

RATINGS GUIDE

TO SAMPLE
QUESTIONS



Program Director Instructor Rating



The purpose of this study guide is to provide the individual who is taking the PSA exam with the relevant materials covered by the exam.

2014 PROGRAM DIRECTOR RATING REQUIREMENTS

1. PSA REGISTERED PROGRAM DIRECTOR (RPD)

- A. Must have attended a PSA approved educational program within one year of applying to take the exam. Affidavit must be on file with the PSA office.
- B. Must have completed the Basic Accreditation (BA) rating or attended an Entry Level Coaching Course (ELCC).
- C. Must have a minimum of 200 hours over a one-year period of managing skating programs in an ice arena.
- D. Must have experience in scheduling, staffing, promotion, safety procedures and ethics in an ice arena.
- E. Must pass the Registered Sport Science & Medicine written exam.
- F. Must pass the Registered Program Director oral exam.

2. PSA CERTIFIED PROGRAM DIRECTOR (CPD)

- A. Must have attended a PSA approved educational program within one year of applying to take the exam. Affidavit must be on file with the PSA office.
- B. Must have completed the Registered Program Director rating.
- C. Must have a minimum of 500 hours over a two-year period of managing skating programs in an ice arena.
- D. Must have experience in scheduling, staffing, promotion, safety procedures and ethics in an ice arena.
- E. Must have passed the Certified Sport Science & Medicine written exam.
- F. Must pass the Certified Program Director oral exam.

3. PSA SENIOR PROGRAM DIRECTOR (SPD)

- A. Must have attended a PSA approved educational program within one year of applying to take the exam. Affidavit must be on file with the PSA office.
- B. Must have completed the Certified Program Director rating.
- C. Must have a minimum of 1,000 hours over a three-year period of managing skating programs in an ice arena.
- D. Must have experience in scheduling, staffing, promotion, safety procedures, budgeting, and ethics in an ice arena.
- E. Must have passed the Senior Sport Science & Medicine written exam.
- F. Must pass the Senior Program Director oral exam.

4. PSA MASTER PROGRAM DIRECTOR (MPD)

- A. Must have attended a PSA approved educational program within one year of applying to take the exam. Affidavit must be on file with the PSA office.
- B. Must have completed the Senior Program Director rating.
- C. Must have a minimum of 2,500 hours over a five-year period of managing skating programs in an ice arena.
- D. Must have experience in scheduling, staffing, promotion, safety procedures, financial management, and ethics in an ice arena.
- E. Must have passed the Master Sport Science & Medicine written exam.
- F. Must pass the Master Program Director oral exam.

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The Professional Skaters Association has permanently removed the Code of Ethics rules stating, "Prior to acting as a coach, the member shall determine the nature and extent of any earlier teaching relationship with that skater and other members" and, "No member shall in any case solicit pupils of another member, directly or indirectly, or through third parties."

PSA PROGRAM DIRECTOR OUTLINE

CATEGORIES:

1. General and Standards
2. Ethics and Education
3. Human Resources
4. Scheduling and Marketing
5. Operations and Financial Management
6. Safety
7. SafeSport

LEVELS:

1. Registered – Learn-to-Skate Skating Director
Basic understanding of learn-to-skate group classes and assigning instructors/staff with experience as a program director
2. Certified – Program Director
Specific knowledge of organizing group classes and training the learn-to-skate staff with specific understanding of the role of the program director
3. Senior – Director and Head Coach
Complete understanding and experience in all areas and superior knowledge of being a program director
4. Master – Manager or Overall Facility Operator
Exceptional knowledge and organization with the ability to handle any situation that might arise in a facility including the entire staff operations as well as building operations

PROGRAM DIRECTOR EXAM OVERVIEW

REGISTERED:

(Basic understanding of organizational skills to operate a learn-to-skate program)

General/Standards:

- An overall knowledge of what qualities a good Program Director should possess
- Knowledge and understand of both the U.S. Figure Skating and the ISI Learn-to-Skate programs are necessary
- Goals and objectives of a successful learn-to-skate program

Ethics & Education:

- At this level you will need to be able to problem solve for different teaching methods
- Knowledge of the PSA Code of Ethics
- Knowledge of the benefits of having a membership with the PSA
- Knowledge on PSA educational programs

Human Resources:

- How to recruit instructors
- Managing a learn-to-skate staff

Scheduling/ Marketing:

- A working knowledge of how to organize the first day of group lessons as well as student to instructor ratios, testing, and overall class structure
- Policy on make-up classes
- Working knowledge on ways to promote and advertise your facility
- Interesting ideas on group lesson promotion/marketing

Operations:

- Basic customer service
- How to communicate with staff, parents, arena staff and management

Safety:

- Working knowledge of general rules that are enforced at your facility
- Safety equipment needed and proper use of it as well as its location in your facility
- Emergency Action Plan (EAP)
- Risk-management
- Emergency first aid
- Concussions

SafeSport:

- Awareness of SafeSport and where to find information

CERTIFIED:

(Specific knowledge demonstrating a more advanced and in-depth view of staff training, special events, policies and procedures with a working knowledge of basic arena operations and programs)

