



# Sport Dispute Resolution Centre of Canada

## *Workshop Descriptions*

### Identify and Avoid Conflicts of Interest in Sport Organizations

**Target Audiences:** *Primary:* Board members, senior management, administrators; *Secondary:* Coaches, HP staff, parents.

**Duration:** approximately 105 minutes / minimum 75 minutes.

**Description:** Decision-making in the sport system can be challenging and, often in smaller sport organizations, conflicts of interest are unavoidable. In order to prevent disputes from occurring in the decision-making process, it is important to be able to identify and address conflicts of interest. In this workshop, conflicts of interest will be defined and explained in a sports-related context and key elements will be highlighted to help identify and categorize them so that appropriate action may be taken. Tips on preventing and declaring conflicts of interest will also be provided during this interactive presentation.

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### Building Sound Team Selection Policies

**Target Audiences:** *Primary:* Coaches, HP staff; *Secondary:* Senior management.

**Duration:** approximately 180 minutes / minimum 150 minutes.

**Description:** The vast majority of sports-related disputes are about team selection. They often arise from competing interpretations of the existing selection criteria or the misapplication of a selection policy. Of course, selection processes that are not supported by a written policy are bound to cause even more confusion. The design of a sound, clear and thorough selection policy is at the heart of reducing the occurrence of sports-related disputes. But preparing and writing selection criteria is far from easy. In this interactive session, participants will learn a 4-step process in developing selection criteria as well as important considerations in carrying out a fair selection process. Special attention will be given to the necessary precautions around the use of subjective criteria in order to reduce the risk of disputes arising from the selection decisions.

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### Playing Fair in the Boardroom Too

**Target Audiences:** *Primary:* Board members, senior management, administrators.

**Duration:** approximately 120 minutes / minimum 90 minutes.

**Description:** It is widely recognized that fair play on the field of play reduces conflicts between participants, coaches, officials and spectators. So the premise of the SDRCC's Guide to Administrative Fair Play is that, in order to avoid or reduce the occurrence of conflicts at the organizational level, sport leaders must also apply fair play principles to their dealings in the office and in the boardroom. Best management practices are at the heart of establishing fair and transparent processes to instill confidence of members in the decisions rendered by the organization's leaders. In this workshop, participants will be led through and presented with case scenarios that illustrate how transparent management, member accountability as well as reaching a healthy balance between the good of the organization and the rights of its individual members.

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### Causes of Disputes and Prevention Strategies

**Target Audiences:** *Primary:* Board members, senior management, administrators.

**Duration:** approximately 120 minutes / minimum 75 minutes.

**Description:** Many sports-related conflicts oppose a sport organization to one or several of its members (athletes, coaches, officials, etc.) They not only affect personal relationships, but they also unduly drain volunteers and drive them away from sport. Preventing conflicts and dealing with them properly when they arise is the key to a healthy sport organization. In this interactive session, the participants will learn about some of the best practices in management as they can be applied specifically to the context of sport. Through case-based scenarios and small group discussions, the SDRCC staff will walk the participants through five common causes of sports-related disputes and present twelve proven strategies to prevent them.

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### Best Practices in Conducting Internal Appeals

**Target Audiences:** *Primary:* Board members, senior management, administrators; case managers, appeal panel members; *Secondary:* Any potential candidate to sit on appeal panels.

**Duration:** approximately 150 minutes / minimum 90 minutes.

**Description:** Conducting an internal appeal can be a challenging duty for volunteer-based organizations. Many related tasks, such as appointing adequate volunteer panel members, managing the case from an administrative standpoint and providing support to the panel members, can detract attention of volunteer administrators from what is most important for the sport. In this session, SDRCC staff will address these challenges through its Appeal Panel Orientation Program, an online interactive tool for volunteer appeal panel members. Feeling more competent about applying fairness principles, managing an appeal case, conducting a hearing, writing a decision, and dealing with the human factor during hearings, is likely to make appeal management a more positive experience.

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### Respecting Team Members' Rights in Disciplinary Processes

**Target Audiences:** *Primary:* Board members, senior management, administrators; case managers; *Secondary:* Coaches and HP staff.

**Duration:** approximately 90 minutes / minimum 75 minutes.

**Description:** Board members, coaches and volunteers in sport organizations are sometimes faced with the unpleasant task of imposing disciplinary sanctions on their members who breached the code of conduct. This session will focus on the key elements necessary to ensure a sound disciplinary process to deal with inappropriate behavior on the part of participants from any sport organization. From a code of conduct that provides clear guidance to team members on expected behavior, to the respect of the principles of natural justice in the decision process to determine appropriate sanctions, the session will explain how to discipline unruly members in a fair manner in order to reduce the risks of their decisions being appealed or challenged in civil courts. This workshop will also recommend ways in which a sport organization can be better prepared to address these situations effectively.

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### Match-Fixing, Gambling and Other Forms of Corruption: Is your Sport Immune?

**Target Audiences:** *Primary:* Coaches and HP staff; *Secondary:* Board members, senior management, administrators.

**Duration:** approximately 120 minutes / minimum 90 minutes.

**Description:** With the globalization of sport, increasing earning potential from sport and instant access to sports results, it's no surprise some people found a way to manipulate sport competition outcomes to gain a financial advantage. Sport gambling and match-fixing are now considered bigger threats to sport than doping, to the point where the International Olympic Committee and Interpol are now partners in the fight against corruption in sport. This session will be an eye-opener to those who think Canadian sport or community sport is not vulnerable. Participants will learn how they can have a positive impact on preventing the escalation of corruption in sport, by knowing how to recognize the signs, resist insidious influences and report unacceptable behaviors. In doing so, they will be challenged by scenarios inspired by real situations, to which there is no easy answer.

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### Athletes Rights and Responsibilities: Taking Charge of Your Career

**Target Audiences:** *Primary:* Athletes; *Secondary:* Coaches, parents.

**Duration:** approximately 90 minutes / minimum 60 minutes.

**Description:** Whether it is over team selection, carding, doping, disciplinary matters, or an athlete agreement, a dispute between an athlete and his/her sport organization has the potential to seriously impede an athlete's sport career ambitions. Knowing their rights and responsibilities in the sport system will reduce the risk of such disputes, so that athletes can put all of their energy into what will help them reach their full potential on the field. This session will cover four fundamental rights of athletes, with corresponding responsibilities. Participants will learn, through interactive scenario analyses, valuable tips and strategies that all athletes should know about in order to steer clear of career-altering disputes with their sport governing bodies.

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### Negotiation Skills for Sport Leaders

**Target Audiences:** *Primary:* Board members, senior management, administrators; *Secondary:* Coaches, officials, parents, athletes.

**Duration:** approximately 90 minutes / minimum 60 minutes.

**Description:** Negotiation is an intricate part of our daily lives. We negotiate even without realizing it, whenever our opinions, values or objectives differ from those with whom we interact. In sport, negotiations are a common occurrence between administrators, athletes, coaches and officials. Unfortunately, more often than not, relationship preservation is pushed to the sidelines when emotionally-charged parties face each other in a conflict. This session introduces the best practices of principled negotiation as they apply to the sport context, through interactive scenario analyses and mock negotiations. Participants will learn tips and strategies to discover the underlying interests of parties de-escalate conflicts and preserve relationships throughout the resolution of a disagreement or dispute. While comparing different approaches to negotiation, step-by-step processes are suggested to better analyse, strategize and communicate during a negotiation.