REVIEWING REFEREES

A review of current annual review processes and thoughts on how to improve the system for the future

Agenda

- Current annual review process
- 2015 distribution of ratings
- Enhancing the current process
- Looking to the future
- The Acclimatize Plan
- Conclusion

Why do we have an annual review?

- Every organization needs to have some performance measurement to identify
  - Top performers (reward and provide growth opportunities)
  - “Up and comers” (identify and provide growth opportunities and coaching)
  - “Steady Eddies” (those who consistently do the job well every time)
  - Poor performers (identify and provide corrective guidance and action)

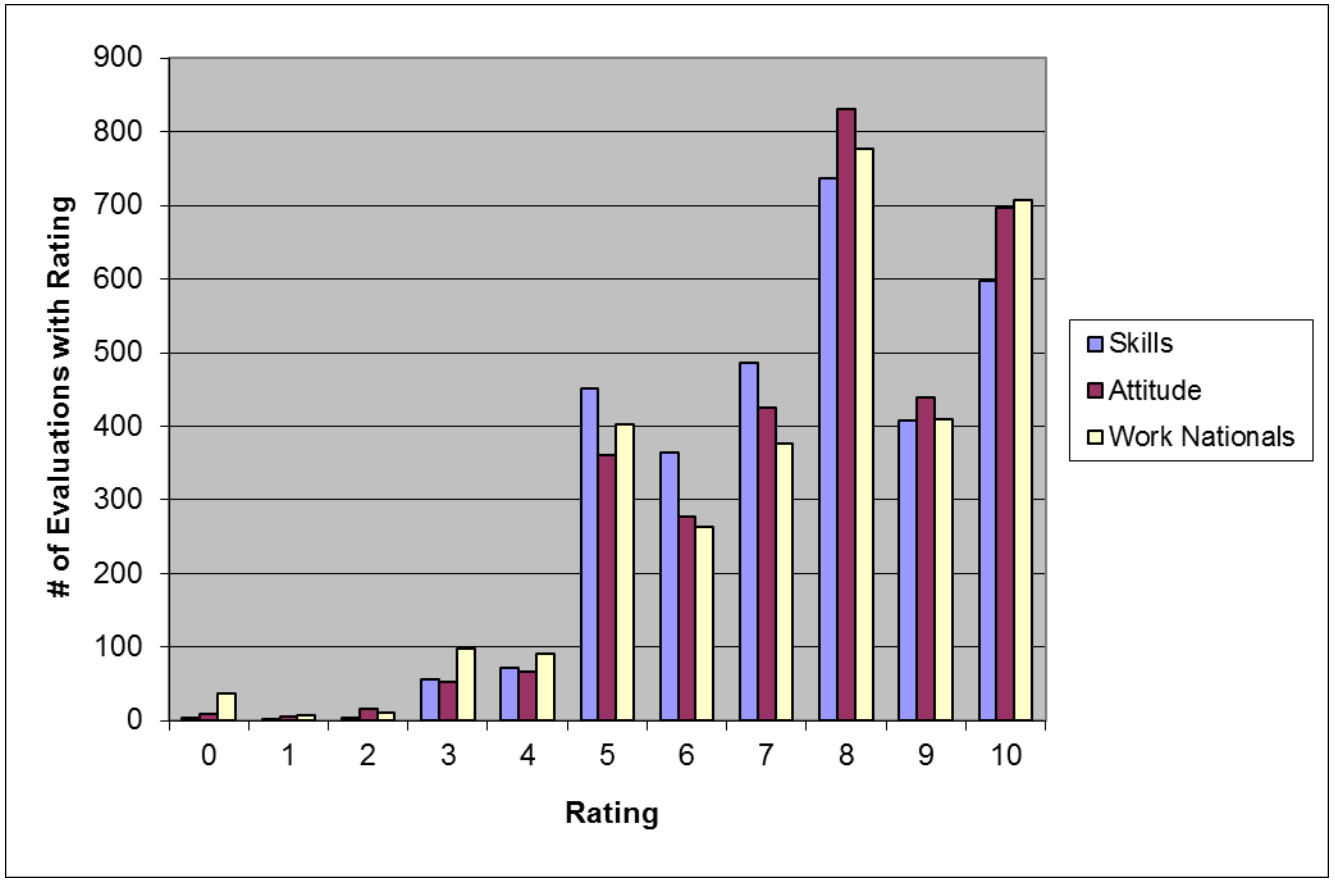
IOP Paragraph 48

All clinicians are expected to begin their evaluation of *referees that they have worked with during the data call year* no later than October 1 of the previous year. Clinicians are encouraged to input their evaluations during the year when possible. These evaluations are to be completed by October 15. On the basis of *first-hand experience with individual referees*, clinicians shall *rate each referee they directly observed at a regatta within the past data call year on knowledge and skill, attitude and temperament, and their ability to officiate at a National Championship Regatta*. The Referee Committee may establish other evaluation criteria as required. The ratings will be compiled into a regional order of merit and made available to each Regional Coordinator through the Referee Data System shortly following the close of evaluations.

