



Enhancing the skills of Sport Officials in Europe



FUNCTIONAL MAP AND OCCUPATIONAL STANDARDS FOR SPORT OFFICIALS IN EUROPE

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▲ KEY ROLE C. COMPETITION

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Standard C1. Ensure the competition environment meets the rules/laws and ethics of the sport

Standard C2. Apply duty of care for competitors and officials

Standard C3. Monitor competition and apply the rules/ laws and ethics of the sport

Standard C4. Monitor competition and judge the quality of performance according to the standards of the sport

Standard C5. Manage conflict as part of the sport official's role

▲ KEY ROLE D. INFORMATION

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Standard D1. Collect, record and store information as required by the officiating role

Standard D2. Provide information to others as required by the officiating role

BACKGROUND AND CONTEXT

A. THE ONSIDE PROJECT

The ONSIDE project (full title: 'Innovative Education to Enhance the Skills of Sport Officials in Europe') brought together key stakeholders from the world of sport officiating for the first time at the European level to develop a strategic approach to training and development.

Working under the leadership of the European Observatoire of Sport and Employment (EOSE, www.eose.org), the ONSIDE partners represent a unique combination of stakeholders dedicated to the advancement of sport officiating – three international/European sport federations, two national sport federations, one national sports council, one national Olympic committee, one university and two national associations of sport officials.

PARTNERSHIP OF THE ONSIDE PROJECT



COORDINATOR OF THE PROJECT

France / Europe

European Observatoire
of Sport and Employment



France

Association Française du
Corps Arbitral Multisports



United Kingdom

Sports Officials UK



Malta

SportMalta



United Kingdom

British Wheelchair
Basketball



Switzerland / Europe

European Athletics



Luxembourg / Europe

European Table Tennis Union



Austria / Europe

European Handball
Federation



Bulgaria

National Sports
Academy «Vassil Levski»



Romania

Romanian Football
Federation



Netherlands

Dutch Olympic Committee
* Dutch Sports Federation

The partners worked together through an intense three-year programme of meetings and activity which culminated in an International Event on Sport Officiating, held online on 20 November 2020, which attracted 250 participants from 39 countries in Europe and beyond.

EOSE and the ONSIDE partners are particularly proud that their efforts have helped establish the International Federation for Sports Officials (IFSO, www.ifso.sport), founded at The Peace Palace in the city of The Hague (Netherlands) in March 2019. It is the first global membership organisation whose aim is to enhance officiating across all sports and nations. The ONSIDE partners see IFSO as the perfect vehicle to continue to promote the project's outputs to member organisations and the international sport sector on a sustainable basis. It was unanimously agreed, therefore, that IFSO should become the ONSIDE 'Legacy Partner'.



The ONSIDE project officially operated from January 2018 to December 2020 with funding from the Erasmus+ Sport Programme of the European Union, although the partners, along with the legacy partner IFSO, will continue to pursue its aims and promote the implementation of the innovative outputs through an agreed sustainability action plan.

Further information about the project can be found at www.onside-sport.eu and about IFSO at www.ifso.sport

B. PROMOTING AND DEVELOPING THE VITAL ROLE OF SPORT OFFICIALS

Sport officials are known by a variety of titles, but whatever they are called; organised sport cannot exist without them. The majority of sport officials work on a voluntary basis or only receive a nominal fee for their services, yet these are the people who keep almost all competitions from grassroots participation to elite level performance happening all year round. The simple message is 'NO SPORT OFFICIAL = NO SPORT' and that applies everywhere.

The sport official's exact title and role will depend on the sport in which they operate. Some of the main examples include:

- | | | |
|---------------------|------------|-----------------|
| ▲ Assistant referee | ▲ Marshal | ▲ Timekeeper |
| ▲ Commissioner | ▲ Official | ▲ Touch Judge |
| ▲ Fourth Official | ▲ Referee | ▲ Umpire |
| ▲ Judge | ▲ Scorer | ▲ Video Referee |
| ▲ Linesman | ▲ Starter | |

Despite the importance of sport officials, they face many challenges. Their vital role is often not given the attention it deserves, and when they are noticed, the degree of respect they receive from competitors, coaches and spectators is rarely equal to the preparation, concentration and effort they put in when working under close scrutiny and huge pressure, often heightened by the increasing use of technology.

Thus, the fundamental work which sport officials do in keeping sporting events going, week by week and year by year, has generally been overlooked, undervalued and sometimes harshly and unfairly criticised. In many sports, their training and development can focus too narrowly on the technical aspects of their sport at the expense of broader competences such as communication, teamwork, conflict management and continuous improvement. They are often isolated within their specific sport and have few, if any, opportunities to learn from relevant practices in other sports.

ONSIDE, therefore, has worked tirelessly to increase the visibility, recognition and development of sport officials through the following activities:

- ▲ Conducting and disseminating reliable and valid research to underpin European sector-wide activity in the area of sport officiating;
- ▲ Boosting the profile of sport officiating to all key stakeholders in the world of sport;
- ▲ Encouraging networking so that officials in different sports can learn from each other;
- ▲ Defining the generic skills, knowledge and competences of sport officials, which are common across all sports and nations;
- ▲ Promoting education in the area of sport officiating and proposing new training pathways and development opportunities for sport officials to enhance their skills through innovative learning methods, including e-learning modules.

Finally, the ONSIDE project also promotes sport officiating as a voluntary activity in sport that enhances social inclusion and equal opportunities for all.

C. THE LIFELONG LEARNING STRATEGY FOR SPORT – “THE 7 STEP MODEL”

A Systematic Approach to Developing Standards and Training Programmes for Sport Officials

In order to realise its ambitions for sport officiating, the ONSIDE Project has implemented the Lifelong Learning Strategy for Sport, known as the “7 Step Model”¹. This model was devised by EOSE and has been tried and tested through other similar projects in the sport and physical activity sector.

