WINS

Raising the growth and participation of female sport officials in Europe

LEARNING RESOURCES

/// PILLAR 1: WOMEN OFFICIALS STRATEGY AND PLANNING

SUB-PILLAR 1.4

Develop an inclusive, equitable, pan gender – friendly culture

/// Sub-Pillar 1.4

Develop an inclusive, equitable, pan gender – friendly culture

OVERVIEW

Developing an inclusive, equitable, and pan gender-friendly culture is essential for creating a welcoming environment where all individuals feel valued and respected. Here's a step-by-step guide on how to do it:

1. Educate yourself and your community:
Start by educating yourself and those around you about the importance of inclusivity, equity, and pan gender-friendliness. Learn about different gender identities, sexual orientations, and the experiences and challenges faced by individuals who identify outside the traditional gender binary.

2. Promote open communication:
Encourage open and respectful communication within your community. Create a safe space where individuals feel comfortable expressing their gender identities and sharing their experiences. Foster a culture of listening and understanding, where everyone's voice is heard and respected.

3. Establish inclusive policies and guidelines:
Develop and implement inclusive policies and guidelines that explicitly state your commitment to inclusivity, equity, and pan gender-friendliness. Ensure that these policies are communicated effectively to all members of your community.

4. Provide gender-neutral facilities and spaces:
Create gender-neutral facilities and spaces wherever possible. This includes restrooms, changing rooms, and other communal areas. Ensure that these spaces are accessible, safe, and comfortable for individuals of all gender identities.

5. Use inclusive language:
Adopt and promote the use of inclusive language throughout your community. This means using gender-neutral terms whenever possible and respecting individuals' preferred pronouns. Encourage others to use inclusive language as well to create a more inclusive and affirming environment.

6. Offer diverse representation:
Ensure that diverse gender identities are represented in leadership positions, decision-making roles, and other influential positions within your community. Actively seek out and promote individuals from underrepresented gender groups to ensure diverse perspectives and experiences are included.

7. Provide training and education:
Offer training and education sessions on topics such as gender identity, inclusivity, and unconscious bias. These sessions can help increase awareness, empathy, and understanding among community members and provide tools for creating a more inclusive culture.

8. Foster allyship and support:
Encourage individuals to be allies and advocates for gender inclusivity. Foster a supportive environment where individuals can actively support and stand up for the rights and dignity of all community members. Provide resources and support networks for individuals who may need guidance or assistance.

9. Celebrate diversity:
Celebrate and acknowledge the diversity within your community. Host events or initiatives that highlight and celebrate different gender identities and experiences. This can help create a sense of belonging and acceptance for all individuals.

10. Regularly assess and adapt:
Continuously assess and evaluate your progress in developing an inclusive, equitable, and pan gender-friendly culture. Seek feedback from community members, conduct surveys, and monitor the experiences of individuals to identify areas for improvement. Make necessary adjustments to your policies and practices to ensure ongoing inclusivity.

By following these steps, you can develop an inclusive, equitable, and pan gender-friendly culture within your community. This will create an environment where all individuals feel valued, respected, and supported, regardless of their gender identity.

>> **CONTENT AREA 1: UNDERSTAND EQUALITY, DIVERSITY AND INCLUSION IN THE CONTEXT OF YOUR SPORT ORGANISATION**

Sport organisations have an important role to play in promoting equity, diversity, and inclusion (E.D.&I.) both within their own organisations and in the broader community. Here are some ways in which sport organisations can promote E.D.&I:

1. Develop policies and practices:
Sport organisations can develop policies and practices that promote E.D.&I. in all areas of their operations. This might include policies on hiring, promotions, and employee training, as well as guidelines for promoting diversity and inclusion in marketing and outreach efforts.

2. Provide training and education:
Provide training and education for employees, officials, coaches, athletes, and volunteers on topics related to E.D.&I., such as cultural awareness, bias, and inclusion. This can help to raise awareness of E.D.&I. issues and promote understanding and empathy among stakeholders.

