

Intramural Referee Training Program

A Multimedia Module for

The Department of Recreational Sports



Paul A. Schlag

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EXECUTIVE SUMMARY

This project plan directs the design, development, evaluation, and implementation of an eTraining module called Intramural Referee Training (IRT). IRT consists of interactive, multimedia components. The module will be accessible to intramural referees via computer in the Department of Recreational Sports office. The purpose of the program is to shift some of the classroom-based training to electronic training (eTraining). This will result in lower training costs of seasonal referees, while enhancing learning through instructional technologies, and providing referees with innovative ways to learn and improve their performance.

The mission of the Department of Recreational Sports is “*To serve the University community by enhancing the lives of its members through recreational activities and learning opportunities that promote healthy lifestyles and personal development.*” This project meets these goals by increasing the recreational experiences of intramural participants through efficient training of referees who facilitate these experiences. Thus, the cost of constantly training the referees is reduced, while the quality of the intramural experience for participants is maximized.

The unit primarily affected by this project is the Intramural Sports division of the Department of Recreational Sports. Some employees essential to this project completion are from the fields of Refereeing, Training, Instructional Technology, Graphic Design, and Video Production, and compose the Project Team. The project time estimate for completion is one year and incorporates a participatory design model to achieve specific organizational goals. Costs associated with implementing this project are kept to a minimum because the University of Georgia provides the technological resources—instructional software, computers, and video production capabilities. Further, a majority of the Project Team members are chosen from the university community.

Risks associated with this project are limited to the project timeline, staffing of experts in refereeing, training, instructional technology, graphic design and video production, user logon, password access, and training. However, risk mitigations have been identified to ensure anticipated risks are managed and minimized. For specific steps in dealing with these issues, refer to the Quality Assurance Plan, which addresses unforeseen risks in terms of project deliverables, product implementation and testing, problem and issue resolutions, and final results.

PROJECT CHARTER

The Intramural Referee Training Program is a yearlong project designed to shift from a traditional referee training program, to an interactive eTraining module. Training will cover refereeing skills and techniques for the nine sports offered by the Department of Recreational Sports. Julie Moore, the Director of the Department of Recreational Sports is sponsoring this project. Finally, the objectives for this program are geared toward enhancing referee knowledge, skills and effectiveness in a cost-effective, instructionally sound manner.

Department Head Signature

Date

PROJECT SCOPE

Background

The Intramural Sports division of the Department of Recreational Sports offers the following sports that require one or more referees:

- Basketball
- Flag Football
- Tennis
- Indoor/Outdoor Soccer
- Racquetball
- Softball
- Squash
- Ultimate Frisbee
- Volleyball

Approximately 15,000 students participate in these programs each year. Last year, an estimated 250 referees were hired and trained by the Intramural Sports division. Training these referees costs Intramural Sports an average of \$27,000 per year.

Current Referee Training

The training program currently in place for intramural referees consists of three workshops. The first workshop deals with the rules of the sport. The second workshop consists of a lecture regarding the policies and procedures of the division of Intramural Sports. The final workshop instructs the referees on their roles and responsibilities as referees. These workshops are typically given in a lecture format with overhead slides emphasizing rules, hand signals and field positioning. Occasionally, a video is shown to demonstrate a rule or call.

Proposed Training

Implementing this project plan results in the development of an interactive, stand-alone module that will be installed on the computer in the Department of Recreational Sports office. The Intramural Referee Training program is a multimedia application that will shift some of the classroom-based training to electronic training (eTraining) for the Intramural Sports division of the Department of Recreational Sports. The program allows intramural referees to gain an understanding of refereeing intramural sports. It is estimated that approximately 250 intramural referees will participate in this training program each year.

