



Alberta Soccer Association

Governing Body of Soccer in the Province of Alberta

203, 9440-49 Street

Edmonton, AB T6B 2M9

(P) 780.474.2200 (F) 780.474.6300

www.albertasoccer.com

December 3, 2013

Alberta Soccer Association (ASA) Referee Development Committee

Terms of Reference

I. Committee Name

The name of this committee shall be the Referee Development Committee (RDC).

II. Purpose and Authority

The purpose of the RDC is to implement the referee elements of the Alberta Soccer Association Vision, Mission, and Strategic Plan (summary in Appendix A) and to support the organization's operations from an officiating standpoint.

The ASA Board of Directors (Board) delegates, through the Executive Director, to the Referee Committee, the responsibility and authority to:

1. Establish and retain a network of referees dedicated to improving the standards of officiating across the province
2. Build a pathway for referee education across the province
3. Develop and implement a plan for the recruitment and retention of officials
4. Build a comprehensive education, skills development and training program for officials, and
5. Complete other responsibilities as assigned by the Board (Portfolio responsibilities in Appendix B)

III. Membership

The Committee shall be comprised of nine (9) members as follows:

1. ASA Referee Development Officer will Chair the committee
2. Recruitment and Retention Lead
3. Educational Development Lead
4. From the South
 - a. Assessment Program Lead
 - b. Assignment Program Lead
 - c. Education and Instructor Lead
5. From the North
 - a. Assessment Program Lead
 - b. Assignment Program Lead



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- c. Education and Instructor Lead
 - 6. The Executive Director shall be an ex-officio member
 - 7. The designated Board Liaison shall be an ex-officio member

IV. Committee Term Limits

- 1. Each Committee member term shall be for two (2) complete calendar years.
 - a. Four positions will expire in even years and four positions will expire in odd years.
- 2. A Committee member may serve up to three (3) complete consecutive terms in the same position, and no more than four (4) complete consecutive terms on the committee; however, he or she shall continue to serve until the chair appoints a replacement.
 - a. A person who has served his or her maximum number of terms is eligible for reappointment to the committee after a two (2) year absence.
- 3. The designated Board Liaison shall serve for a term coinciding with his or her term on the Board., and may be replaced by the President on an annual basis following the Annual General Meeting of the Association, or at any time at the President's discretion.

V. Subcommittees

- 1. The Committee may establish subcommittees to conduct specific work for the Committee. Such subcommittees shall report their activities to the Committee.

VI. Committee Member Responsibilities

- 1. All Committee members are expected to actively participate in the Committee's activities and meetings on a regular basis.
- 2. A member who is unable to participate on a regular basis may be required by the Chair to resign from the Committee.

VII. Committee Meetings

- 1. The Committee should meet very month.
- 2. Meetings may be held via conference call or face to face.
- 3. Minutes from their meetings will be made available through ASA.
- 4. Meetings will be conducted following Robert's Rules of Order.

VIII. Quorum and Voting

- 1. The presence of five (5) Committee members eligible to vote will constitute a quorum for a Committee meeting.



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2. A majority vote of the Committee members present, either in person, by conference call, or by email shall constitute an official action of the Committee.
 3. In the case of a tie vote on a motion by the Committee members present, the motion shall fail.

IX. Vacancies

1. If a Committee member withdraws from their Committee position before the end of his or her term, the Co-Chairs shall appoint a replacement.
2. In the event of a mid-year appointment to a position on the Committee, for the purposes of determining the term limits as outlined in this Terms of Reference, the remainder of the calendar year is not counted as part of the member's term.

X. Recusals

1. Committee members may abstain from participating in official actions of the Committee if there is an apparent conflict of interest.

XI. Nominations to the Committee

1. On an annual basis, a call for nominations to the Committee will be circulated to all District members, referees, assessors and instructors. Candidates may self nominate (volunteer) or be put forward by a member organization or affiliate.
2. Selections will be made on the basis of a skill set that is desired for the Committee, or knowledge/experience of a particular element needed for the effective operation of the Committee
3. Final selections will be confirmed by the Executive Director.

XII. Review Process

1. The Chair shall conduct an annual review of all Committee members' performance in relation to Committee activities and functions, prior to confirming the Committee membership for each year.

XIII. Amendments to the Terms of Reference

1. The Committee may propose amendments to this Terms of Reference to the Board. The proposed amendments shall be placed on the agenda of the next Board meeting.



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Appendix A

September 2012

VISION

A center of excellence for the game, providing opportunities for all players to reach their full potential.