Current Ratings

Score	Knowledge & Skill	Attitude & Temperment	Evaluator's Preference for National Championship Juries
0	Consistently incompetent or unsafe behavior; review license for potential revocation	Consistently unpleasant, obnoxious or intemperate, not in keeping with the most basic standards of courtesy expected of a USRowing official; review license	Never send
1	Minimally competent, frequent lapses in Rules knowledge and safe practice observed	Easily rattled. Minimally courteous and cooperative; frequent lapses observed.	Never send
2			
3	Competence in Rules knowledge, safe practice, and judgment is developing; needs improvement	Good habits of regatta-specific attitude and temperament are developing. Is amenable to coaching/counseling	Do not send
4			
5	Routinely demonstrates BASIC knowledge of the Rules, safe practice, and practical judgment	Demonstrates good regatta-specific habits of attitude and temperament. Pleasant, courteous, and co-operative.	Consider sending, for developmental purposes
6			
7			
8	Routinely demonstrates ADVANCED knowledge of the Rules, safe practice, and good judgment	Routinely demonstrates poise, confidence, and a cooperative attitude. Well-developed interpersonal skills.	Send; or provide opportunities as alternates
9			
10	Consistently demonstrates DISTINCTIVE, EXPERT-LEVEL knowledge of the Rules, safe practice, and SUPERIOR judgment	Always poised, even-tempered, and confident. Extremely cooperative, courteous, and cheerful; makes the regatta experience pleasant for all participants.	Always send

