassroots programmes to roughly 13 million members, 7.5 million of whom are under the age of 18.

How?

The USOC initiated formal safe sport efforts in 2010. The USOC now requires all NGBs to comply with the policies and procedures set forth by the US Centre for SafeSport (SafeSport), which opened in March 2017. An organisation independent of the USOC and NGBs, the centre delivers two services. First, SafeSport is a resource for any sports entity, from grassroots to professional. The centre provides consultation on prevention techniques and policies, while developing best practices and educational programmes focused on promoting athlete wellbeing and working to end emotional, physical and sexual abuse in sport.

Second, the USOC requires all NGBs to report any incident of sexual misconduct (including child sexual abuse and romantic coach-athlete relationships) to SafeSport. As a neutral fact-finder, SafeSport resolves matters through a confidential investigation and optional hearing. At its discretion, the centre may address incidents involving any form of abuse. Disciplinary action by SafeSport must be enforced by the USOC and all NGBs, i.e. if SafeSport sanctions an individual for sexual misconduct in a certain sport, all 47 NGBs must enforce the sanction.

Read more about athlete safeguarding in the United States **here**.

5.1 Jurisdiction

As seen previously, there are several ways in which organisation-wide policies may be implemented.

In certain cases, questions may arise regarding jurisdiction, when several parent organisations (e.g. the NOC and IF to which a National Federation is affiliated) have developed policies for their members, or criteria that their members should follow in their own policies, and when such policies/requirements are in conflict with each other.

As sport governance differs between countries and organisations, different arrangements are possible.

It is recommended that in the case of a conflict related to jurisdiction, such as in the example mentioned previously, which may result in contradictions between two policies applicable in principle, the parties involved should resolve the situation through a collaborative dialogue that mutually respects each other's competences, even if among those parties there are organisations external to the Olympic Movement.

Sports organisations should work together to ensure that athlete-safeguarding policies and procedures are in place. In the example above, a National Federation could have a policy in place following the requirements of its International Federation, while the NOC may still contribute to the monitoring of the implementation of the policy. The NOC would thus be fulfilling its mandate of ensuring the compliance of its members with the rules, regulations and decisions in force within the Olympic Movement (see Section 5 for further information on monitoring and evaluation).

Section 4
Review

In this Section we have considered the importance of:

- [ ] The appropriate selection and consistent use of terminology related to athlete safeguarding
- [ ] The importance of developing a comprehensive communication strategy to inform all relevant stakeholders of the existence of your organisation's athlete-safeguarding policies and procedures, and how this applies to them
- [ ] The importance of ensuring that educational materials related to athlete safeguarding is available to stakeholders, and important elements to consider if looking to develop your own education programme
- [ ] Models of implementation of athlete-safeguarding policies

Section 4
Notes

Section 5 Preventative measures

In **Section 4**, we considered the implementation of your athlete-safeguarding policy, as well as factors which are important to its successful implementation, including:

— Communication of your policy;

— The right message; and

— The importance of education programmes.

As well as being important to raise awareness and understanding, these can also be considered as preventative measures.

In this section, we will consider other preventative measures, as well as the importance and preventative role of:

— The monitoring and evaluation of your policies;

— Effective case management; and

— Research.

Chapter 1:	Prevention overview	88
Chapter 2:	Factors affecting implementation of policies and procedures	90
	Negative view of prevention	90
	Lack of competence and resources	90
	Actual cases of abuse	91
Chapter 3:	Other preventative measures	92
	Criminal records check	92
	Codes of conduct	94
Chapter 4:	Case management	96
Chapter 5:	Monitoring and evaluation	97
Chapter 6:	Research	98
Safeguarding toolkit Review		100
Supporting Information: IOC Consensus Statement Recommendations		101
Safeguarding strategy: Flow chart overview		102
Acknowledgements		103

Chapter 1
Prevention overview

As we have seen, academic research and documented cases demonstrate that harassment and abuse occurs in sport.

