

LOCAL OFFICIALS ASSOCIATION HANDBOOK



*a publication of the
USA Hockey Officiating Program*

LOCAL OFFICIALS ASSOCIATION HANDBOOK

Second Edition

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INTRODUCTION

In the administration of ice hockey as regulated by USA Hockey, there are several levels of management. At the top of the ladder is the USA Hockey Board of Directors and National Staff hired to implement the overall program.

Game management responsibility lies primarily with the on-ice officials, all of whom will be registered at the appropriate level within the USA Hockey Officiating Program. Conventional theory holds these officials accountable to an organization typically named “<Area> Hockey Officials Association”. This organization negotiates standardized game fees and other basic working conditions with an organization regulating play of its member teams. This team-based organization may function at the local, USA Hockey Affiliate, or USA Hockey District level.

The **PURPOSE** of this publication is to establish some ground rules for activity between these officiating-based and team-based organizations. While it is commonly assumed that these two organizations will function in somewhat of an “business” adversarial relationship, not unlike relationships between customers/clients or suppliers and the business itself, the two organizations must get along.

It is also essential to understand that this is an **EDUCATIONAL** publication written through a joint effort of representatives from the Officiating Program and those from Local League Organizations. It is not a binding document on any organization within USA Hockey, nor is it intended to create a concept of a legal relationship between officiating-based and team-based associations, or even the existence of either or both types of associations as legal entities.

APPLICATION of this document is by recommendation only, based on experiences compiled by the “Local Referee Association [Ad Hoc] Committee” through personal experience and solicited input. Many persons and organizations contributed information, as a direct result of questionnaires sent to USA Hockey Affiliates, local team-based organizations, and officials associations. Unsolicited input was also received from interested and involved individuals.

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Who should benefit from this publication?

- **Prospective officials associations.** This will allow officials who are considering formation of an officials association to get started on the right foot.
- **Existing officials associations.** This will allow currently operating officials associations to analyze their current functions and consider modifications, as needed.
- **Local hockey organizations.** This will give “grass roots” operations some guidance in how to work amicably with a group of officials and not as management vs. union.

- **USA Hockey Affiliates.** This should give higher administrative authorities direction in dealing with potential problems involving existing or forming officials associations and local hockey organizations, in which Affiliates may be asked to intervene.
- **All Officiating Program volunteer appointees.** These people may also be drawn into any potential disagreement between officials and teams/leagues, and this document gives all parties some direction regarding positive relationships.

THIS IS USA HOCKEY

What is USA Hockey?

USA Hockey, Inc., is the national governing body for the sport of ice hockey in the United States. As such, its mission is to promote the growth of ice hockey in America and to provide the best possible experience for all participants by encouraging, developing, advancing and administering the sport.

Headquartered in Colorado Springs, Colo., USA Hockey is the official representative to the United States Olympic Committee (USOC) and the International Ice Hockey Federation (IIHF). USA Hockey is divided into 11 districts throughout the United States. Each district has a Registrar to register teams, a Referee-in-Chief to register officials and organize clinics, a Coach-in-Chief to administer educational programs for coaches, a Risk Manager to oversee liability and safety programs and an Initiation Program Administrator to facilitate learn-to-play programs for youth players and their parents.

USA Hockey serves as a clearinghouse for information to assist local organizations in finding solutions to problems at the grassroots level.¹

USA Hockey Structure

Nearly 600,000 individuals comprise USA Hockey. This includes players, coaches, on-ice officials, league administrators, Affiliates, Districts, and the national staff. With the exception of the national staff, the organization is clearly volunteer-driven.

The base unit of USA Hockey in terms of governance is the “team.” In the election of district representatives to the Board of Directors, each team has one vote. In terms of how many Directors each district has on the Board, it is one such Director for each 1,000 teams or fraction thereof, with a maximum of four per district.

Teams are responsible to a “local governing body”, which is the immediate organization regulating such matters as scheduling, playoffs, and discipline. This might be as numerically small as a travel organization, or as broad as a league affiliate association or the league itself.

Continuing up the ladder, the “local governing body” is then responsible to a USA Hockey Affiliate, which by rule is limited to one such entity per state. Some Affiliates encompass multiple states, or even the entire USA Hockey District. This determination is left to Affiliate decision, but each such Affiliate must sign to and conform to a USA Hockey Affiliate Agreement.

The 11 districts mentioned in the previous section are not entities in the USA Hockey administrative structure, but exist primarily as geographic entities to coordinate selection of teams competing in USA Hockey playdowns and the selection of players to USA Hockey sponsored events. District Directors to the USA Hockey Board are, as previously stated, elected on a team basis within the Affiliates comprising the district. National appointees previously mentioned are assigned on a district basis, and thus perform services to all Affiliates in the district.

The National Office staff is the only USA Hockey entity which is mandatorially paid. That is, USA Hockey is their employer. USA Hockey administration is their job. As in any business, each person has a title and a specific area of involvement. Titles include Executive Director, Controller, Senior Director, Director, Manager, Coordinator, and the like. Officer Directors (President, Vice Presidents(6), Secretary, and Treasurer) are volunteers.

¹ USA Hockey Annual Guide, 1997-98, “What is USA Hockey?” Page 3.

Philosophy of the Officiating Program

Officials register with the USA Hockey Officiating Program on an individual basis directly through the National Office. The National Office takes care of distribution of materials (rule book, exams, registration card, officiating crest, and any intermediate notification of status). Each Officiating Program registrant who applies for on-ice status must pass an open book rules exam and attend an officiating seminar each season. This activity primarily occurs between August and November, inclusive. For purposes of on-ice work, the "season" is Dec. 1 through Nov. 30. The start of the "season" actually begins on the date the official receives card and crest, indicating successful completion of the registration process.

Registration is thus a USA Hockey function, and not that of a District, Affiliate, local governing body, or local Officials association. That is, an official is not limited to working only within territorial boundaries.

Officials associations from a legal sense generally exist as an organization comprised of people with the same interests regarding ice hockey. These associations do not take on the same status as unions. Since USA Hockey officials are considered "independent contractors"², there is no such entity in the United States as a union of independent contractors. But such associations, if properly administered, can be essential assets to the Officiating Program, and to the team-based associations which administrate games. This involves such areas as seminar scheduling, assigning, on-ice evaluations, distribution of earnings, and continuing education.

²USA Hockey Rules and Regulations, REGISTRATION, Section VI - B.

PURPOSE OF LOCAL OFFICIALS ASSOCIATIONS

Local officials associations have the opportunity to exist in a strong marriage environment with local leagues and USA Hockey Affiliates. Those who seize that opportunity will invariably create a perception of one cohesive organization which has the same bottom line - promotion of the game, without hidden agendas and personal gains. Perception may also be the reality of the relationship. Here are some benefits of cohesiveness under different headings:

Primarily for the Benefit of Youth Hockey Organizations

Identification of Officials — An officials association would most likely have a single purpose for existence. As such, the association would presumably have an internal rating system and would therefore be a primary source for officials who would be available for assignment by some measurable or identifiable criteria.

Stability of Services — An officials association would probably have a list of officials who are available (or unavailable) on specific days and at specific locations. Coupled with a rating system, this would provide the youth hockey organization with a pool of eligible officials for their games, even on short notice.

Recruitment and Training — An officials association would, in a most visible capacity, provide officials to the youth hockey organization, while another segment of the association would be committed to recruit prospective officials and coordinate local training programs to make them competent and to keep them interested in the activity.

Positive Relationship Enhancement — Individual officials are often seen as entrepreneurs, who would fulfill their scheduled assignment and then not surface again until the next assignment. An officials association becomes an information conduit for a youth hockey organization, and thus is in a position to communicate to a group of officials information which the youth program sees as essential in conducting business. Accomplishing that communication builds a good working relationship.

Game Fee Control — When a youth hockey association works with an officials association in this subject, it allows the program to work within a budget, and it clearly avoids negotiating with individual officials. Each individual is different, and variation in game fees for the same level of competition in the same geographic area pits official against official, and official against Youth program. This is a “lose-lose” situation.

Accountability of Officials — The youth program reports directly or in a “chain of command” to an Affiliate. In dealing with game situations or sensitive issues which involve individual officials, head-to-head confrontations can often be avoided if the youth program has a responsible officials association to work through, leading to an amicable resolution.

Primarily for the Benefit of Officials Association Members

Sense of Belonging — In the normal work environment of a sports official, it is a one person operation in the absence of an association. That is, the official was probably independently contacted to do the game, and may not know the identity of his/her partner(s) until arriving at the game site. Generally during the course of the contest the officials stand alone. The existence of an officials association allows officials to get to know each other on and off the ice, and gives them a

sense of working for a larger organization and security of knowing that there will be support if a difficult situation occurs during the game.

Part of the USA Hockey Family— Officers and some members of officials associations tend to be networked. That is, they have personal contacts with people in comparable positions in various parts of the country, and they also have personal contacts with people in responsible USA Hockey officiating-related functions. This gives individual officials the confidence that they are part of the larger national based structure.

Development and Growth— An officials association establishes a credible, positive reputation when it demonstrates an ability to develop and grow the officiating quality of its members. Seminars and meetings clearly provide the mechanism by which to showcase this ability, and to provide a public and private forum by which individuals can have access to training.

Incorporation of a “MERITS” Program— MERITS is an acronym for **Mentoring, Evaluating, Recruiting, Improving, Training, and Supporting**. All of these functions are essential to the satisfactory performance of officials under game conditions, and no organization can implement this program better than an officials association.

New officials can have the added benefit of a **mentor**, which is one or more veteran officials who work with the new official on a one-on-one basis to increase competency on the ice, both as an on-ice partner as well as through off-ice meetings and discussions.

Officials associations are an ideal source for **evaluations** of their members. This allows the officials to be rated on strengths and weaknesses from an impartial observer, rather than the mostly negative opinions typically rendered from people with a vested interest in the outcome of a game (you generally hear more from losing teams than from winning teams).

It is far easier for an association to **recruit** than it is for an individual - often the new recruits are younger people who may still be playing or who have just concluded playing organized hockey. It may also be easier for recruits to make first contact to an association, directly or through a league contact.

During the pre-season, and hopefully throughout the season, an association will actively **train** its members and prospective members in mechanics, techniques, rules, interpretations, and the like. Training is an on-going procedure for new and veteran officials alike.

With all the manuals, handbooks, newsletters, and general communication available to all USA Hockey officials, many of these distributed through officials associations, individuals will have an ample supply of educational materials in their possession, and an ample supply of fellow officials to **support** a self-education and shared-education process.

When we put all of these on-ice and off-ice programs into practice, any person who is serious about progressing as an official will **improve** and have a good experience. Local officials associations are a key element in this process.

Mutually Beneficial Functions to Youth Organizations and Officials Associations

Singular Point of Contact— This is beneficial on two fronts. When a game schedule is created, the youth organization needs to make one contact and not hundreds if they were handling assignments independently. If game fees are accumulated and paid on a periodic basis (as opposed to game-site payment), it is far easier on a youth organization to write one large check to a Treasurer. It is most likely easier for a Treasurer to distribute funds to the proper officials and maintain necessary operating funds of the assigning body simultaneously.

Communications Linkage — Team-related issues tend to be circulated within their organization. Officiating-related issues tend to be circulated within the officiating community. There are also teams/officials issues which develop throughout the season. Communicating this vital information is greatly simplified when there are bodies within each community to filter out the frivolous issues and advance the important ones. The youth organization and the officials association function much like a bridge between countries - traffic flows in both directions and customs personnel at each end have the responsibility to eliminate problems.

USA Hockey Distribution Center — Both the National Officiating Program and the National Coaching Program have information and materials which they disseminate through their appropriate channels. An officials association provides a good mechanism, in conjunction with the youth organization, to exchange appropriate printed materials with each other, including conventional publications as well as periodic and impromptu communications such as memos, letters, policies, etc.

Year-Round Education Program — An officials association which functions throughout the year, more intensely during the pre-season and regular season, affords individual officials a formal structure for improvement, and also gives the youth organizations a structure in which they can interface with a group of officials for their own education and to problem-solve.

“Checks and Balances” — USA Hockey has a philosophy by which it expects all members will live. Enforcement responsibility is passed down through its Affiliates (team-oriented) and our District Referees-in-Chief. Interaction between youth organizations and officials associations, representing the “grass roots” operations of USA Hockey, provides each body with an opportunity to see that its operation is consistent with this philosophy as well as to keep an eye on the other body. While there is one national philosophy, these two bodies approach it from somewhat different directions. This is not about being untrustworthy. It is awareness of authority limitations of each body, and acknowledgement that one cannot exist without the other, and a clear understanding that without balance there will be no game and thus no need for existence.

THE AFFILIATE'S RESPONSIBILITY REGARDING OFFICIALS

Most people are well aware of the fact that in the actual administration of the game, officials are often the only group which is compensated for work. Obviously rink operators and equipment manufacturers/distributors have a business interest in the game, but when it comes down to league administration, coaches, players, and officials, it's those darn officials who make a buck.

