



# Independent Safe Sport Review Report

Senior High Performance Program

Canada Artistic Swimming

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# Introduction

The CEO of Canada Artistic Swimming (CAS) concerned with the recent allegations by some athletes and external coaches of violations of the Code of Conduct, sought to work with a consulting organization who could review the Senior High Performance program and identify recommendations to improve Safe Sport practices. As such, CAS engaged ITP Sport to conduct this review.

This report is being submitted to CAS as per the request of the CEO. The mandate of this review is to recommend Safe Sport improvements based on the analysis of the current practices.

It is important to note that it is not the mandate of this review to accept and investigate complaints. The complaint process must be done through CAS's Independent Third Party.

## 1. Executive Summary

Following recent allegations by some athletes and external coaches of violations of the Code of Conduct, Canada Artistic Swimming contracted ITP Sport to review the senior high performance program and identify recommendations to improve safe sport practices. It is important to note that it was not the mandate of this review to investigate complaints. The complaint process must be done through CAS's Independent Third Party Officer. This review was strictly to assess the senior high performance program from a safe sport perspective and provide recommendations for improvement. This review focuses on the high performance program from 2019 until present.

ITP Sport conducted confidential information gathering interviews in both official languages with all 18 athletes in the program, 10 coaching and Integrated Support Team (IST) staff, and several external coaches, observers, and other stakeholders of the program, for a total of 35 interviews. A review and analysis of all information collected was completed in order to produce this final report for the CEO and Board of Directors for CAS. The recommendations contained within are based on current best practices in safe sport.

It became clear through the interview process that there is an overall lack of understanding of the CAS Conduct Policy (referred here as a Code of Conduct) and safe sport initiatives, including the process for filing complaints to the Independent Third Party Officer. While this review found no indication that there is any type of sexual abuse, physical abuse, or hazing practices present within the senior high performance program, there is found to be experiences of psychological abuse, bullying, neglect, sexual harassment, discrimination, and an overall culture of fear. Sexual harassment in the form of misogynistic comments and behaviour, comments that were sexual in nature, and offensive comments was found to be the most prevalent of the above items, along with discrimination which took the form of racial comments, comments based on religious beliefs, and comments based on gender identity.

Education on the above issues should be provided to athletes, coaches, IST, and staff by subject matter experts that are external to the organization. This education should be reinforced on an annual basis. It must be clearly established that any sort of reprisal will not be tolerated and that any violations of the Code of Conduct must be reported to the Independent Third Party Officer. The complaint process and the outcome must be transparent to the parties involved. It is also important that everyone involved with CAS conducts themselves under Canadian cultural norms and any violations of the Code of Conduct cannot be dismissed due to cultural differences.

One of the main concerns that arose from the interviews is a clear disconnect between the coaching and IST staff, and athletes on the assessment of the safe sport environment within CAS. There is a breakdown in communication and evident mistrust between the stakeholders in the program.

Building commitment within the program around a safe sport vision and values to rebuild the trust within the team is very important. This should be done at the reintegration of the team to the training center and on a continuous basis. It is recommended to engage the services of a professional mediator when conducting the reintegration process.

While CAS has implemented good policies and procedures, it now needs to focus on education and communication of those important measures and all initiatives designed to ensure a safe sport environment within CAS. It is the opinion of the reviewer that the current environment can be significantly improved if the recommendations in this report are thoughtfully considered and implemented.

## 2. Confidentiality

The interviews conducted to collect information were confidential and the identifying information of participants will not be shared in this report. Additionally, any examples that were provided by the participants that may be deduced to their identity will not be included. The analysis of the information is presented in a form of aggregated data. Retaliation against anyone interviewed based on this report must be considered as gross misconduct.

## 3. Methodology

The methodology used in developing this report included the following:

- 3.1. Development of separate questionnaires for athletes, coaches and the Integrated Support Team (IST) in the program. The questionnaires included both quantitative and qualitative questions. The questionnaires are attached in Appendix A and Appendix B.
- 3.2. Interviews conducted with all 18 athletes in the program.
- 3.3. Interviews conducted with 10 coaching and IST staff in the program.
- 3.4. Interviews conducted with external coaches, observers, and other stakeholders of the program to collect additional information.
- 3.5. The confidentiality, purpose of the review, and the purpose of the recommendations to be produced were clearly communicated to all those that were interviewed.
- 3.6. Aggregate and analyze the quantitative data.
- 3.7. Review and analyze the qualitative information.
- 3.8. Produce a report based on the analyzed information with recommendations on areas of improvement in Safe Sport.

## 4. Deliverables

- Conduct confidential interviews in both official languages
- Perform analysis of collected information
- Create a report outlining findings, potential solutions and recommendations
- Present report

## 5. Analysis of Data Collected from Athletes and Recommendations

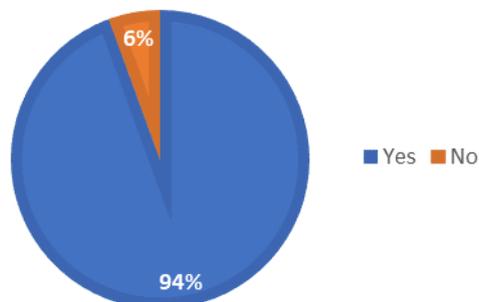
The recommendations below are provided based on the qualitative and quantitative analysis of the questions asked in the interviews. Not all questions are included from the questionnaire, however, answers from all questions were integrated in the analysis and recommendations.

Additional pie charts are presented in Appendix C that exclude information from the new athletes. This was done to identify the perception of new vs. more senior members of the team. No major changes were observed from the data segmentation.

### Q1. Are you familiar with the CAS Code of Conduct?

#### Analysis

While most athletes have indicated that they are familiar with the CAS Code of Conduct, after asking specific questions from the Code it became evident that they have a very basic familiarity with it mainly through the process of signing the Code when they joined the program. Very few athletes indicated that they know that the Code was recently updated to match the requirements of the Universal Code of Conduct. It is a common practice throughout the sport system to have athletes and coaches sign the code on an annual basis. It does not guarantee, however, that those who sign fully understand the Code and the implications of not adhering to it. In most cases the Code is simply signed without a full understanding.



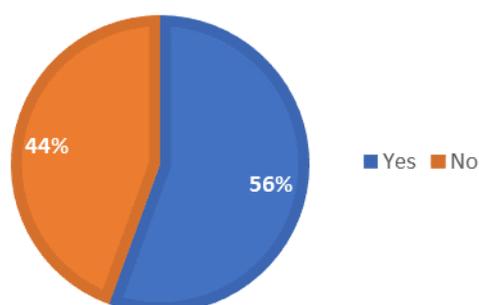
#### Recommendations

- Those who are in charge of developing and updating the Code should hold a session with all athletes, coaches, and IST in the program to review all sections and their implications, and answer any questions that those stakeholders may have. This process must be done on a minimum of an annual basis.
- Develop a deck of slides or eLearning on the interpretation of the Code that is accessible to all in case they would like to review it independently outside of the formal session.
- Ensure that the Code is posted and visible at the training facilities.

