

Two common issues in Sports Officiating: Recruitment and Retention

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### **Abstract**

The purpose of this synthesis was to identify on two common issues in Sports Officiating: Recruitment and Retention. An extensive examination of literature was conducted in order to review and research the problem in sports officiating of recruitment and retention. The purpose of this article is to identify researched recruitment and retention issues of sports officials, ways to retain current officials, and strategies to help recruit new officials. (Titlebaum, Haberlin, & Titlebaum 2009). This synthesis will review the literature on two common issues in Sports Officiating: Recruitment and Retention.

Keywords: Recruitment, retention, mentorship, official, association, referee.

## **Chapter 1:** ***Introduction***

The National Association of Sports Officials (NASO) consists of 19,000 officials across a variety of sports (Titlebaum, Haberlin, & Titlebaum 2009). These 19,000 officials either seek out an officiating position on their own or are recruited by current members (Titlebaum, Haberlin, & Titlebaum 2009). Officials, especially experienced officials with highly developed degrees of expertise make positive contributions to sport via their efforts to educate players and coaches and reduce injury throughout the promotion of safe play and rule enforcement. Therefore, the high rates of attrition from the officiating ranks currently experienced on an annual basis must be seen as problematic and worthy of study. Problematizing the issue of dropout is necessary and must be seen as the first essential step in attracting the attention of the sports science community (Forbes & Livingston 2013).

There have been a variety of different studies on the topic of sports officials recruitment and retention that have helped provide valuable information for administrators, league assigners, coaches, parents, and participants. The various effects of officials plays a key role in sports participation that can be negative and positive. The literature review in this synthesis will aim to review two common issues in sports officiating: recruitment and retention in order to value future sports officials in in terms of progress. Obligations of career or other jobs, sportsmanship of the participants, sportsmanship of the spectators, time away from family, low game fees, and their relationship with game assignors are the top reasons that referees quit (Titlebaum, Haberlin, & Titlebaum 2009). Beyond the stripes officials should be able to demonstrate

the ability to conduct goal setting, develop trust in building relationships, and identify steps involved in strategic management (Warner, Tingle, & Kellett 2012).

Creating a solution for retaining officials will not be easy. To combat the issues intramural programs have begun to force standards of moral conduct, deemed good sportsmanship, in their programs. This is done by conducting moral education that helps increase higher levels of moral reasoning among participants, when values are ambiguous, students' lives lack direction. Without clear direction students are more likely to make poor decisions about how to spend their time (Titlebaum, Haberlin, & Titlebaum 2009).

Administrators, coaches, parents, spectators, and athletes need to be educated on the key roles that sports officiating has on sports participation. While there are clear benefits to having an increase in sports officials, there are negative impacts. The understanding that sports officiating needs quality people and more people must be met in order for sport to continue for years to come.

### **Purpose of Synthesis**

The purpose of this synthesis project is to review the literature on two common issues in Sports Officiating: Recruitment and Retention

### **Research Question**

1. How can mentors effect the retention rate of new officials?
2. How can current officials improve the recruiting quality of new officials?
3. Why aren't recruiters able to draw new officials in to help increase the amount of officials?

4. Why are new officials not coming back the following year?

### **Delimitations**

1. All articles focus on sports officials, organizations and associations.
2. All articles represent research published between 2000 to 2019.
3. All articles were peer reviewed.

### **Operational Definitions**

1. **Recruitment:** The method in which people were drawn to the role of refereeing (Warner, Tingle, & Kellett 2013).
2. **Retention:** The reason that people either continue to referee or decide to ultimately leave the role (Warner, Tingle, & Kellett 2013).
3. **Officials:** A person that is an advocate for sport that mediates the game play of a particular sports contest in order to give back to the athletic world (Titlebaum, Haberlin, & Titlebaum, 2009).

## **Chapter2:** *Methods*

The purpose of this chapter is to review the methods used to find literature on sports officials' recruitment and retention. More specifically, the reasoning and driving factor behind the decreased rates of sports officials. The objective of this chapter was to define and describe the methods that were followed in order to find the desired and needed collection of literature in this synthesis.