When studying why harassment and abuse occur in a sporting context, researchers have identified a number of risk factors, which include the hierarchical status system in sport, a win-at-all-costs culture and a lack of preventative measures.

Furthermore, according to experts, harassment and abuse occur in a sports culture where three factors align:

- There is a perpetrator with high inclination or motivation to harass/abuse;
- The sports culture has few or no athlete protection mechanisms in place (for example, no prevention policies or procedures); and
- Athlete vulnerability is high.

Studies have shown that, at present, sports organisations are often not sufficiently equipped to manage reports of harassment and abuse occurring within a sporting context, or disclosures from athletes regarding harassment and abuse occurring outside a sporting context.

Completing this toolkit with a view to implementing effective athlete-safeguarding policies and procedures which reach athletes and have a true and lasting positive impact on their welfare is to be congratulated.

In order to prevent harassment and abuse from occurring in sport, it is important to understand what factors have affected the implementation of such safeguarding policies and procedures.

Chapter 2
Factors affecting implementation of policies and procedures

A study by Parent and Demers (2011)[1] identified a number of factors that affect the implementation of measures and management of sexual abuse in sports organisations. These included:

- A negative view of prevention;
- Lack of leadership, competence and resources; and
- Actual sexual abuse cases.

Negative view of prevention

The study by Parent and Demers (2011), as well as other studies in this area, highlighted a concern amongst sports administrators, coaches and other entourage members that the implementation of prevention of harassment and abuse policies and procedures may cause fear within sports organisations, as it may be perceived as indicating that harassment and abuse are rife in that organisation/sport.

It is therefore very important, as seen in Section 4, that the communication related to athlete-safeguarding policies is positive; athlete welfare should be central to the psyche of all those involved in sport, and the presence of policies and procedures to safeguard athletes from harassment and abuse demonstrates commitment to this.

Furthermore, in the study by Parent and Demers (2011), participants noted that there was a fear that the presence of reporting procedures and mechanisms may lead to unfounded allegations. The authors, however, cited studies which demonstrate that fear of such allegations is very rare, and fear of false allegations against coaches and authority figures unfounded (Brackenridge et al. 2005).[2]

Take-away point:

As mentioned back in Section 1, in order for athlete-safeguarding policies and procedures to be effective, there needs to be 'buy-in' throughout your sports organisation, and especially by the sports leadership; everyone should be united in supporting their implementation. Negative perceptions related to preventative measures should therefore be addressed, with the assistance of available research, in order to ensure that such views do not impede their implementation.

Lack of competence and resources

Another factor identified in the study by Parent and Demers (2011) as affecting the implementation of safeguarding policies and procedures was that organisations often did not have sufficient financial resources, time or staff to devote their efforts to athlete safeguarding.

Furthermore, a lack of resources and training which emphasises the importance of athlete-safeguarding policies and the role that each member of the athletes' entourage plays was noted.

Take-away point:

This toolkit is intended to provide solutions to ensure that all sporting organisations can implement athlete-safeguarding policies and procedures, taking into account potential restrictions.

Further information and advice can be found in the resources section.

Actual cases of abuse

Finally, the study noted that one factor which has instigated the implementation of athlete-safeguarding measures has been reports of actual sexual abuse cases within sports organisations. Such measures were mainly noted as being case management measures, including complaint procedures, rather than preventative measures.

Take-away point:

The implementation of comprehensive and effective policies and procedures should include both case management and preventative measures. Furthermore, for organisations which do not currently have policies and procedures in place, it is recommended that a proactive approach be taken.

Important point:

Studies have demonstrated that one factor which negatively impacts the effectiveness of athlete-safeguarding policies is the void between policy and procedures at federation/national organisation level, and local club level (Brackenridge and Williams 2004).[3]

Effectively, this means that as NOCs and IFs do not always directly interact with athletes, if policies and procedures are not implemented at the National Federation/club/grass roots level, the actual impact on athlete welfare may be limited.

It is therefore strongly recommended that you consider what information and guidance related to athlete-safeguarding policies and procedures you offer to stakeholders in direct contact with the athletes and entourage members affiliated to your organisation.