### Q2. Do you feel that CAS has a strong Safe Sport Program?

#### Analysis

While there is a split opinion on this, upon further questioning and comments received it was evident that the athletes generally are not aware of what initiatives CAS is taking with regards to Safe Sport. It is worth noting that the majority of the athletes did not know that CAS has a dedicated Safety in Sport Coordinator on staff.



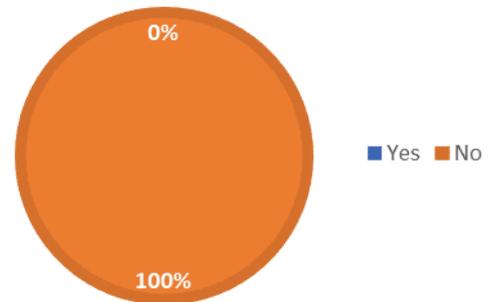
#### Recommendations

- When reintegrating the athletes back into the program include an introduction to the Safety in Sport Coordinator.
- Conduct a training session on the Safe Sport initiatives that are being developed and implemented by CAS.
- Coaches should dedicate time for Safe Sport conversations on a regular basis and in a safe environment that prohibits retaliation.

### Q3. Have you experienced or witnessed Sexual Abuse by Coaches, Staff, or other Athletes?

#### Analysis

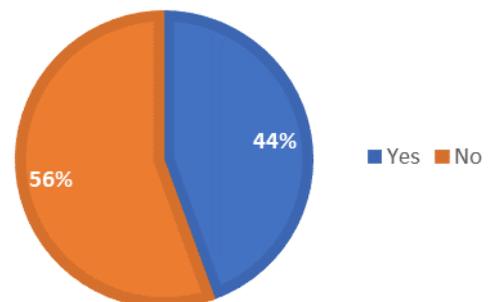
Based on the information collected there is no indication of any Sexual Abuse within the program.



### Q4. Have you experienced or witnessed Psychological Abuse by Coaches, Staff, or other Athletes?

#### Analysis

Athletes were given examples of psychological abuse as defined by Sports Canada (Appendix D). They were also provided with the opportunity to give examples that made them identify as being psychologically abused by their peers, coaches, or staff. It is evident that the group is divided on this issue. There were examples provided regarding behaviour by the coaches, IST, and staff that amount to a psychological abuse. **Some examples include intimidating, humiliating, threatening comments, and repeated personal criticism.** Some of the examples were attributed to the cultural differences between the coaching staff and the athletes. As it is not the mandate of this report to conduct an investigation of these allegations, the recommendations here are meant to help change the environment from a systemic point of view.



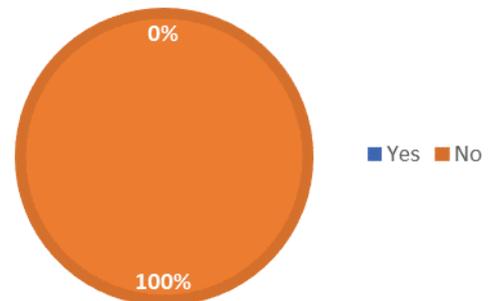
#### Recommendations

- CAS should encourage the reporting of any violations of the Code of Conduct including psychological abuse to the Independent Third Party Officer.
- Education should be provided by a subject matter expert that is outside of the organization to athletes, coaches, and staff on the importance of mental health, and abuse prevention. This education should be reinforced on an annual basis.
- It is the opinion of the reviewer that any coach that is coaching in Canada must follow Canadian cultural norms. Formal education must be provided to the coaching staff on Canadian values and cultural norms.
- Any violations of the Code of Conduct that are attributed to cultural differences must be treated as any other violation of the Code and taken through a due disciplinary process.

### Q5. Have you experienced or witnessed Physical Abuse by Coaches, Staff, or other Athletes?

#### Analysis

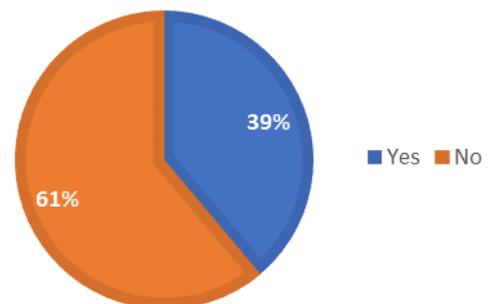
Based on the information collected there is no indication on any physical abuse within the program.



### Q6. Have you experienced or witnessed Bullying by Coaches, Staff, or other Athletes?

#### Analysis

Similar to the question around psychological abuse, athletes were given examples of bullying as defined by Sports Canada. They were provided with the opportunity to share examples that made them feel they were bullied by their peers, coaches, or staff. It became evident that the group is divided on this issue. There were examples provided regarding behaviour by the coaches, IST, and staff that amount to bullying behaviour. **Some examples include name calling and social exclusion.** Some of the examples were attributed to the cultural differences between the coaching staff and the athletes. As it is not the mandate of this report to conduct an investigation of these allegations, the recommendations here are meant to help change the environment from a systemic point of view.



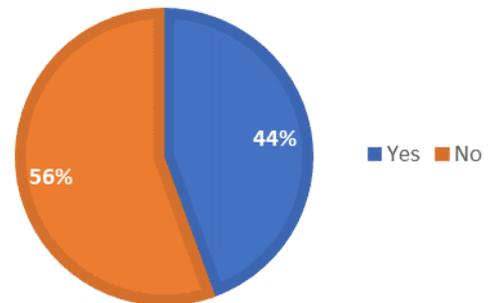
#### Recommendations

- CAS should encourage the reporting of any violations of the Code of Conduct including bullying to the Independent Third Party Officer.
- Education should be provided by a subject matter expert that is outside of the organization to athletes, coaches, and staff on the importance of bullying prevention. This education should be reinforced on an annual basis.
- It is the opinion of the reviewer that any coach that is coaching in Canada must follow Canadian cultural norms. Formal education must be provided to the coaching staff on Canadian values and cultural norms.
- Any violations of the Code of Conduct that are attributed to cultural differences must be treated as any other violation of the Code and taken through a due disciplinary process.

### Q7. Have you experienced or witnessed Sexual or other form of Harassment by Coaches, Staff, or other Athletes?

#### Analysis

Similar to the question around bullying, athletes were given examples of sexual or other forms of harassment as defined by Sports Canada. They were also provided with the opportunity to give examples that made them feel they were harassed by their peers, coaches, or staff. It became evident that the group is divided on this issue. There were examples provided regarding behaviour by the coaching staff that amount to harassment. **Some examples include misogynistic comments and behaviour, comments that are sexual in nature, and offensive comments.** Some of the examples were attributed to the cultural differences between the coaching staff and the athletes. As this is not the mandate of this report to conduct an investigation of these allegations, the recommendations here are meant to help change the environment from a systemic point of view.



