

# THE COACH PERSPECTIVE: A SAFE SPORT REVIEW

Prepared July 2021 for the Coaching Association of Canada by ITP Sport & Recreation Inc.



## The Coach Perspective: A Safe Sport Review

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#### **Executive Summary**

In the spring of 2021, the Coaching Association of Canada engaged the services of ITP Sport & Recreation Inc. (ITP Sport) to conduct interviews and survey coaches across a wide range of sports. This research would provide the basis for a safe sport review.

ITP Sport conducted one-on-one interviews with 76 participants and 513 coaches completed an online survey in both official languages. The majority of participants were between the ages of 46-55 and had coached for over 25 years.

Overall, it was a positive experience for those who took part in the interview or the survey. They were appreciative of the fact that they were included in the conversation and provided positive views on safe sport in Canada.

Most coaches indicated that they are familiar with their respective organization's Code of Conduct and have reviewed it within the last year. Although most coaches felt their sport does have a safe sport program, there were quite a few who were unsure. Based on further questions it was clear that the majority of coaches do believe safe sport is a priority in their sport. They saw many positive aspects of safe sport, including educating various groups (athletes, coaches, parents). Coaches believe it creates an environment to protect both coaches and athletes and assists with consistent guidelines for coaches to manage their athletes.

There was an element of fear and concern expressed by coaches in regards to the potential for defamation that could result from the complaint process as it is currently perceived to be more in favour of athletes, not coaches. Almost all coaches believe safe sport and high-performance coaching can coexist. They understand there is a fine line between 'pushing an athlete to their maximum potential' and overstepping appropriate boundaries.

A series of recommendations have been outlined for both sport organizations and the Coaching Association of Canada. Coaches are confused by the different messages they have received on this subject, so it is important to ensure that messaging coming from one or several sources is consistent and in line with best practices in safe sport. This alignment throughout the sport system would create a better understanding of safe sport, prevent maltreatment, and protect all participants from the grassroots level to high performance environments.



#### Overview

The Coaching Association of Canada (CAC) educates and certifies coaches, and celebrates their achievements at all levels of sport. Through its coaching education, research, and advocacy programs, the CAC promotes safety in sport, works to increase diversity and inclusion within Canada's coaching community, and strives to enhance the sport experiences of participants across the country.

Celebrating its 50th year in 2021 of being at the very heart of sport in Canada, the organization's focus on the athletes' experience is deep-rooted, dating back to its inception in 1971.

CAC engaged the services of ITP Sport & Recreation Inc. (ITP Sport) to conduct interviews and survey coaches to provide the basis for a safe sport review. ITP Sport is at the forefront of safe sport prevention in Canada. Our mission is to take a participant-first approach, combining expertise and experience to keep participants safe and organizations strong. Our vision is to see a future of sport and recreation where all participants are happy, healthy, free to pursue their dreams, and thriving in a culture where maltreatment in sport does not exist.

#### Survey and Interviews

During the spring of 2021, ITP Sport conducted one-on-one interviews with 76 participants and 513 coaches completed an online survey in both official languages. Out of the 76 interviews 71 were conducted in English and 5 in French. When it comes to the survey, 499 were completed in English and 14 in French. The majority of participants were between the ages of 46-55 and had coached for over 25 years. Most indicated they are in paid positions and coach over 30 hours/week. The respondents came from all ten provinces and three territories.

In the in-person interviews, women coaches represented 52% of the respondents while 48% identified as men. In the online survey, 60% identified as men, 39% as women and one respondent identified as non-binary. The level of coaching in the interview group was evenly



spread over national, provincial and club level, while the online survey had a larger percentage of club coaches (43%), with the next group at the provincial level (23%), followed by national (10%) and lastly university level (8%). Over 80% of the coaches were born in Canada. Less than 30% of all respondents had coached outside of the country.

### Summary of Main Responses to Survey and Interview Questions Are you familiar with your organization's Code of Conduct?

Most coaches indicated that they are familiar with their respective organization's Code of Conduct and have reviewed it within the last year. Upon further questioning it became clear though that there is not a complete understanding of the code and that further education is required on its interpretation.

#### Do you feel that your sport has a strong safe sport program?

Although most coaches feel that that their sport does have a safe sport program, there were quite a few who believed their sport did not, or were unsure. Based on further questions it was clear that the majority of coaches also believe safe sport is a priority in their sport.

#### Have you received any safe sport education?

The majority of coaches identified taking part in at least one form of safe sport education (online modules, in-person training, etc.) but are not required to partake in this training on a regular basis. For those coaches who are required to complete safe sport training, the most common frequency was every year.

Based on further questioning it became evident that the timelines for recertification were not consistent with the actual organizational requirements. It is important to note that the safe sport training from CAC was well integrated in the sport system and about 80% of the participants took this training. The next safe sport training that was popular among the participants is the Respect in Sport – Activity Leader training provided by Respect Group Inc. (45%).



The result of safe sport training changing one's views/behaviours was split. Overall, safe sport education has helped coaches become better educated and aware of this topic and to see all aspects of safe sport.

Quote: I thought safe sport was only about the rule of two; About the whole well-being of athletes. I didn't realize everything that fell under the umbrella of safe sport. Once I completed the online safe sport training I found out that is was so much more than the rule of two - mental, physical, psychological health.

