



BC Summer Swimming Association
SWIMMING | DIVING | WATER POLO | SYNCHRO

Conflict Resolution & Harassment Clinic

BCSSA's Harassment Policy

- The BC Summer Swimming Association is committed to providing an environment in which everyone is treated with respect and dignity.
- Under the policy, anyone with knowledge of abuse of a criminal nature or harassment is obligated to report it to the appropriate authorities.
- Revised policy approved January 21, 2012.
- Policy applies at all club BCSSA functions and activities

Is it Harassment?

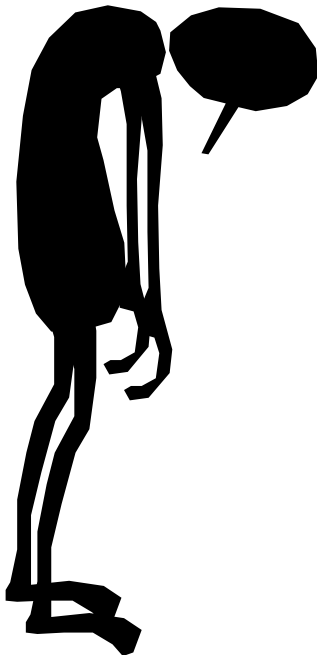
- A parent calls you at midnight, after the Regionals entry deadline, yelling that Johan was left off of the regional relay. He threatens to sue you if you do not “fix it immediately!”
- Two girls are teasing another girl about being a ‘marshmallow’ in the marshaling area. She bursts into tears.
- A coach says that the only reason she isn’t a head coach is that she is gay.

Is it Harassment?

- A parent on deck screams at a child for not getting a ‘decent’ time.
- A parent keeps coming to you on deck, during practices, to complain about how 7 year old Susie should be swimming up with the seniors. She complains that her child is not getting enough pool time.
- The head coach communicates by yelling at everyone.
- A child complains that it feels ‘gross’ when the coach puts her arms through the motions of a stroke
- There are pictures of nudes in the guard room. You asked that they be removed and got laughed at
- The coach has asked one of the swimmers on the relay team for a date

Harassment is defined as:

Any comments, conduct or gestures which are insulting, intimidating, humiliating, hurtful, malicious, degrading or otherwise offensive to an individual or group of individuals or which create an uncomfortable environment, or which might reasonably be expected to cause embarrassment, insecurity, discomfort, offense, or humiliation to another person or group.



Harassment may include, but is not limited to:

- Written or verbal abuse or threats;
- Physical assault;
- Unwelcome remarks, jokes, innuendoes, or taunting about a person's body, sexual orientation, attire, age, marital status, ethnic or racial origin, religion, etc.;
- Displaying of sexually explicit, racist or other offensive or derogatory material, sexual, racial, ethnic or religious graffiti;
- Practical jokes which cause awkwardness or embarrassment, endanger a person's safety or negatively affect performance;

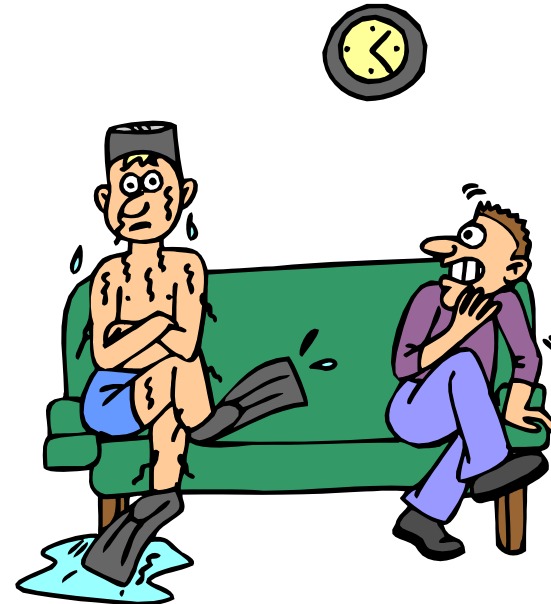
- Hazing or initiation rites;
- Leering or other suggestive or obscene gestures;
- Intimidation;
- Condescension, paternalism, or patronizing behaviour which undermines self-respect or adversely affects performance [or working conditions];
- Conduct, comments, gestures or contacts of a sexual nature that are likely to cause offense or humiliation or that might, on reasonable grounds, be perceived as placing a condition of a sexual nature on employment or any opportunity for selection, training or advancement [or employment];
- False accusations of harassment, motivated by malice or mischief, meant to cause other harm;
- Sexual harassment.