The studies collected for this synthesis were found through the use of the EBSCO database from The College at Brockport's Drake Library. From within the EBSCO database the following databases were searched: SPORTDiscus and Academic Search Complete. Within these databases there were a total number of 11 articles and sources that met the conditions for inclusion as part of the critical mass within the this literature review. In order for a source to meet the criteria to be included in the synthesis it must have been published between 2000-2019. This allows for the synthesis to include only the most updated and current information and supporting sources. Additional criteria for this selection was including only scholarly and peer reviewed articles that were full text. The use of only scholarly and peer reviewed articles delivered increased strength and validity within the sourced articles and an overall improved quality of literature. Other sources and articles that were chosen as to be included in this literature review provided additional information, circumstantial knowledge, and added context about the topic. The reference section of this paper properly cites each article and source.

In order to collect appropriate and applicable articles for this synthesis, specific words and phrases were used while searching the database. Each keyword and phrased used in the search were significant to the topic and provided relevant sources. Within



EBSCO database, the first search was “officiating +recruitment” which generated 1,558 results on the database. To narrow this search down, the terms “officiating+recruitment+retention” were used. This generated 60 articles. Of those 60 articles a total 5 were selected. Within the SPORTSdiscuss the terms “officiating+recruitment” was used which generated 48 results. The third search “officiating+retention” on SPORTdiscuss generated 36 results. Of these 84 articles six were selected in the review of literature.

All articles that were selected for inclusion in this synthesis were scholarly and peer reviewed articles that were full-text. When selecting articles to include in this synthesis it was critical that each individual article held relevant information on the effect of sports officiating retention and recruitment.

For this synthesis a total number of eleven articles were used to compile data on the topic of sport officiating and the retention and recruitment in each area. There was one journal that provided three articles for use of literature review. One journal that provided two articles for the use of literature review. The remaining six articles came from different journals that were relevant in some way to the topic of sports officiating recruitment and retention. The Sport Management Review provided three articles that were utilized in the literature review. The Journal of Sport Management provided two articles that were utilized in the literature review. The remaining six articles that were used included: Journal of Physical Education and Sport, International Sports Studies, Sport in Society, Journal of Sport Behavior, and the European Sport Management Quarterly, Recreational Sports Journal. Many of the articles analyzed the data using similar methods. One article used a brief demographic questionnaire, along with the

Referee Burnout Scale (RBS) to collect data that consisted of 120 Jordanian referees representing four sport federations. All analysis was done using the SPSS version 18.0 software, along with the use of descriptive statistics including means, standard deviations, and frequencies, t-test, ANNOVA and LSD post hoc analyses were conducted to control variables and make predictions. The majority of the articles in this study focus on middle-aged individuals. Numerous articles provided a breakdown of both female to male ratios and analyses centered on ethnicity, while others did not. The critical mass for this research included 150,431 participants. Several articles provided an analysis of both male to female ratios and breakdowns based on ethnicity, while others did not.

### **Chapter 3:** ***Literature Review***

The purpose of this chapter is to present a review of literature on two common issues in Sports Officiating: Recruitment and Retention. More specifically, how can mentors effect the retention rate of new officials, how can current officials improve the recruiting quality of new officials, why aren't recruiters able to draw new officials in to help increase the amount of officials, why are new officials not coming back the following year. All of these questions will be reviewed.

#### **Recruitment and Sports Officiating**

According to Baldwin and Vallance (2016), it is important to acknowledge that not understanding the diversity of influences that affect upon referees decision to officiate including camaraderie and support within the administration, coaches, and referees. Individual goals for improving and bettering oneself, fitness, and assisting with community development.

Rewards, achievements, promotions, and milestones are all key indicators for recruitment of officials. Warner, Tingle and Kellett (2013), interviewed seasoned officials on their experiences and described why they started, why they stayed, how they progressed to higher levels, as well as why they left the role. At the referee recruitment stage, it was clear that the former officials in the study had a positive experience. Further understanding the elements that initially attracted an individual to officiating offers insight into what benefits they were originally seeking. Referees in this study each recalled why they were drawn to their role of referring, and their reasons for taking up the occupation.

#### **Codes of Conduct**

To combat the shortage of officials nationwide intramural programs have begun to force standards of moral conduct on athletes, coaches and spectators to promote good sportsmanship, in their programs. One of the many reasons why officials leave the profession is due to the behavior of these groups. Providing athletes with moral education helps increase higher levels of moral reasoning among participants. Values are ambiguous, and students' lives lack direction. Without clear direction students are more likely to make poor decisions and poor choices which can have a negative impact on behavior (Kohlber, 1981; Theodore, 2006).