#### Do you feel there is a culture of fear for coaches in your organization?

While we received mixed answers on this question it was evident from the additional interview questions and the survey that some coaches feel there is a culture of fear within their respective organizations. The most prominent fear is defamation as well as having parents or athletes filing a complaint.

If you witness something that goes against policies and/or Code of Conduct, do you feel comfortable asking the leadership in your organization for support?

Based on the information collected it is clear that there is a divide between leadership (management) and coaches. While most coaches do feel comfortable asking for support, those who do not feel comfortable believe there is no support in their organization for safe sport issues and ultimately leadership does not want to discuss this topic.

Quote: I have to ask them for support, not much action taken. More inaction - not the protect the athletes, more protect the sport. Sweep under the rug. A lot of the staff saw it happen and they know if they speak up nothing will come of it. Things don't always change.

Are you comfortable having difficult conversations with your athletes? / Do you feel that the Rule of Two is effective?

While most coaches are comfortable having difficult conversations with athletes, it seems many are not given proper training on what to do if a safe sport situation arises and how to bring the situation to a conclusion. These results are consistent with coaches' opinions



regarding the Rule of Two being effective. Although it works in theory, it is not always possible due to several challenges – mainly, not enough resources as well as athletes' privacy (not wanting to speak in the presence of a second coach).

Quotes: Circumstances can be impossible to practice code of two/ we can strive for it but it is hard at times.

The idea works in theory, however in reality it can be difficult to adhere to - for example an individual may not want to speak in the presence of the second coach. Sometimes there is not another person available etc.

#### Is there a person in your sport that is in charge of safe sport?

Based on the information collected, the majority of sport organizations have a member of staff who oversees safe sport, but this person is not solely responsible for this area, instead it is in addition to their main role. In most cases the understanding of the coach is that this person's job when it comes to safe sport is to address issues reactively and not to concentrate on the proactive side of this subject.

Is there an independent third-party process for filing complaints in your sport? / Do you know how to contact the independent third-party officer?

It is evident that there is a large group of coaches who are unaware if there is an independent third-party process for filing complaints in their respective sport organizations. Of the group of coaches that do know there is a third-party process they also know how to go about contacting this third party and filing a complaint if need be.

#### Do you think safe sport and high-performance coaching can co-exist?

Almost all coaches believe safe sport and high-performance coaching can co-exist. They understand there is a fine line between 'pushing an athlete to their maximum potential' and overstepping boundaries. To ensure these two elements can co-exist, education is a key factor for athletes, coaches and parents. The majority of coaches also think that high



performance should have its own definition and guidelines of safe sport, as this is very different from coaching at the grassroots/club level.

Quotes: Good code of conduct policies, good safe sport training, good communication and transparency.

Maintenance of a professional relationship between athlete and coach, rule of 2 should apply at all times.

Better education and awareness. I think incorporating it more into the coaching certification.

They can exist with some adjustments. There must be a clear understanding of how pushing (mentally and physically) an athlete can be interpreted as abuse.

#### Have you experienced or witnessed Sexual Abuse?

Based on the information collected, there have been some situations of sexual abuse at the respondents' respective sport organizations.

#### Have you experienced or witnessed Psychological Abuse?

73% of the participants interviewed either experienced or witnessed psychological abuse in their respective sport organizations, while just over half of the online respondents (56%) indicated they had witnessed instances.

#### Have you experienced or witnessed Physical Abuse?

Based on the data from the interviews and the survey we can see that the majority of coaches have not experienced or witnessed physical abuse. 41% of interviewees and 21% of online responders have experienced or witnessed physical abuse in their respective sport organizations.



#### Have you experienced or witnessed Bullying?

Based on the information collected, the majority of coaches have experienced or witnessed bullying (including just over half of the responses indicated it was specific to cyber bullying) at their respective sport organizations.

#### Have you experienced or witnessed Sexual or another form of Harassment?

The results were split here with just over half of the respondents indicating they had experienced harassment in their respective sport organizations.

#### Have you experienced or witnessed Discrimination?

The results were also split here – just under half of the respondents had experienced or witnessed discrimination in their respective sport organizations.

#### Have you experienced or witnessed Hazing?

The majority of participants had not experienced or witnessed hazing in their respective sport organizations.

#### Have you experienced or witnessed Neglect?

The majority of participants had not experienced or witnessed neglect in their respective sport organizations.

#### How can we help you and other coaches understand safe sport better?

Based on the information collected, it is evident that better communication regarding safe sport practices is needed from sport organizations and that safe sport training should be mandatory at all levels and refreshed on a regular basis. Specific to safe sport training, some improvements need to be made in terms of the examples used and how high-performance and safe sport can co-exist. It was also clear that coaches believe there is not enough content regarding ethics and morals, and there needs to be more training on diversity/inclusion.



Quotes: Making more education mandatory, most people don't realize how important this is and will ignore it. Maybe implementing safe sport certification.

In-person type education is great to get everyone at a base level, but what we're finding is it's pretty universal that there's nuance situations and a lot of fear around safe sport at the moment. Helping navigate this landscape will help a lot. This movement is helping catch a lot of negative events that have occurred - getting these events out into the open is incredibly important.

Focus on educating new and younger coaches and athletes, change the "old school" culture where issues were ignored, hidden. More education all around. Major improvement to background checks.