Whether or not that is acceptable to an Affiliate is irrelevant - compensating sports officials is an accepted practice, and Affiliates basically have to accept it. At what level those officials are paid is relevant, and finding that middle ground which is accepted as "fair" by the officials and "tolerable" by the Affiliate is a challenge. Having established those concepts, now it is up to the Affiliate to include the officials into its structure for the betterment of the game.

Individual officials, having paid a registration fee to USA Hockey, are classified as "Allied" members. "The Allied Membership of this Corporation [USA Hockey] shall be divided into various Sections, as established by the Board of Directors. Sections of this Corporation currently include the following: On-Ice Officials, Coaches, Colleges, Girls/Women, Seniors, High School, Amateur Hockey Organizations, National Amateur Hockey Organizations, Registrars, and Individual Members."³

Since individual officials have a formal status in the organization, it therefore becomes possible to include them as members of an Affiliate. Some Affiliates afford them such status through the imposition of an Affiliate fee in addition to the USA Hockey registration fee. This is strictly an Affiliate decision, and not one which is encouraged (or discouraged) by USA Hockey regulation. The existence of one or more recognized officials associations within an Affiliate lends itself to affording each such association a ranking similar to that of a team-based association, including voting status earned automatically or through a standard association financial assessment.

The Affiliate should have an active role in officiating issues. As a recognized authority within USA Hockey, placed directly below the Board of Directors, the Affiliate has the responsibility to administrate USA Hockey's operations within its borders, and game management is part of that Affiliate responsibility. There are several areas of involvement:

1. **Officials' registration.** While not directly involved in the registration process, the Affiliate has the right to expediently know, upon request, the status of each registered official in that Affiliate.
2. **Player/Coach suspension.** The Affiliate must abide by USA Hockey rules, regulations, and procedures in dealing with any mandated hearing or suspension, such as for match or gross misconduct penalties, and including assaults of officials.
3. **Official suspension.** The Affiliate must abide by USA Hockey rules, regulations, and procedures in dealing with any incident where suspension of an official is being considered.
4. **Assignments.** Affiliates must be given the opportunity to participate in the assignment of officials in any competition in which teams will advance to the next level of competition identified as representing that Affiliate. Most Affiliates do not want to be responsible for scheduling, but they need the opportunity to provide input and exercise authority if required.
5. **Performance Review and Feedback.** Since officials are deemed as independent contractors and are paid a fee for services, it is logical to expect that the receivers of those services would have a mechanism to report back on their investment. The establishment of some structured review procedure, separate from the Evaluation Process operating within the USA Hockey Officiating Program, is advisable and must be closely reviewed by officials schedulers.

³ USA Hockey By-Law 6-C, "Councils, Committees and Sections"

6. **Screening Program.** The USA Hockey Screening Program, designed to identify individuals with a past record which might pose a risk to our youths, must include officials for two major reasons. First and obviously, officials have an opportunity to interact with a significant number of minor players over the course of a season. Second, around 40% of all registered officials are under age 18 and must be protected.

Affiliate's Role in Forming an Officials Association

Resources

- USA Hockey provides a multitude of **publications** to Affiliates which would help in the formation of an officials association. Many of these publications are team-oriented, but they clearly identify the purpose of USA Hockey - from the Initiation Program through the National Team Program.
- Since Affiliates deal with the National Office and Board of Directors on one hand and with leagues, associations, and individual teams on the other, it stands to reason that an Affiliate can provide a forming officials association with **contact people** at whatever level is desired. Because of the breadth of Affiliate involvement in USA Hockey, these contacts include people in comparable positions from other Affiliates and Districts.
- Since the purpose of this section is to grow a relationship between officials associations and Affiliates, an **Affiliate liaison** would be a natural outgrowth of this structure. This could be one or two dimensional - for sure an Affiliate person identified as the contact person for the officials association, and perhaps an officials association person identified as the contact person for the Affiliate. Such liaison(s) would function in general business matters, but not necessarily in serious issues which threaten the positive working relationship.

Monitoring Officials Associations

- Affiliates would be in a position to monitor **off-ice performance** of individual officials, as well as overall activities of an officials association. These could be positive and negative. Positive activities could include such things as volunteering in a community function or performing some type of newsworthy action. Negative activities could include legal troubles or some form of hockey or non-hockey related event that reflects unfavorably on the game or a segment within the game.
- With their broad range of contacts, Affiliates would be in a good position to assist an officials association in the **implementation of Officiating Program activities**. Affiliates may work in conjunction with Officiating Program personnel, including National, District, and local contacts. A joint effort would better ensure a smooth start-up.
- Affiliates would be in an excellent position to make sure that the officials association has a positive **relationship with youth hockey programs**. The relationship is often seen as more comparable to management vs. labor, and it is essential that this concept does not reflect the true relationship.
- An Affiliate would also be serving the needs of USA Hockey if it emphasized to the officials association the need for that association to **report to the Affiliate**. This doesn't imply that an officials association must be subservient to an Affiliate. Rather it means that an officials association cannot function in the best interests of USA Hockey if it is established as an autonomous organization, responsible to nobody but its membership.

Affiliate Expectations of an Officials Association

An Affiliate should have a series of expectations for officials associations, both in serving the needs of youth hockey programs as well as the needs of all officials. Most of these expectations would serve both needs concurrently.

- **Assignment.** Affiliates should get involved if there are persistent complaints from the youth hockey programs concerning officials who are or who are not receiving assignments in their games. They should also get involved if officials are complaining about not receiving any assignments when their registration and ability supports a heavier load.
- **Evaluation.** Affiliates should not be asked to get involved in National Evaluation Program activities. But they should be encouraged to work with the officials association to develop a method for individual teams and leagues to express formal opinions on the performance of any official working their games. This helps identify problem situations as well as to open doors of opportunity for up-and-coming officials.
- **Recruitment.** Affiliates can help in the solicitation of individuals who might be interested in officiating. Affiliate involvement would be perceived as being in the best interests of the game, and not in self-perpetuation as might be perceived from the officials association.
- **Mentoring.** Affiliates can assist in this aspect of the Officiating Program by working with the youth leagues on two fronts - supporting the use of this concept as a means to quickly develop newer officials, and promoting this activity as a source for new officials from the youth program (players, coaches, parents, etc.).
- **Education.** With their available resources, including written and video productions, as well as broad contact lists, Affiliates should be in a good position to assist the forming officials association with their education efforts. Such education assists the officiating community in both group activities as well as individual self-teaching functions, and thereby provides the membership with an opportunity for advancement.
- **Discipline.** An Affiliate must also make sure that an officials association imposes any necessary discipline on an official who engages in any activity, hockey or non-hockey related, which is not in the best interests of promoting a good image of the game.
- **Payment.** While this is a very delicate matter, Affiliates must be willing to intervene in any dispute over the payment method (not necessarily the payment amount) for officiating services. This could involve direct payment to officials on a game-by-game basis or a billing system through the officials association. Affiliates must, however, keep in mind the need to comply with applicable state and federal laws regarding identification of those who receive a known amount of income from a known source.
- **Representation.** Affiliates must convey an image to individual officials that they are there to oversee the game and not to dictate how everything must occur. As such, Affiliates are there to represent the officials and their needs as well as the needs of other segments in the hockey community.

Creating Positive Relationships with Other Segments of USA Hockey

In summary, Affiliates and officials associations must work together to sell their activities to all segments of the USA Hockey community, both within the Affiliate and nationally. If this effort is successful, then the program will flourish and problems will be minimal. How far-reaching will this be?

1. Other USA Hockey Affiliates will see this as a positive role model.
2. State Associations and Regional Associations within a state will work together.
3. Local Hockey Organizations will be able to concentrate on their own specific needs.
4. Coaches can deal with coaching matters and not have to be concerned over who is or who is not working their games.
5. Players do not have to look at every official as an enemy.
6. Parents can focus on team performance and individual performance on the ice, and with team activities off the ice, without having to get unnecessarily excited before, during, and after a game because of officiating.

The bottom line will be a positive hockey environment because both the Affiliates and officials associations want to do what is in the best interests of amateur hockey.

FORMATION AND OPERATION OF AN OFFICIALS ASSOCIATION

The formation and operation of an officials association is not an easy task that can be accomplished by one individual. A lot of hard work will be necessary to form an association that will run smoothly. Once again, the material presented in this handbook is only a guideline. Special consideration should be given to specific legal issues that may be present in each state.

Constitution and By-Laws

The Constitution and By-Laws of an organization are the working document of the association. They outline the standard operating procedures the organization must follow and detail the exact status (not-for-profit, etc.) of the association. These documents will also be supplied to the government for their purposes and should be available to the members as well. Changes to the Constitution and By-Laws can only be made by the general membership of the association.

The Constitution and By-Laws need to be in compliance with those of USA Hockey and our Affiliate members. Working closely with local hockey organizations or the Affiliate will help ensure these documents are in order. A sample of Constitution and By-Laws are included in Appendix 4.

General Rules

The general rules of the association are less formal than the Constitution and By-Laws and may not require approval from the general membership (Board of Directors only) to change. These rules may outline expected behavior from the members (appearance, timeliness, etc.) and will more specifically outline the day-to-day operation of the association. The general rules may cover those issues that would not normally appear in the Constitution and By-Laws. An example of an association's general rules can be found in Appendix 5.

Elections

The procedure for elections held within the association should appear in the Constitution and By-Laws. In most cases, the general membership is required to elect a Board of Directors for the association who will then be responsible for making the majority of the decisions on behalf of the association's members. The length of term for a Director will vary between associations, but the most common term length is two years. Elections for the Board of Directors would then take place each year with half of the Directors up for re-election (the terms should be staggered for business continuity). This election procedure, along with the procedures for replacing a Director in mid-term and impeaching a Director for improper behavior, should be outlined in the association's Constitution and By-Laws.

Once the Directors are elected, they are responsible for electing the Officers of the association. The most common officer positions are: President, Vice President, Treasurer, Secretary and Referee-in-Chief. In most cases, an Officer's position is a one-year term. However, each association should establish the positions and the term lengths according to what their needs are in their Constitution and By-Laws. The specific duties of each officer position are also outlined in the By-Laws.

Most associations designate one meeting per year to be considered the annual meeting where elections take place. Nominations for the Board of Directors can be submitted prior to the annual meeting for inclusion on the ballot and should be accepted the night of the election, as well. The ballot should be a paper ballot with the leading vote-getters winning the election. After the general membership elects the new Board of Directors, the new Board will meet to elect the officers for the upcoming year.

Finances

Probably the most important position in a local officials association with regard to the operation of the association is the Treasurer. His/her responsibilities are vast and require specific attention to detail to ensure everything regarding the financial status of the association runs smoothly. The Treasurer's duties may include all of the following:

- Collect Membership Dues
- Prepare Budget for the Fiscal Year
- Organize, Distribute, Pay and Collect Invoices on behalf of the Association
- Pay Association Bills (ice, meeting room, expenses, etc.) and Member Payroll
- Prepare and Distribute Reports:
 - Regularly to the General Membership;
 - Regularly to the Board of Directors;
 - Quarterly and/or Annually to the State and Federal Governments, as required;
 - Yearly to the USA Hockey Affiliate Member;
 - Regularly to the Customers (local hockey organizations) and Association Services.
- Reimburse Expenses in Accordance with the Association Budget.
- Have Everything in Order for a Yearly Audit by the Association's Audit Committee.

As you can see, the position of Treasurer will play a vital role in the success of the organization. Each association should tailor this position to best meet their needs.

Conflicts of Interest

Officials in general find themselves faced with situations that may reflect a conflict of interest. These types of situations should be avoided at all costs by all local officials associations. You will find that successfully avoiding situations where a perceived conflict of interest exists will allow the association to run smoothly.

Although a conflict of interest situation may exist during elections, it most commonly exists with the assignment of games. For example, an official who is a parent of a player should not be assigned to any games that could affect the standing of his/her son's/daughter's team. The same holds true for a younger official whose parent is coaching a team or who has a brother or sister involved in hockey. With hockey generally being a family-oriented sport, these situations potentially exist in every area and the local officials association should take a strong stand in ensuring conflict of interest situations are minimized.

Disciplinary Problems

Although we would prefer not to have to address this issue at all, there will be times when an officials association will have to address some sort of disciplinary problem. There are two main areas in which the association needs involvement.

The first is a disciplinary-suspension hearing involving a player or coach. This can easily become an emotional issue for the officials as they feel they may have been wronged. It is important to recognize that the proper disciplinary authority (as defined in the rule book) has complete jurisdiction over matters pertaining to player/coach suspensions.

The role of the officials association in these instances is to have a representative at the hearing to answer questions pertaining to the rules, answer questions pertaining to the incident in question, and offer a recommendation or opinion only when asked. The decision of the hearing body will then have to be accepted as final, whether the officials agree with the decision or not. This is how due process is supposed to work and you will find that officials as a whole will earn the respect of the other segments involved with USA Hockey if they perform their duties regarding player/coach suspensions in a professional manner.

