

TARGET RIFLE AUSTRALIA



TRA LEVEL 1 RANGE OFFICER'S COURSE

PARTICIPANT MANUAL

NAME

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MODULE 1 INTRODUCTION

■ Venue Management

Do you know where:

- In case of an emergency do you know:
 - When to leave and where to go
 - Where the nearest exit is?
 - Where an alternative exit is?
- Where to get Refreshments and drinks?
- Where the toilets are?

■ TRA Officiating Program Structure

Shooting Australia's Officiating Scheme encourages member disciplines to develop level/s of accreditation for their sport's officials. TRA has two such courses which are accredited through TRA - Range Officer and TRA Official.

These courses aim to give officials knowledge, experience and methods to improve officiating skills. Especially with the TRA Range Officer course, to encourage and equip beginner officials with appropriate methods and confidence to officiate at the introductory level of sport - clubs, where officials can learn new skills and become competent and make a valuable contribution as an essential part of sport.

TRA Official's course takes the Official further along the Officiating pathway and leads to the Shooting Australia Technical Official's accreditation, and ultimately to ISSF B, and then A accreditation.

The desired outcome is for all qualified officials to maintain core competencies to:

- Apply accurate and consistent decision making;
- Apply more effectively their technical knowledge of sport;
- Plan and organise their own performance more effectively;
- Plan and implement basic officiating administrative procedures.

Each Course has three principle components:

- Core Officiating principles - fundamentals of officiating
- Sport Specific - knowing rules and requirements of officials
- Officiating practice - being an active official.

The main reasons we need to accredit range officials at club level are:

- To keep our ranges operating safely by having competent officials that have a sound level of knowledge and skill.
- To improve the application of safety rules, processes and procedures by everyone who use firearms on our ranges.
- To use consistent, clearly understood instructions and procedures to participants, visitors and spectators.
- To improve the credibility of Range Officials when dealing with administrators on matters of safety on ranges.
- To ensure volunteer range officials understand their legal and moral obligations when performing their range duties.
- To raise the general level of respect for all sport officials

■ **Shooting Australia's (SA) Technical Officials Accreditation Structure**

Shooting Australia has responsibility for management of ISSF 'A' and 'B' level accredited officials for local and international matches. In 2020, Shooting Australia developed an accredited Officiating accreditation available to all its Members.

This Manual and Workbook starts the Official's journey and is to be used in the Level 1 course as conducted by Target Rifle Australia Ltd. Assessment tasks are included in the Workbook.

The aims and objectives of the TRA Range Officer's Course are:

- To provide officials for all target shooting sports capable of conducting shooting sessions at club level
- Provide encouragement and make it easier for Affiliate Club Members to become accredited officials
- Promote firearms safety
- Provide a clear development path for officials who aspire to the highest level of accreditation and service as an official, both at national and international level.

The expected outcomes of having range officials are:

- To have a pool of competent range officials to safely operate shooting sessions at least at club level and ultimately for State and National competitions.
- Maintaining ranges in a safe operating status at all times.
- Ensure new and prospective members are properly trained in safe handling of firearms and safe range practices and procedures.

Summary - main points

- TRA and Shooting Australia are committed to training officials
- TRA Accredited Officials help to maintain the safe operation of clubs
- Ensuring the safety of all – participants, visitors, organisers, other Officials etc
- The OFFICIAL'S PATHWAY is
 - ...TRA L1 RANGE OFFICER FOR CLUB/STATE LEVEL OFFICIALS
 - ...TRA L2 OFFICIAL FOR STATE/NATIONAL LEVEL OFFICIALS
 - ...SHOOTING AUSTRALIA TECHNICAL OFFICIAL ACCREDITATION
(FOR THOSE WORKING AT NATIONAL & SA EVENTS)
 - ...ISSF LEVEL B
 - ...ISSF LEVEL A

There is no assessment for this module

MODULE 2**LEGAL RESPONSIBILITIES & RISK MANAGEMENT****LEGAL RESPONSIBILITIES OF OFFICIALS****■ Make informed decisions on legal responsibilities and related safety issues**

To make well informed decisions, competent officials need appropriate knowledge and skills to do so.

Many Range Officials have made decisions and taken actions with their best intentions but may have done so without too much thought as to the possible consequences of them. They may have also not given an instruction or taken action believing it to be beyond their scope of responsibility and more of the role of an organiser or administrator.

Officials have a responsibility to ensure the safety of participants, organisers and the public for activities under their control.

■ Law of Torts

Essentially the Law of Torts explains the relationship between sport and the law which deals with people's wrongful acts which may cause injury or damage to other people or their property and how the court determines an award as compensation. The liability of such a claim on any sporting activity should ensure it's done as safely as any reasonable person can make it.

This applies equally between administrators, organisers and officials.

There are three broad classifications of acts which cause sporting injuries or damage - assault, negligence or accidents. Battery or Trespass (assault) and negligence are the two major types of tort.

Assault – is a deliberate act causing injury to a person and does not matter that the defendant did not contemplate the precise extent of the injury caused by their actions.

The tort of assault requires the following three elements to be present:

- The direct application of forceful contact by one person on another person
- The absence of consent by the person who was forcefully contacted and
- An injury as a result of the offensive contact.

ACTIVITY 2.1

The basic principles used to govern negligence are the simple principles of common sense, reason and foresight

In determining whether an official has been negligent, the law will apply a four-tiered test to the individual situation. An affirmative answer to each of these questions is required for an action in negligence to be successful.

1. Did the sports official owe a duty of care to the participant (duty of care)?
2. Did the sports official breach or fail to discharge that duty of care (standard of care)?
3. Did the participant suffer damage as a result of the sports official's breach of failure (causation)?
4. Was the participant's injury caused by the sports official reasonably foreseeable (remoteness of damage)?

Duty of Care - At law every person 'must take reasonable care to avoid acts and omissions which (he or she) can reasonably foresee would injure (his or her) neighbour' (judgement of Lord Atkin in *Donoghue v Stevenson* (1932) AC 562).

In the officiating context, given the relationship between a sports official and a participant and the proximity between the parties, a duty of care is likely to exist to ensure that the participant is not injured.

Reasonable Person Test - The law will look at what a 'reasonable sports official' would have done in the circumstances to determine whether there has been a breach of the duty of care owed by a sports official to the participant.

In determining the standard of care expected of a sports official, the following factors may be taken into account.

1. **The type of activity** - the more hazardous the activity, the greater the standard of care expected of sports officials in relationship to the participants
2. **The characteristics of the participant** - the age and ability of the participant. A higher standard is expected for younger or disabled participants or where it can be reasonably argued that they may have been placed in a situation with which they could not cope.

3. **The sports official's training and experience** - Generally the more trained and experienced a sports official is, the higher the standard of care imposed.

The reasonable person test establishes that the mere fact that there was something more that could have been done to avoid the injury occurring, does not necessarily establish that there had been a failure to meet the reasonable standard of care.

In considering whether a person was harmed by the actions or inactions of another, decision-makers will take into account the circumstances and available information that existed at the relevant time. Our reasonable person is certainly quite prudent – but not invincible.

ACTIVITY 2.2

If sports officials act reasonably in the circumstances, comply with the law and adopt risk management strategies to minimise the risks arising in the first place, the chances of being held legally liable is greatly diminished. As with any area which involves risk, sports officiating is one where risks can be substantially reduced by good housekeeping, preparation, and ensuring a safe sporting environment.

DEVELOP A RISK MANAGEMENT CULTURE

■ Application of Risk Management policy

The goal of any Risk Management strategy should be to ensure that everyone who visits a Rifle Range to participate, be an official athlete or as a spectator, should go home as healthy as they arrived.

