



# **OFFICIALS RECRUITMENT AND RETENTION INITIATIVE**

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## Table of Contents

1. Overview .....	1
2. Project Methodology .....	1
2.1 Internal Information Collection .....	1
2.2 External Information Collection .....	2
3. The Current State in British Columbia .....	2
3.1 The Current Officials Group .....	2
3.2 Issues .....	3
4. External Source Information on Recruitment and Retention .....	4
4.1 Volunteering .....	4
4.2 Attracting Younger Volunteers .....	5
4.3 Volunteers as Officials .....	5
5. Findings from Engagement Activities .....	6
5.1 Surveys .....	6
5.1.1 Current Officials .....	6
5.1.2 Club Executive and Event Organizers .....	7
5.1.3 BCA General Members who are NOT Officials .....	7
5.2 information from Other Athletics Organizations .....	8
5.2.1 Interviews with BC Clubs and Regions .....	8
5.2.2 Road Racing .....	8
5.2.3 Information from Athletics Canada .....	9
5.2.4 Information from Other Provincial Athletics Officials Committees .....	9
5.3. Information from Other Sports .....	9
6. Recommendations .....	10
6.1 General Recommendations for Recruitment Initiatives .....	10
6.2 General Recommendations for Retention Initiatives .....	11
6.3 Recommendations Specific to Track and Field .....	12
6.4 Recommendations Specific to Road Racing .....	13
7. Appendix: .....	14
7.1 Contributors .....	14
7.2 Additional Resources .....	15



# OFFICIALS RECRUITMENT AND RETENTION INITIATIVE

## 1. OVERVIEW

In sport, holding fair and safe competitions should be a priority at all levels. It enables athletes to test themselves within the rules of the sport and against their competitors in an equitable fashion. To ensure that competitions meet these standards, Officials need to be well trained, be sufficient in number, and able to fairly apply the rules within the ebb and flow of the competitive environment.

Two objectives from the BC Athletics 2013-2016 Strategic Plan provide direction to ensure that fair and safe competitions are provided:

- Ensure that the Competitions Program is supported by an appropriate number of well-trained officials;
- Encourage recruitment and training of new officials within all regions of the province.

To activate the recruitment and training objective, the accompanying 2013 -2016 Action Plan states:

- Develop and implement an Officials recruitment and promotion strategy.

At the direction of the BC Athletics (BCA) Board of Directors, a Sub-committee was struck in mid-2014 to help in the review, development and implementation of the BC Athletics Officials Recruitment and Retention Strategic Initiative.

## 2. PROJECT METHODOLOGY

### 2.1 Internal Information Collection

Internal information for the project was collected from four different sources.

The BCA Officials Committee provided work they had already done in examining demographic data for the current cadre of Officials. They also provided information about recruiting efforts in recent years. This provided a very good starting point for gathering information for the project.

Three surveys were conducted to gather opinions about Officials and officiating. The selected groups for the surveys were:

1. current Officials;
2. club executive members and event organizers; and
3. general BCA members who are not officials, club executive members or event organizers

Club or regional contacts that have had some success with recruiting and retaining officials in their areas were interviewed.

Finally, Sub-committee members brought their own experience and perspective to the discussions held during three sub-committee meetings.

## 2.2 External Information Collection

Information was collected from Athletics Canada regarding activities underway or planned in the areas of officials' development, education and training. Representatives from four provinces were asked about their successes and challenges with officials' recruitment and retention in their own jurisdictions.

Contacts from sports requiring similar skill sets for officials were interviewed about their Officials' programs, and recruitment and retention activities within their systems.

Several national level presentations on the recruitment and retention of officials were reviewed, as well as an academic study on the retention of Officials, and general information about volunteer recruitment and retention in Canada.

## 3. THE CURRENT STATE IN BRITISH COLUMBIA

### 3.1 The Current Officials Group

The BCA Officials Committee provided information to help build a profile describing the current group of officials.

