

## Officials Performance Appraisal

Successful sport and recreation organisations look for ways to maximise the performance and satisfaction levels of their officials. Performance appraisal is a process of evaluating the effectiveness of officials and giving them feedback.

The official's coordinator is the person usually responsible for performance appraisals.

Performance appraisals should be used to recognise and reward officials who are volunteering their own time in giving back to their sport, and to identify where improvements in their performance can be made.

Individual performance is influenced by:

- **Personal factors** (e.g. competencies, motivation, time commitment).
- **Organisational factors** (e.g. training, work conditions, management practices) which in turn have an impact on the achievement of organisational goals.

### Performance appraisal process

Performance appraisal can be:

- **formal** - particularly for national level officials (e.g. accredited referees)
- **informal** - particularly where the volunteer coordinator (the person responsible for performance appraisals) has worked closely with a volunteer, or the official is volunteering on a casual basis for the club on the weekends.

**Check the following page for the Performance Appraisal Process.**

## Performance Appraisal Process

Establish performance expectations



Select appraisal methods



Communicate and agree on process measures



Determine who is responsible for the appraisal



Conduct performance appraisal



Review and revise performance

## Official's rights and responsibilities

Providing support to officials is more easily achieved when they are given a clear understanding of their rights and responsibilities and the expectations of their role.

Any list of volunteer rights and responsibilities needs to be backed up with appropriate policies. Fulfilling a particular role (e.g. referee, coach) may confer additional rights and responsibilities on individual volunteers.

## Volunteer rights and responsibilities

Volunteers have the right to:

- an adequate induction to the club or sport
- a clearly written job description
- be trained to do their job
- the resources they need to officiate to the best of their ability
- know their supervisor and how to contact them
- be provided with adequate guidance and supervision
- have any personal information held confidentially
- have their out-of-pocket expenses reimbursed
- be involved in decisions that affect their areas of responsibility
- have their concerns and complaints heard
- be respected by other volunteers, club members and staff
- be given feedback about their performance
- be recognised for contributing their time, experience, ideas and skills
- say 'no'; volunteers should not be coerced into doing tasks against their wishes or that they do not feel qualified to do
- to take time off for a holiday or for personal reasons
- to resign from their position.

Volunteers have the responsibility to:

- ensure they have the time necessary to take on the role of the official
  - work within the policies and rules of the sport or association
  - respect the privacy of staff, clients or members and other volunteers
  - be reliable and dependable
  - inform the organisation when they will not be available to referee
  - be loyal to the sport or club
  - speak up about important issues or concerns
  - attend orientation and training sessions
  - follow directions given by supervisors
  - be a team player and to support staff and other volunteers
  - be considerate about the views of staff, clients or members and other volunteers

- identify their limitations and expectations
- be accountable and to accept constructive criticism.

*based on information from Sport and Recreation Queensland.*