To do this requires at least administrators and officials to apply a simple three step strategy before they are involved with any activity:

1. **Take time to identify hazards**

All activities involve an element of risk. Take time to briefly consider what activity/s will be involved by whom and when and what would be the result if something did (or did not) happen.

ACTIVITY 2.3

Hazard Identification Checklist

Use the following checklist to identify hazards around a rifle range

Hazard Type	Possible Hazard – Questions to ask
Human Movement	Is manual handling (lifting, pushing and pulling) causing any problems? Are items being lifted easy to grasp, have no sharp edges, are not hot, cold, slippery or bulky
Human Position	Do the work areas match the physical needs of the people performing the task? Do tasks require awkward postures or repetitive movement
Gravitational (People)	Is there a risk of people slipping, twisting, tripping or falling? Is there a risk of people falling from height?
Gravitational (Objects)	Can objects, such as chairs and ladders topple or fall? What can fall from above and are people protected (barriers, nets)?
Machine (Fixed)	Do people interact with fixed machinery? (e.g. TCMs, electronic targets) Are physical guards / protection from any moving parts in place?
Machinery (Mobile)	What vehicles or mobile machinery movements pose a hazard?
Equipment (Portable)	What items of equipment are required? Are all items of equipment in good working order?
Stored (Pressure)	Are cylinders and pressure vessels in good working condition? Are cylinders and pressure vessels stored correctly in safe storage area?
Chemical	What tasks involve hazards chemicals? Are hazard chemicals stored safely? (Flameproof Cabinets)
Electrical	What activities have the potential for exposure to live electrical wires What tools or equipment have potential to cause electrical shock
Thermal	Where are there areas of extreme heat or cold?
Object (Kinetic)	Are there any flying objects? (e.g. ricochet or splashback) What is done to contain free moving objects?
Vibration	Is there machinery that produces excessive noise?
Noise	Are there tasks that must be done in areas of excessive noise?
Biological	Are there tasks that pose a risk of infection from exposure to bacteria, fungi, animals etc?

2. Access all the identified risks.

Risks can be classified by two principle measures:

- The range of severity (impact) of the outcome
- The likelihood (frequency) of the event/outcome happening.

By using a Risk Indicator Matrix using both these measures as axis in a table it is very easy to qualitatively assess the risk and use this indicator as a tool in decision making.

Risk Indicator Matrix

Severity ⇨ ↓ Likelihood	Catastrophic (4)	Critical (3)	Marginal (2)	Negligible (1)
Almost Certain (A)	High (4A)	High (3A)	High (2A)	Medium (1A)
Likely (B)	High (4B)	High (3B)	Medium (2B)	Low (1B)
Occasional (C)	High (4C)	High (3C)	Medium (2C)	Low (1C)
Unlikely (D)	High (4D)	Medium (3D)	Low (2D)	Low (1D)
Rare (E)	Medium (4E)	Low (3E)	Low (2E)	Low (1E)

Severity Categories Matrix

Severity	Category	Description
Catastrophic	4	Death, huge venue or financial loss or high public image impact
Critical	3	Severe injury, illness, or major venue or environmental damage
Marginal	2	First aid treatment, or medium financial or venue damage
Negligible	1	No injury, illness, low financial loss or quick environmental clean-up

Likelihood Levels Matrix

Probability	Level	Single Event	Multiple Events
Frequent	A	Likely to occur frequently	Continuously experienced
Likely	B	Likely to occur several times	Likely to occur several times
Occasional	C	Likely to occur sometimes	Likely to occur several times
Unlikely	D	Unlikely but possible	Unlikely but can reasonably be expected to occur
Rare	E	So unlikely it is assumed occurrence may not happen	Very unlikely but possible

3. **Make the changes to eliminate or reduce the risk**

The goal of hazard identification and management is by using risk treatment strategies and controls to get all activities into one of the Low areas in the Risk Indicator Matrix.

Five primary strategies for making changes, using a hierarchy of controls to move activities to Low from the High and Medium areas.

- Elimination **Most Effective**
- Substitution
- Engineering Controls
- Administrative Controls
- Personal Protective Equipment **Least Effective**



Elimination - Discontinue the activity altogether - don't do it!

Substitution - Find another safer way of doing this activity.

Engineering Controls - install barriers, guards and safety mechanisms

Administrative Controls - transfer the risk by erecting warning signs, ensure adequate training is provided, insurance.

Personal Protective Equipment - to be used (i.e. Ear plugs)

Once a strategy or combination of strategies have been decided to put adequate controls in place, then the next task is to decide the who, when, where and how the control will be implemented and maintained whenever the activity will occur. Then continue to review the impact of the controls to move and sustain the level of risk into Low risk areas on the Risk Indicator Matrix table.

■ Relevant Legislation

For officials, undertaking any risk management process is an extremely positive strategy to demonstrate a commitment to continuous improvement of safety within the scope of their control and influence.

Most State Governments have recently enacted legislation to further compliment existing legislation in an effort to address public liability. Some of it also defines limits to claims against volunteers. For all this legislation to be effective to mitigate any liability, it is important to know and understand the scope of each piece of legislation and its application to volunteer officials.

For officials, the intent of most of this legislation is to reduce the risk of being sued for something they did or failed to do, if they are acting within the scope of the work and directions given to them by the organisation.

ACTIVITY 2.4

SPORT 1**KNOW THE RULES – INCLUDING RANGE GUIDES****■ Obligations of Range Officials**

The principle obligations of any Range Official is ensure discipline of all shooting activities on a range and take precautions to prevent accidents, either to those using the range or to the public. There are two broad classifications of rules used by Officials to fulfil this role.

Competition Rules such as those in the TRA, RBA and ISSF rule books, ensure everyone can participate fairly in a sporting competition. They specify:

- Types and dimension of permitted firearms
- Types and dimensions of targets
- Types and calibre of permitted ammunition
- Method and processes for scoring
- Allocation of firing points to competitors
- Competition time limits with start and stop commands
- Legal physical positions and attributes for each competition
- Types and size of permitted clothing and footwear

Range Rules such as those defined in Standing Orders or Range Operational Plans approved by Inspectors of Ranges contain:.

- The types and calibre of firearms permitted to be used
- The type and calibre of ammunition that can be fired on a range
- Position and specification of warning signs, flags, lights etc. before the range is operational
- Specifications for position and condition of target, bullet catches
- Location and physical positions for firing points on the range
- Range clearance procedures before and after firing
- Special considerations for night firing
- Limitations on forward movements when adjacent ranges exist

ACTIVITY S1.1

■ Role of Range Officials

It has already been established that there is a clearly defined legal “Duty of Care” relationship between a Range Official and users. This relationship means there is an obligation to ALWAYS apply all range safety rules. They will take precedence over competition rules.

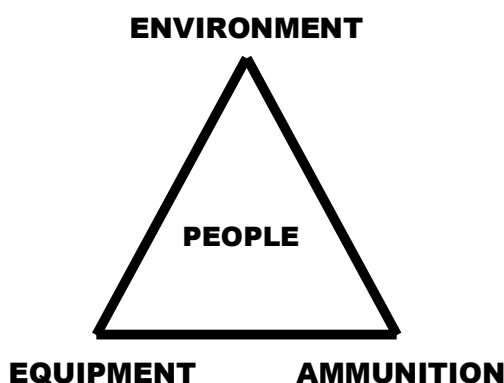
The Duty of Care responsibility requires every range official to:

- Understand the legal obligations of their actions
- Ensure that safety activities are their primary role
- Know how to perform correct on-range management control
- Be suitably positioned to observe and supervise the range

In the unfortunate event of a wounding or even worse a death resulting from shooting, the Range Official will almost certainly be involved in an investigation. Even an obvious “accidental wounding” can be found to be a criminal act in some States. For a death, presentation of evidence of actions to a Coroner’s Inquest is the most likely outcome.

