



# **Club, Provincial, Tournament and National Referee Development Programme**

## **Comprising**

The Competency Based Training and Assessment Programme (CBTA); and

The Coaching, Growth and Assessment Programme (CGAP)

---

# Table of Contents

<b>1. Introduction</b>	<b>3</b>
1.1 CBTA	
1.2 CGAP	
<b>2. CBTA Summary</b>	<b>4</b>
2.1 Referee qualification levels	
2.2 Components of the CBTA	
<b>3. CBTA Requirements</b>	<b>6</b>
3.1 Level 1 – Club Referee	
3.2 Level 2 – Provincial Referee	
3.3 Level 3 – Tournament Referee	
3.4 Level 4 – National Referee	
3.5 Squash Federation Africa (SFA) Regional Referee	
3.6 WSF Referee	
3.7 SSA Referee Assessor	
<b>4. Technical and Professional Competencies</b>	<b>13</b>
4.1 Technical competencies	
4.2 Professional competencies	
<b>5. CGAP</b>	<b>15</b>
5.1 How the CGAP works	
5.2 Talent management	
5.3 The CGAP cycle	
5.4 CGAP roles and responsibilities	

---

# 1. Introduction

## 1.1 CBTA

A CBTA outlines the training methods, assessment and other qualifying criteria for the appointment of referees. The World Squash Federation (WSF) prescribes the minimum standards to be met by a CBTA at National Referee level, which have been included in this CBTA. No WSF guidelines exist for Club, Provincial or Tournament Referees. This CBTA has been developed for the training, appointment and continuing education of Club, Provincial, Tournament and National Referee designations. The CBTA consists of the components below (some of which are only applicable to particular designations):

1. A technical and professional skills presentation and training
2. Written/oral examination
3. DVD match assessments
4. Practical match assessments
5. Activity reporting
6. Provincial recommendation
7. Appointment circular
8. Mentoring
9. Signed code of conduct
10. Hearing and eyesight check

## 1.2 CGAP

In order to run a successful CBTA, referees need to be coached, supported and assessed. The CGAP is an important component of our talent strategy. It is the process that plans, implements, monitors and reports on the development of referees to manage talent. The parties involved in the process are the Referee, the Referee's Coach, SSARS and SSA.

The CGAP is designed to:

- Support and evaluate referees through their progression
- Ensure fairness and transparency
- Ensure a consistent standard of refereeing competence
- Provide meaningful and timely feedback to stakeholders in squash

The approach of the CGAP is to:

- Designate responsibility roles (you, your coach, committees, reviewers, SSA, etc.) to provide a consistent basis on which to have growth and progress conversations
- Implement personal development plans
- Maintain an effective performance feedback process and provide performance summaries and records

---

## 2. CBTA Summary

### 2.1 Referee qualification levels

The table below broadly details the scope of referee designations:

<b>Level 1</b>	<b>Club Referee</b>	▪ Refereeing of league matches, club championships and early rounds of local tournaments
<b>Level 2</b>	<b>Provincial Referee</b>	▪ Refereeing of local events, certain rounds and divisions of inter-provincial tournaments and earlier rounds of national tournaments
<b>Level 3</b>	<b>Tournament Referee</b>	▪ Refereeing of later rounds of major local events, later rounds of national tournaments, later rounds/higher sections of inter-provincial tournaments and earlier rounds of PSA events
<b>Level 4</b>	<b>National Referee</b>	▪ Refereeing of finals of major local events, major matches of inter-provincial tournaments, quarter-finals onwards of national events and later rounds of PSA events
<b>SSA Assessor</b>		▪ Able to assess referees at Club, Provincial, Tournament and National level

Levels 1 and 2 will be administered by the Provincial Refereeing Representative in each Province. Levels 3 and 4 will be administered by SSARS.

### 2.2 Components of the CBTA

#### 2.2.1 Technical and professional skills presentation and training

A presentation will be given to cover the technical and professional competencies relevant to the designation. There will be a combination of discussion, video clips and notes.

#### 2.2.2 Written examination

A written exam will be conducted to assess technical and professional competencies. Exams will include multiple choice and/or written questions.

An oral exam will also be conducted at certain designation levels. This exam will assess the candidate's verbal expression of technical and professional competencies.

