



Community and
Cultural Affairs

**Sport &
Recreation**

Planning Your Sport's Future



Creating a Two-year Plan

April 1, 2007 to March 31, 2009

Sport: Squash PEI
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Date: _____

This guide is available electronically at
www.gov.pe.ca/cca
click on Sport & Recreation

Acknowledgements

Some of the material within this document is taken from the *Sport Macroscopic Document*, as developed by the Sports and Commonwealth Games Division, British Columbia Ministry of Government Services and Ministry responsible for Sports and Commonwealth Games

Additional material was obtained from *Effective Organizations: A Consultant's Resource* researched and developed by Judy Kent. Published by Skills Program for Management Volunteers. 1992

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Appendix: Plan Outlines (extra)

Planning for Your Sport's Future

Planning must have the support and involvement of the leaders of the organization. The quality of the planning process is only as good as input from the membership. Consequently, copies of the Planning Workbook should be distributed to board members, committee chairs, coaches, officials and/or athletes to ensure that the responses are representative of individuals within each program area and that the responses thoroughly and accurately reflect your organization.

Completing the Workbook

First, circle your response to each of the statements in the **rating** column. Responses must be realistic and accurate to be beneficial for your organization.

The response options (N/A to 5) are based on the premise that an answer of "2 = satisfactory" means that the program or service is functioning at a minimally acceptable level as determined by your PSO.

Responses of "2" or less to a particular area should be reviewed by your organization to determine if action should be taken to improve the area.

Second, complete the **Assessment Sheet** based on your responses to the statements. This will give you an overall rating for each of the areas.

Developing Your Plan

The idea of a two-year plan is to list all activities/projects which are being planned for the next two years, determine what tasks will be required to complete these activities/projects and then assign someone responsibility for completing all tasks. Many of these activities/projects have been a regular part of your organization's operations. Other activities/projects may have been identified from the workbook exercise. By developing a plan, every member of your organization will know what has been planned, who is responsible and when it needs to be done. A regular review of this plan will keep your organization focussed and determine if changes need to be made.

Note: Organizations should review the total plan and prioritize objectives from all the plan outline sheets.

Tips for Developing Your Plan

- Keep it realistic.
- Breakdown activities into manageable tasks.
- When assigning responsibilities, do not overload one individual or group within the organization.
- Spread the time lines over the full period of the plan; avoid the tendency to plan everything for the first year.
- When calculating required resources, include both financial costs and volunteer time required.
- Prepare the operational plan with those affected by its implementation.
- Check the realism of the plan: Can the activity actually be accomplished as the plan describes?

What Happens After Completing the Workbook

Year 1: April 1, 2007 – March 31, 2008

- a) Submit completed workbook (rating, assessment, and plan outline) to the Provincial Amateur Sport Coordinator (Sport and Recreation Division of the Department of Community and Cultural Affairs) for review.
- b) The Provincial Amateur Sport Coordinator will review the workbook contents and return it to your organization for your use during the year.

Year 2: April 1, 2008 – March 31, 2009

At the beginning of the fiscal year, the plan outline(s) must be re-submitted with application for funding. The plan outline(s) must indicate which tasks during Year 1 were or were not completed and the reason(s) why they were incomplete, e.g., financial, human resource, etc.

Year 3: April 1, 2009

- a) At the beginning of the fiscal year, the plan outline(s) must be re-submitted with application for funding. The plan outline(s) must indicate which tasks during Year 2 were or were not completed and the reason(s) why they were incomplete, e.g., financial, human resource, etc.
- b) The workbook must be completed for the next two-year cycle and be submitted with the application for funding.

