

Referee Development Budget and Roles 2018-2019 for SJAMHA & APHA

Part 1: roles of the administration team

VP Officials for AP and SJ (Mitchell Jeffrey)

1. Oversees the entire program and delegates tasks
2. Volunteer Position
3. Coordinates hiring for positioning under the supervision of the Boards and as a team effort with the administrative team.
4. Coordinates hiring and firing of officials through the team effort of the administrative team.

Referee or Timekeeper Assignors (Mitchell Jeffrey-Mentors; Bryce Dodd-Direct Entry; Lou Mulvenna-HL, West League & TKs)

1. Assigns officials or timekeepers to games based on the list provided by the DC, RIC or TKIC.
2. Assigns playoffs based on list provided by the DC, RIC or TKIC.
3. Is responsible to reassign any games returned at any point in time for any reason and using empathy to support officials through difficult situations

Time Keeper-In-Chief (Lou Mulvenna)

1. Coordinate 1 mentorship per year for 1st and 2nd year timekeepers and as needed.
2. Address any teaching or discipline issues with timekeepers.
3. Identifies the levels at which a timekeeper may work, provides this information to the timekeeper assignor.
4. Hires and fires timekeepers as necessary.

Referee-in-Chief APHA & SJAMHA (Vacant)

1. Addresses all discipline or teaching opportunities for referees.
2. Receives, investigates and responds to all referee complaints or concerns.
3. Organizes a pre-season and pre-playoffs meeting
4. Organizes “#thankthestripes” on weekend of December 8, 2018
5. Is an active participant in crafting annual budget.
6. Is listed as the main contact in the HW rule book; Is the primary contact for referees and their parents for concerns such as level of hockey the official can officiate and number of games assigned.
7. Works to develop new ideas to develop officials and identifies new opportunities to develop officials.

Development Coordinator (Mitchell Jeffrey)

1. Coordinates at least 2 mentorships per official per season at the official’s Highest Capable Level
2. Provides constant Highest Capable Report to Assignors and R.I.C. and assists in referee level advancement decisions
3. Recruits, trains and assigns mentors; provides feedback to mentors about quality of in-person and written feedback.
4. Provides reports to either APHA or SJAMHA executives.
5. Assigns mentors to playoff games to support younger officials or officials who are working games at his or her HCL.

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- 6. Updates the apsjmentorships.com as needed.

Monitoring Referee Harassment (Mitchell Jeffrey)

- Goal: Collect data on referee harassment, monitor Hockey Winnipeg Game Reports for penalties assessed due to referee harassment, share the reports with appropriate area association.
- 1. Monitors submissions of referee abuse form through referee website.
- 2. Forwards referee abuse reports to the appropriate association.
- 3. Sends out email reminding officials to anonymously report referee abuse through website.
- 4. Provides end of season report.
- 5. Updates the apsjmentorships.com as needed.


Monitoring why referees quit (Mitchell Jeffrey)

- Goal: Develop an understanding of why referees quit the job with an effort to improve referee support to reduce referee attrition. This will require phone calls and survey to referees to better understand why people quit.
- 1. Tracks which referees have quit from the previous season
- 2. Collects data through anonymous website survey
- 3. Collects data through phoning referees who have quit
- 4. Provides Report
- 5. Updates the apsjmentorships.com as needed.

Part 2: 2018-2019 Officials' Operating Budget

<i>Expense</i>	<i>2018-2019</i>	<i>Notes</i>
Referee-In-Chief	\$1500	See Above section. \$25 per hour @ 60 Hours per year.
Development Coordinator/Playoff Coordinator	\$3150	In 2016-2017, this position needed 100 hours and in 2017-2018 this position needed 80 hours. Therefore, the average number of hours per season is 90 Hours at \$35 per hour is \$3150 per season.
Timekeeper-In-Chief	\$500	The TK-I-C coordinates mentorships and uses complaints or feedback about timekeepers to teach the timekeepers. \$25 per hour @ 20 Hours per year.