#### 2.2.3 DVD match assessments

DVD assessments will be conducted using recent PSA tour matches. These assessments will be set against a template answer sheet which will be provided by SSA Assessors. A minimum number of passes for various levels will be set. DVD assessments may also be used to obtain certain of the technical competencies required.

#### 2.2.4 Practical match assessments

Depending on the designation, a number of practical assessments will be conducted on the following basis:

1. There is a minimum number of full assessments to be passed
2. There is a minimum number of total decisions on which to be assessed across all competencies

3. All technical competencies and certain professional competencies must be assessed in a practical match assessment
4. Composite match assessments may be used to meet the total number of decisions required as well as obtain certain individual technical competencies (e.g. match management, swing interference etc.), provided that the minimum number of full assessments is met
5. The match standards that are acceptable will be specified (appropriate tournament, round, etc.)
6. A further separate practical assessment of marking skills is to be completed at certain designations
7. A practical match assessment will be deemed to
  - 7.1 have been passed if the Candidate successfully meets all of the criteria specified on the assessment sheet for the level being assessed
  - 7.2 have been failed if the Candidate:
    - 7.2.1 exceeds the maximum percentage of errors allowed in a match that is valid for assessment
    - 7.2.2 exceeds the maximum number of marginal/incorrect/totally incorrect decisions allowed as per the assessment sheet for the level being assessed, regardless of the overall number of decisions in a match
  - 7.3 be invalid where the number of decisions or the difficulty of decisions does not meet the minimum requirements on the assessment sheet for the level being assessed and the assessment is not otherwise classified as failed as per point 7.2

### ***2.2.5 Activity reporting***

With frequency varying depending on the designation, written reports must be submitted as follows:

1. Refereeing logbook
2. Mentoring logbook
3. Any other reports that SSARS deems appropriate

### ***2.2.6 Recommendation letter***

In order to be promoted to a designation, a letter of recommendation in the required format (including provincial history, involvement, attitude and perceptions about the Referee etc.) must be submitted by the Referee's province.

### ***2.2.7 Appointment circular***

In line with international best practice, an appointment circular will be circulated to various stakeholders in squash before appointing a Referee, in order to establish whether there are any possible instances of non-compliance with the SSA Code of Conduct for Referees. These stakeholders include, but are not limited to, SSA, the provincial unions, other referees and players representatives. SSARS will adjudicate responses to determine whether the responses should affect appointment.

### ***2.2.8 History of mentorship***

The Referee must mentor a specified number of individuals depending on the designation.

### ***2.2.9 Code of conduct***

Referees must sign the SSA Code of Conduct for Referees. The content of the Code of Conduct will be discussed in the various course presentations and may be assessed in the written/oral examinations.

### ***2.2.10 Hearing and eyesight check***

Referees must provide proof of natural or corrected 20/20 vision and being able to hear clearly from 20 meters.