3. Foster an inclusive culture:
Foster an inclusive culture within the organisation by creating opportunities for dialogue and collaboration among diverse groups. This might include establishing employee resource groups or organising cultural events and celebrations.

4. Create accessible and welcoming environments:
Ensure that facilities and programming are accessible and welcoming to individuals of all abilities, genders, ages, and sexual orientations. This might involve modifying facilities or equipment, providing accommodations, or offering programming that is tailored to diverse groups.

5. Build partnerships:
Build partnerships with community organisations and other stakeholders to promote E.D.&I. in the broader community. This might involve collaborating with local schools or non-profits to provide programming for underserved communities or partnering with other organisations to advocate for E.D.&I. issues.

Equality, diversity, and inclusion (E.D.&I.) are important issues in sports, as they impact not only the culture and climate of sports organisations but also the athletes, coaches, and fans involved in the sport.

⊘ **Here are some ways that E.D.&I. can be promoted in sport:**

1. Equal opportunity and fair treatment:
Sport organisations should provide equal opportunities for all individuals, regardless of race, gender, ethnicity, religion, or sexual orientation. This includes fair treatment in recruitment, hiring, promotion, and compensation.

2. Diversity in leadership:
Sport organisations should promote diversity in leadership roles, including management, coaching, and governance. This helps to ensure that diverse perspectives and experiences are represented in decision-making.

3. Inclusive culture:

Sport organisations should foster an inclusive culture that values and respects the diversity of all individuals. This can be achieved through education and awareness training, creating safe and welcoming spaces, and promoting an environment of open communication and mutual respect.

4. Accessible facilities:

Sport organisations should ensure that facilities are accessible to individuals with disabilities. This includes providing accommodations and assistive technology to athletes and fans with disabilities.

5. Inclusive programming:

Sport organisations should develop inclusive programming that reflects the diversity of their community. This includes offering programming for individuals of all ages, genders, ethnicities, and abilities.

6. Social justice initiatives:

Sport organisations can use their platform to promote social justice issues and advocate for change in areas such as gender equality.

By promoting E.D.&I. in sport, organisations can create a more welcoming and inclusive environment that benefits everyone involved in the sport. This can lead to increased participation, engagement, and performance, as well as a positive impact on society as a whole.

Top Tips

1. Promote diversity in leadership.

2. Use your platform to challenge social injustice.

3. Ensure all facilities and programmes are accessible.

4. Be open and transparent.

5. Provide and nurture an equitable and inclusive culture.

>> CONTENT AREA 2: UNDERSTAND ORGANISATIONAL CULTURE IN THE CONTEXT OF YOUR SPORT ORGANISATION

Organisational culture in sport refers to the shared values, beliefs, attitudes, and behaviours that define the character and identity of a sport organisation. It influences how the organisation operates, makes decisions, and interacts with stakeholders such as employees, athletes, fans, and the broader community.

⊘ **Here are some common elements of organisational culture in sport:**

1. Competitive:
Sport organisations tend to have a competitive culture, with a strong focus on winning, performance, and achievement.

2. Team-oriented:
Sport organisations also tend to be team-oriented, with a focus on collaboration, communication, and teamwork.

3. Accountability:
There is often a culture of accountability in sport organisations, with a focus on responsibility, integrity, and ethical behaviour.

4. Innovation:
Sport organisations also tend to have a culture of innovation, with a focus on experimentation, risk-taking, and continuous improvement.

5. Passionate:
Passion is a common element of sport organisational culture, with a focus on enthusiasm, excitement, and dedication to the sport and the organisation's mission.

6. Inclusive:
Many sport organisations are also working to foster a more inclusive culture, with a focus on diversity, equity, and inclusion for all individuals involved in the sport.

Overall, organisational culture in sport plays a significant role in shaping the organisation's identity, mission, and success. By fostering a positive and inclusive culture, sports organisations can create a more engaged and committed workforce, attract and retain top talent, and build a positive reputation in the community.