Sample Plan Outline

Two-year Planning Period – April 1, 200__ to March 31, 200__

Sport Organization: Snowshoeing PEI

Objective(s)	Steps/Tasks (How)	Measurable Outcomes/Impacts	Who's Responsible	Start/Finish MM/YR	✓
Newsletter (Quarterly)	<ul style="list-style-type: none"> Establish a newsletter committee Develop content and format Prepare draft Approve newsletter concept and funds Develop and circulate newsletter to members Get feedback on issue, revise and repeat quarterly 	The production and distribution of a quarterly newsletter which keeps our members informed about our sport and organization.	Newsletter Committee	June-July/06 July-Aug/06 July/06 June/06 Sept/06 Oct/06	✓
NCCP Technical Level 2 Course (April 30)	<ul style="list-style-type: none"> Book course conductor Book facility Advertise for participants Determine equipment/facility needs Order manuals Complete all necessary forms for participants 	To have at least six Level 2 certified coaches this year.	Technical Coordinator	Jan/07 Feb/07 Feb/07 Mar/07 Feb/07 Apr/07	
Bid to Host Regional Championship	<ul style="list-style-type: none"> Prepare bid for event Prepare job descriptions for committee chairs Identify potential sources of funding and make preparation Book competition facility Select host hotel Select chairperson and committee members 	To be awarded the regional championships.	Executive	Nov/06-Feb/07 Nov/06 Dec/06 Mar/07 Mar/07 Mar/07	
Policy Manual	<ul style="list-style-type: none"> Review and revise current policies Develop new policies Format policies into a working document Set procedure for regular review of policies 	To have a manual which is current and up-to-date to help guide the day-to-day operations of our organization.	Board	May/07 June/07 July/07 July/07	

Goal – To Improve Organizational Development

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

A) Structure – Organizational Development	Rating
1) The organization is incorporated.	N/A 0 1 2 3 4 (5)
2) The organization's structure is effective in helping the development of your sport.	N/A 0 1 2 (3) 4 5
3) The board of directors/executive ensure that appropriate liability is in place for the organization and its volunteers.	N/A 0 1 2 3 (4) 5
<i>The constitution is the main internal governance document, broadly setting out the organization's purpose and powers.</i>	
4) The organization is properly constituted.	N/A 0 1 2 3 (4) 5
<i>Bylaws are a detailed document setting out how the organization will govern itself.</i>	
5) The bylaws are consistent with the way the organization operates.	N/A 0 1 2 3 4 (5)
6) The bylaws are reviewed and updated as the needs of the organization change.	N/A 0 1 2 (3) 4 5
7) The organization has established a method of reviewing the bylaws on a regular basis.	N/A 0 1 2 (3) 4 5
<i>Policies are the organization's guiding principles to ensure consistent decision-making. Policies guide the organization's decisions and actions.</i>	
8) The organization has a policy and procedure manual.	N/A (0) (1) 2 3 4 5
9) The manual is reviewed and updated on an annual basis.	N/A (0) 1 2 3 4 5
10) The manual contains polices on:	
a) appeal process	N/A (0) 1 2 3 4 5
b) gender equity	N/A (0) 1 2 3 4 5
c) harassment (sexual, physical, verbal, emotional)	N/A (0) 1 2 3 4 5
d) conflict of interest	N/A (0) 1 2 3 4 5
e) selection of provincial coach(es)	N/A (0) 1 2 3 4 5
f) selection process of provincial team(s)	N/A (0) 1 2 3 4 5
g) safety standards for training and competition	N/A (0) 1 2 3 4 5
<i>A plan helps an organization identify its direction and goals – then to go out and achieve them.</i>	

Rating Scale

Please circle the number which best reflect(s) the organization's performance.

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

A) Structure ... Continued – <i>Organizational Development</i>	Rating
11) The organization has clearly-stated, written Goals and Objectives <i>Goals</i> are statements that describe the short and long-term intentions of an organization. <i>Objectives</i> are the specific, measurable and attainable steps that allow goals to be realized.	N/A 0 1 2 3 4 5
12) The organization has a strategic plan <i>Strategic Planning</i> determines what the organization needs to do and how it can accomplish this.	N/A 0 1 2 3 4 5
13) The plan of the organization is manageable.	N/A 0 1 2 3 4 5
14) The plan is monitored regularly and is updated on an annual basis.	N/A 0 1 2 3 4 5
15) The plan is developed by the various stakeholders within the organization, i.e., board, associations, coaches, officials, athletes.	N/A 0 1 2 3 4 5

