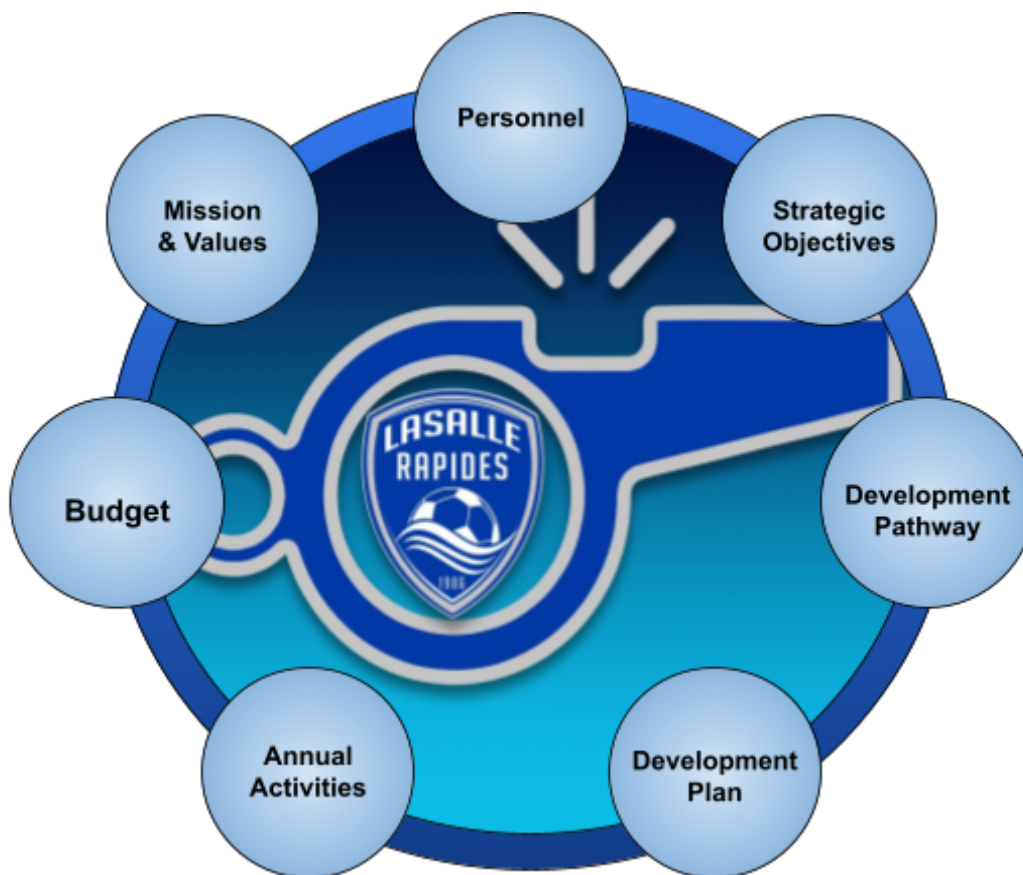




CLUB SOCCER LASALLE

# REFEREE DEVELOPMENT PLAN



CLUB SOCCER LASALLE

707, 75<sup>E</sup> AVENUE, LASALLE, QC H8R 3Y2

T:514.367.6524

PREPARED BY : JENNA POHL [CERTIFIED DIRECTRICE À L'ARBITRAGE]



CLUB SOCCER LASALLE

## Preface

The purpose of this plan is to instill quality and organization of the clubs referee department. While the primary focus is on the referee sector's activities, club management staff (General Directors / Sporting Directors) may likewise use this as a useful tool for oversight and planning. The information included in this plan is a product of numerous years of experience and contribution to the Soccer Lac St-Louis Referee Department.

We hope this plan can help clarify the roles and responsibilities that are undertaken over the course of the season to sustain the referee department. Its structure and standards are aimed to be outlined thoroughly to complete each task efficiently.

**Jenna Pohl**  
Referee Director  
Soccer LaSalle





CLUB SOCCER LASALLE

## Mission

The LaSalle Soccer Club aims to be a pillar in the continued development of our referees throughout Quebec. The club aims to create a resourceful, supervised and sanctioned administration for all soccer activities under its jurisdiction.

