
**WORLD
SQUASH**

WSF

World Squash Federation

**Championship/Tournament Referee
Training Seminar**

Competencies

1. Possess the leadership skills necessary to lead and manage the group of referees appointed to a tournament and to conduct effective daily meetings to inform them of any issues, areas for correction, and to provide them with any feedback received.
2. Possess the interpersonal and communication skills necessary to deal with players, coaches, referees, officials, and the media.
3. Know and apply the WSF Guidelines for Tournament Referees.
4. Be familiar with the requirements of all WSF-approved refereeing systems and any WSF procedures for other refereeing systems used at tournaments (e.g. Marker/Referee, 3 Referee).

Competencies (2)

5. Be familiar with any variations of the Rules that apply to PSA, WSA other major events, such as the Commonwealth Games.
6. Be able to assign appropriate referees to meet the specific requirements of each match.
7. Be able to liaise with any appointed WSF Assessors concerning the assessment of referees and match assignments.
8. Where the tournament is a Doubles Tournament, have passed the International Doubles Rules Examination.

Leadership & Management

- A leader has the vision of leading the people in an organisation to achieve worthwhile goals.
- A manager is aware of the vision for the organisation and can achieve those goals in a practical way.
- A good manager is one that has both leadership ability and managerial skills.

Leadership

- “The art of motivating a group of people to act towards achieving a common goal.”
- Leader: “The person in the group who possesses the personality and skills that make the team want to follow his or her direction.”
- The Captain of a Team
 - Qualities needed: enthusiasm, inspiration, communication
- The Captain of a Refereeing Team
 - Qualities needed: enthusiasm, inspiration, communication

Leadership Principles

- Lead by example
- Demand excellence (not perfection)
- Show professionalism and expect it
- Praise good performance

Qualities of a Good Leader (1)

- Displays attributes that make people glad to follow.
- Provides a feeling of trust.
- Builds morale.
- Sets goals.
- Establishes a spirit of cooperation and cohesion for achieving those goals.

Qualities of a Good Leader (2)

- Gains commitment by the team of officials.
- Effectively handles disagreements and conflicts.
- Settles disputes by focusing on solving the problems, without offending individual egos.
- Takes charge when the situation demands it.
- Makes the right things happen on time

Situational Leadership Theory

- There is no single “best” style of leadership.
- Effective leadership is tailored to the task to be completed.
- The most successful leaders are those that adapt their leadership style to the “maturity” (i.e. knowledge and experience) of the individual or group they are attempting to lead.
- Effective leadership varies, not only with the group being led, but it will also depend on the task that needs to be accomplished.

Leadership Styles

- S1 Telling: one-way communication.
- S2 Selling: leader directs, but team “buys into” the process.
- S3 Participating: Shared decision-making.
- S4 Delegating: Leader delegates, but monitors progress.
- How do these principles apply to the role of a CR/TR?

Maturity Levels

- M1 Team lacks the skills and is unwilling or unable to take responsibility
- M2 Unable to take responsibility, but willing to work at it
- M3 Experienced, but lacking confidence
- M4 Experienced and willing both to perform task and take responsibility
- How do these principles apply to the Refereeing Team?

Good Management

- Management can be defined as the process of getting people together to accomplish desired goals.
- Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or an effort for the purpose of accomplishing a goal.

Good Management

- **Planning:** Deciding what needs to happen and generating plans for action.
- **Staffing:** Recruitment, and hiring individuals for appropriate jobs.
- **Organizing:** Making optimum use of the resources available.
- **Leading:** Determining what needs to be done in a situation and getting people to do it.
- **Motivating:** The process of stimulating an individual to take action that will accomplish a desired goal.
- **Monotoring:** Checking performance.

General Managerial Skills

1. **Technical:**

The manager must have the credibility or knowledge to persuade people to do certain things.

2. **Human:**

The manager has to know how to work with people.

3. **Conceptual:**

The manager can see the operation (the event) as a whole. In other words, there has to be some knowledge of what the goals of the refereeing function are, and how the latter interacts with other parts of the operation.

Personal Qualities

A good manager:

- Must have confidence in self and abilities. Must be happy with who he/she is, but is still learning and getting better.
- Must be something of an extrovert. Doesn't have to be the life of the party, but cannot be a wallflower, either.
- Is honest and straightforward. Success depends heavily on the trust of others.
- Is an includer, not an excluder. Brings others into what he/she wants to achieve.
- Has a 'presence'. Managers must lead. Effective leaders have a quality about them that makes people notice them.

