

LONG TERM OFFICIALS DEVELOPMENT



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Why Ontario Soccer?

- **No National or Provincial Sport Organisation has put any emphasis on Match Officials Development**
 - Research shows that officiating is not considered an integral part of the game by Sport Leaders and decision makers
- **Ontario Soccer recognised the need to lead with an innovative and ground-breaking Match Officials development program**

The Pathway to Match Officiating Excellence



- Long Term Officials Development (LTOD) will inspire and empower all to reach their personal career goals by providing a standards-based education and development program, delivered through strong leadership, inclusiveness and support.
- LTOD is a strategic initiative of Ontario Soccer that is supported by Canada Soccer; and will advance match officials the same way Long Term Player Development is revolutionizing player and coach development.

Long Term Officials Development (LTOD) will inspire and empower all Match Officials to reach their personal career goals by providing a standards-based education and development program, through strong leadership, inclusivity and a clearly-defined structure.

The 5-year LTOD plan is a strategic initiative of Ontario Soccer (supported by the Canada Soccer) that advances match official development the same way LTPD revolutionized player development and coach development



7 Key Development Areas to Deliver Success:

Mentorship/Coaching



Technical Leadership



Education



Recruitment & Retention



Talent Identification



Fitness and Training



Competition



All aspects of the Match Officials development program will be improved, as Development Support Team Members and Match Officials themselves will all benefit from a ground breaking development and training program.

Development will be delivered both in-person and online, through creative online Learning Modules and direct, hands-on education from Canada Soccer accredited instructors, LTOD and Ontario Soccer staff.

Innovative mentoring and scouting programs will be rolled out to support the development of all match officials in Ontario in a coordinated effort with all Clubs, Districts and Private Academies.



Impact on:

3,000 to 9,000 Match Officials annually

100+ Instructors

125+ Assessors

500+ Mentors

25+ Scouts

21 District Match Official Coordinators

380+ Club Head Referees

350,000 Players

500+ Volunteers

150+ Assignors

500+ Club Technical Directors



Canada Soccer Support

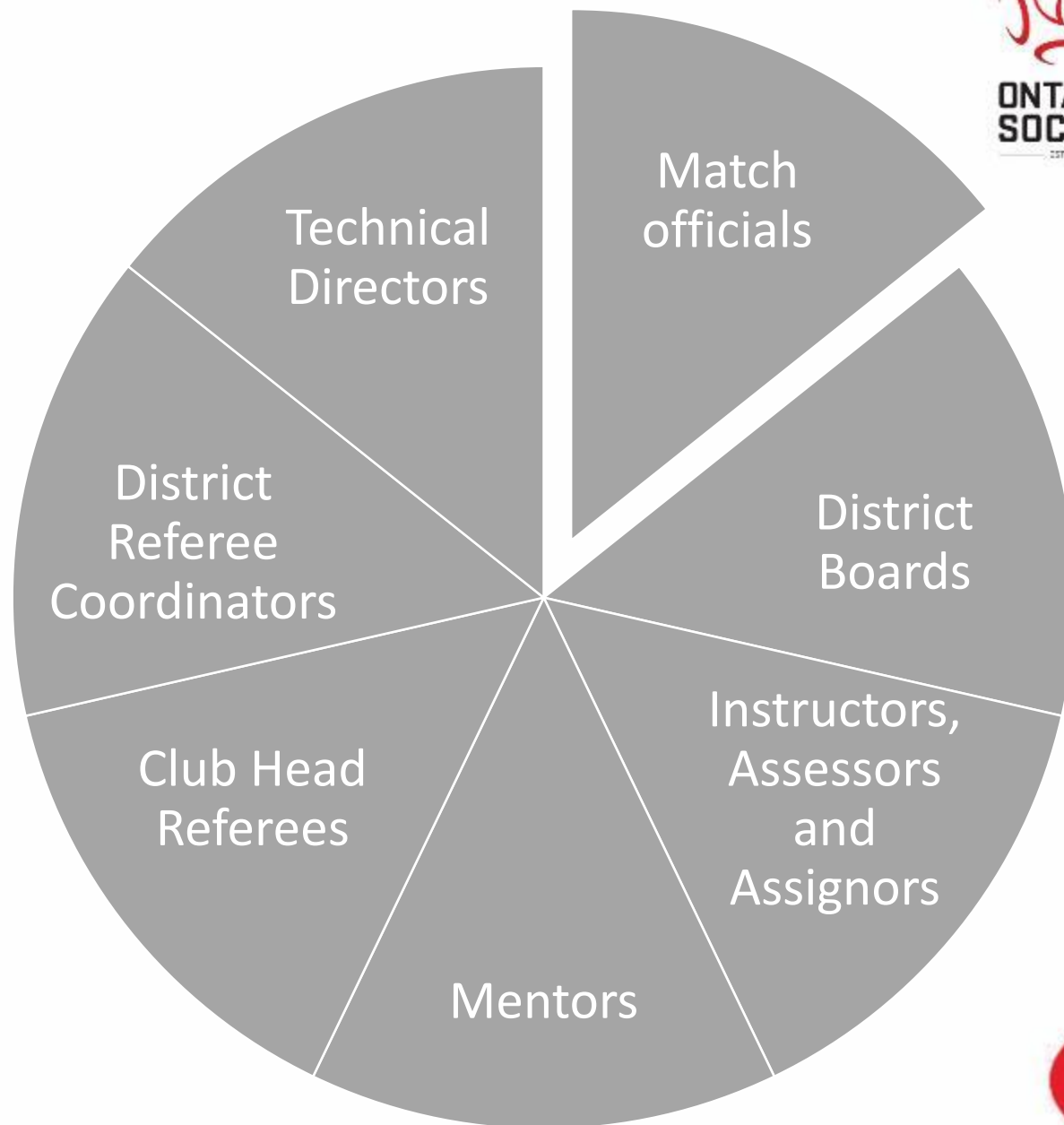
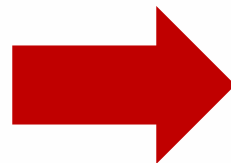