1 Parent, S. & Demers, G. (2011) "Sexual abuse in sport: a model to prevent and protect athletes" Child Abuse Review, 20 (2) pp. 120–133.

2 Brackenridge, C., Bringer, J. D., & Bishopp, D. (2005) "Managing cases of abuse in sport" Child Abuse Review 14 (4) pp. 259–274.

3 Brackenridge, C., & Williams, Y. (2004) "Living in the same household – 'Incest' in the family of sport" New Law Journal (6) pp. 179–180.

Chapter 3
Other preventative measures

At this point over Sections 4 and 5, we have:

- Discussed the effective communication of your policy and what to communicate; and
- Considered factors which have been demonstrated to affect the implementation of policies and procedures, and how these can be addressed.

Now we will consider other preventative measures; specifically, the importance of criminal record checks and codes of conduct.

Criminal record check

Pre-employment screening commonly forms an important part of recruitment plans, especially in certain industries. Methods of pre-employment screening may include interviews and reference checks, for example. The purpose of pre-employment screening is to help employers verify certain information related to prospective employees.

Another element of pre-employment screening may be requiring criminal record checks to be conducted.

Criminal record checks, which may also be referred to using other terms such as background checks, consider whether the prospective employee/person being screened has a relevant criminal history which should be taken into consideration in the recruitment process. As such, criminal record checks may potentially reduce risk and liability to employers, and form an effective part of any pre-screening process when considering people who wish to work with athletes.

In some places, criminal record checks are mandatory in certain contexts, for example, for those working with children and for healthcare professionals in the United Kingdom and Canada.

Considerations

There are some key things to consider when looking at introducing criminal record checks into your hiring processes. These include:

- Researching whether there are provisions within the applicable national legislation allowing your organisation to request to know the criminal background of people that you are considering inviting to work within your organisation;
- Identifying who these checks would apply to, considering any applicable law. For example, if criminal record checks are also required for volunteers (recommended);
- Researching any existing methods of harmonisation or exchange of information across borders, for those who may have lived or worked in another country previously, in line with applicable law.
- Considering other penal systems that apply within your sport and how these may interact within the national courts and processes related to criminal record checks, if applicable.

If looking to implement criminal record checks as part of your organisation's recruitment procedure, it is recommended that you seek expert advice.

Summary – criminal record checks

Research indicates that completing criminal record checks is a key recommendation regarding the prevention of harassment and abuse in sport, if this is possible. However, it is important to remember that such checks, whilst beneficial, should not be the only method of risk assessment which are in place within your organisation, but should be aligned with other preventative measures, such as, for example, codes of conduct, which we shall consider in the next chapter.

Example Application:

For more examples of criminal record checks, click **here**.

Other mechanisms related to pre-employment screening

As previously mentioned, Criminal Records Checks may form a part of your pre-employment screening. Other recommended checks which may be included in your pre-employment screening to facilitate safe recruitment procedures may include requesting references from previous employers and validating any gaps in the candidate's recruitment history. For more information, click **here**.

Chapter 3 Contd
Other preventative measures

Codes of conduct

Codes of conduct can form an important part of your safeguarding strategy. Their main purpose is to outline what standards of conduct are expected from those affiliated to your organisation, violations of which may then lead to disciplinary action depending on the specific provisions included.

When developing codes of conduct, it is important that you determine exactly what the code of conduct refers to, and who it applies to. It is recommended that all stakeholders affiliated to your organisation are required to abide by your code of conduct. This may include staff and volunteers as well as athletes – there is a large evidence base relating to the prevalence of athlete peer-to-peer harassment and abuse in sport.

If your organisation does not have direct jurisdiction over developing codes of conduct applicable to athlete entourage members and athletes, it is recommended that your athlete-safeguarding strategy includes a recommendation to your stakeholders who do work directly with athletes and entourage members that codes of conduct should be integrated into their safeguarding policies and procedures.