**Some examples include misogynistic comments and behaviour, comments that are sexual in nature, and offensive comments.** Some of the examples were attributed to the cultural differences between the coaching staff and the athletes. As this is not the mandate of this report to conduct an investigation of these allegations, the recommendations here are meant to help change the environment from a systemic point of view.

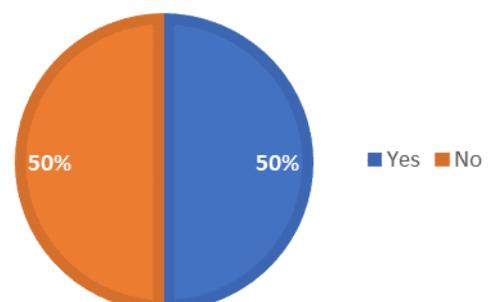
#### Recommendations

- CAS should encourage the reporting of any violations of the Code of Conduct including sexual or other forms of harassment to the Independent Third Party Officer.
- Education should be provided by a subject matter expert that is outside of the organization to athletes, coaches, and staff on the importance of harassment prevention. It is the recommendation of the reviewer to bring an expert in the industry that has experienced sexual and other forms of harassment and is now advocating against it. This education should be reinforced on an annual basis.
- Education should be provided to the coaching staff on how to effectively coach and communicate with women in a Canadian culture. Misogynistic comments cannot be attributed to a cultural difference and cannot be tolerated.
- It is the opinion of the reviewer that any coach that is coaching in Canada must follow Canadian cultural norms. Formal education must be provided to the coaching staff on Canadian values and cultural norms.
- Any violations of the Code of Conduct that are attributed to cultural differences must be treated as any other violation of the Code and taken through a due disciplinary process.

### Q8. Have you experienced or witnessed Discrimination by Coaches, Staff, or other Athletes?

#### Analysis

Similar to the question around sexual and other forms of harassment, athletes were given examples of discrimination as defined by Sports Canada. They were also provided with the opportunity to give examples that made them feel discriminated against by their peers, coaches, or staff. It became evident that the group is divided on this issue. There were examples provided



regarding behaviour by the coaching staff that amount to discrimination. **Some examples include racial comments, comments based on religious beliefs, and comments based on gender identity.** Some of the examples were attributed to the cultural differences between the coaching staff and the athletes. As this is not the mandate of this report to conduct an investigation into these allegations, the recommendations here are meant to help change the environment from a systemic point of view.

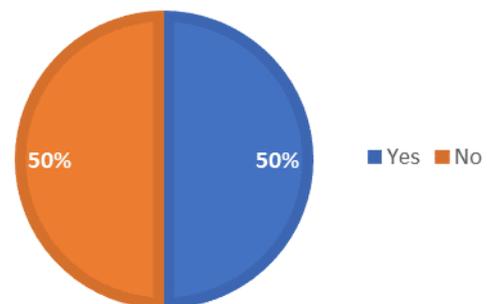
### Recommendations

- CAS should encourage the reporting of any violations of the Code of Conduct including discrimination to the Independent Third Party Officer.
- Education should be provided by a subject matter expert that is outside of the organization to athletes, coaches, and staff on the importance of Human Rights and discrimination prevention. The education should include information on LGBTQ2SI+ and inclusion.
- Organizational policies and strategic documents should be reviewed to ensure that the language is inclusive.
- It is the opinion of the reviewer that any coach that is coaching in Canada must follow Canadian cultural norms. Formal education must be provided to the coaching staff on Canadian values and cultural norms.
- Any violations of the Code of Conduct that are attributed to Cultural differences must be treated as any other violation of the Code and taken through a due disciplinary process.

### Q9. Have you experienced or witnessed Neglect by Coaches, Staff, or other Athletes?

#### Analysis

Similar to the question around discrimination, athletes were given examples of neglect as defined by Sports Canada. They were also provided with the opportunity to give examples that made them feel neglected by their peers, coaches, or staff. It became evident that the group is divided on this issue. There were examples provided regarding behaviour by the coaching staff and IST that amount to neglect. **Some examples include ignoring injury or pain, withholding medical attention, and withholding nutrition.** As this is not the mandate of this report to conduct an investigation into these allegations, the recommendations here are meant to help change the environment from a systemic point of view.



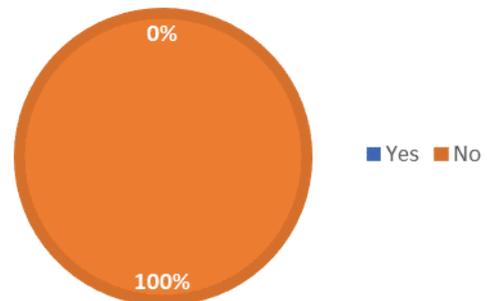
### Recommendations

- CAS should encourage the reporting of any violations of the Code of Conduct, including neglect, to the Independent Third Party Officer.
- IST should be updated on the best practices regarding athlete nutrition, hydration, sleep, and attention to injuries.
- IST should review those best practices with the coaching team and athletes on a regular basis.
- The coaching team should follow the professional advice of the IST. A coach should not have the ability to “veto” that advice.

**Q10. Have you experienced or witnessed Hazing by Coaches, Staff, or other Athletes?**

Analysis

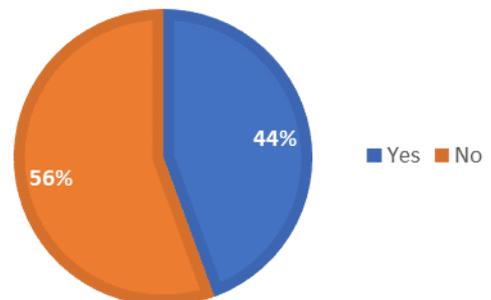
Based on the information collected there is no indication on any hazing within the program. In most cases hazing is experienced by athletes who are new to the program. For this review seven of the athletes interviewed were new to the program and there was no indication of hazing behaviour.



**Q11. Have you experienced or witnessed any other violations of the Code of Conduct by Coaches, Staff, or other Athletes outside of the ones identified above?**

Analysis

By asking this question the reviewer wanted to ensure that information on any other violations of the Code of Conduct that are outside of the maltreatment sections outlined above were disclosed. **The main example that was provided was a failure to follow up on a concern or complaint submitted by an athlete.**



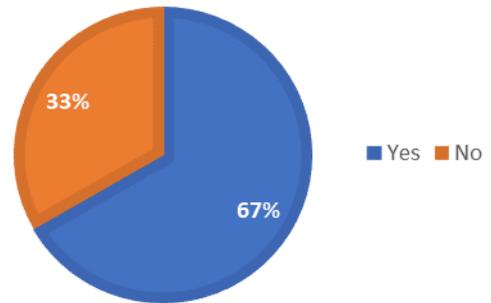
Recommendations

- CAS should encourage the reporting of any violations of the Code of Conduct to the Independent Third Party Officer.
- The process of filling, reviewing, and arbitrating the complaint should be transparent to the parties involved.
- Findings of the complaint process should be communicated to all parties involved.
- Anonymized case studies should be produced based on the complaints and communicated to the whole team as a lessons learned exercise.

