



10-11 April 2017

IMD, Lausanne,
Switzerland

Working Group - Officials

Timeline

- 4 & 5 April 2016, Sports Forum Panel on Officials
- August 2016, FEI Officials Working Group established
- September 2016, first meeting of the Working Group
- October 2016, FEI Officials Survey conducted
- Total of 7 Working Group meetings (2 in-person meetings)
- 11 & 12 April 2017, Presentation of preliminary findings and recommendations at Sports Forum and subsequently to the FEI Bureau.

Sports Forum 2016

Career Pathway

Education

Appointment & Remuneration



Section 1: Introduction

- Code of Conduct

- Job Descriptions/Checklist

- Age Limit

- Officials Monitoring and Evaluation

Section 2: Education Calendar

- Education Quality

- Course Director Education

- FEI Campus

Section 3: Officials' Management
Mentoring
Appointment and Rotation of Officials
Financial Support for Officials
Remuneration

COFFEE BREAK!

Section 4: Questions and Answer session
Conclusion and Next Steps

A survey was sent to 6254 Officials in October 2016.

The number of completed responses was 1422.

This represented a feedback rate of approximately 23%.

The survey can be considered representative.



Answers to questions

1. Current functions: 48% Judges,
40% Stewards,
31% Veterinarians,
15% TDs,
14% Course Designers
2. On average being an FEI Official since 16 years,
a National Official since 23 years.

3. Experience: 56% former or active athlete,
40% with other connections to equestrian sport,
32% former or active trainer,
12% former or active groom.

4. Motivation to start career as FEI Official:
71% want to contribute to the sport
69% general interest in equestrian sport
48% personal ambition and to develop myself

5. Education Systems

The FEI Education system should offer more courses/seminars (yes 50%).

The FEI Education system should offer more e-Learning opportunities (yes 44%).

6. Courses and Course Material

"As FEI Official, I feel well educated and prepared for my duties through FEI Courses" (yes 73%)

"As FEI Official I feel well educated and prepared for my duties through FEI Course Material" (yes 37%)

Most frequent answers to open questions:

- More courses and seminars should be organised by FEI.
- e-Learning opportunities should be provided by FEI.
- A programme should be established to support Officials financially to allow more experiences at FEI events outside their own countries.
- FEI appointments to events be made more transparent and fair.
- FEI should reduce the influence of established groups of officials.
- Seeking more hands-on education.
- Not enough officiating opportunities in the regions.
- Establishing a mentoring programme for younger officials.
- Removal of the age limit.



Working Group Recommendation 1

Introduction of a single Code of Conduct
for all FEI Officials.

- To adopt this Code of Conduct for all FEI Officials.
- All existing FEI Officials to (electronically) sign the Code of Conduct.
- All future FEI Officials to (electronically) sign upon first application for an FEI qualifying course.



Session 6 - Officials

Code of Conduct (Draft)

FEI Officials' Code of Conduct

As an FEI Official I undertake to respect all FEI Rules and Regulations at all times, and in particular the FEI Code of Ethics and Conflict of Interest Policy and the FEI Code of Conduct for the Welfare of the Horse.

While I am officiating as an FEI Official, I will act in an appropriate and respectful manner towards humans and animals, and I will carry out all duties in a professional manner.

I am aware that I am a representative of the FEI while officiating at any FEI Event (hereinafter the "Event/s"). I am also conscious of my role as an authority and of the associated obligation to have adequate knowledge of the principles of equestrian sport and the relevant FEI Rules and Regulations, and to apply them at all times in a fair and consistent way.

While I am officiating:

- I will refrain from consuming alcohol and I will not use any illegal substances, nor will I officiate when my judgement might be impaired by any such substance.
- I will not place bets on Athletes and Horses competing at the Event where I am officiating or otherwise receive any financial or other gain as a product of a particular result.
- I will be willing to answer the questions of stakeholders (including but not limited to Athletes, Owners and Trainers, Organisers, Grooms and my colleagues). I will take the time to politely and objectively explain my decisions where possible.
- I will be familiar with all the relevant FEI Rules and Regulations and will be well prepared for every event.
- I will cooperate fully with the Organiser of the Event and with my colleagues.

