



Raising the growth and participation  
of female sport officials in Europe

# LEARNING RESOURCES

## /// PILLAR 1: WOMEN OFFICIALS STRATEGY AND PLANNING

### SUB-PILLAR 1.3

**Develop, implement  
and evaluate a women  
official's strategy /  
plan / programme**



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## /// Sub-Pillar 1.3

# Develop, implement and evaluate a women official's strategy / plan / programme

### OVERVIEW

Developing, implementing, and evaluating a women officials' strategy is an essential step towards promoting gender equality and increasing the representation of women in officiating roles. Here's a step-by-step guide on how to do it:

#### **1. Set goals and objectives:**

Start by defining clear goals and objectives for your women officials' strategy. Determine what you aim to achieve, such as increasing the number of women officials, providing training and development opportunities, or promoting women into leadership positions.

#### **2. Assess the current situation:**

Conduct an assessment of the current representation of women officials in your sport. Gather data on the number of women officials, their roles, levels of participation, and any existing barriers they may face. This will help you understand the specific areas that need improvement.

#### **3. Develop a comprehensive plan:**

Based on your goals and assessment, develop a comprehensive plan that outlines the specific actions and initiatives you will undertake to increase the representation of women officials. This plan should include strategies for recruitment, training, mentorship, and support.

#### **4. Create targeted recruitment initiatives:**

Develop targeted initiatives to recruit more women into officiating roles. This could include outreach programmes, workshops, or campaigns specifically designed to engage and attract women to become officials. Collaborate with local communities, schools, and women's organisations to expand your recruitment efforts.

**5. Provide training and development opportunities:**

Offer training programmes and development opportunities specifically designed for women officials. Provide access to officiating courses, workshops, mentorship programs, and networking events. Ensure that these opportunities address the specific needs and challenges that women may face in officiating roles.

**6. Establish mentorship and support networks:**

Create mentorship programmes that pair experienced officials with aspiring women officials. This will provide guidance, support, and encouragement to women as they progress in their officiating careers. Additionally, establish support networks where women officials can connect, share experiences, and receive ongoing support.

**7. Implement diversity and inclusion policies:**

Implement policies and guidelines that promote diversity and inclusion within your officiating community. Ensure that there are equal opportunities for women to participate, advance, and hold leadership positions. Address any biases or discriminatory practices that may exist.

**8. Monitor and evaluate progress:**

Regularly monitor and evaluate the progress of your women officials' strategy. Track the number of women officials, their progression, and any changes in their representation. Collect feedback from women officials to assess their experiences and identify areas for improvement.

**9. Make necessary adjustments:**

Based on your evaluation, make necessary adjustments to your strategy. Identify any barriers or challenges that may be hindering progress and develop strategies to overcome them. Continuously adapt and improve your initiatives to ensure they are effective in achieving your goals.

**10. Celebrate and recognise achievements:**

Celebrate the achievements of women officials and highlight their contributions to the sport. Recognise their accomplishments through awards, ceremonies, and media coverage. This will help inspire and motivate other women to pursue officiating roles.

By following these steps, you can develop, implement, and evaluate a women officials' strategy that promotes gender equality and increases the representation of women in officiating roles. This will contribute to a more diverse and inclusive officiating community in your sport.

## >> CONTENT AREA 1: CREATE A VISION FOR THE FUTURE STATE OF WOMEN SPORT OFFICIALS IN YOUR ORGANISATION

Promoting a positive future for women sport officials requires a multi-pronged approach that involves changes in attitudes, policies, and opportunities. Here are some suggestions:

### **1. Encourage women to pursue roles as sport officials:**

Sport organisations and governing bodies can promote officiating as a viable option for women. This can include outreach programs, mentorship opportunities, and scholarships for women interested in officiating.

### **2. Address gender bias:**

Women officials often face gender bias and discrimination, this is often an unconscious bias. Sport organisations need to take proactive steps to address this, including education and training for coaches, athletes, and officials on issues of gender bias, discrimination and unconscious bias.

### **3. Create opportunities:**

Women officials require equal opportunities to officiate at all levels of sports, including high school, college, university and professional sports. Sport organisations should actively seek out and recruit women officials, as well as promote them to leadership positions.

### **4. Support work-life balance:**

Sport organisations can create policies that support work-life balance for women officials, such as flexible scheduling and paid parental leave. These policies will help to attract and retain women officials.

### **5. Celebrate successes:**

When women officials achieve success, it's important to celebrate and promote their achievements. This can include highlighting their accomplishments on social media, in newsletters, and during events.

### **6. Foster a supportive community:**

Women officials need a supportive community that can provide them with mentorship, networking opportunities, and emotional support. Sports organisations can create networks and associations specifically for women officials.

### **7. Changing attitudes:**

There is a growing awareness of the importance of diversity and inclusion in sport, and attitudes towards women officials are slowly changing. As more women enter the field, they will help to break down gender stereotypes and pave the way for future generations of women officials.

### **8. Growing networks and associations:**

There are a growing number of networks and associations specifically for women officials, providing them with mentorship, networking opportunities, and emotional support. These networks will help to create a more supportive community for women officials.