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

B) Human Resources – <i>Organizational Development</i>	Rating
Board of Directors	
1) The organization clearly identifies the roles (positions) within the organization, e.g., public relations, events, president, treasurer, etc.	N/A 0 1 2 3 4 5
2) Your organization provides volunteers with written job descriptions with clearly defined roles and responsibilities.	N/A 0 1 2 3 4 5
3) The board of directors/executive determine policy and monitor policy implementation.	N/A 0 1 2 3 4 5
4) The organization outlines the structure and responsibilities of any committee(s).	N/A 0 1 2 3 4 5
5) The organization provides orientation to all its volunteers with all pertinent PSO information.	N/A 0 1 2 3 4 5
6) The organization recognizes volunteers for their contributions to the organization (e.g., ADL Recognition and Achievement, Sport PEI Awards nominations).	N/A 0 1 2 3 4 5
Staff (if applicable)	
7) The organization ensures that staff members understand their roles, responsibilities and accountabilities.	N/A 0 1 2 3 4 5
8) The organization regularly provides feedback to staff members on their performance.	N/A 0 1 2 3 4 5
9) The organization ensures that volunteers (board of directors or committee members) fulfil their responsibilities and are not assumed by staff.	N/A 0 1 2 3 4 5
10) Staff and volunteers work together to strengthen the organization.	N/A 0 1 2 3 4 5
11) The organization provides staff (and volunteers) with professional development opportunities (e.g., finance management, planning).	N/A 0 1 2 3 4 5

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

C) Membership – Organizational Development	Rating
1) The organization has a strategy for recruiting members for its growth and development.	N/A 0 1 (2) 3 4 5
2) The membership categories (e.g., individual, club) are appropriate to our organization.	N/A 0 1 2 3 (4) 5
3) The organization provides strong programs and services to keep members in your sport.	N/A 0 1 2 (3) 4 5
4) The number of members within your organization allows for the development of your sport.	N/A 0 1 2 3 (4) 5
5) The number of members in each county is appropriate for the organization.	N/A 0 1 2 (3) 4 5
6) The membership fees set by the organization are appropriate.	N/A 0 1 2 3 (4) 5
7) The organization regularly evaluates your programs and services.	N/A 0 1 2 (3) (4) 5

D) Communication and Decision-making – Organizational Development	Rating
1) The methods of communication are effective for informing the members and general public	N/A 0 1 2 3 (4) 5
2) The amount and frequency of communication is appropriate for the information needs of members.	N/A 0 1 2 3 (4) 5
3) Decisions made are consistent with the bylaws, policies and procedures of the organization.	N/A 0 1 2 3 4 (5)
4) The organization receives input from all individuals affected by a decision and this input is sought prior to the decision being made.	N/A 0 1 2 3 4 (5)
5) Communication in the organization is open, frank and honest.	N/A 0 1 2 3 4 (5)

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

E) Meetings – <i>Organizational Development</i>	Rating
1) Meetings are a good use of the board of directors/executive's time.	N/A 0 1 2 3 4 5
2) Meetings have a clearly defined purpose	N/A 0 1 2 3 4 5
3) Participants leave meetings with a clear sense of what was accomplished and their responsibilities.	N/A 0 1 2 3 4 5
4) A follow-up plan of action is included with the circulation of minutes.	N/A 0 1 2 3 4 5
5) Procedures are in place to guide the efficient management of recurring business items.	N/A 0 1 2 3 4 5

F) Finance – <i>Organizational Development</i>	Rating
1) The organization develops a yearly budget.	N/A 0 1 2 3 4 5
2) The organization presents financial reports at regular meetings.	N/A 0 1 2 3 4 5
3) The organization prepares annual financial statements for its members.	N/A 0 1 2 3 4 5
4) The organization accesses funding available through the Amateur Sport Support Program	N/A 0 1 2 3 4 5
5) The organization accesses or creates fundraising opportunities.	N/A 0 1 2 3 4 5
6) The organization solicits corporate sponsorships.	N/A 0 1 2 3 4 5
7) The organization accesses the PEI Amateur Sport Trust Fund for the purposes of providing income tax receipts for donations made to them.	N/A 0 1 2 3 4 5
8) The organization utilizes memberships fees as a source of revenue.	N/A 0 1 2 3 4 5