Important Managerial Skills

1. People skills; can maintain good relationships
2. Strategic thinking (planning ahead and predicting what is going to happen)
3. Flexible/adaptable to change
4. Self-management
5. Team player
6. Solve complex problems and make decisions
7. Ethical/high personal standards

Managerial Skills (1)

1. Possess emotional maturity and the internal resources to cope with stress.
2. Be self-motivated and self-controlled.
3. Be able to appraise oneself and one's own performance objectively, to admit to being wrong.
4. Expect that one will keep on growing, improve one's performance, and continue to develop.
5. Possess well-defined goals.

Managerial Skills (2)

6. Be able to allocate resources according to priorities.
7. Be able to make decisions, act upon them, and accept responsibility for them.
8. Be willing to compromise.
8. Be able to delegate and to depend on subordinates.

Managerial Skills (3)

1. Consistency in behaviour is an important characteristic of a good manager.
2. Managers should perform their work exactly as they preach to others. This is all part of consistency.
3. Managers should be friendly and approachable.
4. Communicate with everyone regularly and when it is necessary.
5. Managers should support their team through praise, encouragement and improving the work environment.
6. Managers should be leaders. They must have creativity and not just the practical skills to solve problems.
7. Managers should have the confidence to give directions to others if necessary.

Communication Skills

- Speak clearly and loudly
- Make eye contact with people
- Body language must match message
- Be confident, open, honest

Improving Communication Skills (1)

- Try to expand and develop your voice with softness.
- Slow down your speech; nervous people speak fast.
- Avoid a monotone and use high pitch and soft sound.
- Don't mumble, pronounce each word clearly & loudly.

Improving Communication Skills (2)

- Make eye contact, as this will help you to be more confident and people will show interest in you.
- Use body gestures to show your interest.
Make sure that your words, body gestures, facial expression, message and tone all match with one another.

Cultural Differences

- When leading and managing a culturally diverse group, be aware of differing attitudes to:
 - Power
 - Individualism
 - Gender Differences
 - Anxiety/Avoidance
 - Tradition

WSF Code of Conduct

- WSF Referees must have signed Code of Conduct
- Non-WSF Referees assigned to an event should also be required to sign Code of Conduct
- Referees must commit themselves for the *entire* event

WSF Code of Conduct

- Professionalism:
- *The WSF expects and requires a high standard of professionalism and conduct from its Referees and Assessors. This Code of Conduct should be observed by all WSF Referees and Assessors, wherever they might be refereeing, whether or not they have been assigned to that event by the WSF. All WSF Referees must realise that their behaviour reflects not only on themselves, but also on the WSF, even when they are not on officially assigned duties.*

WSF Code of Conduct

- *7.2.1 When on duty as a Referee at any event, a WSF Referee is expected to wear either:*
- *If provided by the event, the shirt or sweater of that particular event with navy blue/black/grey trousers or skirt, or*
- *A WSF World or International Referee shirt with navy blue/black/grey trousers or skirt and black shoes. The WSF sweater is optional.*

Dress Code

- The importance of a dress code (cf. Professionalism)
- Decide well in advance what the dress code will be
- Inform all assigned referees to come prepared (i.e. bring appropriate clothing)

WSF Code of Conduct

- *7.3 When refereeing at an event:*
 - *7.3.1 If invited to attend an event by the WSF, the WSF Referee must agree to be present for the entire event, including the Qualifying Event, if requested.*
 - *7.3.2 Referees shall attend all meetings required by the TR.*
 - *7.3.3 Referees must adjust their own schedules to the match schedule and the assignments they have been given.*
 - *7.3.4 Referees should arrive at least 30 minutes prior to the start of any session and must be prompt for all matches assigned to them.*

WSF Code of Conduct

- *7.3.9 Referees must attend all tournament functions, if invited. It is imperative that all members of the squash community support the game of squash, the event and the sponsors of that particular event.*

WSF Code of Conduct

Conflict of interest:

- *7.3.6 Referees must not officiate in any match where their participation may cast doubt on their impartiality. Any real or perceived relationship, whether it is family, business, or other conflict of interest, will render an official unsuitable for such an assignment. Unless the TR decides otherwise in exceptional circumstances, in Team Events Referees should not expect to officiate in any match involving their own Country or Team. However, it should be noted that a player competing in an individual championship not directly representing his/her country. It is still not advisable to have a Referee from the same country – and any wise TR will avoid this conflict.*

