International Council of Sport Science and Physical Education
Conseil International pour l'Education Physique et la Science du Sport
Weltrat für Sportwissenschaft und Leibes-/Körpererziehung
Consejo Internacional para la Ciencia del Deporte y la Educación Física

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Whistleblowing Policy

Introduction

The word *whistleblowing,* in this policy, refers to the disclosure internally or externally by ICSSPE members, Executive Board members and other volunteers as well as staff in the Executive Office (hereafter referred to as *individuals*) of malpractice, as well as illegal acts or omissions. A whistleblowing policy is an important component of ethical and transparent work.

Reporting Responsibility

This Whistleblowing Policy is intended to encourage and enable individuals to raise serious concerns internally so that ICSSPE can address and correct inappropriate conduct and actions.

Destigmatisation

Volunteers and Executive Office staff should be open about the fact that whistleblowing makes the work of ICSSPE safer and express their appreciation for tips from whistleblowers. They should also make it clear that everyone involved has a responsibility to report suspicious behavior through a secure channel. By demonstrating that unethical behavior will not be tolerated, organisations often have a preventative effect.

It is the responsibility of the Executive Board to develop a system that allows an anonymous report about concerns about violations of ICSSPE's Codes of Ethics and Conduct, statutes, and bylaws or suspected violations of law or regulations that govern ICSSPE's operations.
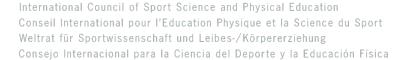
No Retaliation

This policy supports ICSSPE's values and ensures that individuals can raise concerns without fear of retribution or retaliation and provides a transparent and confidential process for dealing with concerns related to, but not limited to, fraud, corruption, criminal offences, bribery, blackmail, harassment, bullying, failure to comply with ICSSPE's statutes and bylaws, endangering the health and safety of individuals and/or concealment of any of the above. Anyone who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination, whether it is employment, removal from a Board or Committee, or any of their working groups.

Acting in Good Faith

Any individual filing a complaint concerning a violation or suspected violation of ICSSPE's Codes of Ethics and Conduct must be act in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious offense. This could result in termination of employment or services.

Confidentiality

Whistleblowing systems should guarantee absolute security and anonymity for the whistleblower. The likelihood of receiving valuable clues increases significantly when whistleblowers can trust that they will remain anonymous from reporting to investigation to completion of a case. To achieve this,

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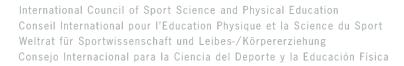
whistleblowing systems should guarantee the highest level of security so that a whistleblower cannot be traced and the necessary data protection requirements are met.

Handling of Reported Violations

A whistleblower should have access to a reporting channel from a certain location or device. Each channel should be accessible 24/7 on a wide range of devices and from around the world, year round. In addition, it must be intuitive to use even for inexperienced users. Training on the code of conduct and reporting channels of the organization at all levels - management, trainers, athletes and even their relatives - can help with successful implementation of the Policy.

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Diversity Policy

The essential belief guiding this diversity policy is that sport, physical activity and physical education programmes, projects, and initiatives should be administered in a fair and unbiased way. Recognizing that diversity benefits sport, physical activity and physical education sectors, all participants, regardless of gender, sex, ethnicity, age, mental and physical abilities, appearance, religion, sexual orientation, geographical representation, or social class should have equitable opportunity to participate fully in physical activity, education, research, competition, coaching administration, leadership and officiating. Declarations and position statements are sound strategies to serve as the nexus for global efforts to improve the position of diversity within international organizations. A managerial approach needs to be adopted to implement the concept of diversity rather than a social philanthropic awareness approach to move forward.

Policy Goals and Results

The intent and objective of this policy is to develop ICSSPE as an organization that is committed to ensuring balanced representation in its leadership, researchers, and membership. This policy seeks to establish and maintain an organization where all participants are provided with:

- Fair, unbiased, and equitable opportunities to participate in quality sport and physical activity programs, projects, and initiatives, attain and sustain leadership roles, and access resources and facilities;
- A safe, supportive, inclusive, and relevant environment for leadership development.

Implementing this policy will lead to a sport, physical activity, and physical education sector where:

- Diversity is equitably represented in all forms of sport, physical activity and physical education;
- Diverse populations are actively engaged as athletes, participants, leaders, coaches, officials, and administrators in all forms and levels of sport, physical activity and physical education.
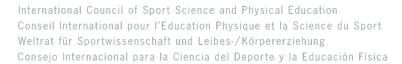
Application and Implementation

This policy will act as a guiding framework for the delivery of ICSSPE programmes, projects and initiatives.

