

WORLD SAILING

INTERNATIONAL UMPIRES SUBCOMMITTEE

ANNUAL WORK PLAN 2024-2028

1. Committee Name

International Umpires Subcommittee

2. Committee Members

Chris Lindsay (IRL) (Chair)	David Maria Gosalbez (ESP)	Zuroru Jiang (CHN)
Tina Ortendahl (SWE) (Vice Chair)	Juuso Valtteri Leivonen (FIN)	Alina Stratigiou (GRE)
Leatrice Oatley (BER)	Arnaud Mante (FRA)	Richard Slater (AUS)

3. Working Groups

<u>Working Group</u>	<u>Lead</u>	<u>Members</u>
Digital Umpiring Increased use of digital tools is one core area of WS strategy and therefore it is important that the IUSC consider how to utilise these tools for use in umpiring. The intention of this WG is to allow us to appoint subject matter experts (e.g. especially with kites/IQFoil) in order to advise IUSC on best practice for these classes. IUSC can then put the best practices as recommendations to ROC. For these areas, it is right that the experts be consulted on what will work best for their respective classes. The recommendations from this WG will then be taken to the ROC Digital Officiating WG.	Craig Mitchell (GBR)	Sandy Grosvenor (USA) Richard Slater (AUS) Miguel Allen (POR) Sam Ross (GBR) Arnaud Mante (FRA) Marina Psychogyiou (GRE) Sofia Truchanowicz (POL)
Umpire Equality, Diversity and Inclusion As of 2025, the IU community stands at approximately 13% women, and with the vast majority of officials coming from Europe and the US. It is well understood that there is an urgent need to change this. We therefore propose a WG which will be composed of members of the underrepresented communities, to provide advice and guidance on what the main challenges to becoming an umpire are from their perspective, and how IUSC can adapt and develop the umpire programme to remove them. This group will also consider ideas for future educational activities that might better engage these groups.	Alina Stratigiou (GRE)	Sian Reynolds Sarah-Louise Rossiter (IRL) Martin Sanchez (URU) Soma Pillai (IND) Andres Perez (ESP) Leatrice Oatley (BER) Xiaolong (Jerry) Xu (CHN)
Umpire Documents Several of the manuals, while updated to the new rules periodically have not have a major rewrite for some time. There is an opportunity to review all these documents more thoroughly and make their content more consistent. In addition, we have new disciplines which are umpired, such as the Kite and iQFoil, and we should consider whether there is a need for additional content to cover best practice for these disciplines.	Kathy Lindgren (USA)	Chris Atkins (GBR) Colette Kraus (NZL) Michal Kwiatek (SUI) Cxema Pico (IRL) Heiko Tholmann (GER) Ilya Baraev (FIN) Tina Ortendahl (SWE)

4. Remit and Strategic Alignment

[“Ready for the Future 2025-2029”](#)

[“Olympic Vision”](#)

[“Sustainability Agenda 2030”](#)

[“Steering the Course: Women in Sailing”](#)

“Para Inclusive Strategy”

<u>Mission/Remit</u>	The International Umpires Sub-Committee (IUSC) is responsible for advising the Race Officials Committee (ROC) on all matters related to the training, education, appointment, and evaluation of umpires. The IUSC supports the development and implementation of umpiring policies and ensures that umpiring practices align with the strategic direction of World Sailing.
<u>Alignment to WS Strategies</u>	
Ready for the Future	Upskilling and educating umpires with the modern technologies and formats of our sport. We will equip umpires with the skills and tools to officiate in digitally enabled environments and fast-paced, evolving formats like kite and iQFoil. We will also modernise the structure and content of umpire education to reflect the current state of sailing competition.
Olympic Vision	Develop policies with consideration of new technologies to be able to make real time and accurate umpiring decisions. Our objectives are to support accurate, timely umpire decisions in Olympic competition formats, using digital tools that improve fairness and clarity. We will also create clear pathways for umpires aspiring to Olympic appointments through structured development and feedback.
Sustainability Agenda 2030	Increase educational reach to expand the diversity of the umpire community. This will expand access to umpiring education globally, particularly in developing sailing nations, and decrease the need for travel. We will promote equal opportunities for advancement regardless of geography or background by implementing transparent evaluation tools.
Steering the Course	The IUSC Strategic Plan aligns closely with World Sailing’s Steering the Course objectives by actively promoting gender equity in umpiring through targeted initiatives. These include annual female-only education clinics, a mentoring programme prioritising women, and the development of flexible certification pathways to support diverse participation. The plan also proposes structural policy changes, such as maternity leave considerations, and commits to tracking gender-specific KPIs to monitor progress. Additionally, by reviewing and expanding the pool of IU instructors and assessors, the plan supports the advancement of women into leadership roles within officiating — reinforcing Steering the Course’s broader mission of visibility, opportunity, and progression for women in sailing.
Para Inclusive Strategy	Upskill umpires for para classes and events. This aims to ensure umpires are trained to officiate inclusively in para sailing events and respond appropriately to diverse athlete needs.

