

# Theoretical underpinnings informing the approach – FTEM-O

**Step 1.** What does the pathways look like for Community, Emerging and High-Performance referees?

**Step 2.** What are the specific goals for each level and fit of competition and programs to support the development and performance of Community, Emerging and High-Performance referees?

**Step 3.** At what level is the referee in their journey?

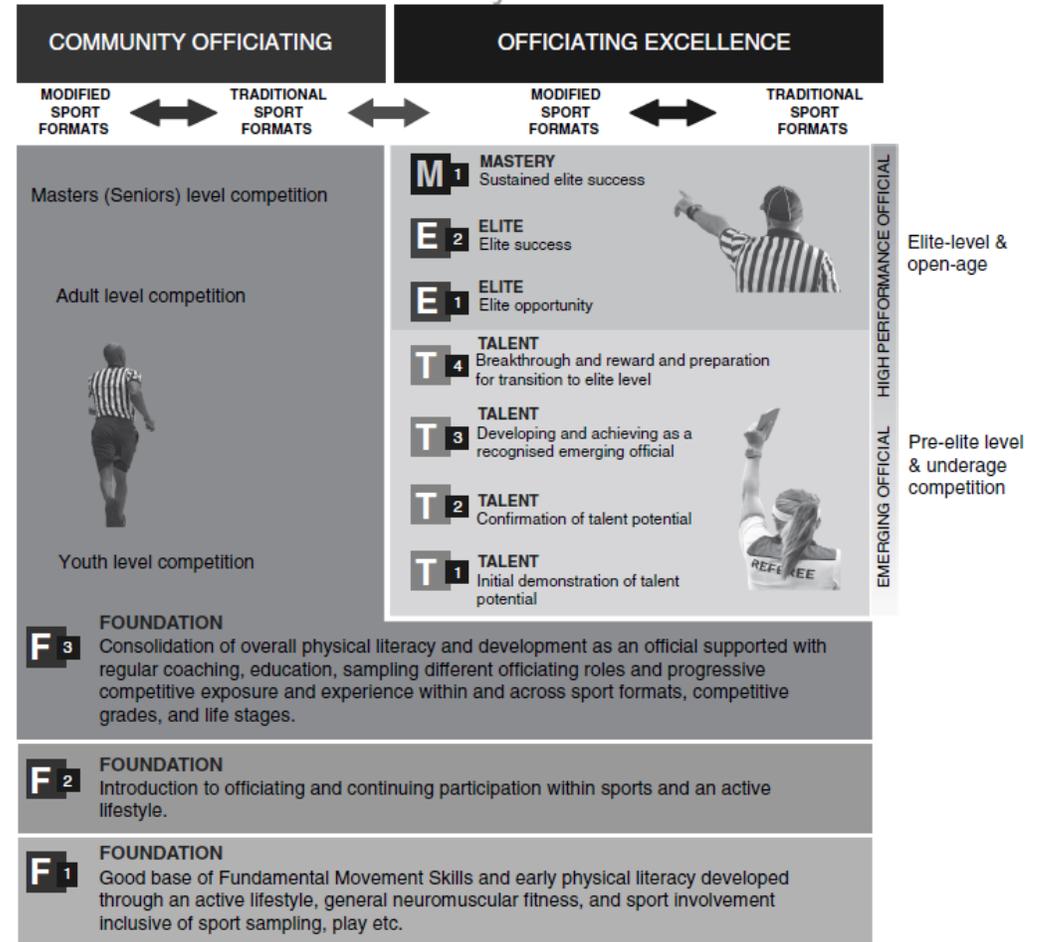
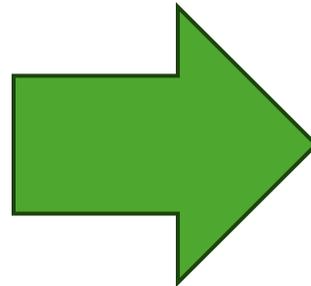
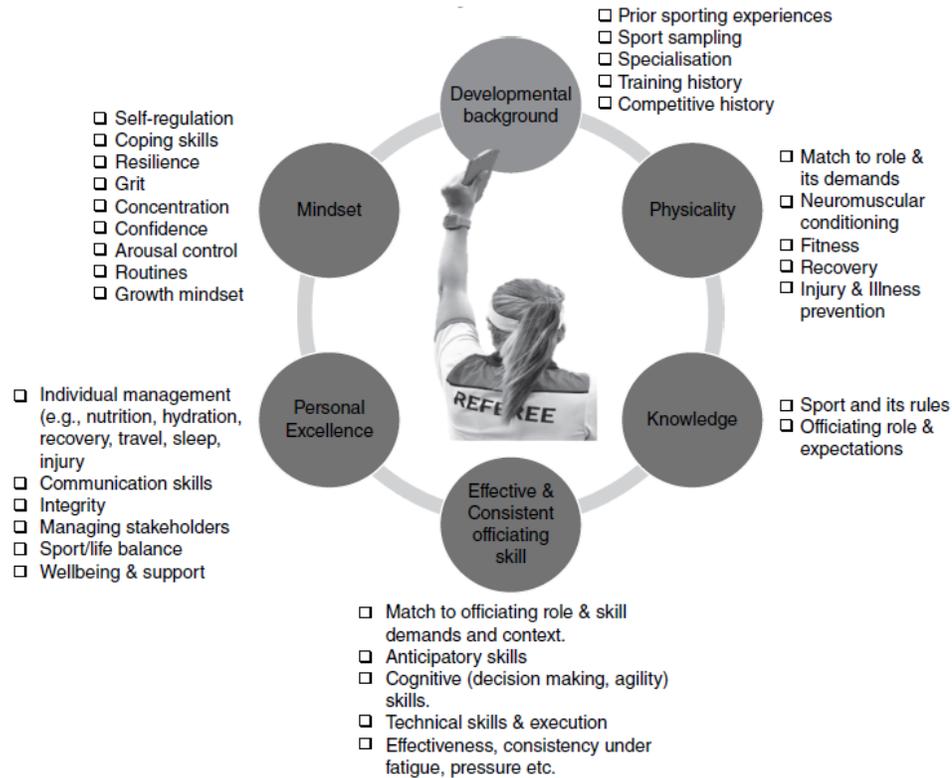