One program that implemented a moral code of conduct for participants in an intramural program, was Rowan University. The Intramural Sports and Facility Operation Assistant Director Kevin George described this program. Rowan University is a school with approximately 10,000 students that recruits officials by word-of-mouth within the intramural programs. During games, intramural staff members look for players who display integrity and commitment to the program. The staff member then encourages the intramural participant to apply for an officiating job. Once a student has applied, they are interviewed in the spring for the next fall season. The objective of this effort is to recruit officials who will be available to work longer than one semester (George, 2008). Similarly, Arizona State University Intramural and Sport Club Assistant Director Chad Ellsworth described a program in which individuals were recruited by staff who sat at tables in high-traffic student areas with uniformed officials and provided information on how to get involved. While at the table, officials talked to the students passing by in an effort to get them interested in playing in the intramural program or officiating for the program. Arizona State University has also started recruiting at new-student orientation

fairs to inform students about the recreation sports department and available employment opportunities. Parents who attend these orientation sessions often encourage students to get on-campus jobs, so it is logical that speaking with the parents is a good selling point for officiating jobs. (Ellsworth, 2008).

The subject of recruitment was also addressed at the Ohio Recreational Sports Association's (ORSA) annual conference at Ashland University in November of 2008. The idea that grabbed the most attention included searching out local officiating professionals to discuss the possibilities of advancement within the officiating world.

### **Burnout**

According to Al—Haliq, Altahayneh and Oudat (2014), who studied the levels of burnout among sports referees in Jordan. Refereeing has been identified as a highly stressful occupation and is often referred to as the worst job in sport (Baldwin, 2008). Zoller asserted that the stress involved in sports officiating is so great that officials ranked behind only air traffic controllers, inner city teachers, and police officers when it comes to the most stressful job. This particular study used the (RBS) Referee Burnout Scale to determine the burnout levels of each sport. The study found that soccer officials and baseball umpires were in fear of physical harm, fear of failure, time pressure, and interpersonal conflict. A similar study completed on basketball referees found that basketball referees exhibited a low level of burnout. In addition, no significant burnout levels were found due to referee's educational level of their level of refereeing.

Furthermore Khasa, Zu'bi and Al-Khaldi (2008), investigated the levels of psychological burnout among Jordanian football (soccer) referees. The results showed

that the burnout level among football referees was moderate. Additionally, referees officiating at lower levels experienced higher levels of burnout than their counterparts officiating at international and first degree level. More recently, Alam et al., (2012) examined the relationship between emotional and burnout in Iranian soccer super league referees. The results showed that referees had above average emotional intelligence and had low levels of burnout. The results also revealed a significant negative relationship between emotional intelligence and burnout of the referees.

### **Gender Related Issues**

Graf, Yabko and Christensen (2009), studied the gender effects in the assessment of technical fouls among high school basketball officials and collegiate proxies. The principal hypothesis being that the greatest inclination to assess a technical foul would occur when the aggressor (player/coach) was a female and the rater (game official) was a female was supported. These results suggest that the gender of the official may influence judgments by game officials in high school basketball. The present findings suggest that assigning crews of the same gender to officiate basketball games may serve to decrease variability in judgments and thus increase consistency in the way a game is called. The hypothesis that the predicted gender effect would be more pronounced when the source of the behavior was a player rather than a coach was also supported.

Schaepkoetter (2016), shares here basketball officiating as a gendered arena autoethnography explaining that the role of officiating has been examined from a philosophical angle. Furthermore, numerous research articles have indicated that females are dramatically underrepresented across a multitude of fields within the sport industry. Using data from 165 collegiate officials, results indicated that the referees were

drawn to officiating because of “challenge, fitness, competence, commitment to sport, and the relationships developed as an official. It is important to note that overt anti-female behaviors were not a factor in any of games she officiated. Her experiences indicate that being a female, as a general theme, was a factor in how she was perceived throughout her first year of officiating. Examining the results of her autoethnography both through representative officiating experiences and also through other sport-specific feminist autoethnographies demonstrates that her “femaleness” was a salient part of her officiating experiences.

### **Retention and Sports Officiating**

Forbes and Livingston (2013), investigated and re-examined the qualitative responses received using an analytical framework premised on the theory known as perceived organizational support in ice hockey official’s attrition and retention. An official’s primary motivation for entering officiating (i.e. love for the game and enjoyment of physical activity) combined with low rates of remuneration leading them to label themselves as volunteers is insufficient to ensure retention in what they perceive to be a non-supportive environment.