General/Standards:

- Developing a business plan
- Developing short and long term goals for learn-to-skate programs
- Specific knowledge of the Test standards for the learn-to-skate program

Ethics and Education:

- Problem solving customer (skater/parents) requests
- An understanding of the PSA Grievance procedure
- Ethical guidelines for Skating Directors & Program Directors
- Knowledge of the benefits of attending a PSA seminar
- U.S. Figure Skating Coach Compliance rule

Human Resources:

- A working knowledge of how to discipline staff members and the policies regarding how you as the Skating Director would meet with them.
- Working knowledge of how to determine the amount of staff you require and how to supervise them
- Policies and procedures on disciplining staff members
- Knowledge of common management problems.
- Orientation and training of learn-to-skate instructors
- Knowledge on staff training.
- Disciplining staff

Scheduling/Marketing:

- Knowledge of scheduling ice for learn-to-skate, figure, hockey, public sessions, etc.
- Working knowledge of how to offer special events such as, parties, ice shows, camps, seminars etc.
- Set policies on interviewing and hiring new staff members as well as training new staff members.
- Knowledge on how to create and introduce new programming.
- Free ways to promote your program and facility.

Operations:

- Mediation of issues with customers
- Communications with customers, staff and management
- Maintenance of learn-to-skate equipment, skate rentals and teaching aids
- Conducting staff meetings
- You will need to have ideas on how to handle unhappy customers (customer service solutions).
- The documentation process if there is a problem with a customer/patron.

- Guidelines for staff on how to handle incoming calls and how to handle phone messages

Safety:

- General knowledge of CPR
- Emergency Action Plan (EAP)
- Risk-management for potential hazards

SafeSport:

- Understanding of what SafeSport is and where to find further information

SENIOR:

(Superior knowledge of program development, human resources, policies and procedures, customer service, communications and budgeting)

General:

- The Program Director needs to have knowledge of what the Program Director's responsibilities are to the rink and what the rink's responsibilities are to the Program Director.
- Developing short and long term goals for all programs
- Best business practices

Ethics and Education:

- Superior knowledge of how to handle staff confrontations and if there is a grievance between coaches or staff members
- Social media guidelines
- Be familiar with the PSA Excellence on Ice (EOI) program
- False and misleading advertising
- Benefits of hiring PSA rated coaches

Human Resources:

- Knowledge of the difference between independent contractor and employee and which you prefer to have on your staff.
- Policies on staff evaluations.
- Qualifications for skate guards or Rink Monitors.
- Sexual harassment, bullying, etc.
- Disciplining staff

Scheduling/Marketing: (Seasonal schedule)

- Superior knowledge on training your learn-to-skate staff.
- Superior understanding of how to organize large groups of skaters with mixed levels Example: Girl Scouts, Church group.
- Problem solving on poorly attended sessions
- Superior knowledge of the slowest time of day and year and how you can try to sell that ice time.

- Scheduling for single and multi-surface facilities
- Knowing how to facilitate a learn-to-skate competition
- Knowledge of what actions can and should be taken when you start to lose revenue and/or expenses increase.
- Knowing what needs to be done when a bad public relations event happens at your facility.
- Having knowledge of the differences between privately owned, municipal operated and college owned facilities.

Operations:

- The Program Director needs to know methods for assigning and teaching private lessons.
- Program budgeting
- Debriefing staff after a major disaster
- Customer service: program evaluations/surveys, etc.
- Importance of documentation

Safety:

- Knowledge of everyday rink maintenance.
- Knowledge of what Material Safety Data Sheets (MSDS) are, and where they are kept and what purpose they serve.
- Knowledge on safe numbers on the ice for open skates, free skates etc.
- Knowledge of Emergency Action Plans (EAP) for your staff in case of fire, explosions, power failure, tornado and hurricane.
- Knowledge of accident reports
- Knowledge of specific public skate rules

SafeSport:

- Knowledge of the SafeSport Manual

MASTER:

(Mastery of arena programming with exceptional knowledge in overall arena operations with the ability to handle any situation that might arise in a facility)

General/Standards:

- Nurturing (liaison) with outside organizations
- Finding common goals and objectives with other organizations
- SWOT analysis

Ethics & Education:

- Dealing with unethical behavior
- Background checks for arena staff (i.e. skate guards, etc.)
- Training associates
- Applying policies in your facility
- Educational and other resources for success

Human Resources:

- Handling incompetent staff
- Termination of staff
- Roles and expectations for arena team players
- Chain of command (reporting)
- Policy administration
- Determining compensation increases for learn-to-skate, private lessons, staff)

Scheduling / Marketing: (Yearly schedules)

- Yearly schedule for Figure Skating, Hockey, Public, etc.
- Demographics
- Rationale for scheduling
- Sponsorships, grants, etc.
- Public speaking

Operations/Financial Management: (Business Plan)

- Arena maintenance
- Equipment maintenance
- Financial management – exceptional knowledge of best business practices (budgeting, accounting, cash procedures, capital improvements, etc.)
- Submit a business plan – three weeks prior to rating site

Safety:

- Work place safety – gun policy
- Fights inside your facility
- Suspicious activity and protecting your staff
- Catastrophic accidents/injuries

SafeSport:

- Complete understanding and awareness of the SafeSport Program

PROGRAM DIRECTOR GUIDE TO SAMPLE QUESTIONS

GENERAL RULES & STANDARDS

Definition of Program Director ~ one in charge of planning and scheduling programs.