Top Tips

1. Identify clearly the organisations culture.

2. Identify the values, beliefs and behaviours and ensure your strategy is mapped to them accordingly.

3. Ensure the organisation is accountable and compliant.

4. Share and communicate the organisations culture to ensure further engagement.

5. Challenge negative cultural behaviours.

>> CONTENT AREA 3: ANALYSE THE CULTURE OF YOUR SPORT ORGANISATION AND IDENTIFYING FUTURE IMPROVEMENTS

Analysing the culture of a sport organisation, involves understanding its values, beliefs, behaviours, and identifying if they are delivering to their cultural needs within the overall environment.

⊘ **Here are steps you can take to conduct a cultural analysis:**

1. Define your objectives:
Determine why you want to analyse the culture of your sport organisation. Are you looking to identify areas for improvement, assess alignment with strategic goals, or evaluate the impact of recent changes? Maintain focus on women officials, what is the gender culture now and where do you want it to be?

2. Conduct interviews and surveys:
Engage with stakeholders such as athletes, officials, coaches, staff members, and volunteers through interviews or surveys. Ask open-ended questions to gather their perceptions of the organisation's culture and how it supports women. Focus on topics like shared values, communication patterns, leadership style, teamwork, and decision-making processes.

3. Review documents and policies:
Examine existing documents such as the organisation's mission statement, values, code of conduct, and policies. Assess how these are communicated and whether they align with the actual practices and behaviours within the organisation.

4. Observe behaviours:
Spend time to observe behaviours and interactions first-hand. Attend training sessions, competitions, team meetings, and social events. Pay attention to how people communicate, collaborate, and handle conflicts.

5. Analyse artifacts:
Look for physical and visual elements that reflect the organisation's culture. This includes symbols, logos, slogans, trophies, or any other objects that represent the values or achievements.

6. Identify patterns:
Once you have gathered data from interviews, surveys, observations, and document reviews, identify common themes and patterns. Look for consistent behaviours, shared values, and dominant communication styles. Determine whether these patterns align with the desired culture and objectives.

7. Compare to desired culture:
Evaluate the existing culture against the desired culture or the organisation's mission and goals, specifically how they support women officials. Identify areas of alignment and misalignment. Determine whether any gaps exist and where improvements can be made.

8. Seek feedback:
Share your findings with stakeholders and seek their feedback. This will provide an opportunity for discussion and validation of the analysis. It can also help generate additional insights and perspectives.

9. Develop an action plan:
Based on the analysis, create an action plan to address any identified gaps or areas for improvement. Define specific strategies and initiatives to shape and reinforce the desired culture. Consider changes to policies, communication practices, training programs, and leadership development.

10. Monitor progress:

Implement the action plan and regularly assess the impact of the changes made. Monitor progress, gather feedback, and adjust strategies as needed. Culture is an ongoing process, so continuous evaluation and adaptation are crucial.

Remember that cultural analysis is subjective to some extent, as it involves the interpretation of data and observations. Therefore, it's important to involve multiple stakeholders and take a comprehensive approach to gain a more accurate understanding of the organisation's culture.

⊙ **Identifying future improvements to the culture of a sport organisation involves a proactive and forward-thinking approach. Here are some steps to help you in this process:**

1. Reflect on current culture:

Begin by gaining a thorough understanding of your current culture. Analyse the values, behaviours, and practices that currently exist. Consider both positive aspects that should be preserved and areas that need improvement.

2. Engage stakeholders:

Involve various stakeholders, including athletes, coaches, staff members, volunteers, and even external partners or sponsors. Seek their perspectives on the current culture and encourage open and honest feedback. This can be done through surveys, focus groups, interviews, or suggestion boxes.

3. Define the desired culture:

Clearly articulate the desired culture you want to cultivate within your organisation. Consider the values, behaviours, and overall atmosphere you want to promote. Create a vision statement or set of guiding principles that reflect the ideal culture you aspire to have.

4. Identify gaps and challenges:

Compare the current culture with the desired culture and identify gaps or areas that need improvement. Look for discrepancies between stated values and actual practices. Consider any challenges or obstacles that may hinder the development of the desired culture.

