



USA TRACK & FIELDSM

Junior Officials Program 2020-2021

Certification Chairs/JOP Chairs
Program Structure/
Mentoring Handbook

Junior Officials Program Committee
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Adapted from work of Rita Peterson, George Kleeman, Joe Keever and Dennis Boyle (2005).
Revised by Junior Officials Committee (2020), Mike Trego and Ashley Newton, Co-Chairs.



JOP Program Certification Chair/ JOP Chair Handbook

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Welcome Certification Chairs

As you read through this Certification Chair Program Structure packet for the Junior Officials Program, try to imagine the future quality of Officials that we have the opportunity to build “from the ground up”.

The fourteen to seventeen year old participants that will be participating in the program provides us with a chance for us to help lay a tremendous foundation of knowledge, skills, ethics, standards, and procedures for a new generation of Certified Officials.

The Junior Officials Committee has worked for two years to create a program that, “on paper”, looks to fulfill the needs of the USATF and the National Officials Committee (NOC) requirements. Without your commitment and cooperation when the program is “turned over” to you, the Certification Chairs, the program has little chance of success.

Training mentors, recruiting participants, promoting the program, providing training sessions, selecting mentors, consistent follow-up, program evaluation of mentors and program, etc. do indeed fall upon your shoulders, as does the mantle of leadership. The USATF, NOC, Program Co-Chairs are all pledging their support of the program. We all know that the Certification Chairs, and successful mentoring, are the keys that will hold this program together and can make it successful.

We are calling on you to do your best, seek the help, and ask the questions to make the Junior Officials a success.

Are you up to this task?

If you have question at all about any facet of the program, Please contact either of the Co-chairs. We completely understand that a “first time out-of-the-chute” programs will have some “speed bumps” that need to be worked through. We are counting on your to share those “speed bumps” with us so that we can share the “bumps” and fixes with your colleagues.

Thank you for all you do for your Local state and area Associations.

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USATF Junior Officials Program - Components

Objective:

To educate, train and provide opportunities for members to serve as part of our USATF officiating team; and promote opportunities to encourage our Junior Officials to continue serving as USATF Officials in an effort to provide the necessary longevity to continue servicing our track & field programs nationwide on all levels (Association, Region, National and in some cases, Internationally) and all disciplines from Youth to Masters

USATF Junior Officials Program –

Participant must be between 14 and 17 years old and it is clearly understood that a Junior Official enrolled in this program IS NOT a USATF Certified Official on any level including “Apprentice”. A permanent curriculum (program mandates) must be developed by the National Officials Committee to assure program continuity nationwide.

- Must have a current USATF membership and in good standing
- This program will cover competition rules and best practice procedures, philosophy and more
- Develop and maintain professional and ethical guidelines
- This program will provide basic training to prepare them to officiate and fill team assignments, with the exception of shot put, discus throw, hammer throw and javelin throw.
- This program will work with the field officials to set-up/take down venues
- This program will be based on the current USATF Rules
- All Junior Officials in this program will receive a printed copy of the current competition rules
- All Junior Officials in this program will be able to purchase a shirt.
- Training must include the successful completion of a Field of Play Evaluation developed by the USATF National Officials Committee.
- The program shall be designed as a per hour/4 meets per year program with exposure to all disciplines (outdoor, indoor and cross country programs) if applicable in the association.
- Upon completion of the Junior Officials Program, those who are 18 and have been recommended by their assigned mentor, will be become eligible as USATF Certified Officials at the Apprentice or the Association level after they complete the Officials Certification Training.
- All participants must present a valid *Permission/Release of Liability Form/Disclaimer developed by USATF (Legal)*. *This form must be maintained in the*



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applicable USATF Association Office and a copy forwarded to the USATF National Office Program Coordinator, Legal Department, and Program Co-chairs.

- Junior Officials will not be allowed to serve as competition officials at USATF National Championships but will be allowed to assist at the discretion of the LOC Officials Coordinator and under the leadership/mentorship of an approved Certified Official.
- Slides contained within this document were taken from the Mentor Training Session PPT.



JUNIOR OFFICIAL WAIVER AND RELEASE OF LIABILITY, ASSUMPTION OF RISK AND INDEMNITY AGREEMENT

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For and in consideration of USA Track & Field, Inc., its affiliates, members, member clubs, associations, sport disciplines and divisions ("USA Track & Field" or "USATF") allowing me, the undersigned, to participate in the USA Track & Field Junior Officials program (the "Event" or "Events"), I, for myself and on behalf of my spouse, children, guardian, heirs and next of kin, and any legal and personal representatives, executors, administrators, successors and assigns, hereby agree to and make the following contractual representations pursuant to this Waiver and Release of Liability, Assumption of Risk and Indemnity Agreement (the "Agreement").

