
REFEREES' MANAGEMENT MEMBERSHIP AND COMMUNICATION



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The objective of the document is to outline the components of Referees' Management, Membership and Communication.

1. REFEREES' MANAGEMENT

The primary role of the Referees' Manager is to supervise and manage the performance of the referees and staff simultaneously. Working in a fast-paced sports environment, a Referees' Manager will need an eye for detail and possess strong verbal communication, decision making and leadership skills.

They should be able to easily resolve conflicts within the organisation as well as among referees and ensure that they act in the best interest of the referee with integrity, hence strong conflict resolution is encouraged.

Within the referee component a strong and above average service skill is required to both the rugby union and the referee.

The Referees' Manager would be involved in career development, succession planning.

The leadership role attached to managing referees and staff is to set priorities and motivate team members.

This involves self-awareness, self-management, social awareness, and relationship management. Be a source of energy, empathy, and trust through positive, constructive feedback and emotional coaching.

The Referees' Manager will be responsible for the support and development of referees and staff as well as manage the day-to-day administration process.

The Managers role is made up of five important components:

1. Monitoring
 - a. The Referees' Manager will monitor not only the development of the referees but also support and guide them. The monitoring role of the manager in the organisation is to keep up to date with the entire department by talking with members of the team to ensure effective productivity rates.
2. Disturbance handler
 - a. The Referees' Manager will react to any disturbances (unexpected events) within the organisation whether it is internal or external, the correct level of conflict resolution needs to be maintained. The Manager will decide on corrective actions and measures that will need to be taken to resolve the

problem.

3. Resource allocator
 - a. The Referees' Manager will disseminate tasks among team members and ensure that referees are fully equipped on match days and administration staff are aware of their duties. The Manager will utilise all resources in such a way that no staff member or referee suffers from any inadequacy.
4. Conflict handling/resolution
 - a. The Management role will encompass conflict resolution skills in the event referees have suffered disputes among one another, the manager assumes the leadership position in along with the Disciplinary Committee to ensure the referees receive a fair and equal hearing.
5. Relationship managing
 - a. Relationship building and management plays a vital role in Referees' Management. There are seven components to acting within the best interest of the core and heart of the business, namely, the referees:
 - i. Respect the referee and staff time – time is the most precious and infinite resource that you and your staff and clients must build healthy relationships. If these principles are met, a manager will be respectful and self-aware.
 - ii. Get face-to-face – if issues arise approach both referees and staff in a respectable manner and not engage in belligerent behaviour towards either.
 - iii. Under promise or over deliver – If a habit is made of this the Manager will rarely be in a situation where he/she will let the referee down with their actions and deliverables.
 - iv. Set mutual goals over time – set realistic and achievable goals over time.
 - v. Build credibility over time – be consistent and methodical in actions and how to deal with referees and staff. Focus on slowly building credibility. If done with precision a healthy manager/referee/staff relationship can be built.

2. REFEREE'S MANAGEMENT DUTIES AND MATCH DAY PROTOCOL

The Referees' Manager will ensure that all match day requirements are fulfilled at all prescribed competitions set out by SA Rugby and Western Province Rugby Football Union.

The Referees' Manager will ensure the development of staff/subordinates as well as monitor the progress of the staff on a level of high integrity. Correct courses to develop staff are to be introduced as compulsory element for the job to be completed.

The Referees' Manager will act in the best interest of the parties concerned, fair and non-biased decisions to be made between the Western Province Rugby Football Union and the Western Province Rugby Referees' Society.

The Manager's responsibility is to oversee the entire process and delegate instructions where necessary. In the event of appointments, the Manager will ensure that instructions are sent to referees by his/her subordinates and communicate effectively to all parties involved.

The stocktaking of clothing and referee apparel will take place on a quarterly basis and correct records of clothing are to be kept.

Correct financial records of payments are to be kept by the Match Secretary/Administration; the payment sheets are to be filed in a database, records are to align with what is with Appointments team and this will be filed weekly before payment is made by the Finance Portfolio holder.

3. MEMBERSHIP

NEW REFEREE PROCEDURE AND PLACEMENT

Procedure and Placement:

All candidates who want to become a referee in the Western Province Rugby Referees' Society will need to join by completing an application form and paying their membership fees.