5. Objectives for the Year

Objective 1	<u>Embrace Innovation and Digital Umpiring</u> Strategic Aim: Prepare umpires for modern formats and real-time decision-making through the intelligent use of technology. Strategic Alignment: Ready for the Future, Olympic Vision Supported by: Digital Umpiring Working Group
Objective 2	<u>Advance Equality, Diversity, and Inclusion (EDI) for Umpires</u> Strategic Aim: Increase global representation, gender diversity, and access to umpiring pathways. Strategic Alignment: Sustainability Agenda 2030, Steering the Course, Para Inclusive Strategy Supported by: Umpire EDI Working Group
Objective 3	<u>Modernise and Standardise Umpire Education</u> Strategic Aim: Deliver a consistent, up-to-date, and discipline-specific educational framework. Strategic Alignment: Olympic Vision, Ready for the Future Supported by: Umpire Documents Working Group
Objective 4	<u>Develop Transparent Pathways and Evaluation Systems</u> Strategic Aim: Provide accessible and fair systems for development and recognition of umpires. Strategic Alignment: Olympic Vision, Sustainability Agenda Delivery Mechanism: Core IUSC activities in collaboration with ROC

6. Key Activities

OBJECTIVE 1		Embrace Innovation and Digital Umpiring		
		Strategic Aim: Prepare umpires for modern formats and real-time decision-making through the intelligent use of technology. Strategic Alignment: Ready for the Future, Olympic Vision Supported by: Digital Umpiring Working Group		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Develop a digital umpiring strategy for high-level events, and in particular LA2028, informed by the learnings from Tokyo 2020 and Paris 2024.	End of 2025	Digital Umpiring WP, IUSC	Completion of a digital umpiring strategy document by Q4 2025	Collaboration with relevant classes. Support from WS staff responsible for event planning.
Identify class-specific technology solutions (e.g. remote umpiring in kites and iQFoil). <ul style="list-style-type: none"> Define technical requirements for remote umpiring and live penalty signalling Organise joint workshops with class associations (e.g. kite, iQFoil) Collaborate with event organisers to run digital pilot trials. Review Appendix FMS and kite medal race procedures to produce a detailed plan for implementation at Olympic Qualification events in 2026 and onwards. Contribute to ROC's Digital Officiating initiatives. 	End of 2025	Digital Umpiring WP, IUSC	Number of events trialling digital umpiring tools. Number of umpires trained in digital systems by 2027. Feedback scores from digital training and test events.	Access to class-specific tech tools as required by event needs (e.g., GPS overlays, drones). Budget for pilot trials and tech support.
Update training and certification requirements to incorporate digital officiating. <ul style="list-style-type: none"> Create and trial prototype digital umpiring modules. Update IU seminar materials with digital case studies and procedures 	2026	IUSC	Number of umpires trained in digital systems by 2027.	Instructional designers or technical experts for training material.