- I hereby represent that (i) I am at least eighteen (18) years of age (or this Agreement is also signed to by my parent, natural guardian, or legal guardian (the "Guardian")); (ii) I am in good health and in prior physical condition to participate in the Event; and (iii) I am not under the influence of alcohol or any illicit or prescription drugs when would in any way impair my ability to safely participate in the Event. I agree that it is my sole responsibility to determine whether I am sufficiently fit and healthy enough to participate in the Event, that I am responsible for my own safety and well-being at all times and under all circumstances while at the Event site.
- I understand and acknowledge that participation in track & field, cross country, race walking, cross country, mountain ultra and trail running Events is inherently dangerous and involves an extreme level of a person's physical and mental fitness. I understand and acknowledge the risks and dangers associated with participation in the Event and sports of track & field and related activities, including without limitation, the potential for serious bodily injury, sickness and disease, permanent disability, paralysis and loss of life, loss of or damage to non-employment, exposure to extreme conditions and circumstances, contact with other participants, spectators, animals or other natural or man-made objects, dangers arising from adverse weather conditions, improper course or track conditions, large water and surface hazards, roadblock failure, inadequate safety measures, participants of varying skill levels, situations beyond the immediate control of the Event Organizers (as defined in Section 4 below); and other undefined, not readily foreseeable and presently unknown risks and dangers ("Risks"). I understand that these Risks may be caused in whole or in part by my own actions or inactions or the actions or reactions of others participating in or organizing the Event, and I hereby expressly assume all such risks and responsibility for any damages, liabilities, losses or expenses which I incur as a result of my participation in any Event, except to the extent caused by the gross negligence and/or willful misconduct of any of the Released Parties (as defined in Section 4 below).
- I agree to be familiar with and to abide by the Rules and Regulations associated for the Event, including but not limited to the Competition Rules adopted by USA Track & Field and any safety regulations established for the benefit of all participants. I accept sole responsibility for my own conduct and actions while participating in the Event and the condition and adequacy of my equipment.
- I hereby release, waive and covenant not to sue, and further agree to indemnify, defend and hold harmless the following parties, as relevant and applicable in each instance: USATF, its members, clubs, associations, sport disciplines and divisions, United States Olympic Committee (USOC), the event directors, the host organization and the facility, venue and property owners or operators upon which the Event takes place, and any other organizers, promoters, sponsors, advertisers, coaches and officials for this Event, law enforcement agencies and other public entities providing support for the Event, and each of their respective parent, subsidiary and affiliated companies, officers, directors, partners, franchisees, members, agents, employees and volunteers (individually and collectively, the "Released Parties" or "Event Organizers"), with respect to any liability, claims, demands, causes of action, damages, loss or expense (including court costs and attorney fees) of any kind or nature ("Liability") which may arise out of, result from, or relate in any way to my participation in the Event, except to the extent caused by the gross negligence and/or willful misconduct of any of the Released Parties. I further agree that if, despite this Agreement, I or anyone on my behalf, makes a claim for Liability against any of the Released Parties, I will indemnify, defend and hold harmless each of the Released Parties from any such liabilities which may be incurred as the result of such claim, except to the extent caused by the gross negligence and/or willful misconduct of any of the Released Parties, as relevant and applicable in each instance.
- As a condition of my participation in the Event, I hereby grant USA Track & Field, the event director and host organization a limited license to use my name, likeness, image, photograph, video, voice, athletic performance, biographic and other information (collectively, "Licenses"), in any media platform or format whatsoever, and to distribute, broadcast and exhibit these without charge, restriction or liability, but only for the purposes of advertising or promoting the Event, USATF, or the sport of Athletics. The foregoing grant, however, does not constitute consent for USATF or any third party to use my Licenses in an endorsement of any product or service without my specific written consent.

Permission/Release of Liability Form

I, the undersigned, referred to as the parent(s) and natural guardian(s) of _____, does hereby represent that he/she is, in fact acting in such capacity to execute this release and waiver and do so with full knowledge of the facts as outlined above and will take full responsibility for the minor. I further agree to be bound by the terms of this release and waiver.

Name: _____ Telephone: _____ USATF Member Number: _____
Signature: _____ Date: _____
Address: _____ City: _____ State: _____ Zip Code: _____

If the participant is under the age of 18, the Guardian hereby agrees to release and discharge the Released Parties, as follows: (i) The Guardian acknowledges and understands that the Event is a dangerous and risky activity. (ii) The Guardian acknowledges the risks and dangers associated with participation in the Event, and (iii) The Guardian acknowledges the rights waived by both the Guardian and the participant by signing this Agreement. (c) The Guardian acknowledges that the Guardian will indemnify the Released Parties from any and all liability which may arise out of, result from, or relate in any way to the participant's participation in the Event, except to the extent caused by the gross negligence and/or willful misconduct of any of the Released Parties.

The undersigned, referred to as the parent(s) and natural guardian(s) of _____, does hereby represent that he/she is, in fact acting in such capacity to execute this release and waiver and do so with full knowledge of the facts as outlined above and will take full responsibility for the minor. I further agree to be bound by the terms of this release and waiver.

Signature: _____ Date: _____
Name: _____ Relationship: _____
Reviewed 12/20

Other Benefits:

- Be a part of the sport of Track & Field on an integral level.
- Be prepared as one of the future USATF Certified Officials to officiate at a higher level of the sport including Championships on the Association, Region, National and International Levels
- Participants can earn mandatory community service credit hours from their high school.

USATF NOC Responsibility (in Partnership with the USATF National Office and/or NFHS):



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- Assign a Co-Chairs/Coordinator for the USATF Junior Officials Program
- Assign a mentor to each participant. Mentor must sign a Memorandum of Understanding accepting the responsibility and commitment to fulfill the requirements of oversight.
- Promote the USATF Junior Officials within the USATF Association through the Association Certification Chairs, Association websites and other media opportunities .
- Maintain a current list of Members in the USATF Junior Officials Program.
- Communicate to the Certification Chairs and Associations once a member has completed the program and indicate the allowable next level of certification opportunity.
- Develop a Certificate of Completion to be awarded to those that complete the program.