The model provides a strategic framework which ensures that appropriate education, training and qualifications exist to support the development of the sector’s workforce of paid staff and volunteers. It was developed in response to the main education and employment challenges in the sector and aligns with the main EU policies and tools in the fields of sport, employment and vocational education and training (VET).

Implementing the 7 Step Model within the ONSIDE project has united the worlds of employment and education and built on the expertise of many experienced sport officials from a range of sports to ensure that the innovative education and training provision is fit for purpose and consistent with the needs and expectations of sport officiating.

The project has adopted a generic approach to sport officiating, i.e., it has tried to identify all of the main features of sport officiating, regardless of the individual sport, and identified all of the functions a competent sport official should be able to carry out at any level and in any context.

¹For an in-depth description of the model, see Gittus, B & Favre, A, *The Lifelong Learning Strategy for the Sector: the 7 Step Model*, in Gouju, JL & Zintz, T (Eds) (2014) *Sport: linking education, training and employment in Europe, an EOSE Network Perspective*. Presses Universitaires de Louvain. See also description of 7 Step Model on EOSE website: <http://eose.org/approach/7-step-model/>

The following steps have been implemented through the ONSIDE project:

STEP 1	The model began with the collection of Labour Market Information (LMI) by conducting wide desk and primary research into the realities, characteristics and tendencies in sport officiating.
STEP 2	The next step in the model produced an Occupational Map which further expands on the key characteristics of the sport officiating workforce of paid staff and volunteers.
STEP 3	The model then described the different roles in sport officiating and facilitated the development of an Occupational Descriptor for sport officiating.
STEP 4	The project supported the sport officiating employment and education stakeholders and expert partners to develop a Functional Map outlining all of the main functions a competent sport official should be able to carry out.
STEP 5	The stakeholders and expert partners in sport officiating developed the functional map to a greater level of detail to produce Occupational Standards . These standards take each of the functions in the functional map and add performance criteria which will enable an official's performance to be evaluated, and requirements for knowledge and understanding which will be used to underpin future education and training for the sector.
STEP 6	This step requires the development of qualifications and learning outcomes. For ONSIDE, the partners agreed the most appropriate and useful product for sports officials would be a Handbook of Training Modules . This contains 13 generic (i.e., not sport specific) module outlines and learning outcomes based on the occupational standards and knowledge requirements. This Handbook also includes advice to organisations wishing to develop education to support the generic competence-based development of sport officials.
STEP 7	Quality assurance is the final step. To address quality assurance, the project has created a Guide for Sustainability and Quality Assurance Strategies to ensure the occupational standards and training modules are optimally implemented going forward.

7STEP^{MODEL}

LIFELONG LEARNING STRATEGY FOR SPORT



INTRODUCTION TO THE FUNCTIONAL MAP AND OCCUPATIONAL STANDARDS FOR SPORT OFFICIALS

A. THE STRUCTURE OF THE FUNCTIONAL MAP AND OCCUPATIONAL STANDARDS

The ONSIDE Functional Map and Occupational Standards were developed by expert partner organisations and practitioners in the field of sport officiating and are based on a role expectation methodology.

The functional map begins with identifying a key purpose (or overall mission) for sport officials and then follows a process of analysis by asking what sport officials need to be able to do to achieve the key purpose.

This methodology leads to a model of best practice based on competence. The analysis identified 13 generic functions organised under four key roles (major areas of responsibility) which the official needs to carry out to be competent in their role.

The Functional Map for Sport Officials is provided on page 15-16 of this document.

From these functions, the ONSIDE partnership then developed occupational standards which are concerned with what people can do (competence), not just what they know, and are made up of the following parts:

- ▲ **What this standard is about:** at the beginning of every standard there is a summary that describes what the standard is about and sets the context for the tasks listed in that standard.
- ▲ **Terminology:** brief explanations and example of some of the words used in the standards
- ▲ **Performance Criteria:** these are the criteria that set out what the sport official should be able to achieve for each function for them to be considered competent. Performance criteria point to an observable outcome which the practitioner must achieve.
- ▲ **Knowledge and Understanding:** things that a sport official needs to know and understand in order to consistently carry out her/his functions to the standard set by the performance criteria. It may involve knowledge and understanding of facts, principles, methods, processes, theories, codes of practice, legislation, etc.

Finally, the ONSIDE project consulted on these innovative standards with a broader group of stakeholders in the world of sport and officiating.

The 13 occupational standards can be found in this document from page 17-18 onwards.

The ONSIDE Occupational Standards will promote good practice in sport officiating with the support and validation of leading organisations in the sector.

B. OCCUPATIONAL STANDARDS OVERVIEW

Occupational standards, and the functional analysis process that leads to the standards, are closely linked to the concept of occupational competence. Sport federations and sporting organisations are looking for competent sport officials, and occupational standards will provide a description of what that competence is.

By analysing an occupational area, we are finding out and making public what it means to be competent in a job, a position or a profession. However, we need to bear in mind that competence is a broad concept that includes several different “dimensions”.

When carrying out functional analysis, we look at the following:

- ▲ **Technical requirements** - these include the occupational skills and knowledge, such as preparing for a competition and applying the rules/laws and ethics of the sport
- ▲ **Requirements to do with managing the work process** - these include things such as identifying resource needs, planning work, monitoring quality, solving problems and suggesting improvements
- ▲ **Requirements for dealing with contingencies** - knowing what to do when things go wrong or not as planned
- ▲ **Requirements to do with managing the work environment** - this could include things such as health and safety and ensuring the competition environment is consistent with the sport's requirements and managing working relationships with other sport officials, competitors and coaches and managers.

In a general context, employers value employees – paid and volunteers – who are broadly competent across all of these areas, not just the technical requirements.

Occupational standards are useful for making clear routes for career progression, understanding competences, and transferring those competences to other related occupational areas.