**Q12. Do you feel safe and empowered to file a complaint if you feel that there was a violation of the Code of Conduct?**

Analysis

It became clear from the interviews that there is mistrust in the organization that needs to be rebuilt. Some athletes felt that their reports would not be taken seriously and that they might experience retaliation by the coaching team and/or the organization. Athletes must feel safe to report any concern and be provided with a due process for resolution.



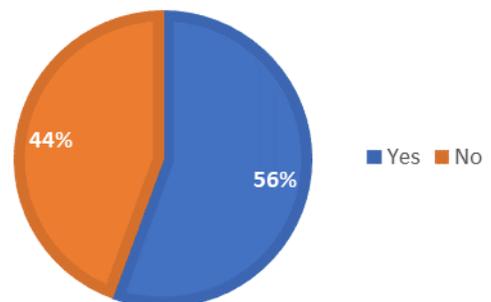
Recommendations

- The process for filing a complaint with the Independent Third Party Officer should be clearly communicated to the athletes.
- The contact information for the Independent Third Party should be posted in the training facilities.
- It should be sincerely communicated to athletes, coaches, and staff that any type of retaliation will not be tolerated.
- The process of filing, reviewing, and arbitrating the complaint should be transparent to all parties involved.
- Findings of the complaint process should be communicated to all parties involved.
- It is important to have these conversations during the reintegration of the team to the training environment.

**Q13. Do you feel that there is a culture of fear within the organization?**

Analysis

While the team is divided on this opinion, it was clear from the interviews that some feel that there is a culture of fear within the organization. The fear is mainly stemming from potential retaliation and the fact that some complaints and concerns were not addressed in an appropriate manner. One of the most important factors in a strong Safe Sport program and environment is the removal of any type of fear of reporting and retaliation. The concept of 360 reviews was discussed with the athletes and while some have indicated that they completed reviews in the past, most did not remember doing so. Some of those that remember completing the reviews have indicated that they have not seen the outcomes and that there was no follow-up.



Recommendations

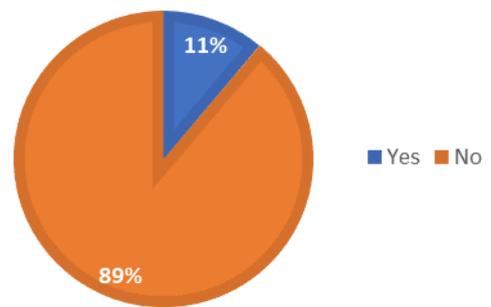
- Culture of fear should be addressed at the reintegration of the team to the training environment.

- It should be clearly communicated that any retaliation for reporting a concern or a complaint will not be tolerated.
- 360 reviews of everyone involved in the program should be conducted on an annual basis by an independent party with the report of findings going directly to the executives and the full Board of Directors.
- Outcomes and changes to be implemented based on the review should be communicated to the full team.
- It is important to create a safe environment to discuss any Safe Sport issues or concerns. This may be done by:
  - Ensuring that everyone is educated on the policies
  - Creating an Open-Door Policy
  - Demonstrating commitment to accountability from the top

**Q14. Are you familiar with the Independent Third Party (ITP) process for filing a complaint?**

Analysis

While some athletes indicated that they are familiar with the process, it became evident from the interviews that they have learned about it due to the recent events. Overall, athletes were not familiar with the ITP process.



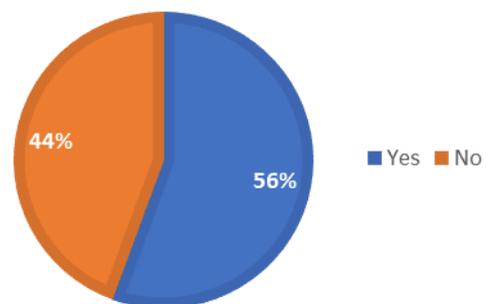
Recommendations

- The process of filing a complaint with the Independent Third Party Officer should be clearly communicated to the athletes.
- The contact information for the Independent Third Party should be posted in the training facilities.

**Q15. Do you receive support from the coaching staff on issues related to Safe Sport?**

Analysis

It became evident that the concept of Safe Sport is not well understood by the athletes, the coaching team, or the IST. While some athletes felt supported by the coaching staff, others felt that they do not receive support and that the coaching staff do not have the right tools or knowledge to support them in a safe and understanding manner. Most of those that felt supported indicated that they have not had any issues to speak from experience.



Recommendations

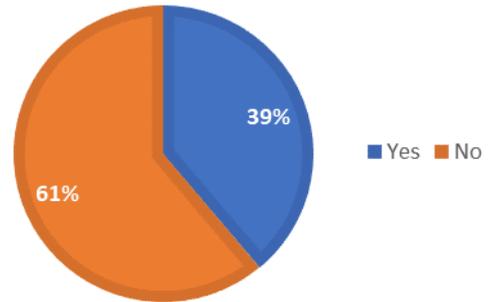
- Coaches should create a safe environment for athletes to communicate any concerns or complaints.

- The coaches, IST, and staff should be educated on the appropriate skills to be a ‘first responder’ for any type of Safe Sport concern or complaint. This education must be provided by subject matter experts outside of the organization.

#### Q16. Have you received education on the Safe Sport program and on how to file a complaint?

##### Analysis

It became evident through the interview process that the athletes have not received adequate education on Safe Sport topics. Most of the athletes that answered ‘Yes’ to this question referred to the Respect in Sport module that they had to complete when they joined the program. While this is an important module, ongoing education must be provided on a variety of Safe Sport topics to everyone involved with the team.