Local officials associations may also have to address issues pertaining to inappropriate behavior by their officiating members as well. The association's Constitution and By-Laws should clearly state the procedure for dealing with the disciplinary concerns of the members. All issues should be resolved internally if at all possible. A hearing process should be outlined and adhered to completely. As with other suspensions, an appeal process must also be in place. In many cases, the association will appoint an ethics committee that will be charged with investigating the incident in question, conducting the initial hearing and then either imposing or recommending sanctions to the Board of Directors. The full Board of Directors would then act as the appellate body, if necessary.

As a last resort, the USA Hockey Affiliate may hear an appeal and offer advice to the local officials association on the situation, if asked. The bottom line with any disciplinary situation is that standard due process must be given to the accused individual, following the hearing and suspension procedures outlined in the USA Hockey Annual Guide.⁴

Committees

There are a variety of different committees that may be established and prove to be useful to a local officials association. The list and descriptions below are certainly not all-inclusive and you may discover the need for different or additional committees. In most cases, responsibilities, appointments and structure of each association's committees will be outlined in the general rules of the association and a committee chairperson will always be appointed as the person who is ultimately responsible for the success of the committee.

Recruiting Committee - This group will be charged with identifying prospects and recruiting new members for the association. This group will be most active during the end of the season and the summer months in preparation for the next season. Their duties may also extend into the implementation of a Mentor Program.

Assigning Committee - This group will consist of all of the association's rink assignors or simply assist the assigning secretary in the assignment of games. Once again, in order to avoid an "old buddy" network in the assigning process, a committee of assignors may be beneficial with a single assigning secretary overseeing the entire process.

Evaluation Committee - This committee may consist of the association's trained evaluators with the local evaluation coordinator serving as the chairperson. They can be responsible for conducting evaluations, plotting evaluation strategy and working closely with the District Evaluation Coordinator.

Audit Committee - This committee will be responsible for conducting an annual audit of the association's financial records and submitting a report to be filed with the association and possibly the government. The audit should be done at the end of each fiscal year.

Ethics Committee - The ethics committee will investigate any accusation of inappropriate behavior by a member and conduct disciplinary hearings when necessary. They may also impose sanctions or submit recommendations for Board approval.

Education Committee - This committee will be chaired by the association's Referee-in-Chief and will be responsible for the implementation of the officiating education program. This includes setting up USA Hockey seminars in the area and an education curriculum for the association's meetings.

Nominating Committee - This committee will be responsible for accepting and submitting nominations prior to the annual elections.

Special Events Committee - This is a broad description, but in many cases the special events committee will be responsible for organizing events that do not fall under the normal jurisdiction of any other committee (i.e. golf outing, banquet, etc.). In other situations, the special events committee may be responsible for assigning special events such as tournaments, playoffs or higher level games in the area.

⁴ USA Hockey By-Law 10, "Suspensions and Resolution of Disputes"

LEGAL ISSUES CONCERNING AN OFFICIALS ASSOCIATION

Employee or Independent Contractor?

Some state governments have established laws specifying that amateur sports officials are independent contractors. In others it is an implied status. In at least one state, the local officials association is required to withhold Workman's Compensation, suggesting that an amateur sports official may be an employee of that association (court challenges are pending).

The Internal Revenue Service (IRS) issues many publications on specific topics, one of which is how to determine if an individual is an employee or an independent contractor. The difference is staggering, particularly if an entity which treats an individual as an independent contractor is later found to be an employer. The entity may be subject to a penalty of 20%, 40%, or 100% of the payroll taxes which should have been withheld, in addition to the payroll taxes, depending on circumstances.

Tax example: In terms of income, an individual who nets \$1000 from officiating and is in the 28% federal tax bracket will be also be subject to Social Security/Medicare (FICA) tax of \$141 and income tax of \$260 (50% of the FICA tax is a deduction) for a total of \$401. If that same person is an employee, the FICA tax is \$77 and income tax is \$280 for a total of \$357. The employer also pays FICA tax of \$77 and minimum FUTA tax of \$8 for a grand total of \$442.

IRS Publication 937 lists 20 factors "that are used as guidelines to determine whether sufficient control is present to establish an employer-employee relationship." The verbiage continues: "These factors should be considered guidelines. Not every factor is applicable in every situation, and the degree of importance of each factor varies depending on the type of work and individual circumstances. However, all relevant factors are considered in making a determination, and no one factor is decisive."⁵

1. **Instructions.** An employee must comply with instructions about when, where, and how to work. Even if no instructions are given, the control factor is present if the employer has the right to control how the work results are achieved.
2. **Training.** An employee may be trained to perform services in a particular manner. Independent contractors ordinarily use their own methods and receive no training from the purchasers of their services.
3. **Integration.** An employee's services are usually integrated into the business operations because the services are important to the success or continuation of the business. This shows that the employee is subject to direction and control.
4. **Services Rendered Personally.** An employee renders services personally. This shows that the employer is interested in the methods as well as the results.
5. **Hiring Assistants.** An employee works for an employer who hires, supervises, and pays workers. An independent contractor can hire, supervise, and pay assistants under a contract that requires him/her to provide materials and labor and to be responsible only for the result.
6. **Continuing Relationship.** An employee generally has a continuing relationship with an employer. A continuing relationship may exist even if work is performed at recurring although irregular intervals.
7. **Set Hours of Work.** An employee usually has set hours of work established by an employer. An independent contractor generally can set his or her own work hours.

⁵IRS Publication 937, Employee or Self-Employed

8. **Full-Time Required.** An employee may be required to work or be available full-time. This indicates control by the employer. An independent contractor can work when and for whom he or she chooses.
9. **Work Done on Premises.** An employee usually works on the premises of an employer, or works on a route or at a location designated by an employer.
10. **Order or Sequence Set.** An employee may be required to perform services in the order or sequence set by an employer. This shows that the employee is subject to direction and control.
11. **Reports.** An employee may be required to submit reports to an employer. This shows that the employer maintains a degree of control.
12. **Payments.** An employee is generally paid by the hour, week, or month. An independent contractor is usually paid by the job or on straight commission.
13. **Expenses.** An employee's business and travel expenses are generally paid by an employer. This shows that the employee is subject to regulation and control.
14. **Tools and Materials.** An employee is normally furnished significant tools, materials, and other equipment by an employer.
15. **Investment.** An independent contractor has a significant investment in the facilities he or she uses in performing services for someone else.
16. **Profit or Loss.** An independent contractor can make a profit or suffer a loss.
17. **Works for more than One Person or Firm.** An independent contractor is generally free to provide his or her services to two or more unrelated persons or firms at the same time.
18. **Offers Services to General Public.** An independent contractor makes his or her services available to the general public.
19. **Right to Fire.** An employee can be fired by an employer. An independent contractor cannot be fired so long as he or she produces a result that meets the specifications of the contract.
20. **Right to Quit.** An employee can quit his or her job at any time without incurring liability. An independent contractor usually agrees to complete a specific job and is responsible for its satisfactory completion, or is legally obligated to make good for failure to complete it.

If we analyze these 20 points, some are applicable for team-based associations, some for officials associations, some for both, and some for none. Regarding their interpretation, the IRS language must be repeated: "However, all relevant factors are considered in making a determination, and no one factor is decisive."

The biggest risks which these 20 points raise to associations are created when contracts are generated between them with exclusivity clauses - officials not permitted to work outside of the particular league or parent organization (Affiliate, USA Hockey National), or leagues not permitted to use officials other than members of a particular officials association. See points (17) and (18).

Which points seem appropriate to team-based and officials associations if a government authority seeks to classify one or both as employer(s)? Our perspective is:

- **Team-Based Associations:** 1, 3, 4, 6, 7, 12, 13, 17, 19, 20.
- **Officials Associations:** 1, 2, 3, 4, 6, 7, 10, 12, 17, 19, 20.
- **USA Hockey Affiliates:** 3, 4, 6, 13, 17.

Incorporation of an Officials Association

Incorporation is an option for an officials association, just as it is for a USA Hockey Affiliate and a local governing body. The key is that it is an option, not a requirement.

There are many different types of corporations recognized under the United States Tax Code, including such entities as "C" Corporations (these are typical "big" businesses), "S" Corporations (these have mixed characteristics of "C" Corporations and partnerships), Limited Liability

Corporations (LLC's), "Exempt" Corporations (USA Hockey is one such entity), and Personal Services Corporations.

Officials associations will generally not function with stockholders, thus eliminating "C", "S", and Personal Services Corporations as options. LLC's are also not applicable - these are, to some extent, a replacement for limited partnerships whose tax benefits have been severely diminished under IRS "passive activity" regulations. That pretty much limits associations to "Exempt" Corporations, of which there are many different forms.

Perhaps the most commonly known such entity is the 501(c)3 Corporation, which means "Not for Profit". No funds or assets are distributed to stockholders or other for-profit entities. Any excess of income over expenditures remains wholly or partly within the Corporation allocated to future activities, or the excess is wholly or partly diverted to some other non-profit activity. USA Hockey Inc. operates in such a manner, in tandem but separate from the USA Hockey Foundation.

A local officials association would most likely be organized in such a manner so as to realize income from membership dues, game fees paid by contracting team-based organizations, and assigning fees paid by those organizations. Expenses would be normal business costs (mailing, phone, meeting/travel reimbursements, etc.), but the majority would be game fees paid out to individual officials and assigning fees paid to appropriate personnel.

Original application for 501(c)3 status is made on IRS Form 1023, Application for Recognition of Exemption Under Section 501(c)3 of the Internal Revenue Code. This form is available by contacting the IRS. With the proper documentation, such status may be granted. Another possible form, if it is determined that 501(c)3 status is not appropriate but another type of tax exempt classification may be, is Form 1024, Application for Recognition of Exemption Under Section 501(a) or for Determination Under Section 120. The most probable classification would be "501(c)7" — Social and Recreation Clubs.

Why Incorporate?

The most beneficial reason for incorporating is liability protection. If a serious problem occurs which results in litigation and a settlement against the association, an unincorporated organization causes each member to share in the damages, possibly weighted heavier against the Officers and/or Board of Directors. If the association is incorporated, presumably the limitation of damages is the aggregate assets of the association plus insurance protection.

An incorporated association provides an identifiable central management, plus business continuity if one or more key people no longer participate in the activity. From an accountability standpoint, working in an organization with its own unique tax identification number greatly simplifies business operations such as bank accounts and government reporting. It eliminates real or perceived comingling of funds between the association and certain members.

Filing 1099-MISC's⁶

- Recipient must receive the 1099-MISC by January 31.
- IRS must receive its copy by February 28 (plus Form 1096 - reconciliation).
- 1099-MISC is required if an individual received \$600 or more from one entity in the calendar year. It is also required if the individual received a 1099-MISC from that entity in the previous year and received any income from that entity in the current year.
- Failure to file penalty: \$50 per occurrence (which may be reduced to \$15 or \$30 if corrected within 30 days or by August 1, respectively). Failure to file includes late filing, incorrect

⁶IRS Publication 937, and "Instructions to Filers of Forms 1099, 1098, 5498, and W-2G"

information, handwritten forms, changing the form, submitting photocopies, using non-black color, and cut-torn-stapled forms. Separate penalties apply for failure to file with individuals and the IRS. Thus, ignoring 1099-MISC's could result in a penalty of \$100 per occurrence.

Taxation of Officiating Income

Tax consequences of officiating income, based on whether contracting teams/leagues pay officials on a per-game basis or through periodic invoicing to an officials association or assignor, can be summarized as follows:

| In-Season Accountability | |
|---|--|
| Game Site Payments | Through an Officials Association |
| Officials are paid at the game site. | Association/ assignor receives periodic payment for multiple games via an invoicing system. |
| Association/ assignor may receive an assigning fee on an established time schedule. | Association/ assignor pays officials on a regular basis, less any applicable assigning fee. |
| Officials must give their Social Security Number to every payer. | Officials must give their Social Security Number to the association/ assignor, and the association/ assignor must give the appropriate Tax ID Number to every payer. |

| Tax Year Reconciliation | |
|---|---|
| Game Site Payments | Through an Officials Association |
| Officials are issued 1099-MISC's (required if total earned from the issuing body is \$600 or more, and possibly optional if under \$600). | Association/ assignor is issued a 1099-MISC (required if total earned from the issuing body is \$600 or more, and possibly optional if under \$600). |
| | Association/ assignor issues a 1099-MISC to officials (required if total earned by an official from the issuing body is \$600 or more, and possibly optional is under \$600). |
| Officials report income on Schedule C (and may pay Self-Employment Tax - Schedule SE if income is \$400 or more. | Officials report income on Schedule C (and may pay Self-Employment Tax - Schedule SE if income is \$400 or more. |

The bottom line of sports officiating is that it is taxable income, plain and simple. Not reporting income is illegal, and an officials association would serve its membership well if emphasizing this position. An association is not within its rights to enforce this policy, since paying taxes is an individual's responsibility. This applies whether or not the association is the final distribution point of funds to its membership.