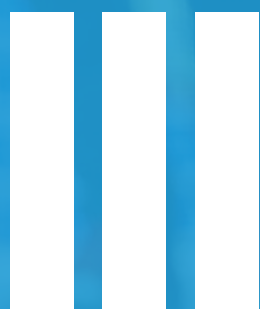
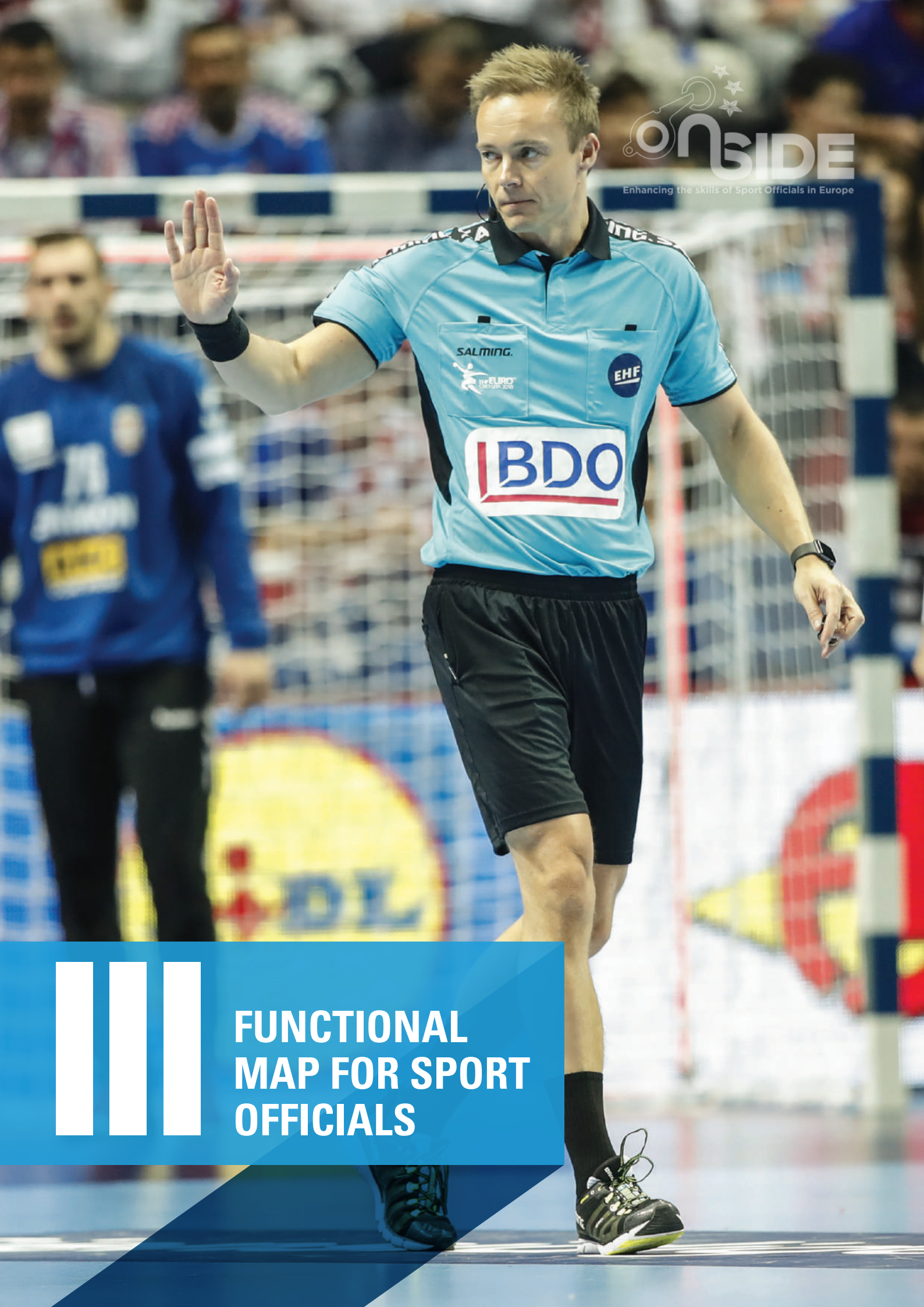
The Occupational Standards for Sport Officials provide a shared understanding of what competences are needed to officiate events and competitions. They have been produced to assist the sport sector in developing training programmes, identifying training needs, and ensuring that sport officials have a clear pathway in their development.

C. HOW OCCUPATIONAL STANDARDS CAN BE USED

The occupational standards have great value for the sport sector as they can be used by different organisations and people for a variety of purposes. It is expected that a range of sport organisations, sport officials at all levels, and education providers will use these standards to ensure their performance is in line with an agreed industry standard and aligned with the expectations of the sector.

Sport federations and other sport organisations can use the ONSIDE Occupational Standards to:

- ▲ Describe the skills they need in their paid and volunteer workforce;
- ▲ Develop recruitment and induction programmes;
- ▲ Assess the skills their officiating workforce currently has;
- ▲ Set objectives for performance and appraisal;
- ▲ Provide a competency framework for sport officials to reflect on and improve their performance;
- ▲ Develop training programmes to fill any identified competency gaps.



FUNCTIONAL MAP FOR SPORT OFFICIALS

FUNCTIONAL MAP FOR SPORT OFFICIALS

KEY PURPOSE / MISSION FOR SPORT OFFICIALS

**ENABLE
PARTICIPANTS
TO COMPETE WITHIN
THE SPIRIT OF
THE SPORT THROUGH
THE IMPARTIAL
APPLICATION OF
THE RULES/LAWS
AND ETHICS OF
THE SPORT**

KEY ROLES

- A - PERSONAL COMPETENCY DEVELOPMENT

—
Evaluate and develop own
performance as a sport official

- B - RELATIONSHIPS

—
Establish and maintain
effective relationships with
other sport officials, with
competitors and others
involved in the competition,
including the media

- C - COMPETITION

—
Manage competition within
the rules/laws
and ethics of the sport

- D - INFORMATION

—
Manage information
as required by the officiating
role



Enhancing the skills of Sport Officials in Europe

FUNCTIONS

A1 ▶ Evaluate own officiating practice

A2 ▶ Develop own performance as a sport official

B1 ▶ Operate with other sport officials

B2 ▶ Operate with competitors and their representatives

B3 ▶ Operate with event staff

B4 ▶ Liaise with the media (NB this function is appropriate to sport officials who have a role in liaising with the media)