The candidate then will have to do their Boksmart course to get a valid Boksmart number. This number will expire after two years. A refresher course every two years is mandatory.

The next course the candidate needs to do is the World Rugby Level 1 Officiating 15 -a-side course.

Before the candidate is placed on the course, they need to do the following three tasks that need to be completed on the World Rugby website, and to submit their certificates to the Head of Education & Referees office:

- Introduction to Match Officiating (pre-L 1)
- Rugby Ready
- Laws of the Game of Rugby Union

Upon completion of the Level 1 Officiating 15-a-side course, the referee is now put on the grading list under the heading Beginner/Division 8. The referee will now be ready to be appointed to various school and club matches in Western Province.

For the referee to get promoted they need to comply with the grading criteria. That requires the referee to do their fitness test (Yoyo -14) and to write at least the Western Province examination. The candidate will also have to get the required mark for their assessments.

Referees joining the Western Province Rugby Referees' Society from other provinces, countries or from the Junior project:

All referees that want to join the Western Province Referees Society will need to complete an application form and pay their membership fees.

The referee will need to ask their previous referee society to send us a transfer letter, which will state in which division the referee has refereed in that province/country and all the courses they have completed during their career in that province/country.

All referees joining the Western Province Rugby Referees' Society will have to have completed a Boksmart course (to obtain a valid Boksmart number) and the Level 1 Officiating 15-a-side course, to get a place on the grading list under the heading: Unclassified.

Junior referees joining the Senior body will also be put on the grading list, after completing the Boksmart (to obtain a valid Boksmart number) and Level 1 Officiating 15-a-side courses, to get a place on the grading list under the heading: Unclassified.

All Unclassified referees will have to do their grading requirement:

- Fitness Test -Yoyo 15
- Write the Western Province Examination - Pass is 55 %

Referees will then get appointed to school and club matches in Western Province.

After the requirements are completed and the necessary assessing reports have been done on the referee, they will be placed into a Division on the grading list as determined by the Performance Reviewing Sub-Committee (keeping in mind the grading requirements for each Division and the referees results achieved during their testing)

4. MEMBERSHIP PROCESS

Applicants apply to become members of the Western Province Rugby Referees' Society through the South African Rugby Referees' Society website or direct application with the Referees' Department at the Western Province Rugby Football Union.

Membership or application forms are received by the office and processed on a system called SCRUMIT.

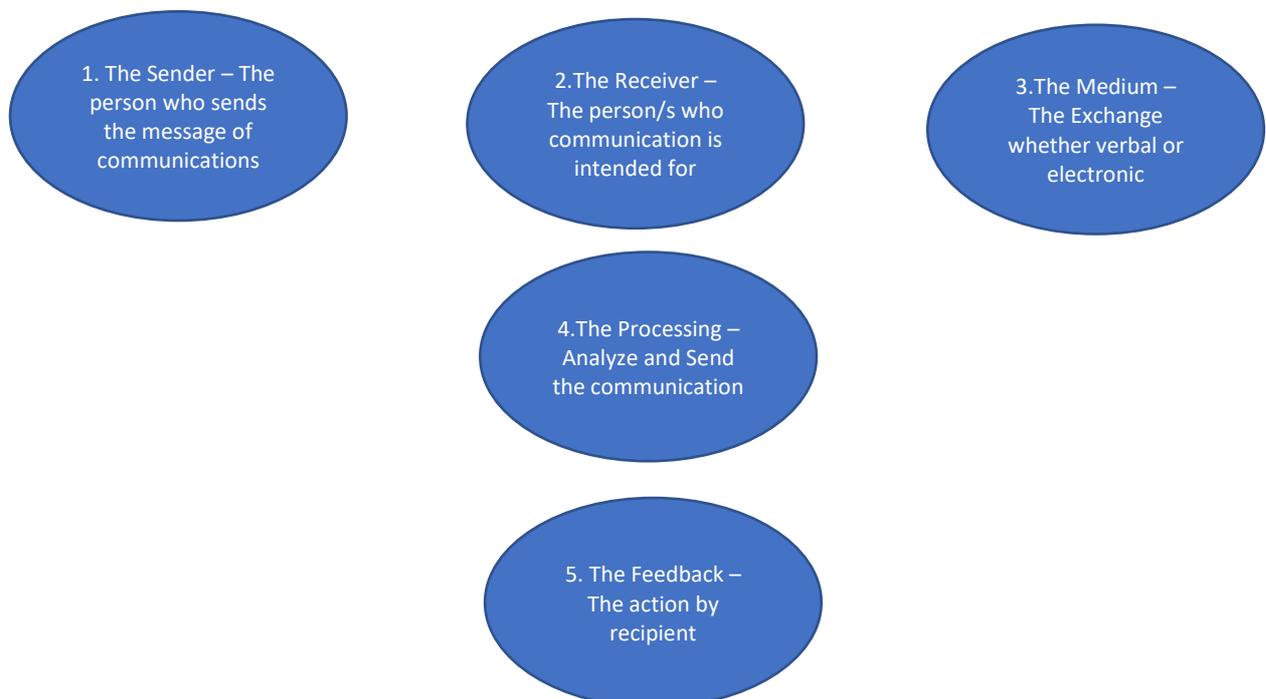
Applicants will then receive an invitation to attend the World Rugby Level 1 Course and Boksmart, thereafter fitness testing will take place. Once the testing has been completed the applicant will then be placed on the Grading List by the Assessments Committee and will be able to start officiating.