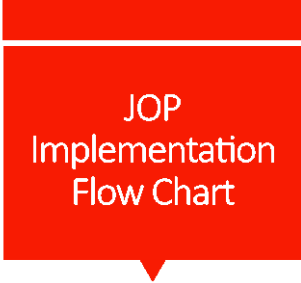
USATF SafeSport Requirements

- All participants must be current members
- All participants must complete the USOC SafeSport Course and agree to abide by the guidelines in the USATF SafeSport handbook.
- Those certified as USATF Junior Officials will be eligible to officiate Association meets under an adult USATF Certified Official who is at least a National Certified Level in good standing.

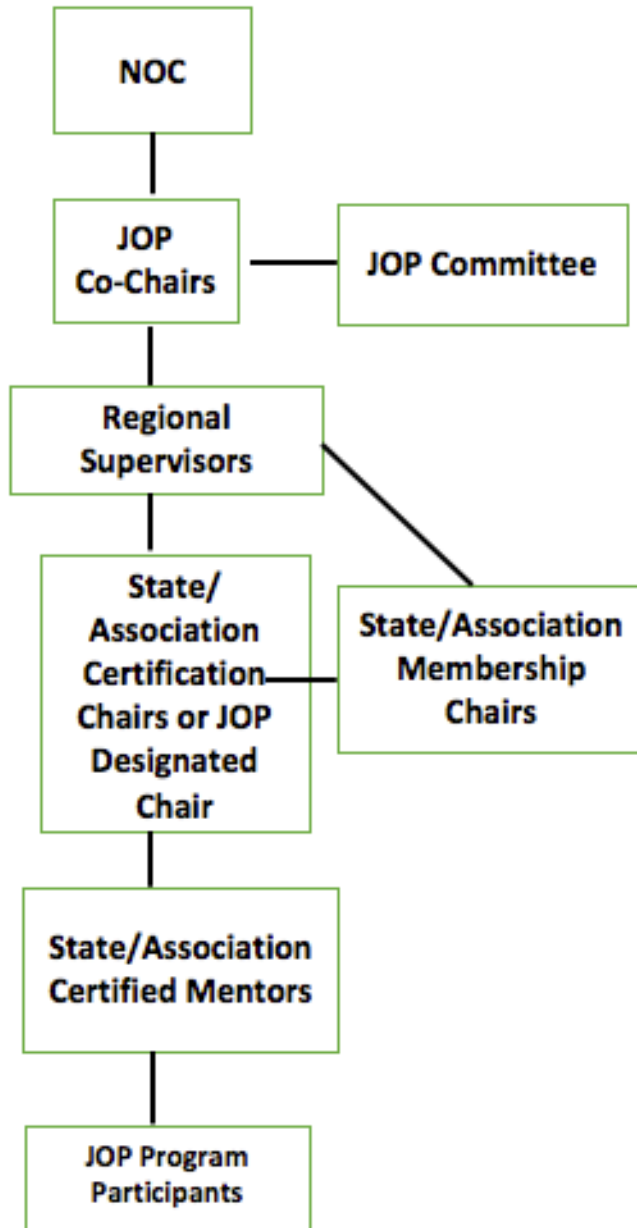
Revisions agreed to by USATF National Office: (2018)

- Junior Officials can be certified at Association Level upon completion of program and age 18.
- The number of required meet to participate in is set at four (4) per year with other materials being included in the requirements.
- Experience can include Race Walk, Road Racing, LDR, MUT, and Para-athletics.
- Throwing events are still excluded.
- Junior Officials will be covered under the same insurance coverage as Certified Officials.

JOP Organizational Flow Chart



- Once the initial mentor training has been completed, people are ready to begin mentoring. But unless some structure is created which guides the course of events and which provides opportunities for mentors as well as their mentees (either together or separately) to share and review their progress, it is easy for mentor programs to lose momentum or to suffer from a lack of direction or communication.





HOW TO ORGANIZE AND EVALUATE A MENTOR PROGRAM

Organizing for Recruitment of Mentors for the Junior Officials Program

The first challenge facing USATF members is who will be responsible for mentor training in the recruitment of a core of individuals who will consider becoming mentors. In thinking about their recruitment, it is helpful to recall the kinds of knowledge and skills that would-be mentors will want to know.

Basic information about what mentoring is (Part One – Training Session) and how one decides whether he or she is cut out for mentoring is important for recruiting people to be mentors. Likewise, references to the personal benefits or joys of mentoring (Part Two – Training Session) and how to avoid the risks of mentoring may be useful for recruiting mentors are the tenets of the Officials Mentor Training module. (Online – Usatf.org – Officials – Recruiting/Mentoring)

This information can be presented in a brochure, newsletter, announcement, or some other form such as in a meeting or at a special reception, depending upon organizational customs and the preferences of the recruiter.

Organizing the JOP/Mentor Training Program:

The goal, again, of this program is to educate, train and provide opportunities for members to serve as part of our USATF officiating team; and promote opportunities to encourage our Junior Officials to continue serving as USATF Officials in an effort to provide the necessary longevity to continue servicing our track & field programs nationwide on all levels (Association, Region, National and in some cases, Internationally) and all disciplines from Youth to Masters

The agenda for a mentor training program should reflect those goals or purposes. The program agenda shown below illustrates how we might organize a successful mentor training program around the four stages of development in mentoring relationships (See Mentor Training Session Presentation). Co-chairs have been appointed by the National Officials Committee to fill the role of overall responsibility of program monitors to oversee the implementation of the program and to support the Certification Chairs in the implementation and maintenance of the program.. The following is a role definition for the Co-chairs of the JOP.