The Program Director should always lead, promote, manage and maintain the facility's instructional programs and skating activities under the supervision and support of the rink manager or owner.

Your job is to establish, uphold and maintain consistent policies and procedures of the arena along with scheduling, promotion, staffing, negotiating, safety, education and ethics. Your job will be

seldom boring and may seem more like being the resident psychiatrist. . This is a fun, challenging and seldom boring job.

Communication is “key” with customers and management for the overall success of the programs and business.

Providing great programs, competent instruction in a safe and pleasant environment will keep costumers retuning and wanting more.

Staying on top of your direct competition and understanding area demographics is a tough job but an important part of the job.

Remember: *“We are not doing our customer’s a favor by serving them.
They are doing us a favor by giving us the opportunity to do so.”*

As a Program Director you will have many duties that are familiar to you as a figure skater. In all probability you will also be responsible for hockey programs, public skating and such non-familiar sports as broomball, curling or speed skating.

There may be other rinks/clubs in town but remember you are also competing with gymnastics, roller skating, soccer, health clubs and any facility that offers leisure or recreational activities. The market is tough and your job is to be on top of it.

REGISTERED PROGRAM DIRECTOR GENERAL QUESTIONS TO CONSIDER:

1. What are the benefits of using both ISI and U.S. Figure Skating programs in your facility?
2. What qualities do you need to be a good program director?
3. Be prepared to discuss the following:
 - how you track enrollment,
 - retention of existing skaters,
 - attracting new skaters,
 - percentage of skaters enrolled at each level (beginner through free skate)

CERTIFIED PROGRAM DIRECTOR GENERAL QUESTIONS TO CONSIDER:

1. Why should you have a business plan?
2. What is an example of a long term goal?
3. What are some ways to keep patrons interested in your programs and retuning to your facility?

SENIOR PROGRAM DIRECTOR GENERAL QUESTIONS TO CONSIDER:

1. Why is communication with patrons and management important?
2. Who is your target audience?
3. Who are you in competition with in the community?
4. How do you handle an unhappy customer

MASTER PROGRAM DIRECTOR GENERAL QUESTIONS TO CONSIDER:

1. Please explain your registration procedure.
2. Name some common management problems.
3. Do you negotiate your contract agreement with your superiors and if so, what do you look for in renewing a contract?
4. Are you aware of some of the challenges that face ice arenas today and if so, what are some ideas on how to handle these challenges?

ETHICS & EDUCATION

Please note that you will be asked at least one Ethics and one Education question per exam level.

Introduction: How many career options can provide the excitement, challenges and satisfaction of coaching figure skating? Figure skating coaches at all levels experience the pleasure of watching young people develop the sport skills of skating. However, coaches also have equally important legal and ethical obligations to our governing organizations, our skaters and their families, but most of all...to ourselves. Many of these obligations or responsibilities are natural extensions of the mission and goals of the PSA, U.S. Figure Skating, ISI and other governing organizations. Others are defined legally or are expectations of society for a “teacher” in an extracurricular activity.

There are many lists of coaching responsibilities to be found, and a list of resources is included at the end of this introduction. Every figure skating coach should print, read, and have available a copy of each of these documents, and become familiar with the expectations for professional figure skating coaching. Some focus mainly on the legal issues and others focus more on ethical issues. The legal and ethical issues are not mutually exclusive, as many of the legal responsibilities are based upon societal ethics, doing what is morally right. Preventing discrimination and harassment of athletes is a legal duty of coaches, since these activities are illegal, but this duty is also an ethical expectation of society. Skaters in a coach’s care are expected to be safe, both physically and emotionally.

Legal responsibilities: Legal responsibilities are usually formulated to maintain the safety and well-being of the athletes. Mandatory child-abuse reporting is a legal responsibility of coaches in many states and is a good example of a coach’s duty that is mandated by a governmental body. Check your state laws to learn what the expectation is for a professional coach with regard to reporting child abuse. See SafeSport reporting as well (page 18-19).

A very important source of additional expectations for a coach is found in the accepted national standards for coaching published by our professional organizations, PSA. As these standards become more widely accepted, they will become the “standard of care” for figure skating coaches in the eyes of the legal system. It will be necessary for figure skating coaches to show that they have the training and expertise in each of the various areas detailed in this set of standards.