WSF Code of Conduct

- Conflict of interest (continued):
- *7.3.13 While WSF Referees present at any Team Championship (Country or Club) will be interested in the progress of their respective teams, they must not be seen to support those team in a partisan way. They may well socialise with members of their country's team during the event, but they must not be seen to be talking to the players, coaches or managers of their respective teams during any match in which their teams are competing.*

WSF Code of Conduct

- vi) Comments, interviews, etc.
- *7.3.7 Referees must not criticise or attempt to explain any calls or decisions by another Referee to anyone other than that Referee directly or to the TR privately. Where Referees agree to conduct assessments on each other, these should be done discreetly and should be co-ordinated through the TR.*
- *7.3.8 Referees shall not participate in a media interview or meeting with a journalist, where any statement relating to squash refereeing can be printed or broadcast, without the approval of the TR.*

WSF Code of Conduct

- *7.3.14 All communication between Referees and Tournament Directors and Organisers must be routed through the TR. Tournament Directors find it very annoying, especially when approached directly by Referees with grievances over such issues as expenses or accommodation.*

WSF Code of Conduct

- *7.3.11 During a match Referees should not address players by either their first names or their nicknames.*

WSF Code of Conduct

- Off-duty:
- *7.3.12 If present at a session of an event where they have no appointed duties, Referees must be attired and behave as if they were on duty.*

WSF Code of Conduct

- Breaches of the Code of Conduct:
- *The TR should deal with any breaches of the Code of Conduct when they happen. The TR must send a report on the event to the WSF. This must include details of any transgressions and the steps taken at the time, together with a specific recommendation that the matter should be considered closed or whether the WSF is requested to take any further action.*

TR Guidelines

- *The Tournament Director is responsible for the overall organisation of the Tournament, including the scheduling of matches and courts, accommodation, social activities, press facilities, etc.*
- *The TR is responsible for the selection, allocation and supervision of the match officials for the Tournament, and other duties as specified below.*

TR Guidelines

- *The Role of the TR*
- *8.1.1 Ensure that the Tournament is conducted fairly in accordance with the current WSF Rules of the Game, and, if appropriate, specified PSA and WSA Tour*
- *Rules and Regulations.*
- *8.1.2 Adjudicate on all Questions of Law, i.e. issues relating to the construction and application to specified facts of the WSF Rules of Squash (including Appendices) and the Tournament Regulations. The TR is the final onsite authority for the interpretation of the WSF Rules and shall keep available at all times a copy of the WSF Rules, together with the current approved Interpretations and a copy of the Tournament Regulations.*
- *8.1.3 Act as the WSF's representative during the Tournament on rules and refereeing matters.*

TR Guidelines

- *8.2 Prior to the Tournament:*
- *8.2.1 Select a sufficient number of suitably qualified officials for the Tournament.*
- *8.2.2 Arrange such training sessions as may be necessary to thoroughly familiarise all officials with all rules, current interpretations and code of conduct. These sessions should take place prior to, and may also take place during, the Tournament.*

TR Guidelines

- *8.2.3 Ensure that the courts are suitable for play by confirming that the following items have been checked:*
 - Floors
 - Walls
 - Ceilings
 - Lighting
 - Doors
 - Markings

TR Guidelines

- Signage
- Nicks
- Board & Tin
- Seating for officials (N.B. 3 Referees + Assessor)

TR Guidelines

- *8.2.5 Ensure that players and Referees are notified of the conditions of play, i.e. method of refereeing, method of scoring, height of tin, make of ball, type of wall and floor surface and other items of interest prior to the commencement of the Tournament and/or qualifying competition. (For World Team Championships, the make of ball to be used must be notified to competing countries six months prior to the Championships). It is usually the role of the Tournament Director to communicate with the competitors, but the TR should ensure that this happens.*

TR Guidelines

- *8.2.6 Check that an adequate number of WSF approved balls, designated for the Tournament, are available for both practice and match play. The Tournament Director is responsible for the provision of a sufficient number of balls, and will usually hand these to the TR at the commencement of the event.*
- *8.2.7 Ensure that an adequate supply of Referee supplies is available for the tournament. This shall include score sheets, clipboards, pens and/or pencils, and microphones, if necessary.*