Policy Interventions

The following strategic goals will be pursued through the implementation of this policy:

1. **Strategic Leadership**
- Provide strategy, direction, and leadership by drafting, maintaining, and revising templates for Diversity Policies for use by organizations.
- Create supportive policies that enable more diverse populations to fully and equitably participate in sport, physical activity and physical education as well as related leadership and volunteer roles.
- Address the underrepresentation of diverse populations through use of strategic initiatives, advisory groups and funding opportunities designed to enhance levels and quality of participation in the various areas.

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- Ensure that diversity is a central component of all decision-making in the sport, physical activity and physical education sector, including funding and grant opportunities, communications, event hosting and human resource decisions.

2. Advocacy

- Promote the recognition of diverse involvement in physical education, physical activity and sport, including the areas of participation, coaching, officiating, administration and leadership.
- Encourage more diversity to through effectively targeted marketing campaigns for potential ICSSPE member-related organizations.
- Develop a specific management process to achieve diversity in programs, projects, and initiatives (including executive board, committees, and office staffing) in collaboration with internal and external stakeholders
- Designate a specific person or position on the staff or the board to implement the processes
- Designate a specific person or position to annually review management process relevant to diversity
- Check to be sure that the word "diversity: appears in planning documents, strategies, and website
- Provide resources for implementation process of diversity
- Develop a plan to include research on diversity within the Biennial Working Program
- Add a section in the staff handbook and new executive board member manual to formally familiarize people with the role and value of diversity within ICSSPE; provide awareness training to board and/or staff on how to manage the implementation of diversity
- Place records on the effectiveness of diversity programs, projects, and initiatives so that they are accessible to the public.
- Identify and publicize opportunities for recognition, advancement, education, leadership and training.

3. Research and Education Management and Development

- Serve as a repository of information and resources on establishing and evaluating diversity in organizations.
- Provide diversity audits of organizations and events.
- Provide relevant data and maintain statistics on diversity in sport participation, available training and leadership opportunities, as well as funding.
- Report on data as appropriate.

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Gender Equity Policy

Background

The development of gender mainstreaming programs and proactive work aimed at addressing the historical imbalance of women in all sectors of society have become the staple of most international meetings with concern for human rights. From a sport perspective, several organizations are keeping this critical issue alive at global, regional, international and national levels through policy documents, declarations and call for action from 1948 to present, a total of 70+ years or 3.5 generations!

The Brighton Declaration on Women and Sport

Signed in 1994 by 250 signatories, the *Brighton Declaration on Women and Sport* is universally regarded as ground-breaking work on women and sport. Yet, despite years of campaigning and numerous policy documents, legislation and world conferences on women and sport, a marked gender imbalance in sport still exists. Successful implementation of the principles of the *Brighton Declaration* depends upon quality internal organizational processes and standards.

The major challenge facing ICSSPE is to translate strategic intent into measurable and replicable business process standards. Designing and institutionalizing processes and standards can be the mechanism to realize strategic intent and progress ICSSPE (as a signatory of the declaration) through the stages of change management. There is still an alarming ignorance of the *Brighton Declaration* as a benchmark of efforts to improve the position of women in sport and an absence of management processes and standards to guide the process within signatories of the declaration.

The Brighton Declaration is an initiative to affect social change in the context of sport. Efforts to achieve the desired social change must be managed and benchmarked according to change management models and processes to retain credibility and attain replicable and repeatable results. The ISO 9001-2000 is deemed reliable and is a framework to guide management process design, mapping, documenting, implementing, supporting, monitoring, and controlling management processes. The alarming lack of management processes continues to present a significant gap between strategic intent and reality and suggests that the notion of gender mainstreaming in sport has not succeeded in creating a critical mass necessary to tip the scale. Most organizations are locked into the introductory stages of change management because of the lack of organized change. Low levels of competent leadership responsible for managing the change process results in loss of corporate memory regarding the Brighton Declaration.

Below is a rubric that provides managerial guidelines focusing on building a critical mass. A universal declaration on women and sport is a sound strategy to serve as the nexus for global efforts to improve the position of women in sport. A managerial approach needs to be adopted by organizations to the implementation of gender equity rather than a social philanthropic awareness approach to move forward.

Strategic Initiatives
- Develop a specific management process to achieved gender equity in programs, projects and initiatives (including executive board, committees, and office staffing) in collaboration with internal and external stakeholders

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- Designate a specific person to implement the processes
- Designate a specific person to annually review management processes relevant to gender equity
- Check to be sure the words "gender equity" appears in planning documents, strategies, and website
- Systematically generate decisions and actions to improve the effectiveness of gender equity
- Provide resources for implementation process of gender equity
- Plan how to monitor management process performance and records to support gender equity; determine that the executive committee applies management process for gender equity
- Develop a document that describes show gender equity should be implemented and review annually and devise clear benchmarks for process effectiveness that are included in the document
- Develop a plan to include research on gender equity within the Biennial Working Program
- Add a section in the staff handbook and new executive board member manual to formally familiarize people with the role and value of gender equity within ICSSPE; provide awareness and training to board and/or staff on how to manage the implementation of gender equity
- Provide baseline information since 1994 (Brighton Declaration) on ICSSPE's status of gender mainstreaming
- Place records on the effectiveness of gender mainstreaming programs, projects and initiatives so that they are accessible to the public

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Sexual Harassment Policy

Policy Statement

The International Council of Sport Science and Physical Education is committed to providing a safe environment for all its employees and board members free from discrimination on any ground and from harassment at work including sexual harassment. ICSSPE will operate a zero-tolerance policy for any form of sexual harassment in the workplace, treat all incidents seriously and promptly investigate all allegations of sexual harassment. Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment or from the board.