IMPLEMENTING AN OFFICIATING PROGRAM

One of the great advantages of having an officials association is the ability to implement a mini-officiating program in each local area. USA Hockey relies heavily on local officiating volunteers to carry out all aspects of an officiating program (i.e. recruiting, education, evaluation, registration, assigning, etc.). The National Officiating Program is responsible for providing resources for implementation at the local level. Those areas that have had the most success in developing officials are the areas where local leadership is strongest.

A well run officials association addresses all aspects of an officiating program and takes much of the pressure off a Local Supervisor of Officials. The presence of an officials organization will allow for the delegation of responsibility and create more opportunities for people to become involved in the overall process of running an officiating program. The following ideas will help local leaders better understand the expectations of a local officials association with regard to implementing a local officiating program.

EDUCATION

The main responsibility of the USA Hockey Officiating Program, other than registration, is to provide an educational environment for our officials. As with many other aspects of officiating, we rely heavily on the local leaders to be a part of this educational experience. Sponsoring a seminar, distributing manuals and offering additional educational forums are all part of the responsibility of the local officials organization.

USA Hockey conducts officiating seminars in many locations throughout the country as part of the education program provided to registered officials. These local seminars are presented by the district seminar staff and should occur between August 1 and April 30 of the following year. Many districts rely on the local officials association to express an interest in hosting one or more of these seminars and then make the necessary arrangements for meeting space and ice time. Hosting a seminar creates a convenient means for the association members to meet their registration requirements. In many cases, the hosting of a seminar can be done with the assistance and support of the local youth hockey programs.

Local officials associations also play an active role in recommending and sponsoring their experienced members in becoming seminar instructors. Each spring, USA Hockey conducts two Instructor Training Sessions that are designed to teach the “teacher”. After attending one of these sessions, the seminar instructor will have all the necessary resources to go back to his/her local area and conduct officiating seminars. These individuals are the backbone of the USA Hockey Officiating Education Program and play a major role in the improvement of local grassroots officials.

Local officiating seminars are organized in each district somewhat differently. USA Hockey would recommend that the dates and locations for seminars be set up in the spring for the following season. This will allow for advance notification of dates and locations to be sent out with the direct registration form from the National Office and will minimize conflicts and confusion concerning the seminars. Each local officials association should contact their District Seminar Coordinator or Local Supervisor of Officials to set up a seminar in their area. The minimal time it takes to schedule a seminar will pay big dividends with the officials association members and the local youth hockey programs.

Another portion of the Officiating Education Program is the officiating manual series (basic, intermediate and advanced). These publications are available to every registered official, based on

their current registration level. In addition, the Playing Rules Handbook is also available to registered officials and is an excellent supplement to the Official Playing Rules Book. As you are probably aware, the Official Playing Rules Book and District Personnel Directory are sent to each official directly from the National Office upon receiving their application and fee.

Local officials associations may be asked to distribute USA Hockey educational materials such as officiating manuals or the Playing Rules Handbook. In many cases, these materials will be distributed at the local seminar by the instructors staff. However, in situations where the publications are not available or they run out, the local association can be a valuable asset for USA Hockey in distributing these materials to its members. This assistance will help minimize cost and ultimately help keep registration fees down.

Successful local officials associations provide year-round educational opportunities to their members. Continuously reinforcing rule knowledge, procedures and positioning throughout the year will help each of the members become better officials and will improve the service provided to local hockey organizations. This can be accomplished by conducting special rules sessions, mini-seminars or offering special opportunities for on-ice instruction. Many organizations conduct monthly meetings primarily for education which may even include on-ice sessions. This time and effort to performing year-round education for the members will help develop officials to move onto higher levels and improve the overall quality of the officials in the association. A sample of a year-round education curriculum can be found in Appendix 1.

ASSIGNING

One of the most important roles of an officials association is the assignment of games. Qualified officials have to be assigned to every game, and yet, officials have to be given the opportunity to grow. One of the most common reasons noted as to why we lose officials in our ranks is the lack of assignments. There is a fine line between having a good balance of experienced officials on the ice and officials who need the opportunity to gain experience. You will find that the people in charge of assigning games will play a major role in the overall success of the officials association and will play an active part in fostering a positive relationship with youth hockey organizations.

There are several different methods of assigning games, and the methods described in this publication are only recommendations. The method that is best for your association may vary from the methods described here. However, the objective of any officials association should be to work out an arrangement that is in the best interest of everyone involved, including the officiating members and the local hockey organizations.

The first step in assigning games is to appoint or elect an assigning secretary or an assignor for each rink. Depending on the size of the officials association and the geographic area it covers, more than one assignor may be necessary because of the time and commitment that is involved to effectively assign games. In the ideal world, one assigning secretary who oversees the entire assigning process and is ultimately responsible for the assignment of games works best. This format allows for the most effective means of communication between the officials and the hockey organizations. This process will also minimize confusion and conflicts that may arise when separate assignors compete for certain officials. In this scenario, a computer program may even be used to increase efficiency in the assignment process while still maintaining desired levels of quality officiating.

However, in those areas where it is not feasible to have one individual responsible for assigning all of the games due to the enormity of the assignment process, several assignors may be necessary

to successfully complete the process. In this scenario, an assignor may be responsible for covering a particular rink(s). In either case, the member(s) responsible for game assigning must follow certain assignment guidelines⁷ and should possess certain characteristics to be an effective assignor.⁸

There are several different methods of accomplishing the assigning process and we will touch on a couple of those methods in this publication. Of course, the most common method is to have the assignor call out the games to officials on a weekly basis or require the officials to contact the assignor each week in order to obtain their assignments. Some associations set aside a special night each week when this is done. Once the game has been assigned and accepted, the officials are responsible for officiating that game or must turn the game back in to the assignor to find a qualified replacement. The advantages of this method include a verbal commitment that assignments are accepted and the individuals should have a good idea what their availability is for the next several days.

The disadvantages of this system are the potential for an “old buddy” network to be formed and the fact that it is a lot of work for the assignor to be on the phone for a couple of nights each week. Many times, the assignor will call his/her friends first each week, so they end up with the majority of games. When this practice continues over a lengthy period, many officials will become frustrated and quit officiating because they are not getting any assignments. When this method is used, it is imperative that the assignor(s) make a concerted effort to get every member involved in working games. This keeps the officials fresh and enthusiastic about officiating. This assigning method also leaves little room for error and may require the assignor to call the same officials several times in order to cover the games.

When the call-out method is used, the assignor(s) will also be responsible for recording the game requests from the local hockey organizations that are served by the officials association. This is usually done with a minimum notice requirement in advance of each game that is established as an agreement between the teams and the officials association. For example, the parties may agree to require the teams to submit requests for officials at least 72 hours before game time in order to guarantee that officials will be available. For periods of less than 72 hours, the teams may be required to secure their own officials from a list of association members provided by the officials association. The assignor(s) would also be responsible for keeping track of payroll information with regard to who actually officiated each of the games.

Highly organized officials associations may take a slightly different approach to assigning games. Many of them have one assigning secretary who oversees the entire assigning process with the help of modern technology. A computer system and a dedicated phone line with voice messaging or sophisticated answering machines are the norm in some associations. Electronic mail or a website are actually used by some local officials associations. One method for assigning games with the use of an assigning secretary is outlined in the following paragraphs.

In this scenario, the assigning secretary actually serves more as a data entry person than an actual assignor. Each member of the association would be required to fill out an availability calendar for the upcoming month. This calendar can be collected at a monthly meeting of the association or sent to the assigning secretary by a pre-determined date each month. For example, the officials need to submit their availability for the month of December to the assigning secretary by November 15. This has been most successful when accomplished in conjunction with a monthly association meeting in the middle of the month. The assigning secretary would then enter each member’s availability for the next month into the computer.

⁷USA Hockey Rules and Regulations, VI - B, “Referee Registration.”

⁸USA Hockey Basic Officiating Manual, “Role of the Supervisor,” Page 65 - Second Edition.

The association also requires the local hockey organizations to submit their schedule of games for the upcoming month at the same time; the game dates are also entered into the computer program. A nominal late fee might be charged to the hockey associations to encourage them to schedule their games well in advance and forward their requests for officials to the officials association in a timely manner.

Once the schedule of games and the availability of the officials is entered into the computer program, the program can randomly assign each of the games and print out a monthly schedule to be mailed to each official. The official now knows his/her schedule for the entire month and has written confirmation of this schedule. When the computer program does the assigning, it is important to recognize that several different qualifiers and restrictions can also be programmed in order to maintain some level of accuracy in the assignments.

For example, if Bob is a 16-year-old level 2 official who can only work at two different rinks, you can program the computer to only schedule Bob for games he is qualified to work at the specified rinks. Modern assigning programs allow the assigning secretary to be extremely specific in what guidelines the program must follow in assigning officials. Designating rinks, restricting the level of games, eliminating conflicts of interest and equally distributing the games based upon availability are all factors that can be programmed into the computerized assigning process.

When determining the qualifications of an individual official, it is important that this determination is done in a fair and objective manner. USA Hockey recommends that when establishing the assignment criteria (i.e., Bob is only qualified to referee at the Bantam level and work lines at the Midget level and below), the local officials association should rely on a committee of members who are familiar with every member's ability and are willing to factor in all available information. Relying on one person to make this decision is not fair to the individual members. A committee will offset different opinions and will generally produce an accurate assessment of the official's ability.

While the objective is to only place qualified officials on the ice, room for the official to develop and grow also has to be available. It is probably a good idea to review these decisions at least a couple of times each season to promote those officials who continue to improve and develop. Evaluations can be used as an effective tool to determine the qualifications of each official and to identify those areas where the official needs improvement in order to move up the officiating ladder.

USA Hockey recommends that once these assignment guidelines are established for each official, they remain confidential. Officials are certainly entitled to know what level they are deemed eligible to work at, if they ask. However, publishing this information to the general membership will only create frustration and may lead to problems. Officials will start to wonder why someone else is eligible to work higher levels while he/she is not. The perception of a "buddy system" is more prevalent in this situation. Officials can be discreetly assigned to their appropriate levels without having widespread knowledge of their limitations, which may cause embarrassment.

If an electronic assigning program is not practical or available, a similar format can still be followed with regard to receiving a list of available dates from the officials and a schedule of games from the local hockey organizations. Instead of having a computer program assign the games, an assigning committee appointed by the association can meet once a month and assign the entire month's schedule of games. Postcards with game assignments can then be filled out by hand and mailed to the officiating members. The advantages of this method are that it takes pressure off of the assigning secretary and more easily ensures an equal distribution of games to all registered members of the association.

In any of the assigning methods mentioned above, the officials association and the local hockey leagues need to develop a means for assigning late-scheduled games. These would be any games that are not assigned through the normal assigning process because they have been scheduled on short notice. In many of these cases, the assigning secretary will be required to assign these games by calling members on the phone. The later the game is scheduled, the more difficult it generally becomes to find officials who are available. It is not uncommon for a small late fee to be charged to the team or organization for scheduling a short-notice game. This is done to help offset some of the administrative costs of the officials association and the assigning secretary.

In some areas, the parties involved have agreed to require the host team to schedule their own officials anytime they schedule a game inside a pre-determined time frame. In this case, the officials association supplies a list of qualified and interested members to the teams as a source of officials. This process eventually acts as a deterrent to teams scheduling short notice games because they often find out how difficult it can be to secure officials on short notice. The list of members provided to the teams can also serve as an emergency list in case an official gets hurt during a game or one or more officials simply do not show up for a game. The list can give the team managers a place to start when trying to find officials who live in the area and can get to the rink to work the game as a replacement on extremely short notice.

For larger officials associations, receiving a monthly availability form from officials and assigning games on a monthly basis has been the most effective means of assigning games. This process allows officials an opportunity to pick their schedule with regard to the times they want to work, and then lets them plan other activities when time is available. Notifying officials of their schedule on a monthly basis allows them to fully prepare for each one of their assignments. When the game time approaches, the more time they have had to physically and mentally prepare for the game will allow them to perform better. Officials who are always on the run because they did not have a chance to prepare tend to be less focused when the game actually begins.

There are two different approaches in addressing the need for officials to change game assignments. The first method involves the official turning the assignment back in to the assigning secretary. The assigning secretary then becomes responsible for finding the replacement. Some associations charge a fee to the official for returning games. Although this system ensures the assignor will find a qualified replacement, it also creates a tremendous amount of extra work and headache for the assignor.

The other successful method of changing assignments is requiring the official to find his/her own replacement. The hassle of finding a qualified replacement, usually on short notice, becomes the deterrent for changing assignments on a regular basis. The officials association determines some basic guidelines that need to be followed, such as the official must find a replacement that is at the same level or higher than the official making the change.