OBJECTIVE 2		Advance Equality, Diversity, and Inclusion (EDI) for Umpires		
		Strategic Aim: Increase global representation, gender diversity, and access to umpiring pathways. Strategic Alignment: Sustainability Agenda 2030, Steering the Course, Para Inclusive Strategy Supported by: Umpire EDI Working Group		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Identify barriers to entry and retention for underrepresented groups. <ul style="list-style-type: none"> Conduct global survey to identify structural barriers to access. 	2026-2028	Umpire EDI WP, IUSC	Survey results	Support from office staff as required Survey monkey platform
Propose structural adjustments For example: <ul style="list-style-type: none"> Develop inclusive policies such maternity leave policies). 	2026-2028	Umpire EDI WP, IUSC	Policy updates formally adopted (e.g., inclusive leave, onboarding practices).	Support from office staff as required
Develop inclusive education and outreach formats. For example: <ul style="list-style-type: none"> Launch mentoring programme targeting underrepresented regions and groups. Female-only seminars in collaboration with Steering the Course, Partner with MNAs to co-host inclusive development clinics. Create case studies and media pieces on IUs to raise the profile of officiating and opportunities Webinars/podcasts with high level female officials in collaboration with the Magenta project Create an IU social media strategy with aim to encourage high level officials to share their experiences 	2026-2028	Umpire EDI WP, IUSC	Number of clinics delivered by region and gender participation rates. Number of mentoring pairings created.	Travel/hosting support for clinics. Translation services for education materials. Mentoring programme infrastructure (forms, reporting, database links). Support from office with social media accounts. Media expertise.
Integrate inclusive practices into all IUSC recommendations and programmes For example: <ul style="list-style-type: none"> gender neutral languages in manuals 	2026-2028	Umpire EDI WP, IUSC	Policy updates formally adopted (e.g., inclusive leave, onboarding practices).	Support from office staff as required

OBJECTIVE 3	Modernise and Standardise Umpire Education Strategic Aim: Deliver a consistent, up-to-date, and discipline-specific educational framework. Strategic Alignment: Olympic Vision, Ready for the Future Supported by: Umpire Documents Working Group			
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Develop a World Sailing National Umpire Program to equip MNAs to deliver their own education programs going forward <ul style="list-style-type: none"> Convert core modules into digital learning packages. Develop National Umpire test for use by MNAs 	2026-2028	IUSC	Participant ratings from seminars and courses using new material. Completion rate for digital modules.	E-learning development tools/platform licenses. Seminar facilitators for regional rollouts.
Review and harmonise International Umpire Manuals across disciplines (match racing, team racing, fleet racing) to ensure consistency in tone, language, and procedural advice. <ul style="list-style-type: none"> Audit all current umpire documents for consistency and relevance. Rewrite manuals for match, team, and fleet umpiring with a unified style guide 	2026-2028	Umpire documents WG, IUSC	Number of updated manuals published.	Document editors and layout support.
Develop medal race specific training/conversion course	2026-2028	IUSC	Completion rate for digital modules. Number of officials trained.	Individuals with subject matter knowledge
Develop new guidance for emerging disciplines such as Kite and iQFoil to support the digitisation and modular delivery of all educational materials. <ul style="list-style-type: none"> Develop new guidance for kite/iQFoil and para sailing formats. 	2026-2028	Umpire documents WG, IUSC	Document adoption by ROC and publication on World Sailing site.	Subject matter experts (SMEs) per discipline.

OBJECTIVE 4	Develop Transparent Pathways and Evaluation Systems Strategic Aim: Provide accessible and fair systems for development and recognition of umpires. Strategic Alignment: Olympic Vision, Sustainability Agenda Delivery Mechanism: Core IUSC activities in collaboration with ROC			
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Support eROC rollout for appointment records and CPD tracking. <ul style="list-style-type: none"> Collaborate with ROC to finalise eROC features for umpires. 	2026-2028	IUSC	Number of MNA feedback loops completed using eROC.	Development access to eROC database.
Create and implement a standard evaluation framework. <ul style="list-style-type: none"> Design standard event evaluation forms and benchmarks. Continue with IU grouping process to identify top umpires per discipline Run webinars to help umpires understand evaluation expectations. 	2026-2028	IUSC	% of events using standardised evaluation forms.	Evaluation specialists for template design. Webinar hosting platform and facilitator time.
Develop an Olympic Umpire Development Pathway linked to CPD. <ul style="list-style-type: none"> Launch Olympic Umpire Development Track for high-potential candidates. 	2026-2028	IUSC	Participant success rate in Olympic Umpire Track.	Support from office staff as required
Review and update lists of IU instructors and assessors <ul style="list-style-type: none"> Audit the current list of IU instructors and assessors by region Invite applications from underrepresented regions and recommend appointments. Develop onboarding and training materials for new instructors and assessors. 	2026-2028	IUSC	Number of new IU instructors/assessors appointed from underrepresented regions. Distribution of instructors and assessors across WS continents.	Travel/virtual training capacity for new assessors.