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Initiative 1: Tracking Referee Abuse	\$500	\$25 per hour @ 20 Hours per year	
Initiative 2: Tracking why first year officials quit	\$500	\$25 per hour @ 20 Hours per year	
Initiative 3: HWRD Jackets for the Assignors, new RIC, and the mentors that do the most mentorships	\$1000	APSJ needs jackets for mentors to wear at rinks. I am recommending the logo to the right for four reasons: First, this logo makes it clear that the mentor is “with the refs” due to the prominent whistle. Second, The logo can represent mentors as being part of a bigger group of Hockey Winnipeg which increases credibility. Third, this logo has already been paid for so we do not need to create an APSJ Referee logo (which would cost money). Fourth, referees do not belong to only AP or SJ as referees work both areas. Therefore, the AP or the SJ logo cannot be used; this logo represents all referees.	
Mentorship Fees for Referees	\$7000	In 2017-2018 we tried to pay per hour. The mentors gave feedback that this system was too confusing, as they could not track how much time they had work. Therefore, I am switching to per game payment plus payment for entering mentorships into the website. A 15-15-20 mentorship game will pay whatever the maximum for MAA is (expected to be \$55-60 in 2018-2019). A 12-12-15 game will pay whatever beer league is paying (\$36 in 2018-2019 at MTSIP). This aligns with what the mentors can make doing other levels of hockey. Each mentor will also be paid \$5 per regular season mentorship submitted. In playoffs, the same per game pay structure will be used. There will be no mentorship submission fee as the playoff form only takes 1 minute out compared to the 10-20 minutes it takes to complete a regular season form. In 2017-2018, there were 40 15-15-20 games and 40 12-12-15 games mentored. There were about 200 mentorships (\$5 per mentorship submitted = \$1000). In the playoffs, there were about 40 games mentored based on which games had 2 first year officials (\$1500). Therefore, total need for mentorships this coming season is \$7000.	
Mentorship Fees for timekeepers	\$1000.00	The TK program pays \$25 per mentorship. \$1000 will provide up to 40 mentorships. TKs are paid at most \$19 for a 1 hour game and 28 for a 1.5 hour game. \$25 is a compromise between the two.	
Food for Fall Meeting and #thankthestripes	\$300	Pizza for beginning of season meeting to entice referees to attend and \$100 for snacks for “#thankthestripes” weekend.	
Assignor Fee	\$10,700	This requires about 400 Hours per season to assign all the games in the two areas divided between 2 assignors, which works out to about \$25 per hour.	

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Assignall Registration	\$1200	This program is used by Hockey Winnipeg and will increase efficiency of assigning as well as communication between assignors. \$600 per area.
Mentorship Website Hosting Cost	\$200	Apsjmentorships.com is the website used by our areas to track mentorships and provide information about the development program to our officials.
Total Timekeeper/Referee Budget	\$27, 550	The total cost for referee and timekeeper administration is \$27, 900 shared between the two associations: \$13,425 for SJAMHA and 14,125 for APHA (APHA pays a \$700 cell phone allowance from many years ago). Last season, the budget was \$26,100. The \$1450 increase provides an increase for the DC and RIC to improve retention, research why referees quit, and the purchase jackets.

Part 3: Understanding the job of the Development Coordinator

Addendum: Regarding the Development Coordinator
 Re: making this position paid rather than volunteer

Referee Development has always been seen as a volunteer position and it has been paid as such. However, the level of organization and effort that is required to successfully develop up to 100 officials (and 15-25 mentors) to successfully to the betterment of the game is a job that requires consistency from year to year as officials are developed over 5 to 10 year periods not 1 year seasons. In the past, referee development administrators will be in the role for only a few seasons then they leave with a program starting all over again.

The role of development coordinator requires the following tasks to be taken to achieve this level of success in a referee program:

- Recruit mentors, train mentors in how to give written and verbal feedback, read reports and give more feedback.
- Identify the levels of hockey that each official can work based on evidence from mentorships (Highest Capable Level=HCL) and informal feedback from senior officials and mentors.
- Organize mentorships such that officials are mentored at their highest capable level because mentorships at low levels for an experienced official are meaningless.

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- Identify what levels of hockey mentors should work; who should mentor three-man games versus two-man games? Mentors who do not have a full grasp over the three-man system should not be mentoring three-man games.
- Receive mentorships from mentors (chase down mentors who do not submit mentorships), save those mentorships to a data base, record the HCL in a file to track development/determine what levels an official works/plan future development, email the mentorship to the official, ensure that the HCL does not jump up too fast and clarify the HCL with the official.
- Plan future mentorships by noting when an official should move up to other levels (i.e. Official should start lining next year, Official should be recommended for AAA next year etc.)
- Provide HCL system to the assignors to ensure that the assignors' job is to assign referees not assess referee ability
- Use the HCL system to create playoff assignment that maximizes official's ability to have success without being "in-over-their head" that takes into account the change in stress and tension associated with moving from regular season to playoffs.
- Use the HCL system to identify what level referees should register for in the coming season.
- Identify and organize playoff mentorships to increase the support of the newer officials and support officials in managing referee harassment.
- The majority of communication with officials takes place through apshmentorships.com including surveys, program information, mentorships submissions, and communication with assignors. The Development Coordinator monitors and updates this website.
- Inform officials what level he or she should register for in the next season.
- APSJ Executives receive a written monthly referee development report.
- The Development Director attends at least one Executive Meeting per area per half season in addition to monthly written reports
- The Development Director attends to coaches meetings as needed before the season and before the playoffs
- The Development Director composes a written document about the development of officials for the past season.
- The Development Director manages the budget for referee development.

The total amount of time per season required for each of the past 2 seasons has been 100 hours (2016-2017) and 80 hours (2017-2018) for an average of 90 hours per season. For me to continue to commit to this job for the foreseeable future I am requesting \$35 per hour for 90 hours per season, which works out to \$3150 per season. This is same rate I am paid at New Directions (Non-Profit) as an Occupational Therapist and by Hockey Winnipeg to run the wpgrefs.com program.