The major deliverable for the project is an interactive, multimedia module with an interface that is easy to use. The module contains the following components:

1. Policies and procedures of intramural sports
2. Basic refereeing knowledge and skills
3. Digital video examples of refereeing plays
4. A “You Make the Call” section that tests knowledge and allows practice
5. Conflict management and resolution

Objectives

The training program is designed to meet the following objectives:

- Increase knowledge of responsibilities
- Increase knowledge of the rules of the sport
- Increase knowledge of the proper hand signals for a particular call
- Increase knowledge of proper positioning on the field
- Increase knowledge of what to do in case of injury
- Increase knowledge of conflict resolution
- Increase knowledge of policies and procedures of Intramural Sports

Assumptions

The project management team made the following assumptions while developing this project plan:

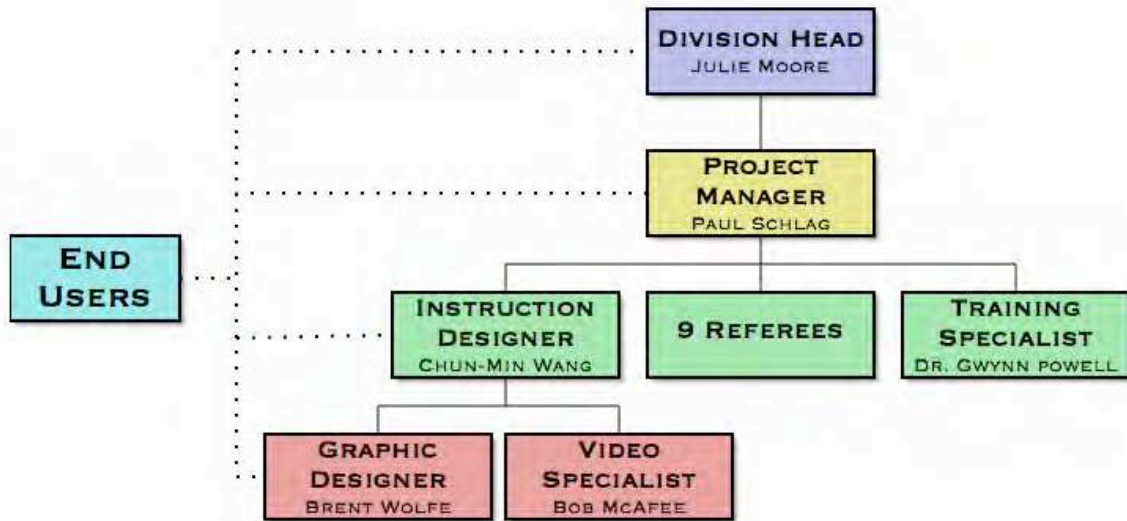
- Training course content is researched and proposed by the Project Team but the division of Intramural Sports has final approval
- The learning objectives include all of the objectives suggested by the client, allowing for flexibility in the activities included in the training program
- The client and Project Team prioritize the components of the project in relation to their entire work load in order to accomplish the tasks necessary for completion of the program

Project Stakeholders

The project stakeholders support and guide the project development and evaluation. The project stakeholders are the head of Intramural Sports, the Project Manager, nine experienced referees (one from each sport), a Training Consultant, an Instructional Designer, a Graphic Designer, a Video Production Specialist and end users. Listed below are primary tasks of each stakeholder.

- **Head of Intramural Sports** – ensures organizational goals connected to this project are achieved and to give approval before each phase of the project is implemented.
- **Project Manager**—establishes and maintains the roles and responsibilities of team members, tracks and makes sure the Work Breakdown Structure is followed, oversees the General Management Plan, the Risk Management Plan, the Quality Assurance Plan, and maintains the Communication Plan. Further, the Project Manager ensures that the project produces a high quality product in a timely manner and administers all phases of project management including development, implementation, and evaluation.
- **Nine Referees**—work in conjunction with the Instructional Designer to determine content of the training for each individual sport. The referees are also involved in evaluating training content.
- **Training Consultant**—ensures that training is provided in an effective manner and meets current professional standards of training.
- **Instructional Designer**—works in conjunction with the nine experienced referees, the Training Consultant, the Graphic Designer, and the Video Production Specialist to maintain proper instructional content and processes.
- **Graphic Designer**—works in conjunction with the Project Manager and Instructional Designer to create and aesthetically pleasing, user-friendly interface for the training program. The Instructional Designer also ensures that the visual presentation of the training program prompts and promotes learning.
- **End Users**—participate in content development, accessibility, and program evaluation.

