

Event Appointment Working Party Review WP Report to the Board

19 February 2021

updated 16 March 2021

1. Introduction

- 1.1 On 14th January 2021 the Board set up this working party with the task of undertaking a review of the appointment procedures and policies to be followed by the Event Appointment Working Party (EAWP) and make a proposal to the Board on the Terms of Reference of the EAWP.
- 1.2 The WP have explored the major principles and objectives relating to the subject of race officials' appointments which notably includes multiple stakeholders as interested parties as well a number of wider responsibilities.
- 1.3 The WP recommendations outlined within this review identify the guiding principles and responsibilities of World Sailing when fulfilling appointment regulations.
- 1.4 The WP recommend to the Board that the proposals included within this report are to be considered in relation to World Sailing's strategic objectives and communicated to the appropriate committees, commissions and major interest parties for the complimentary formulation and development of policy, procedure and framework within their areas; (included but not limited to WS Event Appointment Working Party, WS Race Officials Committee, WS Classes Committee, WS Olympic Classes Sub Committee, WS Regional Games).
- 1.5 The Working Party includes members from the different areas involved and affected by the appointment of race officials to events. All members of this WP have accepted the appointment and, regardless of their area of expertise, they are expected to contribute to the discussion for the benefit of the sport and World Sailing.

The members of the WP are:

- Ana Sanchez Del Campo - chair
- Maayan Davidovich (Athletes' Commission)
- Ferran Muniesa (Event Organizer)
- Ricardo Navarro (Race Officials Committee)
- Markus Schwendtner (Classes Committee)
- Madeleine Dunn (World Sailing Executive Office)

2. Executive Summary

The Working Party makes the following recommendations.

Preamble:

The overarching principle for the EAWP and all involved parties is to achieve a close cooperation with the goal to deliver the best possible service to sailors and teams.

- 2.1 In order to be able to consider the recommendations issued by parties with sometimes conflicting interests, the EAWP needs to be independent. A member of the EAWP shall not be a member of any group involved in any stage of the appointment process, including the Race Officials Committee or its Sub-Committees, the Olympic classes Sub-committee or any person in charge of issuing recommendations on behalf of a class, an OA or a Continental Association.
- 2.2 The members of the EAWP should be volunteers who can contribute best to the appointment process through their knowledge and experience, without being limited by potential conflicts of interest that can be dealt with using the Col procedures in place (See section 4)
- 2.3 The Review Group recommend the consideration on a change in regulation 25.8.2 to include an athletes commission representative, coaches representative, and remove the VP from the composition of the EAWP.
This requires an urgent submission to the Mid-Year meeting 2021.
- 2.4 Appointments shall be based on merit. Multi class events (outside the scope of the pinnacle events as per the agreed WS Events strategy 2021-2028) should be used to ensure that World Sailing race officials are given opportunities to grow their expertise in all the different classes.

These opportunities, suitable event levels and the requirements needed at varied levels of events should be explored, outlined and communicated in collaboration by the EAWP, ROC, WS Classes and other where suitable, to ensure accessible pathways for sustainable excellence at the highest levels of officiating.

- 2.5 The EAWP should formulate and implement the necessary goals, policies and tools to achieve WS strategic goals as guided by the principles within this review. Making these Goals and Policies public will contribute to bring transparency to the whole appointment process. (See section 5)
- 2.6 When making the appointments, the EAWP implements the policies proposed with the necessary flexibility when the gender / regional distribution vs number of appointments become conflicted.

These policies shall never take precedence over the primary goal of assuring the best quality of the service to the competitors and to the OA. The EAWP, in exceptional cases, can deviate from these policies as far as the reasons to do it and the decisions made are recorded and explained. (See section 6)
- 2.7 Consider change regulation 25.8.3 to list the ROC and the Continental Association/OA/TD for the regional games. (See section 7)
This requires and urgent submission to the Mid-Year meeting 2021.
- 2.8 The EAWP adopts the proposed procedure and timelines to ensure that the appointments to events are made timely and following a transparent process where all the parties have the opportunity to get involved. (See section 8)
- 2.9 To maintain an open communication channel between the ROC, Classes and major stakeholders involved in the appointment process with the intention to create a list of developing new officials and identify skillsets. (See section 8)
- 2.10 It is suggested that a similar review process be undertaken by the major collaborators involved within appointment processes and their specific responsibilities and strategic contributions to fulfil the outlined principles within this report.