2015 Ratings Distribution



2015 Distribution By Years

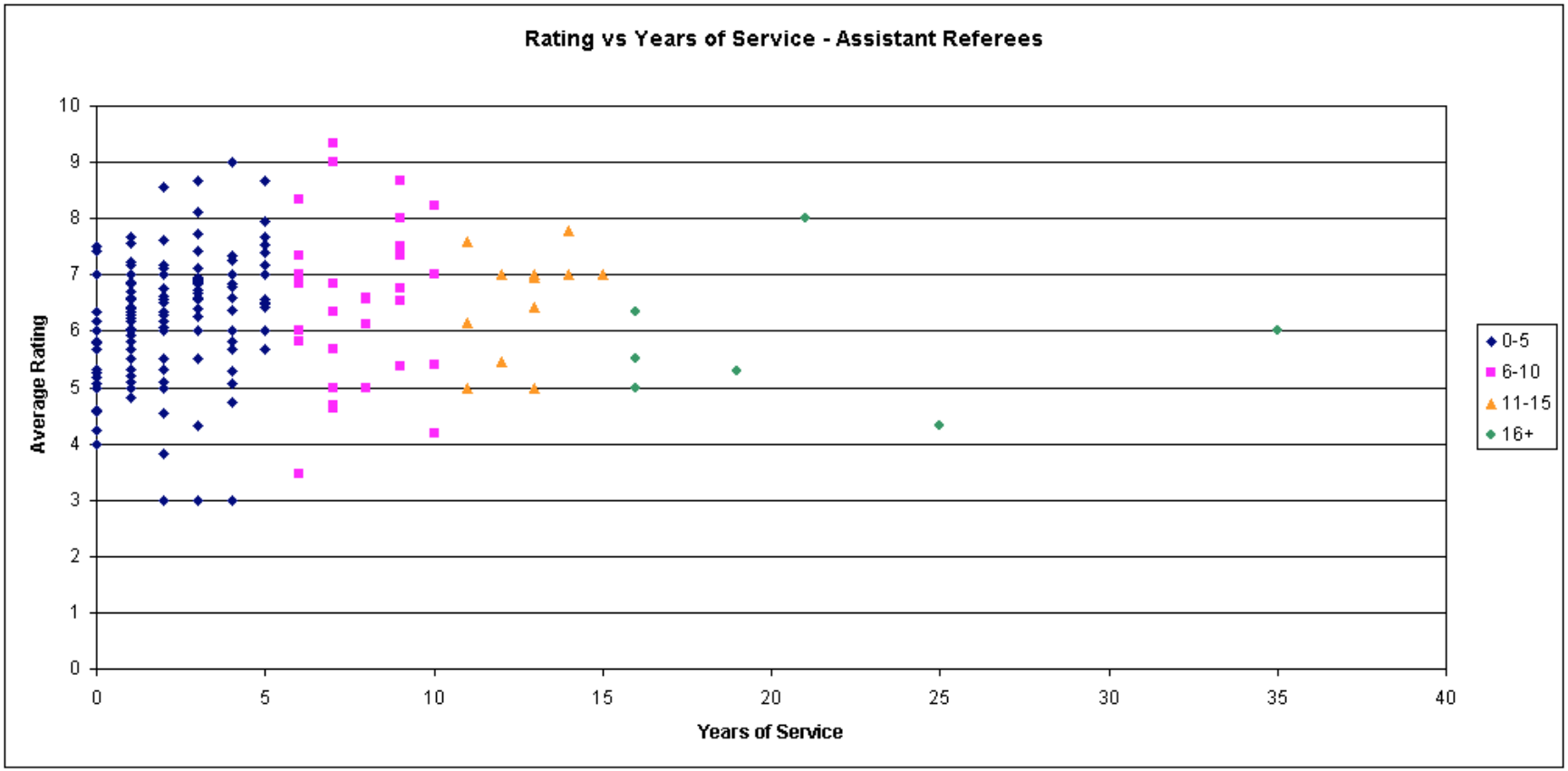
Assistant

YOS	Max	Min	Average	Median
0 -> 5	9.00	3.00	6.17	6.33
6 -> 10	9.33	3.46	6.53	6.56
11 -> 15	7.78	5.00	6.41	6.95
16+	8.00	4.33	5.78	5.50