Sexual Harassment

- One or a series of incidents involving unwelcome sexual advances, requests for sexual favours, or other verbal conduct of a sexual nature:
- When such conduct might reasonably be expected to cause embarrassment, insecurity, discomfort, offence or humiliation to another person or group;
- When submission to such conduct is made either implicitly or explicitly as a condition of advancement [or employment];
- When submission to or rejection of such conduct is used as a basis for any advancement decision;
- When such conduct has the purpose or the effect of interfering with a person's [work] performance or creating an intimidating, hostile or offensive [work] environment.

BC Human Rights Act prohibits against discrimination based on:

- Race,
- Sex,
- Colour,
- Religion,
- Ancestry,
- Age,
- Place of origin,
- Political belief,
- Marital status,
- Family status,
- Sexual orientation,
- Physical or mental disability,
- Criminal or summary conviction unrelated to employment, or membership
- Because a person complains or is named in a complaint, etc., under the Human Rights Code.



The Stoplight Game

- The stoplight game is an entertaining way to teach club members about harassment.
- Adapt the scenarios to suit your group.
- After group members indicate their assessment, have them discuss the reasons for their responses.
- Get them to practice dealing with situations
- The exercise points out that situations can be interpreted differently, depending on one's background, beliefs and experiences.

Liability & Duty of Care

- The degree of liability will depend on the duty of care owed.
- The more vulnerable the individual, the greater the duty of care.
- If you are in a position of power you have a responsibility to act.
- If you are aware of a child being abused, you have a legal obligation to report it.
 - Notify the police

What are the advantages of having an harassment policy?

- Creates a safe environment
- Makes everyone aware of expectations
- Provides some legal protection when the process is followed [shows due diligence to prevent & lessen harmful effects]
- Establishes a procedure for acting on complaints
- Harassment cases lead to liability, expense and diminished morale – following a policy can reduce the costs

What you can do:

- Be familiar with and follow BCSSA's policy
- Be aware of your behavior – role model
- Be vocal
- Deal with the behaviour when it is small
- Have coaches sign Code of Ethics /Criminal Record Checks
- Educate your club members
- Set clear boundaries for yourself and your club
- Treat everyone with dignity & respect: expect the same in return