Kellet and Warner (2011), informs us that creating communities that lead to retention is essential to social worlds and communities of umpires. Umpires (referees) are essential for sport competition, yet many sports report difficulty in recruiting and retaining umpires. This study revealed that lack of administration consideration, inequity (specifically related to remuneration and resources), competition, common interest (specifically in the sport, interactions within football community, and/or within social spaces) impacted the development of sense of community for umpires. Previous research

that has explored umpire retention noted that social connectedness with fellow umpires was important for individuals to continue their participation and involvement in the activity. There is a shortage of umpires in many sports around the globe. The challenge for sport managers and administrators is to successfully implement umpire management strategies that take into account the findings of the study.

Ridinger, Kim, Warner and Tingle (2017), developed the Referee Retention Scale. Through a three-phase process, the researchers developed a valid and reliable scale to predict sport officials' job satisfaction and intention to continue. A survey instrument to measure referee retention was developed using the scale development guidelines suggested by Devellis (2012). These guidelines include the following eight steps: (1) determine clearly, what it is you want to measure, (2) generate an item pool, (3) determine the format for measurement, (4) have initial item pool reviewed by experts, (5) consider inclusion of validation items, (6) administer items to a development sample, (7) evaluate the items, and (8) optimize scale length.

First, an exploratory factor analysis (EFA) was conducted to explore the 10 factors based on the work of inspection of several items including the rating scale category probabilities, average measures order, outfit mean square statistics, and step difficulty (threshold). Next, the category collapsing procedure was used to identify the most effective categorization structure. A confirmatory factor analysis (CFA) was conducted on the refined RRS items to evaluate the seven-factor model proposed by EFA results.

The results of the KMO indicated that the data were appropriate for factor analysis. The findings conclude that referees play a key role in the sport industry, and



there is continued concern about the growing shortage of qualified officials. With the growth of competitive sport, the significance of sport officials has become clear. The importance of understanding sport officials' experiences in terms of a more multidimensional view has been solidified in recent referee research.

To summarize and suggest a framework for a successful program. The following steps must be followed in order to recruit and retain sports officials. Market the job, set standards for officials under consideration to be hired, continuously evaluate officials and the program/association, set up mentoring programs, create incentives for staff members, create a job structure where officials can advance within the program or association, set policies of how games will be assigned, and hold fans, coaches, participants, and officials accountable for their behavior during an event. (Titlebaum, Haberlin, & Titlebaum 2009).

### **Mentorship**

Officials who made the decision to enter into the occupation of officiating with objectives involved around building relationships, gained more development and achievement than officials that did not. As umpires move through their careers, the outcome of the noted factors to enhance or detract from sense of community change. This study revealed that lack of administration consideration, inequity, competition, common interests and interactions affected the sense of community for the umpires. Umpires are essential for sport competition, yet many sports report difficulty in recruiting and retaining umpires. This research sought to gain a better understanding of what experiences will ensure continued participation in umpiring. (Kellet & Warner, 2011).

In (Baldwin & Vallance, 2016), it was examined that the factors which influence the continuing participation of community based rugby referees determined that the

camaraderie amongst referees, their level of enjoyment and success experienced were the key elements in the decision to remain involved.

Key aspects in mentorship arise in (Warner, Tingle, & Kellet, 2012). Where the research examines the experiences of former referees so that managers may better understand strategies that might encourage more referees to be retained. The results indicate that issues experienced during the retention phase and then the advancing stage are linked to eventual departure from the role. Increasingly, off court factors were reported as more influential in the decision to leave. Managerial strategies and implications are discussed.

### **Summary**

The purpose of this chapter is to present a review of literature on two common issues in Sports Officiating: Recruitment and Retention. The first objective was to review the literature on recruitment rates in sports officiating. The second objective was to review the literature on retention rates in sports officiating. After complementing research on two common issues in sports officiating: recruitment and retention, it is concluded that the relationships that sports officials build through mentorship, friendship, and competition can contribute either positively or negatively to the officials achievement. While there were significant positive relationships between officials, mentors, and associations, more research needs to be conducted to gain a better understating on the possible effects related to sports officials' recruitment and retention.

#### **Chapter 4:** *Discussion, Recommendations for future Research*

The common issues of sports officiating recruitment and retention were reviewed in this synthesis project. The research question focused on recruitment and retention based upon all levels of officiating. Based on the review the following conclusions were discovered. Officials who made the decision to enter into the occupation of officiating with objectives involved around building relationships, gained more development and achievement than officials that did not. Sports officials that developed and experienced the following characteristics stayed involved in sports officiating: Moral, Discipline, Dedication, Timeliness, Integrity, and Resiliency. These values are the key components to recruiting and retaining sports officials.