At the present time, there are about 220 "active" officials. Of these, almost 50% of have been involved for less than 5 years and almost 75% involved as Officials for less than 10 years. About 14% have been involved between 10 and 14 years, and just under 8% have been officiating for more than 15 years. The average length of involvement is about 6.5 years.

The charts and table below depict the age ranges, level of certification and geographic location of the current group of active officials in British Columbia.

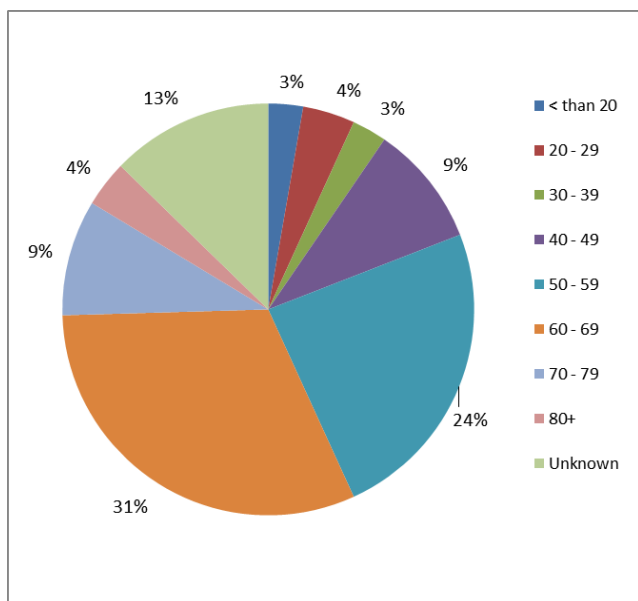


Figure 1: Age Range of Current Officials

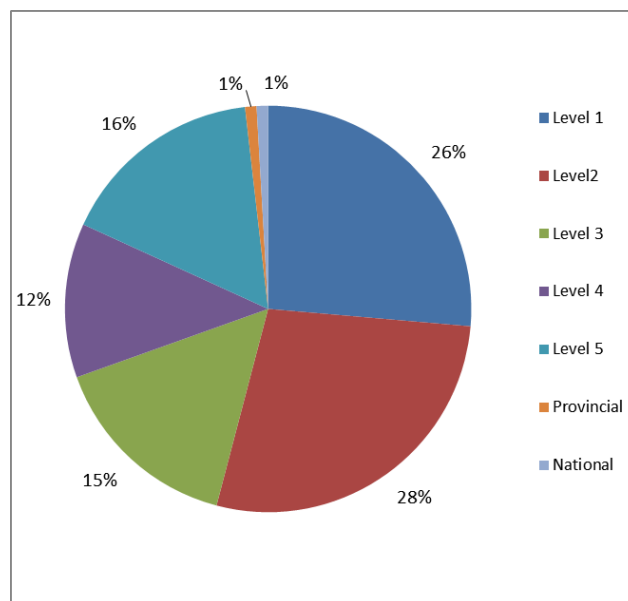


Figure 2: Current Officiating Levels

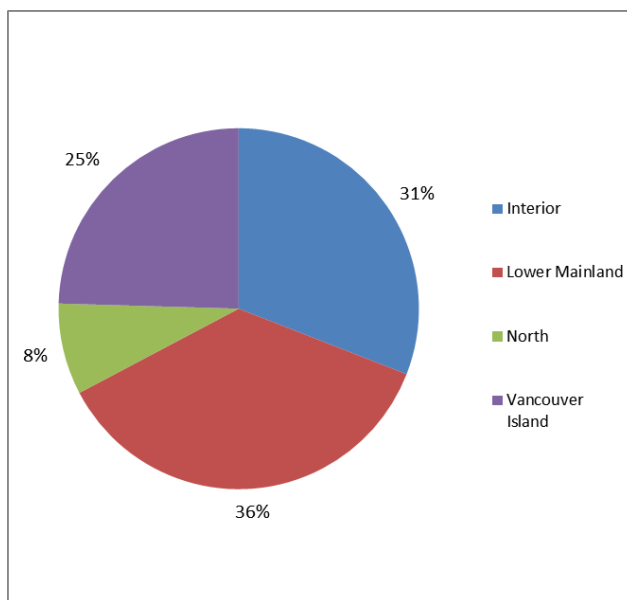


Figure 3: Zone Location of Current Officials

	Age Range									Level of Certification							Length of Service as an Official						
	<20	20-29	30-39	40-49	50-59	60-69	70-79	80+	n/p	Level 1	Level 2	Level 3	Level 4	Level 5	Prov	Nat'l	n/p	<5 yrs	5-9 yrs	10-14 yrs	15-19 yrs	20+ yrs	n/p
Interior	1	2	1	10	17	23	9	2	3	12	25	11	8	11	1			36	12	13	3	2	2
Lower Mainland	2	3	3	2	23	30	5	1	11	18	21	12	14	13			2	31	28	10	3	3	5
North		2	1	5	1	2			7	11	6	1						5	10	1			2
Vancouver Island	3	2	1	4	12	14	6	5	7	17	9	10	5	12	1			24	12	7	3	5	3

Table 1: Age Range, Certification Level and Length of Service by Zone (n/p = not provided)

### 3.2 Issues

The following issues were identified by the Recruitment and Retention Sub-committee as being most critical to address during this project.

- The need to recruit new, more active Officials
  - Needed in all areas of the province
  - Would like to recruit all ages, but concentrating right now on 40+
  - Need to create more flexibility in workloads and better meet the needs of events through a larger pool of active Officials
- The need to increase the percentage of retained active Officials
  - Retain more officials at each certification level
  - Enable the advancement of more officials through each level of the system
  - Improve the recognition program for officials

## 4. EXTERNAL SOURCE INFORMATION ON RECRUITMENT AND RETENTION

### 4.1 Volunteering

Statistics Canada most recently examined volunteering and volunteerism in Canada in the *2010 Canada Survey of Giving, Volunteering and Participating (CSGVP)*. Selected information with relevance to this project is presented.