Organizational Development Assessment Sheet

- Instructions:**
1. **Add** together the numbers (rating scores between 0 and 5) circled in each section.
 2. **Divide** the total score for each section by the number of statements answered.
 3. **Do not include any N/A responses into the calculations.**
 4. Record the average (The score, as with the ratings, will be between 0 and 5)

Example:			
Structure	Total score = 64	No. of statements answered = 17	3.8 (Rating: good-very good)
Human Resources	Total score = 40	No. of statements answered = 10	4 (Rating: very good-excellent)
Membership	Total score = 51	No. of statements answered = 12	4.2 (Rating: good)
Communication and Decision-making	Total score = 68	No. of statements answered = 18	3.8 (Rating: very good)
Meetings	Total score = 13	No. of statements answered = 6	2.2 (Rating: good-very good)
Finance	Total score = 17	No. of statements answered = 9	1.9 (Rating: poor-satisfactory)

Key

- Average: Under 2 Poor
 2.0 - 2.5 Satisfactory-Good
 2.5 - 3.0 Good
 3.0 - 3.5 Good-Very Good
 3.5 - 4.0 Very Good
 4.0 - 4.5 Very Good-Excellent
 4.5 - 5.0 Excellent

	Total Score	No. of Statements Answered	Average
A) Structure	31	21	1.5
B) Human Resources	20	6	3.3
C) Membership	46 23	12 7	3.8
D) Communication and Decision-making	23	5	4.6
E) Meetings	22	5	4.4
F) Finance	27	8	3.4

Plan Outline

Planning Period – April 1, 2007 to March 31, 2009

Sport Organization: _____

Goal: To Improve Organizational Development

Objective(s)	Steps/Tasks (How)	Measurable Outcomes/Impacts	Who's Responsible	Start/Finish MM/YR	✓
	• • • • • •				
	• • • • • •				
	• • • • • •				
	• • • • • •				

Goal – To Improve Coaching Development

Rating Scale

Please circle the number which best reflect(s) the organization's performance.

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

A) Recruitment and Selection – <i>Coaching Development</i>	Rating
1) The organization has a strategy for identifying and recruiting coaches.	N/A 0 1 (2) 3 4 5
2) The organization has an adequate number of coaches qualified to develop its athletes for all levels of competition, e.g., grassroots, provincial, national, Canada Games.	N/A 0 1 (2) 3 4 5
3) The organization has a policy and procedure for the selection of provincial and/or Canada Games coaches.	N/A 0 1 (2) 3 4 5

B) Education and Training – <i>Coaching Development</i>	Rating
1) The organization supplies and distributes coaching materials to all our coaches.	N/A 0 1 2 (3) 4 5
2) The organization has an adequate number of master course conductors to provide education and training through NCCP/CBET programs.	N/A 0 1 (2) 3 4 5
3) The organization has an adequate number of course conductors to teach and evaluate the various components of the NCCP/CBET programs.	N/A 0 1 (2) 3 4 5
4) Our organization offers or can access NCCP/CBET courses across the province.	N/A 0 1 2 (3) 4 5
5) Members of our organization are encouraged to attend NCCP/CBET courses provided across the province or within the Maritime region (i.e., Atlantic Coaching Seminar).	N/A 0 1 2 (3) 4 5
6) The organization provides or obtains financial support for coaches to achieve certification.	N/A 0 1 2 3 (4) 5

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

C) Support – Coaching Development	Rating
1) The organization provides development support to all coaches through workshops and conferences provided internally or by outside groups (e.g., Coaches Association of PEI)	N/A 0 1 2 3 4 5
2) The organization provides a mentoring program for the development of young coaches.	N/A 0 1 2 3 4 5
3) The organization arranges opportunities for coaches to visit national training centres.	N/A 0 1 2 3 4 5
4) The organization provides coaches opportunities to advance their knowledge in the following areas: a) mental preparation b) fitness training and evaluation c) nutrition d) technical/skill advancements	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
5) The organization hosts sporting events to enhance the competitive opportunities of coaches.	N/A 0 1 2 3 4 5
6) Our organization supports and recognizes coaches for their contribution to the sport (e.g., ADL/Sport PEI Recognition).	N/A 0 1 2 3 4 5