MISSION

To provide leadership for soccer excellence in Alberta by fostering and promoting a strong infrastructure for sound governance (administration and communication) and quality programs and services (competitions, referees, coaching, player development and volunteers) to safeguard the sport's long-term prosperity.

CORE VALUES

Fiscal Responsibility: practice responsible fiscal management

Accountability: to enhance efficiency, effectiveness and program delivery

Integrity: to make decisions in a manner that is consistent, professional, fair, transparent and balanced

Respect: to treat everyone equitably, compassionately, fairly and respectfully

GOVERNANCE AND LEADERSHIP

- Commit to the ASA vision, mission, values and be guided by a strategic plan
- Develop and implement a business plan
- Model leadership through developing good governance, standards and best practices
- Facilitate the implementation of best practices to ensure appropriate representation, leadership and sound decision making at all levels
- Perform in a transparent and accountable manner and generate outcomes and results
- Foster unity within the soccer community in Alberta and with provincial and national jurisdictions
- Recognize the important role the sport of soccer plays in the wellness of Albertans

FINANCIAL STABILITY

- Develop, manage, utilize and optimize the budget and financial assets
- Maintain effective financial and reporting mechanisms
- Develop a fund development strategy/action plan and grant program plan
- Stimulate revenue growth through innovative practices

ORGANIZATIONAL DEVELOPMENT AND PARTNERSHIPS

- Develop a new organizational structure to ensure the best delivery mechanism for soccer in Alberta
- Enhance capacity to provide a skilled, trained and knowledgeable soccer community across the province
- Continue to attract and retain effective human resources



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- Continue to attract and retain effective volunteer services
 - Work together with the ASA membership to create an environment for organizational and leadership growth and development.
 - Seek out and develop relationships with like-minded community stakeholders
 - Develop a plan for consistent standards across the province
 - Identify process improvement initiatives to strengthen administration
 - Create a results-driven organization that measures and evaluates strategic goals

IMAGE AND COMMUNICATIONS

- Strengthen the ASA image and brand
- Develop a corporate communications strategy and action plan that builds a robust communications network for soccer in Alberta
- Build a communications infrastructure for maximizing capacity province-wide

PROGRAMS AND SERVICES

Technical

- Establish and retain a network of coaches dedicated to improving the standards of play across the province
- Make training accessible to recreational and competitive coaches
- Build a pathway for coaching education across the province
- Implement a systematic plan to develop grassroots athletes at all levels in Accordance with the CSA LTPD
- Support and create opportunities for high level participation with the CSA and other elite soccer organizations

Referees

- Establish and retain a network of referees dedicated to improving the standards of officiating across the province
- Build a pathway for referee education across the province
- Develop and implement a plan for the recruitment and retention of officials
- Build a comprehensive education, skills development and training program for officials

Competitions

- Provide a competitive, unique, fun experience to the largest number of participants possible
- Create a safe and positive environment with a goal towards fair play, sportsmanship and transparency at all times
- Promote the sport of soccer through participating and hosting regional and national soccer specific and multi-sport events



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Appendix B

March 2013

RDC Portfolio Responsibilities

Assignment Program

- Create and maintain a yearly list of suitable officials in respective jurisdiction (north/south), for various RDC managed provincial competitions.
- Liaise with Assessment Program to update officials' ranking before and during season.
- Liaise with Recruitment & Retention Program to populate the yearly list.
- Liaise with provincial assignment counterpart to arrange for appropriate developmental opportunities for officials.
- Determine minimum numbers of officials required for each RDC managed competition.
- Invite officials to RDC managed competitions, in accordance with documented timelines.
- Assign officials to all RDC managed competitions.
 - o AMSL, CIS, ACAC, Tier 1 to Nationals, Soccerfest, (indoor TBD).
- Act as Referee in Chief at Provincial competitions, where appropriate, or participate in the Referee in Chief Committee at larger competitions.
- Organize pre-season or pre-competition meetings for officials where appropriate.
 - o AMSL, Fall Season etc.
- Provide feedback to the referee program relating to the performance of officials at various levels.
- Liaise with all RDC to select officials for CSA All Stars, National Competitions in Alberta, CSA Provincial Upgrade Clinic and any other high level appointments.
- Participate in the annual referee upgrade decision process.
- Participate in the annual planning process to establish goals, targets and strategic direction.
- Provide input into an annual evaluation of the program's strengths, weaknesses, opportunities and trends/threats.
- Act as an ambassador for Recruitment and Retention, providing feedback and client response to initiatives.
- Other tasks, as arranged with the RDC or RDO.