## Values

The Referee Department is committed to providing a positive and united environment that will maintain the progression of our referee program. This includes valuing and implementing the established code of ethics.

## Organizational Structure

### Personnel | Referee Director

Ensure that all personnel meet the standards of certification.



**Jenna Pohl**

- FSQ Certified Referee Director (Since 2017);
- Bachelor of Arts, Political Science;
- Graduate Certificate in Business Administration;
- Active CSA 'Regional' Referee Assessor 2022;
- Active CSA District Referee Instructor 2018;
- Certified Regional Level Referee 2020;
- Member of the Provincial Excellence Program;
- Certificate 'Respect in the Workplace';

Our referee director oversees all referee activities and programs.

**Current Evaluators: 6**  
**Current Instructors : 5**





## Strategic Objectives

### Administrative

- Ensure an adequate and timely affiliation process.
- Ensure referee pay is completed efficiently every week through direct deposit or checks.
- Ensure a human resource system is in place for referees to communicate information, questions and concerns.



### Organizational

- Ensure consistency in the referee department with active referees, mentors, evaluators and instructors.
- Continue to work and engage with the Club's Governing board, technical staff and regional referee department.
- Ensure that the referee development plan is well known by the referees and the club.



### Operational

- Attain 97-98%+ completion of referee assignments.
- Form more District Level referees to meet the demand of our allocated assignments.
- Form more District level assessors to ensure continued mentoring of our Club Level referees.
- Host development opportunities for club referees to be promoted to the District and/or Regional List.
- Ensure that the referees are provided with the opportunities to increase their knowledge of the Laws of the Game.



### External

- Support our Technical Department to optimize and ensure that its goals coincide with that of the referees.
- Adhere to all regional and provincial requirements.
- Follow all directives provided by our affiliated regional referee department.



## Referee Development Pathway

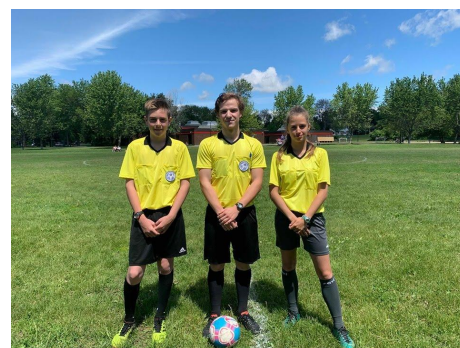
### **Recruitment Strategies**

Each referee candidate must be turning 14 years of age or older. The candidate must achieve and maintain a Juvenile (under 16 yrs of age) or District (over 16 yrs of age) certification based on the standards of Quebec Soccer, in order to officiate within the club.

### **Recruitment methods include (but are not limited):**

- Advertising on our social media platforms (Ex. newspaper, facebook, website);
- Events in local high schools;
- Sign up sessions at club registration dates (Players, Coaches, Parents);
- Sign up opportunities at our end of the season event (Soccerfest, Local Finals);
- Posting on Emplois Jeunesse;

To this extent, the recruitment process focuses on those involved in the sport and the local community. Physical fitness is an asset but not a current requirement.



## New Referees Pathway

As mandated by Soccer Lac St Louis, all referees, including those under the regional and provincial level, must affiliate with a local club, and thus the responsibility of the club is to ensure that all referees meet the standards of this certification.

All new candidates are required to partake in a 'District' Level certification course and are overseen directly by our Referee Director. Courses are to be held at a location within our jurisdiction or via the online forum, which is to be provided once officially registered.



### What is required of the candidates who register?

- Candidates who sign up for the course must be available to participate in both a theory and practical session;
- There is a fee of \$10.00 for the registration, which will be reimbursed (\$5.00) following the completion of the course and being active as a referee for a minimum of 5 games during the summer season;
- The candidates who sign up will be required to pass (80%) a written exam at the end of the course;
- The preliminary *equipment given*: Laws of the Game book, red/yellow card booklet, and course study material;
- The *equipment required* prior to the course: the purchase of whistle and completion of pre-course study to be sent over email;
- All candidates who successfully pass the course must attend a mandatory workshop prior to the season.