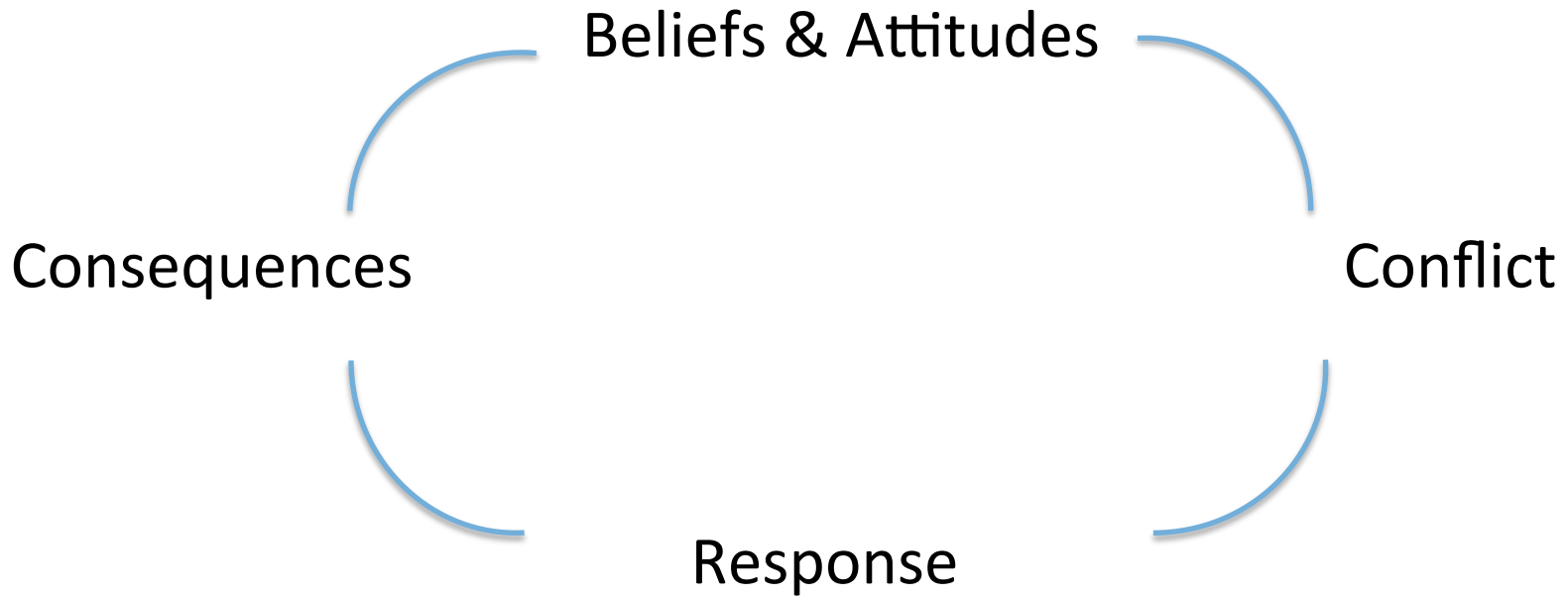
Conflict Resolution 101

It really is that simple.

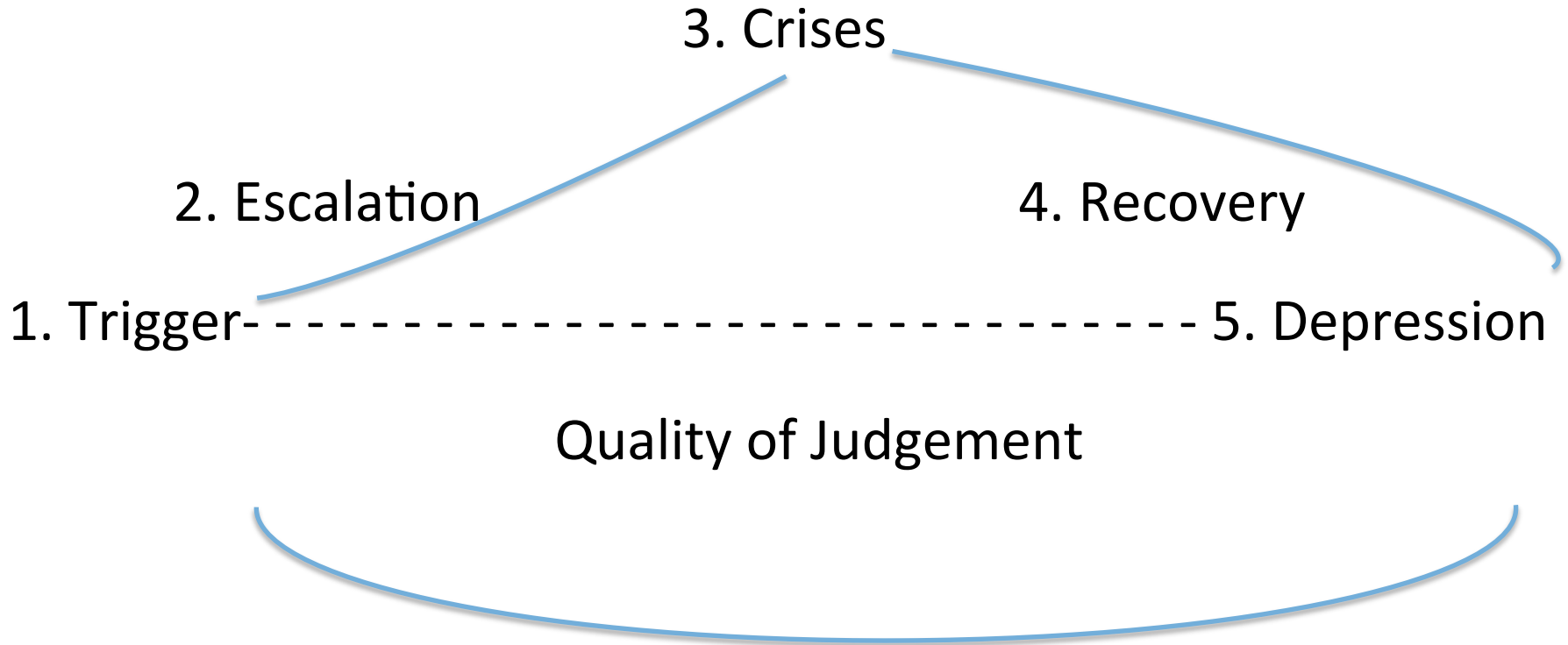
Conflict isn't bad.