C1 ▶ Ensure the competition environment meets the rules/laws and ethics of the sport

C2 ▶ Apply duty of care for competitors and officials

C3 ▶ Monitor competition and apply the rules/laws and ethics of the sport

C4 ▶ Monitor competition and judge the quality of performance according to the standards of the sport/competition

C5 ▶ Manage conflict as part of the sport official's role

D1 ▶ Collect, record and store information as required by the officiating role

D2 ▶ Provide information to others as required by the officiating role



IV

OCCUPATIONAL STANDARDS FOR SPORT OFFICIALS IN EUROPE



KEY ROLE

A

PERSONAL COMPETENCY DEVELOPMENT

▲ STANDARD A1

Evaluate own officiating practice

▲ STANDARD A2

Develop own performance as a sport official

STANDARD A1

EVALUATE OWN OFFICIATING PRACTICE

WHAT THIS STANDARD IS ABOUT

This standard is about the sport official's competence to monitor their own performance, seek and receive feedback from others and clarify interpretations of the rules/laws and ethics of the sport.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Constructive and positive manner	Comment which makes positive suggestions covering strengths as well as areas for improvement.
Interpretation	Deciding what rules/laws, and ethics mean in real competition situations.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Reflection	Considering own performance as an official, identifying and analysing strengths and areas for development.
Relevant stakeholders	May include other officials, competitors and competitor representatives where this is relevant and appropriate to the official's performance.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCA1.1** Monitor own officiating activities, noting incidents and aspects of performance which require attention
- PCA1.2** Seek and receive feedback on own performance from relevant stakeholders in a constructive and positive manner
- PCA1.3** Reflect on own performance as a sport official and share reflections with relevant colleagues
- PCA1.4** Work with relevant colleagues to clarify the interpretation of rules/laws and ethics of the sport and standards of conduct for officials.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KA1.1** The importance of self-evaluation and how self-evaluation contributes to improving own performance as an official
- KA1.2** How to carry out a self-evaluation of all aspects of their work as an official and reflect on their officiating practice on a regular basis
- KA1.3** The importance of seeking and receiving feedback of own officiating practice and how to receive constructive feedback
- KA1.4** The types of stakeholders whose feedback is valuable when reflecting on own officiating practice
- KA1.5** How to make use of feedback to improve own officiating practice
- KA1.6** How to share constructive feedback with other officials
- KA1.7** The value of reflecting on own officiating performance with colleagues and who such colleagues should be
- KA1.8** The value of working with relevant colleagues to clarify the interpretation of rules/laws and ethics of the sport and standards of conduct for officials
- KA1.9** The importance of honesty and integrity in sport as an official and how to reflect on your own practices of honesty, ethics and fair play
- KA1.10** The reporting procedures related to any attempted breach of the sports official's integrity.

STANDARD A2

DEVELOP OWN PERFORMANCE AS A SPORT OFFICIAL

WHAT THIS STANDARD IS ABOUT

This standard is about the sport official's competence to review and reflect on their performance, identify strengths and areas for development, and implement a personal development plan which covers areas such as:

- ▲ knowledge and interpretation of rules/laws and ethics
- ▲ standards of conduct for officials in the sport
- ▲ physical and psychological condition relevant to the demands of the sport
- ▲ awareness of strategy and tactics in the sport
- ▲ interpersonal and communication skills.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Ethics	A code of moral behaviour relevant to sport which covers areas such as fairness, integrity, responsibility, and respect for others.
Interpretation	Deciding what the rules/laws and ethics mean in real competition situations.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Personal development plan	A plan that shows learning and development objectives, and when and how these objectives will be met, for example by study, taking part in training, conferences, fitness programmes etc.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

PCA2.1 Keep up to date with information on the rules/laws and ethics of the sport and standards for officials' conduct

PCA2.2 Identify strengths and areas for development in regard to:

- ▲ knowledge and interpretation of rules/laws and ethics and standards of conduct for officials in the sport
- ▲ own physical and psychological condition relevant to the demands of officiating in the sport
- ▲ awareness of strategy and tactics in the sport
- ▲ interpersonal and communication skills
- ▲ use of technology

PCA2.3 Devise a personal development plan with objectives that address areas for development while building on strengths

PCA2.4 Take part in development activities which are consistent with the personal development plan and the requirements of own sport

PCA2.5 Continue to monitor and evaluate own performance to assess the impact of personal development activities, modifying their personal development plan accordingly

PCA2.6 Follow current trends and developments in sport and officiating and analyse their implications for own performance.



▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KA2.1** The importance of continuously developing their skills, knowledge and competence
- KA2.2** Sources of up-to-date information on the rules/laws and ethics of their sport, standards for officials' conduct and how to access and make use of these sources
- KA2.3** How to identify their own strengths and areas for development in regard to:
 - ▲ knowledge and interpretation of rules/laws and ethics and standards of conduct for officials in the sport
 - ▲ own physical and psychological condition relevant to the demands of officiating in the sport
 - ▲ awareness of strategy and tactics in the sport
 - ▲ interpersonal and communication skills
 - ▲ use of technology
- KA2.4** The importance of a sport official having a personal development plan to improve their performance
- KA2.5** How to design a personal development plan, and what the plan should contain
- KA2.6** The types of development activities, including coaching and mentoring, which will improve officiating practice and how these can be accessed
- KA2.7** The importance of realising that development as an official is ongoing and that the personal development plan must be kept up to date
- KA2.8** Sources of information on current trends and developments in sport and officiating and how these can be accessed
- KA2.9** The value of looking at officiating in other sports and identifying what can be transferred to practice in own sport
- KA2.10** The development pathways of the sport and how to progress to higher levels if appropriate.