D) Evaluation – Coaching Development	Rating
1) The organization has in place a method of evaluating and providing feedback to all coaches.	N/A 0 1 2 3 4 5
2) The organization provides feedback to coaches on their evaluation.	N/A 0 1 2 3 4 5
3) The organization has a clear policy and procedure for investigating unethical coaches.	N/A 0 1 2 3 4 5
4) The organization has a clear policy and procedure for disciplining unethical coaches.	N/A 0 1 2 3 4 5

Coaching Development Assessment Sheet

- Instructions:**
- 1 **Add** together the numbers (rating scores between 0 and 5) circled in each section.
 - 2 **Divide** the total score for each section by the number of statements answered
 - 3 **Do not include any N/A responses into the calculations.**
 - 4 Record the average (The score, as with the ratings, will be between 0 and 5)

Example:

Recruitment and Selection	Total score = 51	No. of statements answered = 1	4.6 (Rating: good-very good)
Education and Training	Total score = 68	No. of statements answered = 22	3.1 (Rating: good)
Support	Total score = 20	No. of statements answered = 6	3.3 (Rating: very good)
Evaluation	Total score = 10	No. of statements answered = 6	1.6 (Rating: good-very good)

Key

- Average: Under 2 Poor
 2.0 - 2.5 Satisfactory-Good
 2.5 - 3.0 Good
 3.0 - 3.5 Good-Very Good
 3.5 - 4.0 Very Good
 4.0 - 4.5 Very Good-Excellent
 4.5 - 5.0 Excellent

	Total Score	No. of Statements Answered	Average
A) Recruitment and Selection	6	3	2.0
B) Education and Training	17	6	2.8
C) Support	30	9	3.3
D) Evaluation	6	4	1.5

Plan Outline

Planning Period – April 1, 2007 to March 31, 2009

Sport Organization: _____

Goal: To Improve Coaching Development

Objective(s)	Steps/Tasks (How)	Measurable Outcomes/Impacts	Who's Responsible	Start/Finish MM/YR	✓
	• • • • • •				
	• • • • • •				
	• • • • • •				
	• • • • • •				

Goal – To Improve Athlete Development

Rating Scale

Please circle the number which best reflect(s) the organization's performance.

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

A) Programs – <i>Athlete Development</i>	Rating
1) The organization provides programs for the advancement, growth and development of all athletes.	N/A 0 1 2 3 4 5
2) The organization can attract athletes for participation in all our programs.	N/A 0 1 2 3 4 5
3) The organization provides recreational and competitive opportunities for non-elite athletes.	N/A 0 1 2 3 4 5
4) The organization's relationship with our partners in the delivery of our sport is strong a) the school system b) the municipal recreation system c) clubs, associations, leagues, etc.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
5) The organization has a process for identifying elite athletes for participation in regional or national championships, regional or national training camps, or Canada Games.	N/A 0 1 2 3 4 5
6) The organization has a process of evaluating athletes and providing feedback on their development.	N/A 0 1 2 3 4 5
7) The organization evaluates our athletes, using identified criteria, at various stages of their development.	N/A 0 1 2 3 4 5

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

B) Training – <i>Athlete Development</i>	Rating
1) The organization provides quality training opportunities for all our athletes.	N/A 0 1 2 3 4 5
2) The organization ensures that athletes are provided a yearly training program for their development.	N/A 0 1 2 3 4 5
3) The organization provides our provincial team athletes personalized training programs	N/A 0 1 2 3 4 5
4) The organization provides training camps or clinics for our athletes.	N/A 0 1 2 3 4 5
5) The organization accesses Atlantic/regional training centres.	N/A 0 1 2 3 4 5
6) The organization provides all our athletes access to various development and training opportunities in the following areas:	
a) mental preparation	N/A 0 1 2 3 4 5
b) fitness training and evaluation	N/A 0 1 2 3 4 5
c) nutrition	N/A 0 1 2 3 4 5
d) technical/skill advancements	N/A 0 1 2 3 4 5
7) The organization has access to facilities which meet our needs for training and competition.	
a) indoor	N/A 0 1 2 3 4 5
b) outdoor	N/A 0 1 2 3 4 5