How we deal with it can be.

The Conflict Cycle



The Anger Experience



Phases of Conflict

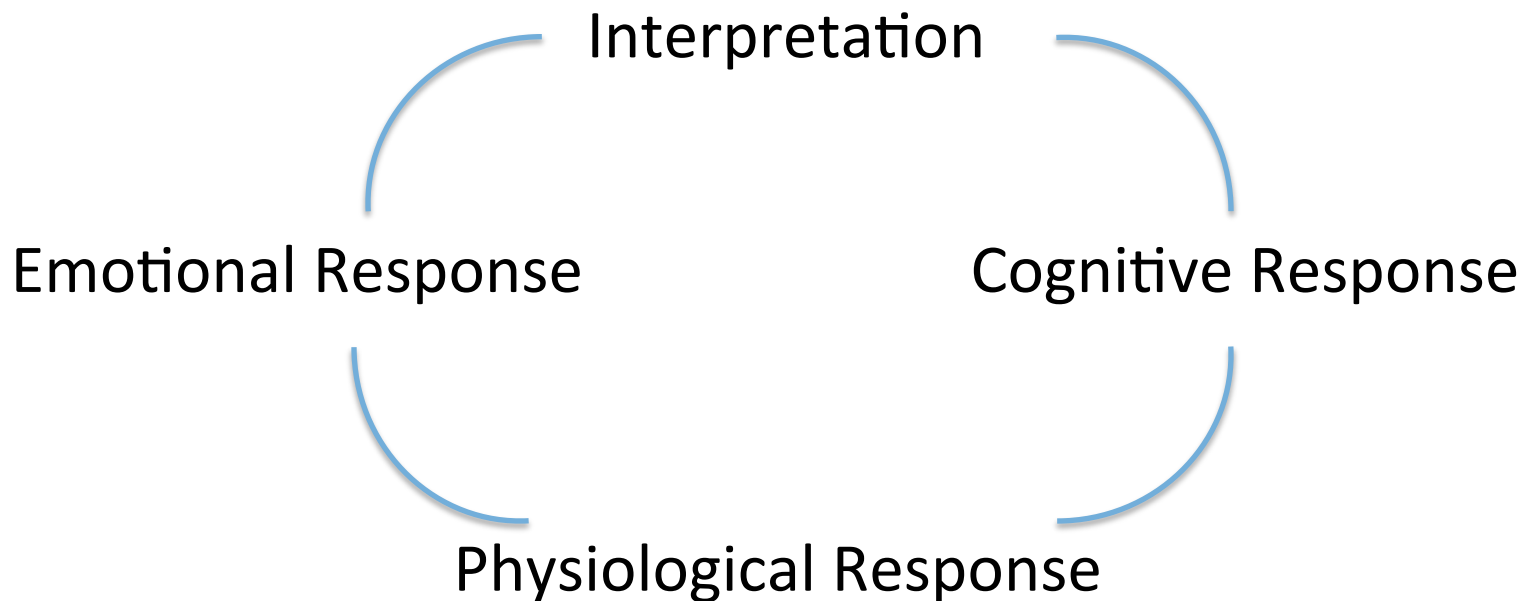
- Trigger Phase: something happens either internal or external
 - Traffic, insulted by a joke, recalling a bad memory...
- Escalation Phase: the trigger event becomes more intense, what we think and how we perceive the event
 - Body prepares for crisis, increase heart rate, rapid breathing/cognitive and reasoning abilities decline
- Crisis Phase: flight or fight
 - Highly volatile stage, need to address people in simple, non-provoking statements
- Recovery Phase: once action has been taken to resolve crisis body gradually returns to normal
- Post Crisis Depression Phase: personal assessment to what has occurred often leads to feelings of guilt, regret and depression