---

## 3. CBTA requirements

### 3.1 Level 1 – Club Referee

- 1. Attend the Level 1 Referees' course**
- 2. Pass the Level 1 Referee Examination (a score of at least 80%) within the previous 36 months**
- 3. Practical match assessments**
  - 3.1. The Candidate must pass at least two practical match assessments in the previous 36 months, at least one of which must have been passed in the previous 12 months.
  - 3.2. The assessments must be done at any:
    - 3.2.1. U16 or U19 Girls or Boys tournament match;
    - 3.2.2. Any Men's 1<sup>st</sup> to 8<sup>th</sup> League match;
    - 3.2.3. Any Women's 1<sup>st</sup> to 3<sup>rd</sup> League match; or
    - 3.2.4. Any other match deemed to be suitable by the Assessor.
  - 3.3. A match must involve at least 12 refereeing decisions, at least two of which must be classified as difficult or positively influential.
  - 3.4. The assessment may be as a Referee only, a Referee in a Referee/Marker System or as a Central Referee within a Three-Referee System.
  - 3.5. Failed assessments:
    - 3.5.1. When a Candidate is applying for an appointment, for each failed assessment, two additional passing assessments will be required over the 36 month period; or
    - 3.5.2. When a Candidate has been appointed as a Club Referee, in order to maintain Club Referee status, they must, for each failed assessment, obtain an additional passing assessment within 6 months of failing any assessment (within the reasonable limitation of assessment opportunities being made available to the Candidate). If this further assessment is failed, the Candidate will be classified as "inactive at Club Referee level" until all requirements for appointment are met, and the Candidate may reapply for appointment. A Club Referee can only remain "inactive" for 12 months, after which they will no longer be classified as a Club Referee and must reapply for appointment.
- 4. Activity sheet**
  - 4.1. A record of having refereed at least 9 matches at Top 10 SA U16 or U19 Girls and Boys level, Men's 1<sup>st</sup> to 8<sup>th</sup> League, Ladies 1<sup>st</sup> to 3<sup>rd</sup> League or any competitive senior tournament during the previous 36 months must be kept, of which at least 3 matches must be in the previous 12 months. A prescribed activity sheet is provided by SSARS and the matches refereed by the Candidate must be recorded in this activity sheet. The completed activity sheet must be forwarded to the Candidate's Provincial Refereeing Representative for approval.
- 5. Letter of recommendation**
  - 5.1. A letter of recommendation motivating the Candidate's appointment as a Club Referee must be submitted by the Candidate's club to the Candidate's Provincial Refereeing Representative.
- 6. Appointment circular**
  - 6.1. The results of the appointment circular will be considered by SSARS in determining whether the appointment of the Candidate as a Club Referee is appropriate.

## **7. Reappointment**

- 7.1. Appointment is for a three year period, after which the Candidate must apply for reappointment.
- 7.2. During each three-year period, the Candidate must comply with the requirements of points 3 (amended to 1 annual maintenance assessment for reappointment) and 4 above. If the Candidate fails to comply with the requirements of points 3 or 4 above during any year in a three year cycle, the Candidate will be classified as “inactive at Club Referee level” until the requirements of points 3 or 4 are met, after which the Candidate will be classified as “active at Club Referee level.” A Club Referee can only remain “inactive” for 12 months, after which they will no longer be classified as a Club Referee and must reapply for appointment. A change in classification does not alter the provisions of point 7.1 above.

### **3.2 Level 2 – Provincial Referee**

- 1. Must be currently registered as a Club Referee**
- 2. Sign and comply with the SSA Code of Conduct for Referees**
- 3. Present proof of hearing and eyesight test**
- 4. Attend the Level 2 Referees’ Course**
- 5. Pass the Level 2 Referee Examination (a score of at least 85%) within the previous 36 months**
- 6. Practical match assessments**
  - 6.1. The Candidate must pass at least three practical match assessments in the previous 36 months, at least one of which must have been passed in the previous 12 months.
  - 6.2. The assessments must be done at any competitive match between:
    - 6.2.1. SA Top 50 Men’s Players;
    - 6.2.2. SA Top 20 Women’s Players; or
    - 6.2.3. Any other match deemed to be suitable by the Assessor.
  - 6.3. A match must involve at least 12 refereeing decisions, at least 3 of which must be classified as difficult or positively influential.
  - 6.4. The assessment may be as a Referee only, a Referee in a Referee/Marker System or as a Central Referee within a Three-Referee System, but at least one assessment must be conducted with the Candidate as Central Referee in a Three-Referee System.
  - 6.5. Failed assessments:
    - 6.5.1. When a Candidate is applying for appointment, for each failed assessment, two additional passing assessments will be required over the 36 month period; or
    - 6.5.2. When a Candidate has been appointed as a Provincial Referee, in order to maintain Provincial Referee status, they must, for each failed assessment, obtain an additional passing assessment within 6 months of failing any assessment (within the reasonable limitation of assessment opportunities being made available to the Candidate). If this further assessment is failed, the Candidate will be classified as “inactive at Provincial Referee level” until all requirements for appointment are met, and the Candidate may reapply for appointment. A Provincial Referee can only remain “inactive” for 12 months, after which their status will be changed to Club Referee and they must reapply for appointment as a Provincial Referee.

## **7. Activity sheet**

- 7.1. A record of having refereed at least 12 matches between SA Top 50 Men’s Players or SA Top 20 Women’s Players during the previous 36 months must be kept, of which 4 matches must be in the previous 12 months. A prescribed activity sheet is provided by SSARS and the matches refereed by the Candidate must be recorded in this activity sheet. The completed

activity sheet must be forwarded to the Candidate's Provincial Refereeing Representative for approval.