3. History

- 3.1 The appointment of race officials to top level events has always been a controversial area and the origin of critics for the most varied reasons. Some years ago, the Council introduced regulation 25.8.2 and created the Event Appointment Working Party.

25.8.2 The Board shall appoint an Event Appointments Working Party to make all World Sailing's race official and technical delegate appointments and approvals, with the exception of Olympic Juries and Technical Delegates when regulations 23.3 and 25.9.1 apply....
- 3.2 According to this regulation, the EAWP is an independent body responsible for making the appointments and the approvals for a number of events. Regulation 25.8.3 sets the basics for the procedures of the EAWP, stating that the EAWP shall not make an appointment without consulting certain parties.

25.8.3 *For appointments under Regulations 25.8.10 and 25.8.12 World Sailing shall appoint or approve only after consultation with:*

- (a) any relevant World Sailing class/owners' association;*
- (b) for the Paralympic Sailing Competition and Para World Sailing Championships, the Para World Sailing Committee;*
- (c) for regional games, the relevant World Sailing Affiliate Continental Member; and*
- (d) the Member National Authority of the venue*

- 3.3 It is important to point out that it is not the responsibility of the EAWP to assess the performance of the different race officials. This is a task for the Race Officials Committee (ROC) and its Sub-Committees (SCs). To this respect, the different race officials' disciplines have developed the so called 'Grouping' system, to identify those who can lead the race officials' teams for each discipline in multi-class events and Olympic class events.
- 3.4 In the last years, the EAWP has passed from rubber-stamping the proposals sent by the Race Officials Committee (ROC) and its Sub-Committees (SCs), to take a more active role in the appointments. The development of a document stating the goals, processes, and procedures of the EAWP was a significant improvement, especially when declaring a number of goals to be achieved and the reasons for those goals.
- 3.5 The EAWP is still facing critics for different reasons and in its last meeting, the Council decided to set up a working party including all stakeholders in order to review the EAWP's procedures under different lights

4. Nature of the EAWP

- 4.1 By the regulations, the EAWP reports to the Board and due to the nature of its responsibility, it has to be and operate as an independent body.
- 4.2 According to regulation 25.8.3, before appointing race officials to WS events, the EAWP shall consult with the relevant parties depending on the event. These parties are listed in regulation 25.8.3. It is necessary to note that these parties may have conflicting interests and the EAWP needs to be sensitive to these interests and manage them in the best interest of World Sailing and the Sport.

Recommendation 1

In order to be able to consider the recommendations issued by parties with sometimes conflicting interests, the EAWP needs to be independent. A member of the EAWP shall not be a member of any group involved in any stage of the appointment process, including the Race Officials Committee or its Sub-Committees, the Olympic classes Sub-committee or any person in charge of issuing recommendations on behalf of a class, an OA or a Continental Association.

4.3 EAWP Members

Regulation 25.8.2 establishes who the EAWP members should be:

The working party shall be appointed at the same time as the World Sailing committees for a four-year period in line with the World Sailing committee's term of appointment. The World Sailing Race Officials stated in (a) and (b) above should cover a range of race official disciplines, if possible and may be retired. Casual vacancies shall be filled in accordance with the above principles.

- 4.4 The group has discussed whether it will be more appropriate for the race officials appointed as members of the EAWP to be retired or not involved in the events they appoint to, or to be active officials in full and permanent contact with such events.
- a. The only reason why it might look not appropriate that the members of the EAWP are active officials is because the community could perceive a conflict of interest when these members of the EAWP are appointed to an event.
 - b. However, the conflict of interest in the appointment process will not be limited to the members of the EAWP. There are other areas where the Col has generated critics in the last years. First, the members of the ROC and the SCs in charge of making recommendations for an event, putting their own names forward. Secondly, the responsible person for making the recommendations on behalf of a class proposing his own name claiming that his expertise makes him necessary.
 - c. It is desirable that the members of the EAWP are officials with good knowledge of the dynamics of these top-level events, who have first-hand experience what the real needs are, and know the events and the officials involved in them. If the EAWP were formed by officials that are either retired or focus their expertise on different kinds of events, they would simply not be the best qualified for their position in the EAWP. Asking them to not accept any appointment in 4 years will make it impossible or at least very difficult to form the EAWP with the most-up-to-date people possible.