Canada Soccer's Referee Program recognizes the innovation and vision of LTOD.

We support a program that creates a structure for referees to work within in order to achieve their goals and look forward to collaborating with Ontario Soccer on the implementation of the program and the development of its referees.



A program for everyone

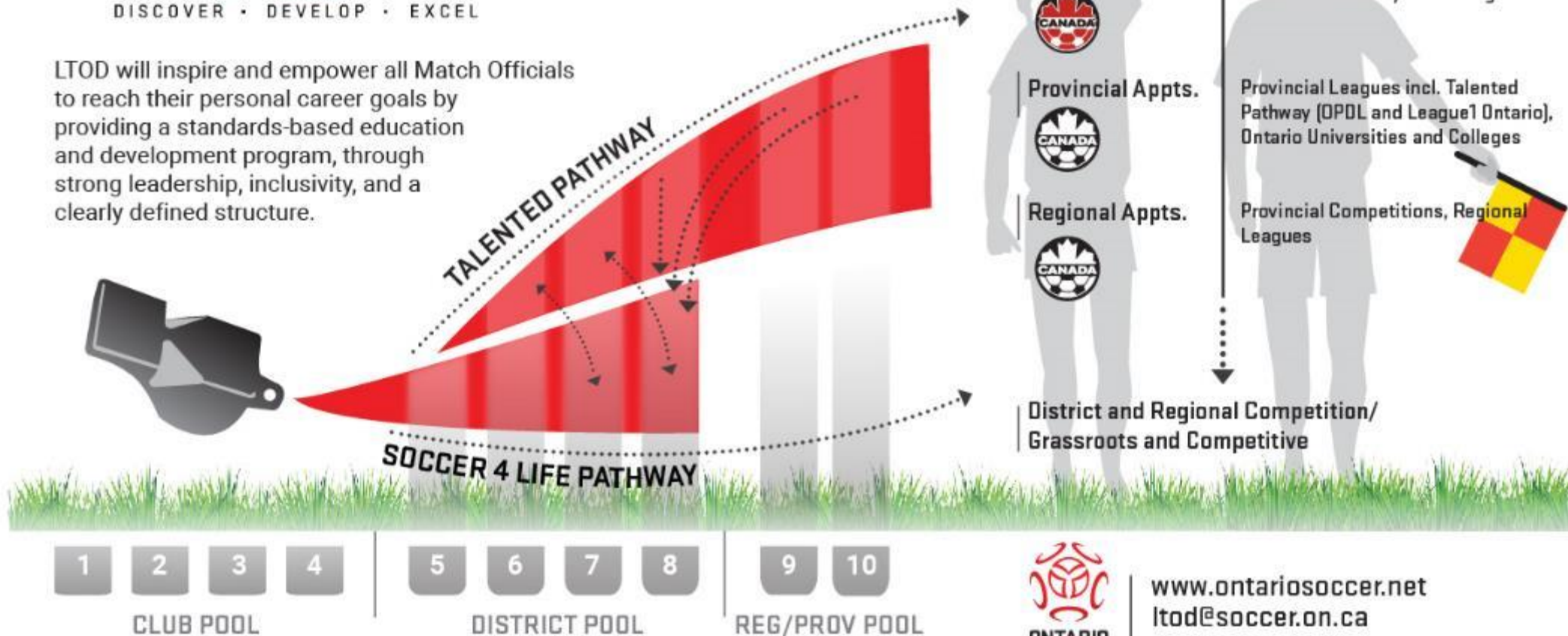


LTOD

LONG TERM OFFICIALS DEVELOPMENT

DISCOVER • DEVELOP • EXCEL

LTOD will inspire and empower all Match Officials to reach their personal career goals by providing a standards-based education and development program, through strong leadership, inclusivity, and a clearly defined structure.