#### **8. DVD assessment**

- 8.1. For appointment, pass 2 DVD assessments within the previous 12 months.
- 8.2. For reappointment, pass 1 DVD assessment annually

#### **9. Mentorship**

- 9.1. A record of having mentored 3 aspiring Club Referees to be assessed at Club level every 36 months must be kept (i.e. one every 12 months).

#### **10. Letter of recommendation**

- 10.1. A letter of recommendation motivating the Candidate's appointment as a Provincial Referee must be submitted by the Candidate's club to the Candidate's Provincial Refereeing Representative.

#### **11. Appointment circular**

- 11.1. The results of the appointment circular will be considered by SSARS in determining whether the appointment of the Candidate as a Provincial Referee is appropriate.

#### **12. Reappointment**

- 12.1. Appointment is for a three year period, after which the Candidate must apply for reappointment.
- 12.2. During each three year period, the Candidate must comply with the requirements of points 2, 6, 7 and 8 above. If the Candidate fails to comply with the requirements of points 2, 6, 7 and 8 above during any year in a three year cycle, the Candidate will be classified as "inactive at Provincial Referee level" until the requirements of points 2, 6, 7 and 8 are met, after which the Candidate will be classified as "active at Provincial Referee level." A Provincial Referee can only remain "inactive" for 12 months, after which their status will be changed to Club Referee and they must reapply for appointment as a Provincial Referee. A change in classification does not alter the provisions of point 7.1 above.

### ***3.3 Level 3 – Tournament Referee***

#### **1. Must be currently registered as a Provincial Referee**

#### **2. Sign and comply with the SSA Code of Conduct for Referees**

#### **3. Present proof of hearing and eyesight test**

#### **4. Attend the Level 3 Referees' Course**

#### **5. Pass the Level 3 Referee Written Examinations within the previous 36 months**

#### **6. Practical match assessments**

- 6.1. The Candidate must pass at least three practical match assessments in the last 36 months, at least one of which must have been passed in the previous 12 months.
- 6.2. The assessments must be done at any competitive match between:
  - 6.2.1. SA Top 20 Men's Players;
  - 6.2.2. SA Top 10 Women's Players; or
  - 6.2.3. Any other match deemed to be suitable by the Assessor.
- 6.3. A match must involve at least 20 refereeing decisions, of which at least 4 must be classified as difficult or positively influential.



- 6.4. The assessment may be as a Referee only, a Referee in a Referee/Marker System or as a Central Referee within a Three-Referee System, but at least 1 assessment must be conducted with the Candidate as Central Referee in a Three-Referee System.
- 6.5. Failed assessments:
  - 6.5.1. When a Candidate is applying for appointment, for each failed assessment, two additional passing assessments will be required over the 36 month period; or
  - 6.5.2. When a Candidate has been appointed as a Tournament Referee, in order to maintain Tournament Referee status, they must, for each failed assessment, obtain an additional passing assessment within 6 months of failing any assessment (within the reasonable limitation of assessment opportunities being made available to the Candidate). If this further assessment is failed, the Candidate will be classified as “inactive at Tournament Referee level” until all requirements for appointment are met, and the Candidate may reapply for appointment. A Tournament Referee can only remain “inactive” for 12 months, after which their status will be changed to Provincial Referee and they must reapply for appointment as a Tournament Referee.

## **7. Activity sheet**

- 7.1. A record of having refereed at least 24 matches between SA Top 20 Men or SA Top 10 Women during the previous 36 months must be kept, of which 8 matches must be in the previous 12 months. A prescribed activity sheet is provided by SSARS and the matches refereed by the Candidate must be recorded in this activity sheet. The completed activity sheet must be forwarded to SSARS for approval.

## **8. DVD assessment**

- 8.1. For initial appointment, pass 3 DVD assessments within the previous 12 months
- 8.2. For reappointment, pass 1 DVD assessment annually

## **9. Mentorship**

- 9.1. A record of having mentored 3 Club Referees to be assessed at Provincial level every 36 months must be kept (i.e. one every 12 months).