KEY ROLE

B

RELATIONSHIPS

▲ STANDARD B1

Operate with other sport officials

▲ STANDARD B2

Operate with competitors and their representatives

▲ STANDARD B3

Operate with event staff

▲ STANDARD B4

Liaise with the media

STANDARD B1

OPERATE WITH OTHER SPORT OFFICIALS

WHAT THIS STANDARD IS ABOUT

This standard is about establishing and maintaining effective working relationships with other competition officials. It focuses on personal presentation and behaviour, use of interpersonal skills, effective teamwork, liaison and communications, and mutual support.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Communication methods	For example, walkie-talkies, intercom systems, messengers etc.
Competition	This could be a single game, event or tournament for example.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.



▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCB1.1** Identify the procedures for liaison and communication with other officials and ensure that methods of communication and liaison are effective
- PCB1.2** Ensure own personal presentation and behaviour are consistent with the sport's standards for officials
- PCB1.3** Use interpersonal skills to establish collaborative relationships with other officials
- PCB1.4** Identify and confirm any situations regarding the competition which the officiating team needs to address and agree a common approach
- PCB1.5** Carry out own agreed role and responsibilities, coordinating effectively with other officials
- PCB1.6** Communicate with other officials promptly and clearly using agreed communication methods
- PCB1.7** Provide assistance to other officials and request assistance from them according to agreed working procedures
- PCB1.8** Act within the limits of own authority/ responsibility and treat other officials fairly and equitably.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KB1.1** The value of teamwork as a sport official and the importance of working collaboratively with other officials according to their role and responsibilities
- KB1.2** How to set clear roles and responsibilities and work collaboratively with others
- KB1.3** Why it is important to treat other officials fairly and equitably.
- KB1.4** How to use interpersonal skills to establish and maintain collaborative relationships with other sport officials
- KB1.5** Why communication with other sport officials is important during competition and how to communicate according to accepted methods within the sport and the available technology
- KB1.6** Situations in which they should provide assistance to other sport officials and request assistance from them
- KB1.7** The importance of not exceeding the limits of own authority/ responsibility.

STANDARD B2

OPERATE WITH COMPETITORS AND THEIR REPRESENTATIVES

WHAT THIS STANDARD IS ABOUT

This standard is about establishing and maintaining effective relationships with competitors and their representatives. It covers personal presentation and behaviour, use of interpersonal skills, being confident and authoritative whilst striving to maintain cooperation, clear communication as appropriate to the needs of the competitors and their representatives and treating them fairly and equitably.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Competition	This could be a single game, event or tournament for example.
Competitors	Those taking part in the competition, for example, players, participants, gymnasts, riders etc.
Interpersonal skills	People skills: the ability to communicate and interact with other people. Important interpersonal skills include active listening, being polite and respectful, showing empathy, appropriate use of humour etc.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Representatives	For example, coaching staff, managers, team or competitor medical staff
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCB2.1** Ensure own personal presentation and behaviour are consistent with the sport's standards for official's conduct
- PCB2.2** Use interpersonal skills to establish an effective relationship with individual competitors and their representatives to create the conditions for the success of the competition
- PCB2.3** Display confidence and authority while consistently striving to maintain the cooperation of competitors and their representatives
- PCB2.4** Uphold the rules/laws and ethics of the sport in all communications with competitors and their representatives
- PCB2.5** Communicate clearly with competitors and their representatives using established methods of communication for the sport and standards for officials' conduct
- PCB2.6** Demonstrate respect for competitors and their representatives by treating them fairly and equitably
- PCB2.7** Resist pressure from competitors and their representatives to influence decisions
- PCB2.8** Use language and other forms of communication which are sensitive to social and cultural differences
- PCB2.9** Act within the limits of own authority.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KB2.1** Why it is vital that the sport official develops effective working relationships with competitors, managers, coaches, medical staff and others who represent competitors
- KB2.2** The difference between how the sport official perceives themselves and how they may be perceived by others
- KB2.3** The importance of personal presentation and behaviour when interacting with competitors and their representatives and what types of behaviour are consistent with developing good working relationships
- KB2.4** The contribution which effective working relationships between the sport official and competitors make to the success of competitions
- KB2.5** The types of interpersonal skill which help to establish effective relationships with competitors and their representatives

- KB2.6** How the sport official shows confidence and authority while working hard to maintain the cooperation of competitors and their representatives
- KB2.7** Why clear communication with competitors and their representatives is important and the established methods of communicating as appropriate to the sport
- KB2.8** Types of behaviour that shows respect for competitors and their representatives and treats them fairly and equitably
- KB2.9** Techniques the sport official can use to resist pressure from competitors and their representatives to influence decision making and how to resist such pressure
- KB2.10** The types of social and cultural difference which sport officials encounter during their practice and how to be sensitive to such differences, for example, by use of language and gestures
- KB2.11** Why it is important for the sport official to act within the limits of their own authority.



Michi Meister and Sean Edwards umpire Euro Hockey League 2018-2019 HC Oranje-Rood v SV Arminen (Pool A) (Photo: EHF/World Sport pics (c))

STANDARD B3

OPERATE WITH EVENT STAFF

WHAT THIS STANDARD IS ABOUT

This standard is about establishing and maintaining effective relationships with event staff. It focuses on personal presentation and behaviour, use of interpersonal skills, effective teamwork, liaison and communications, mutual support and resolving disagreements.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Competition	This could be a single game, event or tournament for example.
Event staff	Those supporting the competition, for example, event management, security staff, marketing staff, first aiders etc. Event staff may be paid employees or volunteers.
Official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCB3.1** Identify relevant event staff, their roles and how to liaise with them
- PCB3.2** Ensure own personal presentation and behaviour are consistent with the sport's standards for officials
- PCB3.3** Use interpersonal skills to establish collaborative relationships with event staff
- PCB3.4** Identify and confirm any situations regarding the competition which officials and event staff need to address and agree a common approach
- PCB3.5** Confirm arrangements, working procedures and roles and responsibilities with event staff

- PCB3.6** Carry out own agreed role and responsibilities, coordinating effectively with event staff
- PCB3.7** Communicate with event staff promptly and clearly
- PCB3.8** Act within the limits of own authority/ responsibility and treat event staff fairly and equitably
- PCB3.9** Work with event staff to ensure the success of the competition and the good standing of the sport.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KB3.1** Why it is important for the sport official to build effective working relationships with event staff
- KB3.2** The types of event staff which the sport official needs to interact with, what their responsibilities are, and how to interact with them
- KB3.3** Why it is important to treat event staff fairly and equitably.
- KB3.4** How to use interpersonal skills to establish and maintain collaborative relationships with event staff
- KB3.5** Why communication with event staff is important and how to communicate according to the protocols of the sport
- KB3.6** Situations in which the sport official should provide assistance to event staff, request assistance and agree a common approach
- KB3.7** The importance of not exceeding the limits of own authority.