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DATA & RESEARCH

Sport Officials: Their Resilience, Motivations, and Organizational Support Needs

Susan L. Forbes, PhD
Adjunct Professor

Lori A. Livingston, PhD
Full Professor and Dean













Faculty of Health Sciences



Source: <http://www.oua.ca/sports/wsoc/2014-15/photos/uoit-wsoccer.jpg>









Factors That Contribute to Officiating Drop Out

(Betts et al., 2007; Livingston & Forbes, 2007)

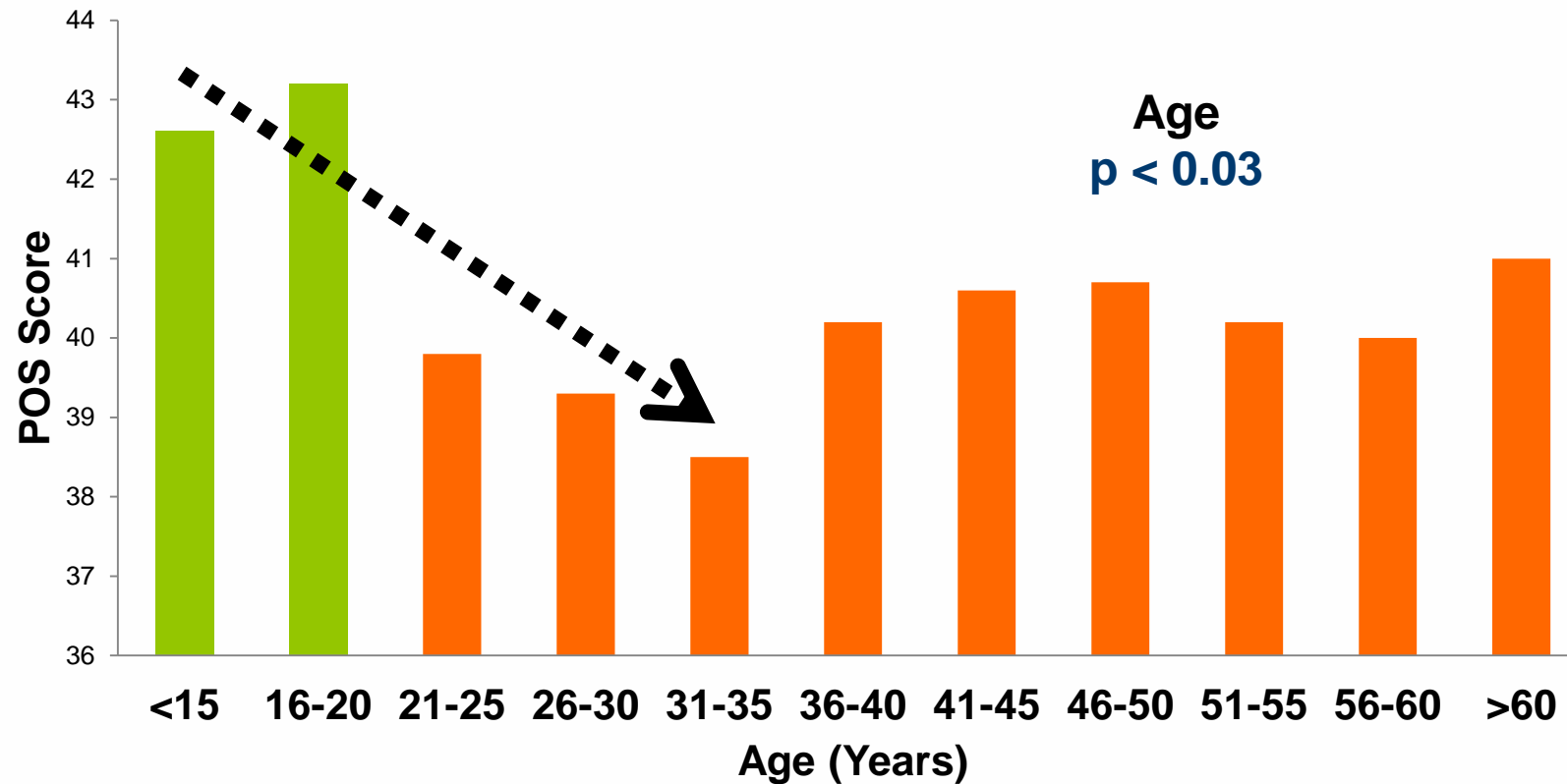
| | Inexperienced | Experienced |
|--|--|---|
| Threat of verbal, physical abuse |   |  |
| Low rates of pay, infrequent payments |  |  |
| Game assignments, politics of advancement | |    |
| Lack of mentorship/training, poor quality training |   |   |

Factors That Contribute to Officiating Drop Out

(Betts et al., 2007; Livingston & Forbes, 2007)

| | Inexperienced | Experienced |
|---------------------------------------|---|--|
| Lack of recognition for their efforts |  |  |
| School |  |  |
| Moved |  |  |
| Career demands | |  |
| Family | |  |