I confirm that for each FEI Event at which I officiate I will fulfill all FEI requirements (including maintaining the necessary qualification) relevant to that Event.

I commit to avoid any actual or perceived conflict of interest. A conflict of interest is defined as any personal, professional or financial relationship, including relationships of family members that could influence or be perceived to influence objectivity when representing or conducting business or other dealings for or on behalf of the FEI.

I will maintain a neutral, independent and fair position towards Athletes, Owners, Trainers, Grooms, Organisers and other Officials and stakeholders. Financial and/or personal interests will never influence my officiating duties and I will spare no effort to avoid any such perception.

Activities that lead or may lead to a conflict of interest when officiating at an FEI Event include but are not limited to:

- Acting as a Chief of Stable or being responsible / co-responsible for selecting teams and/or individuals or training Athletes within a National Federation

- present at the Event, if the teams and/or individuals participate in a competition falling within the level and age group of the authority of the Official.
- Being the Owner/part-Owner of a Horse taking part in the Event.
- Being in a situation of financial dependence or gaining financial profit from participating Owners, Athletes, Trainers or Organisers. The same rule applies with regard to National Federations or other organisations involved in the Event, if the dependence exceeds a regular employment. Employees of participating National Federations cannot act as President of the Ground Jury, President of the Appeal Committee, Chief Steward or Course Designer at Official International Events, International Championships and Games.
- Having a close personal relationship with an Athlete competing at the Event.

On becoming aware of a potential Conflict of Interest I undertake to promptly notify the FEI HQ of any of the above or other possible conflicts of interest or circumstances that may be perceived as such.

Conflicts must be avoided whenever practicable. However, conflicts may be linked to experience and expertise that is necessary to qualify Officials. The specific balance between conflict and expertise is regulated by the General Regulations and the relevant Sport Rules.

In the course of my duties or when representing the FEI I will refrain from making any public statements, including to the media or in social media, that might cause harm to the FEI or to equestrian sport in general. This includes statements that might create a perception of bias.

I will dress appropriately.

The breach of any obligation assumed under this Code of Conduct and/or any breach of the FEI Rules and Regulations may lead to any of the following sanctions as stipulated in the FEI Rules:

- A warning letter
- Obligation to attend an FEI course and/or to pass an exam
- Fine
- Suspension from officiating duties (provisional or for a stated period of time)
- Removal from the relevant and appropriate FEI lists of Officials
- Any other sanctions as stated in the relevant FEI Rules or Regulations

Draft version: March, 10th, 2017

General Aspects
(e.g. knowledge,
professionalism, respect)

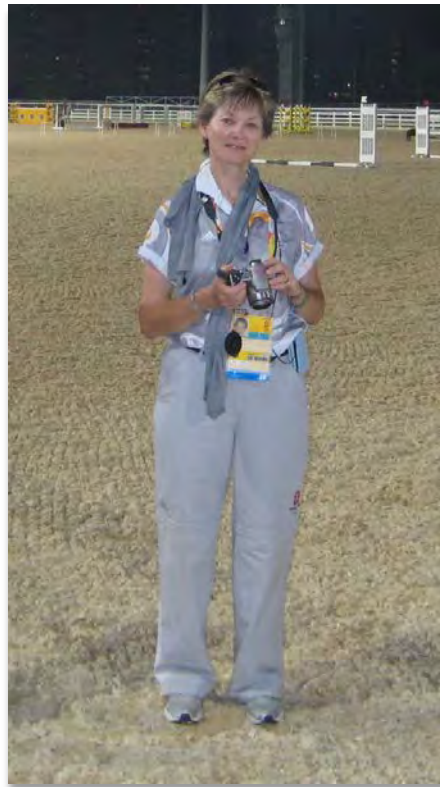
Conflict of Interest
(e.g. actual, perceived)