JOP/CO-CHAIRS Job Description and Duties

1. Promote the USATF Junior Officials Mentoring Program
2. Report to the Certification Chairs/ NOC.
3. Recruit Regional Coordinators, if necessary.
4. Recruit new junior officials using developed USATF strategies.
5. Receive from the Certification Chair and, or Appointed JOP Chair, in a timely manner, a list of all new Junior Officials as the Chairs become aware of those who wish to become new officials.



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6. Coordinate with the Regional Coordinators, if appointed, the assignment of junior officials with mentors.
7. Set up conference calls/Zoom meetings, etc., with regional coordinators/certification chairs, in November/December prior to the USATF clinics, and in April after the mentoring program has been underway. (Tentative Timeline)
8. Provide constructive criticism and support regarding the Junior Official Mentoring Program to the Certification Chair.
9. Receive from the Regional Coordinators/Certification Chairs the names of all new officials that are undergoing mentoring and the junior officials' contact information.
10. Keep a master list of all junior officials and their contact information.
11. Set up an email group list with Regional Mentors as one group, junior officials as another group.
12. Set up an email system for occasional mailings. Personally and through the Regional Supervisors.

JOP - CERTIFICATION CHAIRS/Association Certification Chair DESIGNEE

Job Description and Duties

1. Report to the Program Co-Chairs of the Junior Officials' Mentoring Program in conjunction with the Regional Supervisors.
2. Participate in established conference calls/ virtual meetings, etc. with other Regional Chairs or with the program Co-chairs, one call to be held in December, one in April. (Tentative Timeline)
3. Recruit junior officials using developed USATF Junior Official recruiting strategies.
4. Meet with the Local Association Membership Chair to garner list of 14-17 year local Association members. List can be obtained from the USATF Connect website.
5. Schedule and present the **Mentor Training Session** at least once per year, more times than if necessary. Work with your Regional Supervisor to help establish a calendar of clinics within the Region to be presented. Become familiar with the contents of the Mentor Training Session materials so that your presentation(s) are successful.
6. Recruit mentors within your Region/ geographic area/ Association and orient each mentor to the expectations of the program.
7. Obtain a signed Memorandum of Understanding (**MOU**) from the new mentor after successful completion of the Mentor Training Session. Keep one copy for records, issue one copy to the mentor, and send one copy to the Regional Supervisors.
8. Obtain a new **MOU** each year from experienced as well as new mentors. **MOU's** last the length of the JOP participant's Individual Plan. (1, 2, 3, or 4 years). Distribute as indicated in #7 above.



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9. Link/Assign new officials with mentors. More information contained in the Training Session PPT.
10. Periodically evaluate the success of each mentoring situation. The Program Co-Chairs will work with the Regional Supervisors to develop a viable tool for this action to proceed.
11. Develop and update a master list of mentors and new officials in your Region /Association and forward them to the program co-chairs.
12. Provide constructive criticisms (ways to improve and strengthen) regarding the New Official Mentoring Program to the program co-chairs.
13. Assist in the implementation of change in future mentoring programs.

Discipline Mentors – Rotation of JOP Participants

The question comes to mind...”What about an assigned mentor who has little or no experience with the event that his assigned JOP Participant is assigned to work? ”. This idea brought about the concept of establishing a “Discipline Mentor” at each of the venues/topics that are covered by the 17 Study Guides.

With Discipline Mentors assigned to each venue the JOP participant could then just rotate from their assigned venue to a different venue and this will create a smoother transition from one event to another. In our recruiting efforts of assigned mentors, we would need to fill each event with a trained Discipline Mentor.

We are surmising that it may take 10+ trained mentors per meet to adequately cover the needs of the JOP participants. Not all events in the Study Guides may be offered at any particular meet. The mentor will work with the assigned JOP participant over the timeline of their program to cover all events.

Needed Mentors for the following disciplines:

Umpire	Horizontal Jumps – Long Jump
Starter	Horizontal Jumps – Triple Jump
Clerk	Combined Events
Finish Line Lap Scores	LDR/CC/Road Racing
Vertical Jumps – High Jump	Race Walking
Vertical Jumps - Pole Vault	Meet Management
	Wind Gauge

What Certification Chairs are Looking for When Selecting Mentors:

Characteristics of Mentors



- Requirement: The mentor must be a certified official who has certification status is that of a National or Masters Official. However, an Association level official, with three years of experience, may also serve as a mentor. All mentors must be approved by the Association Certification Chair or Association Designee and the Program Co-chairs.

Mentors share a number of characteristics. The profile sketched below is based on a synthesis of observations described by many mentors and authors. While any single mentor may not possess all of the characteristics, effective mentors have many of these qualities:

Knowledge of Their Field

- They are considered by peers to be experts in their field.
- They set high standards for themselves.
- They enjoy and are enthusiastic about their field.
- They continue to update their background in their field.

Demonstrated Skills in Their Field

- Their work demonstrates superior achievement.
- They use a variety of techniques and skills to achieve their goals.

Earned Respect of Colleagues

- They listen to and communicate effectively with others.
- They exhibit a good feeling about their own accomplishments and about officiating.
- They recognize excellence in others and encourage it.
- They are committed to supporting and interacting with their colleagues.
- They are able to put themselves in others shoes and understand their views.
- They enjoy helping others.
- They are sensitive to the needs of others and generally recognize when others require support, direct assistance or independence.
- They exercise good judgment in decisions concerning themselves and the welfare of others.