#### **Discussion**

The research demonstrated that officials who made decisions to focus on building a sense of community and positive relationships with fellow officials, assigners, associations, coaches, and participants gained more than officials that did not take the time to build relationships. The results showed that a workable and balanced lifestyle must be achieved for sports officials to be successful. Time spent focused on officiating must not become excessive, as it may lead to burnout. In order for sports officials to continue having positive experiences they must be engaged in interaction with individuals that encourage and support. It was found that less experienced referees had higher levels of burnout than did officials that are more experienced. No significant relationships were detected between the levels of burnout and the type of sport they officiated. (Al-Haliq, Altahayneh, & Oudat, 2014). Annual attrition rates are higher than 30% and cannot be explained by individual characteristic. A meaningful framework upon

which to begin developing and understanding of the role these organizations and their practices play in valuing officials, have an important implication for similar organizations in other sports and other categories of participants (Forbes, & Livingston 2013). Overall the results and findings of this synthesis demonstrate and support the idea that society needs to do a better job of recruiting and retaining sports officials.

### **Recommendations for Future Research**

The review of literature and the research done for this synthesis revealed several recommendations for future research to obtain additional valuable data for this topic. Future research related to the gender gap in sports officiating is advised; future research that is related to diversity in sports officiating is also advised. Inclusion of the source of motivation to officiate in a sports setting and the ever-changing technological factors in sports officiating is also on the docket for future research.

The first recommendation would be to conduct more studies that include a wide range of geographical areas in order to seek more information within the gender gap and diversity in sports officiating.

A second recommendation would be the inclusion of the source of motivation in sports officiating. The relationship between officials and associations desperately needs to be looked at in order to assess a better understanding of the rising attrition rate.

An additional recommendation for future research would be to conduct more studies that reflect thoroughly on the ever-changing technological factors in sports officiating. The idea of instant replay, video review, overruling calls based upon video review, and the idea that every second of every game is seen on film or television is a crucial area that we need to continue researching. With how quickly technological

advances occur it is necessary to keep up to date with the current trends of technology as they relate to sports and sports officiating. With this information, conducting additional research may lead to increased knowledge of how to better recruit and retain sports officials for years to come.

Appendix A

Article Grid

### Synthesis Article Grid

<b>Author</b>	<b>Title</b>	<b>Source</b>	<b>Purpose</b>	<b>Methods &amp; Procedures</b>	<b>Analysis</b>	<b>Findings</b>	<b>Recommendations</b>
Al—Haliq, Altahayneh, & Oudat (2014)	Levels of burnout among sports referees in Jordan	Journal of Physical Education and Sport	To investigate the levels of burnout experienced by Jordanian referees and finding whether there was a relationship between their level of burnout and refereeing level, type of sport, and years of refereeing experience.	120 Jordanian referees representing four sport federations completed a demographic questionnaire along with the Referee Burnout Scale (RBS).	SPSS version 18 for means, standard deviations and frequencies, t-test, ANOVA and LSD post hoc.	Sport referees are among the most stressed individuals in sporting contests. Less experienced referees have higher levels of burnout than do more experienced ones. International referees had higher levels of stress than national referees in personal and technical performance.	Young referees should be greatly concerned with higher burnout levels than veteran referees. Referees in all sports have similar roles, however it would be beneficial to see if other sports referees besides (football, basketball, handball, and volleyball) have different stressors that lead to different stressors that lead to different perceptions of burnout.