##### Recommendations

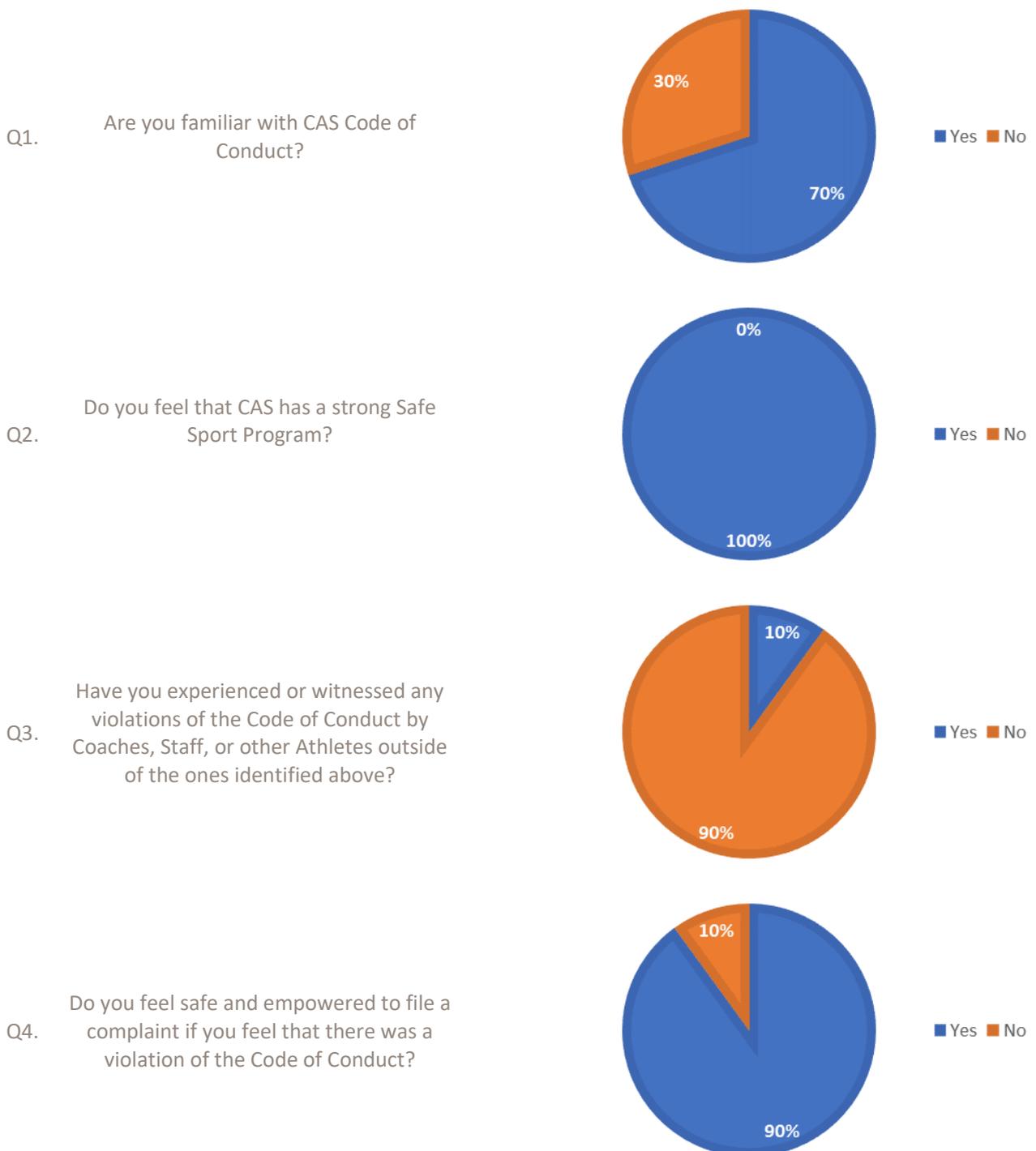
- Create a Safe Sport education curriculum that includes a variety of topics that were recommended throughout this report. It is recommended to start with the following education:
  - Independent Third Party Process
  - Mental Health
  - Diversity and Inclusion
  - Harassment and Bullying Prevention
  - Coaching women in sport in a Canadian culture

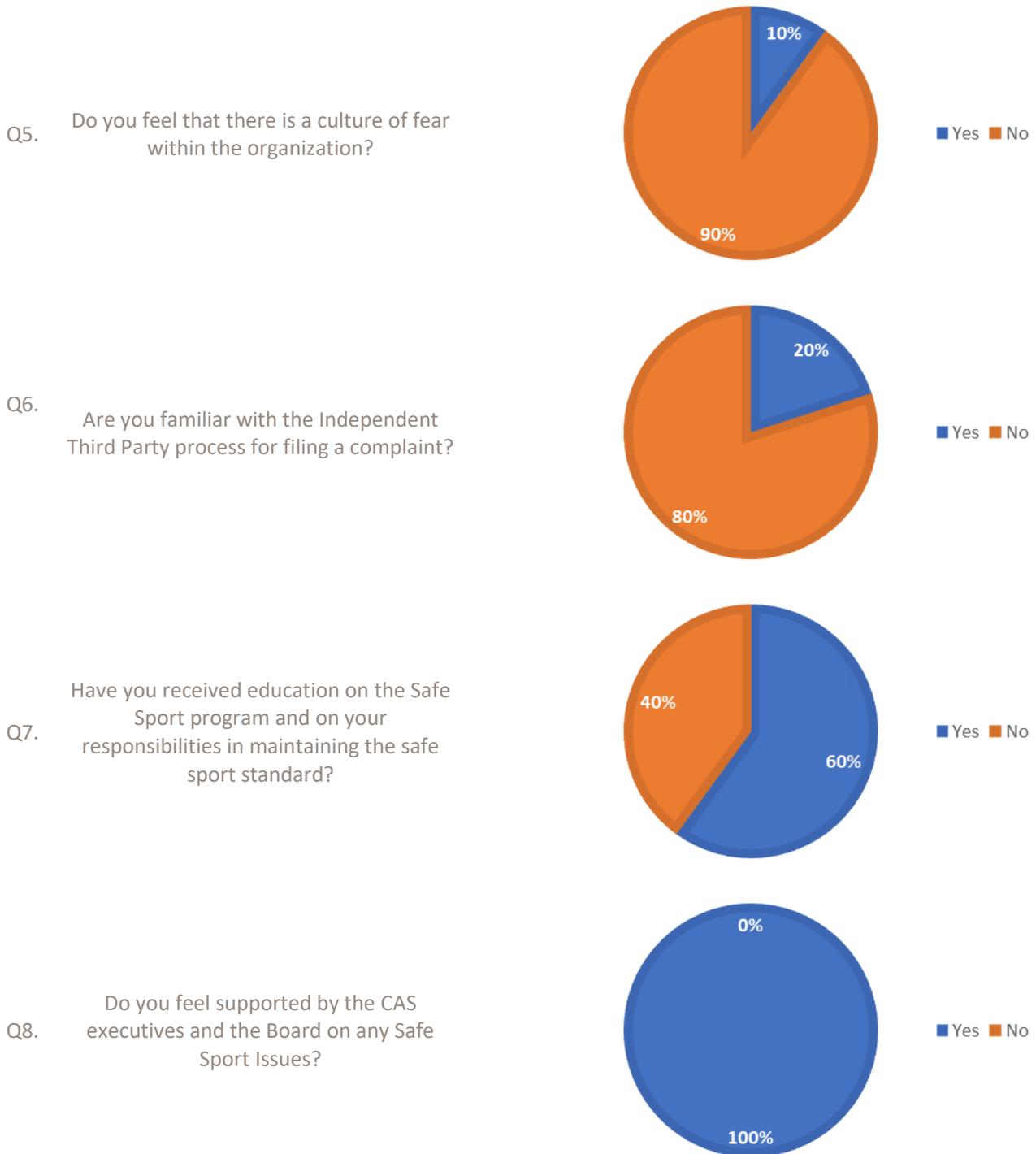
## 6. General Comments from Athlete Interviews

- All athletes were asked to review the current CAS Code of Conduct before the interviews took place.
- While the team is divided on most of the responses, it is the opinion of the reviewer that everyone gave accurate information to the best of their knowledge and in good faith. This was confirmed mainly through consistency in examples.
- While some historical information was provided by the athletes, this report is concentrated on the current team environment.
- It was evident from most of the interviews that while there are concerns with the current environment, some areas related to Safe Sport have improved in the last several years. Some of the athletes that have been in the program for longer than two years feel more empowered to communicate concerns and complaints to the coaching staff and the organization.