The following list of legal duties of a coach is representative of the many codes of conduct and behaviors recommended for coaches:

1. Use of current knowledge of proper skills and methods of instruction
2. Creating and maintaining a safe physical, and positive emotional environment
3. Recommendation of safe and appropriate equipment
4. Proper and beneficial short- and long-term planning
5. Providing warnings to parents and athletes of risks inherent in sport participation

6. Developing a sensitivity to the health and well-being of skaters under a coach's direction
7. Planning for the provision of appropriate emergency care

Ethical Duties: The ethical duties of a coach are not as easily defined. We can begin with the acknowledgement of core responsibilities of the coaching profession as the cornerstone of ethics. There is a framework that we can use for making ethical decisions:

1. Define for yourself what the ethical issue is.
2. Gather the facts surrounding the issue.
3. Make your best effort to understand all sides of the issue
4. Consult with trusted colleagues.
5. Make a list of actions you can take.
6. Identify the practical options from the list of actions.
7. Consider, determine and weigh the consequences of each proposed option by answering three questions:
 - a. Who will be affected by my decision or my action?
 - b. Will I be able to acknowledge this decision to my colleagues, my club and rink, PSA, etc.
 - c. Can I live with my action or decision?

Respect, Responsibility, and Integrity encompass the standards of ethical behavior that coaches must exhibit in their role as the primary facilitator of developing skaters. When ethical standards are applied consistently, they enable coaches to emphasize and nurture the long-term best interests of skaters and allow coaches to facilitate the development of the highest potential of the skaters.

Continuing Education: Coaching figure skating as a profession is an exciting and dynamic one. There is no major sport in the world that trains its athletes the same as it did 20 years ago—and figure skating should not be an exception. We have a challenge and an obligation to provide our skaters with the highest-quality information and training techniques.

Continuing education is a vital and necessary part of developing skills as a coach. As we learn more within the sport, we are able to coach at higher levels, interpret training methods more comprehensively, and have a greater understanding of technique. Most licensed professions have continuing education requirements to stay updated on new methods or developments within their profession. In occupational therapy, for example, 25 continuing education course hours are required every two-year period to maintain licensure. Requirements vary between professions but the need for professional development is universally accepted. When you look at your own coaching career, investing in education is a natural part of improving.

You will need to be familiar with the PSA Educational Programs that are offered and what opportunities are available to you as well as the benefits of having a membership with the PSA.

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REGISTERED PROGRAM DIRECTOR ETHICS/EDUCATION QUESTIONS TO CONSIDER:

1. If your rink is in competition with another arena in your area, how do you promote your facility and remain ethical?
2. How do you handle a coach on your staff that perhaps is using a different method than you prefer?
3. How would you resolve conflict between two staff members?
4. What is the PSA Code of Ethics?
5. Where can you find information regarding ethical behavior?
6. Explain 5 different PSA educational programs.
7. What are 5 benefits of PSA membership?

CERTIFIED PROGRAM DIRECTOR ETHICS/EDUCATION QUESTIONS TO CONSIDER:

1. Are you a role model for your staff?
2. If you would host a party for your staff, what precautions if any would you take?
3. What would you do if management advised against giving any first aid to injured skaters?
4. If you have a parent requesting to be moved from one instructor to another, do you accommodate the request?
5. Explain the PSA Grievance Procedure and how it is used?
6. Name some of the benefits of attending a PSA educational event (conference, seminar, etc.)
7. Can a rating ever be taken away or lost?

SENIOR PROGRAM DIRECTOR ETHICS/EDUCATION QUESTIONS TO CONSIDER:

1. What actions would you take when a coach on your staff confronts you with a grievance against another coach?
2. Do you have a sexual harassment policy? Child abuse? Hostile work environment?
3. What is an acceptable (ethical) way to advertise yourself?
4. If you know a coach's ratings are inactive but they continue to advertise that they are rated, what would you do?
5. Where can you find guidelines for social media?
6. How do you receive educational credits for Ratings?
7. Would you please explain five PSA educational programs?

MASTER PROGRAM DIRECTOR ETHICS/EDUCATION QUESTIONS TO CONSIDER:

1. You have a coach who is teaching the lower level and discouraging the skaters, how do you go about improving the situation?
2. What would you do if a coach on your staff exhibited unethical behavior or is teaching incorrectly or is incompetent?
3. If you had a small child that needed to use the restroom and you couldn't find a parent, what would you do?
4. What advice or guidance do you supply your staff with in regards to Facebook/ Twitter (social media)?
5. How do you manage your staff in regards to ethical behaviors?
6. Explain the PSA Foundations of Coaching Course (FCC).
7. Does the PSA offer online educational programs and if so could you name a few?
8. What is an emeritus rating?

HUMAN RESOURCES

Hiring the coaching staff is definitely one of the most important decisions you will have to make. A good working relationship between coaches/instructors on the staff sets a fine example for skaters to follow. If you can retain qualified, friendly staff you have set the entire atmosphere within the rink and an environment in which it is fun to teach and to learn. People will enjoy coming to work day-after-day. You may also be charged with hiring other staff in the rink such as maintenance people, cashiers, concession staff, pro shop and skate rental clerks. Know their responsibilities, the hours and the expectations of each job that you are expected to fill.