Making the online courses mandatory would definitely help. Especially for coaches and leaders in the organization. Hearing real life stories and experiences from people to be able to relate more.

#### What will ensure you feel protected in your coaching environment/ trust the system in place?

The majority of coaches agree that to feel protected in their coaching environment has a lot to do with the leadership and organization itself. Feeling supported, having more transparency on this topic, as well as clearer guidelines and processes with a dedicated safe sport employee would also help coaches feel protected. Another improvement would be to ensure more groups take part in training including athletes, parents, and leadership within an organization.

Quotes: Education of athletes and parents to understand the level of responsibility the coaches carry and why these rules are in place; more focus in training modules on how coaches can protect themselves.

The education and communication needs to be clear. With safe sport I feel confident, it has changed the way we coach athletes in a good way.



Important to establish a body or person that coaches can talk to about challenging issues/ maybe an athlete help line/ need a mechanism or process for coaches = coaches help line.

Culture helps me feel protected. It is a safe place to discuss things. The truth can be spoken and come out. Making sure that there aren't negative repercussions.

Engagements from coaches to really understand what's happening on the ground.

Suggestions from the coaches are being met and taken into consideration. Open and willingness to refine the system - pressure test, feedback taken on and open to adapting the system.

Is there any specific reason based on the reality of your sport (like travel) that makes adhering to the safe sport policies of your organization challenging?

Majority of coaches feel that adhering to safe sport policies are challenging due to the Rule of Two, travelling, and lack of resources (staff/money/time). Based on the feedback, although challenging, it can be done with a lot of preparation and planning.

Quote: Rule of Two - only one HP athlete needing to go to competition, but we need two coaches... very expensive as well. Travel - based on the situation of same sex athletes or coaches, not always easy to adhere to.

#### In your opinion what are the positive aspects of safe sport?

It is clear that coaches feel there are many positive aspects of safe sport, including educating various groups (athletes, coaches, parents). Coaches believe it creates an environment to protect both coaches and athletes and it assists with consistent guidelines for coaches to manage their athletes.

Quotes: Makes coaches, parents, athletes aware - they can be happy and excel in what they are doing. It creates a framework to be successful and feel safe. Sport gives athletes a place to be/go to feel safe.



I think it gives an opportunity to change the sport from within. A new program can take a lot of years to put into place. These athletes aren't adults, they're kids. I think it is on the right track.

#### In your opinion what are the negative aspects of safe sport?

Overall, most coaches do not believe there are any negative aspects of safe sport. Those who have the opposite belief are concerned about the approach as it is centered around the athlete and not the coach. It is seen as a negative rather than a positive.

Quotes: Challenge for the coach - policy is good but difficult with applying.

The fear that it can instill in coaches. Parents often use the policies negatively - example: the athlete is anxious about trying a difficult new skill, parents accuse the coach of psychological abuse, pushing too far.

Please list all reasons that make adhering to the Safe Sport policies of your organization challenging.

Based on the responses collected the coaches listed travel, financial implications, cultural differences, and mixed messaging around the rule of 2 as the main reasons for adhering to the safe sport policies being challenging.

#### What is your vison for safe sport for the foreseeable future?

Based on the responses collected many coaches hope that safe sport becomes more of a regular conversation and an expected reality. Safe sport is becoming more prominent and the more it is being talked about the better guidelines and education can be produced. Coaches feel that safe sport is headed in the right direction and that views on this will only continue to get better.

Quotes: Developing better guidelines to help change the culture and better environment for everyone. Not just my sport - everyone. Overall having a better society.



Bringing up the conversation, everybody needs to be thinking about it and take a close look at our actions. It needs to be normalized; it is here for you to be a better coach.

Have you received safe sport training that is specific to Parasport and/or Special Olympics?

The majority of coaches have only received safe sport training specific to this branch of sport if they are directly involved.

As a coach in a Parasport and/or Special Olympics, can you please help us understand the additional issues related to safe sport that are specific to a Parasport and/or Special Olympics?

Based on the responses given there are higher-need situations (close physical contact, etc.) which results in more risk involved regarding safe sport. These coaches work more closely with their athletes, so the standard of appropriate behaviour needs to be applied differently in each situation.

Is there anything else related to safe sport that you would like to share with us?

Based on the general feedback of the survey and interviews, most coaches had a positive outlook on this project being carried out. Participants believe that safe sport is on the right path, and sport will no longer need to deal with 'old-school' views on this topic. It has been made clear that safe sport needs to become a priority within sport organizations, whether it be a dedicated individual to address safe sport concerns or more support from leadership. Coaches' perspectives should shift in focus from a reactive to proactive approach regarding safe sport.

Quote: Legal safeguards - when a coach finds themselves in a reporting situation... most coaches are not equipped on that front. I don't know how many coaches would continue to do what they're doing (from a financial standpoint being on the hook).

How well does the individual interviewed understands current safe sport Practices?



Overall, it was evident that although understanding was fairly high, there was a gap in knowledge of safe sport for some. Many participants did not experience any negative situations, so they were unable to speak to their experience with these topics.

Overall did the individual interviewed have a positive or negative view of safe sport?

Although there were mixed responses, the overwhelming majority of coaches had a positive view of safe sport as well as having participated in these interviews.