Baldwin & Vallance (2016)	Community based rugby referees' experiences with recruitment and retention	International Sports Studies	Looked at the factors which influence the continuing participation and experiences of community based rugby referees in New South Wales, Australia.	Qualitative methods, emails sent out to NSWURA members. Six focus groups were held that lasted between 60-75 minutes.	Data was transcribed and entered using NVivo 10 to identify concepts and allow theoretical themes relating to refereeing involvement to emerge.	Three categories emerged from the analysis of the focus group data attributing their sustained involvement to: 1. Camaraderie and support from fellow referees and referee coaches 2. Individual goals 3. Rewards. It was evident that within the association, the referees had developed strong relationships with each other. This in itself was a reward in many of the officials eyes.	Given the often isolating nature of refereeing at a community level, it is not surprising that the participants indicated a strong wanting and need for support from colleagues and mentors. At the community level where people often come and go quite quickly in terms of volunteering, anything that can strengthen this bond in a positive way can often make all the difference in people's overall experiences. The individual goals of the
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							referees also assisted in ensuring their continued involvement in refereeing.
Forbes, & Livingston (2013)	Changing the call: rethinking attrition and retention in the ice hockey officiating ranks	Sport in Society	To investigate and re-examine the qualitative responses received using an analytical framework premised on the theory perceived organizational support in ice hockey officials attrition and retention.	Qualitative methodology was used in order gain a deeper understanding of the experiences of referees. One-on one interviews, and open-ended questions were used to gather responses related to issues association practices, organizational cultures and game-related encounters.	Using the 36-item Survey of Perceived Organizational Support (i.e. 17-item or 8-item) instruments. A secondary analysis of the 78 qualitative responses was gathered through POS lens. Using ATLAS.ti data management software version 5.0	POS provides a meaningful framework upon which to begin developing an understanding of the role the organizations and their practices play in valuing officials. These findings may have important implications for similar organizations in other sports and other categories of participants.	We hypothesize that an official's primary motivation for entering officiating (i.e. love for the game and enjoyment of physical activity) combined with low rates of remuneration leading them to label themselves as volunteers is insufficient to ensure retention in what they perceive to be a non-supportive environment.

Graf, Yabko, & Christensen (2009)	Gender Effects in the Assessment of Technical Fouls Among High School Basketball Officials and Collegiate Proxies	Journal of Sport Behavior	To examine the effect of gender on officiating decisions, male and female high school basketball officials read several scenarios that described the behavior of a high school player or coach.	Participants and procedure Questionnaires were mailed to 458 officials, 56% female (n = 257) and 44% male (n = 201), throughout California, as listed in the 2004-2005 California Basketball Official's Association (CBOA) Handbook. In addition to high school basketball officials, 27 female college officials were mailed surveys because of a low return rate from female high school officials.	Expressive behaviors. Analyses on calling a technical foul for expressive behaviors revealed a main effect for aggressor status, $F(1,123) = 68.68, p < .01$ , indicating that referees predicted a "quicker whistle" for players ( $M = 4.94, SD = 1.11$ ) than coaches.	To support the assumption that the 12 female college officials were comparable to the 47 female high school officials, between group comparisons were done on the sum of the expressive behavior items and the sum of the instrumental behavior items for both players and coaches.	The principal hypothesis that the greatest inclination to assess a technical foul would occur when the aggressor (player/coach) was a female and the rater (game official) was a female was supported. These results suggest that the gender of the official may influence judgments by game officials in high school basketball. The present findings suggest that assigning crews of the same gender to officiate basketball
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							games may serve to decrease variability in judgments and thus increase consistency in the way a game is called. The hypothesis that the predicted gender effect would be more pronounced when the source of the behavior was a player rather than a coach was also supported.
Kellet & Shilbury (2007)	Umpire Participation: Is Abuse Really the Issue?	Sport Management Review	In this study, 22 umpires of professional and semi-professional Australian Rules football were interviewed to determine what they	The sport of Australian Rules football is played at amateur (junior and senior), semiprofessional, and professional levels. Umpires are	Qualitative research is a systematic, empirical strategy for answering questions about people in a bounded social	The aim of the research was to understand, from the umpire's perspective, the experiences (both negative and positive) of umpiring in Australian	Despite popular perceptions of umpiring as an activity that engenders negative experiences through abuse and stress, people continue to umpire, and

			think of abusive behavior, and what they find to be rewarding about umpiring.	required at games at all levels of the sport. The current study used a cross sectional approach to data collection which included representation from umpire associations at each level of competition in the Australian State of Victoria. The largest association at each level of competition was chosen for maximum access to umpire numbers and experience.	context. For the purposes of this research, it was important that umpires be given the opportunity to explain and describe their umpiring experiences in their own words, rather than in a survey. All interview data were transcribed verbatim and the coding process was assisted by the use of NVivo software. NVivo	Rules football. The results section is presented in two parts. The first part presents interview data illustrating how umpires understand abuse as part of their role	to take up the task of umpiring. There has been little consideration given by media or researchers, to the notion that individuals may find positive elements from the experience of umpiring. As a result, sport managers and administrators have been implementing strategies built from this knowledge for some time.
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					software allowed the researcher to work interactively with the transcribed interview data, and codes were derived directly from the informants' stories.		
Kellet & Warner (2011)	Creating Communities that Lead to Retention: The Social Worlds and Communities of Umpires	European Sport Management Quarterly	Umpires (referees) are essential for sport competition, yet many sports report difficulty in recruiting and retaining umpires. This study revealed that Lack of Administration Consideration	Data from 22 participants, who were all part of a larger comprehensive study aimed at better understanding the experiences of umpiring, were analyzed. Participants were umpires in the sport of Australian rules football	All interview data were transcribed and coded with the use of NVivo software. The coding process was ongoing throughout the data collection period.	The results of this study indicate that there were four key factors that impacted the development of a SOC for umpires. Lack of Administrative Consideration was detrimental for all umpires. The factors of Inequity	This research sought to better understand the umpiring experience and identify the factors that lead to or detract from a SOC for umpires. Previous research that has explored umpire retention noted that social connectedness