Key Tips

When developing your code of conduct you should:

- [ ] Clearly identify who it applies to (staff, athletes, entourage members, volunteers, local member organisations, etc.);
- [ ] ensure that it is clear what your code of conduct refers to;
- [ ] consider how to monitor your code of conduct procedure, to ensure it is being adhered to;
- [ ] look to clearly define the minimum requirements which are expected;
- [ ] ensure that the code of conduct is relevant and applicable to the relevant persons;
- [ ] ensure that it is linked to your athlete-safeguarding policies and procedures, including a clear disciplinary path in the case of a code violation;
- [ ] ensure that all relevant persons formally state that they will abide by the code of conduct, for example, through signing the code of conduct or including the requirement to abide by the code of conduct within another legal document, (e.g. the employment contract).

"Codes of conduct play a vital role in protecting athletes. As well as enabling organisations to set best practice expectations within their jurisdiction (even where there are differences in criminal law across countries); formal codes provide clear direction on the standards of behaviour expected by all signatories, and provide grounds from which any reported breach in behavioural standards should be thoroughly investigated. It is recommended that all sports organisations develop codes of conduct for their key stakeholder groups, including but not limited to athletes, entourage members, volunteers and administration staff."

Anne Tiivas
Safe Sport International

> “It is important to recognise risk situations, and address them. For example, competitions taking place outside the country, where delegations are composed of male and female athletes and male and female entourage members. Sometimes the accommodation conditions mean that there may be a lack of privacy.”

Cecile Faye, Deputy Secretary General, National Olympic Committee of Senegal

Quick note:

Research has found that often the coach-athlete boundary is neither clear nor systematically and formally defined.

Any specific regulations prohibiting romantic/sexual relationships between coaches and athletes should be in line with applicable laws.

For more examples and templates click **here**.

Situation-specific preventative mechanisms

Research has demonstrated that there are some identifiable “high-risk” situations within a sporting context related to harassment and abuse. This means that there are certain situations where the risk of occurrence of harassment and abuse in sport has been found to be higher.

This includes, but is not limited to:

- Away travel
- Locker/changing rooms

In order to protect athletes and athletes’ entourage members, you may wish to consider developing specific information and training related to these “high-risk” situations. An example of this may be the training programmes developed by Respect Group, which can be found **here**.

You may further wish to consider developing additional situation-specific codes of conduct, or introducing situation-specific information within your current code of conduct.

More information related to situation-specific risk management can be found **here**.

Chapter 4
Case management

The purpose of this toolkit is to facilitate the development of athlete-safeguarding policies and procedures throughout the Olympic Movement. Such policies and procedures should be developed in line with current academic research, in order to ensure that the policies and procedures have a real and positive impact on athlete welfare at all levels.

One key element of athlete safeguarding is how to manage reports of harassment and abuse received by the specified safeguarding officer/ombudsman, etc. This may be referred to as case management.

All reports related to incidents of potential harassment and abuse in sport require a response. Cases can also clearly range in severity. Determining how to manage each case which comes through requires specific training, as does providing support to the people affected.

Training related to case management goes beyond the scope of this toolkit. However, it is highly recommended for your Safeguarding Officer/Ombudsman/other named person in your athlete-safeguarding policy to be trained in case management of harassment and abuse cases.

Examples of training courses and further information related to case management can be found **here**.

Chapter 5
Monitoring and evaluation

Arguably, the most important aspect of athlete-safeguarding policies and procedures, as frequently reiterated throughout this toolkit, is that they are implemented with a view to being truly effective, to support and protect all members of the sporting community; the simple presence of an athlete-safeguarding policy is not enough.

In order for this to happen, methods of monitoring and evaluating the implementation and effectiveness of your safeguarding policy should be developed.

Depending on the focus of your safeguarding strategy in general, monitoring and evaluation could be conducted in a number of ways, for example:

— If, as part of your safeguarding policy, you have set out the minimum requirements which your stakeholders should adhere to related to safeguarding athletes from harassment and abuse in sport, there should be a way to monitor whether these minimum standards have been adhered to, and a way to address the situation if they have not.
  - Such a monitoring programme should always consider fair and applicable minimum requirements, time frames and assistance material, so as not to be considered unobtainable.
  - Such verification may come under the duty to monitor the compliance of member organisations with the rules, principles and values of the Olympic Movement.

