

Unit OF11 Establish and manage relationships with competitors and competitor representatives

Introduction

Summary

The quality of the relationship between officials and competitors makes an important contribution to the success of competition, both for competitors and spectators. Officials need to be able to establish and maintain their authority over competition whilst gaining the respect and co-operation of competitors. Often officials need to liaise with competitors' representatives – such as coaches, physios and team managers – as well in order to deal with objections and queries, and it is important that there is a similar level of respect and co-operation. Conflicts will sometimes occur with or between competitors and the official needs to be able to deal with these conflicts smoothly and effectively whilst maintaining their authority.

The unit is divided into three parts. The first part describes the three things you have to do. These are:

- OF11.1** **Establish and manage relationships with competitors**
- OF11.2** **Establish and manage relationships with competitor representatives**
- OF11.3** **Manage conflicts and disputes**

The second part covers the knowledge and understanding you must have.

Target Group

This unit is for officials in a variety of sports and officiating roles at the higher levels in their sport/activity (usually at national level).

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OF11.1

Establish and manage relationships with competitors

The National Standard

What you must do

To meet the national standard, you must:

1. establish and maintain a rapport with **competitors** which is based on a desire for the success of the competition
2. display confidence and authority in regard to your decisions
3. strive to maintain the co-operation of **competitors**
4. uphold the rules/laws/regulations and spirit of your sport/activity in all interactions with **competitors**
5. **communicate** clearly and courteously with **competitors**
6. show objectivity and neutrality in all dealings with **competitors**
7. actively listen to **competitors** whilst resisting any pressure to influence your decisions
8. explain the reasons for your decisions where appropriate
9. act within the limits of your authority and treat **competitors** fairly and equitably.

What you must cover

This element covers the following types of:

a competitors

- 1 individuals
- 2 teams
- 3 groups

b communication

- 1 verbal
- 2 non-verbal

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OF11.2

Establish and manage relationships with competitor representatives

The National Standard

What you must do

To meet the national standard, you must:

1. acknowledge communications from **competitor representatives** and respond to these when appropriate
2. politely deal with queries, objections and requests from **competitor representatives**
3. deal with queries and requests in line with the rules/laws and regulations of your sport/activity
4. provide reasons for your decisions whilst resisting pressure to change your decisions
5. follow your organisation's procedures in response to unacceptable behaviour by **competitor representatives**
6. deal, and be seen to deal, with **competitor representatives** fairly and equitably.

What you must cover

This element covers the following types of:

- a **competitor representatives**
 - 1 coaches
 - 2 managers
 - 3 medical staff

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OF11.3

Manage conflicts and disputes

The National Standard

What you must do

To meet the national standard, you must:

1. where possible, anticipate **conflicts/disputes** and prevent them from developing
2. communicate clearly and calmly with those involved in the **conflict/dispute**
3. use language and behaviour that does not make the **conflict/dispute** worse
4. maintain a safe and appropriate distance from those involved in the **conflict/dispute**
5. acknowledge the views of those involved whilst remaining objective and neutral
6. politely but firmly encourage people to resolve the **conflict/dispute**, pointing out possible sanctions
7. apply sanctions in line with the rules/laws/regulations of your sport/activity
8. record and report the **conflict/dispute** in line with your organisation's procedures
9. if those involved continue to take part in competition, monitor for any further signs of **conflict/dispute**

What you must cover

This element covers the following types of:

- a conflict/dispute**
- 1 between competitors
 - 2 between officials and competitors
 - 3 between officials and competitor representatives

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What you must know and understand

To be competent in this unit, you must know and understand the following

- K1 Why it is important to ensure effective working relationships with competitors
- K2 Why it is important to ensure effective working relationships with competitor representatives
- K3 The types of competitor representatives you work with and their roles and responsibilities
- K4 How to establish and maintain a rapport with competitors and why this is important
- K5 How to display confidence and authority and why this is important
- K6 How to maintain the co-operation of competitors during competition
- K7 Why it is important to communicate clearly and courteously with competitors and how to do so both verbally and non-verbally
- K8 How to actively listen
- K9 The types of pressures you may come under from competitors to change your decisions and why it is important to resist these
- K10 Why you should, where appropriate, explain the reasons for your decisions and when it is appropriate
- K11 Equity policies and how they affect the work of officials
- K12 Circumstances in which you should acknowledge and respond to communications from competitor representatives
- K13 The types of queries and requests you should deal with from competitor representatives and when to do so
- K14 The importance of avoiding situations that may lead others to think you are being influenced by competitor representatives
- K15 How to deal with objections from competitor representatives whilst resisting pressure to change your decisions
- K16 What constitutes unacceptable behaviour by a competitor representative and the procedures you should follow
- K17 The typical disputes and conflicts that occur in your sport/activity and how to deal with these
- K18 How to anticipate conflicts and disputes before they develop

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- K19 How to communicate clearly and calmly in a conflict situation
- K20 Types of language and behaviour on your part that might make the situation worse
- K21 Why it is important to maintain a safe and appropriate distance from those involved in conflicts/disputes
- K22 The possible sanctions available to you
- K23 Procedures for recording and reporting conflicts/disputes and why they are important