Quote: I agreed to this interview because it is essential to our sport and community. We develop people... to be the best version of themselves. Without safety it is not possible/ I feel that our NSO education person is the best and competent. The NSO is exceptional. I am well informed and supported. We have champions regional/national.

#### Recommendations

#### **Sport Organizations**

- 1. It became evident from the interviews and the survey that the majority of coaches are fearful that if they enter into the complaint process the reason for the complaint is not going to be justified and, in most cases, will cause defamation. It is important for sport organizations to ensure that all stakeholders, including coaches, are comfortable with the way the internal complaint and/or the independent third-party mechanism is delivered. It is there to not only protect the athletes, but also coaches and other stakeholders who are included in the scope of the code of conduct. It is recommended to implement the following:
- a. Training for all coaches to explain the code of conduct and the discipline process. It is not enough for them to just sign the code; coaches need to be educated on the code and have a full understanding of their rights, responsibilities, and how the process works.
- b. Both the internal complaint process and the independent third-party mechanism must provide due process for all stakeholders involved. It is common to assume that the process is mainly there to protect the athletes. We must ensure that all stakeholders understand that a



fair and due process is going to be provided to all parties. This must be reflected in the internal policies of the organization.

- c. It is important to emphasize in all safe sport related policies that malicious and frivolous complaints will be considered as a violation of the code of conduct and will itself result in the initiation of a complaint.
- d. In our opinion, mediation in non-major cases should be mandatory and the policies should reflect this. It should not be left as an option, as often one or both of the parties choose not to participate in this process. Our experience shows that mediation resolves the majority of the cases while giving both parties the opportunity to provide input into the resolution process. Mediation does not preclude either party from proceeding to a formal resolution of the complaint.
- e. It is recommended that the Board of Directors of a sport organization makes a written commitment to all of its members (not just athletes) that the safe sport policies are there to protect all members of the organization, including coaches.
- 2. When asked "How better can we help coaches understand safe sport" the majority gave the following answers:
- a. Better communication on safe sport practices from my organization (49%)
- b. Better support from the leadership (48%)
- c. Make safe sport Training Mandatory for all levels of sport (47%)
- d. Require annual safe sport training (46%)
- e. Consistent messaging about safe sport (44%)

We think that all are necessary steps to implement. The combination of points (a) and (b) speaks to the engagement of an organization's leadership in safe sport and the support that it provides to its members. This is an area that needs to be explored and addressed by those in the organization who are responsible for its strategic direction.



- 3. While the Rule of Two seems to be well understood and received, it is evident from the interviews and the survey that it is difficult to comply with while traveling. Our recommendation is to implement a travel policy that clearly explains the requirements of the rule while traveling. The three most important areas to address in that policy are:
- a. Gender balance. An organization must make all efforts to ensure that there is always someone traveling that is the same gender as the athlete/s.
- b. Minimum requirement of individuals traveling that will allow compliance with the rule of two. Budget implications need to be considered.
- c. Education on what the Rule of Two actually means. Reframing this to only apply outside of 'Open and observable places' might make coaches feel more comfortable with the policy. They can still have a 1:1 interaction as long as it is not in a hotel room, dressing room, or other enclosed space. As long as the interaction takes place in an open space it still means that there is compliance with the rule.
- 4. Based on the replies from the interviews and the survey it became clear that the vast majority of coaches do not know if they have a person responsible for safe sport or if there is an Independent Third-Party person in the organization. We must create a paradigm shift in this area and make sure that safe sport is something that is integrated into the culture of the organization. Safe sport must be seen as essential as a hockey stick is to play hockey, like a tennis racket to play tennis, and like a soccer ball to play soccer. You simply cannot play without it. Safe sport needs to be integrated into every level of the organization. Every stakeholder must know where to go if there is an issue and the person who is the subject matter expert in providing the right advice. Safe sport expertise must be integrated throughout the organization similar to accounting, marketing, and high performance.



#### Coaching Association of Canada (CAC)

- 1. When asked about difficult conversations 54% of coaches indicated that they are not sure on how to follow up and close the loop if a difficult conversation takes place. 46% of coaches indicated that they have received training that makes them feel comfortable to address this topic. While it is a great indicator that the majority of coaches interviewed and surveyed have taken the CAC training, it is important to note that most coaches still feel that they do not have all the tools to address difficult conversations with their athletes. It is recommended to review this topic and address in the next iteration of the training.
- 2. While most coaches concur that safe sport and high performance can be integrated, they also think that there should be a separate definition of safe sport for high performance. In our opinion maltreatment is maltreatment no matter which level it takes place. Coaching education must address this issue and educate high-performance coaches on the facts and definitions of maltreatment and how it applies to all levels of the sport. High-performance standards must reflect the same standards of safe sport as defined in the universal code of conduct.
- 3. The majority of coaches who are engaged in Parasport and/or Special Olympics have not received specific safe sport education related to that area of sport. It is essential to develop curricula that addresses this important area of sport and that those coaches are provided with the necessary tools to resolve difficult situations. As one coach commented, it takes the experience of living or knowing the living with an athlete to understand the acceptable and supportive levels and manners of interaction. The coach also identified that in athlete-athlete interactions whose 'standard' of appropriate behaviour is applied to the reasonableness of these interactions. Emotional well-being, parent-guardian involvement is almost always necessary but can pose other challenges because of the need for understanding and interpretation when communication skills are weak or absent. Physical well-being can be a



challenge for coaching athletes who do not express physical needs, which can result in segregation and exclusion, as can many of these other 'challenges.'