Perceived Organizational Support



A Framework for a Successful Officiating Program

(Titlebaum et al., 2009)

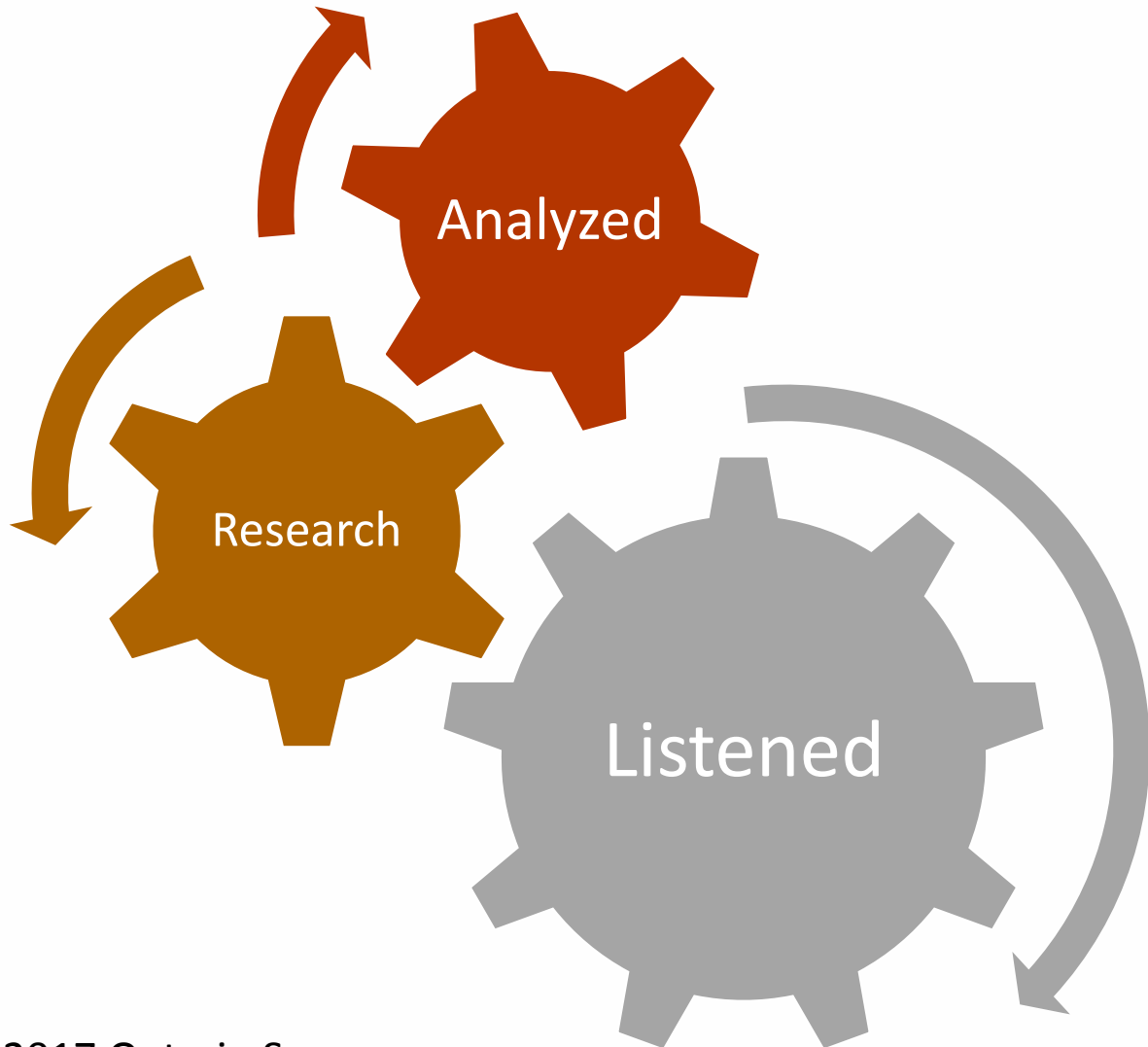
- **Market the opportunity**
- **Set standards for officials**
- **Continually evaluate the officials and the program**
- **Set up mentoring programs**
- **Create incentives**
- **Create a structure whereby individuals can advance**
- **Set policies, based on objective data, on how competition assignments will be determined**
- **Hold everyone accountable for their behaviour during events**

Moving forward we need to....

- **Change existing organizational cultures, practices** (Bang et al., 2012; Bernal et al., 2012; Rocha & Chelladurai, 2011; Schweizer et al., 2011)
- **Understand the developmental pathway for success** (Guillén & Feltz, 2011; Hancock et al., 2015; Mascarenhas et al., 2005; Pizzera, 2015; Slack et al., 2013)



How did we get here?



We reviewed over 3,500 survey responses and listened to comments at outreach sessions over the past 4 years.