## 7. Analysis of Data Collected from Coaches and IST and Recommendations

This section will present the information collected solely from coaches and IST and provide general recommendations. It should be noted that the information collected from coaches and IST was also considered in the recommendations in the above section on athletes.





## 8. Recommendations from Coaches and IST Interviews

One of the main concerns that arose from the interviews is a clear disconnect between the coaching and IST staff and athletes on the assessment of the safe sport environment within the program. There is a breakdown in communication between the stakeholders in the program. Some assume that there are no issues simply because they were not communicated or understood. While most have indicated that they have received some safe sport education, upon further questioning it was discovered that it is mainly the Respect in Sport module that they are referencing.

## Recommendations

- Building commitment within the program around a safe sport vision and values to rebuild the trust within the team is most important. This should be done at the reintegration process and on a continuous basis.
- It is recommended to engage the services of a professional mediator when conducting the reintegration session(s). Formal agreement and commitment on safe sport issues between the stakeholders of the program should be produced as an outcome of the session with a mediator.
- Coaches and IST should participate in the education sessions that were recommended in the athlete section of this document.
- Coaches should dedicate a portion of the training environment to safe sport conversations that must be conducted in a safe place.

## 9. Implementation

Successful implementation requires any of the recommended activities to be seen as projects requiring strong management and a strategic approach for improved adoption of changes and transition from the current to the future training environment and conditions. As such, the following high-level implementation strategies are recommended:

- Assign a project manager or champion for any recommended initiatives.
- Seek professional support where necessary.
- Develop a strategy that includes Change management and Communication plan.
- Consider timelines required for implementation.
- Consider potential costs and establish budget.

## 10. Conclusion

It became clear through the interview process that the team is divided on safe sport issues and that there is an overall lack of understanding of the safe sport philosophy. There is mistrust in the stakeholders involved that will need to be rebuilt. While CAS implemented good policies and procedures, it now needs to educate the team on those important documents and other safe sport initiatives. It must be clearly established that any sort of reprisal is not going to be tolerated and that any violations of the Code of Conduct must be reported to the Independent Third Party Officer. The complaint process and the outcome must be transparent to the parties involved. It is also important the everyone involved conducts themselves under Canadian cultural norms and any violations of the Code of Conduct cannot be dismissed due to cultural differences.

If it has not been done already, it is recommended to add Safe Sport initiatives to the organizational Strategic Plan with reports being provided to the Board by the management on a quarterly basis.

It is the opinion of the reviewer that the current environment can be significantly improved if the recommendations in this report are thoughtfully considered and implemented.

## 11. Independence

I declare that this report was produced through an independent analysis and the recommendations were based on professional experience, expertise, and integrity. I will make myself available to answer any questions and help those that review the report to fully understand its content.



Ilan Yampolsky

ITP Sport

Appendix A – Athlete Questionnaire

#	Question	Answer	Comments
<b>General Information</b>			
1	How long have you been in the program?		
2	Are you familiar with the CAS Code of Conduct?		
3	Do you feel that CAS has a strong Safe Sport Program?		
<b>Maltreatment in sport</b>			
4	Have you experienced or witnessed Sexual Abuse by Coaches, Staff, or other Athletes?		
5	Have you experienced or witnessed Psychological Abuse by Coaches, Staff, or other Athletes?		

#	Question	Answer	Comments
6	Have you experienced or witnessed Physical Abuse by Coaches, Staff, or other Athletes?		
7	Have you experienced or witnessed Bullying by Coaches, Staff, or other Athletes?		
8	Have you experienced or witnessed Sexual or other form of Harassment by Coaches, Staff, or other Athletes?		
9	Have you experienced or witnessed Discrimination by Coaches, Staff, or other Athletes?		
10	Have you experienced or witnessed Neglect by Coaches, Staff, or other Athletes?		
11	Have you experienced or witnessed Hazing by Coaches, Staff, or other Athletes?		

General Safety			
#	Question	Answer	Comments
12	Have you experienced or witnessed any other violations of the Code of Conduct by Coaches, Staff, or other Athletes outside of the ones identified above?		
13	Do you feel safe and empowered to file a complaint if you feel that there was a violation of the Code of Conduct?		
14	Do you feel that there is a culture of fear within the organization?		
15	Are you familiar with the Independent Third Party process for filing a complaint?		
16	Do you receive support from the Coaching staff on issues related to Safe Sport		

#	Question	Answer	Comments
17	Have you received education on the Safe Sport program and on how to file a complaint?		
Other			
18	What change would you like to see in the program from a Safe Sport point of view?		
19	What are the challenges that you have in the program?		
20	Are there any other general comments that you would like to add?		

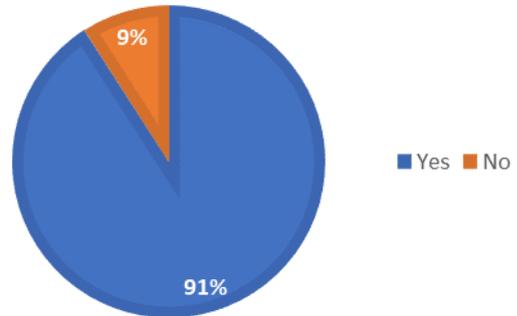
Appendix B – Coach and IST Questionnaire

#	Question	Answer	Comments
<b>General Information</b>			
1	How long have you been in the program?		
2	What is your role in the program?		
3	Are you familiar with CAS Code of Conduct?		
4	Do you feel that CAS has a strong Safe Sport Program?		
<b>General Safety</b>			
5	Have you experienced or witnessed any violations of the Code of Conduct by Coaches, Staff, or other Athletes outside of the ones identified above?		
6	Do you feel safe and empowered to file a complaint if you feel that there was a violation of the Code of Conduct?		
7	Do you feel that there is a culture of fear within the organization?		
8	Are you familiar with the Independent Third Party process for filing a complaint?		
9	Have you received education on the Safe Sport program and on your responsibilities in maintaining the safe sport standard?		
<b>Other</b>			

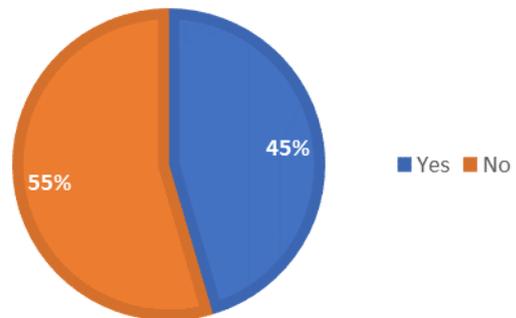
#	Question	Answer	Comments
10	What change would you like to see in the program from a Safe Sport point of view?		
11	What are the challenges that you have in the program?		
12	Do you feel supported by the CAS executives and the Board on any Safe Sport Issues?		
13	Are there any other general comments that you would like to add?		