- 4. When asked about what additional training coaches would like to receive, the majority of those surveyed indicated that they would like to receive training on diversity, equity, equality, and inclusion. Those are important topics in safe sport and we agree that they should be included in the coach education pathway.
- 5. CAC's scope goes beyond National Sport Organizations and includes such institutions as universities, colleges, schools, and more. It is important to consider how these environments affect the ability of the coach to deal with difficult situations. This must be reflected in the education provided.
- 6. Safe sport education for coaches is extremely important. Notwithstanding, 63% of coaches have indicated that safe sport education for athletes will make them feel more protected in their coaching environment. We agree with this view and strongly believe that to protect the coaches we must educate all other stakeholders in the organization including athletes, parents/guardians/leadership/officials and referees/volunteers.
- 7. Cultural differences were listed among the top reasons for adhering to safe sport policies being challenging. In our view, this is a very important point and one that needs to be addressed in safe sport education. While many coaches and participants come from a different culture and background, this must not affect the way that we address maltreatment in sport. Every coach in Canada must follow the same safe sport standards on maltreatment prevention and any education provided to the coaches or other stakeholders must reflect this in the

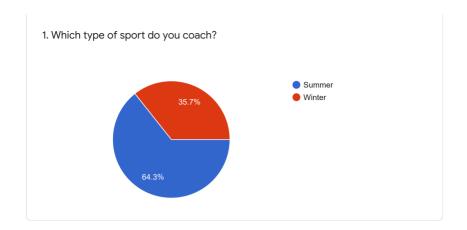


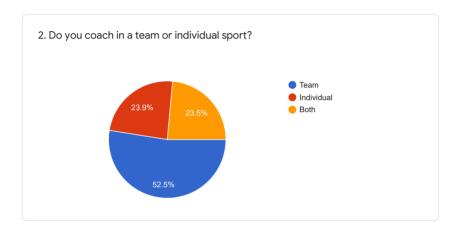
curriculum. Based on the review, a dedicated training module should be created that deals with the coaching environment within cultural differences.

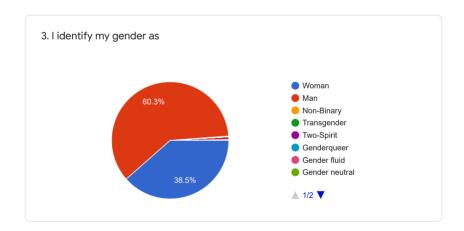
#### **Summary**

Overall, it was a positive experience for those who took part in the interview or the survey. They were appreciative of the fact that they were included in the conversation and provided positive views on safe sport in Canada. That being said, it was evident from the interviews that most do not have a particularly strong understanding of safe sport and are confused by the many different messages received on this subject. It is important to ensure that messaging is always consistent and in line with the best practices in safe sport. While performing a comparative analysis we did not find a major distinction of opinion on safe sport based on gender, years coaching, paid or voluntary, or age. It is also important to note that based on the interviews and the survey it is clear that maltreatment in sport still exists, and we must implement additional measures to prevent it.