Definition of Sexual Harassment

Sexual harassment is unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated. It includes situations where a person is asked to engage in sexual activity as a condition of that person's employment or board duties, as well as situations which create an environment which is hostile, intimidating or humiliating for the recipient.

Sexual harassment can involve one or more incidents and actions constituting harassment may be physical, verbal, and non-verbal. Examples of conduct or behavior which constitute sexual harassment include, but are not limited to:

Physical Conduct:
- Unwelcome physical contact including patting, pinching, stroking, kissing, hugging, fondling, or inappropriate touching
- Physical violence, including sexual assault
- Use of job-related or board duty-related threats or rewards to solicit sexual favors

Verbal Conduct:
- Comments on a worker's appearance, age, private life, etc.
- Sexual comments, stories and jokes
- Sexual advances
- Repeated and unwanted social invitations for dates or physical intimacy
- Insults based on the sex of the worker or board member
- Condescending or paternalistic remarks
- Sending sexually explicit messages (by phone, email, tweet, messenger, instagram, etc.)

Nonverbal Conduct:
- Display of sexually explicit or suggestive material
- Sexually suggestive gestures
- Whistling (cat calls)
- Leering

Anyone can be a victim of sexual harassment, regardless of their sex and of the sex of the harasser. ICSSPE recognizes that sexual harassment may also occur between people of the same sex. What matters is that the sexual conduct is unwanted and unwelcome by the person against whom the conduct is directed.

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ICSSPE recognizes that sexual harassment is a manifestation of power relationships and often occurs within unequal relationships in the workplace, for example between manager or supervisor and employee. I may also occur between Executive Director and members of the board or the President and members of the board.

Anyone, including employees of ICSSPE, ICSSPE board members, clients, casual workers, contractors, or visitors who sexually harass another will be reprimanded in accordance with this internal policy.

All sexual harassment is prohibited whether it takes place within ICSSPE premises or outside, including at social events, business trips, training sessions, or conferences sponsored by ICSSPE.

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Safeguarding Policy

Introduction
ICSSPE is committed to fostering a safe, inclusive, and respectful environment for all individuals involved in its activities. This safeguarding policy outlines ICSSPE's dedication to protecting the welfare, safety, and well-being of children, young people, and any person in a vulnerable situation who participates in its programs, activities, and events. ICSSPE developed this Safeguarding Policy in alignment with the IOC's Framework for Safeguarding Athletes and Other Participants from Harassment and Abuse in Sport.

Scope
This policy applies to all ICSSPE staff, Executive Board members, committees, volunteers, participants, contractors, partners, and other individuals associated with ICSSPE's activities, both physical and online. This includes conferences, workshops, research projects, and educational programs.

Definitions
- **Safeguarding**: The process of protecting individuals, especially children, young people, and adults in a vulnerable situation, from harm, abuse, and exploitation.
- **Child/Young Person**: Anyone under the age of 18.
- **Adult**: Any adult who is in a vulnerable situation and requires support to protect themselves from harm or exploitation due to factors such as disability, illness, social circumstances, or discrimination based on gender, race, or sexual orientation.
- **Harassment and Abuse:** refers to Psychological/emotional violence, Physical violence, Sexual violence, together with Sexual harassment, Neglect, Abuse of authority/power and Online or digital violence.

Key Principles
The following principles underpin ICSSPE's safeguarding policy:
- **Zero Tolerance**: ICSSPE adopts a zero-tolerance approach to any form of abuse, exploitation, or harassment.
- **Best Interests of the Individual**: The safety and well-being of children, young people, and adults in a vulnerable situation are paramount in all decisions.
- **Equality and Inclusion**: All individuals, regardless of age, gender, ethnicity, disability, religion, sexual orientation, or socioeconomic background, have the right to feel safe and protected.
- **Prevention**: ICSSPE is committed to preventing abuse and harm by promoting a culture of safety, awareness, and responsibility.
- **Confidentiality**: Any reports or concerns raised will be handled with discretion and confidentiality, only shared with relevant parties.

Roles and Responsibilities
- **ICSSPE Office**: Ensure the development and implementation of this safeguarding policy, ensuring all staff and volunteers are trained in safeguarding practices.