What you told us (2012-2016)



- Districts/Clubs do not 'care' about me
- Leadership is possessive
 - Need to encourage referees to go to the next level
- Lack of Perceived Organizational Support
- We want and need consistency
- Fear of change creates opposition to new ideas
- Our assigning system is fundamentally flawed
 - Easiest assignment, rather than best for development

“Top 3 Reasons I would not return”

- 1. Lack of access to games**
- 2. Lack of support at club/district/PSO level**
- 3. Abuse from Coaches, Parents**

2012, 2014, 2015 surveys – 2ND year returning

WHAT YOUR DRC's ARE SAYING ABOUT LTOD:

Officials will have
clearly identified
pathways

Provides consistent
officiating, support
and resources

Access to
development
opportunities at
higher level games

Allows officials to
achieve their idea
of success

Breakdown silos
across the clubs,
districts and the
province

Self-motivate and
inspire to seek
promotion

What did we do with all the data?

As a result of the surveys, research papers, outreach and focus groups, we identified **6 Guiding Principles** and **7 Key Development Areas.**



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THE PROGRAM BASELINES

The Six Guiding Principles of LTOD

1. The needs of the match official will be put first in all decisions



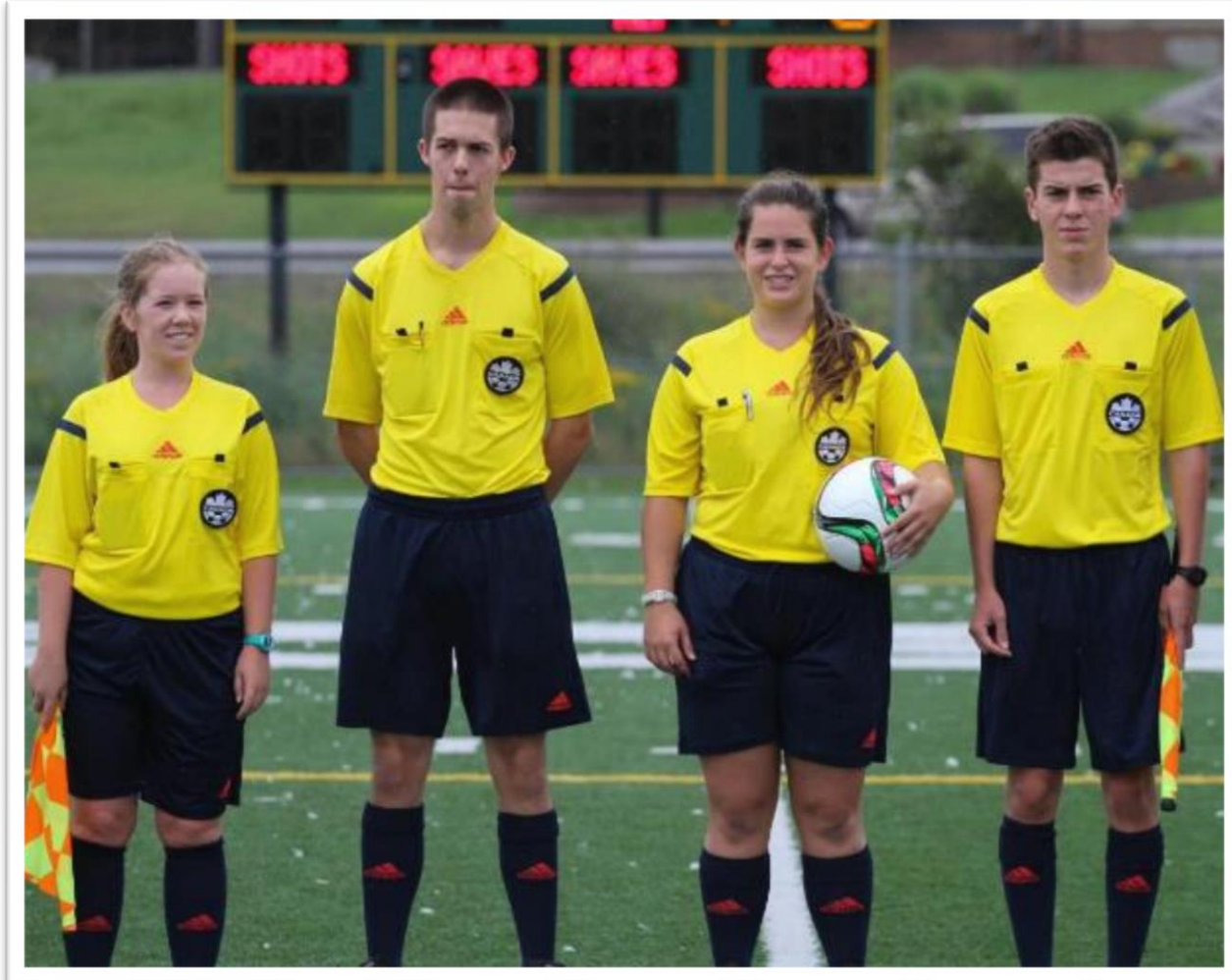
The Six Guiding Principles of LTOD

2. We will lower the barriers to participation, especially in earlier career



The Six Guiding Principles of LTOD

3. We will provide balanced programming from grassroots to elite



The Six Guiding Principles of LTOD

4. We must create a strong foundation at the club and district level



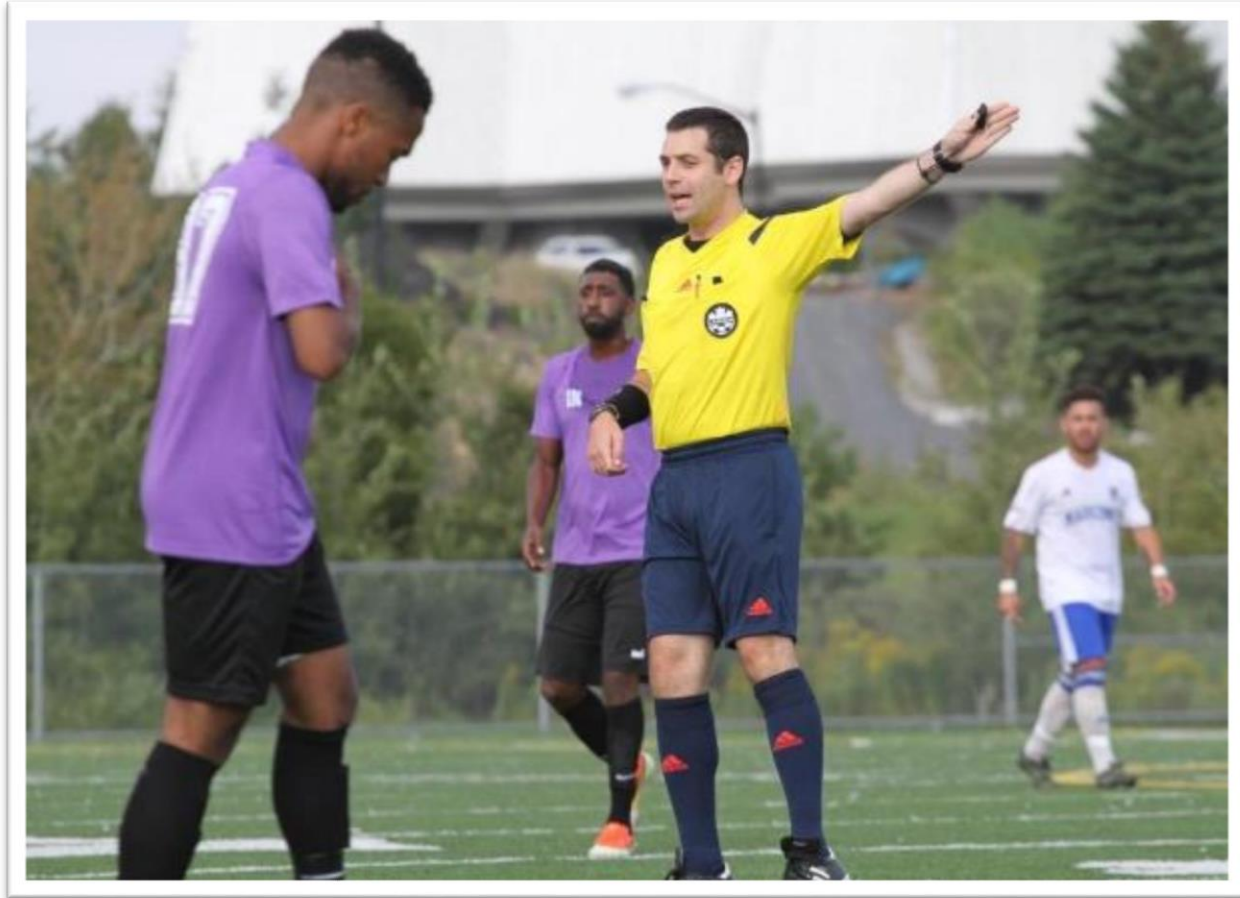
The Six Guiding Principles of LTOD

5. Communication and education at all levels is imperative.

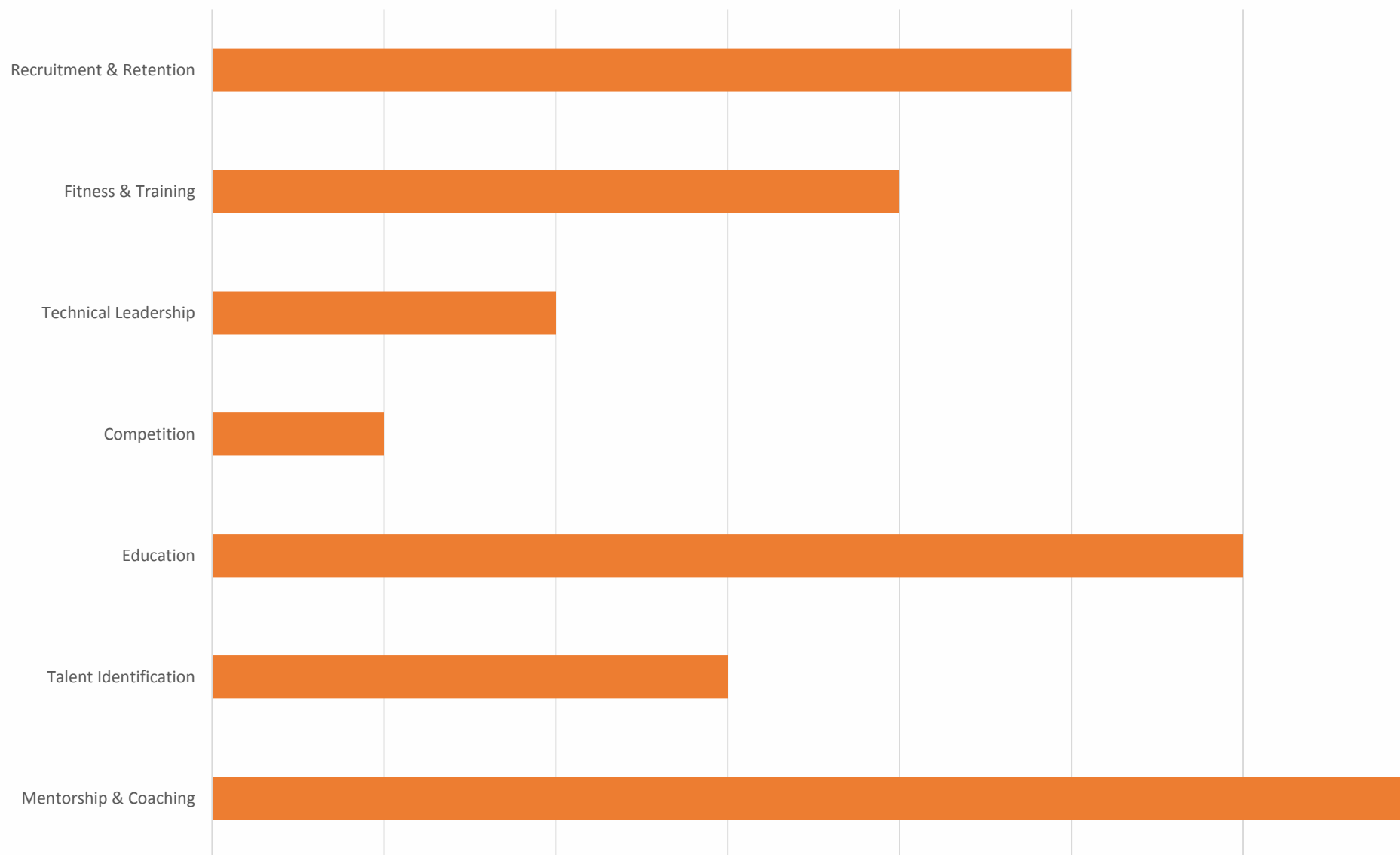


The Six Guiding Principles of LTOD

6. We will strive to expand our outreach and offer more opportunities in all areas of the province.



Survey Results – Where do we prioritize? Jan 24 to April 29, 2017 (264 respondents)