Sanctions
(e.g. warning, suspension,
removal)





prepared by



Frances Hesketh-Jones Triulzi

Working Group Recommendation 2

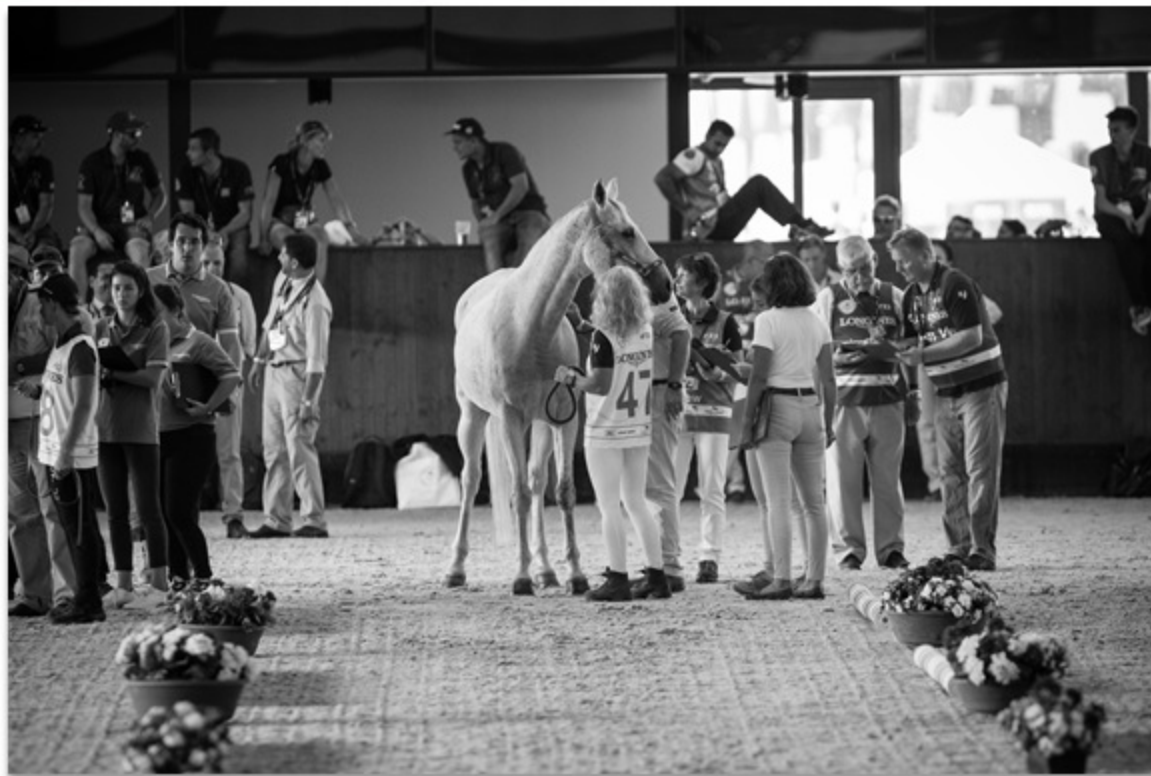
Introduction of job descriptions with evaluations
for all FEI Officials.

Template for all roles in all disciplines (90+ job descriptions)

- Job title
- Job analysis
- Reports to
- Key responsibilities
- Profile
- Work area
- Appointment/invitation

SHOW OFFICE

- ☒ Clarification of schedule if required
- ☒ Declarations
- ☒ Draws
- ☒ Qualification procedures (including pre-qualified Athletes)
- ☒ Compliance with FEI Entry System
- ☒ (Compliance with FEI Invitation System)
- ☒ Collection of walkie-talkie radios
- ☒ Availability of correct start lists and course plans for Officials
- ☒ Substitutions and changes of Athlete/Horse
- ☒ Master list(s)



Working Group Recommendation 3

Develop a competency-based evaluation system
with the goal of replacing
the age limit.

- Proactive not reactive
- Maintain status quo for 2018
- Proposal to launch pilot competency evaluation system in 2018
- Competency-based evaluations during Refresher Seminars
- Opportunities for younger officials




Opportunity for emerging
seasoned officials.

Examine
Eventing and Dressage
mentoring systems.