- d. The conflict of interest should be dealt with when necessary, as in any other situations affecting a race official, using the controls that the ROC have been implementing for years, including the advice of the Conflict-of- Interest WP. The appointments procedure proposed below will assure that when a member of the EAWP is appointed to an event it is because either the ROC or a class has identified him as having merits to be appointed.
- 4.5 The EAWP is advising the board on appointments. As such, the board is seeking expert opinion on this matter and therefore a member of the board should not be a (voting) member of the EAWP. This position should be replaced with a person that is able to advise the board
- 4.6 Additional members should represent the “customers”. A member of the Athletes Commission and an experienced coach, preferably also being a World Sailing Race official, would provide valuable input especially in application of policies and prioritizing the goals on event level.

Recommendation 2

The members of the EAWP are volunteers who can contribute best to the appointment process through their knowledge and experience, without being limited by potential conflicts of interest that can be dealt with using the Col procedures in place

The following outline for the composition of the WP is recommended:

- an experience International Race Official (Chair)
- a representative of the Athletes Commission
- a coach, who preferably is also an International Race Official
- 2 other experienced International Race Officials
- a World Sailing Staff member (non-voting)

5. Goals

- 5.1 It is agreed that the first and main goal when making the appointments is to ensure that the competition is going to be run and judged according to the highest level of performance and to warrant a fair competition. However, there are secondary goals depending on the different parties and some of them may even be in conflict.
- 5.2 While the ROC is interested in rotating as many officials as possible and increase the expertise across different Olympic classes, the Class Associations prefer to have always the same officials who are the experts they rely on and know their class routines.

- 5.3 The goal for event organizing authorities is generally to get event delivery at minimum costs.
- 5.4 It is necessary to keep in mind that the pinnacle events for World Sailing are the Olympic Regatta, Olympic Class World Championships, World Sailing Championships, Sailing World Cup Final, etc,

Some of these regattas are multiclass regattas which means all race officials involved, as a group, need to be able to serve as experts in multiple capacities and apart from being experts in one or two classes, need to be able to serve to all the other classes. For example, judges that are experts in windsurfing will be necessary for rule 42 on-the-water judging with other classes, while the experts in Laser, will need to be able to solve a protest applying Appendix B.

Recommendation 3

Appointments shall be based on merit. Multi class events (outside the scope of the pinnacle events as per the agreed WS Event Strategy 2021 – 2028) should be used to ensure that World Sailing are given opportunities to grow their expertise in all the different classes.

These opportunities, suitable event levels and the requirements needed at varied levels of events should be explored, outlined and communicated in collaboration by the EAWP, ROC, WS Classes and other where suitable, to ensure accessible pathways for sustainable excellence at the highest levels of officiating.

- 5.5 Apart from the main goal described in 5.1, the previous EAWPs and this group have identified a number of other secondary goals that should be taken into account when planning the overall objectives of race official appointments across event levels and types:
- a. The development of skillsets of race officials. Provide progression and pathway for race officials with expertise on a particular class the opportunity to join multi-class top events so that they can gain the necessary experience in other classes;
 - b. Ensure there is rotation of race officials at the correct event type and level to sustain excellence and consistency;
 - c. Encourage global consistency of race official decisions – some out-of-continent ROs should normally be appointed;
 - d. Not over-burdening Organizing Authorities with unreasonable costs;
 - e. Ensure there is a minimum gender representation in all WS events, in order to achieve the WS Sustainability Agenda 2030 gender equality for race officials at Olympics and World Cup Championships by 2030