TR Guidelines

- *8.2.8 If necessary, brief the players before the start of the Tournament either verbally (preferred) or in writing.*
- Attend Managers' Meetings

TR Guidelines

- *8.2.9 Liaise with the Tournament Director before the tournament to ensure that all of the following items have been arranged and decided: a Referees' room, for use both as a meeting room and as an area to relax between assignments; the uniform to be worn by the Referees, provided either by the event or by the Referees themselves; any accommodation, meal allowances, match admission, and social tickets for the Referees.*

TR Guidelines

- *8.3 During the Tournament:*
- *8.3.1 Provide a sign-in sheet in the TR's office for all officials. [Or take attendance each day.]*

TR Guidelines

- *8.3.2 Designate in a highly visible place in a general players' area an official Bulletin Board and notify all players of its designation and location. The daily order of play together with a list of the appointed officials should be posted on the Official Bulletin Board as soon as issued and at least 60 minutes before the start of the first matches. It is the responsibility of all players to ascertain their schedules from the TR for each day's play. However, the TR should also use all available means to notify all players of their schedule. Start times for all matches should be notified on the Official Draw Sheet.*

TR Guidelines

- *8.3.3 Display on the Official Bulletin Board a copy of the current WSF Rules and Guidelines and the clothing regulations for the Championship, including logo specifications.*

TR Guidelines

- *8.3.4 Ensure that a visible timepiece has been designated as the Official Clock of the Tournament and notify all players and officials of its location.*
- Inform managers at Managers' Meeting
- Inform referees what to do if player late

TR Guidelines

- *8.3.6 In team events, ensure that all officials are aware of the order of play and check that the correct players are on court.*
- Announce order of play each day
- Instruct Court Captains about what to do

TR Guidelines

- *8.3.7 Ensure that each court is equipped as follows:*
- *8.3.7.1 Reserved seats for the Match Officials. Each seat shall be equipped with a writing platform or a clipboard. Microphones must have an "on/off" switch and should not be hand-held.*
- *8.3.7.5 Provide each Match Referee and Marker with two Score Sheets and two pens.*

TR Guidelines

- *8.3.7.2 A First Aid kit, located as close to the courts as possible, in case of emergency or accidents.*
- Inform Referees re First Aid kit and medical services.
- *8.3.7.3 Players' chairs, towels and water supply should be located as close to the courts as possible.*
- *8.3.7.4 Towels, water and cups to be available for players throughout each match.*
- (The above are not really TR's job, but check.)

TR Guidelines

- Court cleaning:
- *8.3.7.6 Towels and mops to be available to wipe the court floors when a player falls on the court or when too much sweat accumulates on the court floor. Normally, floor cleaning should occur at the start of each session and between games.*
- *8.3.7.7 Appoint trained courtside personnel to look after court sweeping and wiping, drinking water and towels.*
- (Consult with TD and/or Venue Controller.)

TR Guidelines

- Referees' Meetings:
- *8.3.15 Arrange a daily meeting with the [..] officials prior to each session of the Tournament. It is suggested that 30 minutes be allotted for such daily meetings. It may also be necessary to call a meeting at the end of play to discuss situations that have occurred during play that day.*

TR Guidelines

- *8.3.11 Ensure that all officials have been provided with the appropriate identification in order to facilitate their freedom of movement at the Tournament.*
- *8.3.10 Liaise with the WSF Assessor, if appointed, and decide on the assignment of the officials.*
- See "50 Things for the TR to say".

TR Guidelines

- *8.3.16 Schedule the Match officials for each day of the Tournament. It is recommended that in arranging the schedule, the following points be considered:*
- *8.3.16.4 Where possible, Match Officials should not be required to officiate two matches without a rest interval of at least 60 minutes.*
- For the 3-Referee System, if there are more than 2 matches per court, you need 5 referees per court.
- *8.3.16.1 That officials for the Quarter-Finals, Semi-Finals and Finals should have officiated a minimum of two matches prior to the Quarter-Finals.*
- *8.3.16.2 Where possible, Match Referees should not officiate the same player in consecutive rounds.*

TR Guidelines

- *8.3.16.3 Where possible, the Match Referee for the final should have refereed both players previously in that event, but not during the semi-finals. The Referee of the final should have also been given the opportunity to referee at least one previous match on the court to be used for the final.*

TR Guidelines

- *8.3.16.6 Where possible, Referees for International Team events should be from countries other than those of the competing teams.*
- Always attempt to avoid nationality conflicts. (Even the appearance of a conflict of interest must be avoided.)