Adapt them to meet need of
other disciplines.



A horizontal flowchart consisting of four purple chevron-shaped boxes pointing from left to right. Each box contains a step in the evaluation process.

Address
good/bad
feedback

Highlight
strengths &
weaknesses

Focus
through
education

Improve
Officials'
performance



Working Group Recommendation 4

To have an education calendar available by the end of a year for the following year.

FEI Regional Group	1	2	3	4	5	6	7	8	9	Overall
No. of FEI L1, L2, L3 Judges Jumping	208	145	34	63	60	49	104	116	36	815
Total no. of shows in 2013-2015	835	405	55	193	55	41	77	138	20	1819
No. of local officiating opp. at FEI shows*	1670	810	110	386	110	82	154	276	40	3638
Avg opp. per judge (in 3 yrs)	8.03	5.59	3.24	6.13	1.83	1.67	1.48	2.38	1.11	4.46

*Assuming an average of 3 Members of Ground Jury, including Foreign Judge. Thus, 2 positions in the Ground Jury considered as opportunity for local FEI Judge.

Principles (based on close collaboration NFs – FEI)

- NFs communicate their needs to FEI.
- NF Statistics serve as planning tool (134 spreadsheets).
- FEI creates courses (mutually agrees where, when).
- FEI allocates course venues.
- FEI appoints and pays Course Directors.
- Organisation of education under cost efficiency considerations.
- All disciplines to be enabled delivering education with same quality.

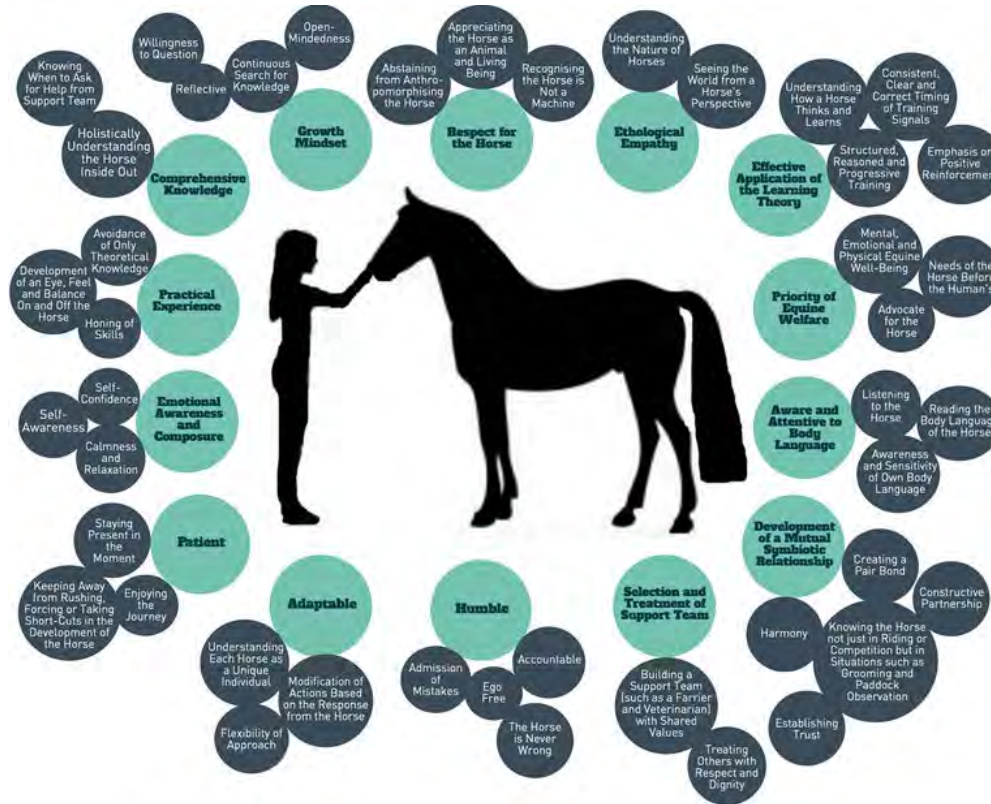


Working Group Recommendation 5

To improve the quality of education material and course delivery.