5. Analyse industry trends:

Stay up-to-date with the latest trends, innovations, and best practices in the sports industry. Consider how these developments align with or challenge your organisation's culture. Identify areas where you may need to adapt to remain competitive or to meet changing expectations.

6. Gather external perspectives:

Seek insights from external sources such as industry experts, consultants, or other organisations that have successfully developed a positive culture. Attend conferences, workshops, or networking events to learn from others' experiences and gain fresh perspectives.

7. Foster communication and feedback:

Create an environment that encourages open communication and feedback. Establish channels for stakeholders to share their ideas, concerns, and suggestions regarding the organisation's culture. This can include regular meetings, suggestion boxes, anonymous surveys, or dedicated feedback sessions.

8. Empower and involve stakeholders:

Involve stakeholders in the decision-making process and empower them to contribute to the cultural improvements. Encourage ownership and accountability by allowing individuals to take on leadership roles or participate in culture-related initiatives.

9. Develop a culture action plan:
Based on the identified gaps and stakeholder feedback, develop a comprehensive action plan to drive cultural improvements. Set clear goals, define specific strategies, and allocate resources accordingly. Establish a timeline and assign responsibilities to ensure accountability.

10. Implement and evaluate:
Execute the action plan and monitor progress towards the desired culture. Regularly evaluate the effectiveness of the implemented initiatives and adjust as needed. Measure key indicators, gather feedback, and seek input from stakeholders to assess the impact of the improvements on the overall culture.

Remember, culture change takes time and requires ongoing commitment and effort. It's important to involve all stakeholders throughout the process and continuously communicate the importance of cultural improvements to create a shared vision and foster a sense of ownership within the organisation.
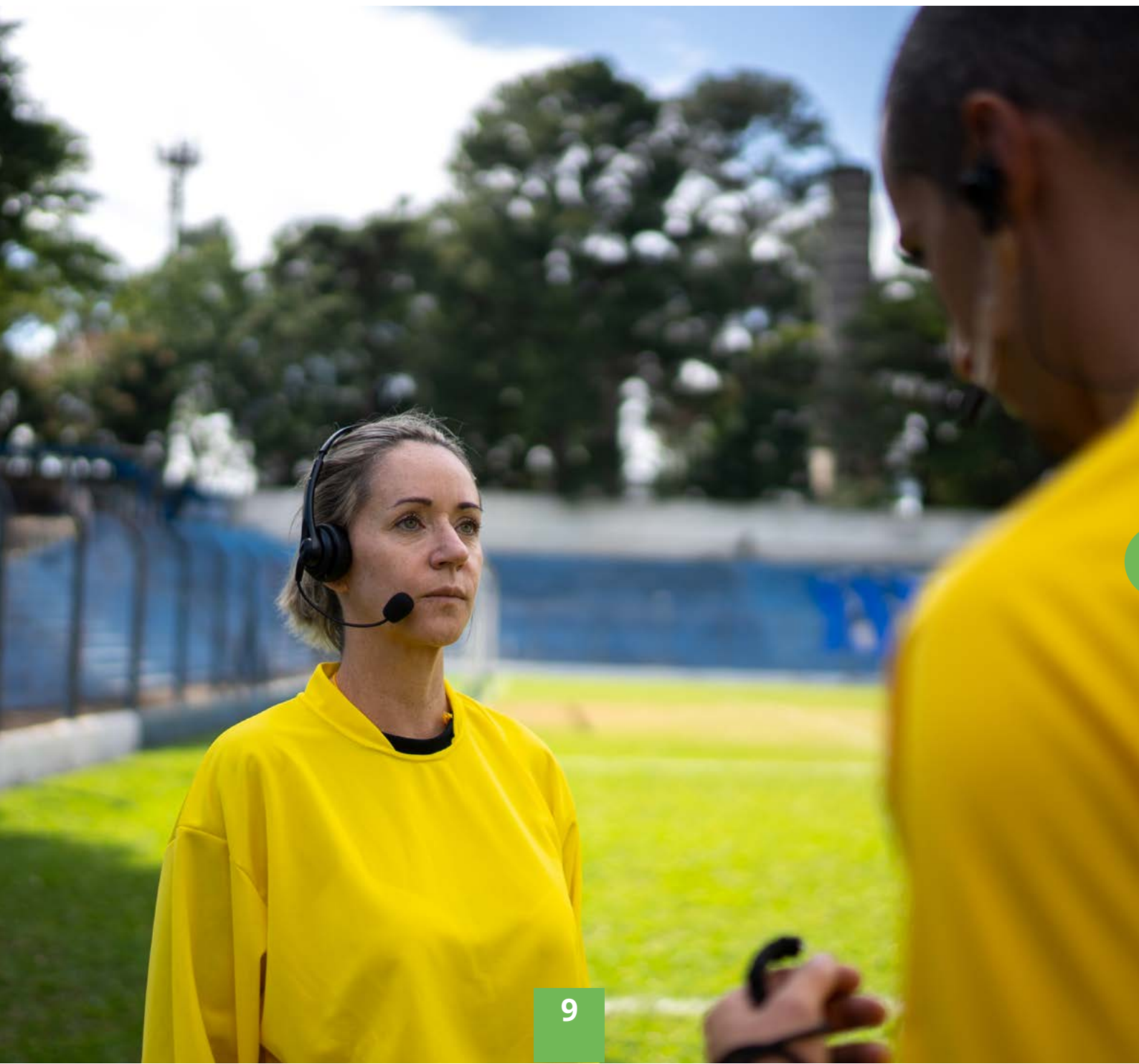
>> CONTENT AREA 4: EMBED EQUALITY, DIVERSITY AND INCLUSION THROUGHOUT THE OFFICIATING EXPERIENCE