Responses & Consequences

- Responses to conflict include:
 - Compete – blow up, pull rank, bully...
 - Accommodate – team player, give-in, smile...
 - Avoid – silent treatment, leave, make jokes...
 - Compromise – quick fix, give and take...
 - Morally disapprove – internal, external...
 - Collaborate – listen, agree to talk...
- Consequences of conflict can result in:
 - Stress, escalation, resentment, hurt feelings, damaged relationship, buried but not dead
 - Relief, resolution, self-awareness, improved relationship

How Does Conflict Start

Event: positive, neutral, negative



Behaviour: action, words, non-verbal

Awareness of Contributing Factors

- Self: what triggers you?
 - Words, actions, gestures, situations...
 - What happens to your body
 - How can you reverse the anger cycle
- Surrounding & Environment:
 - Location
 - Time of day/night
 - On-lookers
 - Noise level
 - Role/power/authority relationship
 - Others

Anger Management Tools

- Pay attention to attitudes & awareness
 - Self awareness, acknowledgement and acceptance lead to action and change
 - Practice coping self-talk
 - Manage your own anger (be curious/not judgemental)
- Build rapport with non-verbals
 - Posture, body language
 - Facial expression
 - Tone of voice
 - Eye contact
 - Encouraging and attentive

Anger Management Tools

- Defuse with verbal skills
 - Acknowledging
 - Empathetic response
 - Open questions / summarizing
- Use assertive communication
 - To Confront: acknowledge, commit involvement, describe behaviour without judgement or blame, express effect on you with 'I' statements, specify what you want or need, mention positive mutual consequences when appropriate
 - To Disengage from hostile situation: acknowledge, commit involvement, express effect on you and what you need, state your intent to return, leave

Avoid Creating Triggers

- Interrupting
- Contradicting
- Threatening
- Giving unsolicited advice
- Lecturing
- Blaming

IDEAL Conflict Resolution

- I = Identify the problem & feelings
- D = Determine the alternative solutions
- E = Evaluate merits of each solution
- A = Act on best choice
- L = Learn from it

Conflict Resolution Skills

- Use “I” language
- Describe in neutral, objective language the issue and the behaviour
- State how you feel
- Describe the effect on you
- Be specific about what you want
- Listen and response assertively and empathetically
- Describe your intention

4 General Principles

1. Assume there is common ground and your purpose is to find it.
2. You are in charge of your emotions, no matter what the provocation is.
3. Look beneath the waterline; agendas, beliefs, fear, insecurities...
4. Apologize for past wrong doings – mutual effort

10 Steps to Common Ground

1. Understand the perspective of the people you are dealing with
2. Suspend judgements
3. Build trust between you and those you are in conflict with
4. Outline the differences accurately, calmly and carefully
5. Explain your position and rationale with candor
6. Continue to explore to find common ground
7. Create new options
8. Approach trade-offs with care.
9. Build an agreement on common ground and commit to carrying it out
10. Celebrate success

And if all else fails:

- Keep it out of the parking lot
- Use common sense
- Be hard on the problem, soft on the people
- Speak how you would like to be spoken to
- Remember why we are all here: the kids.

Dealing with Bullies

- Bullying is a conscious, willful & deliberate hostile activity, intended to harm
- Markers of bullying are:
 - Power imbalance
 - Intent to harm
 - Threat of further aggression
 - When it escalates unabated – terror
- Bullying is about contempt
- Bullies have a sense of entitlement, intolerance for differences & a liberty to exclude



Steps to Stop Bullying

- Discipline [restitution, resolution, reconciliation]
 - Create opportunities to ‘do good’
 - Nurture empathy
 - Teach friendship skills
 - Engage in more constructive, entertaining, energizing activities
 - Teach ways to ‘will good’
- Barbara Colorosos’ s *The bully, bullied & bystanders*