Appendix C – Pie Charts Excluding Data for New Athletes

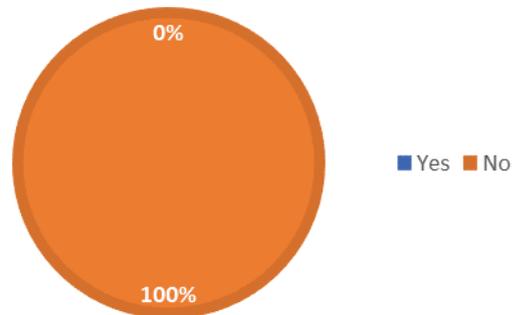
Q1. Are you familiar with the CAS Code of Conduct?



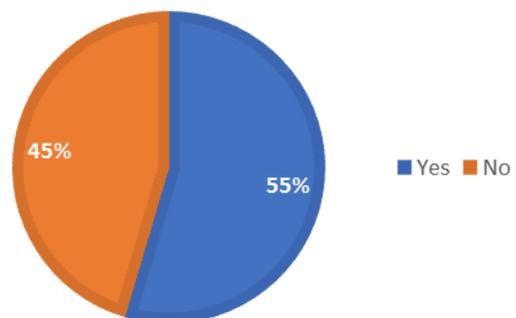
Q2. Do you feel that CAS has a strong Safe Sport Program?



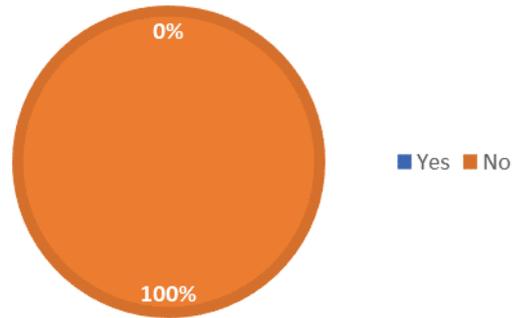
Q3. Have you experienced or witnessed Sexual Abuse by Coaches, Staff, or other Athletes?



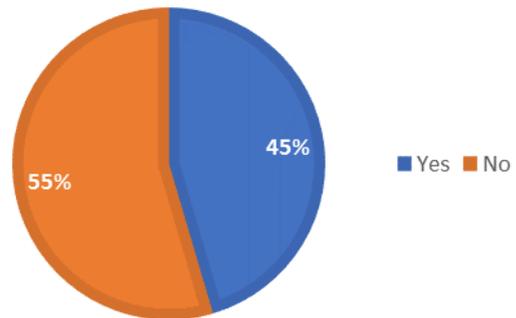
Q4. Have you experienced or witnessed Psychological Abuse by Coaches, Staff, or other Athletes?



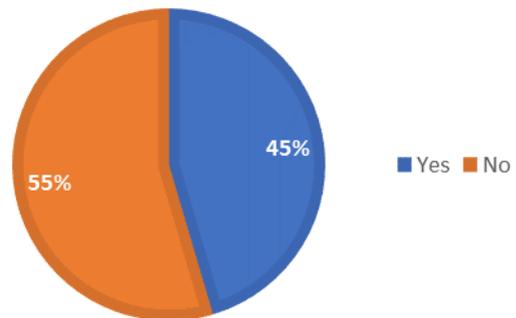
Q5. Have you experienced or witnessed Physical Abuse by Coaches, Staff, or other Athletes?



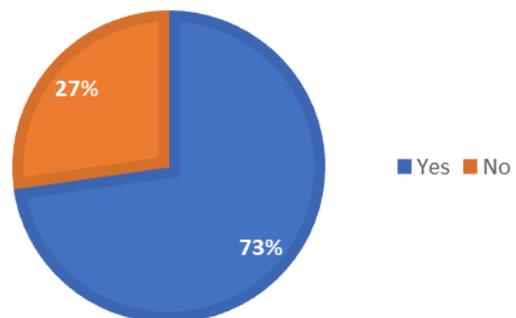
Q6. Have you experienced or witnessed Bullying by Coaches, Staff, or other Athletes?



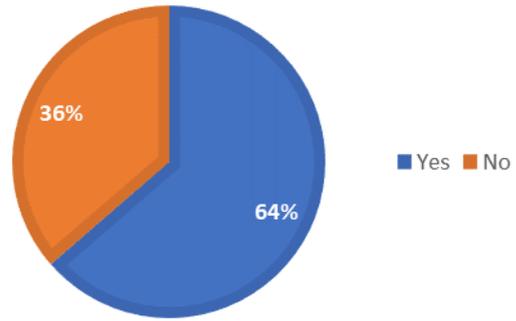
Q7. Have you experienced or witnessed Sexual or other form of Harassment by Coaches, Staff, or other Athletes?



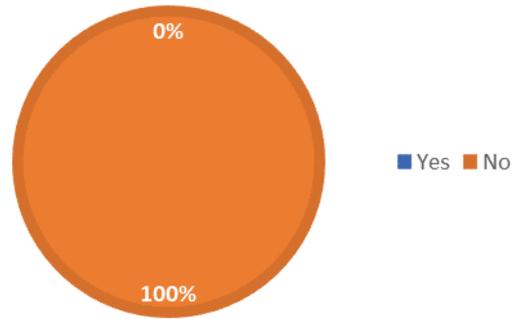
Q8. Have you experienced or witnessed Discrimination by Coaches, Staff, or other Athletes?



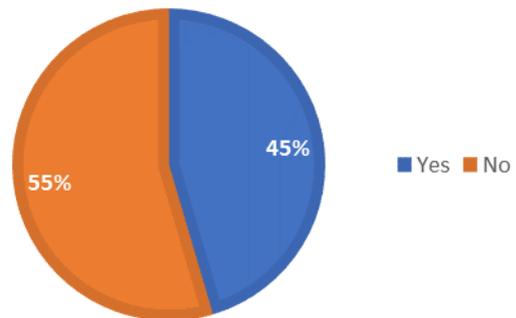
Q9. Have you experienced or witnessed Neglect by Coaches, Staff, or other Athletes?