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- **Safeguarding Officer**: Designated to oversee safeguarding procedures, respond to concerns, and provide guidance and support to staff and participants. The Safeguarding Officer, appointed by the board, should ensure that safeguarding practices are followed and report any incidents or breaches.
- **Staff, Board, Committees, and Volunteers**: Must adhere to safeguarding policies and procedures, participate in safeguarding training, and immediately report any concerns or incidents.
- **Participants and Partners**: Expected to comply with safeguarding standards and report concerns regarding safeguarding breaches.

Safeguarding Procedures
- **Recruitment**: ICSSPE will ensure that appropriate background checks (such as police checks or references) are conducted for staff, volunteers, and contractors working directly with children and adults in a vulnerable situation.
- **Training**: All ICSSPE staff, volunteers, and board members will receive safeguarding training appropriate to their role. This includes understanding signs of abuse, how to report concerns, and best practices for safeguarding.
- **Reporting Concerns**: If any individual has concerns regarding the safety or well-being of a child, young person, or adult in a vulnerable situation, they must report this immediately to the Safeguarding Officer. The report should be made without delay, whether the concern arises from a direct observation, a disclosure, or a suspicion.

Responding to Disclosures: If a child, young person, or adult in a vulnerable situation discloses information suggesting they are at risk:
- Listen carefully and stay calm.
- Avoid making promises regarding confidentiality (as the information may need to be shared with authorities).
- Reassure the individual and explain that you must report this to the Safeguarding Officer to ensure their protection.
- Do not attempt to investigate; report the matter to the Safeguarding Officer as soon as possible.
- Keep the person/potential victim informed of the steps you are/will be taking.

Steps to Report a Concern:
1. Report to the Safeguarding Officer verbally or in writing.
2. The Safeguarding Officer will assess the situation and take appropriate action, which may include referral to relevant authorities, such as child protection services, law enforcement, or other external safeguarding bodies.
3. All concerns and actions taken will be recorded and stored confidentially, when possible.

Whistleblowing
ICSSPE encourages an open environment where individuals feel able to raise concerns about safeguarding practices without fear of reprisal. If a staff member, volunteer, or participant feels that

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safeguarding procedures are not being followed or are insufficient, they are encouraged to report these concerns confidentially to the Safeguarding Officer or online through ICSSPE's Reporting Alleged Misconduct Platform.

Partnerships and External Providers

When ICSSPE works with external partners, contractors, or providers, safeguarding measures will be communicated clearly. ICSSPE will ensure that any partner organization also adheres to safeguarding standards and is committed to the protection of vulnerable individuals.

Monitoring and Review

This policy will be reviewed regularly, at least every four years, or sooner if there is a change in relevant legislation, guidance, or best practices. The Safeguarding Officer will be responsible for ensuring the policy is up to date and effective, and that safeguarding measures are being implemented consistently across ICSSPE's operations.

Legislation and Guidance

ICSSPE's safeguarding policy is aligned with international safeguarding laws and guidance, including:

- The United Nations Convention on the Rights of the Child (1989).
- International Safeguarding Standards in Sport (as endorsed by the International Olympic Committee).
- Relevant national safeguarding laws in the countries where ICSSPE operates.

Conclusion

The International Council of Sport Science and Physical Education is committed to safeguarding the welfare and dignity of all individuals involved in its programs and activities. This policy ensures that the highest standards of protection, prevention, and care are upheld across all aspects of ICSSPE's work. Everyone associated with ICSSPE has a responsibility to contribute to a safe and supportive environment for all.

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Office Administration

Office administration serves to fulfil the mission of the organisation as well as to plan and implement its working programme. Responsibility for office administration lies with the Executive Director.

Necessary office staff shall execute specific tasks.

Office administration is dependent on legal regulations, on ICSSPE's statutes and bylaws as well as on guidelines which ICSSPE has to follow as long as the Executive Office receives annual financial support from German authorities.

It requires
- the effective and efficient usage of ICSSPE's funds;
- measures against corruption; and
- transparency when placing orders.

The following procedures must be available to the membership and are available from the Office. They include:
- Membership admission;
- Payment of membership fees including accounting regulations;
- Termination of membership;
- Rules for expenses;
- Opportunities to participate in statutory activities such as elections as well as in programmes and projects.

Course of actions shall be transparent and effective in line with the relevant strategic plan. Specific office guidelines support the provision of a safe, effective, and efficient work environment that is sustainable.

The Executive Director and staff update procedures annually jointly or, if needed, as quickly as possible.

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General Job Descriptions for Volunteers and Staff

Members on the Executive Board and on the Development Committee as well as the Executive Director fulfil their tasks on the basis of the Code of Ethics, defined values, statutes and bylaws which include further guiding documents such as the Code of Conduct. The same applies to voluntary members of ICSSPE working groups and employed staff contracted at the Executive Office in Berlin.

The following guidelines shall help officers as well as candidates for any of these positions to better understand roles, responsibilities and tasks.