Quality control is monitored by the requirement that any time a change is made, the assigning secretary must be notified within 24 hours of the change by both the official making the change and the official accepting the change. Failure to do so jeopardizes the replacement official being paid and the canceling official may be fined. If the replacement is not qualified to work the game, the assigning secretary simply calls the official making the change and requests that he/she find another qualified replacement. Associations who use this method find that the vast majority of the officials have a pretty good idea about the qualifications of the replacement he/she finds, or the replacement official does not accept an assignment because they do not feel comfortable at that level; quality control does not become an issue.

Ultimately the assigning secretary or assignor is responsible for the quality control of the officiating assignments. This not only includes guaranteeing that qualified officials are present for every game, but also a fair distribution of games to the association members. It is important to keep

in mind that a fair distribution of games does not necessarily mean that everyone works an equal number of games or at equal levels. The members must recognize that the distribution of games will also depend upon their availability and the level of games that are being played during their available times.

Obviously, a 14-year-old official who is still playing will have less time available to officiate than an experienced adult who officiates as a hobby. Naturally, the adult will probably end up with more games because he/she is available more and is eligible to work a greater percentage of games. A good assigning secretary, however, will take a little extra time to assign the younger official who has limited availability in order to keep him/her involved in officiating, recognizing he/she very well could be the experienced adult official of the future.

RECRUITING

Another important responsibility of a local officials association is recruiting officials. Associations that do not perform an annual recruiting drive find themselves in desperate need of officials somewhere down the road. Current members may retire or move away and eventually there is a shortage of experienced officials to take their place. Your area of the country may also experience an explosion in hockey growth and not have enough officials to cover the games.

Each area of the country probably has an ideal number of active officials needed to cover the games in the area. But it is impossible to maintain that ideal number without an effective recruiting program. This ideal number is probably best determined by using the three official system, since this will allow for some insurance (it is better to drop down to the two official system than to not have enough officials to cover the games) in case the recruiting effort is not effective or does not keep up with the growth in hockey participation.

The first step in effective recruiting is to identify your officiating candidates. In most areas, current or past coaches and players are a good place to start, and they have proven to be the best officials. They already have a basic understanding of the game and the skating skills to give officiating a try. In many cases, they also are looking for ways to stay involved or give something back to the game. Players who may have graduated from the college or junior ranks generally become excellent officials. Current players see the opportunity to officiate as a means to secure more ice time while earning some extra money. They have an enthusiasm for the game that makes them want to become the best official they can be. When recruiting younger players, you may also experience a two-for-one phenomenon as a parent may also want to join the officiating ranks. Depending on the location, college students or officials from other sports may also serve as viable officiating candidates.

There are several different methods of recruiting candidates once you have identified who the candidates are. One of the most effective ways is a direct mailing to the candidates. A mailing list of current or past players and coaches may be obtained from the local hockey organizations. A personal letter that provides basic information on officiating, facts about the association, and the benefits of becoming an official can then be sent to each candidate. This approach can also be accomplished by incorporating an article in the local hockey organization's newsletter or including a letter in a second party mailing.

Another recruiting method that has proven to be successful is to contact current coaches and players by phone requesting that they attend a meeting or to measure their interest in officiating. In addition, recruiting posters can be put up in rink lobbies and other public places or an advertisement can be placed in the local newspaper. Finally, asking each one of the association's members to bring a friend to the first meeting of the year has proven to be a very effective way of

recruiting quality candidates. The meeting participants can be broken into two groups and the needs of both the association's members and potential members can be specifically met.

Once you have piqued the interest of potential new members and they have inquired about additional information, it is imperative that the information you provide is accurate and makes it as easy as possible for them to continue their interest in officiating. Have both USA Hockey and association applications readily available to distribute. Explain the applications to them and help them fill out the forms to ensure it is done correctly. Be specific with regard to the other registration requirements and what they should expect to receive upon sending their application, and how long it should take. Provide a complete schedule of seminars and meetings so they can plan their schedules accordingly and meet all of the requirements. Be sure to explain the assignment process and any other information that will be helpful to them as they start officiating. The more accurate and timely information you provide, the easier it will be for your recruiting class to get started and maintain their enthusiasm for officiating.

At the end of the recruiting process, you may also want to assign each recruit to a Mentor. USA Hockey has developed a Mentoring Program where experienced officials are assigned to a new official to serve as a Mentor. The experienced official can walk the recruit through the registration process, help with the exam, attend the seminar with his/her student and work the first several games with the inexperienced official. The Mentor Program includes a manual that describes the concept of mentoring and asks each participant to complete some basic forms. Those areas that have successfully implemented the mentoring program have had tremendous success in developing and retaining officials.

REGISTRATION

As mentioned above, it is important that the officials association provides their members with accurate and important information regarding the registration process. Getting the process started early and staying on top of the registration status of the members will eliminate the potential to be caught shorthanded when the registration deadlines come and go. Several members of the association should be familiar with the USA Hockey registration process and should remind the other members of all of the registration requirements and important dates.

Quite possibly, much of the first meeting of the season should be dedicated to the registration process, even though most of your members have been through it before. A follow-up on registration issues should probably be part of the meeting agenda for the first several meetings or until every member is completely registered.

As mentioned previously, local officials associations may also play an important role in distributing materials to their members. USA Hockey and association applications to the new members is just a start. The distribution of officiating manuals, playing rules handbooks and other educational materials may also be necessary to ensure all of the members have received the publications they are entitled to receive.

Many local officials associations will arrange for and sponsor officiating seminars each season in their area as a service to their members. These seminars may be sponsored in part with the help of the local hockey associations. Whoever has been assigned the task of setting up the seminar should work closely with the Local Supervisor of Officials and the District Seminar Coordinator to set up the dates and location for the seminar. Meeting rooms large enough to hold the projected number of seminar participants, audio visual equipment and convenient ice rentals must all be arranged well in advance of the seminar. Notification to prospective attendees should go out several months in advance in order for the officials to set the dates aside in their schedule.

EVALUATION

Local officials associations play a very important role in the success of the officiating evaluation program. Ideally, each association should appoint one of its members to serve as an evaluation coordinator for the association. This person would work closely with the District Evaluation Program Coordinator to identify and train evaluators for the association. In addition, this individual would prioritize the officials to be evaluated, assign evaluators to work specific tournaments, rinks, games or officials, and report the progress of the program to the District Evaluation Program Coordinator.

The evaluation program is one of the most effective means USA Hockey has to improve the overall quality of local-level grassroots officials. The Affiliate members of USA Hockey and the local hockey organizations have given their full support in an effort to help this program succeed. One of the biggest priorities of any local officials association should be the success of providing performance feedback to their members through the USA Hockey Officials Evaluation Program.

ESTABLISHING GAME FEES

One of the most misunderstood functions of a local officials association and a local hockey organization is the establishment of game fees. In many cases, the fees are set by one group, and the other party has to live with the established fees. This system creates animosity between the groups, which may impact creating a positive hockey environment.

We could list several pages of reasons as to why the officials should be paid a fair game fee and another couple of pages listing reasons as to why they should not get paid or why the fees are too high. USA Hockey has not gone on record recommending a national game fee because it would be an unrealistic approach. Each area has different needs, living costs and expectations. The only parties that truly have a handle on what is in the best interest of the game for that area are the officials and the local hockey programs. A national game fee would not be in the best interest of the game for the vast majority of the country.

When establishing game fees, a committee with representatives from the officials association and the local hockey programs should be appointed to carry out the negotiations. If both parties have the best interest of the game in mind, this process will proceed smoothly without major problems or differences. Officials need to be cognizant of the cost of playing hockey and do their part in trying to keep costs down. They also need to accept the concerns of the local hockey programs. In contrast, the local hockey organizations need to recognize the commitment the officials have made to providing a service and compensate them fairly in comparison to the area. Once again, as long as both parties work together and are willing to compromise for the betterment of the game, game fees should not be a major issue. Dictating unreasonable games fees to the other party without communication is totally unacceptable and not in the best interest of the game.

The same can be said for game administration fees or late fees charged for late-scheduled games. These too need to be negotiated and established with both parties having input. Game administration fees may be charged to cover the operating expenses of the officials association, but should not be used as a means to secure a profit.

ASSOCIATION MEETINGS

Conducting regular meetings of the officials association allows more people to become involved and provides for a stronger organization. Each association should establish a meeting schedule that best addresses the needs of the association. In some areas, a monthly meeting is held on a certain night of each month. Other areas may find that three or four meetings a year satisfy the needs of the association. Of course, one meeting each year should be established as the annual meeting where the election of the Board of Directors and Officers takes place and any changes to the By-Laws or general rules are voted on. These meetings should be held in a location that is convenient for all members. Some larger associations have even moved the meeting sites around to accommodate as many members as possible. The dates and locations of every meeting should be publicized well in advance in order to allow every member to make plans to attend.

Some associations choose to have their Board of Directors and Officers meet on a regular basis in order to carry out the normal functions of the association. These meetings can be held on separate evenings from the general membership meetings or right before or after the general meetings. All issues relative to the association should be discussed on a regular basis and an agenda for the next general membership meeting can be drafted in order to maximize efficiency.

Each association meeting should be broken down into two sections (see agenda, Appendix 3). The first section should be the business portion of the meeting where the normal business issues of the association are discussed. This portion could include officer reports, committee reports, old business and new business. Any questions, concerns or business matters related to the membership should be discussed during this portion of the meeting.

The second portion of the general membership meeting should be dedicated to officials education. This can be accomplished in a variety of ways, but the main focus should be to meet the educational needs of all of the association's members. Breaking the membership into groups (experienced and inexperienced) has proven to be effective and will allow the association to cater the curriculum to the needs of the officials. Rules discussions or quizzes, situations that have arisen since the last meeting and specific concerns can all be addressed during this session. Each association should establish a curriculum for the entire year (sample can be found in Appendix 2) that covers issues in a timely manner and meets the needs of the membership.

ASSOCIATION NEWSLETTER

An effective means of opening the lines of communication and supplementing the education program is through an association newsletter. A monthly newsletter will keep the membership informed of officiating issues and will help foster an atmosphere of teamwork among the members. The newsletter can be as basic as one page, folded and mailed or can be an elaborate publication with several pages.

Associations may use a monthly newsletter as a means of announcing meeting dates and locations, updating members on business activities of the association, reviewing rules or specific situations that have occurred, clarifying procedures or other officiating issues, and recognizing members for their success or other special accomplishments. An association newsletter is an outstanding way to bring members together and maintain excellent lines of communication.

SPECIAL EVENTS

A special events committee may be formed by an association to organize and run events that may not fall into the normal day-to-day functions of the local officials association. For example, the assignment of tournament games, or the highest level of games, where the most-deserving officials are selected and assigned may fall under the responsibilities of a special events committee. This process identifies and rewards those officials who have worked the hardest throughout the season and simply do the best job. The expectations of these officials for tournaments or special events are also greater than what is expected during the regular season.

Many local officials associations organize and participate in special events throughout the year that help bring their officials together and shed a positive light on the officiating community. An association golf outing during the off-season has proven to be an excellent way of getting members together socially in a non-hockey environment. An end-of-the-season banquet allows the association to recognize achievement and put a final wrap-up on the season. Sponsoring a charity hockey game or tournament has also been an effective means of giving something back to the community and the game of hockey. There are a variety of different ways the local officials association can participate in functions that benefit its members, bringing them closer together and giving something back to the community or the game. Feel free to use your imagination in this area.

RESOLVING DISPUTES

Unfortunately, there are going to be times when issues need to be addressed that involve the suspension of an individual or a dispute between parties. Although we would prefer that these situations never occur, USA Hockey does have established policies and guidelines that need to be followed. These policies and guidelines are printed in the USA Hockey Annual Guide.

This section simply cannot go into all of the possible dispute scenarios and offer a solution for each. That is best left up to the parties involved. However, we will try to identify what is expected from the various levels of the USA Hockey structure.

USA Hockey's Role

The bottom line is that parties involved in the dispute should not rely on USA Hockey to resolve the dispute on a national level. That is simply not the role of the USA Hockey National Office or the National Referee-in-Chief as outlined in the corporation's By-Laws and Affiliate Agreement. If at all possible, issues should be resolved locally and USA Hockey should only get involved as an absolute last resort and mostly as a resource for information that may help resolve the dispute. If asked, the National Office (or nationally-appointed volunteers) can provide information pertaining to rules interpretations or guidelines and may offer advice. But, they should not be expected to make the final decision regarding any dispute.

Affiliate's Role

The Affiliate's initial involvement with local disputes should also be quite limited. They too may act as a resource, but the responsibility to resolve the dispute still lies with the local organization. The Affiliate may be called upon to act as a mediator with their involvement limited to what is in the best interest of the game. The Affiliate's role is better defined through the appeal process as the Affiliate will often be identified as the appellate body and it's decision is typically final.