Club Pathway



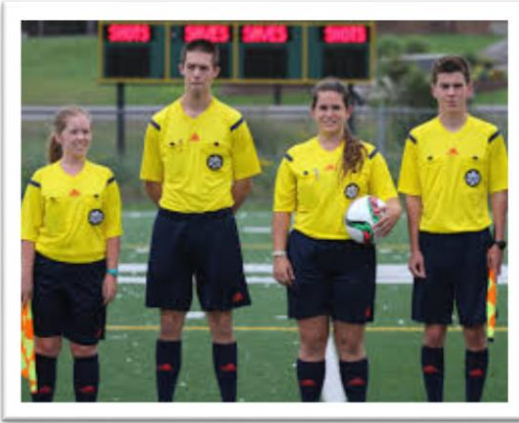
Grade 1 match officials are the Small Sided Match official.

Grade 4 are the local club Entry Level official.

Grade 4 officials are permitted to move to Grade 5 when criteria is met



Soccer for Life Pathway – the majority



Grade 5 to 7 match officials that want to stay fit, be involved, but not committed to increased training or too much travel.

Grade 8 is the Elite District Match Official, and wishes to only officiate at District and Regional Competition.



Match Officials in this pathway will undergo monitoring, scouting, mentoring, directed education and evaluation.

Talented Pathway



Starts at Grade 6, must complete a year in Grade 5

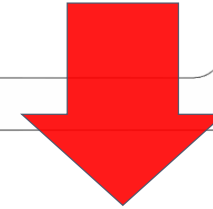
- has the potential, motivation and aspiration to develop to a higher level of competition.
- is willing to train and manage the number of games per week (Regional and higher), and attend additional education and development sessions.