REGISTERED PROGRAM DIRECTOR HUMAN RESOURCES QUESTIONS TO CONSIDER:

1. What is some of the important information you think should be included in an employment application?
2. Do you feel a set interview process is necessary? Why or why not?
3. Are there any interview questions you should be cautious in asking or not ask?
4. What are your thoughts on doing background checks?

CERTIFIED PROGRAM DIRECTOR HUMAN RESOURCES QUESTIONS TO CONSIDER:

1. What are your expectations for a newly hired staff member and how to you relay what the expectations are?
2. How do you determine how many coaches you need on staff?
3. Describe your discipline procedures from a small infraction to a major infraction.
4. Name common problems with rink management.

SENIOR PROGRAM DIRECTOR HUMAN RESOURCES QUESTIONS TO CONSIDER:

1. What is the difference between Employees and Independent Contractors and which do you prefer?
2. Do you believe in Staff evaluations? Please explain.
3. Discipline for a major infraction for a coach.

MASTER PROGRAM DIRECTOR HUMAN RESOURCES QUESTIONS TO CONSIDER:

1. How do you deal with incompetent staff members?
2. Do you currently have a policy on termination of an employee? If so, please explain.
3. Do you have a chain of command when decisions are being made at your facility? Who do you answer to and who answers to you?
4. Do you have specific qualification for Skate Guards? Rink Monitors?

SCHEDULING

Setting a schedule for your rink is a complex task. The schedule may change from day-to-day and definitely from weekday to weekend. It also changes seasonally and can change from minute-to-minute with cancellations, mechanical problems, weather and other mitigating circumstances.

Having a schedule that works for your clientele and community is key to getting those customers to return again and again. The schedule should be posted and available as a take-home piece for everyone who enters the rink. Spectators at an event may become a future participant in your programs.

Your receptionist and staff should have the schedule committed to memory or at their fingertips so they never have to say, "I don't know" when asked about sessions. Get to know fees/prices as well. A pleasant and informed staff can help to promote business.

REGISTERD PROGRAM DIRECTOR SCHEDULING QUESTIONS TO CONSIDER:

1. Explain the organization process of the first day of new lessons
2. What are your class ratios for preschool, youth and adult classes?
3. Explain the length of classes, sessions and how they are divided up.
4. How many skaters can you program on an entire sheet of ice and make it safe and beneficial?
5. What is your make-up lesson policy?

CERTIFIED PROGRAM DIRECTOR SCHEDULING QUESTIONS TO CONSIDER:

1. What are some special events that you might offer and explain the costs, revenue and benefits?
2. Do you ever limit or cut off registration?
3. If you notice attendance is falling off what actions do you take?
4. Do you offer any type of off-ice activities at your facility?
5. What is your policy on handling clients with disabilities?

SENIOR PROGRAM DIRECTOR SCHEDULING QUESTIONS TO CONSIDER:

1. Do you ever program group lessons during a free skate session? Why or why not?
2. How do you accommodate large groups that come into your facility?
3. If you have scheduled early morning ice for figure skating but it's not well attended, how could you improve it before it gets turned over to a hockey organization?
4. How do you schedule a test session for the figure skating club?
5. What special session could you offer that would interest different groups, not just the open skate crowd?

MASTER PROGRAM DIRECTOR SCHEDULING QUESTIONS TO CONSIDER:

1. Name the slowest time of year and any ideas you may have to increase attendance.
2. Do you offer separate sessions for dance and moves in the field?
3. What are the financial factors that you look at prior to introducing new classes?
4. Do you have different hourly rental rates for different times of the day? Weekends?
5. How do you determine how much you're going to charge and how many skaters are needed on a free skate session in order to make money?
6. How financially profitable is hosting a Basic Skills Competition? What are some of the biggest challenges of hosting a Basic Skills Competition?
7. Explain your yearly budget for your learn to skate program and how you track your revenue.

8. When producing an ice show, explain your operating budget and what supplies you will need and how you determine your ticket prices.

MARKETING

Marketing or promoting your rink is a never-ending job. It encompasses advertising, promotion, special events, kind words, clean facilities, fun and exciting programs. If you are fortunate to have a large, or even a moderate, marketing budget, your job is made easier. Many rinks have little or no budget to cover this important aspect. This is where you need to be creative. Whether or not funds are available, you should be able to dream-up inexpensive ways to promote your rink. Posting a notice on community TV listings and newspaper columns, on the bulletin board at the local laundry mat, in grocery stores, flyers for kids to hand out in their neighborhoods (in return for some ice time) and hundreds of other ideas should come to mind. A good Program Director works at marketing around the clock and it doesn't have to be costly.