— You may consider a research project which studies how effective the implementation of your own safeguarding policy has been. This may highlight areas which require improvement or an altered approach, and may help you to ensure that you are taking an evidence-based and effective approach in line with the specifications of your sporting context and athlete needs.

Monitoring and evaluation of safeguarding policies is not always necessarily done solely by sports organisations. In some countries, for example Canada, National Federations are obliged by Sport Canada to produce a policy on harassment and abuse in order to receive government funding. Further information may be found **here**.

Chapter 6
Research

Research related to harassment and abuse is extremely important, as it assists in the development of evidence-based policies and procedures. It is recommended that you always consult academic research when developing policies and information related to harassment and abuse.

Despite the growing base of studies which conclusively demonstrate that many athletes have suffered from harassment and abuse in sport, there is a lack of research from an international perspective, including the prevalence and impacts of all forms of harassment and abuse in sport (physical abuse, psychological abuse, sexual harassment, sexual abuse and neglect). From a preventive perspective, it is also important to learn more about the perpetrators of harassment and abuse in sport.

Further research into this field should be supported. The IOC Consensus Statement (2016) notes the following two recommendations concerning research related to the prevention of harassment and abuse in sport:

Extract from IOC Consensus Statement (2016):

"Much more research is needed to protect athletes of all ages and impairments. Such research should include prevalence of all forms of non-accidental violence in countries for which there are currently no data; the gendered nature of violence; mechanisms of disclosures and responses to violence; violence prevention methods; safe sport advocacy and effectiveness (what works, from team selection to postgame review); and athlete consultation methods. However, action to ensure safe sport need not wait for these studies. Everyone involved in sport, not least the athletes themselves, will benefit from 'safe sport'. It is incumbent on all stakeholders in sport to adopt general principles for safe sport as well as to implement the following recommendations without delay in a culturally respectful and sensitive manner.

[Recommendations for]
Sport science researchers:

- Grow the scientific evidence base about the prevalence, incidence and prevention of non-accidental violence to athletes.
- Engage in and promote knowledge transfer to apply scientific findings to 'real-life' sport settings."

Section 5
Notes

> “In order to prevent harassment and abuse in sport, we must also understand the impacts of harassment and abuse both for sports organisations and for athletes. Furthermore, more research which considers the effectiveness of preventative mechanisms such as criminal records and codes of conduct would be beneficial to ensure that athlete safeguarding is evidence-based, and policies and procedures effective”

Professor Kari Fasting,
Norwegian School of Sport Sciences

Safeguarding toolkit **Review**

You have now reached the end of this toolkit.

We hope that this has been a useful tool to assist you in defining your athlete-safeguarding policy and procedures, including all the preventive measures which can be implemented to reduce the prevalence of harassment and abuse in sport.

This toolkit has been a collaborative effort by many both inside and outside the Olympic Movement. Similarly, your safeguarding strategy will require collaboration between multiple parties, as previously mentioned.

It is the position of the International Olympic Committee that all sports organisations should have in place strategies and procedures to:

- [ ] Reduce the occurrence of harassment and abuse in sport, including through the identification and reduction of potential risks;
- [ ] Be able to manage effectively, and with athlete welfare at the centre, any reports of harassment and abuse;
- [ ] Adhere to the IOC Code of Ethics in which the Olympic values are enshrined, which rejects all forms of harassment and abuse in sport;
- [ ] Raise awareness and educate stakeholders vis-à-vis this important topic; and
- [ ] Ensure that athlete welfare and the protection of athlete integrity is at the core of the psyche of sports organisations.

As emphasised in Olympic Agenda 2020, athletes are at the heart of the Olympic Movement.

We thank you for completing this toolkit, demonstrating your commitment to safeguarding athletes from harassment and abuse in sport.