For Range Officials, the outcomes of any investigation will certainly be influenced by the results of the “4 tier test for negligence” taking into account the factors of the reasonable person test. By a Range Official following some simple Risk Management strategies and application of Safety Triangle controls to manage their actions it improves the likely outcomes of any investigations.

■ Safety Triangle for Range Use Control



A safety triangle describes the three principal components required a person to use a firearm Equipment (FIREARM), Environment (RANGE), Ammunition.

By keeping at least one component of this Safety Triangle from the immediate vicinity it significantly minimise any risk of any unexpected outcome.

- People take a firearm on to the firing point but ammunition is only brought to the firing line once down-range has been cleared ready for shooting.
- Firearms and ammunition are on the firing point but everyone has to stand back until a range official has inspected the contents of the action/breach.
- Nobody handles a firearm or ammunition on the firing line while there are personnel down range.

■ Range Guides for Operation of Ranges

Uniform application of Range Operational Rules by all Range Officials is an essential requirement of any sound safety policy. Standard Range Guides are a valuable tool to ensure completion of all activities and checking compliance with every requirement of the Range Rules.

Use of familiar, clear and well understood commands is crucial for the safe management of all shooting activities. The major component of Range Guides includes these uniform commands. They also include proven procedures that enforce the principles of the Safety Triangle.

Range Guides typically contain:

- Range and safety checks required before it is ready for use.
- Range Official standard commands for moving and removing firearms from the firing point.
- Steps to make sure the down range area is safe and ready for use.
- The start and stopping of any shooting activities including when it is safe to load or immediate unloading of firearms is required.
- How to issue warnings and carry out any disciplinary actions.
- How to manage “exceptions” during shooting.

Use of consistent commands by Range Officials helps with training novice shooters to safe range practices and procedures. It also reinforces the risk management culture and Safety Triangle concepts required for safe range operation and management.

ACTIVITY S1.2

MODULE 3

RANGE CONDITIONS – RUNNING A RANGE SAFELY

■ Range Designs

All operational ranges must be approved, usually by the State Police personnel. The usual basis of approval is to enforce Range Orders which are essentially a set of policy and procedure statements detailing the safe use of a range.

The foundations of a set of Range Orders are defined by a range's layout and safety design features. These are influenced by a range's location and/or its proximity to public roads, paths, houses parks and neighbouring habitation to the side and down-range.

Safety Templates are used to dimension the size of danger areas and hence acceptably safe layouts. These template dimensions are determined by analysis of two elements:

- The type and calibre of firearm used
- Type and style of shooting practice that is to be conducted.

These are combined with a wide range of anticipated factors such as:

- Human error dispersion angles - rifles different to pistols
- Ricochet angles and distances - determined by calibre
- Distances from high elevation fire and impact of wind.

Safety templates are applied from all firing points to all target areas to define the total danger area of a range.

It is beyond the scope of this course to go into detail how these factors are applied to determine a Range danger area. However it is important to know about three basic safety templates for rifle ranges:

- Full size range danger area - remote country areas
- Partial safety template area - outer metro and country areas
- No safety template - typically indoors & inner metro sites

A Full Size Danger Area range is where minimal control has been installed to halt a projectile's trajectory down range or after a ricochet. A typical range has only a small backstop of minimum height with no side or overhead protection for ricochet restrictions.

A **Partial Safety Danger Area** range has a reduced danger area because it has a combination of topographical features and/or installed safety features that restrict or contain a projectile's trajectory. Typically topographic features are high hills, quarry walls or high man-made walls. Installed safety features include efficient bullet decelerators (catchers), wing walls, side walls or baffles both side and overhead.

A **No Danger area** range must have a combination of safety features that prevents any projectile from leaving the immediate area of the range, when shot from any firing point in the direction of the targets, using the type of practice approved by the Range Orders. Most indoor ranges and outdoor ranges in heavily populated metro areas have no danger area and have appropriate safety features.

ACTIVITY 3.1

■ **Projectile Trajectory**

A bullet's trajectory is determined by its calibre, speed and the type of firearm that fired it.

Centre-fire cartridges have projectiles that travel (>6Km) and ricochet (500m) the furthest because they are generally the fastest and heaviest. As a consequence these ranges must have the greatest full danger area or the greatest safety control features.

Rim-fire cartridges have smaller projectiles that can travel (<2Km) and ricochet (80m) significantly less distance and travel slower than most centre-fire cartridges. Therefore the total danger area is much smaller and safety features can be but are not necessarily at a lesser level.

Shotgun cartridge projectiles are small pellets of lead, the heaviest of which can't travel more than 700m but can ricochet almost half this distance. Because of this feature the dimensions of the danger area are very different, wider but shorter than the previous two cartridges.

Other projectiles black powder projectiles and air rifle pellets also require specific danger areas that match their characteristics.

Barrel length also determines a projectile's trajectory. Typically a Pistol's shorter barrel results in a shorter but wider trajectory. They also have a wider human error dispersion angle. Hence Pistols generally require more safety control features to be installed on ranges to ensure the same level of safety as a rifle range.

■ Enforcement of Range Safety Area

When the boundaries of a range's Safety (danger) Area have been defined and approved then it becomes a matter of enforcing this exclusion zone. Before any shooting can be done a Range Official must ensure all people and possibly animals has been cleared from this area.

To assist with this task Range Orders typically contain some mandatory safety requirements like the installation and use of Boundary fencing, safety walls, warning signs, flags and lights for night shooting

It is important that all these requirements are checked for compliance. Flags and lights need to be flown or switched on before the range is ready for use. A frequent maintenance check of fences, walls and warning signs is also needed.

If for any reason there is non-conformance to the Range Orders by any of these safety items then it's a Range Official's "Duty Of Care" responsibility to close the range for all shooting until such time as repairs are done or replacements can be found. Use of unapproved alternatives should not be considered if there is any doubt.

Sentries to patrol safety area boundaries is another strategy that is used to keep a danger zone clear. Range Orders would specify their location and a minimum level of communications with a Range Official. They are typically used on centre-fire rifle ranges with large danger zones where it is likely people could enter unaware of the danger.

Operations of an adjoining range may also impact on a range safety zone.

Overlapping safety templates may cause restrictions to people's movements on one or both ranges. With ranges where firing points move up and down the range this impact may not always be obvious.

If adjoining ranges are being used at the same time it is important for a Range Official to take the time to check if there is likely to be any impact on the operation of the range and maybe warn Range Officials on the adjacent range.

■ Management of Range Operation

Before any Range Official can consider a range safe for use it is important to establish that its approval is still current and mandatory checks have confirmed there is compliance with EVERY obligation contained in the Range Orders. Non-compliance with just one obligation is sufficient to suspend ALL shooting.

Range Guides are important tools used by Range Officials to confirm compliance with Range Order obligations as well as any competition requirements. A sound understanding of their basic contents is essential to be able to properly perform the mandatory compliance checks before any shooting starts.

ACTIVITY 3.2

MODULE 4 MANAGING PEOPLE – COMMUNICATION SKILLS

■ Definition of Communications

“Imparting or exchanging information” - Oxford Dictionary

■ Why Teach Communication to Officials?

Communication is a very important skill for Officials - to be able to effectively relate to participants to ensure a Range is managed well.

Communications can be verbal and non-verbal.

Good communicators are at a personal and social advantage on and off the range.