REGISTERED PROGRAM DIRECTOR MARKETING QUESTIONS TO CONSIDER:

1. How do you market your skating school?
2. What should be in a competition announcement?
3. Staff marketing knowledge

Key Words: Consistency, Success, Requirements, Publications, Literature

CERTIFIED PROGRAM DIRECTOR MARKETING QUESTIONS TO CONSIDER:

1. Meeting your needs with limited advertising
2. How to use promotions
3. Creating increased interest within your program
4. Using social media

Keywords: Bridge Program, Brochure, Discount, Media

SENIOR PROGRAM DIRECTOR MARKETING QUESTIONS TO CONSIDER:

1. Marketing Ice Skating to a parent
2. Lose of clients and prevention
3. Survey use
4. Excellence on Ice

MASTER PROGRAM DIRECTOR MARKETING QUESTIONS TO CONSIDER:

1. Use of dasher board advertising
2. Use of social media
3. Improving marketing materials
4. Budgets and marketing

5. Risks of Social Media

OPERATIONS AND FINANCIAL MANAGEMENT

Program Directors must have a basic understanding of the purpose and objectives of ice arena operations and of the fundamentals of financial management.

According to the Ice Arena Institute of Management, the operations of no two arenas will be exactly alike because differences in geography, facilities, programs provided, and public being served. Each situation will have its own set of questions and answers. It is the program directors job to develop revenue programs, customer service etiquette, and operational procedure. Operations include scheduling, hiring and training staff, customer service, emergency protocol, supplies, and equipment.

Financial management is vital to any facility and to the career of the Program Director. At the Master level, Program Directors must be able to establish and maintain a program budget. Program planning budgeting will provide the most accurate picture of what to expect from each program, and should include anticipated revenues from registration fees, while estimating the probable expenses from salaries, ice time and other program essentials like marketing. Excluding any unanticipated decrease in enrollments, the budget should be closely accurate.

REGISTERED PROGRAM DIRECTOR OPERATIONS QUESTIONS TO CONSIDER:

1. What customer service basics should be taught to your coaching staff? **Keywords: Customer service basics**
2. Does your arena blend or link programs and classes? **Keywords: Blend or linking programs**
3. What is an important distinction in communicating between staff and patrons? **Keywords: Communicating between staff and patrons**
4. Describe the hiring process for your program. **Keywords: Hiring process**

CERTIFIED PROGRAM DIRECTOR OPERATIONS QUESTIONS TO CONSIDER:

1. Describe how you deal with a customer issue that requires mediation on your part. **Keywords: Customer mediation**
2. Describe your process for maintaining quality rental skates. **Keywords: Maintaining rental skates**
3. Describe the process of documenting an issue with a customer? **Keywords: Documentation**
4. What is the goals and purpose for holding a staff meeting? **Keywords: Staff meeting goals**

SENIOR PROGRAM DIRECTOR OPERATIONS QUESTIONS TO CONSIDER:

1. What is your process for assigning and teaching private lessons?
2. What programs are in place for retaining members?
3. When creating a budget for a learn-to-skate program, what expenses and revenues should you plan for?

4. What value does a program evaluation have for a program director, and how do you use and disseminate the findings?
5. How do you evaluate the staff?

MASTER PROGRAM DIRECTOR OPERATIONS/FINANCIAL MANAGEMENT QUESTIONS TO CONSIDER:

1. How often does your arena do ice maintenance?
2. When preparing for a learn-to-skate class, name three things arena maintenance staff should accomplish prior?
3. How do you maintain Learn to Skate equipment such as rental skates and teaching aids?
4. Describe your arena's registration and cash management procedures? How does your program budget impact the arena budget?
5. Please walk us through your program director business plan.

An outline for your Program Director Business Plan can be found at the end of the Sample Questions on page 19.

SAFETY

A safe environment with sensible rules that are posted and enforced, accessible first aid equipment, emergency numbers and a prepared staff can go a long way in preventing accidents and providing on-the-scene emergency care. The medical incident can be as small as a cut finger or as serious as a concussion. You and your staff need to be trained in First Aid and CPR, and annually refreshed in how to respond to any emergency. Your first aid kit should be checked regularly to ensure that you have sufficient supplies when they are needed. Think safety!

REGISTERED PROGRAM DIRECTOR SAFETY QUESTIONS TO CONSIDER:

1. What general rules are enforced in your facility to provide a safe environment for all of your patrons, not just the ones participating in skating activities?
Keywords: General rules
2. Describe your arena's Emergency Action Plan for various emergencies.
Keywords: Emergency Action Plan (EAP)
3. Describe policies and procedures for right of way during free skate sessions.
Keywords: Right of way
4. What are the signs of a concussion?
Keywords: Symptoms of a concussion

CERTIFIED PROGRAM DIRECTOR SAFETY QUESTIONS TO CONSIDER:

1. Cardiopulmonary resuscitation (CPR) is a lifesaving technique useful in many emergencies. Specifically what is the technique?
Keywords: CPR
2. Describe your arena's Emergency Action Plan for a lost child.
Keywords: Emergency Action Plan (EAP)

3. Describe policies and procedures to minimize potential hazards for injuries related to a public session.

Keywords: Public session hazards

4. Describe policies and procedures to minimize potential hazards for injuries related to staff.

Keywords: Staff hazards

SENIOR PROGRAM DIRECTOR SAFETY QUESTIONS TO CONSIDER:

1. What safety checks or procedures do you have in place to minimize liability and accidents
2. What do you consider a safe number of participants for sessions like free skating; learn to skate, public sessions, etc.?
3. What are common public session rules and the reasons for their existence?
4. Why are accident reports important?