FIGURE 7.1 The Foundation, Talent, Elite, and Mastery—Officiating (FTEM-O) framework.

*MacMahon and Weissensteiner (2024)*

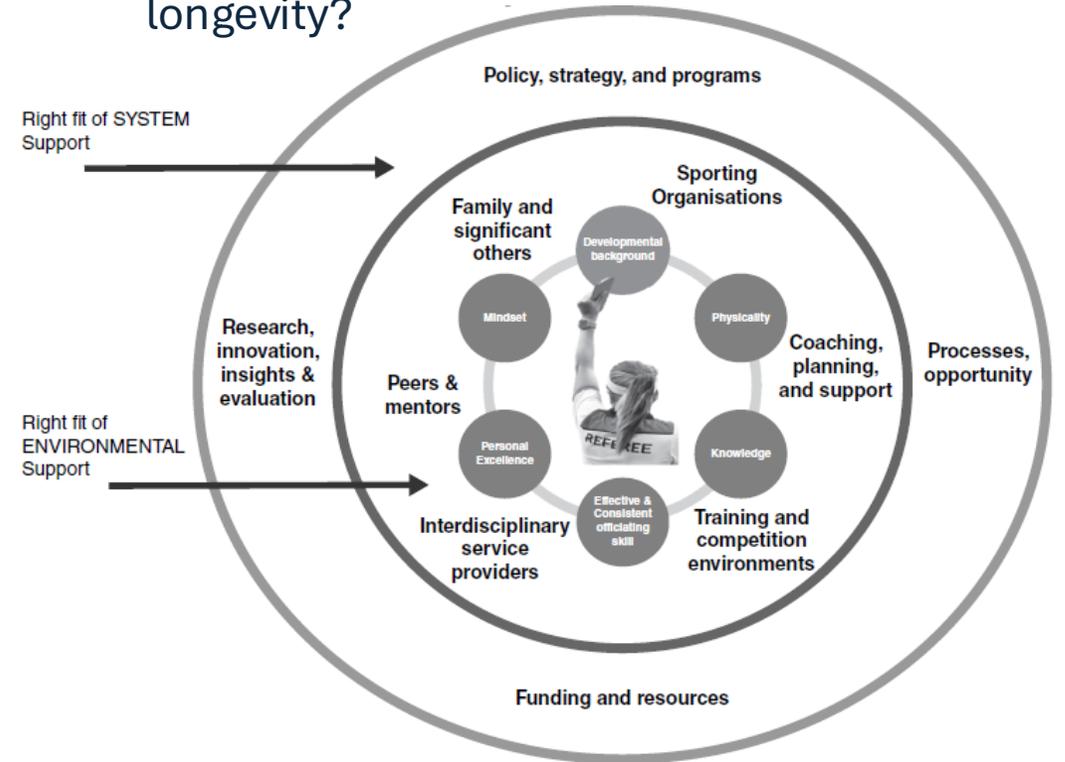
# Operationalising the FTEM-O using 3DOD

**Step 4.** What are the key attributes and competencies for their level?



**FIGURE 7.2** An example of multidimensional official's profile depicting the elements of the individual level of the Three-Dimensional Officiating Development (3DOD) model. Note that the detail of the profile will be specific to a sport and context.

**Steps 5 & 6.** What is the required immediate support (Environmental) and system overlay to nurture the official and ensure progression, retention and longevity?