Should you have any queries related to this toolkit, you can contact us **here**.

Supporting information
IOC Consensus Statement Recommendations

The following are the recommendations for sport stakeholder groups related to the prevention of harassment and abuse in sport, as written in the IOC Consensus Statement (2016).

Sports organisations

1. Implement and monitor policies and procedures for safe sport that:

— State that all athletes have a right to be treated with respect, protected from non-accidental violence;

— State that the welfare of athletes is paramount;

— Identify who has responsibility for implementation;

— Specify what constitutes a violation and specify the range of consequences;

— Detail a response system for handling athlete/whistle-blower concerns and complaints, with reporting and referral mechanisms and a neutral resolution mechanism;

— Provide details of where to seek advice and support for all parties involved in a referral or complaint.

2. Deliver an education programme for all main stakeholders about how to engage in the practicalities of preventing non-accidental violence to athletes.

3. Appoint or work with qualified, designated personnel responsible for safe sport programming and athlete welfare.

4. Listen to the voices of athletes in decision-making about their own protection.

5. Foster strong partnerships with athletes' parents/caregivers to promote safe sport.

6. Partner with expert groups and stakeholders to follow a systematic multidisciplinary, multiagency approach. This may include law enforcement, media, medical, child protection, counselling and support or other groups.

Athletes

7. Know your rights and responsibilities with regard to the prevention and reporting of non-accidental violence.

8. Identify your support systems among and beyond entourage members.

9. Support your peers and encourage them to speak out if they witness or experience non-accidental violence.

10. Negotiate for a voice in decision-making about your own protection.

Sports medicine and allied health practitioners

11. Ensure that you are adequately trained to:

i. Recognise the signs and indicators of non-accidental violence;

ii. Effectively and appropriately respond to disclosures of non-accidental violence.

12. Ensure that you have access to a multidisciplinary professional support team prior to initiating any treatment plan for athletes who are survivors of non-accidental violence.

13. Know where and how to refer disclosures or suspicions.

Sport science researchers

14. Grow the scientific evidence base about the prevalence, incidence and prevention of non-accidental violence to athletes.

15. Engage in and promote knowledge transfer to apply scientific findings to "real-life" sport settings.

Safeguarding strategy
Flow chart overview

Statutes

– Ensure that your organisation formally rejects harassment and abuse in sport
Badminton World Federation Constitution (2015). Article 4.3
World Curling Federation Code of Ethics (2016). Article 1.4

Develop organisational policy

– Develop an organisational policy which includes mechanisms and procedures to safeguard athletes from harassment and abuse in sport
Norwegian Olympic and Paralympic Committee and Confederation of Sports: Prevention of Harassment and Abuse in Sport Guidelines (2010)

Develop competition policy

– Develop an athlete-safeguarding policy which applies during any sports competitions sanctioned by your organisation
IOC Games-Time Framework

Preventative mechanisms

– Ensure that preventative mechanisms are included within your overall safeguarding strategy, including, for example, criminal record checks and codes of conduct

Education

– Ensure that educational materials related to the prevention of harassment and abuse in sport are available for the stakeholders of your organisation, including administrative staff, athletes, athletes' entourage members
IOC Athlete Safeguarding Course

Monitoring, evaluation and research

– Implement strategies to monitor and evaluate your athlete-safeguarding policies and procedures athletes

Acknowledgements

The IOC recognises the contributors who have made it possible to publish the IOC Toolkit for IFs and NOCs related to creating and implementing policies and procedures to safeguard athletes from harassment and abuse in sport.

The development of this important resource would not have been possible without the knowledge base, support and contributions of the global Virtual Task Force of experts and organisations, both inside and outside the Olympic Movement.

On behalf of the IOC, the IOC Sports, Medical and Scientific and Strategic Communications Departments applaud and thank you for your tireless efforts and dedication in this important area.