ACTIVITY 4.1

■ Effective v Ineffective Communications

Effective communication is important for two reasons. First, communication is a process by which planning, organising, leading and controlling are accomplished within any organisation. Second, communication is the activity which links organisations together.

Communication also presents the face of the sport and person to the outside world.

To become effective communicators, officials need to be skilled in six areas.

- Verbal Communications
- Active listening/talking
- Awareness of barriers to effective listening
- Written Communications
- Self awareness/reflection
- Strategies & techniques to improve communications

Good Communication skills are associated with:

- Confidence
- Personal Power
- Low Stress Levels
- More satisfying and successful relationships
- Skill in relating to others
- A healthy Self-concept
- Accurate and consistent decisions

Poor Communication skills are associated with:

- A lack of confidence
- A lack of personal power
- High Stress Levels
- Inaccurate and inconsistent decision making
- Poor relationship skills
- Unsatisfying relationships
- An unhealthy self-concept

■ The Injection Myth

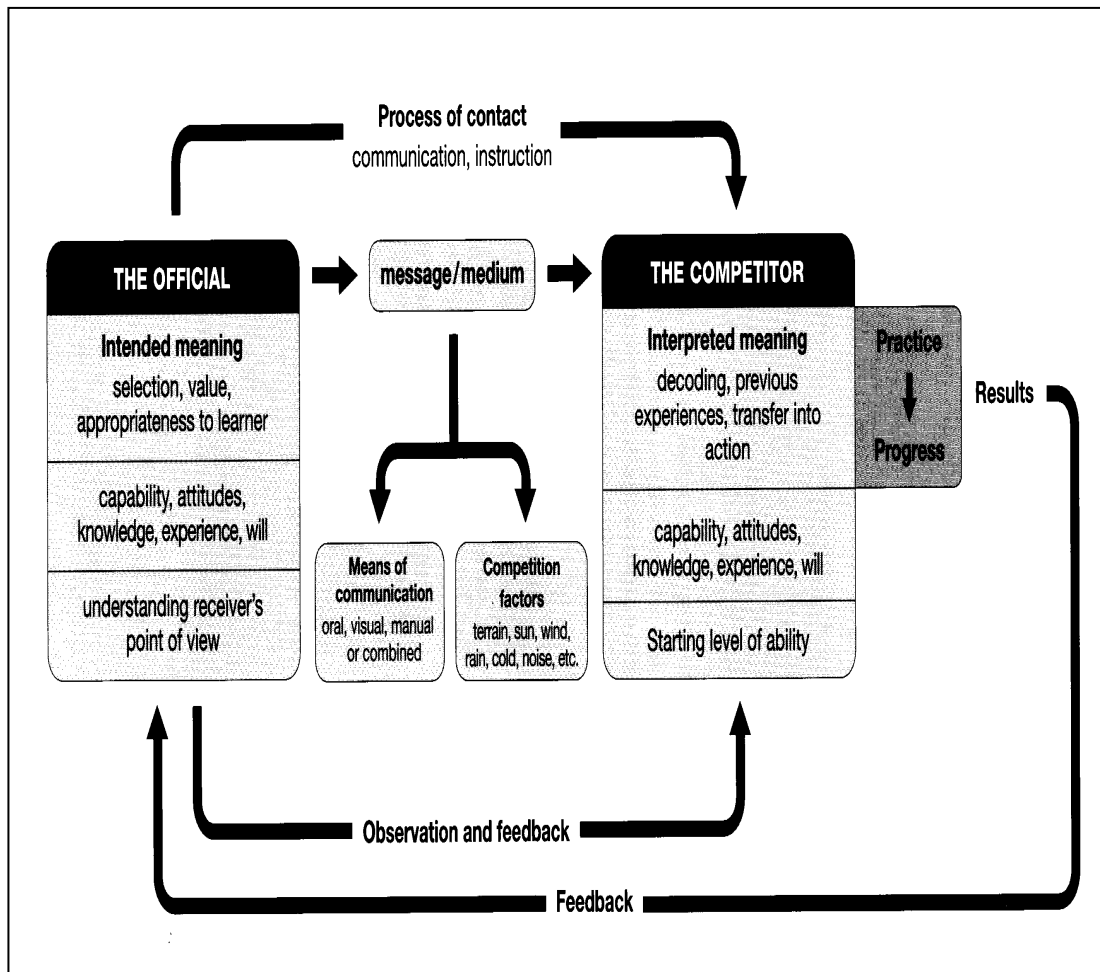
We are all guilty of succumbing to the Injection Myth in our communications. That is, we assume the intended meaning of our message matches perfectly with the listener's interpreted meaning of our message, and just because it has been said, it is fully understood.

This implies that all we need to do is 'inject' our message into our listener and it will be fully understood.

If range officials are to be better communicators and therefore better managers of participants and competitors, then the focus has to be on 'what will the participant (listener) be likely to do with my intended message?'

It is worth noting that 90% of the conflict, both on and off the field, occurs because of the tone and how something was said rather than what was actually said.

■ **The Communications Process**



■ **Communication Methods**

Interpersonal communication is the process of sending and receiving information from one person to another (or group of people).

One-way communication can be used effectively when giving directions, or when making statements of policy or communicating through newsletters. If communication must be fast, and accuracy is easy to achieve, then one-way communications is more economical and more efficient.

Two-way communication with continuous feedback is desirable when trying to gain or to gauge understanding, or when trying to solve an issue. It is the most common and natural form of interpersonal communication.

When accuracy of communication is important, two-way communication is essential. Without feedback from a receiver (listener) the sender has little basis for judging the degree of understanding or accuracy of the communication.

Receivers are also more confident of themselves and their judgement in two-way communications. Being able to ask questions for clarification or to be able to give one's own opinion increases the value brought to the communication.

In most situations an effective official will have created an effective mix of one and two-way communication strategies.

■ Barriers to Effective Communications

Because communication is a very personal skill it has a very complex raft of issues which can act as barriers.

- Our personal 'cage' - *Everyone has different perceptions of words and actions*
- Filtering information - *Hearing only what you want to hear*
- Emotions blurring the message - *responding to body language*
- No common language being spoken - *use of jargon*
- Conflicting verbal and non-verbal messages - *ignoring information that conflicts with what we know*
- Rehearsing what you are going to say - *not responding to questions*
- Judging - *determining your response before reviewing the evidence*
- Sparring - *asking leading or antagonising questions*
- Being right - *not being open to other views*
- Mental state - *current state of anxiety or stress*
- Physical environment - *noisy range or quiet scoreroom*

■ Communication Blocking Phrases

Some communication barriers act as complete road blocks. This type of 'destructive' language can significantly inhibit effective communications.

- 1 Ordering, commanding - *"You take this" / "Get me that"*
- 2 Warning, threatening - *"If you do that I'll"*
- 3 Preaching, moralising - *"I wish somebody would teach you a bit of respect"*
- 4 Advising - *"Why don't you try to play the game?"
"How about getting down on the range?"*

- | | | |
|----|---|--|
| 5 | Judging, critical, blaming | - <i>"I would have thought you would have known better"</i> |
| 6 | Name calling, ridiculing, shaming | - <i>"You clumsy idiot"</i>
<i>"You ought to be ashamed of yourself"</i> |
| 7 | Interpreting, assuming psychoanalysing, | - <i>"How is it you are so penalty prone?"</i>
<i>"You were just trying to get back at me"</i> |
| 8 | Belligerent Instructing | - <i>"How would you like it if someone did that to you?"</i> |
| 9 | Rescuing, intervening | - <i>"I guess I'll have to stop you doing that!"</i>
<i>"You'll look ridiculous to everyone if you make that error again"</i> |
| 10 | Expecting too much | - <i>"It's obvious that you should read the rulebook"</i>
<i>"Other shooters remember to plan things before they do them"</i> |

Possessing good interpersonal communications skills is one of the great strengths of an effective official

■ Techniques and Strategies to Improve Communications

ACTIVE LISTENING TECHNIQUES

People should explore, understand and improve their listening skills. By doing that they will:

- Learn how listening impacts on work and leisure effectiveness.
- Develop active and positive relations.
- Overcome communication barriers.
- Increase trust and reduce conflict.
- Foster positive relationship.
- Enhance individual and team performance.