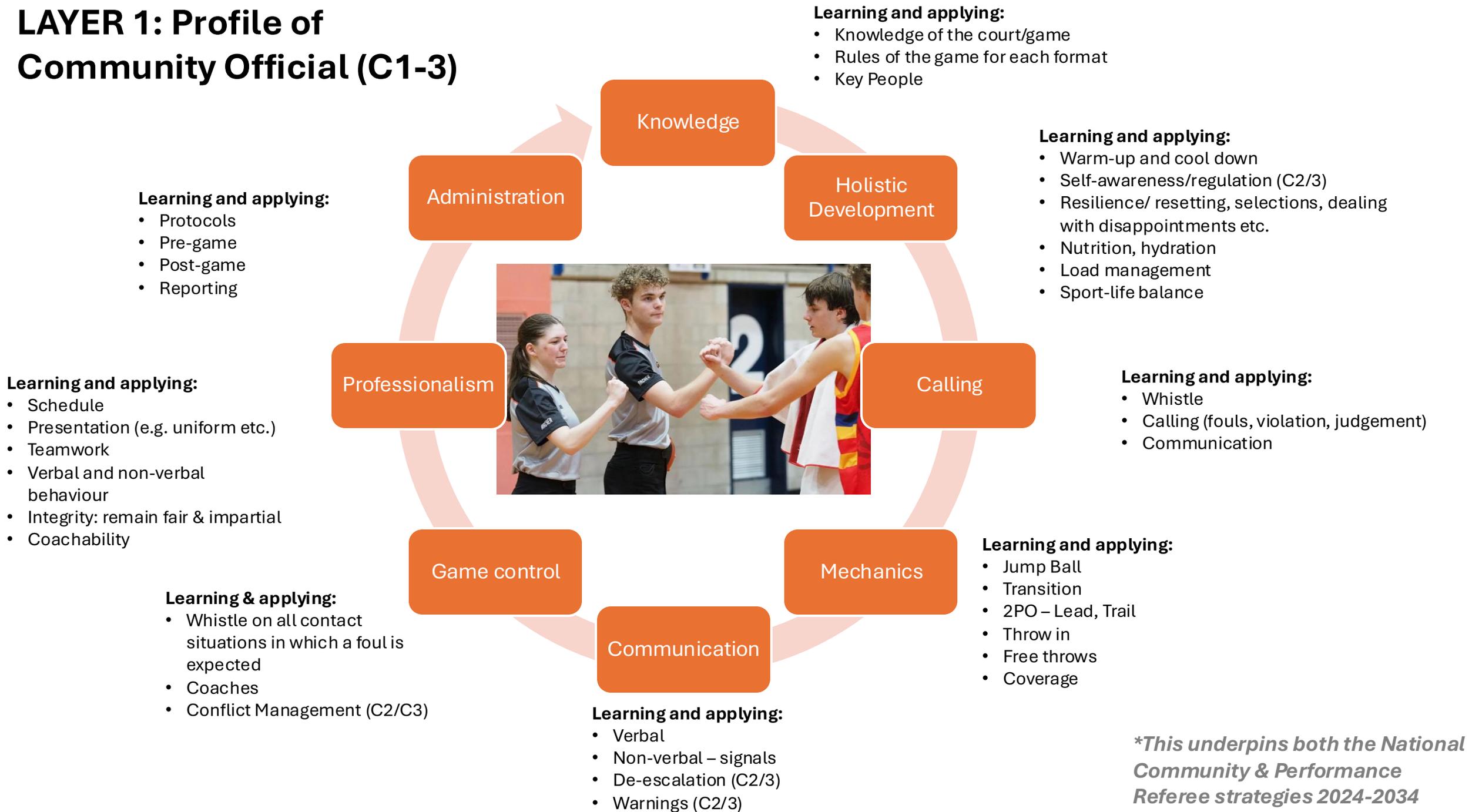


**FIGURE 7.3** The Three-Dimensional Officiating Development (3DOD) model, showing the system, environment, and individual dimensions.