STANDARD B4

LIAISE WITH THE MEDIA

WHAT THIS STANDARD IS ABOUT

This standard applies to those sport officials who have a role of liaising with the media. It covers establishing and maintaining a productive relationship with media representatives and meeting their needs in regard to the competition within the sport's rules/laws and ethics. It also covers providing information to the media within the limits of own role and responsibilities and organisational requirements. The standard also makes reference to responsible use of social media.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Competition	This could be a single game, event or tournament for example.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Media	For example, print and internet-based media, television, radio, host broadcaster, photographers, social media platforms.
Presenting sport in positive way	For example, not criticising other officials, not posting photos with competitors, not offering interpretations of rules/laws and ethics without permission of organisation.
Social media	For example, online discussion groups and forums and other platforms that enable users to create and share content.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCB4.1** Identify media presence at a competition/event and establish their role and requirements
- PCB4.2** Check that media requirements are consistent with the rules/laws and ethics of the sport
- PCB4.3** Identify media representatives who will be significant to the officiating role and ensure they understand the requirements of the competition
- PCB4.4** Maintain contact with media representatives during competition and ensure requirements are met as agreed
- PCB4.5** Ensure that own organisation gives authorisation before providing information, views and interpretations to the media
- PCB4.6** Communicate the information, views and interpretations clearly, concisely and confidently in line with relevant policies and guidelines
- PCB4.7** Present themselves, their colleagues and the sport in a positive way, in all interactions with the media, including social media.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KB4.1** The role which media plays in sport and how media can contribute to the sport's development
- KB4.2** The importance of understanding the media's role at a competition and knowing their role and requirements and checking these requirements are consistent with the sport's rules/laws and ethics
- KB4.3** Why it is important to be sure that own organisation gives authorisation before a sport official provides information, views and interpretations to the media and how to obtain authorisation
- KB3.4** The importance of following own organisation's policies and guidelines when interacting with the media
- KB4.5** The benefits and risks of social media and why it is important that the sport official follows organisational policy when using social media
- KB4.6** Why it is important to present themselves, their colleagues and their sport in a positive way, in all interactions with the media, including social media.



KEY ROLE

C

COMPETITION

▲ STANDARD C1

Ensure the competition environment meets the rules/laws and ethics of the sport

▲ STANDARD C2

Apply duty of care for competitors and officials

▲ STANDARD C3

Monitor competition and apply the rules/laws and ethics of the sport

▲ STANDARD C4

Monitor competition and judge the quality of performance according to the standards of the sport/competition

▲ STANDARD C5

Manage conflict as part of the sport official's role

STANDARD C1

ENSURE THE COMPETITION ENVIRONMENT MEETS THE RULES/LAWS AND ETHICS OF THE SPORT

WHAT THIS STANDARD IS ABOUT

This standard is about the official's role in checking the competition environment, identifying any deviations from the rules/laws and ethics of the sport or event and, if necessary, reporting problems to others to ensure they are corrected.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Competition	This could be a single game, event or tournament for example.
Competition environment	The area where the competitors compete. This could be a pitch, swimming pool, racetrack, tennis court etc.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.



▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCC1.1** Identify the individual competition rules and standards
- PCC1.2** Check the competition environment meets the rules/laws and ethics of the sport
- PCC1.3** Report any irregularities to the responsible personnel as required by the sport
- PCC1.4** Familiarise themselves with the emergency procedures for the competition environment and their own role and responsibilities in regard to emergencies
- PCC1.5** Complete all records and share information concerning the competition environment with appropriate colleagues.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KC1.1** Why it is important for the sport official to familiarise themselves with the individual competition rules and standards
- KC1.2** Colleagues responsible for different aspects of health and safety before, during and after competitions
- KC1.3** The rules/laws and ethics of the sport and how they apply to the competition environment
- KC1.4** The types of irregularity in the competition environment which may occur and how the sport official should deal with these
- KC1.5** Own role and responsibilities in regard to emergencies in the competition environment
- KC1.6** The contribution, role and responsibilities of the sport official in maintaining a fair ethical sporting environment.