The current Pathway of the referees is identified in the Diagram below:



Club referees must be well equipped to eventually serve members at all levels (beginning at local level and continuing to regional and provincial level competitions). The primary development goal is to prepare club referees for the district list and supervise the referees' development throughout the stages of their careers to ensure continued motivation.

▪ **Number of Referees**

The aim is to train and certify a minimum of 25 **new** referees every season. By doing this, it will allow us to maintain our assignment goals and to ensure consistency of our program with the clubs technical evolution.

Level   Year	2022	2023	2024
District	19	25	25
Juvenile	11	15	20
National	2	1	1
Provincial	2	3	3
Régional	4	5	5
In training (new)	19	25	25
<b>Total Number</b>	<b>57</b>	<b>74</b>	<b>79</b>

\*\*\*The numbers in the table above represent predictions from 2022-2024. Due to changing circumstances, these numbers will change and vary overtime.

**Provincial Excellence Program Numbers (2019 to present)**

Group Level	# of Referees
Regional F	1
Provincial F	1
Group PLSQ	2
NextGen   National List	2





## ▪ **District List**

Every season a new 'District List' is formed in order to respond to the assignment requirements for the Soccer Lac St Louis Referee Department. The number of referees on the list is determined by a ratio amount compared to the competitive teams the club registered in its current season. This list is chosen by the Referee Director of the club and is based on the abilities of each referee who affiliates.

Minimum Requirements	Assignments
Minimum 16 years-old by the end of the calendar year	Competitive youth league (U13-U18) + Senior league (local) + tournaments and festivals + club assignments
Hold the District Referee level.	
Recommended by Club Referee Director	

*[Referenced from Soccer Lac St-Louis]*

## **District List Opportunities and Advantages**

- Access to Regional Workshops;
- Increased Mentoring;
- Youth Competition Assignments;
- Participation at Festivals;
- Ability to showcase skills and learn from the Regional Referee Director;
- Meet new referees and expand one's team;
- Receive a new referee kit.



## **How to access this list:**

A Club Level referee is encouraged to send an email to the Referee Director of the Club, indicating their interest in taking their talent to the next level. The Director will then evaluate and assess their performance throughout the year to determine if they fit the requirements established by Soccer Lac St-Louis.







CLUB SOCCER LASALLE

## Retention Strategies

**You will find below the main retention processes that work effectively for the club:**

- Providing feedback, mentoring and support;
- Access to training, testing and workshops;
- Positive reinforcements (District list incentives, annual club events participation, recognizing achievements);
- Parties / Team building events;
- Affiliation early;
- End of the season survey;
- Invites to tournaments;  
(Ex. Tournoi Soccer Lac St Louis)
- Closely following up with new referees;





## Communication Methods and Directives

In order to establish a club structure that works professionally and accordingly with all referees, the use of workshops, emails, face-to-face meetings and exchange through phone is used. This is ultimately the best strategy to communicate any information, or directives to the affiliated referees. The below points establish many [examples] of the current usages of all three methods of communication.

### Workshops

- Physical Fitness
- Technical Ability
- LOTG Understanding
- Preparation, concentration and teamwork.

### Phone

- Match reminders
- Replacements
- Disciplinary conversation [ex. late arrivals]
- Positive reinforcements and encouragements.

### Email

- Monthly reminders of the rules of competitions.
- Entering Results Policies and Sanctions
- Equipment Policies
- Respect Policy
- Coach Management\* [to be expanded in workshops]
- Game preparation process.
- Entering availabilities.





## Development Plan

### Club Level Referee Coaching Program

The main objective of our program is to provide our referees with the necessary support and coaching to integrate as a club level referee. Support and guidance will help our younger referees to gain the confidence to do their job proficiently.

#### A referee mentor will:

1. Guide, coach, and train referees, especially in the first few years of officiating;
2. Observe referees while they referee and offer suggestions and instructions in a positive manner;
3. Be a resource for all referees to ask questions and seek guidance.