## **10. Letter of recommendation**

- 10.1. A letter of recommendation motivating the Candidate’s appointment as a Tournament Referee must be submitted by the Candidate’s province and the Candidate’s Provincial Refereeing Representative to SSARS.

## **11. Appointment circular**

- 11.1. The results of the appointment circular will be considered by SSARS in determining whether the appointment of the Candidate as a Tournament Referee is appropriate.

## **12. Reappointment**

- 12.1. Initial appointment is for a two year period, after which the Candidate may apply for reappointment on a rolling three year basis subject to the Candidate having completed 1 practical match assessment each year in line with point 6 above and fulfilling the requirements of points 2, 7 and 8 above.
- 12.2. During each three year period, the Candidate must comply with the requirements of points 2, 6, 7 and 8 above. If the Candidate fails to comply with the requirements of points 2, 6, 7 and 8 above during any year in a three year cycle, the Candidate will be classified as “inactive at Tournament Referee level” until the requirements of points 2, 6, 7 and 8 are met, after which the Candidate will be classified as “active at Tournament Referee level.” A Tournament Referee can only remain “inactive” for 12 months, after which their status will

be changed to Provincial Referee and they must reapply for appointment as a Tournament Referee. A change in classification does not alter the provisions of point 7.1 above.

### **3.4 Level 4 – National Referee**

- 1. Must be currently registered as a Tournament Referee**
- 2. Sign and comply with the SSA Code of Conduct for Referees**
- 3. Present proof of hearing and eyesight test**
- 4. Attend the Level 4 Referee Course**
- 5. Pass the Level 4 Referee Written examinations within the previous 36 months**
- 6. Practical match assessments**
  - 6.1. The Candidate must be assessed on at least 100 decisions, covering all technical competencies as per *4.1 Technical Competencies*, and certain professional competencies as per *4.2 Professional Competencies* (prescribed by the practical match assessment sheets).
  - 6.2. The Candidate must pass at least three practical match assessments in the previous 36 months, at least one of which must have been passed in the previous 12 months. The Assessor may be a SSA Assessor, Regional Assessor or WSF Assessor; however at least one assessment must have been carried out by a Regional Assessor or WSF Assessor.
  - 6.3. The assessments must be done at any competitive match involving:
    - 6.3.1. PSA Top 150 Men’s Players;
    - 6.3.2. PSA Top 50 Women’s Players;
    - 6.3.3. SA Top 10 Men’s Players;
    - 6.3.4. SA Top 5 Women’s Players; or
    - 6.3.5. Any other match deemed to be suitable by the Assessor.
  - 6.4. For the purposes of 6.2 above, a match must involve at least 20 refereeing decisions, of which at least 5 must be classified as difficult or positively influential.
  - 6.5. For the purposes of 6.1 above, decisions may be accumulated from any assessment that was “not valid for assessment” due to the number of decisions, but was not failed at National Referee level.
  - 6.6. The assessment may be as a Referee only, a Referee in a Referee/Marker System or as a Central Referee within a Three-Referee System, but at least 2 assessments must be conducted with the Candidate as Central Referee in a Three-Referee System.
  - 6.7. Failed assessments:
    - 6.7.1. When a Candidate is applying for appointment, for each failed assessment, two additional passing assessments will be required over the 36 month period; or
    - 6.7.2. When a Candidate has been appointed as a National Referee, in order to maintain National Referee status, they must, for each failed assessment, obtain an additional passing assessment within 6 months of failing any assessment (within the reasonable limitation of assessment opportunities being made available to the Candidate). If this further assessment is failed, the Candidate will be classified as “inactive at National Referee level” until all requirements for appointment are met, and the Candidate may reapply for appointment. A National Referee can only remain “inactive” for 6 months, after which their status will be changed to Tournament Referee and they must reapply for appointment as a National Referee.
- 7. Activity sheet**
  - 7.1. A record of having refereed at least 18 matches involving PSA Top 150 Men’s Players, PSA Top 75 Women’s Players, SA Top 10 Men’s Players or SA Top 5 Women’s Players during the previous 36 months must be kept, of which 6 matches must be in the preceding 12 months.

A prescribed activity sheet is provided by SSARS and the matches refereed by the Candidate must be recorded in this activity sheet. The completed activity sheet must be forwarded to SSARS for approval.