### **9. Increased visibility:**

Women officials are increasingly being recognised for their achievements, both on and off the field. As more women become visible role models in officiating, it will help to inspire future generations of women officials.

By taking these steps, sport organisations can promote a positive future for women sports officials and create a more inclusive and diverse sports community.



The future of women sport officials is promising, as there's a growing recognition of the importance of diversity and inclusion in sport. Women officials have already made significant strides in recent years, and there are several factors that suggest they will continue to do so in the future. Overall, the future of women sport officials is bright. As the sport world becomes more diverse and inclusive, we can expect to see more women pursuing careers as officials and achieving success in the field.

### Top Tips

1. Review and amend policies to reflect the vision for the future of women sport officials.
2. Create equal opportunities.
3. Implement reward and recognition initiatives.
4. Create a welcoming environment accepting of women officials.
5. Challenge discriminatory behaviour and embed E.D&I policies.





## >> CONTENT AREA 2: PRODUCE A WOMEN SPORT OFFICIALS' STRATEGY INCLUDING OBJECTIVES, GOALS, TIMEFRAMES AND MEASUREMENT

🕒 Writing a strategy can be a complex process that requires careful planning, research, and analysis. Here are some key steps to consider when developing a strategy:

### 1. Define your objectives:

Start by defining your overall objectives for your women official's strategy. This might be to increase the number of officials more broadly, increase revenue, improve customer satisfaction, or achieve a specific business goals. Make sure your objectives are specific, measurable, achievable, relevant, and time-bound (SMART).

### 2. Conduct research:

Conduct research to gain a deep understanding of the market, industry, and customer needs. This might involve analysing data, conducting surveys, and studying other federations.

### 3. Define your target audience:

Identify your target audience for the development of women officials including their needs, preferences, and behaviours. This will help you tailor your strategy to meet their specific needs.

### 4. Develop your value proposition:

Develop a compelling value proposition for women sport officials that clearly articulates how your women's strategy meets the needs of your target audience and differentiates from your existing officiating strategy.

### 5. Define your tactics:

Define specific tactics that will help you to achieve your objectives. These might include specific marketing campaigns, sales strategies, product development, or customer service initiatives.

### 6. Allocate resources:

Determine the resources required to implement your tactics, including financial, human, and technological resources. Make sure to allocate resources in a way that maximises their impact and supports your overall objectives.





### **7. Establish metrics:**

Establish metrics that will allow you to measure the effectiveness of your strategy. This might include the recruitment figures of women officials, the satisfaction of existing women officials or other key performance indicators.

### **8. Develop a timeline:**

Develop a timeline for implementing your strategy, including key milestones and deadlines.

### **9. Monitor and adjust:**

Finally, monitor the effectiveness of your strategy and adjust as needed based on the results. Be open to making changes to your tactics or reallocating resources if necessary.

By following these steps, you can develop a comprehensive and effective strategy that supports women officials, your organisation goals and drives success. There are several strategies that can help promote gender diversity and inclusion in sport officiating for women.

### **👉 Here are some examples:**

#### **1. Outreach and recruitment:**

One strategy is to actively seek out and recruit women officials from diverse backgrounds. This might involve partnering with women's sport organisations or advocacy groups and conducting outreach campaigns to promote officiating as a viable career option for women.

#### **2. Mentorship and support:**

Providing mentorship and support programs for women officials can help to build confidence and expertise and provide a supportive network of colleagues. This might include pairing new officials with experienced mentors, providing training and development opportunities, and promoting networking and community-building events.

#### **3. Policy and procedure development:**

Developing policies and procedures that are inclusive of all genders and can help to create a supportive work environment for women officials. This might include addressing any issues of harassment or discrimination, developing family-friendly policies, and ensuring equitable pay and promotion opportunities.

#### **4. Visibility and representation:**

Increasing the visibility and representation of women officials in sport can help to promote gender diversity and encourage more women to pursue careers in officiating. This might involve highlighting successful women officials in media and marketing campaigns, and actively seeking out opportunities for women officials to officiate high-profile games or events.

#### **5. Collaboration and advocacy:**

Building partnerships with key stakeholders in the sport industry, including sport organisations, officials' associations, and women's advocacy groups, can help to leverage resources and expertise in promoting greater gender diversity and inclusion in sports officiating.

By implementing these strategies, sport organisations and officials' associations can help to promote greater gender diversity and inclusion in sport officiating, whilst also improving the quality of officiating and advancing the careers of women officials.

#### **Top Tips**

1. Define your objectives, ensure they are SMART.
2. Collaborate with key partners.
3. Raise the profile of existing women officials to act as advocates.
4. Sell the benefits of your women official's strategy to decision makers.
5. Effect future policy and procedures.

## **>> CONTENT AREA 3: IMPLEMENT YOUR WOMEN'S SPORT OFFICIATING STRATEGY THROUGH CLEAR ROBUST OPERATIONAL PLANNING**

Creating a clear and robust operational plan requires careful planning and attention to detail. Here are some key steps to consider when developing an operational plan:

#### **1. Define the scope:**

Start by defining the scope of your women official's operational plan. This might involve identifying the specific goals and objectives you wish to achieve, as well as the resources and timelines required to do so.