Members of the Executive Board shall agree to the following:
- EB members shall represent the Board and the entire organisation at meetings.
- They shall be willing and able to attend monthly online board meetings, annual physical meetings and General Assemblies regularly.
- They shall be able to participate and eventually lead ad-hoc working groups of the organisation.
- They shall be able to attend meetings and seek funding from their organisation to pay for corresponding financial expenses.
- They are requested to respond to incoming emails from other Board members and from the Executive Office within one week.

Members of the Development Committee shall agree to the following:
- DC members shall be prepared to represent the Committee and the entire organisation at meetings.
- They shall be willing and able to attend online Committee meetings every three months, annual physical meetings and General Assemblies regularly.
- They shall be able to participate and eventually lead ad-hoc working groups of the organisation.
- They shall be able to attend meetings and seek funding from their organisation to pay for corresponding financial expenses.
- They are requested to respond to incoming emails from other Committee members and from the Executive Office within one week.

Employed Staff at the Executive Office shall be contracted under the following guidelines:
- The Office staff shall work as a team, support each other and the leadership and thus contribute to the implementation of ICSSPE's mission.
- In their serving role for the Executive Board, the Development Committee and the entire membership, they shall respond to their concerns and be pro-active in kicking-off new initiatives.
- Office staff shall maintain the office in a way that it is always inviting to members and partners.
- Office staff shall respect the office guidelines presented to them when starting in the position.
- Office staff shall reply to all incoming mail within four work days.

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Job Description Vice President (Development Committee)

With this document current Executive Board member intend to provide helpful information for representatives of ICSSPE members who consider to run for the position of ICSSPE Vice President (Development Committee). They should not be seen as mandatory requirements. These are listed in the ICSSPE Statutes and Bylaws.

Responsibilities

The Vice President (Development Committee) provides leadership for the Development Committee and as a member contributes to the Executive Board.

Nature and Scope of Work

- Provides overall leadership for the work of the Development Committee, ensuring that there are strong lines of communication, expectations regarding roles and responsibilities are clear, solid ideas are cultivated and explored, and that a high level of engagement and satisfaction are present among members.
- Leads the Development Committee, leads on the development and implementation of programmatic work relative to the Biennial Working Programme that aligns with the organization's strategic direction and grounded in research.
- Establishes clear connections and relevance to ICSSPE's public policy and education work in the overall plans and goals established by the General Assembly, as well as a strong focus on membership value.
- Sets agendas for the Development Committee in collaboration with the Executive Director.
- Evaluates and provides feedback on proposals for activities including publications, online events, seminars, workshops, and conferences to those who submit.
- Provide feedback to Executive Board and ICSSPE membership at the General Assembly.
- The overall strategy will include indicators and evaluation of initiatives to measure progress.
- Act as link between Development Committee and Executive Board which ensures that all activities are in line with the mission of the organisation and meet the requirements of the budget.

Helpful Qualifications, Experience and Competences

- Degree(s) in higher education that is (are) relevant to the mission of ICSSPE.
- Five or more years of demonstrated experience and involvement in research, education, or policy making in the areas relevant to the mission of ICSSPE.
- Proven experience in a leadership position of a national or international organization or of an academic institution related to the mission of ICSSPE.
- Good communication skills in English.
- Possess the ability to exercise sound ethical judgment, decision making, and discretion.
- Enjoy working in a positive team environment to meet goals of the organization.
- Display the ability to respond effectively to changing needs of a fast-paced growing international organizations in the 21st century pursuing the ICSSPE mission.
- Ability to work across cultural, language, and geographical borders.

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General Operating Expectations

- Based on the requirements outlined in ICSSPE' statutes, the Executive Board jointly agrees on an operational methodology.
- The current Board has agreed on virtual monthly meetings for up to two hours in addition to the prescribed annual meetings. The Development Committee currently meets every three months, virtually. Working group meetings are held in between.
- Access to internet and necessary technology is important.

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Annual Evaluation of Staff

Staff evaluation shall take place in the spirit of ICSSPE's Code of Ethics and consider ICSSPE's Mission, Strategic planning, Biennial working programme, the job description outlined in the work contract and against the performance plan confirmed in the beginning of the year. An evaluation template which refers to these aspects shall be used and updated whenever appropriate.

Around the turn of the year, the Executive Director and the staff member meet for individual staff meetings. This opportunity is used to analyse, discuss and evaluate the performance of the outgoing year. Furthermore, it is used to agree on goals for the coming year. A performance plan which the staff member develops and presents to the Executive Director, shall contain

- Goals of the staff member;
- Activities;
- Evidence;
- Achievements;
- Proposal for relevant continuous education (language or software course, communication training, self-organisation, etc.);
- Examples how staff members have positively contributed to the overall working environment.