DISPUTES

Involving Local Hockey Organizations and Officials Associations

The first step in resolving any dispute involving local hockey organizations and Officials associations is to open up the lines of communication. As mentioned previously, if both parties truly have the best interest of the game at heart, no dispute should be too difficult to overcome. With an open line of communication, it should be fairly easy to come to an agreeable solution. If necessary, the Affiliate should be consulted for guidance and possibly to act as a mediator, but preferably the dispute should be worked out locally.

USA Hockey has taken a very strong position that the boycotting of games or a threatened boycott by an officials association is strictly prohibited. No one wins from a situation like that and it is definitely not in the best interest of the game. Any official who participates in a boycott is subject to suspension according to the USA Hockey By-Laws.⁹

⁹USA Hockey By-Law 10-A-1-a, "Suspensions and Resolutions of Disputes"

Involving Officials

When there is a dispute involving officials, the local officials association is responsible for facilitating a resolution of the dispute. The association's Ethics Committee or Board of Directors should be skilled enough to follow the guidelines presented in the association's By-Laws and resolve any dispute that could arise among the members. Once again, it is important to keep the lines of communication open and resolve the dispute without disturbing the overall hockey environment. If necessary, the local hockey governing body may be contacted for assistance and, as a last resort, the Affiliate could become involved as a mediator.

COMMONLY ASKED QUESTIONS

BY AFFILIATE MEMBERS

What is the Affiliate's role with regard to officials?

The USA Hockey By-Laws and Affiliate Agreement grant the authority to govern all aspects of amateur hockey in a specific area to the Affiliate members of USA Hockey. In the ideal scenario, the Affiliate's involvement with an officials group should be limited to a strong working relationship between two segments that are striving to create the best possible hockey environment. Within this relationship, the officials will be held accountable, by the Affiliate, for their actions. But, an officials group which is acting professionally and within the guidelines established by the Affiliate will often operate as a separate entity that reports to the Affiliate member on a regular basis.

There may be some instances where an Affiliate member will have to take a more active role in an officials organization in an effort to protect the best interests of the game. However, this should be a rare occurrence.

Why doesn't USA Hockey establish a national game fee structure?

There are a variety of issues that affect the ability or need for USA Hockey to establish a national game fee structure. We will present the two most important issues here. There is a wide range of difference in the normal standard of living costs throughout the country. We would not expect the expenses of officiating (equipment, mileage, meals, etc.) in northern Minnesota to be the same as those in a major metropolitan area on the East Coast. There are still several areas of the country where officials are volunteers and do not receive a game fee. Instead, they may receive a credit for their registration fee and other benefits from the local hockey association. In other areas, the game fees are quite high. While recognizing that the game fees paid to officials in some areas might be too high and other areas could be too low, it is impossible to find the happy median that is practical for all areas.

The second issue is the independent contractor status of officials. Although this is not generally how it works, officials as independent contractors have the right to establish their own fees. Establishing a national fee would likely imply an employer/employee relationship between the officials and USA Hockey, which ultimately opens up a myriad of other major issues.

What can we do to encourage improvements in officiating?

There are a variety of things that can be done to improve the caliber of officiating, many of which are covered in this handbook. The most important thing that can be done is to support and promote the education program that has been developed by the USA Hockey Officiating Program. This includes registration, seminars, evaluation, mentoring and year-round education formats. The next step is to create the most positive hockey atmosphere by supporting the decisions of the officials and eliminating verbal abuse of officials. Logic suggests that the longer a person officiates, the stronger and more competent he/she becomes. This makes the retention of officials extremely critical to the overall improvement of the quality of grassroots officiating.

Read through this handbook thoroughly and implement the ideas and concepts outlined. The main premise behind this handbook is to improve the relationship between officials and local hockey organizations. This will, in turn, improve the hockey environment, which ultimately will help improve the quality of officiating.

Why do we have to pay more for three officials?

This is an issue that even generates some disagreement within the officiating program. Some officiating leaders feel that you are being provided a better service by receiving three officials for your games. Others insist that the game fee should be the same whether two or three officials are assigned to the game. Where total agreement does exist is that the three-official system is vital to the development and improvement of local-level officials. With this in mind, we would like to offer the following suggestions.

In an effort to first incorporate a three-official system in an area where local hockey organizations are not familiar with it, officials associations should offer to provide the three-official system at the higher levels for no additional cost. Once familiarity is established over the course of a season, the issue of games fees should be discussed. A slight increase in game fees may be appropriate to encourage senior-level officials to work higher-level games (this becomes an issue if an official can make more money working the two-official system at a lower level than working as a linesman in the three-official system). However, a discounted fee should then be charged if only two officials actually work the game. The bottom line is that officials groups and local hockey organizations should work together to incorporate the three-official system and then work together to establish a fair and reasonable fee structure.

What is the national program doing to improve the quality of officiating?

One of the more obvious things is the development of this handbook. It is important to recognize that the national program is somewhat limited with regard to reaching the typical grassroots official. Our role is really designed to develop programs and provide resources for the local areas to implement. We need to rely heavily on our local leaders (just as USA Hockey does with player development and coaches) to implement our recommended programs and distribute and utilize the resources provided to them. Some areas have been quite successful in this regard, while others are lagging behind.

The development of this handbook allows USA Hockey to further recognize the importance of our local leaders by providing them with guidelines and making them aware of available resources. More importantly, information pertaining to what officials should expect from local hockey organizations and vice versa is now published for the first time. The USA Hockey Officiating Program has been widely recognized by other sports governing bodies throughout the world as a leader in officiating education, and the development of this handbook will help us reach a new level.

Can we charge the officials an Affiliate fee?

Some Affiliates are already charging a fee. The collected fee is then used to provide financial support for the local officiating program. The money could be earmarked for reimbursing seminar expenses or the evaluation program; the general operating expenses of the Affiliate or the local officials association. If an Affiliate chooses to charge a fee, there are two issues of which they should be aware. The first is that the Affiliate is responsible for collecting the fee and cannot count on USA Hockey to collect the fee through the registration process. Secondly, the Affiliate cannot deny USA Hockey registration to an official who fails to pay the Affiliate fee. They can state that the official is ineligible to work games within the boundaries of the Affiliate, but cannot hold back or deny USA Hockey registration.

BY LOCAL OFFICIALS ASSOCIATIONS

What can we do to implement our own officiating program?

Quite simply, follow the guidelines suggested throughout this handbook. You may also contact your District Referee-in-Chief to obtain additional materials and resources.

What does USA Hockey need us to do?

The most important thing USA Hockey can ask an officials association to do is to always function within the framework of what is often best for the game of hockey. This absolutely includes the officials as well. We often spend too much time worrying only about our officiating members and fail to recognize that the officials benefit greatly by creating an overall positive hockey environment. This can be done by working closely with the Affiliate members or local hockey organizations.

The next most important thing is to implement the educational materials available to you and constantly strive to develop and promote officials. Officials will perform better and more enthusiastically when they realize they have opportunities for advancement. They will become frustrated and display a poor attitude when they are not given an opportunity to advance particularly when they feel they have earned that opportunity.

How do we service the local hockey programs and officials without being considered an employer?

This can be a difficult question that is not easily answered in one statement. The first piece of advice is to work within the laws and guidelines established by your state government. In so doing, it may be wise to consult an attorney to help establish your By-Laws and general policies. Once established, be sure to function within those guidelines.

There are a few issues that can be addressed throughout the country that all officials associations should avoid. The first is to never enter into an agreement of exclusivity with either the officials who are members or the local hockey organizations. This is imperative to the independent contractor status of the officials. Secondly, always provide due process with regard to disciplinary matters. Finally, allow for organization by representation where the association's Board of Directors and officers are elected by the general membership.

These are just a few issues that need to be addressed carefully. The most important thing you can do is to structure the organization according to state and federal laws with the advice of some form of legal council.

Do we have to provide 1099-MISC's for our members?

Individual officials are both legally and morally obligated to pay taxes on their officiating earnings. Depending upon who is actually paying the officials (in most cases it is the youth hockey clubs), the responsible party should be providing 1099's for every official who has made the minimum amount allowable by the IRS (\$600). Oftentimes an official who works for several different local hockey organizations will not make the minimum allowed from any of the associations. However, this does not exempt the individual from paying taxes on that income, even though he/she was not issued a 1099.

What can USA Hockey do to provide more assistance and information?

The first step is to make everyone aware of the resources and materials that are available to them. This handbook is a good start in this area. We will also begin to address local officials association issues more frequently in STRIPES Newsletter and USA HOCKEY MAGAZINE. It is

also the intent of the Officiating Program to eventually start a local officials association newsletter that may be published several times per year. This newsletter will address issues specific to local officials associations and will do a better job of meeting their needs.

What is the best way to advance some of our members?

There is no magic formula to higher-level officiating other than having good game management skills and mastering the basics of officiating. A thorough education and evaluation program, an opportunity to gain valuable experience in the three-official system, and the constant challenge of advancing to new and higher levels are what the most successful officials associations are providing to their members. Although the association has an obligation to put qualified officials on the ice for every game, they sometimes curtail the development process too much and are afraid to challenge deserving officials. With a sound evaluation program where constructive performance feedback is offered, officials can be challenged more often. You will quickly find out who will make it to the next level by the way they meet the challenge.

BY REGISTERED OFFICIALS

How do we form an association?

Follow the guidelines outlined in this handbook and work closely with the local hockey organizations to develop the best association to meet the needs of both the officials and the hockey programs. As mentioned elsewhere in this handbook, be sure to seek legal advice to get the job done right the first time. You may find an official who is an attorney and is willing to help out, or the local hockey organizations may have connections with legal council.

What is USA Hockey doing to better educate parents and coaches on the rules?

This is an issue that is obviously near and dear to most officials' hearts. Although the solution is not an easy one, USA Hockey is making strides to create a better understanding of the rules by all members. We are working closely with the Coaching Education Program to ensure rule books get into the hands of every coach. We are also opening up the lines of communication between local officiating leaders and coaching leaders to organize and institute meetings where rule questions can be addressed. USA Hockey will be producing a penalty guidelines videotape (in addition to the "Heads Up Hockey" program) that will be available to every local hockey organization to show to their parents, players and coaches. A simplified version of the rule book for parents and players is also in the works.

Local officials associations can also take an active role by arranging to meet with teams (including parents) in their area to address rules and answer questions. This can be set up through the Affiliate or local hockey organizations and will only take a few nights each fall, but will produce big dividends.

Do we have to pay taxes on our earnings from officiating?

As an American citizen, you are legally and morally obligated to report your officiating earnings for tax purposes, regardless of whether you were issued 1099's or W-2's. However, you are also allowed to itemize and deduct your expenses incurred for officiating. Be sure to follow the instructions on your tax forms carefully or consult a professional tax preparer.

Where do I get materials such as manuals or situation handbooks?

Officiating program educational materials should be distributed to you when you attend the USA Hockey seminar (except Rule Books, which are mailed directly to you with your exam). These materials are shipped to our district personnel prior to the start of each season for distribution at the seminars. If you have not received materials to which you are entitled, please contact your Local Supervisor of Officials.

How can I advance to higher levels of officiating?

There is no magic formula that will help you become a higher-level official. There are, however, some things you can do to improve your chances. They are:

1. Know the rules and their proper interpretations inside and out. There is no substitute for rule knowledge.
2. Master the basics of officiating and take control of those things over which you have control (skating ability, appearance, positioning, attitude).
3. Learn to apply good game management (judgment) skills. Experienced officials have good game management skills, which are developed by gaining experience.
4. Become proficient in the three-official system.
5. Accept constructive criticism and always be willing to learn.
6. Always portray a positive attitude. Work hard and display a professional approach to officiating.
7. Have fun.

How do I contribute more to the hockey community?

Become involved. Take an active role in becoming an officiating leader and become involved with the local hockey organizations. Volunteer your services to help out on the day they designate to clean up the rink. Attend meetings and offer your area of expertise when needed. Don't be afraid to take the first step in opening up the lines of communication between the officials and the local hockey groups. Remember, you are all in this together. Take pride in your involvement as an official and, most importantly, have fun. Your enthusiasm will wear off on everyone else involved in this great game.

APPENDIX 1 - RESOURCES

AVAILABLE RESOURCES THROUGH THE USA HOCKEY OFFICIATING PROGRAM

The following items are currently available through the USA Hockey Officiating Program. Many of these items are furnished free of charge upon request.