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JOP/MENTOR TRAINING PROGRAM/ JOP Co-Chairs/Regional Coordinators/CC's

The Mentor Training Session is made up of two parts. Part One contains the Basic components of the JOP Program and Part Two contains the Nuts and Bolts' of the Mentor Training.



Part One - Overview and Basic Components of the JOP Program 3

- What is a Mentor?
- What does an effective Mentor do?
- Certification Chair/Designee Responsibilities.
- What are Certification Chairs looking for in a mentor?
- Should I become a Junior Official Mentor Checklist?
- Do I Have what it Takes? – Self-exercise #1
- Objective of the Junior Officials Program (JOP)
- Junior Officials Program
- USATF JOP Requirements. Release of Liability
- USATF/National Officials Committee (NOC) Responsibilities.
- USATF SafeSport Requirements.



Part One – Training Session - continued 4

- Revisions Made by USATF National Office
- Mentor Program Flow Chart
- Mentor Requirement and Responsibilities
- Discipline Mentors
- Age of the JOP Participants
- Diversity
- Curriculum Purpose
- Study Guides / Plan A / Plan B/ AD
- JOP Participant – Curriculum Expectations
- Yearly JOP Individualized Curriculum Programs



Part Two: Formal Mentor Training Bolts!

- Is the Training of Mentor Really Necessary ?
- Types of Learners you will encounter.
- The Four Mentor Relationship Stages
- Ways of Mentoring
- Strategies for Sharing your Expertise – Examples
- Communication – Support – Challenge
- Communication Checklist
- Various Kinds of Support
- Joys of Mentoring
- Avoiding the Risks of Mentoring
- Purposes and benefits of the Mentor Program
- Memorandum of Understanding

JOP/Mentor Role and Expectations – The following 26 expectations are the framework for the Mentor’s commitment to the JOP Program.

Requirement: The mentor must be a certified official who has certification as a National or Masters Official. However, an Association level official, with three years of experience, may also serve as a mentor. All mentors must be approved by the Co-Chairs ? and Certification Chair.

The mentor must be willing to:

1. Recruit junior officials and help them enroll and attend USATF clinics.
2. Volunteer to become the mentor for those officials that they recruit.
3. Call the junior official after he/she completes the junior officials' clinic to continue that connection that has been made with the Association.
4. Assist the junior official in the selection of meets and the events within each meet that will accommodate their ability to travel, available time, and degree of comfort that they feel for the events and meets they will work.



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5. Keep track of the junior official's schedule and make a follow up call after those scheduled meets. Do so after every meet during their first season.
6. Call frequently (at least twice/month - minimally).
7. Make the junior official feel that they can contact you at anytime. This can be accomplished by frequent calls to the junior official, at the frequency indicated above, as well as stress to the junior official that he/she is welcome to call the mentor whenever they need to do so.
8. Take time to assist the junior official at meets at which you are both attending.
9. Encourage the junior official to work many of the same meets you will be working.
10. Encourage the junior officials to provide most of the dialogue during mentor/junior official conversations.
11. Work cooperatively with other Discipline Mentors in providing a positive learning environment for the JOP participant.
12. Introduce the junior official to other officials at every opportunity and attempt to make important social connections with those veteran officials.
13. Role model to the junior official the proper way to relate to the athletes during competition and other times outside of competition.
14. Prepare the junior official on ways that they may settle protests, disagreements, requests and demands by the athletes and their coaches, and objectionable behaviors which may occur at an event they work.
15. Reinforce the mental preparation of the junior official in regards to their own personal safety during meets as well as the safety of athletes, coaches, and other people who may be involved in the meet.
16. Stress the importance of preparing oneself from the elements of heat, sun, cold weather, and work schedule.
17. Assist in acquiring the needed rulebooks, resource books, and other track and field publications.
18. Assist with obtaining the proper equipment for events the new official will work which may include clipboard devices, writing instruments, chalk, rubber bands, tape measures, colored markers, levels, flags, announcing equipment, and etc.
19. Assist in obtaining the proper uniform dress for meets including the shirts, badges, pants, shoes, socks, hats, outerwear, and etc.
20. Facilitate the understanding of the rules as they apply to each event and each level of competition as the junior official has questions that they cannot answer. In the event that you may not have the



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answer, connect them with other veteran officials with knowledge you may not possess. Have the veteran official call the junior official and assist them and thereby increase the number of contacts for the junior official.

21. Help determine the events that the junior official will eventually specialize by encouraging the junior official to observe, or work, as many differing events as possible during the season.

22. Reinforce their experiences with constructive criticisms and be sure to praise their work often.

23. Assist them in understanding the requirements that they will need to fulfill to reach advanced officiating certification.

24. Provide contact information for all junior officials they are mentoring to the regional coordinators.

25. Report developmental progress of the junior officials to the regional coordinators on a monthly basis.

26. Inform them that the service they receive by way of the mentor program will be evaluated at the end of the year and to be thinking of ways that the program could be improved to help junior officials who join the USATF Associations in the future.

If, as a Certification Chair, you do not feel that the official applying to be a mentor that will adhere and commitment to fulfilling the 26 expectations...do not select them to be a mentor.

Evaluation of the JOP/Mentor Training Program

Typically, the person(s) in charge of the mentor program are responsible for mentor training, program implementation, and evaluation. The Co-Chairs generally are expected to prepare a final report which summarizes the results of the mentor program and makes recommendations regarding future mentor programs. The Officials Chair and Certification Chair and other executive board members may review the final report and make decisions or recommendations regarding the program.