			, Inequity (specifically related to remuneration and resources), Competition, Common Interest (specifically in the sport, interactions within football community, and/or within social spaces) impacted the development of sense of community for umpires.	in the state of Victoria. Umpire associations were initially contacted by letter and invited to participate. Once permission was granted, and appropriate measures of ethical procedures obtained, the first author traveled to umpire association clubs.		between Umpire Groups (Remuneration and Resource Allocation) and Competition differed dependent upon the level at which the umpires officiated.	with fellow umpires was important for individuals to continue their participation and involvement in the activity.
Ridinger, Kim, Warner & Tingle (2017)	Development of the Referee Retention Scale	Journal of Sport Management	Building on the current sport officiating research, this study puts forth the Referee Retention	A survey instrument to measure referee retention was developed using the scale development guidelines	First, an exploratory factor analysis (EFA) was conducted to explore the 10 factors	The results of the KMO statistic (KMO = .81) and Bartlett's test of sphericity ( $\chi^2 = 3,062.49$ , $df = 378$ , $p < .001$ ) indicated	Referees play a key role in the sport industry, and there is continued concern about the growing shortage of qualified

			<p>Scale. Through a three-phase process, the researchers developed a valid and reliable scale to predict sport officials' job satisfaction and intention to continue.</p>	<p>suggested by Devellis (2012). These guidelines include the following eight steps: (1) determine clearly what it is you want to measure, (2) generate an item pool, (3) determine the format for measurement, (4) have initial item pool reviewed by experts, (5) consider inclusion of validation items, (6) administer items to a development sample, (7) evaluate the items, and (8)</p>	<p>based on the work of inspection of several items including the rating scale category probabilities , average measures order, outfit mean square statistics, and step difficulty (threshold). Next, the category collapsing procedure was used to identify the most effective categorization structure. A confirmatory factor</p>	<p>that the data were appropriate for factor analysis.</p>	<p>officials. With the growth of competitive sport, the significance of sport officials has become clear. The importance of understanding sport officials' experiences in terms of a more multidimensional view has been solidified in recent referee research.</p>
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				optimize scale length.	analysis (CFA) was conducted on the refined RRS items to evaluate the seven-factor model proposed by EFA results.		
Schaeperkoeter (2016)	Basketball officiating as a gendered arena: An autoethnography	Sport Management Review	The role of officiating has been examined from a philosophical angle. Furthermore, numerous research articles have indicated that females are dramatically underrepresented across a Multitude of fields within the sport industry.	Auto ethnography refers to writing about the personal and its relationship to culture. It is an autobiographical genre of writing and research that displays multiple layers of consciousness'. Auto ethnographers choose their particular	Data were compiled via electronic field notes based on in-game experiences, discussions with other officials, athletes, coaches, and game assignors, and through personal reflections. Data were analyzed	auto ethnographic experiences hark back to previous sport-specific feminist auto ethnographic work on roller derby, cricket, and rugby and action sports such as surfing and snowboarding. While detailing my experiences as a female	It is important to note that overt anti-female behaviors were not a factor in any of games I officiated. However, my experiences indicate that being a female, as a general theme, was a factor in how I was perceived throughout my first year of officiating. Examining the



			Using data from 165 collegiate officials, results indicated that the referees were drawn to officiating because of “challenge, fitness, competence, commitment to sport, and the relationships developed as an official.	approach because they understand that personal experiences can and do have great influence on the research process itself	with both deductive and inductive strategies.	basketball official, I will simultaneously compare my work with that of the aforementioned autoethnographies. Findings are presented through specific, representative occurrences and headings for the findings are from previous works that I used to inform my study	results of my autoethnography both through representative officiating experiences I had and also through other sport-specific feminist autoethnographies demonstrates that my “femaleness” was a salient part of my officiating experiences
Titlebaum, Haberin, & Titlebaum (2009)	Recruitment and Retention of Sports Officials	Recreational Sports Journal	The National Association of Sports Officials (NASO) consists of 19,000 officials	To combat these issues intramural programs have begun to force standards of moral conduct, deemed Good	The issues of advancement and strained relationship with assignors	To reverse the downward trend in recruitment and retention of sports officials at both the high school and	To summarize these points and suggest a framework for a successful program, these steps should be followed: (1)