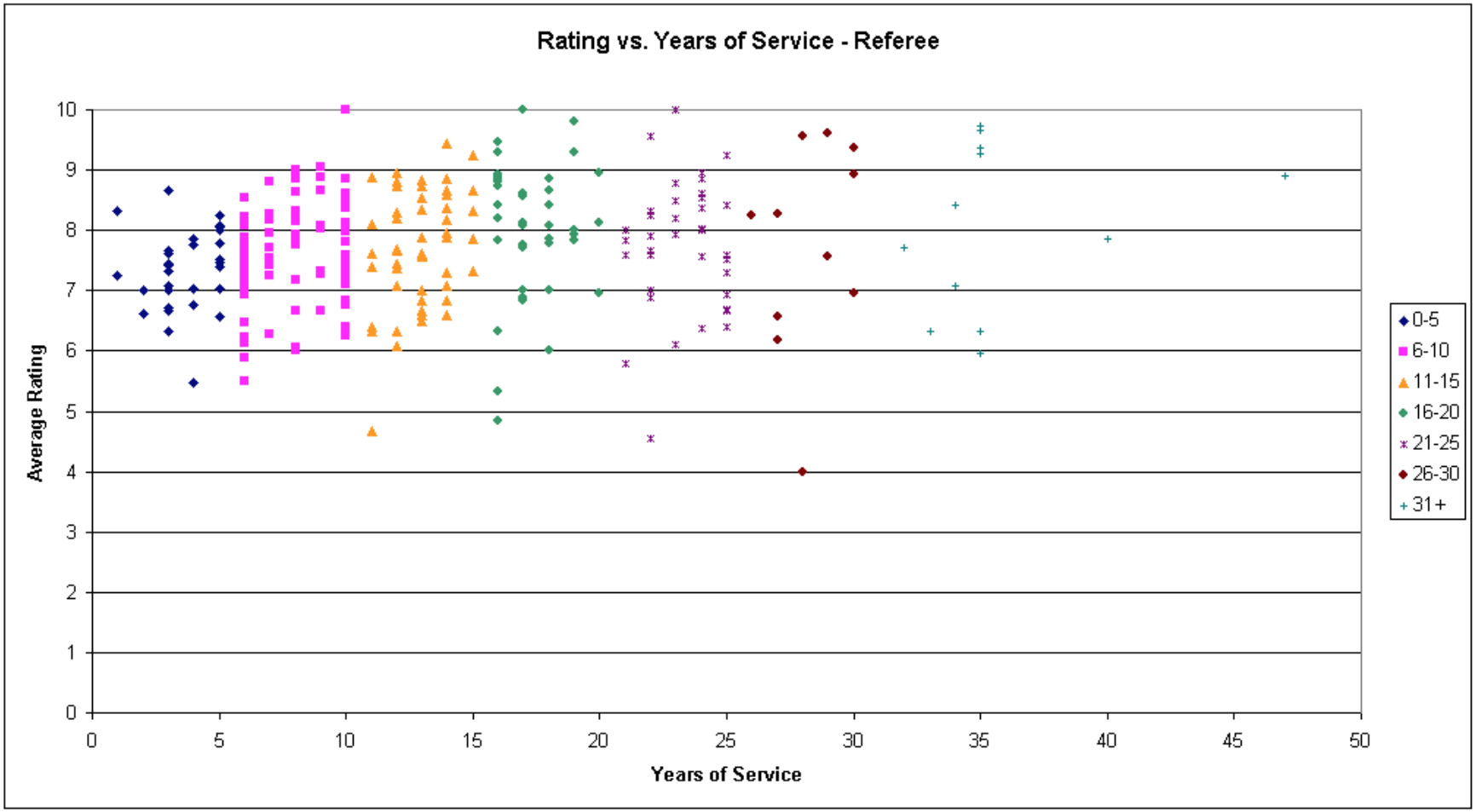
Referee

YOS	Max	Min	Average	Median
0 -> 5	8.67	5.48	7.31	7.39
6 -> 10	10.00	5.50	7.67	7.78
11 -> 15	9.45	4.67	7.71	7.70
16 -> 20	10.00	4.83	8.02	8.12
21 -> 25	10.00	4.56	7.74	7.90
26 -> 30	9.61	4.00	7.75	8.24
31+	9.74	5.96	8.05	8.15