#### **2. Conduct a needs assessment:**

Conduct a needs assessment to identify any gaps or areas of improvement that need to be addressed in order to achieve your goals. This might involve analysing data, conducting surveys, and studying best practices.

#### **3. Develop strategies:**

Based on your needs assessment, develop strategies that will help you to achieve your goals. This might involve developing new processes, implementing new technologies, or providing additional training or resources to staff.

#### **4. Assign responsibilities:**

Assign responsibilities to specific individuals or teams who will be responsible for implementing each strategy. Make sure to clearly define roles and responsibilities and communicate expectations to all stakeholders.

#### **5. Develop a timeline:**

Develop a timeline for implementing each strategy, including key milestones and deadlines. Make sure to prioritise strategies based on their importance and impact and allocate resources accordingly.



**6. Monitor progress:**

Establish metrics for measuring progress towards achieving your goals, and regularly monitor progress to ensure that your operational plan remains on track. This might involve tracking key performance indicators, conducting regular check-ins with staff, or conducting regular audits of processes and procedures.

**7. Adjust as needed:**

Finally, be open to making adjustments to your operational plan as needed based on changing circumstances or new information. Regularly review your plan and make changes as needed to ensure that it remains relevant and effective.

By following these steps, you can develop a clear and robust operational plan that supports your organisation's goals around women officials and drives success.

**Top Tips**

1. Develop your operational plan based on the knowledge you have collated and the needs of women officials.
2. Assign responsibilities mapped to experience and knowledge.
3. Glean support from the senior management team.
4. Create a project management process.
5. Be prepared to change what you consistently do.

## >> CONTENT AREA 4: MONITOR AND EVALUATE THE IMPLEMENTATION OF YOUR STRATEGY

Monitoring and evaluating a strategy is an essential part of the strategic planning process, having a benchmark to refer to as a way of measuring success is an effective way of doing this. Here are some steps to follow when monitoring and evaluating a strategy:

**1. Establish measurable objectives:**

Ensure that the objectives of your strategy are specific, measurable, achievable, relevant, and time-bound (SMART). This will make it easier to track progress and measure success.

**2. Define metrics and targets:**

Identify the key metrics that you will use to measure progress towards achieving your objectives. These might include recruitment metrics, women officials satisfaction metrics, or other key performance indicators. Set realistic targets for each metric that you can use to track progress over time.

**3. Collect data:**

Collect data on each metric on a regular basis. This might involve using tools such as surveys, database software, or women officials satisfaction reporting systems. Make sure that the data you collect is accurate and reliable.

**4. Analyse data:**

Analyse the data you have collected to determine whether you are making progress towards your objectives. Look for trends and patterns in the data that might indicate areas where you need to make changes to your strategy.

**5. Identify gaps and opportunities:**

Identify any gaps or opportunities that you have identified through your data analysis. These might include areas where you need to make improvements to your strategy, or opportunities to expand or adjust your strategy to better meet your objectives.

### **6. Make adjustments:**

Use the insights you have gained from your data analysis to make adjustments to your strategy as needed. This might involve reallocating resources, changing tactics, or revising your objectives.

### **7. Communicate results:**

Communicate the results of your monitoring and evaluation efforts to stakeholders. This might include senior management, staff, and external stakeholders such as investors or customers. Be transparent about the results and use the insights you have gained to inform future planning and decision-making.

By following these steps, you can monitor and evaluate your strategy effectively, and use the insights you gain to continuously improve and refine your approach over time leading to a better experience for women officials and more impressive trends in recruitment and retention.

### **Top Tips**

1. Create a robust monitoring and evaluation process.
2. Identify clear measurables.
3. Be prepared to take a flexible approach.
4. Communicate results clearly.
5. Check and challenge what you do.

## **>> CONTENT AREA 5: LEARN TO INFORM FUTURE STRATEGIC DECISIONS**

“Inform future strategic decisions” means using the insights and information gained from monitoring and evaluating a strategy to guide and shape future strategic planning and decision-making. By analysing the results of a strategy and identifying areas where improvements can be made, organisations can adjust their approach and make better-informed decisions moving forward.

For example, if a strategy aimed at increasing the recruitment and retention of women officials is not meeting its targets, an organisation may analyse the data to identify the root cause of the problem. They might discover that their current practices are not meeting the needs of women officials. Based on this analysis, the organisation may adjust their strategy by developing new initiatives or ways of doing things, or by improving the existing initiative, or focusing on a different target market.

In this way, monitoring and evaluation can help organisations to continuously improve and refine their strategic planning and decision-making processes. By using data and insights to inform future strategic decisions, organisations can maximise their chances of success and achieve their goals more effectively.

### **Top Tips**

1. Use a robust monitoring and evaluation process to identify what works and what doesn't. Please refer to section 1.3.4 for further information on how to implement this.
2. Identify clear issues and barriers to achieving objectives.
3. Identify where improvements could be made.
4. Identify future initiatives, ensure they are targeted to grow women's participation.
5. Challenge boundaries and be innovative.



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