Rating Scale

Please circle the number which best reflect(s) the organization's performance

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

C) Competition – <i>Athlete Development</i>	Rating
1) The organization offers quality recreational and competitive opportunities according to age category or calibre for all athletes: a) in Queens County b) in Kings County c) in Prince County.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
2) The organization offers quality recreational and competitive opportunities for both male and female athletes: a) in Queens County b) in Kings County c) in Prince County.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
3) The organization ensures that our athletes compete at the regional and national level through the participation in: a) Atlantic/regional championships b) Canada Summer/Winter Games c) nationals.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
4) The organization hosts events to enhance the competitive opportunities of our athletes: a) Atlantic/regional championships b) national championships.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5

D) Retention – <i>Athlete Development</i>	Rating
1) The organization provides the opportunity for athletes to receive training in other roles: a) coach b) official c) administrator.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
2) Our organization is able to retain male athletes: a) up to 18 years b) 19 to 30 years d) over 30 years.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5
3) Our organization is able to retain female athletes: a) up to 19 years b) 19 to 30 years d) over 30 years.	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5

Athlete Development Assessment Sheet

- Instructions:**
1. **Add** together the numbers (rating scores between 0 and 5) circled in each section
 2. **Divide** the total score for each section by the number of statements answered
 3. **Do not include any N/A responses into the calculations.**
 4. Record the average. (The score, as with the ratings, will be between 0 and 5.)

Example:			
Programs	Total score = 53	No of statements answered = 22	2.4 (Rating: good-very good)
Training	Total score = 40	No of statements answered = 16	2.5 (Rating: good)
Competition	Total score = 28	No of statements answered = 8	3.5 (Rating: very good)
Retention	Total score = 32	No of statements answered = 14	2.3 (Rating: good-very good)

Key

- Average: Under 2 Poor
 2.0 - 2.5 Satisfactory-Good
 2.5 - 3.0 Good
 3.0 - 3.5 Good-Very Good
 3.5 - 4.0 Very Good
 4.0 - 4.5 Very Good-Excellent
 4.5 - 5.0 Excellent

	Total Score	No. of Statements Answered	Average
A) Programs	34	9	3.8
B) Training	36	9	4.0
C) Competition	46	11	4.2
D) Retention	33	9	3.7

Plan Outline

Planning Period – April 1, 2007 to March 31, 2009

Sport Organization: _____

Goal: To Improve Athlete Development

Objective(s)	Steps/Tasks (How)	Measurable Outcomes/Impacts	Who's Responsible	Start/Finish MM/YR	✓
	• • • • • •				
	• • • • • •				
	• • • • • •				
	• • • • • •				

Goal – To Improve Officials Development

Rating Scale

Please circle the number which best reflect(s) the organization's performance.

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

A) Recruitment – Officials Development	Rating
1) Our organization has a process of development and growth for officials A <i>route</i> for officials from entry level to international certification.	N/A 0 1 2 3 4 (5)
2) Our organization has a strong working relationship with the officials.	N/A 0 1 2 3 4 (5)
3) The relationship between our organization and our national organization is strong with regards to officials' development (e g , national level selection, information exchange, gender equity initiatives, etc.).	N/A 0 1 2 3 4 (5)
4) The organization has no difficulty in recruiting officials.	N/A 0 1 2 3 (4) 5
5) The organization attracts officials to our sport from various age categories: a) under 18 years b) 19-30 years c) over 30 years.	N/A 0 1 2 (3) 4 5 N/A 0 1 2 (3) 4 5 N/A 0 1 2 (3) 4 5

B) Support Programs – Officials Development	Rating
1) Our organization delivers sufficient officials courses to meet projected needs of the province.	N/A 0 1 2 3 (4) 5
2) Our organization uses various workshops/conferences to assist the development of our officials. b) training centre visits (national or regional) c) mentoring	(N/A) 0 1 2 3 4 5 N/A 0 1 2 3 (4) 5
3) The organization provides development support to all officials through workshops and conferences provided internally or by outside groups (e g , Coaches Association of PEI).	N/A 0 1 2 (3) 4 5
4) The organization provides a mentoring program for the development of young officials.	N/A 0 1 2 3 (4) 5
5) The organization arranges opportunities for <u>coaches</u> to visit national training centres.	(N/A) 0 1 2 3 4 5
6) The organization supports and recognizes officials (e g , Sport PEI/ADL Recognition) for their commitment and contribution to the sport.	N/A 0 1 (2) 3 4 5

Rating Scale

Please circle the number which best reflect(s) the organization's performance.