Rating Distribution – Assistant Referees



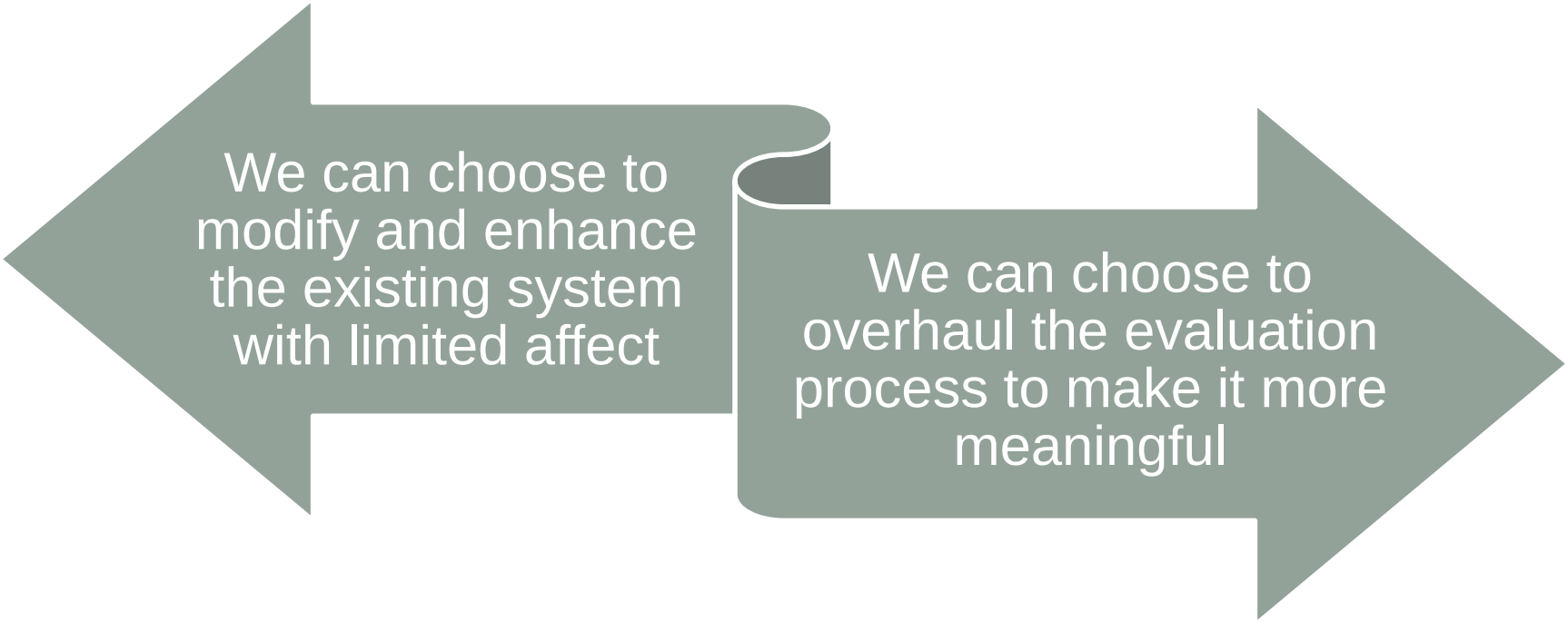
Rating Distribution – Referees



Observed Issues

- Ratings in all categories are significantly inflated from a standard distribution
- Some regional differences observed, but no one region is “harder” or “softer” when reviewed on a national scale

Crossroads



What if we could do both?

Enhance Current Process

- Share each referee's data with them:
  - Rating for Rules Knowledge
  - Rating for Comportment
  - Rating for Nationals
  - Ranking Quartile
  - Number of Evaluations
- Referee information is not shared with anyone other than the referee

- Positives
  - Provides a level of feedback that isn't consistently shared nationally
  - Provides a set of data that a referee can take action on
- Negatives
  - No qualitative information
  - Timeliness of feedback
  - Number of evaluations can skew the ratings
  - Inter-rater reliability problem

Enhance Current Process

- Produce more prescriptive guidelines for clinicians to follow when rating referees
  - Update descriptions for each numerical rating
  - Reduce the breadth of numerical ratings
- Create training for clinicians
- Clinicians must attend training
- Encourage rating throughout the regatta year
  - Timeliness – you don’t have to think back 5+ months
  - Accuracy – you remember who you worked with and what they did
  - Efficiency – takes less time at the close of the evaluation period
  - Veracity – update a rating for a referee who you see again