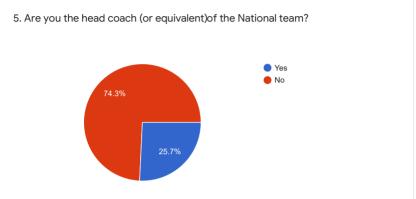


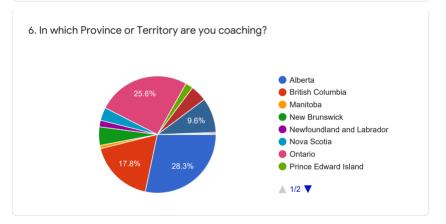


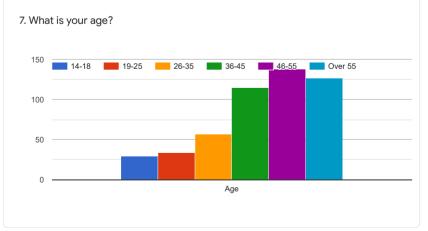




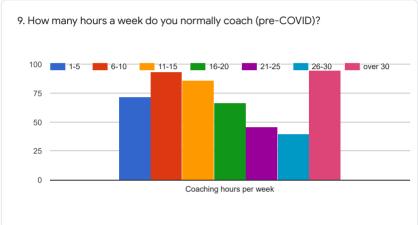


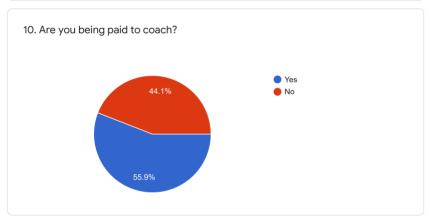


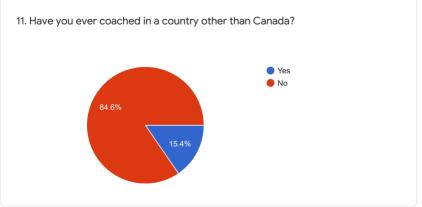


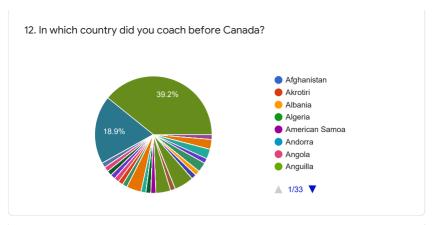


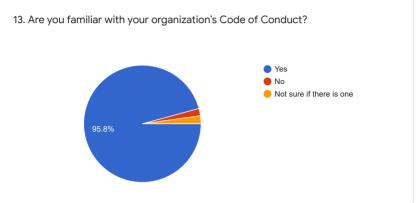


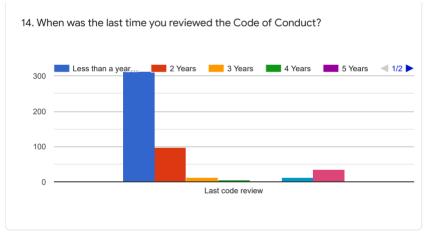


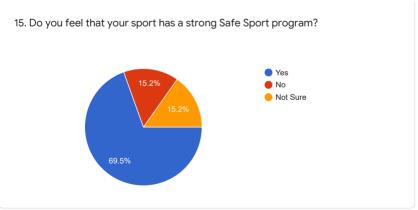


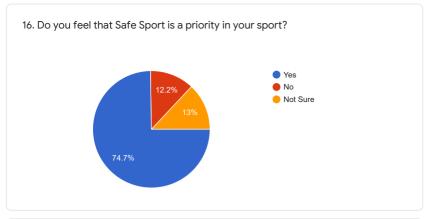






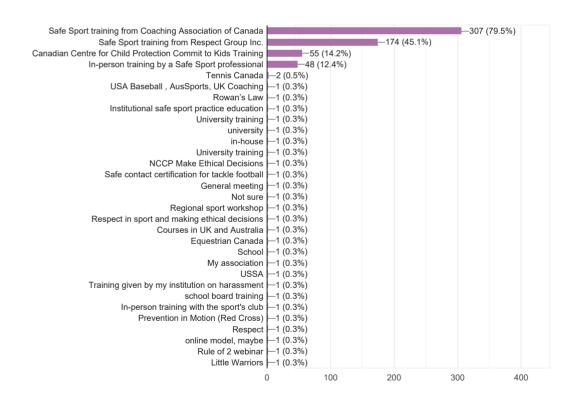




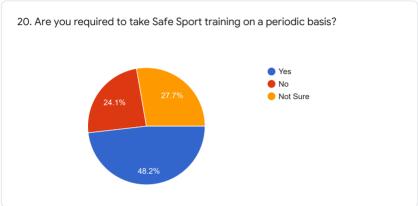




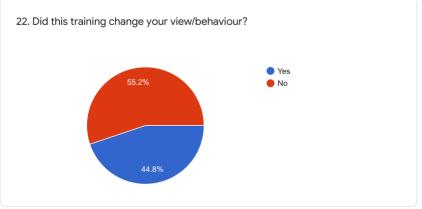
18. Please choose all Safe Sport training that you have received.



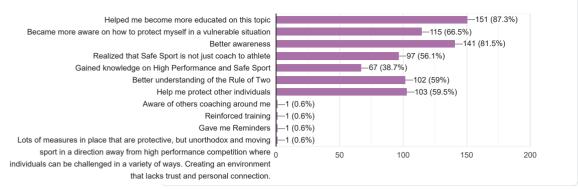


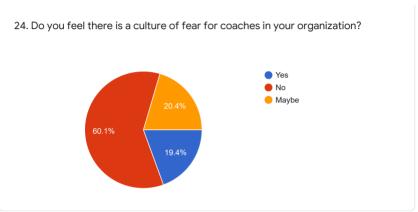




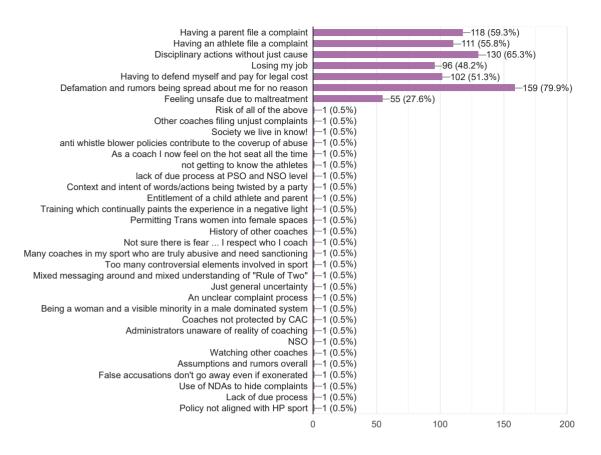


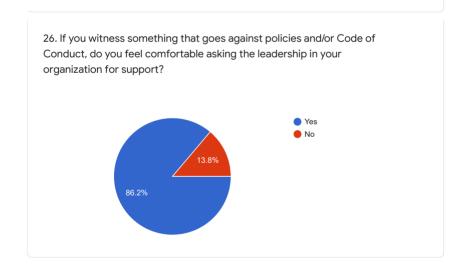
#### 23. How did your view/behaviour changed?