6. Policies

6.1 This group has discussed possible policies to facilitate reaching each specific goal (See the table below).

	Goals	Policy
i.	Appoint race officials of suitable ability to warrant the quality of the competition;	Make the appointments to the key roles based on the lists of experts identified by the ROC or the correspondent class association.
ii.	Bring on up-and-coming race officials at suitable event types and levels. Give those race officials with expertise on a particular class the opportunity to join other class or multi-class top events so that they can get the necessary experience across different classes;	Engage with the classes to develop expertise out of their preferred officials in their continental or regional events and other multi-class events outside the scope of pinnacle events. Exchange of information between the different classes and the ROC to identify those race officials who would benefit from gaining experience in certain classes in order to improve his performance in multi-class events.
iii.	Ensure there is rotation of race officials at suitable event types and levels (outside the scope of pinnacle events);	Not to appoint a race official to more than 3 world sailing events per year. However, after the appointments for the Olympic Regatta have been made, all efforts should be made to give these officials the possibility to increase their activity on their way to the games. The appointment of the chiefs is made in November 2 years before the games and the rest of the officials are appointed in November the year before the games. From the moment they are appointed the chiefs and the rest of the team should be relieved from this limitation in order to build up the team that will run the Olympic regatta.
iv.	Encourage global consistency of race official decisions – some out-of-continent ROs should normally be appointed at suitable event types and levels (outside the scope of pinnacle events);	a) If the venue of the event is in an area which is under-served with officials, WS should appoint the minimum number of officials from other areas to ensure the quality of the event and fill in the other positions with officials from the area (venue MNA or neighbours MNAs). This would contribute to mentoring and leaving a legacy for the future b) If the venue of the event is in an area fully developed with officials, a minimum of other-regions race officials should be appointed

v.	Not over-burdening Organizing Authorities with unreasonable costs;	All parties included in the appointment process shall be aware that this is an important goal and must act with the necessary responsibility to not charge the OA with extra costs if is not necessary.
vi.	Ensure that all efforts are made to have a minimum gender representation with the required skillsets in all WS events, in order to achieve the WS Sustainability Agenda 2030 gender equality for race officials at Olympics and World Cup Championships by 2030. The development of female race officials should be a focused goal for the Race Officials Committee	For the jury and the umpire's team, appoint always male and female judges /umpires. In the other disciplines with only one appointment per event (IRO, IM, TD), all the parties involved in the process should make an effort to include female officials whenever possible. That would encourage classes, MNAs and the ROC to promote female IMs and IROs. Priority must be given to the development of female Race Officials in all areas.

6.2 This group would like to add some comments to the policies proposed above.

- i. Gender representation and maximum number of events – In general, the percentage of female race officials is low, however while World Sailing has a number of top-level female race officers, judges and umpires, other disciplines like IMs and TD have very few women or none. It is necessary that female race officials are educated and promoted by their MNAs but including female race officials in World sailing events as a principle, will encourage MNAs to follow that example. The development of female race officials in all disciplines should also be a primary goal for the Race Officials Committee.
- ii. In connection to the above, in the last years the EAWP found it difficult to strictly observe the 3-event maximum policy while including female ROs in all events. Due to the low number of women, sooner or later in the year some women had to be appointed more than three times. The solution is not easy as it necessarily means resigning to one of the requirements and the EAWP will have to decide if they appoint the same woman to more than three events or they appoint an all-male race officials team. This group recommends allowing the EAWP a level of flexibility in order to make the best decisions in close connection with the ROC's strategy to develop female race officials.
- iii. There might be other reasons why, in well-reasoned exceptional cases, the EAWP needs to deviate from these policies. In such cases, the EAWP should have the flexibility to make decisions based on common sense however, any such exception should be documented and communicated.

Recommendation 5

When making the appointments, the EAWP implements the policies proposed with the necessary flexibility when the gender / regional distribution vs number of appointments become conflicted. These policies shall never take precedence over the primary goal of assuring the best quality of the service to the competitors and to the OA.

7. Parties in the Appointment Process

Regulation 25.8.3 requires the EAWP to consult the relevant party depending on the event to which appointments are being made.

These parties are:

7.1 The MNA of the venue / Organizing Authority /Continental Association

The interest of the OA is to have a successful event at reasonable cost. Cost factors related to race officials are mainly travel and accommodation costs. This also applies to Regional Games and multi-sport event organizers.

7.2 Class Associations

The class association tries to get their preferred ROs to it's events as these are the race officials that know the class best and can provide the standard class racing. This sometimes conflicts with other parties' goals.

7.3 Race Officials Committee and Sub-Committees

The terms of reference of the ROC and SCs include the education of race officials and their assessment but not the appointment of these race officials to events. In the last few years, they have developed the 'grouping system' to identify a number of race officials in each discipline suitable to be the chiefs or the leads in Olympic classes and multi-class events, including the Olympic Regatta. Although the ROC and SCs are not mentioned in regulation 25.8.3 they are the final responsible for establishing the strategies to develop the race official's community and it is not possible making appointments to events without engaging with the ROC and the SCs.