Active listening is more than just hearing - it enables us to put meaning to sounds. Listening involves the ability to receive, attend to, interpret and respond to verbal messages.

Effective listening depends on the style, attitude and tone conveyed by the person sending the message. It is how the listener perceives the purpose of the communication that has the greatest influence (+ve/-ve) on what is heard, how it is processed and how effective the listener responds.

Listening will be more effective if the listener responds to both the feeling (emotion) and the content. (eg the official who is irritated or angry or frustrated).

ACTIVE LISTENING BEHAVIOURS

Attentive listen builds closeness and trust and sends signals without words.

It consists of the following behaviours:

- S Face the other person **squarely**
- O adopt an **open** posture
- L **Lean** slightly toward the other person
- D At a **distance** apart of about 1 metre
- E Keep good **eye** contact
- R try to **Relax**

FIVE GOOD LISTENING TIPS

- 1) **Listen Attentively** - All gestures and facial expressions should show acceptance and attention
- 2) **Paraphrase** - Repeat what was said by the participant to check the content of the communication was correct.
- 3) **Avoid emotional responses** - Have you ever noticed how listening stops when an exchange gets heated?
- 4) **Try Bridging** - A nod of the head, a throaty noise without words or an occasional "yes" helps the speaker to know you're tuned in.
- 5) **Don't interrupt** - Don't interrupt means don't interrupt!

ACTIVE TALKING TECHNIQUES

Active Talking techniques balance active listening strategies to ensure the communication is processed successfully and determines how effectively the listener responds.

These techniques include:

- 1) **Destructive language** is to be avoided ie road blocks to good communications.
- 2) **Always try to use "I" language.** It is important to express your feelings directly and take ownership of what you say.
- 3) **Paraphrasing.** Putting in your own words what the other person said to check you have heard correctly.
- 4) **Summarising.** Identifies the main themes by recapping and focusing on what's next.
- 5) **Use Open questions.** Use questions to seek responses - These are important because:
 - They require the respondent to listen.
 - They uncover important information
 - They seek the other person's ideas, feelings, etc
 - They get the speaker thinking about specific issues.

Not all questions are Open. There are three styles of question:

- Open questions - how, what, why lead to a fuller reply and often the catalyst for a fuller discussion.
- Reflective questions - consider, thinking, asking the listener to respond by reflecting or offering an opinion.
- Closed questions - when, where, who are limiting questions and often only require a single word response

TEN LAWS OF HUMAN COMMUNICATION

Hugh Mackay (1994) *Why Don't People Listen?* Chippendale, NSW: Pan Australia

- 1) It is not what our message does to the listener, but what the listener does with our message, that determines our success as communicators
- 2) Listeners generally interpret messages in ways which make them feel comfortable and secure
- 3) When people's attitudes are attacked head on, they are likely to defend those attitudes and in the process reinforce them.
- 4) People pay most attention to messages which are relevant to their own circumstances and point of view
- 5) People who feel insecure in a discussion are unlikely to be good listeners
- 6) People are more likely to listen to us if we listen to them
- 7) People are more likely to change in response to a combination of new experience and communication, than in response to communication alone
- 8) People are more likely to support a change which affects them if they are consulted before the change is made.
- 9) The message in what is said will be interpreted in the light of how, when, where and by whom it is said
- 10) Lack of self-knowledge and unwillingness to resolve our own internal conflicts make it harder for us to communicate with other people.

ACTIVITY 4.2

■ Improving Communication by Officials

- Speak in a firm but friendly and polite manner
- Use two-way communication techniques when appropriate
- Be prepared to briefly explain your rulings
- Consistently make clear and decisive calls
- Be sensitive to the receiver's situation - empathise with shooters
- Admit when you have made a error
- Use direct simple language
- Use your voice to warn before you use a card to penalise

ACTIVITY 4.3

Practical Role Play – Participant

While you are shooting the range official keeps disturbing you to remind you that you should have the rifle pointing at the targets before you finish loading the rifle. You are in the middle of a focussed training regime in preparation for a national competition and you are angry with this unnecessary disruption. You are a highly experienced shooter and don't need to be told when to load you rifle.

You intend to discuss your feelings with the Range Official as soon as you finish the training session.

Practical Role Play – Range Official

As a Range Official of a practice session you observe an experienced shooter repeatedly loading the rifle before it is pointing at the target. You have given him several warnings but have decided to talk to this shooter once he finishes shooting.

You want to explain why what he is doing is dangerous and he could be penalised if he continued to do it during an ISSF competition.

WHAT ARE YOU GOING TO SAY (TO EITHER ROLE PLAY SCENARIOS)

SPORT 2

RANGE STANDING ORDERS & OPERATING PLANS

A Range Official has been clearly identified, earlier in the course, as a responsible person for the enforcement of all obligations set out in an approved set of Range "Standing" Orders or Range Operating Plans.

A range's approval - Safety Certification - is issued on the understanding by the relevant authority, that the range safety features that were operational at the time of inspection will be maintained and operational until the next inspection. It is the responsibility of all users, officials and organisers to know and comply with this commitment.

A current, approved, version of these Orders is usually required to be displayed in an appropriate location on each range. Range Orders or Operating Plans are necessary to ensure that all necessary preparation, activities and precautions are taken to prevent accidents, either to those using and visiting the range, and to the general public.

Range Orders are usually a set of policy and procedure statements detailing the safe use of the range. These Orders are typically created by experienced State Association or Club officials in consultation with the recognised body, responsible for inspecting and approving ranges for use.

All Range Officials should be able to read and understand the contents of Range Orders. Failure to understand and apply them is not an expected behaviour of officials & could be viewed as a negligent act.

■ Contents of Range Orders

Every range is different and so will the contents of Range Orders. The following list of typical items is presented as a guide for Officials to understand how adequate, or otherwise, are the contents of their Range Orders.

Where applicable Range Orders or Operational Plans will contain:

1. General details containing the location, command, control and administrative procedures required to use the range;
2. Responsibilities of a Range Safety Officer;
3. Range clearance procedures before, during and after firing;
4. Orders for the prevention of fire, and actions to be taken;
5. Details of any restricted air space, airfields, and landing grounds;
6. Any special procedures for night firing;

7. Orders for the concurrent use of adjoining ranges;
8. Detailed instructions for specific firing points, including
 - The type and number of firearms that can be fired;
 - The type and calibre of ammunition that can be used;
 - The type of target that can be used;
 - Area from which firing can take place;
 - Area in which targets can be erected;
 - Location of danger area flags, notices and lights;
 - Adjacent ranges and the limitations of forward movement
9. Emergency procedures in the event of an accident;
10. Other information such as notification of neighbours; restrictions on hours of use; noise abatement requirements, etc.

ACTIVITY S2.1

■ Risk Management Strategy for Range Operations

All aspects of a set of Range Orders should apply risk management strategies - identify the hazard; assess the risk; make the changes.

The Range Danger Area is mapped using some complex risk analysis of ammunition projectile trajectory; possible ricochet outcomes; angles of human error dispersion and angles of elevated firing. The analysis is based on defining an area where the acceptable level of risk is too high for people to remain while shooting is in progress.