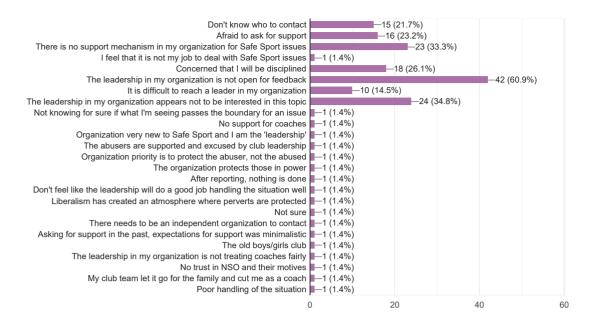


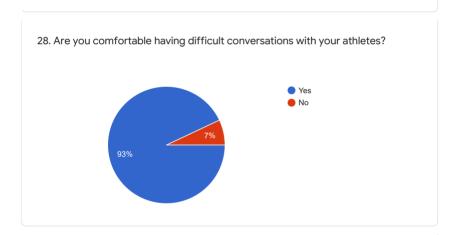
#### 25. What factors contribute to or cause this fear?

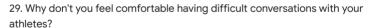


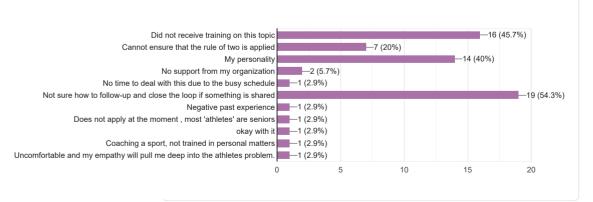


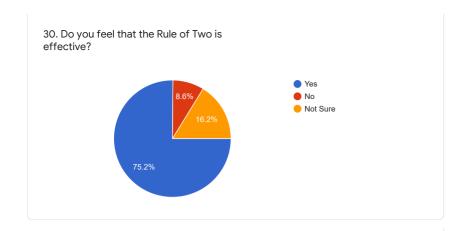
#### 27. Why don't you feel comfortable asking for support?



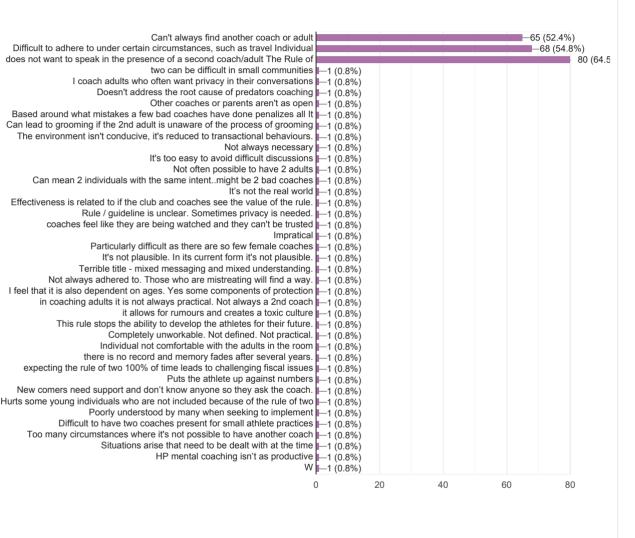


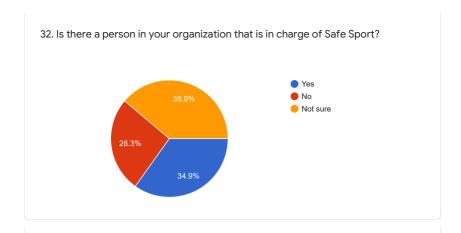




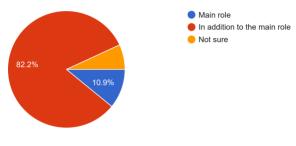


#### 31. Why do you feel that the Rule of Two is ineffective?

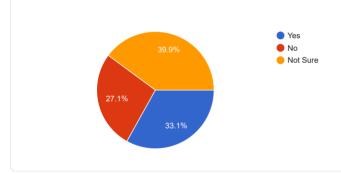




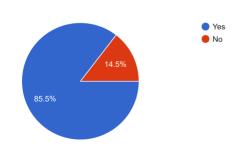


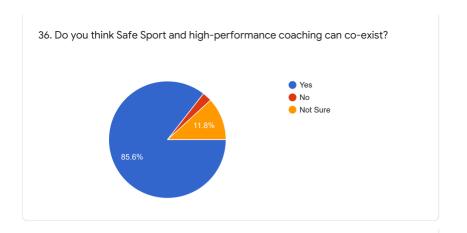


 $34. \ \mbox{ls}$  there an independent third party process for filing complaints in your organization?