This toolkit was developed in collaboration with the:

Association of National Olympic Committees (ANOC)

Association of Summer Olympic International Federations (ASOIF)

Association of International Olympic Winter Sports Federations (AIOWF)

The IOC wishes to express its appreciation to the following contributors, and many more who are not named here:

Prince Feisal Al Hussein, IOC Member; IOC Women in Sport Commission; Chair of the IOC Prevention of Harassment and Abuse in Sport Working Group

Malia Arrington, U.S. Center for SafeSport

Cheri Blauwet, International Paralympic Committee

Andrea Carska-Sheppard, IOC Women in Sport Commission; IOC Prevention of Harassment and Abuse in Sport Working Group

Kari Fasting, Norwegian School of Sport Sciences

Cecile Faye, National Olympic Committee of Senegal

Sarah Fussek, International Ski Federation

International Ice Hockey Federation

International Netball Federation

International Swimming Federation

International Tennis Federation

Maria Julia Garisoain, Argentine Olympic Committee

Yelena Isinbayeva, IOC Athletes' Commission; IOC Prevention of Harassment and Abuse in Sport Working Group

Naděžda Knorre, Czech Olympic Committee

Trisha Leahy, Hong Kong Sports Institute

Andrew Lepani, Papua New Guinea Olympic Committee

Sarah Lewis, International Ski Federation, Association of International Olympic Winter Sports Federations

Wayne McNeil, Respect Group

Saul Marks, International Swimming Federation

Robin Mitchell, IOC Member; Vice-Chair of IOC Medical Commission; Chair of ANOC Medical Commission

Margo Mountjoy, IOC Prevention of Harassment and Abuse in Sport Working Group; Chair ASOIF Medical & Science Consultative Group; McMaster University

Håvard Øvregård, Norwegian Olympic and Paralympic Committee and Confederation of Sports

Wayne Robati, Cook Islands Sports and National Olympic Committee

Jenny Shute, British Ski & Snowboard Federation

Anne Tiivas, Child Protection in Sport Unit, NSPCC

Yetsa Tuakli-Wosornu, International Paralympic Committee; IOC Prevention of Harassment and Abuse in Sport Working Group

UN Women

Nicolette Schipper-van Veldhoven, Comité Olympique des Pays-Bas*Fédération néerlandaise des sports et Université Windesheim des sciences appliquées

Clive Woodward, IOC Athletes' Entourage Commission

World Curling Federation

A special acknowledgement goes to Celia Brackenridge for her tireless commitment to the field of athlete safeguarding.

International Olympic Committee, Château de Vidy,
1007 Lausanne, Switzerland Tel +41 (0)21 621 6111
hub.olympic.org/

©This publication may not be reproduced, even in part, in any form, without the written permission of the IOC. All reproduction, translation and adaptation rights are reserved for all countries.

Directors in charge:
Kit McConnell, Director of the IOC Sports Department
Richard Budgett, Director of the IOC Medical and Scientific Department
Rebecca Lowell, Director of the IOC Strategic Communications Department

Designed and produced by Thomas & Trotman Design

Photography by IOC and Getty Images®. Cover, page 21 Getty Images®/Laurence Griffiths; page 7 IOC/Richard Juilliart; page 9 Getty Images®/Julian Finney; page 16 IOC/Francis Bompard/Agence Zoom; page 16 IOC/Christophe Moratal; page 17 Getty Images®/Shaun Botterill; page 23 IOC/Benoît Fontaine; page 31 Getty Images®/LOCOG; page 35 IOC/Andre Mourao; page 41 Getty Images®/Nick Laham; page 43 Getty Images®/Leon Neal; page 53 Getty Images®/Jamie Squire; page 56 Getty Images®/Al Bello; page 63 Getty Images®/Ian Walton; page 64 IOC; page 83 Getty Images®/Adam Pretty; page 87 Getty Images®/Matt Dunham-Pool; page 89 Getty Images®/David Taylor; page 96 Getty Images®/Brian Bahr

Author: Kirsty Burrows
Contact: safeguardingofficer@olympic.org

®All trademarks acknowledged

Contact us:
safeguardingofficer@olympic.org
olympic.org/athlete365