STANDARD C2

APPLY DUTY OF CARE FOR COMPETITORS AND OFFICIALS

WHAT THIS STANDARD IS ABOUT

This standard is about the sport official's competence regarding duty of care for competitors and other officials during the competition. It involves being able to monitor the behaviour of competitors, officials and others, identifying hazards and making sure these hazards are correctly controlled.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Competition	This could be a single game, event or tournament for example.
Competition environment	The area where the competitors compete. This could be a pitch, swimming pool, racetrack, tennis court etc.
Competitors	Those taking part in the competition, for example, players, participants, gymnasts, riders etc.
Controls	Ways of reducing the risk to an acceptable level.
Duty of care	Always acting in the best interest of others, not acting or failing to act in a way that results in harm, acting within the limits of own competence.
Hazard	Something that may cause harm
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Others involved in the competition	For example, support staff, medical staff, coaches etc.
Personal accessories	For example, jewellery, body piercing etc.
Risk	The likelihood of a hazard causing harm and degree of harm it will cause. Risks need to be controlled within the rules/laws and ethics of the sport.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCC2.1** Identify the procedures for duty of care
- PCC2.2** Ensure own behaviour meets the defined procedures for duty of care
- PCC2.3** Check competitors' clothing, equipment and personal accessories are safe according to the rules/laws and ethics of the sport, providing appropriate advice and support when necessary
- PCC2.4** Monitor the behaviour of competitors, officials and others involved in the competition
- PCC2.5** Identify hazards during competition and ensure that these hazards are assessed and controlled in line with the rules/laws and ethics of the sport
- PCC2.6** Identify when the welfare of competitors or officials is at risk and take action in line with the rules/laws and ethics of the sport
- PCC2.7** In the event of an emergency, carry out own role and responsibilities in line with agreed emergency procedures
- PCC2.8** Complete all records and share information concerning duty of care with appropriate colleagues.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KC2.1** What is duty of care and why duty of care is vital to the sport official's role
- KC2.2** The responsibilities which the sport official has for duty of care and the procedures they should follow
- KC2.3** The importance of the sport official being a good role model in relation to duty of care
- KC2.4** The safety regulations which cover competitors' clothing, equipment and personal accessories according to the rules/laws and ethics of the sport, and how to ensure that competitors follow these
- KC2.5** Techniques the sport official can use to identify possible hazards during competition
- KC2.6** The types of hazards that may occur during competition and how to assess and control risks in line with the rules/laws and ethics of the sport.

STANDARD C3

MONITOR COMPETITION AND APPLY THE RULES/ LAWS AND ETHICS OF THE SPORT

WHAT THIS STANDARD IS ABOUT

This standard is about monitoring the competition, applying the rules/laws and ethics of the sport and making and communicating decisions whilst maintaining own self-control and resisting pressure to change decisions.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Competition	This could be a single game, event or tournament for example.
Competitors	Those taking part in the competition, for example, players, participants, gymnasts, riders etc.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Others involved in the competition	For example, support staff, medical staff, coaches etc.
Personal equipment	For example, clothing, whistles, notebooks, flags, starting guns, stopwatches etc. as appropriate to the sport and role.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCC3.1** Ensure own physical and psychological condition meets the requirements for officiating the competition
- PCC3.2** Access and interpret information about the competition, competitors and any specific rules and requirements, identifying issues that may need particular attention
- PCC3.3** Ensure all personal equipment is available and ready for officiating
- PCC3.4** Maintain focus and concentration throughout the competition
- PCC3.5** Make decisions according to the rules/laws and ethics of the sport, according to the level of competition and own role
- PCC3.6** Communicate decisions clearly and at the appropriate time
- PCC3.7** Maintain a confident presence which stimulates respect and positive behaviour
- PCC3.8** Manage influences and pressures from competitors, spectators and others involved in the competition
- PCC3.9** Maintain self-control and behaviour which is consistent with the sport's standards for officials' conduct
- PCC3.10** Record, report and verify the outcomes of competition and any other information relevant to competitors, other officials or others involved in the competition.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KC3.1** The sport's rules/laws and ethics and how to interpret these accurately
- KC3.2** The sport's standards for the official's physical and psychological condition and why it is important to maintain these
- KC3.3** Activities that can maintain own physical and psychological condition prior to and during competition
- KC3.4** The types of issue/problem that may need to be anticipated in advance of competition which need particular attention by the officiating team
- KC3.5** The importance of maintaining focus and concentration throughout the competition

- KC3.6** Observational and decision-making techniques appropriate to the sport
- KC3.7** How to manage and minimise influences and pressures from competitors, spectators and others involved in the competition
- KC3.8** The importance of the sport official making prompt and accurate decisions according to the rules/laws and ethics of the sport, the level of competition and own role
- KC3.9** How to communicate decisions clearly and at the appropriate time
- KC3.10** How to maintain a confident presence which stimulates respect and positive behaviour from competitors and their representatives
- KC3.11** The importance of self-control and how to manage own feelings and behaviour during competitions
- KC3.12** Technology available to an official in their sport and how it can be used as a tool to assist the role of the official.



STANDARD C4

MONITOR COMPETITION AND JUDGE THE QUALITY OF PERFORMANCE ACCORDING TO THE STANDARDS OF THE SPORT

WHAT THIS STANDARD IS ABOUT

This standard is about officiating as a judge in a sport where qualitative evaluations are made about competitors' performance, for example, gymnastics, boxing or figure skating. The standard covers observing, evaluating performance and making and communicating judgments, seeking, where necessary, consensus with other judges.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Competition	This could be a single game, event or tournament for example.
Competitors	Those taking part in the competition, for example, players, participants, gymnasts, riders etc.
Judge	A person with responsibility for evaluating the quality of a competitor's performance using agreed standards and gradations.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCC4.1** Identify and evaluate the standards of performance, gradations for the competition and required evidence to support judgments
- PCC4.2** Monitor competitors' performance as appropriate to own role in the competition
- PCC4.3** Objectively and accurately evaluate competitors' performance against the agreed standards and gradations in a way that can be justified by evidence
- PCC4.4** Where necessary, work cooperatively with other judges to reach consensus judgments
- PCC4.5** Record and communicate judgments promptly, consistently and in the format required for the competition.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KC4.1** The standards of performance, gradations for competitions and required evidence to support judgments
- KC4.2** How to monitor competitors' performance as appropriate to own role in the competition
- KC4.3** The vital importance of objectively and accurately evaluating competitors' performance against the agreed standards and gradations in a way that can be justified by evidence
- KC4.4** How to make objective and accurate evaluations of competitors' performance
- KC4.5** How to record and communicate judgments promptly, consistently and in the format required for the competition
- KC4.6** Situations in which it may be important for the sport official to work cooperatively with other sport officials when judging the quality of performance.