Embedding E.D.&I. in the officiating experience requires a deliberate and intentional effort to promote equity, diversity, and inclusion in all aspects of the officiating process. Here are some ways that E.D.&I. can be embedded in the officiating experience:

1. Diverse recruiting:
Sport organisations should recruit officials from diverse backgrounds, including individuals of different races, genders, ages, and abilities. This can be achieved by partnering with local organisations, using diverse recruitment strategies, and offering training and development opportunities for underrepresented groups. It does mean that a change from the current recruitment practices is important to create a significant shift to recruit people from diverse backgrounds.

2. Inclusive training:
Officials should receive training that promotes cultural awareness, empathy, and inclusion. This includes education on bias, microaggressions, and inclusive communication techniques. Training should be ongoing and should include opportunities for officials to practice and reflect on their interactions with athletes, coaches, and other officials.

3. Inclusive policies:
Sport organisations should have policies that promote E.D.&I., including non-discrimination policies, grievance procedures, and accommodations for officials with disabilities. These policies should be communicated clearly to all officials and stakeholders.

4. Safe and welcoming environments:
Sport organisations should create safe and welcoming environments for officials, free from harassment and discrimination. This includes providing appropriate facilities, ensuring that equipment is accessible, and promoting an environment of mutual respect and inclusivity.

5. Evaluation and feedback:
Officials should receive feedback on their performance that is objective and free from bias. This includes using standardised evaluation criteria, ensuring that evaluators are trained on E.D.&I. issues, and providing opportunities for officials to provide feedback on their experience.

By embedding E.D.&I. in the officiating experience, sport organisations can promote a culture of inclusivity and equity, improve the quality of officiating, and create a more positive experience for athletes, coaches, and officials alike.