MASTER PROGRAM DIRECTOR SAFETY QUESTIONS TO CONSIDER:

1. What is your emergency action plan for a physical fight between two patrons?
2. A man is wandering your facility during a class and appears to not to have a child participating. What is your procedure?
3. How do you protect your staff from possible verbal or physical confrontations?
4. Describe the process for dealing with a cut that is bleeding.

SAFESPORT

There will be one question asked on SafeSport for each level and discipline.

SafeSport was originally created by the U.S. Olympic Committee, and the U.S. Figure Skating SafeSport Program was formally launched in May 2013 at the annual Governing Council meeting and includes policies that will apply to all U.S. Figure Skating clubs, programs, events and activities. The PSA wholeheartedly supports the continued effort of U.S. Figure Skating to provide a safe environment for its members and to protect the opportunity of its members to participate in the sport in an atmosphere that is free of harassment and abusive practices.

As coaches, we all play a role in creating a healthy environment for our skaters to participate in our sport. The role of PSA is to educate our members on their unique position to raise awareness about the different types of misconduct and a clear reporting process. To do this PSA continues to provide opportunities for education and training on SafeSport and assists U.S. Figure Skating in implementing policies and guidelines for protection of the athletes and our coaches.

PSA has partnered with U.S. Figure Skating in a comprehensive approach for distributing SafeSport information to all coaches with a delivery plan. The conveyance of information actually began in 2012 with CER ET 201 – “2GRO-W Champions” course that was mandatory for all coaches in that season. Additionally PSA has hosted SafeSport presentations at Conference, Nationwide

Seminars, PS Magazine articles, Program Component Camps, and CER RU 100 “SafeSport for Figure Skating Coaches”.

The scope and content of SafeSport is being communicated to coaches on a continual basis. As knowledge of SafeSport has become an expectation for coaches at all levels, questions have been added to every rating exam. Candidates will be informed in advance that SafeSport will now be a component of the exam.

To prepare for all levels, please review the study material at the following links:

The link to the U.S. Figure Skating SafeSport page:

- www.usfsa.org/shell.asp?sid=49066

USFS SafeSport Handbook:

- www.usfsa.org/content/safesport%20handbook.pdf

REGISTERED PROGRAM DIRECTOR SAFESPORT QUESTIONS TO CONSIDER:

1. What is the SafeSport program?
2. What role does the USFS club play?
3. What constitutes child abuse?
4. How do you report child abuse in your position?

CERTIFIED PROGRAM DIRECTOR SAFESPORT QUESTIONS TO CONSIDER:

1. What are the components of USFS SafeSport program (6)?
2. What must USFS club do?
3. Are there different types of misconduct and abuse? Can you give examples?

SENIOR PROGRAM DIRECTOR SAFESPORT QUESTIONS TO CONSIDER:

1. What is the difference between “Contact and Non-contact” offenses?
2. What signs indicate child abuse?
3. What behavior from a staff member might indicate abuse of a minor?
4. What procedures should be followed when permitting an athlete to return to skating after an injury?

MASTER PROGRAM DIRECTOR SAFESPORT QUESTIONS TO CONSIDER:

1. What action must be taken by the Program Director, rink, club or skating program to address “Willfully Tolerating Misconduct”?
2. What is “Two-Deep Leadership”? Give examples.

OUTLINE FOR YOUR PROGRAM DIRECTOR BUSINESS PLAN:



PSA Oral Ratings *Program Director Business Plan*

PSA is the official Coaches Education Certification and Training program for U.S. Figure Skating and Ice Skating Institute. The PSA Official Rating System is for coaches who want to validate their skating skill and teaching experience.

Each candidate for the Master Program Director oral exam must submit a Business Plan to the PSA office **at least three weeks prior to the exam date**. The exact due date will be emailed to the candidate with additional paperwork and study guide.

Suggested Business Plan Outline

Description of Business

This section should give a brief history of business.
Name, how long, accomplishments

Description of Service

Clear and concise description of services offered

Marketing Plan

Review of industry, target markets, competitor advantages and weakness, plan for promoting and selling your service.

Customers

Target market needs and wants
Your service should provide a benefit to your customer

Advertising and Promotion

How you will get your service to your target market.

Financial Plan

This section should include past financial and future projections

Please submit your Business Plan at least three weeks prior to your exam date either by email to byackel@skatepsa.com or fax at 507-281-5491 or mail to PSA, 3006 Allegro Park SW, Rochester, MN 55902.

SUGGESTED READINGS FOR PROGRAM DIRECTOR

The following suggested reading represents publications related to skating, equipment, coaching techniques and skating history. None of the publications necessarily represents the official position of the PSA as to any content presented. This list is provided solely as a reference tool for the convenience of persons interested in figure skating.