- People are much more likely to volunteer after they leave school if they had had experiences such as:
  - Student government
  - One or both parents doing volunteer work
  - Being active in a religious organization
  - Doing some kind of volunteer work themselves
  - Seeing someone they admired helping others
  - Going door to door to raise money for a cause of organization
  - Belonging to a youth group
  - Participating in an organized team sport
- The most common volunteer activities are fundraising (45%) and organizing events (44%)
- Approximately 18% of volunteers reported involvement with coaching and/or officiating
- About half (51%) of volunteers had been asked by someone to volunteer, but about 43% reported that they had approached an organization on their own. In doing so, they . . .
  - Reacted to a poster or advertisement (14%)
  - Learned about an opportunity through the internet (5%)
  - Responded to a public appeal from radio or television (4%)
- Why do people volunteer?
  - 93% said they want to support their community
  - 78% want to make good use of their skills
  - 59% had been personally affected by the organization or cause
  - 48% became involved through friends
  - 46% wanted to network or meet new people
- Volunteers benefit from their activities in a number of areas:
  - Interpersonal skills (64%)
  - Communication skills (44%)
  - Organizational or managerial skills (39%)
  - Increased knowledge (34%)
  - Fundraising skills (33%)
  - Technical or office skills (27%)
  - Other skills (4%)
- Why DON'T people volunteer
  - Did not have the time (67%)
  - Unable to make a long-term commitment (62%)
  - Preferred to give money (52%)
  - No one asked (45%)
  - Had no interest (27%)
  - Health problems or physically unable (26%)
  - Did not know how to become involved (22%)
  - Financial cost of volunteering (17%)

- Gave enough time already (17%)
- Dissatisfied with previous experience (7%)

## 4.2 Attracting Younger Volunteers

To attract young volunteers, there are particular strategies that have proven to be effective:

- Personal recruitment works.
- Connect through other younger volunteers. They have to be able to see themselves within the organization.
- Demonstrate how the role can be a benefit to them
  - Help them find a job or help post-secondary applications by developing new skills and networks.
  - Build community service hours for schools, with the chance that some will continue to volunteer or come back to the role later in life.
- Recruit to the tasks that are most attractive for their entry involvement. Match to their skill sets and experience.
- Be conscious of different lifestyles (hours of work, transportation) and adjust event needs accordingly.
- Use Social Media to make needs known. Use their preferred tools of communication.
- Recruit from places where younger people are found.
- Train them so that there is early success. Assign a mentor.

## 4.3 Volunteers as Officials

A study conducted in 2012 by Susan Forbes and Lori Livingston of Lakehead University and entitled *“Understanding Factors Contributing to the Retention of Canadian Sport Officials”* attracted survey responses from over 1,000 officials across the country. Thirty-one or 2.7% of respondents were Athletics officials and 7.7% of total respondents were from British Columbia.

In the sport classification used in the study, (Stefani, 1999) Athletics is categorized with Biathlon, Sailing, Bobsleigh / Skeleton, Canoe / Kayak, Cross Country Ski, Cycling, Rowing, Speed Skating, Swimming and Triathlon as “racing” sports. The over-all respondent representation from all “racing” sports was 24%.

There are learnings from the study pertinent to the information gathered for this project:

- Participation as an athlete in a sport appears to be strongly linked to later involvement as an official in the same sport.
- Officials aged 20 and younger are influenced to a greater degree by external rewards such as money or praise from older counterparts.
- Influential mentors (teachers, coaches etc) play a key role in recruiting younger officials.
- Most officials felt well supported by their organization but there was evidence to suggest an inverse relationship between the length of time spent officiating and the amount of support perceived as being provided.
- Organizations should review current practices and enhance support for officials beyond entry levels.

## 5. FINDINGS FROM ENGAGEMENT ACTIVITIES

### 5.1 Surveys

Compilation reports for the three surveys have been submitted to the Sub-committee and BC Athletics under separate cover. A synopsis is included here to support the report recommendations.

#### 5.1.1 Current Officials

Who answered ?

- 73 of the approximately 220 active officials responded. The more detailed information about the respondents group is compared with the total pool of active officials in *(brackets)*.
  - 74% of respondents are 50 – 69 yrs. *(54% of active officials fall into those age ranges.)*
  - Responses by Levels: *(55% of active officials are Levels 1 & 2)*
    - Level 1 – 18%
    - Level 2 – 19%
    - Level 3 – 18%
    - Level 4 – 14%
    - Level 5 – 27%
    - Unknown – 4%
- 23% of respondents have been officials for 5 – 9 years, and 40% for 20 years or more *(almost 50% of active officials have been involved for 5 years or less)*
- More than 50% of respondents have been officials for other sports
- 20% of respondents think they will leave the sport in 1 – 3 yrs and 25% within a few years after that.

Initial reason for becoming an Official: (multiple answers allowed)

- 43.8% parent of current or former athlete
- 42.5% current or former athlete
- 34.2% value volunteering and officiating was opportunity to do so
- 30% current or former coach
- 24.7% Became involved through school events
- 24.7% Club volunteer who was asked to learn to officiate
- 16.4% friend asked
- 15.1% current or former Road Race athlete
- 13.7% current or former Cross Country athlete
- 11% club requires parents of young athletes to volunteer in some capacity

Suggested strategies to address recruitment

- Involve clubs in recruitment
- Work with clubs that currently don't require volunteer commitments
- Provide incentives
- Make it easier to transition to success
- Make it fun - provide social events
- Focus on parents as target group
- Position as “giving back” or staying connected with sport

Suggested strategies to retain Officials

- Increase the social opportunities of being an Official



- Ensure that officials feel valued by competitors, coaches, event organizers and BC Athletics
- Encourage levels 1 and 2 to move up to higher levels of certification
- Offer more mentoring and support and resources both during and between meets
- Encourage a wider variety of Track and Field meet formats
- Expand training and development opportunities
  - Wider variety of delivery, including online options for information
  - Offer more courses
- Educate athletes and coaches about the role of the official
- Speed up qualification pathway for specialist officials
- Increase recognition of individual officials through BCA website and blog

### 5.1.2 Club Executive and Event Organizers

Who answered?