Project Stakeholders



Cost Estimates

Expenditures	Hrs. of Use	Cost
In Kind Contributions by the University of Georgia		
Computers (8)	2500	\$24,000.00
Software Access	2500	
Microsoft Office		\$199.00
Final Cut Pro		\$999.00
Fireworks		\$299.00
Flash		\$499.00
Dreamweaver		\$399.00
Video Production Studio	100	\$5,000.00
Facility Usage	2600	\$130,000.00
Server space for online work breakdown structure		\$100.00
Printers (3)		\$600.00
TOTAL IN KIND DONATIONS		\$162,095.00

Human Resources

Project Manager	1500	\$37,500.00
Nine Referees	360	\$5,400.00
Training consultant	100	\$2,500.00
Video Production Specialist	250	\$6,250.00
Instructional Designer	500	\$10,000.00
Graphic Designer	250	\$5,000.00

Materials

Video Production		
Videotapes		\$50.00
Props		\$100.00
Implementation		
Storage Drives		\$500.00
CD-Rs		\$50.00
Paper		\$50.00
TOTAL COST		\$67,400.00

PROJECT ORGANIZATION

Work Breakdown Structure

ACTIVITY/TASK	Status	Accountability	Star	End	Mar/Apr	May/June	Jul/Aug	Sep/Oct	Nov/Dec	Jan/Feb						
					1	2	3	4	5	6	7	8	9	10	11	12
1 Mobilize Project E-Training Team	Not Started	Project Manager		4/1 4/8												
1.1 Develop training workplan	Not Started	All		4/8 4/15												
1.2 Secure training resources	Not Started	Project Manager		4/8 4/15												
1.3 Obtain authorization	Not Started	Project Manager		4/15 4/15												
2 Content Specification	Not Started	Referees/Training Cons.		4/18 5/18												
2.1 Develop first draft	Not Started	ID, Refs and Training C.		4/18 5/11												
2.2 Peer and referee edits	Not Started	ID, Refs and Training C.		5/11 5/18												
2.3 Obtain authorization	Not Started	Project Manager		5/18 5/20			▲									
3 Develop Template	Not Started	Graphic and ID		5/25 6/25												
3.1 Match template to content	Not Started	Graphic and ID		5/25 6/10												
3.2 Graphics	Not Started	Graphic		5/25 6/25												
3.3 Obtain authorization	Not Started	Project Manager		6/25 6/30			▲									
4 Video Production	Not Started	PM and Video Spec.		5/25 6/15												
4.1 Video script	Not Started	PM, Refs, Video Spec. ID		5/25 6/1												
4.2 First take	Not Started	Refs, Video Spec. ID		6/1 6/15												
4.3 Obtain authorization	Not Started	Project Manager		6/15 6/20			▲									
5 Implement	Not Started	Project Manager		6/25 12/1												
5.1 Develop first draft	Not Started	PM, ID and Graphic		6/25 12/1												
5.2 Obtain authorization	Not Started	Project Manager		12/2 12/9									▲			
6 Evaluate and Change	Not Started	All		12/9 2/21												
6.1 Obtain authorization	Not Started	Project Manager		2/21 2/28												▲

- In Progress
- Complete
- ▲ Major Milestone
- Slip in Schedule/Revised Target
- Not Started
- In-Progress
- Complete
- Slip

PROJECT MANAGEMENT

General Management Plan

Project Management

The Project Manager directs and guides the Project Team in order to reach milestones and target dates on time and within budget. The main priority of the Project Manager is to guide the development of the eTraining program to achieve the highest quality product that utilizes learner interactions, meets learning goals and intended learning outcomes, and remains within budget. Further, the Project Manager oversees the implementation of the eTraining program to a CD so that intramural referees can receive training.

Stakeholder Management

The Project Manager is dedicated to meeting stakeholder needs and expectations as well as the collective needs of the group. It is the primary responsibility of the Project Manager to communicate with stakeholders in a systematic way regarding task progression and other essential updates.