To evaluate the effectiveness of a mentoring program, it is important to assemble background information which describes the program and its participants, and to gather feedback from all who have participated in the program. Background information might include a description of:

- Participants (number and professional standing)
- Overview of the training and other services provided
- A timeline and highlights of events throughout the program's duration
- The resources (time, fixed costs, unexpected costs, etc.) required to operate the program



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Gathering feedback from participants in the program is worth considerable thought so that participants feel they have had the opportunity to fully share their views about their participation and about the effectiveness and values of the program. **For example, the evaluator may design a formal survey instrument or checklist which participants are expected to complete and return (perhaps but not necessarily anonymously); or the evaluator may informally ask participants to share their views about the effectiveness of the mentor program at a final meeting and suggest ways to improve it. Obviously, feedback gathered over the course of the program provides more information than a single survey at the end of the program.**

However feedback is gathered, the evaluators are then expected to prepare a written report which summarizes the feedback, compares the feedback with his or her own expectations-- given the resources and constraints that pertained, to identify problems or concerns about the program, and make recommendations or decisions regarding the continuation of the program.

Implementation: Structure to Launch and Keep the JOP/ Mentor Program Moving Forward, Roles Defined.

Once the initial mentor training has been completed, people are ready to begin mentoring. But unless some structure is created which guides the course of events and which provides opportunities for mentors as well as their mentees (either together or separately) to share and review their progress, it is easy for mentor programs to lose momentum or to suffer from a lack of direction or communication.

Program Co-Chairs/NOC/Certification Chairs/Association Designee Coordinators in the organization needs to be responsible for...In Fact!... WE all need to be responsible for:

- Moving the mentor program forward in a positive direction
- Providing opportunities for mentors to share their experiences and their views about the effectiveness of the mentor program
- Providing opportunities for recipients of mentoring to share their views about the effectiveness of the mentoring program
- Addressing any problems or unmet needs that emerge during the course of the year.

Any of a number of structures will work. In some organizations, informal but regular social get-togethers over lunch best enhance the exchange of information that is necessary between the person responsible for the mentor program and the participants in the program.

Other organizations may choose to hold more formal quarterly or monthly meetings to accomplish this same purpose. The meeting structure may include brief reports which are written or given orally by mentors to summarize their progress, to identify any special problems or needs they have, or to account for the resources they have directed toward mentoring.



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The structure shown below illustrates how a mentor program might create forward motion by using a timeline that is tied to the meet calendar year. These regular exchanges of information are sometimes called formative evaluation.

TIMELINE FOR THE JUNIOR OFFICIALS MENTOR PROGRAM

1. Mentors are recruited and selected. date _____
The Mentor Training program is offered. date _____
Mentors develop first draft of personal plan for mentoring. date _____

2. Welcome/orientation for New Officials (Mentees) and Mentors. date _____
Mentors are matched with New Officials (Mentees). date _____
Evaluation of Mentor Training. date _____

3. Mentor and Mentees share expectations, *develop 6-week plan*
and schedule regular meetings or phone calls. date _____
Mentors begin Portfolios/File to track mentor activities. date _____

4. Instruction begins. Mentors support JOP Officials and meet with
them regularly to share information, to compare expectations, and to
revise plans to meet JOP Official's needs. Mentors add to Portfolio. date _____

5. End of first 6-week period, Mentors review their progress as mentors,
identify new challenges, and offer support to Mentees. Mentors
meet to share experiences and Portfolios. date _____

6. End of half of Meet Season, all Mentor-New Official pairs meet to share
progress, identify needs, and revise plans for next half of season,
Midpoint evaluation of Mentor Program. date _____

7. Continue Steps 3-6 through second half of season. Final evaluation
of Mentor Program: Mentor Self-Assessment,
past- evaluation of Mentor Training, review of Mentor Portfolios/File. date _____



Organizational Responsibility

(Co-Chairs/NOC/Certification Chairs/Regional Mentor Coordinators/State Association Membership Chairs) in the organization needs to be responsible for...IN Fact we all need to be responsible for:

- Moving the mentor program forward in a positive direction
- Providing opportunities for mentors to share their experiences and their views about the effectiveness of the mentor program
- Providing opportunities for recipients of mentoring to share their views about the effectiveness of the mentoring program
- Addressing any problems or unmet needs that emerge during the course of the year.

Any of a number of structures will work. In some organizations, informal but regular social get-togethers over lunch best enhance the exchange of information that is necessary between the person responsible for the mentor program and the participants in the program.

Other organizations may choose to hold more formal quarterly or monthly meetings to accomplish this same purpose. The meeting structure may include brief reports which are written or given orally by mentors to summarize their progress, to identify any special problems or needs they have, or to account for the resources they have directed toward mentoring.

The structure shown below illustrates how a mentor program might create forward motion by using a timeline that is tied to the meet calendar year. These regular exchanges of information are sometimes called formative evaluation.

Evaluation of JOP Mentor Programs and JOP Final Reports

Typically, the person(s) in charge of the mentor program are responsible for mentor training, program implementation, and evaluation. The Co-Chairs generally are expected to prepare a final report which summarizes the results of the mentor program and makes recommendations regarding future mentor programs. The Officials Chair and Certification Chair and other executive board members may review the final report and make decisions or recommendations regarding the program.

To evaluate the effectiveness of a mentoring program, it is important to assemble background information which describes the program and its participants, and to gather feedback from all who have participated in the program. Background information might include a description of:

- Participants (number and professional standing).
- Overview of the training and other services provided.