Principles

- More hands-on education.
- Horsemanship included.
- Based on Job Descriptions.
- Improvement of course material.
- FEI to own the course material.
- Standardisation of course material & delivery.
- More regular education (e-Learning).
- Selection & training of Course Directors.



Horsemanship Study
conducted by

Stefanie Krysiak (CAN)

Identified:

14 Characteristics
44 Attributes

for Horsemanship



Working Group Recommendation 6

FEI to establish a new Course Director education programme and funding.

Principles

- All FEI Departments to allocate all Course Directors based on cost efficiency considerations.
- All FEI Departments to pay the Course Directors upon receipt of the complete results and reports.
- All FEI Departments to have a budget for Candidate Course Director Education.
- All FEI Departments to have an education budget, proportional to the number of officials they have to educate.



Working Group Recommendation 7

All Disciplines should make extensive use of the new e-Learning platform *FEI Campus*.

FEI Campus Principles

- Free of charge
- Accessible 24/7
- Education and information
- Approved content, certification
- Interactive
- Responsive
- Blended Learning (combination of e-Learning and Classroom)

WELCOME TO FEI CAMPUS

Certified learning from the FEI
anywhere, anytime

FEI CAMPUS AT A GLANCE

On the FEI Campus you can:



ACQUIRE

new knowledge and obtain an
official certificate.



CONNECT

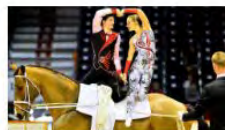
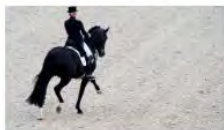
to tutors and peers at the touch of
a button, from any device.



EXCHANGE

with an international panel of FEI-
accredited experts.

All courses at your fingertips



HORSEMANSHIP

Horsemanship



Veterinary

Are you interested in veterinarian education?

Take courses for FEI Official Veterinarians, Testing Technicians or National Head Veterinarians.



Olympic Hub

Learn more about the Olympic Movement.

The IOC has developed very useful education material which you can access in this portal.



Language Training

Learn English with Rosetta Stone

A powerful and intuitive language program to improve your English.



Horse Care and Management

Learn more about Horse Care and Management.

This portal will show important aspects on all aspects relevant for the horses' well-being.



Riding Education

Learning how to ride is fundamental.

Learn more about national riding education systems and how you can progress to higher levels.



Sustainability

The FEI cares about the environment.

Learn about how to organise events while preserving resources and respect the environment.



Equine Sciences

Understand important basics of the horse's body.

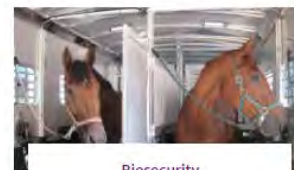
Educate yourself on basic anatomy, physiology, biomechanics or training theory.



Anti-Doping

Everyone involved in equestrian sport must know.

Make sure you are competent to protect the welfare of our two athletes, horse and rider, and to maintain a level playing field in our sport.



Biosecurity


What is important if you cross borders with horses?

Make sure you know about all details about transportation, vaccination and customs regulations.

Clean learning environment with syllabus navigation

Vaulting History - Present Time

Olympic Games 1920



Vaulting was included as "Artistic Riding" by cavalry soldiers in the Olympic Games 1920 in Antwerp, Belgium.

17 riders participated in the Individual competition, three nations in the Team competition.