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Performance Evaluation for Executive Director

For the following statements, please rate the Executive Director's job performance for the past year using the performance rating scales below. Please do your rating in light of the current strategic plan and the Biennial Working Programme:

Section 1: Achievement of Goals from Last Review Period			
Description of Goal	Exceeded Expectations	Met Expectations	Needs Improvement
Goal 1:			
Goal 2:			
Goal 3:			
Goal 4:			
Goals Comments:			

Section 2: Leadership					
Please rate the Executive Director's mastery of modeling core values, vision, mission, continuous improvement, empowering others, and community leadership.	Exceptional	Adequate	Improvement Needed	Unacceptable	Don't Know
Modeling Core Values: • Clearly articulates and models ICSSPE's values and mission to the office staff, board, funders, membership, and the community					
• Leads office staff in maintaining a climate of excellence, accountability, and respect					

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Vision: • Shares her/his vision for ICSSPE and inspires visionary thinking and action in others consistent with the mission					
Continuous Improvement: • Seeks, evaluates, and acts upon opportunities for innovation to change, grow and improve					
Empowering Others: • Empowers the executive board, membership and office staff through sharing information and authority					
• Develops leadership skills in office staff through delegation and sharing management and decision-making responsibilities					
• Inspires others by recognizing and appreciating individual excellence across ICSSPE					
Community Leadership: • Identifies, develops, and maintains the key relationships in the community necessary to support an effective organization					
Leadership Comments:					

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Section 3: Management Performance					
Please rate the Executive Director's performance in the following management areas of human resources, financial, and governance:	Exceptional	Adequate	Needs Improvement	Unacceptable	Don't Know
Human Resources • Recruits, develops, and retains a capable staff and manages its performance effectively through clear job descriptions, periodic feedback, training, and performance reviews					
Finance • Works with the office staff, treasurer, and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets), as appropriate					
• Assures adequate control and accounting of all funds, including maintaining sound financial practices, and complying with all relevant laws					
Fund Generation • With the board, develops, implements, and monitors a realistic, ambitious fundraising plan that includes funding from grants, corporations or sponsorships, special events, and individual and major donors					
• Establishes positive relationships with funders, including major donors, government agencies, foundations, and/or corporations					
• Participates actively in identifying, cultivating, and soliciting donor prospects					
• Provides timely recognition of all contributions and grants received					

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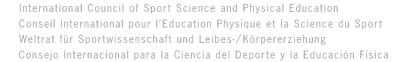|					
Marketing • Strengthens perceptions in the for-profit and nonprofit sectors that the organization is an authoritative voice in Sport Science, Sport, Physical Activity and Physical Education for matters within the scope of its mission.					
Governance • Works with the board to develop strategies for achieving the mission, goals, and financial viability of the organization					
• Provides suitable and timely information to the board about key issues for discussion, analysis and decision making that allows the board to set the agenda and focus of meetings					
Office Administration • Administers office work in line with defined office administration procedures					
Membership Development • Implements decisions of the Strategic Plan successfully					
Products and Services					
• Takes successfully measures to implement decision outlined in the Strategic Plan and the Biennial Working Programme					
Management Performance Comments:					

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Section 4: Goals for the Next Review Period	
Goal 1	
Goal 2	
Goal 3	
Goal 4	
Goal 5	
Comments:	

Section 5: Performance Improvement Plan
Outline any areas where the Executive Director needs improvement to reach higher levels of performance.

Section 6: Development Plan
Outline training/development that will enhance Executive Director's contribution to the organization. Also specify areas of support and action that the Board can do to help the Executive Director.
Other Comments:

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Executive Board Assessment (conducted annually according to the strategic plan)

Considerations	5 strongly agree	4 agree	3 unsure	2 disagree	1 strongly disagree
1. EB has a full and common understanding of roles and responsibilities of the board					
2. EB understand ICSSPE's vision, mission, and values					
3. Structural pattern is clear, delineated in bylaws, and followed by EB					
4. There are adequate number of well-functioning board committees and other work groups					
5. EB actively participate in strategic planning and ongoing strategic thinking.					
6. EB has adopted and uses explicit measures of progress toward identified outcomes					
7. EB attends to policy-related decisions which effectively guide operational activities of staff					
8. EB receives regular reports on budget, program, performance, and other important matters					
9. EB helps set fundraising goals and is actively involved in some aspect of fundraising					
10. EB effectively represents the org to the community					
11. Board meetings are adequate in length and held at the right time					

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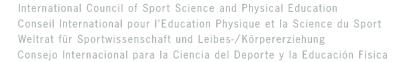
12. board meetings facilitate focus and progress on important organizational matters with reporting kept to a minimum					
13. EB regularly evaluates and develops yearly goals with the ED					
14. All necessary skills, stakeholders, and diversity are represented on the board					
15. EB culture encourages and welcomes open discussion, even when members disagree					
16. EB has an emergency succession plan (if ED suddenly is no longer available)					
17. EB is attentive to building leadership capacity on both EB and staff					
18. EB has a packet of materials for new board members and orientation process					
19. EB is sufficiently knowledgeable to ask meaningful questions about finances and financial management					
20. EB discussions focus on ICSSPE's future NOT its past					
21. Each board member feels involved in the board's work					