TR Guidelines

- *8.3.17 Where there is more than one venue, the organisation described above should be duplicated at each venue and an Assistant TR appointed for each site.*

TR Guidelines

- *8.4 After the Tournament:*
 - *8.4.1 Within ten days of the completion of the Tournament, the TR is responsible for completing and forwarding the following reports to the WSF International Referee Co-ordinator and where stated, the appropriate Player Associations:*

TR Guidelines

- TR's Report (within 10 days):
 - 1. List of Referees
 - 2. Rule 17 Violations
 - 3. Head or facial injuries
 - 4. General recommendations

Approved Refereeing Systems

1. Marker/Referee:
 - Roles of each official
 - Referee controls *all* aspects of match
2. Three Referees: See Rules of Squash, Appendix 4
 - Discuss in Referees' Meeting

Three-Referee System

- Points to emphasise:

Seating of referees

Role of CR in directing play

One SR also keeps score

SRs do not signal during rallies

Signal simultaneously; no looking around!

CR's role in giving reasons for a decision

Scoring Systems

- Point-a-rally to 11
- Hand in/Hand out to 9
- Point-a-rally to 15

Variations to the Rules

- PSA:
 - 1. 17-inch tin
 - 2. Two-minute intervals
 - 3. Glass court/white ball: player may request ball change at beginning of game
 - 3.
 - TV Clothing Rule
- WSA: Two-minute intervals

CWG Rules

- For both Men's and Women's Singles:
- Standard Rules of Squash:
 - PAR-11 Scoring
 - 90 seconds between games

But 17-inch tin for the Men's Singles

Personnel and Budget

- Personnel:
 - Size of draw
 - Number of courts
 - How many daily sessions
 - How many days

 - 3-Referee System: 5 Referees per court
 - For Marker/Referee: teams of four per court

Personnel & Budget

- WSF Requirements:
 - World Championships:
 - Three-Referee System: 6 WR/IR
 - Marker/Referee: 4 WR/IR
- PSA:
 - Super Series: 4 WR/IR
 - International Series >\$20,000: 3 WR/IR;
<\$20, 000: 2 WR/IR
 - Satellite Series: 2 WR/IR

Personnel & Budget

- WSA:

- > \$15, 000 : 3 WR/IR
- < \$15, 000: 2 WR/IR

If 3-Referee System is used in major events,
add two WR/IR.

Personnel & Budget

- Other officials:
 - How many
 - What level (Minimum National)
 - Lower levels Markers only, or SR in early rounds
 - Importance of referees of similar level in 3-Referee System

Personnel & Budget

- It is advisable that the TR be involved from an early stage in the Tournament planning process to ensure that an adequate budget for officials has been included in the overall budget for the event. Hotel accommodation, meals (and late meals), refreshments, uniforms, transportation, supplies (score-sheets, clipboards, pencils, microphones), admission to social events, daily allowances, etc.: all of these need to be provided, and budgeted for, by the Tournament Committee.

Team Consistency

- Consistency by a Referee in a match must be accompanied by consistency by all members of the Team.
- Areas to emphasise:
 - Swing interference
 - Clearing/Blocking
 - Minimal interference
 - Conduct

Team Consistency

- Need for CR/TR to watch for it
- Need to discuss this daily
- Need to talk to individuals (in confidence)

Rule 17: Conduct

- Need for team consistency
- Need for CR/TR to discuss in first meeting
- All Referees must be familiar with the "Guidelines on the Application of Rule 15"
- CR/TR must monitor on a daily basis

Rule 17: Conduct

- Minor and Major offences
 - Racket & Ball Abuse
 - Verbal Abuse & Dissent
 - Physical Contact
 - Repeated and excessive offences

Conduct Reporting

- *12.2 Conduct on Court Violation Reporting Process*
- *When a conduct penalty (other than a warning) is imposed against a player, the Match Referee and the TR must report the incident using the appropriate form to the appropriate governing body. The WSF, PSA and WSA each have their own form to report such incidents in events sanctioned by them.*