1. **Local Officials Association/Affiliate Handbook**
Available free of charge through your USA Hockey Affiliate or the National Office.
2. **USA Hockey Off-Ice Officials Handbook**
Available free of charge through your local hockey organization or the National Office, upon request.
3. **Officiating Mentor Program Manual**
Available free of charge through your District Referee-in-Chief or the National Office, upon request.
4. **Evaluation Program Manual**
Available free of charge to all USA Hockey-trained evaluators through your District Evaluation Program Coordinator.
5. **How To Become An Official Brochure**
Available through the District Referee-in-Chief or National Office. Additional copies can be produced to meet local needs.
6. **Basic, Intermediate, Advanced Officiating Manual Series**
Available to all registered officials based on level of registration; can be obtained through seminar attendance or your Local Supervisor of Officials. Available for purchase to non-registered officials through the USA Hockey Merchandise Program.
7. **USA Hockey Official Rules and Casebook**
Sent to all registered officials through the registration process. Available for purchase through the USA Hockey Merchandise Program.
8. **USA Hockey Official Playing Rules Book**
Distributed to coaches and teams through the local organization or District Registrar. Available for purchase through the USA Hockey Merchandise Program.
9. **Miscellaneous Resources**
 - Rules Change Video
 - Fundamentals of Skating
 - Penalty Guidelines Video
 - Body Contact Video

APPENDIX 2 - MODEL MEETING SCHEDULE

The following is an example of how a local officials association may set up an education curriculum for the entire season. Associations are encouraged to modify this form in order to best meet the needs of their members and provide the best possible educational experience.

SAMPLE EDUCATION CURRICULUM

| Meeting 1 (August) | |
|--|---|
| <p style="text-align: center;">Experienced Officials</p> <ol style="list-style-type: none"> 1. Review Registration Information <ol style="list-style-type: none"> a. National Registration Program b. Local Registration Requirements c. Announce Seminar Dates & Locations d. Answer Questions | <p style="text-align: center;">New Officials (and parents of youth officials)</p> <ol style="list-style-type: none"> 1. Review Registration Information <ol style="list-style-type: none"> a. Distribute Applications b. Help Complete Applications c. Review Registration Requirements d. Announce Seminar Dates & Locations e. Answer General Questions |

| Meeting 2 (September) | |
|---|---|
| <p style="text-align: center;">Experienced Officials</p> <ol style="list-style-type: none"> 1. Review Registration Information 2. Answer Exam and Rules Questions; Review Rule Changes and Local Modifications 3. Review Assigning Procedure 4. Announce Seminar Dates and Locations 5. Assign New Official to Mentor | <p style="text-align: center;">New Officials (and parents of youth officials)</p> <ol style="list-style-type: none"> 1. Review Registration Information 2. Answer Exam and Rules Questions; Review Rule Changes and Local Modifications 3. Review Assigning Procedure 4. Announce Seminar Dates and Locations 5. Assign Mentors |

| Meeting 3 (October) | |
|--|--|
| <p style="text-align: center;">Experienced Officials</p> <ol style="list-style-type: none"> 1. Review Registration Information and Deadlines 2. Answer Exam and Rules Questions 3. Review Judgment (videotape) | <p style="text-align: center;">New Officials (and parents of youth officials)</p> <ol style="list-style-type: none"> 1. Review Registration Information and Deadlines 2. Answer Exam and Rules Questions 3. Review Basic Positioning |

| Meeting 4 (November) | |
|---|--|
| Experienced Officials | New Officials (and parents of youth officials) |
| <ol style="list-style-type: none"> 1. Finalize Registration 2. Answer Exam and Rules Questions 3. Address Issues from Early Part of Season 4. Officiating—The Mental Game | <ol style="list-style-type: none"> 1. Finalize Registration 2. Answer Exam and Rules Questions 3. Review Officiating Procedures (icing, off-sides, calling penalties) |

| Meeting 5 (December) | |
|--|--|
| Experienced Officials | New Officials (and parents of youth officials) |
| <ol style="list-style-type: none"> 1. Rules-Situations Quiz 2. Communication | <ol style="list-style-type: none"> 1. Answer Early-Season Questions 2. Communication with Partners/Players/Coaches |

| Meeting 6 (January) | |
|--|---|
| Experienced Officials | New Officials (and parents of youth officials) |
| <ol style="list-style-type: none"> 1. Playoff and Tournament Procedures 2. Local Hockey Program Concerns | <ol style="list-style-type: none"> 1. Mid-Season Ice Session to Review On-Ice Procedures and Positioning |

| Meeting 7 (February) | |
|--|--|
| Experienced Officials | New Officials (and parents of youth officials) |
| <ol style="list-style-type: none"> 1. Review Playoff and Tournament Procedures 2. Address End-of-Season Issues | <ol style="list-style-type: none"> 1. Address End-of-Season Issues 2. Fun Activity |

| Meeting 8 (March or April) | |
|---|---|
| Experienced Officials | New Officials (and parents of youth officials) |
| <ol style="list-style-type: none"> 1. End-of-Season Wrap-up 2. Discuss Issues Pertaining to Next Season | <ol style="list-style-type: none"> 1. End-of-Season Wrap-up 2. Planning Ahead for Next Season |

APPENDIX 3 - MODEL MEETING AGENDA

The following is an example of an agenda for a local officials association meeting (modify to best meet the needs of the membership).

- I. Call to Order - Welcome members and guests (pass around attendance sheet)
- II. Review the minutes from previous meeting(s)
- III. Officers Reports
 - A. President's Report
 - B. Secretary's Report
 - C. Treasurer's Report
 - D. Local Hockey Association Representative
- IV. Committee Reports
 - A. Assigning
 - B. Recruiting
 - C. Evaluation
 - D. Ethics
 - E. Education
 - F. Special Events
- V. Old Business
 - A. Items tabled from last meeting
 - B. Issues that have not been resolved
 - C. Other old business
- VI. New Business
 - A. New items that need to be addressed
 - B. Other new business (from the membership)
- VII. Education Program
 - A. Breakout into experienced and inexperienced groups
- VIII. Announcements
 - A. Upcoming Events
 - B. Special Events (Birthdays, etc.)
 - C. Next Meeting Date and Location
 - D. Other Announcements
- IX. Adjournment

APPENDIX 4 - MODEL CONSTITUTION

The following Model Constitution¹⁰ can be applied to most Sports Officials Associations. As discussed previously, there are two methods of operation - as a Not-For-Profit Corporation or as an unincorporated association. Local laws, financial considerations, and member preferences will dictate which method is preferable.

{NOTE Text in braces and italics deals with rationale for verbiage.}

BY-LAWS

ARTICLE I - NAME

Section 1 - NAME. The name of this Corporation (Association) shall be: The [identifying name] Ice Hockey Officials Association [Association, Inc., a Not-For-Profit Corporation of the State of (Homestate)]. *{Use either, but not both, Corporation or Association, as organized.}*

Section 2 - OFFICE. The Corporation (Association) may have offices at such places as the Board of Directors may from time to time determine. *{Allows for transfer of location as Officers change or as the Chief Executive Officer is redefined.}*

ARTICLE II - PURPOSES

Section 1 - PURPOSE. The purposes for which this Corporation (Association) are organized include, but are not limited to, the following:

- a. Further the interests of ice hockey officials;
- b. Maintain the highest standard of ice hockey officiating;
- c. Promote the welfare of ice hockey, its players, parents, administrators, fans, the media, and officials.
- d. Encourage the spirit of fair play and sportsmanship;
- e. Work with organizations and associations connected with ice hockey and other sports to further amateur sports and all persons involved with amateur sports;
- f. Provide educational programs to advance the skills of ice hockey officials;
- g. Work with ice hockey administrators to provide qualified officials to officiate ice hockey;
- h. Conduct programs to encourage public appreciation for the skill and professional competence of ice hockey officials.

ARTICLE III - MEMBERSHIP

Section 1 - Membership. This Corporation (Association) shall be comprised of the following persons within the following classes of membership.

- a. Active: Comprised of individuals who are duly qualified ice hockey officials who have complied with all the membership requirements of this Corporation (Association), who are in good standing, and who officiate ice hockey contests;
- b. Inactive: Comprised of individuals who were formerly duly qualified ice hockey officials who were in good standing when they ceased to be Active members and who now no longer officiate ice hockey contests;

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- c. **Affiliate:** Comprised of individuals or business entities who are not Active or Inactive members, but who have a special interest in the purposes of this Corporation (Association);
- d. **Honorary:** Comprised of individuals upon whom this Corporation (Association) desires to confer such status according to criteria to be established by this Corporation (Association).

Section 2 - Qualified Membership. This Corporation (Association) may accept individuals for membership pursuant to criteria to be established by this Corporation (Association) and such applications for membership shall be accepted or rejected by a majority vote of the Board of Directors.

Section 3 - Resignation. Any member may resign by filing a written resignation with the Secretary, which resignation shall be presented to the Board of Directors by the Secretary at the first meeting after its receipt, but such resignation shall not relieve the member so resigning of the obligation to pay any dues, assessments or other charges previously accrued and unpaid prior to the receipt of such resignation.

Section 4 - Reinstatements. Upon written request signed by a former member and filed with the Secretary, the Board of Directors may, by the affirmative vote of a majority of the Directors, reinstate such former member to membership upon such terms as the Board of Directors may deem appropriate.

ARTICLE IV - MEMBERSHIP MEETINGS

Section 1 - Meetings of Members. The Corporation (Association) shall hold no less than five regular meetings during each fiscal year. There shall be one annual business meeting in addition to these five other meetings. Special meetings of the members may be called from time to time by the Secretary at the request in writing of a majority of the Board of Directors. Such a request for a special meeting shall state the purpose or purposes of the proposed meeting.

Section 2 - Notice of Meetings of Members. Written notice of a meeting of the members, stating the time, place and object, shall be mailed to each member at such address as appears on the books of the Corporation (Association), no less than fourteen days before such meeting.

Section 3 - Voting. The presence of [identify a percentage, suggested 20% minimum and 50% maximum] percent of the active membership constitutes a quorum. A majority vote of such members where a quorum is present is necessary to make a decision, except where some other number is required by law or these By-Laws. Neither proxy voting nor mail voting is permitted.

Section 4 - Meeting Requirements. Each Active member in good standing shall be required to attend the annual rules interpretation meeting and three additional regular meetings.

ARTICLE V - BOARD OF DIRECTORS

Section 1 - General Powers and Duties. The property, business, and affairs of the Corporation (Association) shall be managed by its Board of Directors, and the Board of Directors may exercise all such powers of the Corporation (Association) as are not by law, or by the articles of Incorporation {if applicable}, or by these By-Laws, directed or required to be exercised by its members.

Section 2 - Composition. The Board of Directors shall consist of not less than nine Active members in good standing of the Corporation (Association). Each Director shall hold office until his successor shall have been elected and qualified, or until his/her death, resignation, or removal.

Section 3 - Election of Directors. One third of the Board shall be elected each year by the Active members, to serve as Directors for a term of three years, or until their successors have been elected and assume office.

Section 4 - Nominations. The Nominating Committee shall mail to the Active members at least thirty days before the annual business meeting, one nomination for each seat on the Board which is vacant or which is about to expire.

Section 5 - Removal of Directors. Any Director may be removed by a majority vote of the Active members whenever in their judgment the best interests of the Corporation (Association) will be served thereby.

Section 6 - Resignations. Any Director may resign at any time by giving written notice to the President or Secretary of the Corporation (Association). Such resignation shall take effect at the time specified therein. Unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 7 - Vacancies. Any vacancy occurring in the Board of Directors or any directorship to be filled by reason of an increase in the number of Directors, shall be filled by a majority vote of the Directors then in office at a regular meeting or a special meeting of the Board of Directors called for that purpose. Each Director so appointed to fill a vacancy shall hold office until the next election for members of the Board of Directors held after appointment, to fill the unexpired term of his/her predecessor.

Section 8 - Regular Board Meetings. The regular meeting of the Board of Directors shall be held on such date within ninety days of the end of this Corporation's (Association's) fiscal year, as shall be fixed by the Board of Directors, at such time and place as may be designated in the notice of the meeting.

Section 9 - Special Board Meetings. Special meetings of the Board of Directors may be held at any time on the call of the President or at the request, in writing, of a majority of the Directors. Special meetings of the Board of Directors may be held at such time and place as may be designated in the call for such meeting.

Section 10 - Notice of Special Meetings. Notice of each special meeting shall be mailed or otherwise communicated in writing to each Director at his/her residence or usual place of business, at least seven days before the day on which the meeting is to be held. No such notice is required for conducting business if at the meeting all Directors are present.

Section 11 - Quorum. A majority of the total number of Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors.

Section 12 - Informal Action. Any action required to be taken at a meeting of the Board of Directors may be taken without a meeting if a consent in writing setting forth the action so taken shall be signed by all of the Directors.

Section 13 - Compensation of Directors. Directors shall not receive any direct compensation from this Corporation (Association) for their service as Directors. This does not preclude any Director from serving the Corporation (Association) in any other capacity and receiving compensation in that capacity.

Section 14 - Re-election. No member of the Board of Directors who has served two consecutive terms shall be eligible for re-election until at least one year shall have elapsed. Any Director who has filled a former Director's unexpired term shall be eligible to serve two consecutive terms in addition to the unexpired period.

Section 15 - Chairman. The Board of Directors shall annually elect by majority vote a Chairman to preside at its meetings. He/she shall be eligible to serve two consecutive one-year terms, and shall not be eligible for re-election until at least one year has elapsed following his second one-year term.