The member will then be allocated a coaching region and attend meetings.

Members are liable to pay a joining fee (Currently R250 for the year 2020, this amount may differ and change in the foreseeable future).

5. COMMUNICATION

The Interpersonal communication model for the Western Province Referee Society will comprise five major components/elements: a sender, a receiver, a medium, processing and feedback.



The pre-requisite for communication is the messages delivered by the Executive Committee to the Administration and Management Team which will then be communicated to the members of the society.

It is important that messages and communication are understood the same way as intended by the sender. The turnaround will be within a specified timeframe (immediate delivery of messages), thus communication will be an effective two-way process.

Communication will flow from a higher level in the Society to a lower level, in other words from the superiors to the subordinate. This is a chain of command and called downward communication. This type of communication will be used by the manager for the following purpose:

1. Providing feedback on current amendments and changes and reporting to members.
2. Giving job instructions.
3. Communication to Rugby Union and members effectively for immediate action.

The Society circulars, letters to members, group meetings will be distributed effectively and error free and specify any communication objectives, ensure that the emails are accurate and unambiguous and lastly utilise the best communication techniques to convey the message.

6. COMMUNICATION PROCESS - APPOINTMENTS

Appointments are completed by an Appointments Committee, the appointments are received by the office and distributed to members. The referees will then follow the confirmation or non-confirmation process of appointments. Withdrawals are communicated to the Chairman and Referees' Manager, a decision on changes are then made according to this.

Changes are made according to the amount of withdrawals and referees are Informed accordingly.

The parties involved in the Appointments Communication:

Ronnie Bourbon-Leftley	Appointments Sub-Committee
Jerome Fortuin	Appointments Sub-committee
Joey Klaaste-Salmans	Appointments Sub-Committee
Eddie Douglas	Appointments Portfolio Holder
Ben Theron	Referees' Manager
Fatima Said	Match Secretary/Administration Officer

7. COMMUNICATION PROCESS - OFFICE

The Communication process for the office is the link to all committees within the society.

The office will communicate all information from the Society and Western Province Rugby Football Union to the members. The Referees' Department is essentially the direct link between the Union and the Society. On Match Day the Match Secretary Is the link between club rugby and the actual referee and liaises with the Appointments Team with regards to any changes that may take place.

The parties involved in the Office Communication:

Ben Theron
Fatima Said

Referees' Manager
Match Secretary/Administration Officer

8. PROFILES

PORTFOLIO: REFEREES MANAGER



PREFERRED NAME: Ben (Bennie) Theron

HIGHEST REFEREEING PANEL:

Super League A

SA RUGBY STATUS:

Honorary Life Member SA Rugby – 2017

W P RUGBY:

Honorary Life Member W P Rugby – 2019

QUALIFICATIONS:

Diploma in Police Management

Diploma in Sport Management

Most Memorable Rugby Refereeing Experiences:

Maties vs Paris University

SL B Final Newlands – Van Der Stel vs Kraaifontein

Referee with Handre De Jong (2 referees) NNK vs SK Walmers.