Risk assessment required for equipment and items installed down-range is much simpler. If a range official is witness to an unacceptable ricochet or projectile trajectory, action should immediately be taken to conduct a risk analysis audit. Identify the hazard, assess the risk, and make the changes. The impact on a projectile's trajectory by the location and type of material used in items installed down-range should be done to minimise this identified risk. Remove the offending item; move it to a safer location; put protection in place to stop it from being hit by a projectile by covering it or by shifting the firing position.

ACTIVITY S2.2

■ Basic Range Safety Procedures

There are four principle areas that Range Officials should focus on:

- Pre-shooting activities
- Safety procedures to manage start, conduct of and finish of all shooting activities
- Safety procedures to manage disturbances & malfunction incidents
- Post-shooting activities

PRE-SHOOTING ACTIVITIES

Activities to be completed by Range Officials prior to any shooting and/or firearms being placed on the firing line should include:

- Confirm the Range Safety approval is still current and adequately displayed for reference by all range users.
- Check Range Orders and use any Range Guides to ensure specific activities are completed down-range prior to shooting - i.e. raise safety flags; lock doors and gates etc.
- Ensure the range danger area is secure and clear of people.
- Remove any unapproved down-range items and equipment such as sprinklers, tools, trolleys, tables etc.
- All targets are set up correctly in approved locations and heights.
- Check that any safety baffles or walls are in the correct position.
- Firing point safety barriers and protection screens are in position.
- Ensure all range management systems are ready i.e. the PA system is operational if it is required for safety communications with range users to control shooting or to the target line.
- Ensure the availability of fire and other emergency equipment as required by the Range Orders or other risk management strategy.

BEGINNING OF ANY PERIODS OF SHOOTING

Once a range has been prepared and all Range Officials are satisfied it is ready for use the users can be instructed to begin their preparation to start shooting. Range Officials still have important actions to take during this preparation time.

- Ensure that nobody remains, or moves forward of the firing line unless permission has been granted to do so.
- Make sure that the Safety Triangle principles are adhered to as participants handle firearms and ammunition on the range - all firearms are unloaded and actions open when out of the case.
- Check that only approved types of firearms and ammunition are going to be used by shooters on the firing line.
- Confirm that all shooters know, and comply with all range safety requirements
- Ensure any novice participants have and will continue to receive adequate levels supervision during shooting.
- Provide clear instructions to participants when:
 - Preparation times begin
 - It is safe to get into position for shooting
 - How long the shooting session will last, and any additional time calls that will be made
 - What to do if anyone needs to get the attention of a Range Officer to notify of any irregularities
- Ensure no firearm is loaded until the command “START” is given by the Chief Range Officer (CRO) or Range Officer (RO)
- Ensure the ratio of Range Officials to participants is adequate and in accordance with those specified in the Range Orders.

DURING PERIODS OF SHOOTING ACTIVITIES

Once the RO has given the “Start” command for shooting to commence, the Range Officials’ principle responsibility is to stay alert and ensure everything is completed safely. Specifically the following actions are mandatory:

- Remain in position to ensure proper management of the shooting in progress. i.e. Be able to clearly see all participants and down-range to all required areas.
- Be vigilant that participants only load the firearm when it is pointing in a safe direction defined by the Range Orders.
- The “STOP” or “Cease fire” command is clearly made for all participants to hear as soon as there is a breach of any safety down-range - i.e. a person can be seen in the danger area.
- Follow any direction given by the CRO to maintain range safety or to perform competition management activities.

- Issue warnings to participants for any breach of rules, especially firearms safety policy and procedures - i.e. loading rifles before the START command or when not pointing at the targets.
- Respond quickly to assist any participant who requests assistance with an irregularity and/or malfunction.
- Render immediate assistance when a participant is in apparent physical distress - fainting, heart attack, epilepsy, etc.
- Check, before any participant leaves the firing line, that their firearm is unloaded, magazine removed and action is clearly open with a breech flag inserted.
- Inspect any firearm before it is removed from the firing line to ensure it is safe - magazine removed, unloaded and action open.
- A suitable replacement is in position if an official has to leave their position.

MANAGEMENT OF MALFUNCTIONS & IRREGULARITIES

Specific attention to risk management strategies is required when responding to unexpected situations like firearm malfunctions or associated equipment failures or irregularities.

- The first action of a Range Official should be to determine what the problem is, by approaching the participant cautiously and get an explanation.
- The participant should be instructed to stay in position, if possible, until an effective and safe strategy can be devised.
- Where an unknown incident has resulted in a shooting injury, the STOP or Cease Fire command should be immediately given until it can be clearly established what caused the injury.

To access the risk posed by a malfunction or irregularity the Range Official may need to:

- ask the user more questions about what happened and
- as safely as possible make further examinations of the firearm and/or down-range equipment to determine the full extent of the problem.

Only when all risks are identified can a strategy to safely recover from the malfunction or irregularity be devised. If the Range Officer does not have a level of technical knowledge to clearly establish the safety level of the situation the user should be instructed to leave their firearm pointing down range until someone with the required skills can be found to assist.

Shooting should only resume when it has been clearly established that it is safe to do so.

COMPLETION OF ANY PERIOD OF SHOOTING

A Range Official's first role when a session of shooting has ended at the planned time, or as a result of a safety incident is to ensure all firearms have been unloaded and left with the action open and the breech flag inserted. These activities should be included in the Range Orders and/or Operational Plan. To ensure that this is done safely, actions required are:

- First, to clearly give the command "STOP" or Cease Fire loud enough that all participants can hear.
- Inspect all firearms to ensure they are unloaded, action is open and empty of any spent (fired) cartridge with the breech flag inserted.
- Instruct shooters to remove their firearms and equipment from the firing line.
- At a suitable time, announce permission for people to move forward of the firing line to retrieve targets, score etc.

POST-SHOOTING ACTIVITIES

After a range has been closed for shooting, a Range Official is required to ensure all participants, users of adjoining ranges and the general public can clearly see that the range is no longer in use. These actions clearly define the end of a Range Official's Duty of Care responsibility to participants, but not the organisers or the public.

These actions should include:

- Lowering of safety flags and/or turning off warning lights.
- Removal and safe storage of any other safety signs and equipment.
- Inspection of range area to advise organisers of any items that require maintenance, for future safe operation of the range.

ACTIVITY S2.3 / S2.4 / S2.5

MODULE 6

ROLE OF AN OFFICIAL

The key elements of a competent Range Official are broadly the same for officials of all sports at all levels. But there are no specific techniques, skills or knowledge that identifies an effective official. It is the role of every Official to find the balance of all three, combined with their attitude to want to be a better and more effective official.

■ Elements of a Competent Official

There are five key elements of a competent official:

- **Make effective (accurate and consistent) decisions**
 - Understand the decision making process
 - Effective communication skills
 - Successfully Resolve Conflict
 - Be assertive
 - Possess appropriate levels of anxiety and arousal
 - Sound interpersonal skills

- **Plan and Organise effectively**
 - Understand the technical, ethical and moral roles
 - Pre-match preparation
 - Organise and conduct meetings
 - Report writing

- **Effective Self-management**
 - Time and stress management
 - Psychological preparation
 - Personal presentation
 - Code of ethics, values and behaviour

- **Apply personal health and safety principles**
 - Legal responsibilities and risk management
 - Physical and mental fitness
 - Nutrition
 - Basic first aid

- **Apply Technical knowledge**
 - Laws and rules of the game (in the spirit of the game)
 - Positioning and signals
 - Reporting and penalties
 - Understand the officiating environment
 - Practical officiating

It is apparent, that it is not possible in a short course like this, to provide adequate teaching of all of the above features. However, you need to decide for yourself what skills you currently possess and what improvements are needed to attain your personal goals of being an effective range official.