7.4 Para World Sailing Committee

For Para World Sailing Championships.

7.5 The relevant World Sailing Affiliate Continental Member

For regional games. The diversity of the Regional Games is huge, including events that differ so much as the big Pan-Am and Asian Games and the small Mediterranean Games. Depending on the event, the continental associations are either involved to the level of being part of the OA, or they are not involved at all, leaving the responsibility in the hands of the OA of the games and the TD appointed by WS.

Recommendation 6

Consider change regulation 28.5.3 as follows:

25.8.3 For appointments under Regulations 25.8.10 and 25.8.12 World Sailing shall appoint or approve only after consultation with:

- (a) the Race Officials Committee;**
- (b)** any relevant World Sailing class/owners' association;
- (c)** for the Paralympic Sailing Competition and Para World Sailing Championships, the Para World Sailing Committee;
- (d)** for regional games, the relevant World Sailing Affiliate Continental Member; **and the Organizing Authority for the event,** and
- (e)** the Member National Authority of the venue.

8. A New Appointment Process

- 8.1 The current process is based on an 'event per event' system in which the ROC and the class/OA send to the EAWP the list of officials they wish for each particular event. These lists contain different names and therefore, the EAWP has to 'negotiate' a unique list with the names received. This is a time-consuming process which gets even worse when, after having one list, there are race officials who are not available. The process has to start again to fill in the empty spots and so on.
- 8.2 This process has proven to be inefficient for different reasons: as each event is done individually, the staff keeps involved in the appointment process all year round with the same intensity, which prevents the staff from focusing on other matters; it is a long process, with continuous comings and goings, and resulting in late decisions, lack of availability and higher costs for the organizers. Considering the events individually makes it impossible for the EAWP to focus on a planned strategy with the ROC and the classes, in order to build the necessary expertise to properly cover the WS World Championships, the Olympic Regatta and other multi-class events.
- 8.3 This group has considered an alternative appointment process which, we think will solve the problems we have mentioned along this document.

We all agree that the process to appoint the race officials to an event should be:

- Transparent,
- Time efficient and
- Workable, considering how many parties are involved in the different stages.

8.4 We will describe how, in our opinion, the EAWP should operate in order to achieve the conditions above but before, we would like to state some considerations:

- i. The EAWP needs to identify within the events calendar, those events to which WS appoints the race officials in accordance with regulation 25.8.10. This will include the discipline and number of officials required for each particular event. It will be helpful if the EAWP also works out at this stage which events require 100% top-level race officials and those which can be used either to give experience to race officials who are at the top level-minus 1, or to leave a legacy among the local race officials through working within a group of experts mentoring them. Just as an example, events like the final of the World Cup Series or an Olympic Class World Championship will require the highest expertise possible while the Youth Worlds or a Regional Games event will allow more flexibility. Of course, it will always be easier to do this mentoring within the jury, where a minimum of 5 judges are appointed, while it will be more difficult with other disciplines that, in most cases, are a one-person position, like the PRO or the RO.
- ii. The EAWP should not operate on an event-to-event basis. The calendar of most of the events involved in this process is known well in advance and it is known that the later an official is appointed, the worse for many reasons, the good ones are already booked and finding replacements causes even more delay, the flight tickets are far more expensive, it causes stress to the OA, etc.
Another consequence of considering the events on a one-to-one basis is that it is impossible for the EAWP to have a full picture of the appointments of the year, making it impossible to develop any strategy or plan. As an example, an official might be appointed to the first three events of the year and then WS could not appoint him to a later event that would benefit of his service for any reason.
The EAWP would provide a better service if the appointments to all or most of the events were considered at the same time. In order to achieve this, it will be necessary that the ROC and the Classes work with the EAWP on the necessary time frames and update their respective lists, Grouping or Class Experts/promises early enough.
- iii. The lists from the ROC and the classes should not be considered as carved-on-stone documents. They should better be dynamic lists in order to bring as many officials as possible into the process. The EAWP would benefit from having at least a third level in the grouping. That would include officials who, having a deep knowledge of the rules, don't have the precise skills required to be a chief and don't have the experience in multi-class scenarios required to be a leader, or simply well-known top-level judges that are not grouped for whatever reason. Finally, it is necessary to keep in mind that not being grouped does not necessarily mean that a race official is not a top level one.