Project Tracking and Control

Each step of the Work Breakdown Structure is tracked against the plan to monitor for anticipated risks, problem resolutions, and quality control indicators. The Project Manager updates the Work Breakdown Structure on a weekly status report and tracks the Work Breakdown Structure on the project web site. Also, in-progress reviews are conducted on a weekly basis to update stakeholders. Listed are examples of the reviews, meetings, and quality control methods that are used to ensure project completion.

- In-stage quality assessments are conducted by the Project Manager for quality control.
- Authorization meetings are held after submission of deliverables for review by the Division Head. The Division Head checks products for accuracy, appropriateness, and revision if necessary.
- General project progress reports are submitted to all stakeholders on a weekly basis as necessary.
- A problem log, located on the project website tracks problems and what steps were taken to resolve the problem.

Status Reporting

Status reports of project development are compiled and emailed on a weekly basis. Additionally, the Project Manager is available for informal meetings to address questions, and feedback regarding the project. The Project Manager schedules meetings in advance to allow team members to resolve and work with schedules.

Risk Management Plan

Listed are risks identified that require attention and plans for dealing with the risk category:

- **Risk Category:** Work Breakdown Structure
 - The Work Breakdown Structure covers stakeholders' roles as well as a timetable for task completion and requires coordination between the Project Manager and Project Team.
- **Risk Mitigation:** Work Breakdown Structure
 - The Project Manager coordinates the Work Breakdown Structure by providing advance notification via email for responsibilities, tasks, timetables, deadlines, and meetings. Communicating in this way gives project members time to plan and request additional resources. It also provides them sufficient time to review work products, documents, and deliverables.
- **Risk Category:** End User Log On/Password
 - Having end users login to the training program presents a low risk because most end-users already have a UGA ID and password.
- **Risk Mitigation:** End User Log On/Password
 - This project plan has included a project stage that addresses assignment of user names and passwords for each end user and calls for the use of users' UGA ID and password.
- **Risk Category:** End User Training
 - Training intramural referees for basic computer and browser skills and knowledge presents a low risk because it is assumed that intramural referees are college students and possess the required computer skills and knowledge to navigate the eTraining program.
- **Risk Mitigation:** End User Training
 - The Project Manager evaluates the first and subsequent drafts of the training program by having intramural referees participate in the program. It is then determined whether the end users have been able to easily navigate and participate in the training program. Suggestions and feedback are sought from the intramural referees.

Quality Assurance Plan

To ensure quality with the Intramural Referee Training Program task assessments are conducted to ensure quality control. In addition, weekly and monthly meetings are held to address problems and concerns. Finally, the Training Consultant and experienced referees review tasks and products to ensure that the training program is of professional quality.

The task assessments make sure plans and procedures are followed and completed on time. Also, management of the quality assessment process exposes any unforeseen risks, and, if necessary, provides the opportunity to adjust the project plan to mitigate risks.

Quality assurance for this project is also comprised of evaluations in terms of peer review and editing, Division Head review, product testing, training results, and end user testing.

- **Peer Review and Editing:** the Project Manager, nine referees, a Training Consultant, and an Instructional Designer evaluate each task in the project plan to maintain quality.
- **Division Head Review:** All project deliverables are submitted to the Division Head for evaluation in terms of quality control assessment. In addition, document deliverables are presented to the Project Manager for review and feedback. It is the Project Manager's responsibility to solicit the Division Head for assistance in this review process.
- **Product Testing:** The final eTraining program is administered to end users and team members for review and feedback to check for content accuracy, technological soundness, and usability.
- **Training Results:** Training results are assessed during the training programs to ensure that the objectives of the training program are met. Further, training results are assessed based on post-training observation of refereed games followed by semi-structured interviewing.

Communication Plan

Communication management of this project consists of email, formal and informal meetings, and a project web site. The project website includes team members' contact information, the up-to-date Work Breakdown Structure, a problem log, a calendar of upcoming events, meetings and tasks, and a discussion board. The Project Manager, in conjunction with the Division Head, determines the proper modes of communication. Finally, the Project Manager has an open-door policy regarding drop-in meetings.

We have a communication plan to meet with the end-users to obtain feedback and will schedule a meeting to obtain feedback on the final product.