■ **Key Areas of Officiating**

There are three key areas of officiating:

- **Control/ Organisation**

Officials need basic skills to be able to control/organise a range so as to ensure the spirit of the event is observed by all.

- Be on time (at least half an hour before the scheduled start)
- Be dressed appropriately - neat and professional
- Know all the basic rules
- Emphasise the spirit of sport
- Thank other officials, the players and coaches

- **Decision Making Behaviours**

Officials need to apply the rules/laws both consistently and accurately for all within the spirit of the sport or event.

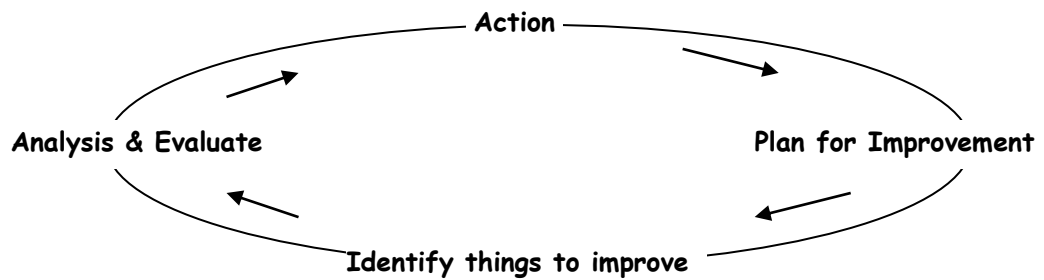
- Be enthusiastic
- Be confident
- Treat all participants consistently
- Keep fit and alert to maintain safety
- Review your performance after each session

- **Communications**

This is fundamental to officiating. It involves people skills in order to develop a positive and interactive social climate and foster the spirit of the sport and event. This skill has already been well covered earlier but to reinforce the main points again.

- Speak in a firm but friendly manner
- Be prepared to explain your rulings
- Make clear and decisive calls
- Admit when you have made an error
- Use your voice to warn before you penalise.

■ **Improvement using Self-reflection Processes**



Self-reflection is a mental activity, but in order for it to be of any benefit to your officiating, it needs to be linked to action. The overall process can be visualised as a continuous loop:

We all self-reflect, but rarely in a deliberate and systematic manner. Because shooting is an individual sport, self-reflection is a popular coaching tool for improving performances. The same continuously looping tools can be used for improving as an official.

Action	Do some Officiating on the club range.
Self-reflection	Think about your officiating - evaluating what works and what doesn't work.
Things to Improve	Identify aspects of your officiating you would like to improve.
Planning Improvement	design practical strategies for change.
Action	Progressively implement the strategies decided upon to be improved.
Self-reflection	follow-up assessment of how successful your strategies have been and continue the self-reflection loop for improvement if you aspire to officiate at a higher level.

Three typical methods used as part of the Self-reflection process are:

Officiating Diary Keeping a diary which focuses on your performance as an official - it is simple and helps you think clearly about what you are doing well and things that could be done better.

Mentoring By speaking to another official, coach or senior competitor about your performance it helps you confirm or modify your actions.

Video self-analysis. Make a video of your officiating performance.

A combination of all of these self-reflection methods may be required as part of your continuous improvement loop.

ACTIVITY 6.1 / 6.2 / 6.3 / 6.4

SPORT 3 USE OF STANDARD RANGE COMMANDS

Consistent use of commands and instructions by Range Officials is important to ensure the one-way communication process is well understood by all. Participants' actions in response to those commands and instructions are critical to the safe operation and management of the range and shooting activities.

Range Standing Orders or Operational Plans detail safety processes and procedures that require the Range Officials to consistently adhere to and act upon. To avoid any breach of safety, what a Range Officials says should be simple, clear and not misunderstood.

Well prepared Range Guides will include standard instructions to be used by Range Officials to:

- Issue instructions when it is safe to place firearms and associated equipment on the firing line.
"You may bring your equipment to the firing line now"
"Your preparation time starts now"
- Indicate to users that it is safe to load & shoot their firearm.
"Start!"
- Immediately suspend all shooting where a breach of safety has possibly happened.
"Cease Fire" or "Stop! followed by Unload!"
- To halt shooting and initiate inspections and checks to ensure firearms are safe.
"Stop!" followed by "Clear firearms"
- Instruct users to remove firearms and/or permit their movement down range.
"Range is clear to remove firearms"
"The range is clear, you may move forward"

With suitable education of all users these instructions show they do not need to be long and complex. This education and understanding comes from their consistent and repetitive use by all Range Officials.

Important instructions, where possible, need to be a single word - "STOP!" to be immediately understood by users and followed without question. A single word is also simple to remember when Officials are possibly in a stressed state.

Remember any breach of safety incident that results in an injury or death will result in an investigation. The actions and instructions of responsible Range Official/s will be important in those investigations and determination of any criminal charges or acts of negligence.

If all Range Officials learn to make their use of standard range instructions a habit, then it would help to satisfy the Reasonable Person test of “what a ‘reasonable sports official’ would have done in the circumstances” for any investigation.

PRACTICAL SAMPLE

The following is a sample set of announcements for a Range Official to use on a smallbore rifle range. Consider how adequate they are for use:

- *on your Club range*
- *at a State Championship*
- *at a National Championship*
- *at an ISSF World Cup.*

“Your preparation begins now”

“Preparation time has ended – Start”

“10 minutes”

“5 Minutes”

“Stop”

“Clear the range”

“Range is clear to remove your equipment”

“Clear to move forward and change targets”

MODULE 5 DEALING WITH CONFLICT

■ Definition of Conflict

“Opposition of opinions or purpose and can cause mental strife”

Or

in a sporting context

“Conflict for sports officials can be defined as the fight, collision, struggle or contest between the player or competitor and the official.”

An effective Official will be one who can successfully deal with conflict. Firstly, Officials should be able to identify the signs and possible causes of conflict both in on and off range situations. Secondly, Officials should be able to propose strategies to deal with conflict situations.

■ Types of Conflict

While most conflict involving Officials is physical, there is also the mental anguish of a perceived conflict. Dealing with both types of conflict, mental and physical, require similar strategies.

Remember 90% of conflict starts not with *what* was said but the *tone* in which it was said. So the ideal resolution of any conflict is a consensus which is a win-win outcome.

■ Consensus

Consensus solution is a successful conflict outcome decision that both participants are comfortable with and will support. It may involve compromise to satisfy the needs of both parties.

Advantages of a consensus outcome are:

- Both participants are motivated to carry out the solution
- There is a good chance of finding a high quality solution
- Less hostility = more respect
- Requires less enforcement efforts
- Gets to the real source of the problem
- Usually brings about changes in behaviour

A failure to get a consensus solution usually results in a win-lose outcome. Either the participant loses and feels resentful and has low motivation to comply, or the official feels powerless to control the self-centred participant. Neither outcome is good for future dealings between them.

■ Causes of Conflict

The causes of conflict are usually very complex but the contributing elements can be divided into:

- Needs - personal. Somebody has something that is wanted by someone else.
- Lack of information Information is not shared between both participants.
- Ineffective Comms The “injection myth” has failed and the listener has misunderstood the message.
- Frustration The aggressor is frustrated with outcomes and seeks to find a “scapegoat” for them.
- Pressure/Stress A person’s mental state has become unstable due to pressure or stress.