Conduct Reporting

- *For PSA Events:*
- *All reports must be completed on the PSA Conduct Report Form and **received at the PSA Office within 7 days of the completion of the event.***

Conduct Reporting

- *For WSA Events:*
- *All reports must be completed on the WSA Conduct Report Form and **returned to the WSA Office within 7 days of the completion of the event.***

Conduct Reporting

- *Men's World Open:*
- *The WSF owns the Men's World Open but PSA is licensed to run it. Therefore, the PSA process must be followed (WSF must be copied).*
- *Women's World Open:*
- *WSF owns and runs the Women's World Open. Therefore, the WSF process must be followed (WSA must be copied)*

Conduct Reporting

- Other offences:
- *Punctuality: any player not ready to play within ten (10) minutes after the match is called and where the TR or Tournament Director defaults the player*
- *Dress and Equipment: wearing of unacceptable attire, including sweatshirts, gym shorts, running shorts, T-shirts (i.e. shirts without collar for men) and failing to comply with an order from the TR to change.*
- *Leaving Court: leaving the court area during a match without the permission of the Referee*
- *Best Efforts: failing to use best efforts to win a match*
- *Failure to complete a match unless reasonably unable to do so.*

TR's Checklist

- See hand-out (50 things for CR/TR to say)
- Emphasise:
 - Professionalism
 - Punctuality
 - Dress

Assignment of Referees

- Major responsibility of CR/TR
- Referees must be assigned to matches appropriate to their ability
- Never assign a Referee to a match beyond their competence
- If conduct may be a problem, assign an appropriate referee
- For 3-Referee System Referees must be of similar ability
- Avoid national or other conflicts of interest

Assignment of Referees

- Be aware of WSF Regulations re Quarter Finals, etc.
- Close liaison with WSF Assessor
- All assignments are ultimately CR/TR's responsibility

Assessments

- Daily liaison with WSF Assessor
- Maximise opportunities
- *But* assessment never the primary criterion
- Latter stages important for WSF assessments

Doubles Rules

- To be covered in special seminar

Feedback: During the Event

- Daily feedback essential
- CR/TR gathers information from:
 - Personal observation
 - Assessor(s)
 - Court Captains
- Compliment good performances
- Individual advice must be confidential
- Look for general principles for entire team

Feedback: After the Event

- CR/TR must write a full Report about referee performance
- CR/TR's Report valuable for referee development and future assignments
- Negative comments must be supported by empirical evidence (see CBTA Programme)

TR's Report

- Within ten days
- Full details about event
- Comprehensive report of all aspects of referee requirements and activities
- Both positive and negative features
- Recommendations for future events

Report to WSF

**FEEDBACK ON WSF REFEREES / ASSESSORS
USED AT YOUR RECENTLY HELD TOURNAMENT**

-
- Did the WSF Referees arrive in time to be well rested for your event? **YES NO**
-
- Did the WSF Referees cooperate fully with you and other members of the organising committee? **YES NO**
-
- Did the WSF Referees dress appropriately when on duty (event shirt, WSF shirt/sweater, or WSF blazer & tie)? **YES NO**
-
- Did the WSF Referees participate in all event functions to which they were invited? **YES NO**
-
- If you answered "No" to any of these questions, please elaborate (Use separate sheet if necessary).
-
- Was there any disagreement over the reimbursement of expenses? **YES NO**
-
- If you answered "Yes" to this question, please elaborate (Use separate sheet if necessary).
-
- Did you find any of the actions / manners of the Referees particularly useful to you? If so, please elaborate (Use separate sheet if necessary).

Commonwealth Games

- Multi-cultural event and refereeing team
- See slides on “Communication Skills”

Commonwealth Games

- “Technical Officials”
- Check beforehand:
 - Accommodation: assign people to rooms
 - Transportation
 - Accreditation
 - Uniforms
 - Referee seating, microphones
 - Match scheduling
 - Security

Commonwealth Games

- Check beforehand:
 - Refereeing supplies
 - Electronic tin?
 - Match scoresheets
 - Reporting results
 - Medical
 - Referees' Room
 - Refreshments
 - Entertainment

Commonwealth Games

- During the event:
 - Team managers & coaches
 - Referee meetings
 - Dress code, neatness
 - Assessments
 - Time off (individual)
 - Rest Day activities
 - Other (see hand-out)

Commonwealth Games

- List of Officials
- Discuss