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- A timeline and highlights of events throughout the program's duration.
- The resources (time, fixed costs, unexpected costs, etc.) required to operate the program .

Gathering feedback from participants in the program is worth considerable thought so that participants feel they have had the opportunity to fully share their views about their participation and about the effectiveness and values of the program. The Program Co-Chairs and Regional Supervisors will work in conjunction with the Certification Chairs/JOP Chairs to develop a viable Assessment program tool.

For example, the evaluator may design a formal survey instrument or checklist which participants are expected to complete and return (perhaps but not necessarily anonymously); or the evaluator may informally ask participants to share their views about the effectiveness of the mentor program at a final meeting and suggest ways to improve it. Obviously, feedback gathered over the course of the program provides more information than a single survey at the end of the program.

However feedback is gathered, the evaluators are then expected to prepare a written report which summarizes the feedback, compares the feedback with his or her own expectations-- given the resources and constraints that pertained, to identify problems or concerns about the program, and make recommendations or decisions regarding the continuation of the program.

Closing thoughts...

When you wake up in the morning you have two choices – go back to sleep and dream your dreams, or wake up and *chase* those dreams.

Help our Junior Officials become motivated to *chase* the idea to become outstanding officials. **What can I do?** You can pick them up and drive them to the meets with you (with Parent Permission), create some time where its' one-on-one to help instruct, or to just sit with them and listen.

Honestly answer their questions and not make them feel like they are *adolescent* officials, and assign them and *encourage* them to strive for higher level tasks as they grow in their skill levels. Most importantly, *be the best role model and encourager that you can be*. Constant encouragement is an awesome tool to create motivation.

What will you hand down, as a predecessor official has done for you, to the *JOP* officials that will eventually fill the ranks? ***Its' your legacy***. Have you thought about what your legacy will be as a person, as a husband, as a friend, as a USA Track and Field official?

This would be a great time to have that discussion with yourself...if you have not already done so.

What do you want the heritage of USA Track and Field Officials to be? Its' never too late to build a legacy...*be a mentor!* Think of it this way...When our time is up who will tell our story?

Peter Drucker, Educator and author stated, **“The best way to predict the future is to create it”**. Lets' all help to *create the future, the heritage, and the legacy of USA Track and Field officials*.



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Thank you for becoming a mentor in the JOP Program...now let's start another part of our legacy.

Sincerely.

The Junior Officials Program Committee (2020)

APPENDICES – Next page.

Appendix A – JOP Mentor Assignment Form

Appendix B – JOP Mentor Memorandum of Understanding Form

Appendix C – JOP Mentor Self-Assessment

Appendix D – JOP Certification Chair/Designee Self-Assessment Form



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Appendix A

JOP/Mentor Assignment Form (Date) _____

I accept the responsibility of being a mentor in the _____ Association Junior Official Mentoring Program, keeping in mind the expectations stated above in training the working with the new official(s) as listed below:

JUNIOR OFFICAL(S)

Name: _____
Address: _____
City: _____
State: _____
Phone: _____
Email: _____
Age of Participant: _____

Name: _____
Address: _____
City: _____
State: _____
Phone (H): _____
Email: _____
Age of Participant: _____

USATF Association _____ Event Specialty(s) _____

Name: _____ Officials Level _____

Address: _____ City: _____

State: _____ USATF Membership # _____

Phone _____ Email: _____

Mentor (signature): _____ Date: _____

APPROVAL:

Association Certification Chair: _____ Date: _____

Association Mentor Coordinator: _____ Date: _____



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Appendix B – Memorandum of Understanding (MOC)

JOP/Mentor Memorandum of Understanding Form

By affixing your signature to the Junior Mentor Memorandum of Understanding (MOU) Form below, you agree to have read the entire training document and have discussed this entire document with your Certification Chair(s)/Association Junior Officials Designee, or have attended your Association JOP Mentor Training Session and agree to fulfill the duties and responsibilities as outlined in this entire document. You further agree to uphold the USATF policies and practices as outlined in this document as well as that you understand the entire document as presented and take the responsibility to provide a positive learning experience in which the JOP participant will feel safe, secure, and have a fair opportunity to complete the program a designed.

USATF ASSOCIATION AFFILIATION _____ **State** _____

Name: _____ **Address:** _____

City: _____ **State:** _____

Phone _____ **Email:** _____

Officials Membership # _____ **Officials Credential #** _____

Mentor (signature): _____ **Date:** _____

APPROVED _____

NOT APPROVED _____

Reason NOT APPROVED _____

Association Certification Chair Name _____

Association Certification Chair Signature _____ **Date:** _____

OR

Association Mentor Coordinator Name _____

Association Mentor Coordinator Signature _____ **Date:** _____



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Appendix C – JOP Mentor Self-Assessment Form