#### **8. DVD assessment**

- 8.1. Pass 4 DVD assessments within the previous 12 months
- 8.2. For reappointment, pass 1 DVD assessment annually

#### **9. Mentorship**

- 9.1. A record of having mentored 3 Provincial Referees to be assessed at Tournament level every 36 months must be kept (i.e. one every 12 months).

#### **10. Letter of recommendation**

- 10.1. A letter of recommendation motivating the Candidate's appointment as a National Referee must be submitted by the Candidate's province and the Candidate's Provincial Refereeing Representative to SSARS.

#### **11. Appointment circular**

- 11.1. The results of the appointment circular will be considered by SSARS in determining whether the appointment of the Candidate as a National Referee is appropriate.

#### **12. Reappointment**

- 12.1. Initial appointment is for a one year period, after which the Candidate may apply for reappointment on a rolling three year basis subject to the Candidate having completed 1 practical match assessment during the year in line with point 6 above and fulfilling the requirements of points 2, 7 and 8 above.
- 12.2. During each three year period, the Candidate must comply with the requirements of points 2, 6, 7 and 8 above. If the Candidate fails to comply with the requirements of points 2, 6, 7 and 8 above during any year in a three year cycle, the Candidate will be classified as "inactive at National Referee level" until the requirements of points 2, 6, 7 and 8 are met, after which the Candidate will be classified as "active at National Referee level." A National Referee can only remain "inactive" for 6 months, after which their status will be changed to Tournament Referee and they must reapply for appointment as a National Referee. A change in classification does not alter the provisions of point 7.1 above.

### ***3.5 Squash Federation Africa (SFA) Regional Referee***

Criteria according to the WSF Regional Referee CBTA, as amended by SFA.

### ***3.6 WSF Referee***

Criteria according to the WSF Referee CBTA

### **3.7 SSA Referee Assessor**

The requirements for qualification as an Assessor are:

1. The Candidate must be an active SSA National Referee, SFA Regional Referee, or WSF Referee.
2. The Candidate must have completed and passed the SSA Referee Assessor's Course.
3. The Candidate must have passed the appropriate number of practical assessments determined by the SSARS appointed Assessor of Assessors.

---

## 4. Technical and Professional Competencies

### 4.1 Technical Competencies

**Complete knowledge of the latest version of the WSF Singles Rules**

**Recognising and making correct decisions on:**

- Every reasonable effort to get to and play the ball
- Swing interference
- Winning returns/distance to the ball
- Provision/prevention of direct access to the ball
- Front wall interference
- Interference on rebound from the front wall
- Reasonable fear of injury
- Minimal interference
- Created interference

**Demonstrate:**

- Correct marking terminology
- Correct refereeing terminology
- Understanding of tactics and strategy
- Correct judgement of shot making ability
- Correct judgement of in/out/fault/not-up/good calls/appeals
- Correct judgement of movement/speed/reach
- Appropriate use of influential decisions
- Correct handling of injury, blood and illness

### 4.2 Professional Competencies

The following are the minimum professional competencies that a Candidate must display at the appropriate level for each grading of Referee:

**Code of Conduct:**

- Complies with all provisions of the Code of Conduct

**Verbal communication:**

- Concise and clear expression
- Correct terminology
- Confidence in interacting with players/other referees/spectators/organisers/media etc.
- Refrain from use of inappropriate language including racist, sexist and disparaging remarks

**Written communication:**

- Concise and clear expression
- Appropriate format and style

**Refereeing attire:**

- Appropriate dress to reflect the professionalism of referees
- Compliance with the dress regulations of tournaments attended in the capacity of referee

**Match management:**

- Composure under stress and stress management
- Understanding of the competitive nature of sport and how that shapes player behaviour
- Managing poor player conduct
- Managing spectators and other stakeholders in squash
- Participates appropriately in a Three-Referee System

**Commitment to personal development:**

- Take responsibility for personal development and compliance with the CBTA
- Investment in the CGAP
- Perform critical self-analysis after performance in a match
- Accept constructive feedback from your Assessors, Coach, SSARS and SSA

**Enhancing the reputation of refereeing:**

- Invest in relationships with various stakeholders in squash
- Work together with other referees to support each other and grow together
- Prioritise a commitment to overall team performance over personal ambition
- Promote an overall image of professionalism