- 48 respondents
  - Mainly Track & Field clubs and event organizers (85%)
  - 71% club executive members and 39% event organizers from 7 of 8 zones

What are their issues??

- 65% stated that they did not have trouble getting enough officials or had an adequate number of officials
- 19% of the responding clubs don't organize their own events
- 17% have trouble getting enough officials

What do they need?

- Training for event volunteers
- Coordination in regions among events

What successful strategies have they seen re: Officials recruitment and retention?

- Require club members to volunteer at meets
- Financially support club volunteers who attend courses
- Encourage athletes to become officials

### 5.1.3 BCA General Members who are NOT Officials

Who answered?

- 14 responses including . . .
  - 2 under-19 athletes
  - Coaches and athletes
  - Half of respondents are involved as officials with other sports

Why are they NOT Athletics Officials?

- 65% still active as athlete / coach
- 36% have never asked
- 21% don't know how to get involved
- 14% only interested if they get paid
- 14% officials have to spend too much time at events
- 14% don't know enough about the sport to become an official
- 14% heard that Officials have to pay some of their own expenses

How might their interest in becoming an Athletics Official increase?

- 50% provide more assessable information about how to become an official
- 50% provide easier access to training (online, more courses)
- 36% speed up qualification pathway for specialists
- 29% change format of meets so days are not so long
- 29% officials should receive an honorarium
- 21% recruit younger officials

## 5.2 information from Other Athletics Organizations

Conversation reports for all interviews conducted for this project have been submitted to the Subcommittee and BC Athletics under separate cover. The information below provides an overview from all of the interviews.

### 5.2.1 Interviews with BC Clubs and Regions

Interviews were conducted with three individuals representing clubs or regions identified as having success in the recruitment and retention of officials.

Proven activities to recruit and retain Officials within these clubs and region:

- Create a culture of support and opportunity for officials
- Many clubs require volunteer hours from parents. Introduce them to officiating as one of the ways they can volunteer
- Make training easy
  - arrange courses to be hosted by the club
  - have the club pay the course fee
  - use evening training sessions and small meets as opportunities to learn and practice
- clubs pay officials' membership fees
- clubs may support travel to help officials get experience or upgrade
- provide recognition incentives – identifying shorts, other SWAG, use the website
- provide support in the club for new officials
- target groups of new volunteers (eg: retired teachers)
- take care of Officials at club-hosted events
- build a sense of community in the club and include officials
- host social events for officials
- develop regional programs that meet local needs
- support Officials travelling to new opportunities or to upgrade

### 5.2.2 Road Racing

The BCA Road Racing Committee and staff have identified a need for more trained officials to be used in road races through the province.

- There are no qualified officials at most races in BC.
- Race Directors don't require training or specific qualifications. They are essentially the event chair. Many larger events also have a Technical Directors.
- A qualified race referee would handle any disputes and vet results.
- Would like to see a requirement to have qualified officials at higher level races.
- Would like to see a course offered that is specific to road racing / non-stadia.

### 5.2.3 Information from Athletics Canada

The Athletics Canada (AC) contractor working with the National Officials Committee (NOC) was asked about current initiatives that may impact the work being contemplated out of this project.

- Has suggested to AC that they offer an expanded type of mentoring program offered to better support on-going training. May be the possibility of a province being able to pilot a project with Athletics Canada.
- Updating of clinic materials being completed.
- Possibility of online delivery in future.
- AC expanding their recognition program to include pins starting with year 5.