- iv. The dynamic lists or groupings should include appropriate feedback and assessment mechanisms gathered from interest parties and stakeholders including but not limited to the Race Officials Committee and their education and development teams; Athletes; Coaches; Technical Delegates and Organizing Authorities, at least at all pinnacle events.
- v. The best interest of the race officials. Race officials are volunteers who put their time, effort and knowledge to the service of the sport and the events they are appointed to and, in most cases, have very little time and use their annual leave days to attend these events. It is necessary to acknowledge their contribution to the sport by letting them know, as soon as possible, what World Sailing expects from them. The sooner they know which event(s) they are appointed to, the sooner they can organise their own schedule and accept other invitations of their interest. It has happened quite often that when World Sailing has tried to appoint an official, he had already accepted an invitation for another event. In this situation the official has to choose between refusing the World Sailing appointment to a top-level event or turn down the first invitation after having accepted it, which causes a big stress to the event organisers as they have to look for a replacement. In general, most race officials in this situation will honour the invitation they accepted first and this means that World Sailing will not be able to appoint the official it wished for its own event.

Stage 1

1. On May 1st, the EAWP starts the process to make the appointments for the events scheduled for the following year and, when possible, will include January and February of +2 years. For those events that are not listed in May, the EAWP will proceed as soon as they receive the relevant information.
2. The EAWP confirms with the ROC and the classes that the EAWP has the updated version of the Grouping lists and the class-preferred-officials lists. These lists can be amended by the relevant party at any stage during the process by adding new names or removing existing names, however, once a race official has been appointed and invited, the invitation will not be withdrawn unless there is a serious reason to do it except in extraordinary circumstances (i.e. a report under regulation 32). At this stage, the classes and, for a Regional Games event, the TD, shall disclose to the EAWP any special requirement or agreement they may have reached with the OA about the

number of race officials for a particular class event involved in the process. As an addition to the Grouping lists, the ROC and the SCs, shall give the EAWP any additional list of race officials to be considered, as those close to be grouped but not there yet for a reason other than performance. The lists received by the EAWP either from the ROC or from a class shall be shared with the other parties (ROC or other classes) in order to favour the exchange of information and to promote the development of new talent across the different classes.

3. In a meeting, the EAWP assigns the key personnel to the all the events listed, including TD - PRO – ROs – Chairman of the Technical Committee, Chairman of the Jury and Jury core group, or for a match Racing event Chief Umpire and umpires core group, according to each event's requirements. Depending on the event, the Jury core group may include from 2 to 10 judges. For multi-class events, the EAWP will base the decision on who the chiefs are on the Grouping lists, whereas for individual class events, the chiefs do not need to be grouped as Chiefs.
4. The EAWP circulates the spreadsheet with the proposed appointments to the ROC and SCs and the classes involved. This will give the parties a full picture of the appointments and will give the ROC and the classes the opportunity to challenge any of the names proposed.
5. Once these positions have been agreed, the appointments become official and the invitations are sent.

The deadline to complete Stage 1 is June 30th.

Stage 2

1. The second stage of the appointment process will consist in filling in the remaining positions for each event and shall start on July 1st. In this stage, Priority shall be given to events scheduled in January and February.
2. For class events, the relevant class will propose the EAWP the names to complete the remaining positions for each specific event. The EAWP will study the proposal and verify that the names proposed cover the necessity of the event, respond to a particular reason and do not contravene the appointment policies.
3. For WS events other than the class events, the ROC/SCs and, when appropriate, the Regional games or the Para-Worlds appointed TD, will propose the EAWP the names to complete the remaining positions for each specific event. The EAWP will study the proposal and verify that the names proposed cover the necessity of the event, respond to a particular reason and do not contravene the appointment policies.
4. If the EAWP thinks that the proposal by the class or the ROC/SCs are not adequate for a reason, they will explain that reason to the proposer, who will issue a new proposal. Examples of such reasons can be: not gender diversity, all from the same area, not having considered names for development in a bigjury,

too many appointments for the same official, etc. The requirements should be published and clearly communicated to the proposers in order to get proposals in line with the secondary goals

5. Once the EAWP and the relevant parties agree, the appointments will become official. The EAWP will send the invitations to the officials appointed and the final list of race officials to the OA. The complete appointment list for the event is then published on World Sailing website.

The deadline to complete Stage 2 is September 1st.