ARTICLE VI - OFFICERS

Section 1 - Elected Officers. The elected Officers of this Corporation (Association) shall be a President, a Vice President, a Secretary, and a Treasurer, to be elected annually by the Active members at the annual business meeting. Each Officer shall hold office until the next annual election of the Officers or until his/her death, resignation, or removal.

Section 2 - Qualifications for Elected Officers. Only Active members of the Corporation (Association) are eligible to be elected as Officers.

Section 3 - President. The President shall be the Chief Executive Officer of the Corporation (Association), and shall be responsible for all management functions. He shall have executive authority to see that all orders and resolutions of the Board of Directors are carried into effect, and, subject to the control vested in the Board of Directors, shall administer and be responsible for the overall management of the business affairs of the Corporation (Association).

Section 4 - Subordinate Officers. The Board of Directors may appoint such Assistant Secretary, Assistant Treasurer(s), Controller, and other Officers and such agents as the Board of Directors may determine, to hold office for such a period and with such authority and to perform such duties as the Board of Directors may determine from time to time.

Section 5 - Vice President. There shall be one Vice President who shall be responsible for such duties as are individually assigned to him by the President.

Section 6 - Secretary. The Secretary shall:

- a) Keep the minutes of the meeting of the regular members and of the Board of Directors;
- b) See that all notices are duly given in accordance with the provisions of these By-Laws or as required by law;
- c) Be custodian of the records and of the seal of the Corporation (Association), and see that the seal is affixed to all documents of the Corporation (Association);
- d) Have charge of membership records of the Corporation (Association); and,
- e) In general, perform all duties incident to the office of Secretary, and other such duties as are provided by these By-Laws and as from time to time are assigned to him/her by the Board of Directors or by the President of the Corporation (Association).

Section 7 - Treasurer. The Treasurer will:

- a) Receive and be responsible for all funds of and securities owned or held by the Corporation (Association), and in connection therewith, keep full and accurate records and accounts for the Corporation (Association);
- b) Deposit to the credit of the Corporation (Association) all money, funds, and securities so received in such bank or other depository as the Board of Directors or an Officer designated by the Board of Directors may from time to time establish;
- c) Disburse or supervise the disbursement of the funds of the Corporation (Association) as may be properly authorized;
- d) Render to the Board of Directors at any meeting, when asked, financial and other appropriate records of the condition of the Corporation (Association); and,
- e) In general, perform all the duties incident to the office of Treasurer and other such duties as from time to time may be assigned by the Board of Directors or by the President of the Corporation (Association).

Section 8 - Interpreter (Referee-in-Chief). The Interpreter (Referee-in-Chief) shall hold meetings in the interest of uniformity and strict interpretation of the rules, mechanics, and techniques of good officiating before and during the season as a means of educating officials, coaches, players, and others interested in the fundamentals of good officiating.

Section 9 - Compensation of Officers. Elected Officers shall not receive any direct compensation from this Corporation (Association) for their services as Officers. This does not preclude any Officer from serving the Corporation (Association) in any other capacity and receiving compensation in that capacity.

Section 10 - Elections. Election of Officers shall be held annually with all classes of members being given at least thirty days written notice of such election meeting and the candidates for each office.

Section 11 - Re-election. No Officer who has served two consecutive terms as an Officer of the Corporation (Association) as a particular Officer shall be eligible for election or re-election to such office until at least one year shall have elapsed.

Section 12 - Balloting. Balloting shall be by secret ballot by those Active members in good standing present at the annual business meeting. If a tie vote occurs, there shall be another secret ballot at a meeting to be held within four weeks of the annual business meeting and with one week written notice to the Active members, with the two members receiving the most vote in the first balloting included in this second balloting. If a tie vote results on this second balloting, the Board of Directors shall decide upon that particular Officer of the Corporation (Association).

Section 13 - Resignations. Any Officer may resign at any time by giving written notice to the Board of Directors. Such resignation shall take place at the time specified therein. Unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 14 - Vacancies. Any vacancy occurring in any office shall be filled by a majority vote of the Directors. Each officer so appointed shall hold the office for the unexpired term of his/her predecessor and he shall be appointed to hold such Office until the next election of Officers, or until his/her successor, if any, shall be similarly appointed or until his death, resignation, or removal.

Section 15 - Good Standing. An Active member in good standing is one who has met the meeting attendance requirements, timely paid the dues, passed the requisite tests, timely paid any fines, penalties, and assessments, and has observed and complied with the By-Laws of this Corporation (Association) and all other requirements established by the Corporation (Association).

ARTICLE VII - SPECIAL AND STANDING COMMITTEES

Section 1 - Nominating Committee. The President shall appoint a Nominating Committee and a Chairman of that Committee which shall consist of the Directors currently in office. The Nominating Committee shall invite suggestions from the membership of all classes for those offices which are vacant or about to expire, allowing at least thirty days for suggestions. The Nominating Committee shall then nominate candidates for the required Officers of the Corporation (Association) as provided in these By-Laws and report such nominations to such membership at least thirty days before the annual business meeting.

Section 2 - Special Committees. The President, with the approval of the Board of Directors, shall appoint such other committees, sub-committees, or task forces as are necessary and which are not in conflict with other provisions of the By-Laws, and the duties of any such committee shall be prescribed by the President with the approval of the Board of Directors.

Section 3 - Judicial Committee. The President shall appoint five members to serve as the Judicial Committee. This Committee shall hear and decide all charges brought against any member. The Committee shall appoint one of them to serve as Chairman. The members shall serve for the same terms and pursuant to the same conditions as the other Officers.

ARTICLE VIII - BOOKS AND RECORDS

Section 1 - Location. The books, accounts, and records of the Corporation (Association) may be kept at such place or places as the Board of Directors may from time to time determine.

Section 2 - Inspection. The books, accounts, and records of the Corporation (Association) shall be open to inspection by any member of the Board of Directors at all times, and open to inspection by the Active members at such times, and subject to such regulations as provided by statute.

Section 3 - Corporation (Association) Seal. The Corporation (Association) shall have a seal which shall be used as prescribed by law.

Section 4 - Audit. The accounts of the Corporation (Association) shall be audited not less than annually by a Certified Public Accountant who shall be appointed by the President with the approval of the Board of Directors, and who shall provide a report to the Board of Directors and which shall also be provided to the Active members at the next annual meeting.

ARTICLE IX - DUES

Section 1 - Annual Dues. The members may determine from time to time the amount of initiation fee (if any), annual dues payable by the classes of members of the Corporation (Association), the dates upon which payment is due, and penalties for nonpayment or failure to pay in a timely manner.

ARTICLE X - DISCIPLINE OF MEMBERS

Section 1 - Grounds for Discipline. For failure to comply with these By-Laws, established authority or regulations of the Corporation (Association), or for delinquency in payment of authorized charges, fines, penalties, or assessments, or for any other conduct conclusively established to be contrary to the best interests of the Corporation (Association), a member may be fined, placed on probation, or suspended from the Corporation (Association) for not more than one year, or may be expelled.

Section 2 - Notification of Charges. A charged member shall receive written notice by "Certified Mail - Return Receipt Requested", of the charges against him, indicating the alleged violation with specific reference to the By-Laws provision, rule, or regulation he allegedly violated, the specific alleged violative conduct, where and when the alleged violative conduct occurred, and the person or entity who filed the charge. Such member shall also be provided at that time with copies of all documents related to the charges which may be used in prosecuting the charged, and referred to these By-Laws with respect to procedural rights.

Section 3 - Right of Hearing. A member charged with any violation shall have the right to be heard in person or by written statement made by him in his own defense before the Judicial Committee. Such right shall be afforded prior to the imposition of any fine, penalty, or any other disciplinary action. A member may seek a personal hearing if this is requested by that member within fourteen days of the date of written notification to him/her of a violation, and if the request is made to the member who sent the notification. At the hearing, the person or entity bringing the charges shall be present, and both sides may present any information or documents. Each party may ask questions of the other party and the other party's witnesses. Legal counsel may be present and fully participate if the Corporation (Association) is notified at least three days prior to the date of the hearing so it can also have its legal counsel present. The hearing shall be audio tape recorded and all documents retained. A written decision shall be made and sent to both parties by "Certified Mail - Return Receipt Requested" within sixty days of the hearing date. A majority vote of the members of the Judicial Committee shall determine its decision.

Section 4 - Appeal. Any member suspended by the Judicial Committee shall have the right of appeal to the Board of Directors by giving its Chairman written notification within seven days of the receipt of the Judicial Committee's decision. The Board of Directors shall decide the appeal on the record before the Judicial Committee, and on its review of any further written arguments to be submitted by both parties and received by the Chairman no later than forty-five days before the date for oral argument. Legal counsel may participate. A written decision shall then be made by majority vote of the Board of Directors and sent by "Certified Mail - Return Receipt Requested" within sixty days of the date on which oral argument was heard.

ARTICLE XI - INDEMNIFICATION (CORPORATION ONLY)

Only the intent of the Section is listed. Verbiage is available upon request.

Section 1 - Civil or Criminal Proceeding. The Corporation shall have the power to indemnify any member who was or is a party or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative.

Section 2 - Negligence or Misconduct. The Corporation shall have the power to indemnify any member who was or is a party or is threatened to be made a party to any suit.

Section 3 - Attorney's Fees. Provides protection against fees.

Section 4 - Determination of Indemnification. Establishes a procedure.

Section 5 - Early Payment of Expenses. Allows for early payment (pre-disposition).

Section 6 - Insurance. Provides for indemnification insurance.

ARTICLE IX - MISCELLANEOUS PROVISIONS

Section 1 - Fiscal Year. The fiscal year of the Corporation (Association) shall end of the last day of (month) in each year. (*Suggested end of fiscal year should be no earlier than June 30 and no later than August 31.*)

Section 2 - Depositories. The Board of Directors and an Officer designated by the Board of Directors shall appoint banks, trust companies, or other depositories in which shall be deposited from time to time the money or securities of the Corporation (Association).

Section 3 - Checks, Drafts, and Notes. All checks, drafts, or other orders for the payment of money and all notes or other evidence of indebtedness issued in the name of the Corporation (Association) shall be assigned by such Officer(s) or agent(s) as shall from time to time be designated by resolution of the Board of Directors or by an Officer appointed by the Board of Directors.

Section 4 - Contracts and Other Instruments. Except as otherwise provided in the By-Laws, the Board of Directors may authorize any Officer, agent, or agents to enter into any contract, or execute and deliver any instrument in the name and on behalf of the Corporation (Association) and such authority may be general or confined to specific instances.

Section 5 - Gifts. The Board of Directors may accept on behalf of the Corporation (Association) any contribution, gift, bequest, or device for the general purposes or for any specific purpose of the Corporation (Association).

Section 6 - Status of Members. All members of the Corporation (Association) are independent contractors in their officiating capacities and not employees of the Corporation (Association), or of any Officer of the Corporation (Association), or of any other person or entity for whom the members work as officials. All members of the Corporation (Association) recognize this status and understand that the Corporation (Association), nor its Officers, are employers, and therefore the members may not collect Worker's Compensation from the Corporation (Association) or any person or entity for injuries sustained while officiating.

Section 7 - Legal Counsel. The legal counsel to the Corporation (Association) is [Name], Esquire, who may be changed from time to time by majority vote of the Board of Directors.

Section 8 - Amendments. These By-Laws may be amended or repealed by a two-thirds vote of the active members in good standing present at any annual business meeting of the Corporation

(Association) duly called and regularly held, notice of such proposed changes having been sent in writing to the active members at least thirty days before such meeting. Amendments may be proposed by the Board of Directors on its own initiative, or upon petition of any twenty-five active members [*arbitrary number, should not exceed 50% of the active members*] which shall be addressed and delivered to the Board of Directors. All such proposed amendments shall be presented by the Board of Directors to the active members with or without recommendation.

APPENDIX 5 - ASSOCIATION "GENERAL RULES"

"General Rules" are those which may be changed virtually at any time, most commonly at association meetings by majority vote of the Board of Directors or the membership. They do not affect the structure of the association. Here are some typical "General Rules" as received from several associations which responded to our initial questionnaires.¹¹

- Officials are required to be on-site 45 minutes prior to game time.
- Officials are required to wear business attire when arriving at and departing from the game site (travel hockey).
- If an official is not on the ice for the start of the game but is on the ice by the start of the second period, one-half of the game fee is forfeited.
- A no-show official will be fined to the extent of the game fee applicable for the game.
- Each official on the high school/travel hockey schedule must work a minimum of 10 games at the house league level (service to the development league and mentoring of officials).
- Each association member is required to attend a minimum of three association meetings during the fiscal year.
- Each high school/travel hockey rated official must perform a minimum of two evaluations during the season on members who do not have such rating.

¹¹ Central Jersey Ice Hockey Officials Association; Dane County [Madison, WI] Hockey Officials Association; Ice Hockey Officials of Northern Connecticut; Southern California Amateur Hockey Association (R. Coombs); Western Pennsylvania Hockey Officials Association.

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