			<p>across a variety of sports. NASO serves its members by providing benefits and services, such as educational classes and research, to improve members' performance. The purpose of this article is to identify (1) researched recruitment and retention issues of sports officials, (2) ways to retain young officials, and (3) strategies to help recruit new officials.</p>	<p>Sportsmanship, in their programs. This is done by conducting moral education that helps increase higher levels of moral reasoning among participants.</p>	<p>can be addressed through an annual evaluation system to assign officials based on objective data. This process should include officials evaluating each other, the assignor, the mentor or the mentee, and NASO as a whole. Using these evaluations, officials can hold each other accountable and also</p>	<p>college levels, many approaches have been suggested in this article. All seek to create a positive and rewarding experience for the officials, thus providing incentive to new participants and motivation for existing referees to continue in their positions.</p>	<p>market the job, (2) set standards for officials under consideration to be hired, (3) continually evaluate officials and the program, (4) set up mentoring programs, (5) create incentives for staff members, (6) create a job structure where students can advance within the program, (7) set policies of how games will be assigned, and (8) hold fans, participants, and officials accountable for their behavior during an event.</p>
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					foster mutual respect.		
Warner, Tingle, & Kellet (2012)	An administrative mess: A case study from the officiating community	Sport Management Review	This case is written for instructors of classes focused on strategic management, organisational behaviour, human resource management, and/or an officiating course.	The case is multifaceted and therefore relevant for use in a wide variety of sport management courses, in undergraduate or postgraduate level of study. (1) identify and discuss issues related to employee recruitment and retention, (2) articulate the importance of employee orientation, training, and (re)certification, (3) discuss the importance of performance evaluations and perceived	After successfully completing the case, students will be able to: (1) demonstrate the ability to conduct a goal setting meeting with an employee, (2) explain the importance of organizational trust in a sport management setting, (3) detail the elements involved in successful organisation	As a result, the case provides an opportunity for students to critically evaluate and address: (1) a sport organisation's policies and procedures; (2) issues related to human resource management within a sport setting; (3) the managerial response after an organisational failure.	Instructors could use this case in organisational behaviour or strategic management courses to discuss issues associated with managing an inexperienced administrator, the complexities surrounding organisational change, the importance of establishing organisational trust, the value of setting S.M.A.R.T. goals (i.e., specific, measurable, attainable, relevant, and

				<p>fairness in the workplace, and (4) display an awareness of gender discrimination and sexual harassment issues, and be able to articulate how to address such issues.</p>	<p>al change, and (4) identify steps involved in the strategic management process</p>		<p>time-bound), and the difficulties of decision-making in a fast-paced work setting.</p>
<p>Warner, Tingle, &amp; Kellett (2013)</p>	<p>Officiating Attrition: The Experiences of Former Referees Via a Sport Development Lens</p>	<p>Journal of Sport Management</p>	<p>Referees are key sport personnel who have important responsibilities both on- and off- the field. Organized competition would not survive without referees, yet little is known about what cause referees</p>	<p>This study used a phenomenological approach, which "seeks to explicate personal meanings and to uncover hidden as well as explicit meanings in human experience. Participants were recruited via snowball sampling. First,</p>	<p>Interviews were professionally transcribed, and to ensure accuracy of the data, participants were given the opportunity to review their transcripts. The data were then</p>	<p>The data were organized into categories that represented the phases of recruitment, retention, and advancement as reported by the referees. Ten on- and off-court themes emerged and were then organized under each of the phases in which they</p>	<p>Referees are key personnel in the sustainability of organized sport. The results indicate that refereeing is a difficult undertaking where experiences can be negative, and a threat to an individual's ongoing involvement in the activity. Previous</p>

			to discontinue in the role.	emails were sent to two national electronic officiating list serves asking the recipients for names of former officials that might be willing to participate in a study.	de-identified (i.e., participants were given pseudonyms ) to protect the identity of the participants	occurred; six themes clearly lead to referee attrition. At the Referee Recruitment stage, it was clear that the former officials in our study had a positive experience.	literature that has investigated referee turnover and referee intentions to leave.
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