RAG – Caledonian Roses vs Young Stars

Several interschools matches between:

Swartland vs Hugenote

J.G Meiring vs President

Brackenfell vs De Kuilen

HHH vs Strand

Overberg vs Hermanus

HTS Bellville vs Oude Molen

Laborie vs Bosmansdam

Voortrekker vs Montagu

YEARS SERVING ON EXECUTIVE:

25 years as Referees' Manager

From humble beginnings to serving a Referee Society. Refereeing has been a sport that I have been involved with for many years and it developed into my biggest passion, Building relationships with every player and club in Western Province. I became member of the South African Police Force on 1 December 1978 when I completed my matric at Brackenfell High School in 1978. I attended the Police College in Pretoria in 1979 to receive my police training at Brixton Radio Control and lived in Hillbrow, Johannesburg. In the police force I was stationed at Cape Town Central Cape Town Magistrate courts, Cape Town High Court. Parliament, Malmesbury, Walmer, Eastern Cape, State President and Ministers Estates in Rondebosch and finally became a Media Liaison Officer in Cape Town.

In 1988 I started officiating for Boland Referees Society and thereafter officiated with EP Referees in 1990 to 1991. I then moved to officiate at WP Rugby Referees in 1992.

In 1 May 1995 I was employed by WP Rugby and started as the Referees Secretary and then became the Referees Manager. In 2019 I received an honorable award which I am so proud of and honored to receive from the Society as the longest standing Referees Manager. I am married to Lynette and have two sons, Eugene Theron and Bernard Theron, I have three granddaughters and one grandson.

I am currently still the Referees' Manager at WP Rugby Football Union.



PREFERRED NAME: Fatima Said

RUGBY STATUS:

Employee of Western Province Rugby Football Union

May 2019 to Current Referees Department
 January 2018 Club Rugby Communications
 September 2017 Executive Assistant to the President and CEO

Highest Level of Education

University of Johannesburg

Club Rugby Management

2015 Senior 1st Team Men’s Manager – Violets RFC
 2012 Men’s Manager – SK Walmers RFC

YEARS EMPLOYED AT WESTERN PROVINCE RUGBY

FOOTBALL UNION:

2 Years 7 Months

A Dream Come True as most people know my journey, I was just a woman following her passion, the transition into the franchise and Union and background is slightly different to most employees in Rugby Union. I have a 13 year Asset Management background in Client Relationship Management and Portfolio Administration for South Africans largest firms namely, Allan Gray and Futuregrowth, also one of Americas largest Third Party Administrator Statestreet Investments and as a passion I worked for a few years as a side job to gain experience in Club Rugby as a Senior Men’s Manager (SK Walmers Rugby – **2010-2011** 3rd Team and was elected as member of their executive and Violets Rugby’s first female 1st Team Manager in **2015**). My most memorable moment in rugby was the year I managed the Violets Rugby 1st Team with a great coaching team and we were promoted to Super League C, it was the most momentous and incredible moment I experienced for my love for rugby. In **2008** At 28 years old I was selected to play for a mixed provincial team in Western Cape Touch Rugby (WCTA) under the guidance of the leadership at WCTA, I started managing at WCTA in **2010** which aided me in breakthrough to mainstream rugby for SK Walmers and Violets Rugby. In 2017 I left Asset Management to pursue my dream to work within the rugby industry, my industry was very supportive of my decision to create a new dream and life. My vision was to remain the female who broke the stigma of Women in Sport and Rugby and to pave a way for young women in sport whilst adding value within the organization. My first job was at Cape Rugby TV and Rugby but when a position was opened at WP Rugby Football Union in the President’s Office I applied and immediately said yes to an assistant position in the President’s Office, it was a dream come true to be working in provincial rugby. I was then later moved to the Club Rugby department and finally in 2019 was moved to the Referees Department, which was my best move within WPRFU as I was exposed to various components within the Society and built a relationship with over 100 referees as well as an effective professional Referee Executive Team who “gets things done “. I am looking forward to a long healthy relationship and an increase in knowledge and experience within the Society and WPRFU. Currently I am still a fulltime employee at WPRFU and work within the Referee Society and a representative for a community sports show at Voice of the Cape Radio called Sportshub where I rugby broadcast and produce sports.

9. CONTACT DETAILS

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JEROME FORTUIN

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SOCIAL MEDIA PLATFORMS



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