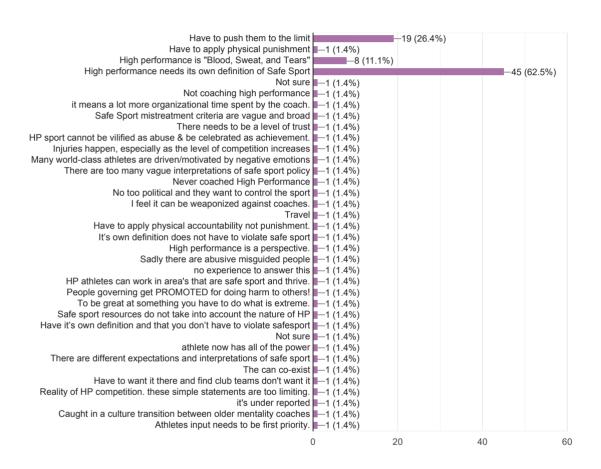


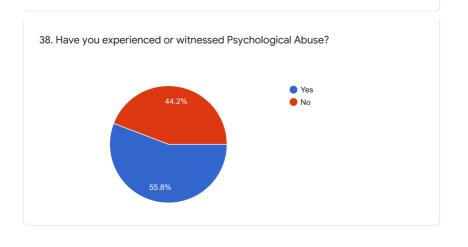
35. Do you know how to contact the independent third party officer?

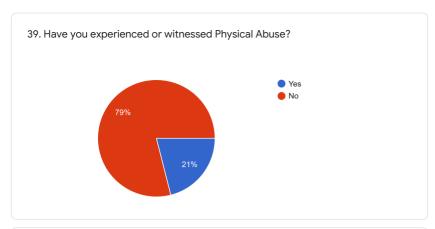


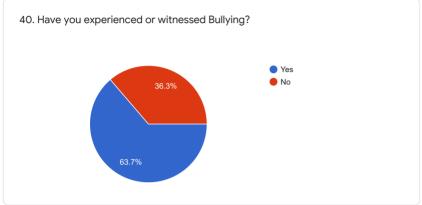


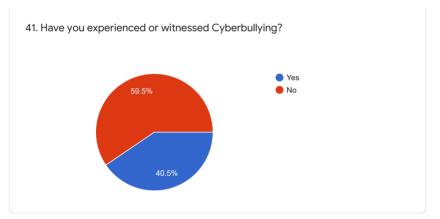
#### 37. Why can't Safe Sport and high-performance coaching co-exist?

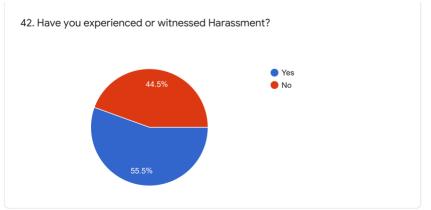


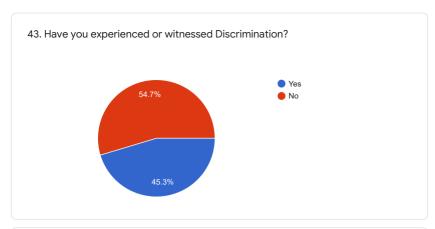


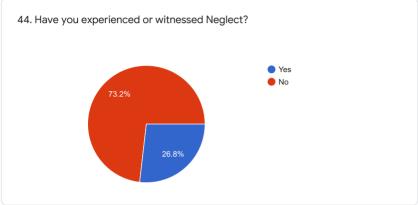


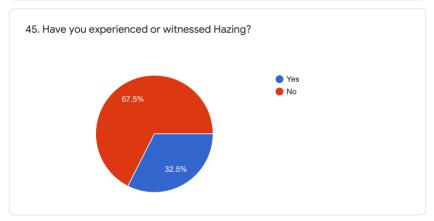


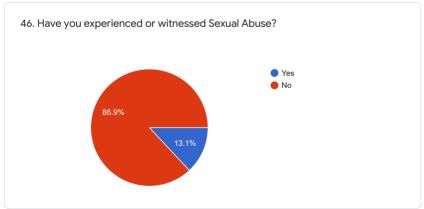






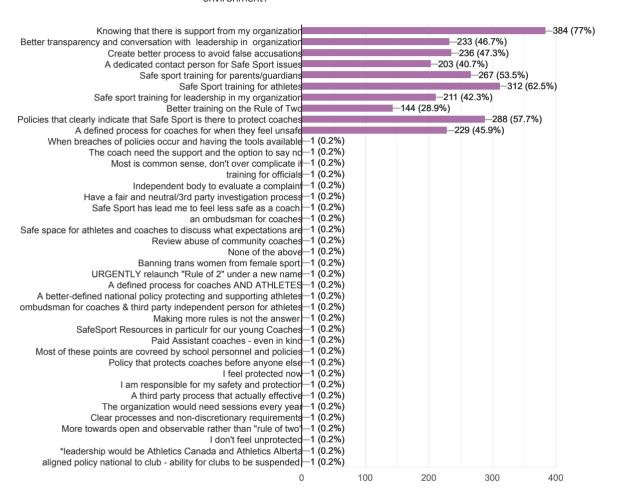


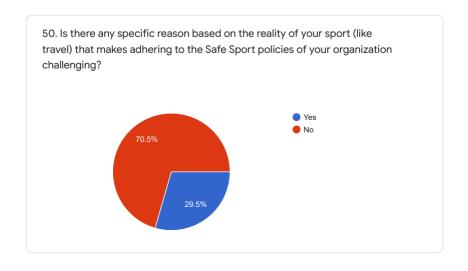






49. What will ensure you feel protected in your coaching environment?





51. Please list all reasons that make adhering to the Safe Sport policies of your organization challenging.