Vaulting
Judges Level 1

Chapter 1 7 min
Course Introduction

Chapter 2 40 min
The Vaulting Discipline

Unit 1
Introduction to Vaulting

- Image of the Vaulting Discipline
- Vaulting History - Before Common Area
- Vaulting History - Middle Age
- Vaulting History - Present Time
- Quiz - Introduction Vaulting

Chapter 1

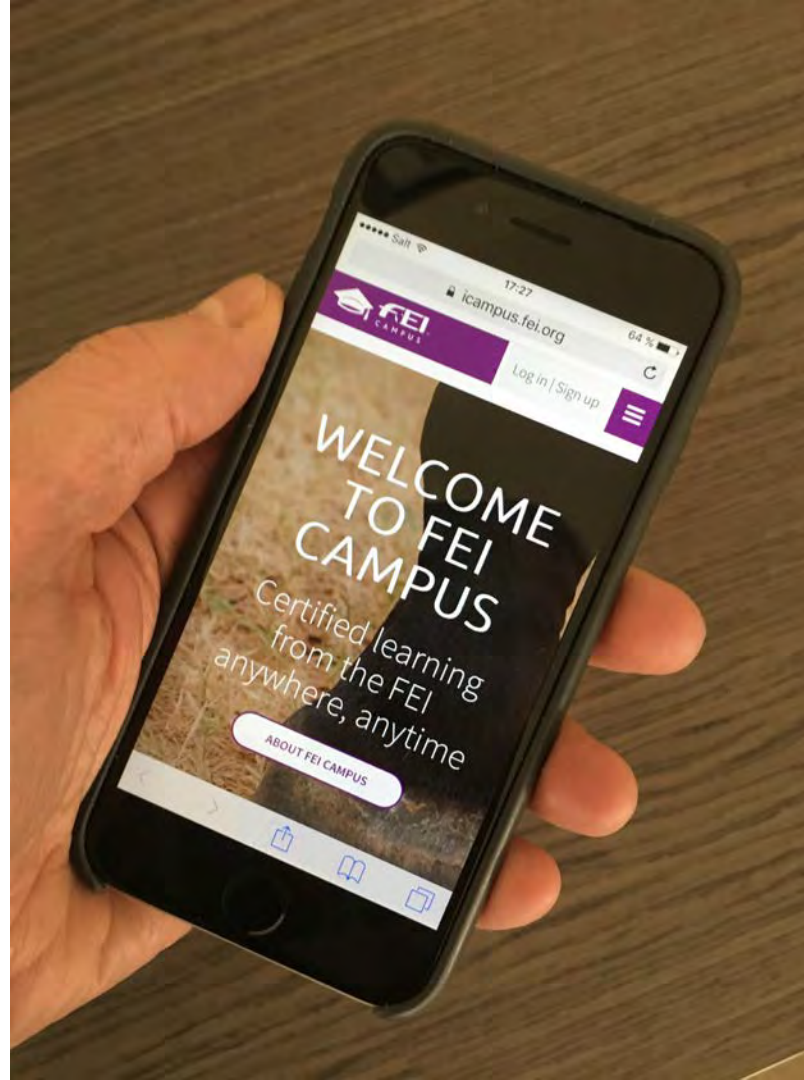
Chapter 2

2/11

Virtual Classrooms

<p>Camera and Voice</p> 	<p>Authentic webinar first.ppt</p> 	<p>Chat (Everyone)</p> <p>Enabling e-Learning: Kia ora tatou and welcome to this afternoon's webinar :-)</p> <p>Enabling e-Learning: Kia ora and welcome Karen</p> <p>Barrie from LEARNZ: http://ata.learnz.org.nz/summary.php?vf=towater172</p> <p>Enabling e-Learning: Kia ora Kimberley and welcome</p> <p>Enabling e-Learning: Kia ora Fiona and welcome to this afternoon's webinar</p> <p>Tony Cairns: awesome here</p> <p>Karen Paterson: Lovely in Blenheim</p> <p>Fiona Groube: Fantastic in Wellington I'm melting from wearing too many layers!</p> <p>Barrie from LEARNZ: Partly sunny in ChCh.</p>
<p>Participant List (10)</p> <p>Active Speakers</p> <p>Hosts (2)</p> <ul style="list-style-type: none"> Enabling e-Learning Nicholas Lekakis <p>Presenters (2)</p> <ul style="list-style-type: none"> Fleur Tony Cairns <p>Participants (6)</p> <ul style="list-style-type: none"> Barrie from LEARNZ Bernice Fiona Groube Karen Paterson Kimberley Sandra 	<p>Web Links for this webinar</p> <p>School project to improve road safety: Fleur Knight - Stuff.co.nz</p> <p>School kids unite to make walking to school safer</p> <p>Police publication for safer schools</p> <p>The use of ICT in Science to increase student engagement and achievement.: Tony C</p>	<p>Setting up your microphone</p> <p>Please feel free to activate your microphone by clicking on the top icon that shows a microphone and scrolling down to Connect my Microphone. Then you can Mute your microphone and unmute when</p>

Works on
mobile
devices



such as
smart-phones
or tablets

FEI Campus will be launched 1 June 2017.