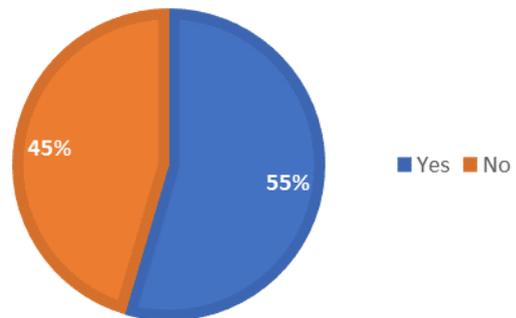
Q10. Have you experienced or witnessed Hazing by Coaches, Staff, or other Athletes?



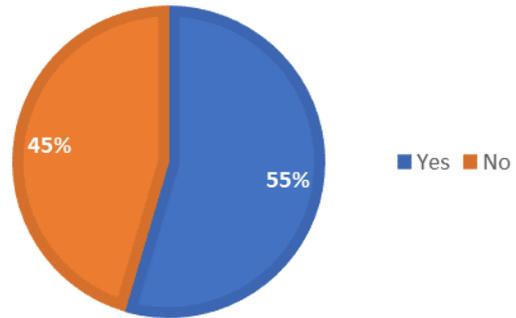
Q11. Have you experienced or witnessed any other violations of the Code of Conduct by Coaches, Staff, or other Athletes outside of the ones identified above?



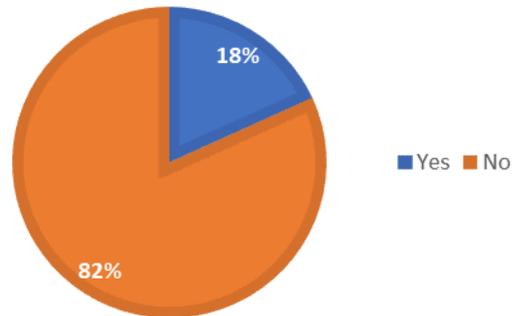
Q12. Do you feel safe and empowered to file a complaint if you feel that there was a violation of the Code of Conduct?



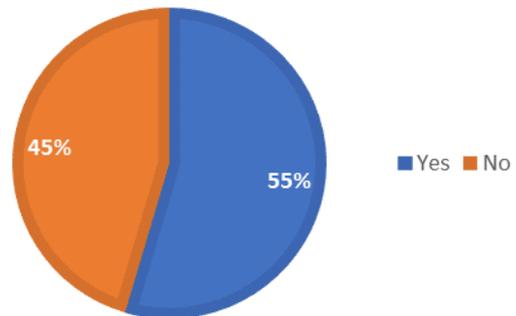
Q13. Do you feel that there is a culture of fear within the organization?



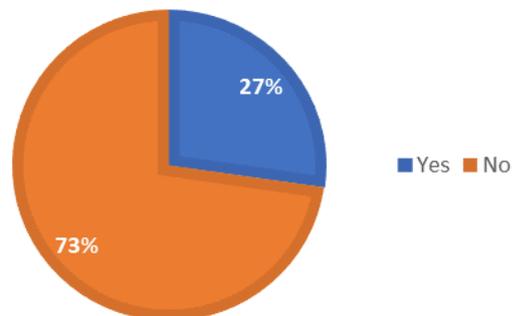
Q14. Are you familiar with the Independent Third Party (ITP) process for filing a complaint?



Q15. Do you receive support from the coaching staff on issues related to Safe Sport?



Q16. Have you received education on the Safe Sport program and on how to file a complaint?



Appendix D – Definitions from Sport Canada

**MALTREATMENT**

All types of physical and/or emotional ill-treatment, sexual abuse, neglect, negligence and commercial or other exploitation, which results in actual or potential harm to health, survival, development or dignity in the context of a relationship of responsibility, trust or power (World Health Organization, 2010)

**Misuse of Power**

TYPE OF HARM	SEXUAL ABUSE	PSYCHOLOGICAL ABUSE	PHYSICAL ABUSE	NEGLECT	BULLYING	HARASSMENT/ DISCRIMINATION
DEFINITION	Any sexual interaction with person(s) of any age within a dependency relationship that is perpetrated against the victim’s will, without consent, or in an aggressive, exploitative, coercive, manipulative, or threatening manner	Repeated non-physical harmful interactions within a critical relationship	Contact or non-contact behaviour within a critical relationship that has the potential to cause physical harm	Acts of omission  Lack of reasonable care, inattention to needs, nurturing or well-being  Failure to provide for basic needs or to protect from harm or potential harm	Repeated physical, verbal or psychological acts carried out by a person who holds perceived power over the victim. These acts can occur in person or online (cyberbullying).	Comments, conduct, actions or gestures that are insulting, intimidating, humiliating, malicious or offensive.



TYPE OF HARM	SEXUAL ABUSE	PSYCHOLOGICAL ABUSE	PHYSICAL ABUSE	NEGLECT	BULLYING	HARASSMENT/DISCRIMINATION
RELATIONSHIP IN WHICH IT OCCURS	Critical relationship: one person is dependent upon another for safety, security and trust	Critical relationship	Critical relationship	Critical relationship	Peer-to-Peer relationships	Power relationship but non-critical relationship
DESCRIPTIONS	Examples include: <ul style="list-style-type: none"> <li>• Intercourse</li> <li>• Inappropriate touching</li> <li>• Indecent exposure</li> <li>• Sexually oriented comments or jokes</li> <li>• Intimidating sexual remarks</li> <li>• Sexting</li> <li>• Forced Intimacy</li> </ul>	Examples include: <ul style="list-style-type: none"> <li>• Repeated personal criticisms</li> <li>• Intimidating, humiliating, degrading, threatening comments</li> <li>• Deliberate denial of attention and support</li> <li>• Physically Intimidating behaviours</li> </ul>	Examples include: <ul style="list-style-type: none"> <li>• Stretching to the point of injury</li> <li>• Hitting an athlete</li> <li>• Exercise as punishment</li> </ul>	Examples include: <ul style="list-style-type: none"> <li>• Withholding, denying adequate hydration, nutrition, medical attention or sleep</li> <li>• Inadequate supervision</li> <li>• Ignoring an injury or athlete's report of pain</li> <li>• Knowing about abuse but failing to report</li> </ul>	Examples include: <ul style="list-style-type: none"> <li>• Hitting</li> <li>• Pushing</li> <li>• Name-calling</li> <li>• Gossip and rumours</li> <li>• Social exclusion</li> </ul>	Examples include: <p>Physical</p> <ul style="list-style-type: none"> <li>• Sexual</li> <li>• Psychological</li> <li>• Gender</li> <li>• Racial</li> </ul> <p>Ability/disability Homophobia</p>