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Assessment Program

- Maintain a yearly list of assessors and appointments, and an up to date worksheet of assessment results for all assessed officials. (list to be provided by RDO).
- Liaise with Assignment Program to update officials' ranking before and during season.
- Liaise with Recruitment & Retention Program to enhance the pool of active assessors.
- Organize a pre-season meeting with assessors in respective jurisdiction (north/south).
- Maintain a yearly list of upgrading officials who require assessments, with progress updates (initial list to be provided by RDO).
- Liaise with Assignment Program to create and maintain a list of officials who require 'maintenance' assessments, with progress updates.
- Communicate with relevant officials and/or leagues to ensure that referee appointments are available for assessor scheduling.
- Communicate with assessors to match assessor availability to referee appointments.
- Review all assessments personally, or in collaboration with National assessors, to ensure quality control and provide feedback to assessors, where required.
- Review all assessments personally, or in collaboration with National assessors, to provide appropriate feedback to the Assignment Program.
- Ensure that completed assessments are delivered to both the Program Coordinator and the Referee Development officer at the ASA office for assessor payment and referee records.
- Participate in the Referee in Chief Committee at larger Provincial competitions.
- Liaise with all RDC to select officials for CSA All Stars, National Competitions in Alberta, CSA Provincial Upgrade Clinic and any other high level appointments.
- Participate in the annual referee upgrade decision process.
- Participate in the annual planning process to establish goals, targets and strategic direction.
- Provide input into an annual evaluation of the program's strengths, weaknesses, opportunities and trends/threats.
- Act as an ambassador for Recruitment and Retention, providing feedback and client response to initiatives.
- Other tasks, as arranged with the RDC or RDO.

Education and Instructor Program

- Maintain a yearly list of instructors and appointments (list to be provided by RDO)
- Liaise with Recruitment & Retention Program to enhance the pool of active instructors.
- Organize a pre-season meeting with instructors in respective jurisdiction (north/south).
- During the course seasons, ensure that all approved courses have an appropriate instructor assigned in accordance with documented timelines.



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- Liaise with the Educational Development Program and the RDO, to ensure that up to date teaching materials are delivered to instructors, prior to courses, in accordance with documented timelines.
 - Liaise with the RDO to organize Regional and Provincial upgrade courses within the province, as required.
 - Provide feedback to the referee program relating to the performance of instructors at various levels.
 - Participate in the Referee in Chief Committee at larger Provincial competitions.
 - Liaise with all RDC to select officials for CSA All Stars, National Competitions in Alberta, CSA Provincial Upgrade Clinic and any other high level appointments.
 - Participate in the annual planning process to establish goals, targets and strategic direction.
 - Provide input into an annual evaluation of the program's strengths, weaknesses, opportunities and trends/threats.
 - Act as an ambassador for Recruitment and Retention, providing feedback and client response to initiatives.
 - Participate in the annual referee upgrade decision process.
 - Other tasks, as arranged with the RDC or RDO.

Educational Development Program

- Liaise with the Education and Instructor Program and RDO to ensure that instructors are provided with training in effective delivery methods for all instructional material.
- Liaise with the Assessment Program and RDO to ensure that assessors are provided with training relating to effective delivery of post-game feedback and assessment report writing.
- Research best practices relating to modern learning strategies, including online and video resources.
- Liaise with all RDC to select officials for CSA All Stars, National Competitions in Alberta, CSA Provincial Upgrade Clinic and any other high level appointments.
- Participate in the annual referee upgrade decision process.
- Participate in the annual planning process to establish goals, targets and strategic direction.
- Provide input into an annual evaluation of the program's strengths, weaknesses, opportunities and trends/threats.
- Act as an ambassador for Recruitment and Retention, providing feedback and client response to initiatives.
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Recruitment and Retention Program

- Liaise with RDO to establish and maintain a comprehensive recruitment process for new referees.
- Liaise with Assignment & Assessment programs to enhance the pool of referee instructors & assessors.
- Liaise with RDO to develop retention strategies for all levels of referees, instructors and assessors.
- Provide authorship for communications relating to recruitment & retention.
- Liaise with Assignment Program to ensure identification of officials for the 'provincial' list.
- Organize referee scouting programs at provincial competitions and local tournaments.
- Liaise with all RDC to select officials for CSA All Stars, National Competitions in Alberta, CSA Provincial Upgrade Clinic and any other high level appointments.
- Participate in the annual referee upgrade decision process.
- Participate in the annual planning process to establish goals, targets and strategic direction.
- Provide input into an annual evaluation of the program's strengths, weaknesses, opportunities and trends/threats.
- Act as an ambassador for Recruitment and Retention, providing feedback and client response to initiatives.
- Other tasks, as arranged with the RDC or RDO.