BOOKS:

Managing Meeting, Tim Hindle, DK Publishing, Inc., 1998

How to Delegate, Robert Heller, DK Publishing, Inc., 1998

Performance Reviews, Ken Langdon & Christina Osborne, DK Publishing, Inc., 2001

Getting Past No - Negotiating Your Way from Confrontation to Cooperation, William Ury, Bantam Books, 1991

Raving Fans- A Revolutionary approach to Customer Service, Ken Blanchard & Sheldon Bowles, William Morrow and Company, Inc.1993

50 Powerful Ideas You Can Use to Keep Your Customers, Paul R. Timm, Ph.D., Career Press, 1995

Uncommon Sense: Creating Business Excellence in Your Organization, Stephen George, 1997

The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey, 1990

The Truth about Managing People...And Nothing But the Truth, Stephen P. Robbins, Prentice Hall PTR, 2003

Figure Skating School: A Professionally Structured Course from Basic Steps to Advanced Techniques by Peter Morrissey, James Young (Paperback - October 1997)

Competitive Figure Skating, a Parent's Guide, Robert S. Ogilvie, Harper and Row, New York, 1985

Official USFSA Rulebook, United States Figure Skating Association, Colorado Springs, CO
www.usfsa.org, current rulebook

Recreational Ice Skater Test Standards, Ice Skating Institute, Inc., Dallas, TX www.skateisi.com

The Handbook of Figure Skating, Professional Skaters Association, Rochester, MN
www.skatepsa.com, 1995 A complete guide to the sport of figure skating.

Figure Skating: Sharpen Your Skills, Indiana/World Skating Academy, Masters Press, Indianapolis, IN, 1995

Skater's Edge SOURCEBOOK: Ice Skating Resource Guide, Second edition, Alice Berman, Skater's Edge, 1998

The Way of the Shepherd-7 Ancient Secrets to Managing Productive People, Dr. Kevin Leman & William Pentak, Zondervan Publishing, 2004

Management Information Systems, David A. Wilson, Elsevier, 2002

MAGAZINES AND PERIODICALS:

Rink Magazine, Official Publication STAR, 2 Madison Avenue, Larchmont, NY, 10538-1962, phone # 1-800-M-LIEBERT, www.rinkmagazine.com Published 6 times per year.

The Professional Skater, PS Magazine, Professional Skaters Association, Rochester, MN Bi-monthly

Skating Magazine, United States Figure Skating Association, Colorado Springs, CO Published 10 times per year

Recreational Ice Skating, Ice Skating Institute, 355 West Dundee Road, Buffalo Grove, IL 60089-3500

Edge Magazine, Ice Skating Institute, 6000 Custer Road, Bldg. 9 , Plano, TX 75023

SUGGESTED / RECOMMEND COURSES ONLINE

www.skateisi.org

iAIM Programs

Certification of Arena Management

Certification of Arena Programming

SUGGESTED / RECOMMENDED COURSES

www.skateisi.org

Available at Ice Skating Institute Annual Conference

iAim Certified Skating Director Course

EDUCATIONAL EVENTS:

NARCE (North American Rink Conference & Expo), held annually beginning of May,

<http://www.narce.com/>

PSA International Conference & Trade Show, held annually approximately the third weekend in May,

www.skatepsa.com

ISI Conference, held annually at the end of May, www.skateisi.org

WEBSITES:

1. Creating a Business Plan

<http://www.investopedia.com/articles/pf/08/create-business-plan-how-to.asp>

2. 8 Steps to Creating a Simple Business Plan

<http://www.isitebuild.com/simplebusinessplan.htm>

3. Setting Short and Long Term Goals

<http://www.gifted.uconn.edu/siegle/selfregulation/lesson1.html>

4. Occupational Safety & Health Administration (OSHA)

<https://www.osha.gov/>

5. Business Plan Template

www.stcloudstate.edu/sbdc/documents/AWESOME%20SBA%20business%20plan%20template.pdf

PSA Program Director / Self Study Guide (Sample)

- Answers should be concise and to the point
- Answers should be specific to your operation, yet general enough to work in locations across the country
- Keywords should help you lead into your answer as a reminder or guide

Category	Question	Answer
Marketing	How do you improve your marketing materials?	I consistently collect competitors (Skating and non-skating) marketing materials for new and fresh ideas. I also conduct think tank groups for customer feedback, as well as provide customer service questioners.
Key things to consider:	Feedback, Customer Service, Quality, Competitors Materials	

Category	Question	Answer
Scheduling	How does the unique demographics of a community influence arena programs?	My programs are influenced by our affluent clientele. Travel during holidays has a direct impact on how I schedule those days. I collect pre-scheduling information from staff and customers before committing to any program, such as Wednesday evening religion classes effect marketing and scheduling on that day.
Key things to consider:	Information, Pre-Scheduling, Knowledge of the Marketplace	

PSA Program Director / Blank Self Study Guide

Category	Question	Answer
Key things to consider:		

Category	Question	Answer
Key things to consider:		

Category	Question	Answer
Key things to consider:		

Category	Question	Answer
Key things to consider:		

Category	Question	Answer
Key things to consider:		

PSA Program Director / Blank Self Study Guide

Category	Question	Answer
Key things to consider:		

Category	Question	Answer
Key things to consider:		

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Key things to consider:		

Category	Question	Answer
Key things to consider:		

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Key things to consider:		