### 5.2.4 Information from Other Provincial Athletics Officials Committees

Contacts from Officials Committees in New Brunswick, Nova Scotia, Ontario and Québec were interviewed about their own recruitment and retention initiatives.

- Profiles of officials from all provinces contacted is not dissimilar to BC's, with most reporting an average of 50+ years
- Larger provinces have geographical clusters that meet local needs, but require travel to meet in other areas, which can be costly
- Recruitment initiatives:
  - Many clubs require volunteers which is a source of officials, but a good training program needs to be in place and accessible in that club
  - Focus on welcoming new volunteers with special information
  - Use road race general volunteer pools (non-officials) to recruit for track officials
  - Most don't charge a membership fee to officials. Ontario reintroduced a small fee for officials to keep their list of officials accurate.
- Retention initiatives:
  - Recognition programs with provincial awards, apparel, incentives for certification levels, newsletter stories
  - Change upgrading criteria to make it easier to advance
  - Keep all officials involved. Spreads out the work and keeps everyone engaged.
  - Hold social gatherings
  - Say thank you – and send officials thank you's
  - Pay travel expenses and provide meals during events
  - Provide mentoring to Levels 1 and 2 officials

## **5.3. Information from Other Sports**

Discussions were held with representatives from BC Alpine, Cross Country BC, BC Speed Skating, Swim BC and Triathlon BC about their recruitment and retention initiatives for Officials.

- Most sports have a 4 to 5 level system with levels 1 and 2 managed provincially, levels 3 and 4 managed by the national association, and levels 4 and 5, or 5+ being international standards
- Most sports have an Officials Committee charged with training and development. Recruitment may be done at the local level or through competitions but constant recruitment and training is a reality for all sports.
- The profile of officials being recruited differs from sport to sport, depending somewhat on the entry level age of athletes.
  - Sports with large numbers of children and youth target parents to volunteer at events and possibly train as officials.

- Sports with larger numbers of older youth or adult competitors target significant others, former athletes, the general public or recreational participants in that sport.
- Most sports are dependent on host committees or host clubs to provide volunteers and officials for locally held events.
  - Numbers of officials needed dependent on sport, but for the 5 sports interviewed, number range from 4 to 80 for a mid-level event.
  - The types of roles filled by “trained officials” in one sport may be filled by a supervised volunteer in another sport.
- Recruitment tactics:
  - Focus on groups likely to contribute – often parents but this entails frequent turn-over and constant recruitment.
  - Use major events to recruit new volunteers with incentives.
  - Offer to fast-track former athletes through initial training levels.
  - Partner with opposite season sports looking for similar types of roles for Officials.
  - Encourage clubs to have their own officials and to offer training through the club.
- Retention:
  - Provide recognition through awards, apparel, incentives.
  - Provide travel expenses and some support to advance to national levels.
  - Recognize Officials through newsletters and on-site thanks you’s at events.
  - Some sports add small amount to event entry fee to cover officials’ costs and resources.
  - Officials are asked if they are interested in progressing to higher levels or to travel to other communities, and if possible, helped to meet their goals.
  - Either waive officials’ membership fees or clubs pay fees.

## 6. RECOMMENDATIONS

Finding, training and retaining Officials are issues in many sports. Addressing issues around recruitment and retention is not solved simply by paying officials, or providing extra incentives, or requiring volunteer time from parents. It is a complicated dance of meeting the needs of the individuals providing their time, developing officials so that they can meet the standards required at all levels of competition, and providing competitive environments that are energizing, entertaining and respectful for athletes, coaches, officials and spectators.

The following recommendations are being put forward by the Officials Recruitment and Retention Initiative Sub-committee as their best advice for the path that BC Athletics, the Officials Committee and clubs and regions should jointly take to improve the recruitment and retention of Athletics Officials in British Columbia.