Mentor Name _____ Date _____

Mentor Role and Expectations Ideally, you should be using this Assessment as a monthly checklist.	Not yet started	In Progress	Accomplished Date
1. Recruit junior officials and help them enroll and attend USATF clinics.			
2. Volunteer to become the mentor for those officials that they recruit.			
3. Call the junior official after he/she completes the junior officials' clinic to continue that connection that has been made with the Association.			
4. Assist the junior official in the selection of meets and the events within each meet that will accommodate their ability to travel, available time, and degree of comfort that they feel for the events and meets they will work.			
5. Keep track of the junior official's schedule and make a follow up call after those scheduled meets. Do so after every meet during their first season.			
6. Call frequently (at least twice/month - minimally).			
7. Make the junior official feel that they can contact you at any time. This can be accomplished by frequent calls to the junior official, at the frequency indicated above, as well as stress to the junior official that he/she is welcome to call the mentor whenever they need to do so.			
8. Take time to assist the junior official at meets at which you are both attending.			
9. Encourage the junior official to work many of the same meets you will be working.			
10. Encourage ride sharing to the meets with the junior official.			
11. Encourage the junior officials to provide most of the dialogue during mentor/junior official conversations.			
12. Work cooperatively with other Discipline Mentors in providing a positive learning environment for the JOP participant.			
13. Introduce the junior official to other officials at every opportunity and attempt to make important social connections with those veteran officials.			
14. Role model to the junior official the proper way to relate to the athletes during competition and other times outside of competition.			
15. Prepare the junior official on ways that they may settle protests, disagreements, requests and demands by the athletes and their coaches, and objectionable behaviors which may occur at an event they work.			
16. Reinforce the mental preparation of the junior official in regards to their own personal safety during meets as well as the safety of athletes, coaches, and other people who may be involved in the meet.			
17. Stress the importance of preparing oneself from the elements of heat, sun, cold weather, and work schedule.			
18. Assist in acquiring the needed rulebooks, resource books, and other track and field publications.			
19. Assist with obtaining the proper equipment for events the new official will work which may include clipboard devices, writing			



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instruments, chalk, rubber bands, tape measures, colored markers, levels, flags, announcing equipment, and etc.			
20. Assist in obtaining the proper uniform dress for meets including the shirts, badges, pants, shoes, socks, hats, outerwear, and etc.			
21. Facilitate the understanding of the rules as they apply to each event and each level of competition as the junior official has questions that they cannot answer. In the event that you may not have the answer, connect them with other veteran officials with knowledge you may not possess. Have the veteran official call the junior official and assist them and thereby increase the number of contacts for the junior official.			
22. Help determine the events that the junior official will eventually specialize by encouraging the junior official to observe, or work, as many differing events as possible during the season.			
23. Reinforce their experiences with constructive criticisms and be sure to praise their work often.			
24. Assist them in understanding the requirements that they will need to fulfill to reach advanced officiating certification.			
25. Provide contact information for all junior officials they are mentoring to the regional coordinators.			
26. Report developmental progress of the junior officials to the regional coordinators on a monthly basis.			
27. Inform them that the service they receive by way of the mentor program will be evaluated at the end of the year and to be thinking of ways that the program could be improved to help junior officials who join the USATF Associations in the future.			



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Appendix D - JOP Program Chair (Certification Chair of Designee)

Name _____ Date _____

Certification Chair/JOP Chair Job Duties/Responsibilities	Not Yet started	In Progress	Accomplished Date
1. Report to the Program Co-Chairs of the Junior Officials' Mentoring Program in conjunction with the Regional Supervisors.			
2. Participate in established conference calls/ virtual meetings, etc. with other Regional Chairs or with the program Co-chairs, one call to be held in November, one in January, and one in April. (Tentative Timeline)			
3. Recruit junior officials using developed USATF Junior Official recruiting strategies.			
4. Meet with the Local Association Membership Chair to garner list of 14-17 year local Association members. List can be obtained from the USATF Connect website.			
5. Schedule and present the Mentor Training Session at least once per year, more times than if necessary. Work with your Regional Supervisor to help establish a calendar of clinics within the Region to be presented. Become familiar with the contents of the Mentor Training Session materials so that your presentation(s) are successful.			
6. Recruit mentors within your Association and orient each mentor to the expectations of the program.			
7. Obtain a signed Memorandum of Understanding (MOU) from the new mentor after successful completion of the Mentor Training Session. Keep one copy for records, issue one copy to the mentor, and send one copy to the Regional Supervisors.			
8. Obtain a new MOU each year from experienced as well as new mentors. MOU's last the length of the JOP participant's Individual Plan. (1, 2, 3, or 4 years). Distribute as indicated in #7 above.			
9. Link/Assign new officials with mentors. More information contained in the Training Session PPT.			
10. Periodically evaluate the success of each mentoring situation. The Program Co-Chairs will work with the Regional Supervisors to develop a viable tool for this action to proceed.			
11. Develop and update a master list of mentors and new officials in your Region /Association and forward them to the program co-chairs.			
12. Works cooperatively with other Discipline Mentors in providing a positive learning environment for the JOP participant.			
13. Provide constructive criticisms (ways to improve and strengthen) regarding the New Official Mentoring Program to the program co-chairs.			
14. Assist in the implementation of change in future mentoring programs.			



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If you have any questions at all about any part of the program, either contact your Association Certification Chair/Association JOP Designee, your Regional Supervisors, or contact Mike Trego (IN) (mikeogert@gamil.com) / 1-765-661-1645 or Ashley Newton (KY) (flaming_roses@hotmail.com) / 1-502-741-6937 Committee Co-Chairs.

Thank you for your commitment and support of the Junior Officials Program.

Thanks to you it will work! When your time is up...who will tell your story?

What will be *your* legacy? After you have gone...You will sing your song?

Mike Trego / Ashley Newton – Co-Chairs

Junior Officials Committee Members:

Doug Allen (Kentucky)

Robert Gidari (New England)

Mark Heckel (Three Rivers)

Mary Onken (New York)

Cindy Slayton (Georgia)

Phil Sutton (Oregon)

Doug Weir (Michigan)

Reg Weissglass (New York)