Top Tips

1. Ensure equality of opportunity in the recruitment process.

2. Provide E.D.&I. training.

3. Ensure robust E.D.&I. policies are embedded in your officiating workforce.

4. Ensure all policies are inclusive.

5. Monitor and evaluate E.D.&I. best practice is disseminated.
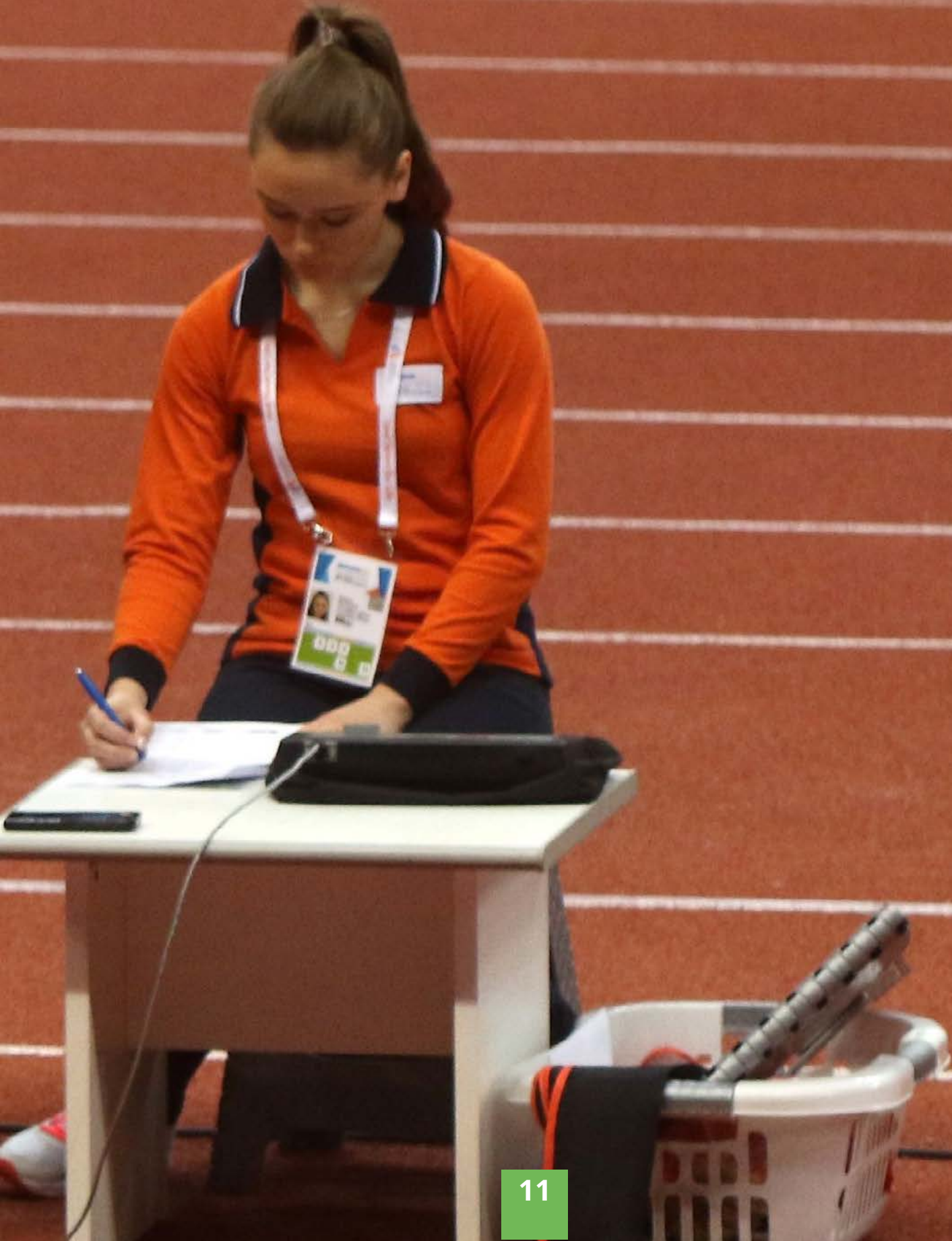
WINS

Raising the growth and participation of female sport officials in Europe

WINS PARTNERSHIP:

eose
EUROPEAN OBSERVATOIRE
OF SPORT AND EMPLOYMENT

Coordinator

AFCAM

NOC*NSF

EUROPEAN ATHLETICS
YOUR SPORT FOR LIFE

EuroHockey

IFSO
International Federation For Sports Officials

NSA
VASSIL LEVSKI

SOUK
SPORTS OFFICIALS UK LTD

UNIVERSITY OF PORTSMOUTH

www.wins-sport.eu