### 6.1 General Recommendations for Recruitment Initiatives

1. Develop an over-all Volunteer Management Strategy for BC Athletics that includes tools and successful practices for use by clubs, events, officials and coaching - for all disciplines.
2. Review and revise the entry to becoming an Officiating by making it simple, easy to achieve and rewarding.
  - a. Encourage all clubs hosting an Officials Course to invite people from other clubs
  - b. Ensure that there is on-site help and encouragement for all new volunteers and officials
  - c. Create flexible schedules to allow people to commit to an event for shorter periods of time

- d. Encourage shadowing of new recruits at twilight meets
  - e. Train senior people working with the new volunteers to ensure that early experiences of new recruits are positive
  - f. Create a “welcome package” for modification and use by all clubs and events hosts, for use with newly recruited officials
  - g. Always follow-up with thanks you and acknowledgments
3. On an annual basis, examine the calendar of events to select likely recruitment opportunities, and host a BC Athletics information booth with volunteer recruitment information, and highlighting Officiating.
  4. Identify entry points and opportunities to undertake direct recruitment of officials and volunteers.
  5. Partner with sports looking for Officials for similar roles and/ or opposite seasons for the purpose of recruiting officials.
    - a. Train officials in multiple sports to enable them to be involved with year-round opportunities.
  6. Hold public or open recognition events and use these events as opportunities to recruit others.
  7. Work with BCA Clubs to establish schedules for Officials courses to be held during training times or just prior to club-hosted meets.
  8. Build a stronger rapport between Officials and clubs through promoting club-affiliations and the support of Officials by clubs. Establish stronger ties between Clubs and Officials to encourage club members and parents of club members to become involved.
  9. Review the Officials information on the website to optimally position welcoming information about how to become involved in officiating.
  10. Be active and open about recruitment efforts targeted to younger officials or officials in certain areas of the province. Be welcoming to everyone, but be deliberate about addressing gaps in the current system.
  11. Provide opportunities for younger athletes to get involved as junior officials and support them on-site. Follow their participation through their athletic career and keep them involved on occasion as officials. If and when they move out of athletic participation, recruit into a higher level of officiating commitment.
  12. Investigate a fast-tracking program for athletes and coaches to move quickly into Level 2 and 3 opportunities.
  13. Encourage all clubs that host events to have an Officials Liaison on their executive or Board.

## **6.2 General Recommendations for Retention Initiatives**

1. Concentrate retention efforts on Levels 1 and 2 to increase commitment and activity levels.
2. Simplify entry requirements for the training and education of newer officials.
3. Examine all training and education materials and delivery methods to find ways to encourage continued involvement, upgrading, mentoring of officials.
  - a. Develop more online resources to support continued development and learning.
4. Work to build a culture and sense of the community for officials - of being part of the “team”.

5. Provide programs that offer a variety of experiences for all levels of officials in order to keep them engaged and challenged. Offer shadowing opportunities for assistants to senior positions.
6. BCA to continue to work with host organizers to find solutions to issues affecting Officials, such as the number of sanctioned meets, calendar conflicts and the length of meets.
7. Work with officials to develop and maintain their profiles to track participation, preferences and to identify those who have the interest and commitment to be involved with special opportunities and further training.
8. Encourage ongoing activity levels by requiring officials wanting to be named to identified high profile meets to have worked a set number of hours at other meets during the season.
9. Use technology to offer training and education information to officials (eg: webinars, videos, blogs on rule changes or issues that arise at meets from around the world).
10. Continue to track officials who have “left” the sport when their children move to other activities. At key intervals, invite them back to participate when their family commitments change.
11. Attach a small fee to entry fees at meets and races to be used to support resources for Officials and recognition programs for Officials. (*eg: additional fee on 1<sup>st</sup> event only for T&F meets*)
12. Investigate the financial and human resource requirements of offering to partner with Athletics Canada in a number of Officiating initiatives:
  - a. The provincial version of a mentoring program
  - b. Online course materials and delivery of Level 1 and level 2.
13. Build an Officials Recognition Program with activation opportunities at the local, regional and provincial levels:
  - a. Include Athletics Canada’s planned expanded pin program
  - b. Partner with Clubs for recognition opportunities that they can activate locally
  - c. Partner with meets and events to increase social and networking opportunities for all volunteers, including Officials
  - d. Develop and publicize standards for recognition for achievement
  - e. Use AGM as an opportunity for more recognition
  - f. Use the BCA blog and other opportunities to profile officials.