- **Program Coordinator:** Jenna Pohl & [Program Assistant - TBA]

The program coordinator's role is to assign mentors with referees. The program allocates 1 mentor per 5 referees within the club list. All mentors are recommended to evaluate the referee at least once in the first month of the season and a minimum of 5 times per season. Mentors will be paid based on the number of games that they do and the reports that are submitted. In addition, the mentors will be provided with mentoring clothing and will have to attend a pre-season workshop to ensure the adequate requirements are met.

- **Selection of Mentors**

Mentors should have several years of experience as a certified evaluator or referee in the regional level. A mentor should be willing to commit a couple of hours a week to attend matches where the allocated referees are assigned. Mentors will be invited to participate based on the clubs' needs and selection criteria.



The selection criteria includes:

- Adequate understanding of the Laws of the Game;
- Communication skills;
- Bilingual;
- Age [min. 17y/o];

Selection will take place in **February** of the year in question.

### Assessment Process

Formal assessments are assigned based on the following criteria:

- Referees who are in their first year;
- Referees who have applied to be selected for the District List;
- Referees who have received negative feedback from coaches, teams or mentors.

### Women's Program

Along with the collaboration of other clubs, our Women's in refereeing program allows us to retain and develop our female referees.

To do this, we plan every season on implementing the following:

- Tailored assignments for female referees to gain confidence.
- Women's individual mentoring.
- Women's Workshops **[August]**.



**Responsible:**

Jenna Pohl & Mary Ann Manea





## Assignment Process

### ▪ Deadlines

The assignment process constitutes the primary use of PTS REF. The assignments are released at least a week in advance, providing a 7-day confirmation opportunity.

To this end, all assignment processes have to correspond with the region of Soccer Lac St Louis. These deadlines are provided to the club prior to the beginning of the season in **April** and begin with the Quebec Soccer who have until the 15<sup>th</sup> of the month. This is essential for clubs to respect for purposes of organization and to be certain the referees with more experience are assigned to the highest level of games possible.

### ▪ Assigning Referees

All referees are required to enter their availability at least a month in advance on the PTS REF system and are sent a reminder. Should they not enter in availability, we are unable to assign them a game.

The coordinator is to establish a policy in which works for all referees to enter in their availability [Politique d'assignation]. All game assignments are given priority as followed:

1. Competition (7v7, 9v9, U13A);
2. Youth League Locale (U12 to U18ARs) ;
3. Grassroots 7v7;

ASSIGNER	CLUB = CLUB		DIST = DISTRICT		REG = REGIONAL	
R=Referee	M	F	M	F	M	F
AR=Assistant	L	L	A	A	AA (Div 1)	AA (Div 1)
U08	R	CLUB	CLUB			
U09	R	CLUB	CLUB	CLUB	CLUB	
U10	R	CLUB	CLUB	CLUB	CLUB	
U11	R	CLUB	CLUB	CLUB	CLUB	
U11	AR	CLUB	CLUB	CLUB	CLUB	
U12	R	CLUB	CLUB	CLUB	CLUB	CLUB
U12	AR	CLUB	CLUB	CLUB	CLUB	CLUB
U13	R	CLUB	CLUB	DIST	DIST	REG
U13	AR	CLUB	CLUB	CLUB	CLUB	DIST
U14	R	CLUB	CLUB	DIST	DIST	REG
U14	AR	CLUB	CLUB	DIST	DIST	REG
U15	R	CLUB	CLUB	DIST	DIST	REG
U15	AR	CLUB	CLUB	DIST	DIST	DIST
U16	R	CLUB	CLUB	REG	REG	REG
U16	AR	CLUB	CLUB	DIST	DIST	REG
U17	R	DIST	DIST	REG	REG	REG
U17	AR	DIST	CLUB	REG	REG	REG
U18	R	REG	DIST	REG	REG	REG
U18	AR	DIST	CLUB	REG	REG	REG
U19	R	REG	DIST	REG	REG	REG
U19	AR	DIST	DIST	REG	REG	REG
U21	R	REG	REG	REG	REG	REG
U21	AR	DIST	DIST	REG	REG	REG
SEN	R	REG	REG	REG	REG	REG
SEN	AR	REG	REG	REG	REG	REG
O30	R	REG	REG	REG	REG	REG
O30	AR	REG	REG	REG	REG	REG
O35	R	REG	REG	REG	REG	REG
O35	AR	REG	REG	REG	REG	REG