- 0 not at all (not in place)
- 1 rarely (poor)
- 2 sometimes (satisfactory)
- 3 usually (good)
- 4 to a great extent (very good)
- 5 always (excellent)
- N/A does not apply to our organization

C) Evaluation – Officials Development	Rating
1) Our organization has developed a system for evaluating officials which includes various elements of performance (e.g., attitude, commitment, rules knowledge, tactical awareness, competitive performance, officiating skills).	N/A 0 1 2 3 4 (5)
2) Our organization has a procedure and policy to identify and downgrade poor officials.	(N/A) 0 1 2 3 4 5
3) The organization has a process for providing evaluation feedback to the official.	N/A 0 1 2 3 4 (5)

D) Competition – Officials Development	Rating
1) Our organization has a sufficient number of qualified officials for the various levels of competitions held across the province.	N/A 0 1 2 3 4 (5)
2) Our organization has policies in place regarding the payment for or reimbursement of officials' services.	N/A 0 1 2 3 (4) 5
3) The organization provides the opportunity to officiate at the following competitive levels: a) local competitions, i.e., provincial championships, provincial games c) Atlantic/regional championships d) Canada Games e) national championships.	N/A 0 1 2 3 4 (5) N/A 0 1 2 3 (4) 5 N/A 0 1 2 3 4 (5) N/A 0 1 (2) 3 4 5
4) Our organization/clubs hosts sporting events to enhance the competitive opportunities of officials.	N/A 0 1 2 3 (4) 5

E) Retention – Officials Development	Rating
1) Our organization is able to retain officials.	N/A 0 1 2 3 4 (5)
2) Our organization is committed to encouraging officials to stay involved with our sport.	N/A 0 1 2 3 4 (5)
3) Our organization provides the opportunity for officials to stay involved in our sport in other roles, e.g., executive members, mentors, etc.	N/A 0 1 2 (3) 4 5

Officials Development Assessment Sheet

- Instructions:**
1. **Add** together the numbers (rating scores between 0 and 5) circled in each section.
 2. **Divide** the total score for each section by the number of statements answered
 3. **Do not include any N/A responses into the calculations.**
 4. Record the average (The score, as with the ratings, will be between 0 and 5)

Example:			
Recruitment	Total score = 52	No. of statements answered = 13	4.0 (Rating: good-very good)
Support Programs	Total score = 45	No. of statements answered = 12	3.7 (Rating: good)
Evaluation	Total score = 20	No. of statements answered = 12	1.6 (Rating: very good)
Competition	Total score = 22	No. of statements answered = 9	2.4 (Rating: good-very good)
Retention	Total score = 7	No. of statements answered = 3	2.3 (Rating: satisfactory-good)

Key

- Average: Under 2 Poor
 2.0 - 2.5 Satisfactory-Good
 2.5 - 3.0 Good
 3.0 - 3.5 Good-Very Good
 3.5 - 4.0 Very Good
 4.0 - 4.5 Very Good-Excellent
 4.5 - 5.0 Excellent

	Total Score	No. of Statements Answered	Average
A) Recruitment	28	7	4.0
B) Support Programs	17	5	3.4
C) Evaluation	10	2	5.0
D) Competition	29	7	3.9
E) Retention	13	3	4.3

Plan Outline

Planning Period – April 1, 2007 to March 31, 2009

Sport Organization: _____

Goal: To Improve Officials Development

Objective(s)	Steps/Tasks (How)	Measurable Outcomes/Impacts	Who's Responsible	Start/Finish MM/YR	✓
	• • • • • •				
	• • • • • •				
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