### **6.3 Recommendations Specific to Track and Field**

1. Investigate having a requirement for providing volunteers and trained officials as part of the sanctioning process for specific levels of meets, and then provide a means to train the local volunteers at an entry level.
2. Identify specific age or geographical gaps for active officials and concentrate target efforts to eliminate and address these issues:
  - a. Emphasize recruitment of younger entry-level officials
  - b. Work to ensure that every region can fill their own needs for club and invitational meets
3. Identify and mentor officials to qualify for a specialty rating for Level 3.

## **6.4 Recommendations Specific to Road Racing**

1. Work with Meet Directors and the Road Race Committee to develop standards and criteria for certified Official positions at designated levels / types of Road Races
2. Develop BC course material specific to non-stadia events.

## 7. APPENDIX:

### 7.1 Contributors

BC Athletics acknowledges and thanks the following individuals for their contribution to this initiative.

#### **OFFICIALS RECRUITMENT AND RETENTION INITIATIVE SUB-COMMITTEE:**

- Maureen de St Croix
- Graham Dodd
- Bill Koch
- Greg Nicol
- Brian Palesch
- Brian Thompson
- Brain McCalder (staff support)
- Maurice Wilson (staff support)

#### **INTERVIEWEES:**

- Judy Armstrong, Kamloops Track & Field Club
- Maureen de St Croix, Ocean Athletics
- Vince Sequeira, Vancouver Island Regional Officials
- Carl Cummings, New Brunswick Athletics Officials Committee
- Anitra Stevens, Nova Scotia Athletics Executive Director
- Peter Hocking, Ontario Athletics Officials Committee
- John Monroe, Quebec Athletics Officials Committee
- Dave Weicker, National Officials Committee, Athletics Canada
- Charlene Krepiakevich, Vancouver Marathon Society
- Bruce Goldsmid, BC Alpine
- Georgia Manhard, Cross Country BC
- Ted Houghton, BC Speed Skating
- Mark Schuett, Swim BC
- Allen Prazsky, Triathlon BC

#### **EXTERNAL CONTRACTOR:**



BC Athletics also thanks all of the individuals who responded to the surveys that were conducted in September as they provided a valuable source of information and advice for the Sub-committee.



## 7.2 Additional Resources

Several additional resources were examined in the course of developing the project's process and shaping sub-committee discussion for this initiative.

1. *Understanding Factors Contributing to the Retention of Canada Sport Officials*. Forbes, S.L., Livingston, L.A., Lakehead University. March 2013
2. *Long Term Officials Development – Moving Forward*. A Canadian Sport for Life Presentation. Way, R., Lachance, A., Cardinal, C. September 2010.
3. *Accountability in Officiating Discussion Paper*. Canadian Centre for Ethics in Sport. July 2003
4. *Long Term Officials Development*. Baseball Canada Presentation to the Sports Officials Canada Conference 2012.
5. *Best Practices Training and Recruiting Officials*. Figure Skating Canada Presentation to the Sports Officials Canada Conference 2013.
6. *The Changing Face of Volunteering in Canada*. Fish, S. (Storywell), Charity Village Newsletter, July 2014.
7. *How to Attract Younger Members to Your Association*. Kaiser, A. (Kaiser Insights), XYZ University News. January 2014.
8. *Volunteering in Canada*. Vezina, M., Crompton, S. An article derived from the 2010 Canada Survey of Giving, Volunteering and Participating. Statistics Canada. Catalogue No. 11-008-X. Canadian Social Trends. April 2012.