- **Conflicting aims** When participants are trying to achieve conflicting goals using the same resource.
- **Provocation** One participant provokes another's aggression use demeaning actions either verbal or non-verbal. Usually the latter.
- **Sledging** Verbal provocation of one participant by another using demeaning "blocking phrases".

■ **Signs of Conflict**

There are some typical warning signs of pending conflict:

- **Verbal** Comments start to become pointed and generally aggressive in nature.
- **Non-verbal** Looks and physical gestures demonstrating disapproval and preparing to take matters further to correct the disapproval.
- **Body language** Actions and posture which could be considered provocative to the recipient.
- **Positioning** Aggressive movements towards another that enters someone's "personal space"

Consequences of conflict are broadly categorised into physical, mental and economical.

- When firearms are involved, the consequences of a conflict, in an extreme case, could be quite devastating. The impact to the public image of shooting sports would be catastrophic if a conflict on a range was to end in a dramatic loss of life.
- At the very least the **economic consequence** of a conflict is the time used, usually wasted or lost, while the conflict occurs and resolutions are considered by both parties. Other obvious economic consequences could range from small medical bills to loss of major sponsorships.
- The **physical consequences** of conflict could range from a minor shove to hospitalisation or even death. On a rifle range the latter outcome is a realistic threat in an extreme case. All are deemed in Law to be an assault.
- The **mental consequences** are not always apparent but are usually the most enduring ones. These consequences generally have an intangible influence on most future dealings between both participants. It impacts on matters of reputation, trust and respect between both parties.

■ Strategies for Dealing with Potential Conflict

- **Avoid the conflict:** it is virtually impossible for Range Officials to avoid conflict when dealing with matters of safety, however they can adopt some prevention strategies to help reduce the amount of conflict they may face during a competition.
- **Smooth over the situation:** by employing the right conflict resolution strategy to a particular situation you can smooth over the conflict and work towards a resolution.
- **One or both parties compromise:** if neither participant to the conflict is prepared to compromise then the conflict cannot be resolved. Resolution strategies should provide common ground to negotiate a compromise.
- **Confrontation:** using firm assertive commands or instructions in confronting heated situations may be more appropriate in resolving this type of conflict.
- **Address the problem not the emotions:** by addressing the emotions it will only inflame the situation, increasing the level of conflict. Focus on the task or goal of finding common ground.
- **Focus on the person:** people are not inanimate objects and should not be treated as such. Be moral and ethical with people.

■ Conflict Resolution Strategies

- **Prevention is better than cure:** it is better for officials to identify possible causes of conflict and initiate intelligent dialogue with participants. That is, acknowledge the participants abilities and experiences, and seek constructive viewpoints to prevent the conflict. Try not to overreact or use unjustified decisions to bluff your way through. Finally you can use the help and support from other officials or participants to deal with a particularly difficult participant.
- **Isolate the facts from emotions:** Only by demonstrating that your decisions are based on facts and the evidence available, can the official be recognised by the competitor as having made a fair and accurate decision. It is too easy for the official to get caught up in the emotion of the issue.
- **Task v Relationship:** The task of making decisions must be made according to due process and the laws of natural justice, while all personal relationships and feeling are set to one side. An official's support for a particular team or individual can never impact on the final decision.

- **Listen More:** The official who listens to both the individual's verbal and non-verbal messages tends to gather more evidence, and ultimately achieves more accurate and fairer decisions.
- **Try to empathise with the person:** Officials who show empathy for an individual's concerns usually receive understanding by the competitor. The reverse also applies which means the individual shows little respect for the decision an official makes if the official portrays a "who cares" attitude.

PRACTICAL ACTIVITY

A selected role play between an official and a participant in conflict will be conducted at the Workshop.

ACTIVITY 5.1 / 5.2 / 5.3 / 5.4

MODULE 7

SUMMARY AND CONCLUSION

The TRA Range Officer's Course has been designed to improve your competency and confidence to be able to play an important role within our sport - a Range Official at club and State level.

This course is intended to highlight the skills required to confidently fulfil ALL the duties of a Range Official when asked to do so by any Club or State Association organisers.

It will be important for everyone to apply the strategies provided by this course to:

- **Exercise your Duty of Care responsibilities:** That has been clearly established, as a consequence of your relationship to all participants.
- **Apply Risk Management strategies:** Evaluate all activities not covered by Range Orders or an Operational Plan and take action to move high and medium risk activities into the low risk category by the process of ASSESS, MODIFY, ELIMINATE.
- **The difference between Range and Competition Rules:** Remembering to give precedence to enforcing Range Safety Rules ahead of Competition Rules
- **Understand the Range Safety Orders:** Ensure conformance to all processes and procedures contained in a range approved Operational Plan or Range Standing Orders.
- **Better understand the officiating role:** by applying personal development strategies to further improve your officiating experiences.

■ Codes of Conduct and Ethics

As part of the registration process to become a TRA Range Officer accredited through TRA, you must read and agreed to comply with the TRA Code of Conduct Ethics.

Finally there is a practical assessment of you doing the job of being a Range Officer, usually post -course, before accreditation is confirmed.

Appendix 1

CODE OF CONDUCT & ETHICS

As a member of TRA you must meet the following requirements in regards to your conduct during any activity held by or under the auspices of TRA.

- 1 Respect the rights dignity and worth of others**
- 2 Be fair, considerate and honest in all dealing with others**
- 3 Be professional in, and accept responsibility for your actions**
- 4 Make a commitment to providing quality service**
- 5 Demonstrate a high degree of individual responsibility especially when dealing with persons under 18 years of age, as your words and actions are an onshow example**
- 6 Be aware of, and maintain an uncompromising adherence to Target Rifle Australia standards, rules regulations and policies**
- 7 Operate within the rules of shooting including national and international guidelines which govern TRA and its Members**
- 8 Understand your responsibility if you breach, or are aware of any breeches of this Code of Conduct & Ethics**
- 9 Do not use your involvement with TRA to promote your own beliefs, behaviors or practices where these are inconsistent with those of TRA**
- 10 Avoid unaccompanied and unobserved activities with persons under 18 years of age, wherever possible**
- 11 Refrain from any form of abuse towards others**
- 12 Refrain from any form of harassment towards, or discrimination of, others**
- 13 Provide a safe environment for the conduct of the activity**
- 14 Show concern and caution towards others who may be sick or injured**
- 15 Be a positive role model**

Appendix 2

TRA RANGE SAFETY CODE

1. Your firearm is your responsibility
2. Treat every firearm as if it is loaded
3. While any person is forward of the firing line, firearms **MUST** not be handled on the firing line unless specifically permitted by the Range Officer
4. No firearm to be loaded prior to the command to **START** being given by the Range Officer.
5. Keep your finger off the trigger until you're ready to shoot
6. On the command "Cease Fire" all firearms are to be immediately unloaded and checked that the chamber is empty.
7. When you have finished shooting, unload and then check that the chamber is empty and the breech flag is inserted. Remove the magazine (if fitted).
8. Make sure that all firearms are transported securely to prevent misuse or theft.
9. Do not permit unauthorised access to your firearm(s) or ammunition.
10. Ensure that the firearm's action is open and the chamber is empty before moving a firearm around the range
11. Encourage safe and responsible handling of firearms on the range and generally within the community
12. Alcohol or drugs and shooting **DO NOT MIX**
13. Understand the operation of your firearm, ensure it is kept in good repair and the correct ammunition is used.
14. Never store firearms and ammunition together. Ensure they are safely locked away when not in use.
15. Be familiar with the legal requirements for safe storage, firearms ownership, possession and use in your State or Territory, or the State or Territory you are visiting.
16. Dispose of unwanted firearms lawfully. Surrender them to police or sell them to or through a licensed dealer.

END OF DOCUMENT