Match Officials in this pathway will undergo expanded education, monitoring, scouting, mentoring and evaluation. Standards are higher than the Soccer For Life pathway.

Organizational Responsibilities

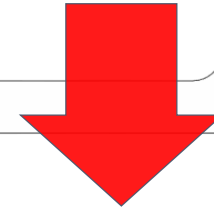
Leagues/Assignors

- In alignment with LTOD, monitor league assignors & assignments



Club

- Ensure Match Officials are included in Technical programming, providing support for all Club level officials



District Association

- Implement, support and communicate the LTOD Vision

2017 to 2018

- Continued Outreach & analyze survey responses
- Create LTOD Club Contact database
 - Visit/connect with 250+ Clubs
- Create an evaluation profile of Development Support Team members
- Build & deliver the Education baseline module
- Create & deliver Assignors education
- Determine best practices from club/districts
- Canada Soccer Fitness Training Accreditation

2019 to 2020



Educate
technical
leaders at
Clubs and
Districts

Build & beta
test Learning
Management
System

Development
Support
Team
Members
status

Finalize
Talent
Identification
& Education
Matrices

Review,
measure and
analyze all
activities

LAUNCH at
end of 2020

Benefits to the Match Official

- Game Fee Increases
- Ability to advance at own pace
- Practical training opportunities
- Learning Management System (LMS)
- Technical Leaders acknowledgement of LTOD
- Regional Champions, specific LTOD staff
- Discipline Process



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ONTARIO SOCCER PLAYER INCOME

| | Grassroots Development U10 & Under | Grassroots Development U11 - U12 | Youth Rec. U13 - U18 | Youth Comp. U13 - U18 | Senior Rec. | Senior Comp. |
|---|--|--|----------------------------|-----------------------------|----------------|-----------------|
| % of Ontario Soccer Membership | 45% | 5% | 20% | 10% | 17% | 3% |
| Registration Fee | \$10.94 | \$12.04 | \$12.04 | \$ 31.73 | \$18.42 | \$38.67 |
| Payable to Canada Soccer | \$9.00 | \$9.00 | \$9.00 | \$9.00 | \$9.00 | \$9.00 |
| Allocated to Participant Insurance | \$1.63 | \$1.63 | \$1.63 | \$1.63 | \$1.63 | \$1.63 |
| Amount Ontario Soccer retains to fund the programs and services you receive: | \$0.31 | \$1.41 | \$1.41 | \$21.10 | \$ 7.79 | \$28.04 |

70% of player registration \$1.41 or less to Ontario Soccer

2017 Program Fees



| Level | Small Sided Referee 2017 | District Youth aged 14-15 | District Referee aged 16-17 | District/Reg./Prov. aged over 18 |
|-----------------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------------|
| Registration Fee | 35.00 | 35.00 | 50.00 | 92.00 |
| LTOD Program Fee | 10.00 | 10.00 | 5.00 | 23.00 |
| District Development Fee | 0.00 | 0.00 | 5.00 | 10.00 |
| Total 2017 Fee | 45.00 | 45.00 | 60.00 | 125.00 |

THE MONEY STAYS IN LTOD



All monies raised through the LTOD Program Fee will stay in the LTOD program and will not be distributed to any other departments programs.

District LTOD Compliance 2017



LTOD promotion on District website

Coordinator will be checking district websites to ensure current LTOD documentation is posted

Club Development Support plan for 2018

Club and District Communication plan for 2017/2018

Meeting log/minutes to be kept

LTOD meeting accommodation

Expectation of numbers based on district registration

Use of LTOD provided material/scripts (live document access)

Can be updated and tracked when required

List for appointments

Know your pool of officials – actively promote your developing and aspiring refs



Sincerely,



Lori A. Livingston, PhD
Dean and Professor

The work that you and your colleagues are doing to support the development of your match officials aligns with our most current research on officiating retention. **It is very much needed and we are unaware of any similar initiatives being undertaken across the country. To that end, there is every reason to believe that your efforts in the sport of soccer will become the exemplar for officiating development programs in all sports across Canada.**

Your work is very innovative and much needed.

Feedback in the community

“No matter the increase, I would jump at the opportunity. Wish we had anything remotely close to that here in Alberta. At least looks like OSA is doing something to continuing education for its Officials. Good on OSA!” – 30, Male

“I had the opportunity to attend one of the Association's LTOD (Long Term Official Development) meetings last night. Their development plan is well-researched, ambitious, revolutionary, and well mapped out” – 40, Male

“I am happy to pay \$30 more if quality of officiating improves. My fees help provide system for the growth of others and the game” – 60, Male



Feedback in the community



I compare it to paying school taxes although I no longer have children in the system, I pay road taxes for roads I will never use. We pay it forward. As a society, and as individuals, there have been benefits we have each received because someone else paid it forward. Just a reminder for those who may have lost sight of "the ball". It's surely an "aha" moment – 71, Female

This is an exciting time to be a match official in Ontario.

We invite you to be a collaborative partner on our LTOD Journey.