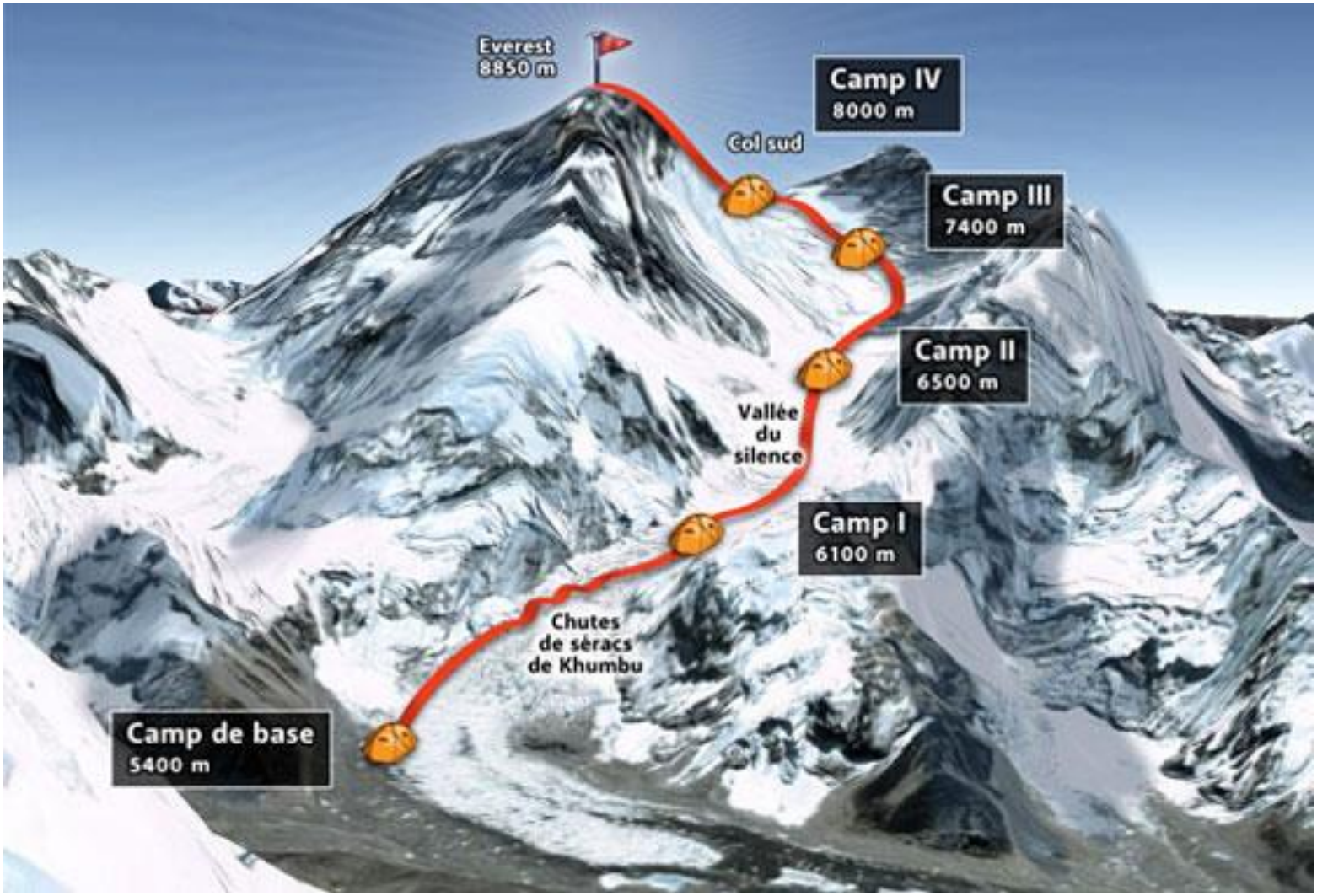
Overhaul Our Process

- Create a working group with a charter to review previous work and other evaluation systems and make a recommendation to the committee by February 1.
- Working group should strongly consider establishing a process based on what was presented by Bob Appleyard & Mary Bush in 2014.
- Determine quarterly deliverables with a goal of establishing a new system for pilot in 2017 and full rollout in 2018

Issues to Consider Moving Forward

- Should the current process be enhanced to allow clinicians to enter a short (max 250 words) comment?
- How do we “coach” referees who are not getting satisfactory reviews? Who should be coaching or mentoring those referees? Should a coach or mentor have access to this information?
- How are the clinicians reviewed as clinicians? Is there any general guidance or approach to those that consistently rate low? Consistently rate high?
- Is there a way to have a neutral party/committee (not a single person) review evaluations? Where would that feedback go and how will issues be remedied?

Acclimatize



Acclimatize

- 2015
  - Establish a working group for more detailed changes
- 2016
  - Explain the annual review process to all referees
  - Share a referee's 2015 rating data with them
  - Simplify the ratings & train clinicians
- 2017
  - Introduce a full feedback and evaluation system
  - Pilot the system at regional USRowing events and national championships
  - Review the system and modify as necessary
- 2018
  - Roll out new feedback and evaluation system nationally

Conclusion

- Issues with the current annual review system (e.g. inflated ratings) make it difficult to advocate for it to continue as is for the long term
- Enhancing the system makes small steps, but doesn't address larger feedback and rating concerns
- A new system would take time to implement and refine, but would address feedback and consistency issues

- Recommended:
  - Execute on the Acclimatize plan
  - Establish and empower the working group to build a process that meets the needs for annual review and provides the feedback we all need as referees to grow