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Protocol and Communication

- Communication usually occurs in English. French, German and Spanish are additional work languages of ICSSPE.
- Written communication usually takes place via email. This also applies to invoices.
- Office staff is required to reply to emails within 4 work days.
- Office staff members copy the Executive Director into their email communication.
- The ICSSPE logo must only be sent to members or partners after they have outlined the specific purpose of the usage and the Executive Director has agreed to it. Mailing of the logo includes the guidelines for usage which are outlined in the corporate design manual and which must be obeyed to.
- Attachments to emails, which use ICSSPE letterhead, must only be sent as pdf to discourage fraud.
- The usage of ICSSPE letterhead is restricted to convey official ICSSPE letters, statements, invoices, references, etc. For extraordinary cases or personal purposes, the usage requires approval by two members of the Board of Directors.

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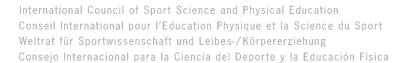
Rules of Procedure for Membership Admission

1. Guidelines

The rules of procedure for membership admission are stated in articles 3 and 4 of the Statutes and Byelaws.

2. Procedure of Admission

Applications for membership shall be forwarded to the Executive Director in writing together with the following documents:

- Completed ICSSPE Membership Application Form signed by the person authorized to represent the applying institution or organisation.
- The Statutes of the applicant as amended on the date of the application or the applicant's comparable documents.
- Minutes of the applicant 's formation meeting, alternatively of the membership meeting or meeting of the delegates, which decided on the motion to submit an application for membership.
- List of legal representatives of the applicant and organisational chart, including the membership structure.
- Copy of the applicant's registration certificate by the relevant legal governmental authority.

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Grievance Procedure

1. Legal Background

The Grievance Procedures at the work place are regulated through the General Equality Act, § 13 and the Work Constitution Act, § 84 of Germany.

General Equality Act / § 13 Right of Appeal

(1) [1] Employees have the right to complain to the responsible departments of the company, company or department if they feel disadvantaged in connection with their employment relationship by the employer, superiors, other employees or third parties for one of the reasons specified in Section 1. The complaint must be examined, and the result must be communicated to the employee making the complaint.
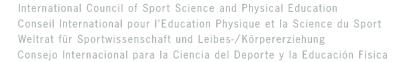
Work Constitution Act / § 84 Right of Appeal

(1) Every employee has the right to complain to the competent authorities of the company if they feel they are being disadvantaged, treated unfairly or otherwise impaired by the employer or employees of the company. He can call in a member of the works council for support or mediation.

(2) The employer must notify the employee about the handling of the complaint and, if he considers the complaint to be justified, to remedy it.

(3) The employee must not suffer any disadvantages due to the filing of a complaint

2. Procedure

If a staff member wishes to make a complaint against

- a colleague or a member of the Executive Board or the Development Committee, the complaint shall be addressed to the Executive Director. She or he shall help to settle the conflict.
- the Executive Director, the employer shall first approach him or her and address the issue. The complaint and the response shall be minuted and signed by both parties. The minutes shall contain a mutually agreed date at which the case will be addressed again. If this is not successful, the staff member has the right to approach the Board of Directors (§26BGB).

In all cases, action is dependent upon the seriousness of the complaint and shall respect the safety and integrity of all parties involved.

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Procedures for Hiring and Leave

Hiring new staff members for the Executive Office has to follow the guidelines of German authorities as long as these contribute substantially to ICSSPE's budget and reserve the right for themselves to be involved in the decision. Thus, the hiring process requires the following:

- a public announcement of vacancies on relevant platforms, e.g. of employment agencies, of ICSSPE and of members' websites, and in social media;
- the approval of salary level according to tasks and qualifications of the candidate by the funding German authorities;
- the approval of the selected candidate through the funding German authorities.

Short term appointments to fulfil tasks related to a specific project, e.g. Erasmus+, as well as the employment of interns do not fall under these regulations.
The internal selection process is led by the Executive Director. She or he may create a commission to evaluate the applications. The contract and its termination need to be signed by one or more legal representatives.

Registered in Germany, employment, including hiring someone and terminating a contract, falls also under German labour law. This includes guidelines for the written work contract including amount of daily work hours, regulations concerning annual leave, termination procedures as well as rights and duties for everybody involved etc. ICSSPE work contracts are prepared by a German specialist lawyer in labour law.

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Sexual Harassment Complaints Procedures

Anyone who is subject to sexual harassment should, if possible, inform the alleged harasser that the conduct is unwanted and unwelcome. ICSSPE recognizes that sexual harassment may occur in unequal relationships and that it may not be possible for the victim to inform the alleged harasser.