**General principles of officiating:**

- Carry out administrative, reporting and other duties
- Demonstrate leadership skills
- Demonstrate negotiation skills
- Plan for and mitigate the risks of officiating in matches

## 5. CGAP

### 5.1 How the CGAP works

Referees will be assigned a Coach to mentor them, be a first point of contact for queries and to monitor their progress. Through discussion with the Coach, a personal development plan will be created which details objectives and measures for development. The Coach will then discuss performance twice per year and a performance rating will be allocated to that Referee based on their objectives and performance. An annual performance review will then take place to shape talent management focus. A professional profile will be developed for each Referee, which records the relevant details, performance plans and performance history of the Referee.

### 5.2 Talent management

An overall principle of our talent management is a focus on transparency, openness and fairness, whilst remaining sensitive to confidentiality. Referees are identified for talent management based on actual and potential performance. Governance of this process by the SSARS will ensure the development and implementation of strategies to improve talent management.

Talent is not just technical expertise, long service, seniority etc. Talent is composed of current and past performance, and potential. Past performance includes rating history, assessments and technical and professional expertise. Potential includes capacity for learning and change, insight into rules, personal flexibility, intellectual ability, ability to transfer knowledge and what Candidates are capable of in the future with the appropriate resources and support.

We break down talent into the following categories:

<b>1 Rating</b>	<b>Key Talent</b>	High performer, high growth potential, strong leadership attributes
<b>2 Rating</b>	<b>High Performer</b>	Contributes very well and has good potential for growth
<b>3 Rating</b>	<b>Performer</b>	Contributes well but has limited potential for growth
<b>4 Rating</b>	<b>Unsuitable</b>	Contributes but does not warrant talent management focus

This results in an approximate distribution of referees across the talent landscape as follows:

<b>Performance</b>	<b>A</b>	Some members	Main body of referees	Key talent
	<b>B</b>			
	<b>C</b>	Divest	Intervention or divest	Some members
	<b>D</b>			
		<i>Low</i>	<i>Medium</i>	<i>High</i>
		<b>Potential</b>		

### 5.3 The CGAP cycle

The CGAP Cycle is as follows:

1. Create/update your professional profile
2. Create/update Personal Development Plan (PDP) with your Coach (goals, strategies, action points etc.), which is then reviewed and approved by SSARS
3. Receive performance feedback
  - Strengths and growth areas are discussed
  - Assess against PDP
  - Discuss, agree and finalise the performance feedback document
4. Annual Performance Review
  - Consolidated feedback with Referee and annual performance and potential rating finalised
  - Reviewed and approved by SSARS

Technical and professional expertise is rated on a scale from A–D, where:

- A = Outstanding performer
- B = Exceeds required standard
- C = Performing at required standard
- D = Performing below required standard

Potential is rated on a scale from High–Low:

- High: achieve outstanding performance, future leader, innovative, add real value, complex roles
- Medium: achieve a good level of performance and improve at the expected rate over time
- Low: might be able to perform at required standard with intervention or without grow

### 5.4 CGAP roles and responsibilities

#### **YOU should:**

- Be clear about what you want from your refereeing career and be willing to share this openly with your Coach
- Be honest and realistic about your strengths and development needs
- Take responsibility for managing your development and career coaching process
- Seek feedback actively and frequently

#### **Your COACH:**

- Is the person allocated to you by SSARS with the right skills, attitude and knowledge for this role
- Will meet with you to discuss your review period performance goals, your development needs, and your plans for meeting them
- Will monitor your progress against your objectives
- Will discuss any concerns that you have outside the performance feedback process
- Will maintain confidentiality at all times



**SSARS will:**

- Be responsible for identifying any changes necessary to the CBTA and CGAP process
- Protect the confidentiality of all content of your CBTA and CGAP participation
- Ensure that you receive timely feedback in an open, honest and transparent process
- Review any appeals made during the CBTA or CGAP process
- Liase with SSA on all issues relevant to the process
- Be approachable for any queries which your Coach, as your first point of contact, has not been able to resolve
- Address any concerns relating to your Coach

**SSA will:**

- Ratify decisions made by SSARS where appropriate
- Handle appeals that are unable to be resolved at SSARS level
- Issue certificates of appointment