Should a referee not show up after 3 incidents, they will receive a written notice from the Referee Director, giving them a week to explain their reasoning and pay an administrative fine. Nonetheless, Referees are assigned based on the following criteria [example]:

- Years of experience;
- Age;
- Potential and confidence;
- Knowledge and Application of the Laws of the Game;

The assignment process similarly considers the 'request to progress' from referees and senior referees who wish to remain implicated.

### Payment Process

Referees are paid every 2-3 weeks. The club currently proceeds by using a 'paysheet', which has to be submitted, as it is essential to collect the game sheets from the center officials to identify any errors.

The pay scale **provided** indicates the amount that the referee is paid per match within the club.

The goal of this is to encourage a sense of responsibility for the job in which they have committed to. Nonetheless, the other payment options include:

- Direct Deposit;
- Processing of Checks [Director General + Accountant]

DIVISION	ARBITRE	ASSISTANT
U8-10 Loc.	\$24	N/A
U11-12 Loc.	\$29	\$26
U13-14 Loc.	\$35	\$30
U15-16 Loc.	\$42	\$34
U17-18 Loc.	N/A	\$37

### Competitive

DIVISION	ARBITRE	ASSISTANT
U9	\$25	N/A
U10	\$25	N/A
U11	\$30	\$26
U12	\$30	\$26
U13A	N/A	\$30





## Annual Activity Plan

The success of the club's referee structure hinges on the proactive use of all administrative activities. The tasks to build the program are as followed:

Activity	Task	Task Description
<b>Need Identification</b> [January - February]	Identify increase or decrease in player memberships.	More members = More referees needed.
	Identify Locations and Fields available for the season.	Games and fields may change per season, which can impact recruitment decisions.
	Identify schedules and determine how many games will be played.	Meet with the Governing Board to discuss days that games will be scheduled. Games may be disproportionate, which will affect recruitment.
<b>Resource Identification</b> [January - February]	Identify seasonal Budget.	Allocate financial budget for assessments, development, equipment..etc.
	Take inventory of equipment.	Director verifies # of uniforms in stock, whistles and cards. Determine rooms for courses.
	Identify returning referees.	Ask the previous list of referees if they will return via google form and phone calls.
	Identify new recruits.	Publicize job offers online and establish referee expectations.







Activity	Task	Task Description
<b>Affiliation Process</b> [December - March]	Invite referees to come affiliate during office hours.	Print out affiliation forms and identify who needs a new ID photo.
	Open online registration PTS forum.	Send out email links and instructions to all returning referees. PDF files can be used to have them sign affiliation forms.
	Ask the club administrator to verify validation of referees with Soccer Lac St-Louis.	Collect payment for courses via online platform or in person.
<b>District Course Scheduling and Confirmation.</b> [February – March]	Confirm facilities and permits for the practice session.	Send out a pre-course study and course workbook.
	Ensure 25 candidates are registered and collaborate with nearby clubs.	Results of the course exam will indicate which level the referees will officiate.
	Ensure the regional association assigns instructors and/or registers candidates for online course options.	Final reminders to candidates should be sent out with an outline of required material and processes to follow.
<b>Recruitment Event In Highschool</b> [February – March]	Email High Schools in local areas to set up a recruitment event and determine if visitors are permitted.	Have the communications staff advertise to students in the local schools.