Appendix A to this document shows a flow chart that summarizes the process proposed.

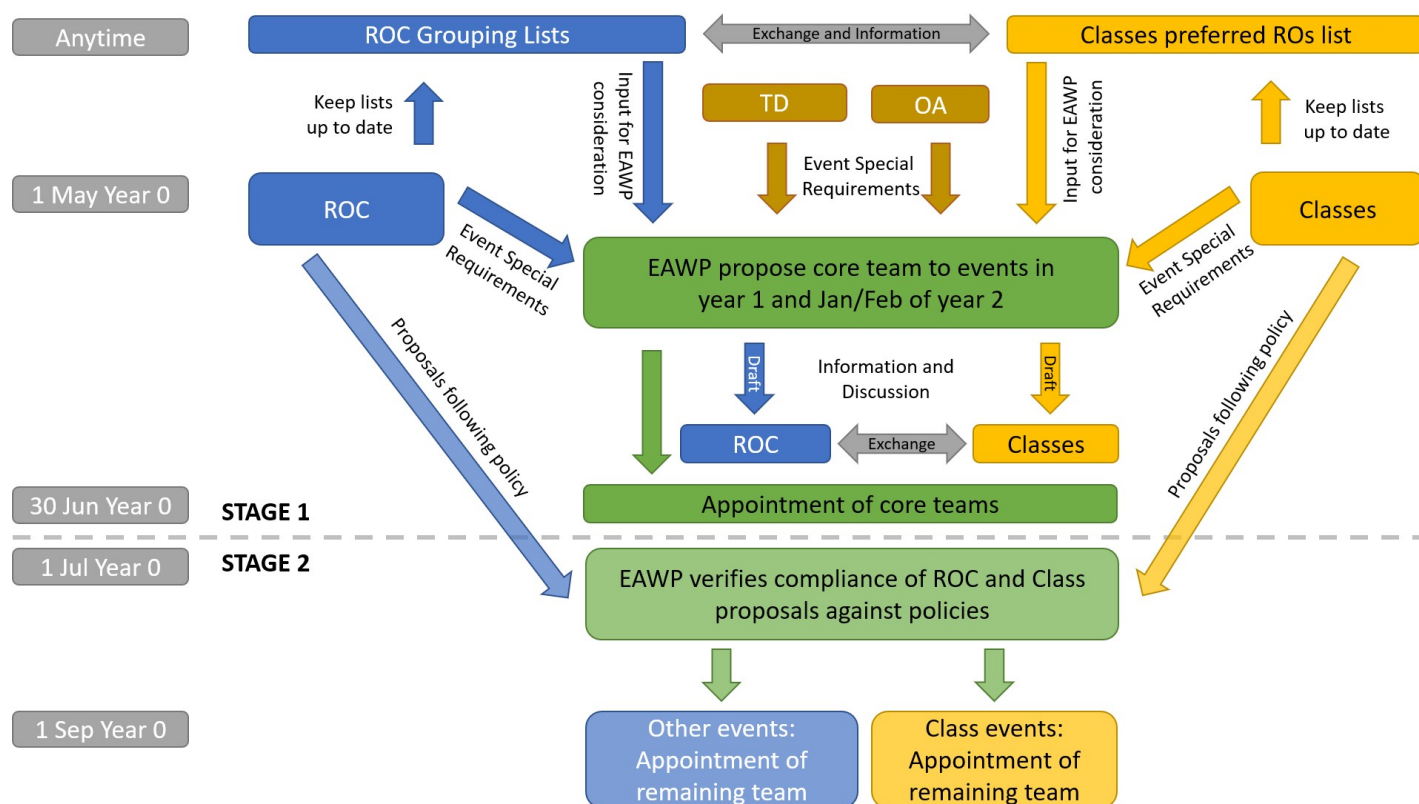
Recommendation 7

The EAWP adopt the proposed procedure and timelines to assure that the appointments to events are made timely and following a transparent process where all the parties have the opportunity to get involved.

Recommendation 8

To maintain an open communication channel between the ROC and the classes and interested parties involved in the appointment process with the intention to create an outline of officials with the skillsets to ensure the highest level of officiating at each event level and development opportunities to sustain this. (See section 8)

APPENDIX A .- FLOW CHART



This report was submitted on February 19th, 2021
resubmitted on March 16th 2021

Ana Sánchez del Campo Ferr