Working Group Recommendation 8

Compulsory NF recommendation only upon entering first level of FEI qualification.

- No NF confirmation required for higher levels of qualification
- If more candidates from one NF than FEI can accept: NF to be asked
- Application for promotion courses to be submitted by NF or Official. FEI to inform NF, so NF can object (with good reasons).



What happens if ...

- ? Official is sanctioned and suspended by NF or FEI (“not in good standing”, misbehaviour).
 - = If case is valid: To be suspended by both, NF and FEI (similar to athletes).
 - = If case is not valid: Status to be upheld by the other organisation.

Moreover: NF and FEI to inform each other in less severe cases of misbehaviour as well.



Working Group Recommendation 9

FEI to establish a common fund, to support Officials in getting more officiating experience.

FEI Exchange Programme

Global Education Programme in Eventing (GEP)



FEI to create an “Officials Development Fund”



Working Group Recommendation 10

FEI to introduce “rotation”
for FEI Officials at FEI events.

One person in the stewarding team and judging team should rotate every year among the officials team invited by the OC.

An individual, having served 5 consecutive years in a team on an event, would be ineligible to serve on either stewards and judging teams for a period of two years



Working Group Recommendation 11

FEI to create a “Development Pool”
for FEI Officials.

Definition

Judges and Stewards that have not had more than 5 officiating opportunities in the last 12 months or that have been promoted in the last 12 months.



To create educational opportunity, for 1* through 4*.

One member of the judging team and one of the stewarding team will need to be from the "*FEI Development Pool*".

Proposed that an FEI App will be developed to capture the available Development Pool. Updated monthly.



Working Group Recommendation 12

FEI to extend the number of FEI Officials appointed to FEI Events in all disciplines.

FEI to appoint Foreign Judge and Foreign Steward at higher levels and in all disciplines.

Greater transparency is needed.

A broader pool of officials need to be appointed, to increase the officiating opportunities.

Availability of officials is often a problem.

Online calendar (to be developed) would facilitate.



Working Group Recommendation 13

FEI to create a top layer of FEI Officials
for the professional sport

Create a new layer for Judges (L5) and Stewards (L4).

L4/L5 requirements to be developed.

The L4/L5 should pass every year a very extensive evaluation, not only on rules, but also on extra skills like communication, crisis management, time management.

To retain status would need positive evaluations on the spot during the whole year.

Members not fulfilling this criteria can be taken out of the L4/L5 group every year.

Per diem should be standardised across Judges and Stewards in the same discipline. Can be different from one discipline to another.

Anticipated that there would be between 10-15 Judges and 10-15 Stewards in the new group.

Additional financial remuneration to be considered and implemented.





1. Introduction of a single Code of Conduct for all FEI Officials.
2. Introduction of job descriptions with evaluations for all FEI Officials.
3. Develop a competency-based evaluation system with the goal of replacing the age limit.
4. To have an education calendar available by the end of a year for the following year.
5. To improve the quality of education material and course delivery.
6. FEI to establish a new course director education programme and funding.
7. All Disciplines should make extensive use of the new e-Learning platform FEI Campus.

8. Compulsory NF recommendation only upon entering first level of FEI qualification.
9. FEI to establish a common fund, to support Officials in getting more officiating experience.
10. FEI to introduce “rotation” for FEI Officials at FEI events.
11. FEI to create a “Development Pool” for FEI Officials.
12. FEI to extend the number of FEI Officials appointed to FEI Events in all disciplines.
13. FEI to create a top layer of FEI Officials for the professional sport.