If a victim cannot directly approach an alleged harasser, he or she can approach one of the designated staff members responsible for receiving complaints of sexual harassment. This person could be the Executive Director, the President, or a member of the Executive Board.

When a designated person receives the complaint of sexual harassment, he or she will:
- immediately record the dates, times and facts of the incident(s)
- ascertain the view of the accuser as to what outcome he or she wants
- ensure that the accuser understands ICSSPE's procedures for dealing with the complaint
- discuss and agree what the next steps are: either informal or formal complaint, on the understanding that choosing to resolve the matter informally does not preclude the victim from pursuing a formal complaint if (s)he is not satisfied with the outcome
- keep a confidential record of all discussions
- respect the choice of the accuser
- ensure that the accuser knows that (s)he can lodge the complaint outside of ICSSPE through the relevant country/legal framework (in ICSSPE's case, Germany).

Throughout the complaints process, a accuser is entitled to be helped by a counselor designated by ICSSPE. ICSSPE will nominate a number of counselors and provide them with special training to enable them to assist accusers of sexual harassment. ICSSPE recognizes that because sexual harassment often occurs in unequal relationships within the workplace or board, victims often feel that they cannot come forward. ICSSPE understands the need to support accuser in making complaints.

Informal Complaints Mechanism

If the accusers wishes to deal with the matter informally, the designated person will:
- give an opportunity to the alleged harasser to respond to the complaint
- ensure that the alleged harasser understands the complaint mechanism
- facilitate discussion between both parties to achieve an informal resolution which is acceptable to the complainant or refer the matter to a designated mediator within ICSSPE to resolve the matter.
- ensure that a confidential record is kept of what happens
- follow up after the outcome of the complaints mechanism to ensure that the behavior has stopped
- ensure that the above is done speedily and within 10 day of the complaint being made.

Formal Complaints Mechanism

If the accuser wants to make a formal complaint or if the informal complaint mechanism has not led to a satisfactory outcome for the accuser, the formal complaint mechanism should be used to resolve the matter.

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The designated person who initially received the complaint will refer the matter to the Executive Director, the President, or another board member to instigate a formal investigation. The person may deal with the matter him/herself, refer the matter to an internal or external investigator or refer it to a committee of three others on the board or in the office in accordance with this policy. The person carrying out the investigation will:

- interview the accuser and the alleged harasser separately
- interview other relevant third parties separately
- decide whether or not the incident(s) of sexual harassment took place
- produce a report detailing the investigations, findings and any recommendations
- If the harassment took place, decide what the appropriate remedy for the accuser is, in consultation with the accuser (i.e., an apology, a change in working arrangements, a promotion if the accuser was demoted as a result of the harassment, training for the harasser, discipline, suspension, dismissal)
- follow up to ensure that the recommendations are implemented, that the behavior has stopped and that the accuser is satisfied with the outcome
- if it cannot determine that the harassment took place, (s)he may still make recommendations to ensure proper functioning of the workplace
- keep a record of all actions taken
- ensure that all records concerning the matter are kept confidential
- ensure that the process is done as quickly as possible and in any event within 10 days of the complaint being made.

Outside Complaints Mechanisms

A person who has been subject to sexual harassment can also make a complaint outside of ICSSPE. She or he can do so through procedures of the German government.

Sanctions and Disciplinary Measures

Anyone who has been found to have sexually harassed another person under the terms of this policy is liable to any of the following sanctions:
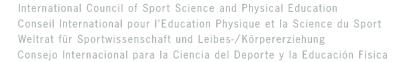
For paid staff:

- verbal or written warning
- adverse performance evaluation
- reduction in wages
- transfer
- demotion
- suspension
- dismissal

For volunteers:

- verbal or written warning
- adverse performance evaluation
- removal from board or position

The nature of the sanctions will depend upon the gravity and extent of the harassment. Suitable deterrent sanctions will be applied to ensure that incidents of sexual harassment are not treated as

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trivial. Certain serious cases, including physical violence, will result in the immediate dismissal of the harasser.

Implementation of this Policy

ICSSPE will ensure that this policy is widely disseminated to all relevant person. It will be included in the staff handbook. It will be placed on the ICSSPE website for public to view. All new employees and board members must be trained on the content of this policy as part of their induction into ICSSPE. It is the responsibility of the Executive Director and the President to ensure that all employees and board members are aware of this policy.

Monitoring and Evaluation

ICSSPE recognizes the importance of monitoring this sexual harassment policy and will ensure that it anonymously collects statistics and data as to how it is used and whether or not it is effective. Those responsible for dealing with sexual harassment cases will report on compliance with this policy, including the number of incidents, how they were dealt with, and any recommendations made. This will be done annually. As a result of this report, ICSSPE will evaluate the effectiveness of this policy and make any changes needed. This can be done through questionnaires completed by employees and/or board members, feedback from victims or those who work in the complaints process.