STANDARD C5

MANAGE CONFLICT AS PART OF THE SPORT OFFICIAL'S ROLE

WHAT THIS STANDARD IS ABOUT

This standard is about monitoring competition and identifying the potential for conflict, seeking to reduce the potential for conflict, and dealing with conflict when it occurs by using de-escalation techniques.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Communication	All forms of communication, including spoken, written and body language, use of visual images and practical demonstrations. This should include foreign language skills for those officials operating at international level.
Competition	This could be a single game, event or tournament for example.
Competitors	Those taking part in the competition, for example, players, participants, gymnasts, riders etc.
Conflict	Disputes between competitors, between competitors and officials or including others involved in the competition. Conflict usually involves language and behaviour which are not consistent with the ethics of the sport.
Sport official	Anyone who is assisting with the application of rules/laws and ethics, for example: referees, umpires, marshals, judges, scorers etc.
Others involved in the competition	For example, support staff, medical staff, coaches etc.
Sport	All forms of competitive physical activity, which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

▲ PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCC5.1** Use interpersonal skills to encourage competitors, their representatives, other officials and others involved in the competition to share responsibility for sporting behaviour
- PCC5.2** Monitor competitor, competitor representative and official behaviour during competition and identify any potential for conflict
- PCC5.3** Attempt to prevent conflict situations before they occur
- PCC5.4** Recognise conflict when it occurs and deal with it promptly and consistently
- PCC5.5** Seek to de-escalate conflict through:
 - ▲ showing empathy for those involved
 - ▲ positive approach and behaviour that calms the situation
 - ▲ identifying the causes of conflict
 - ▲ inviting the cooperation of those involved
 - ▲ problem solving
 - ▲ effective communication
 - ▲ negotiation where possible
 - ▲ acknowledging positive behaviour
 - ▲ justifiable and consistent application of sanctions
- PCC5.6** Be fair, impartial and consistent in decision making, providing clarification when this is helpful
- PCC5.7** Record and report conflict situations, conflict resolution and outcomes as required.



▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KC5.1** The importance of managing conflict during sport competitions and the negative impact that conflict has on competition success and the public image of the sport
- KC5.2** The importance of all those involved in competition sharing responsibility for good sporting behaviour and how the sport official can use interpersonal skills to maintain a healthy atmosphere
- KC5.3** How to identify any potential for conflict during competition and the importance of anticipation
- KC5.4** Conflict management in the context of the sport
- KC5.5** The importance of dealing with conflict promptly and in a consistent way
- KC5.6** The range of conflict de-escalation techniques available to the sport official and how to apply these during competition
 - ▲ showing empathy for those involved
 - ▲ positive approach and behaviour that calms the situation
 - ▲ identifying the causes of conflict
 - ▲ inviting the cooperation of those involved
 - ▲ problem solving
 - ▲ effective communication
 - ▲ negotiation where possible
 - ▲ acknowledging positive behaviour
 - ▲ justifiable and consistent application of sanctions
- KC5.7** The importance of being fair, impartial and consistent in decision making, providing clarification when this is helpful and how this contributes to minimising conflict.







KEY ROLE

D

INFORMATION

▲ STANDARD D1

Collect, record and store information as required by the officiating role

▲ STANDARD D2

Provide information to others as required by the officiating role

STANDARD D1

COLLECT, RECORD AND STORE INFORMATION AS REQUIRED BY THE OFFICIATING ROLE

WHAT THIS STANDARD IS ABOUT

- | This standard is about collecting, recording and storing information relevant to the official's role.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Information	All types of information relevant to the official's role, for example, results, certifications, sanctions applied to competitors etc.
Storing information	Either in paper form or electronically.
Authorised people	Those people in the official's organisation who are allowed access to the information according to the organisation's policies and procedures.
Recording information	Either on paper or in electronic form.

PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCD1.1** Collect information relevant to the officiating role prior to competition
- PCD1.2** Follow procedures to record information as required by the laws, rules and ethics of the sport
- PCD1.3** Ensure records are clear, accurate and complete
- PCD1.4** Store information securely according to their organisation's systems and procedures
- PCD1.5** Store records securely so that they can be retrieved when required and cannot be accessed by unauthorised persons.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KD1.1** The importance of accurate information management to the sport official's role
- KD1.2** The information relevant to the officiating role which the sport official is responsible for
- KD1.3** How to maintain records so that they are clear, accurate and complete
- KD1.4** The sport's requirements for storing information securely according to their organisation's systems and procedures
- KD1.5** The importance of maintaining the confidentiality of information and the protocols to follow in order to protect confidentiality.



STANDARD D2

PROVIDE INFORMATION TO OTHERS AS REQUIRED BY THE OFFICIATING ROLE

WHAT THIS STANDARD IS ABOUT

This standard is about engaging in communications with other officials or authorised people within the organisation.

TERMINOLOGY

Within this standard the following explanations and examples apply.

Authorised people	Those people in the official's organisation who are allowed access to the information according to the organisation's policies and procedures.
Information	All types of information relevant to the official's role. Information may be spoken or written, paper-based or digital.
Providing information	Orally, in paper form or electronically.
Recording information	Either on paper or in electronic form.

PERFORMANCE CRITERIA (PC)

The competent Sport Official should be able to:

- PCD2.1** Evaluate requests for information and ensure that providing this information is consistent with own roles, responsibilities and competence
- PCD2.2** Clarify any areas of uncertainty about the request
- PCD2.3** Provide accurate, timely and clear reports to authorised people in a way that meets their needs and is in the required format
- PCD2.4** Make useful contributions to discussions, developing points and ideas
- PCD2.5** Give other people the opportunity to contribute their ideas and opinions and take these into account.

▲ KNOWLEDGE AND UNDERSTANDING (K)

The competent Sport Official should know and understand:

- KD2.1** Why it is important to respond to requests for information in a way that is consistent with own roles, responsibilities and competence and the requirements of own organisation
- KD2.2** How to provide accurate, timely and clear reports to authorised people in a way that meets their needs and is in the required format
- KD2.3** Types of information that can be discussed with authorised people and how to achieve the objective of the discussion
- KD2.4** Why it is important to give other people the opportunity to contribute their ideas and opinions and take these into account during discussions.





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