Activity	Task	Task Description
<b>Preseason Meeting</b> [March – April]	<p>Send an invitation to a mandatory pre-season meeting for all referees.</p> <p>Determine Subject (Ex. Update on LOTG and rules of competition)</p> <p>Team Building activities.</p>	<p>Book facility with projector or zoom session [ 2 hours ].</p> <p>Budget for snacks, drinks or guest mentors.</p> <p>Send out any necessary documents.</p> <p>Invite Lac St Louis coordinator.</p>
<b>District List Selection</b> [February - April]	<p>Assess strengths of all referees within the club.</p> <p>Contact selected referees for the district list.</p> <p>Add referees to the district list based on performance.</p>	<p>Discuss the promotion opportunity to candidates.</p> <p>Submit district List by February 15<sup>th</sup>.</p> <p>Good performance during the season may allow for promotions.</p>
<b>Assignments Process</b> [May - September]	<p>Import allocated assignments.</p> <p>Attribute referees to competition assignments.</p>	<p>Ensure referees are available and confirm assignments.</p>
<b>Supplemental On-Field Training.</b> [May-July]	<p>Returning and new referees workshop. [2 hours]</p>	<p>Topic: Control of the game [positioning, whistling, perfecting the basics]</p>
<b>End of season Soccerfest</b> [August]	<p>Retention and Recruitment Opportunity.</p> <p>Assign based on seasonal performance.</p>	<p>Set up a sign up table.</p> <p>Ensure assignments and rules are sent out.</p> <p>Schedule mentors.</p>





Activity	Task	Task Description
<b>Final Assignments</b> [August-September]	Retention opportunity _____ Youth League local finals.	Assign based on seasonal performance.
<b>End of the season meeting or dinner.</b> [September]	Invite referees for a pizza party at the end of the season [Retention]. _____ Team building activities.	Reserve facility or zoom day. _____ Order food [if applicable] _____ Prepare a presentation and ensure email is sent out.
<b>Report and Final Payments</b> [September – October]	Compile assignment reports. _____ Verify referee and mentor payments for the accountant.	Game reports and assignment %. _____ Study the game reports and evaluation.
<b>Program Evaluation</b> [October - November]	Assess weaknesses in the pillars of the program. _____ Ensure all mentors and supervisors have submitted feedback.	Use season objectives to improve policies and procedures. _____ Preparing proposals and reports will allow you to enhance all referee development plans.
<b>Plan and Organize the Annual Referee Program.</b> [November-December]	Recruitment process identified. _____ Reserve course dates. _____ Survey Referees. _____ Establish Payment Rates. _____ Create a Report for the Governing Board.	Create and make public course dates on available resources to apply to become a referee. [Facebook, Instagram, Website] _____ Send advertisements to local newspapers. _____ Updating resources to support all needs of members and referees will help retainment.



All additional activities will follow the schedule below:

- Online Laws of the Game Exam for all referees [March, May & June]
- Invite to Soccer Lac St Louis Tournament [June]

**Note:** The Referee Director supervises and establishes all activities. These activities are in line with Soccer Lac St Louis and may be subject to change over the course of the season due to changing circumstances.

## Calendar

Activity	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Need Identification												
Resource Identification												
Affiliation Process												
Course Confirmation												
Recruitment Event												
Preseason Meeting												
District List Selection												
Assignments Process												
Supplemental On-Field Training.												
Soccerfest												
End of the season meeting												
Final Report												
Evaluation Plan												





## Budget

*[Refer to the clubs financial document and report submitted by Administrators]*

The budget for the training and mentoring of referees throughout the season is between \$2,000-\$3,000 and a budget is allocated for the work of the referee director to oversee the activities. All facilities reserved and fields are provided by the city of LaSalle. Below are example of revenues and expenses:

Revenues	Expenses
Affiliation Fees.	Referee Game Fees.
Equipment Fees.	Mentorship Fees.
Sponsors and Partners.	Referee Courses and Equipment.



## **Conclusion**

The information contained in this document is intended to inform the club and its members of the activities in the club referee sector. Every aspect of this plan is dependent on the respective departments of the club. Hence, it may be modified each year to determine the needs of our members. Particularly, through the changing circumstances of the sport, the roles and responsibilities of the referee department are likely to change in the future. In case of a pandemic or any other environmental circumstance, the department will alter its method of training and recruitment through available means.

***All copyrights are allocated to LaSalle Soccer's Referee Department and Soccer Lac St-Louis. Sharing of the contributed photos is prohibited and are reserved for our referee director.***

**Referee Department**  
Soccer LaSalle