7. Reporting and Review

- Working Groups report to the IUSC and provide structured recommendations to ROC.
- Annual strategic report presented to ROC and World Sailing Council.
- Submit biannual progress reports to the Race Officials Committee (ROC), including updates from each Working Group.
- Present strategic progress and key achievements at the annual World Sailing Conference.
- Include a "lessons learned" section in each annual report to identify opportunities for improvement in the following year.
- Include progress on KPIs associated with each strategic objective.
- Use eROC data analytics to evaluate trends in appointments, CPD completion, and evaluation feedback.
- Collect structured feedback from MNAs, event organisers, and umpires to support adaptive planning.
- Review alignment with World Sailing strategies annually and adjust workplan as needed.

8. Continuous Improvement

Include a section for lessons learned and recommendations for the next year.

To be included in 2026 version and later versions.

Appendix A: IUSC Working Group Terms of Reference

Digital Umpiring WG

Criteria for WG member

Preferred

- Experience as an umpire, not necessarily at IU level.
- Experience with classes already implementing digital solutions or remote umpiring (e.g. SailGP, Olympic Kite series, AC etc)
- Experience in sailing or umpiring with fast classes such as Kite and iQFoil

Terms of Reference

1. Building on the experience of Paris 2024, devise a strategy for LA 2028 regarding use of live video footage during medal races to make real time umpire decisions.
2. Consider available options and propose a digital solution for signalling penalties during a medal race without on-the-water umpires (e.g. sailor headset, watch etc) to maximise the instances where the winner is known with certainty at the finish or within minutes of the race ending.
3. Review Appendix FMS and kite medal race procedures to produce a detailed plan for implementation at Olympic Qualification events in 2026 and onwards.
4. Recommend to IUSC changes to IU training required to prepare IUs for events utilising digital solutions.

Umpire Equality, Diversity and Inclusion (EDI) WG

Criteria for WG member

Preferred

- Experience as an umpire, not necessarily at IU level.
- Experience in delivering education or development programmes.
- Experience in delivering training to umpire at any level.
- Applications are particularly welcomed from representatives of underrepresented groups in the umpire community.

Terms of Reference

- Consider and report to IUSC on what the WG considers to be the main barriers to increased participation in the IU community. In particular, focusing on the lack of female representation and from underrepresented regions.
- Discuss and propose to IUSC possible changes to the IU programme that would encourage more participation in umpiring from underrepresented groups. Examples could include female only seminars, a mentorship programme, maternity leave policy etc.
- Discuss and propose educational activities that would lead to increased participation in the WS umpire programme.

Umpire Documents WG

Criteria for WG member

Essential

- Experience as an umpire, not necessarily at IU level.

Preferred

- Experience with umpiring a variety of disciplines including match racing, team racing and fleet racing.
- Proven track record of working to deadlines
- Strong attention to detail.
- Experience of training umpires at a national or international level.

Terms of Reference

1. Review and propose amendments to the content of the International Umpire Manuals for match racing, team racing, and fleet racing.
2. Consider opportunities to make all three manuals more consistent with each other, in particular in terms of style but also in the recommendations for umpire dialogue and procedures.
3. Consider whether there is a need for and propose content for additional manuals for new disciplines (e.g. Kites, iQFoil etc).
4. Propose and maintain additional educational materials as needed and as requested by IUSC.