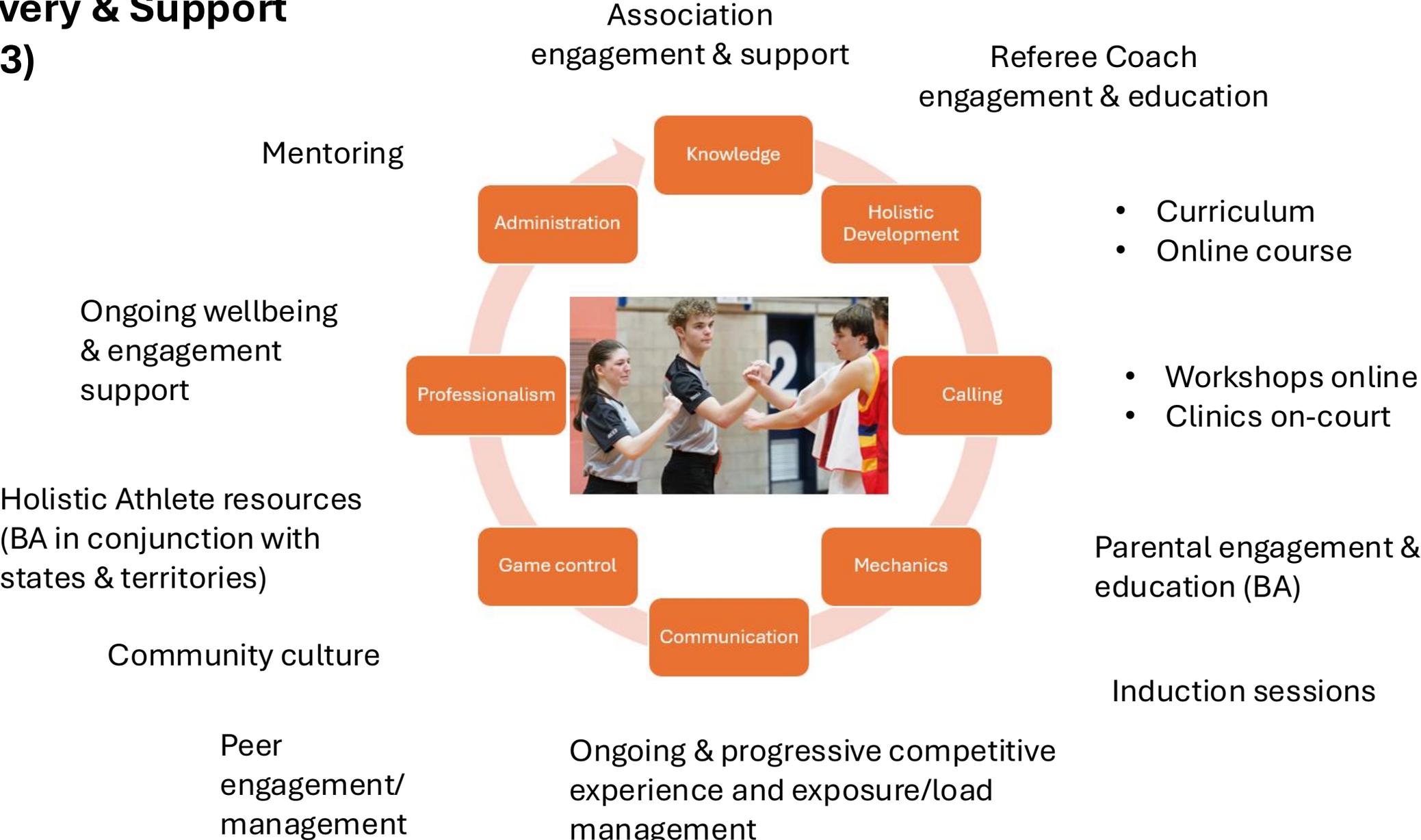
# Developing & supporting the Community Referee (C1-3)



# LAYER 1: Profile of Community Official (C1-3)



# LAYER 2: Delivery & Support (C1-3)



# Layer 3: System Overlay (C1-3)

Effective and enduring strategy & policy (inc. succession planning etc.)

Prioritise Holistic Official Development & Support

Metrics re engagement, testimonials, evaluation & review



Funding/resources & Key personnel at all levels

Formal selection criteria and procedures

Organisational activation, alignment and collaboration at all levels (e.g., Assoc, State/Territory/BA)

Effective Communication strategy

- Voice of the Official
- Assoc/state/territory relevant
- Website etc
- Launch

**Identifying,  
developing &  
transitioning the  
Pathway Referee  
(S1-3)**



# LAYER 1: Profile of the Pathway Official (S1- S3)



*\*This underpins both the National Community & Performance Referee strategies 2024-2034*

# Layer 2: Delivery & Support (S1-S3)

Referee Coach engagement & education

State engagement & support

State culture

Mentoring

Ongoing wellbeing & engagement support

Holistic and individualised service support

Introducing Self Reflection

Peer engagement/management

Ongoing competitive experience and exposure to higher level competition environments

- Curriculum
- E-train U courses

- League Action Days
- Workshops online
- Clinics on-court

Pre-championship education on holistic development

Testing and screening

Holistic Assessments & Benchmarks and tracking



# Layer 3: System Overlay (S1-S3)

Effective and enduring strategy & policy (inc. succession planning etc.)

Effective communication strategy & implementation

Metrics, longitudinal tracking of pathway officials (progression, churn, etc), evaluation & review

Effective and consistent selection (T1) & confirmation (T2), development(T3) and transitional (T4) processes

Support mechanisms for Referee coaches

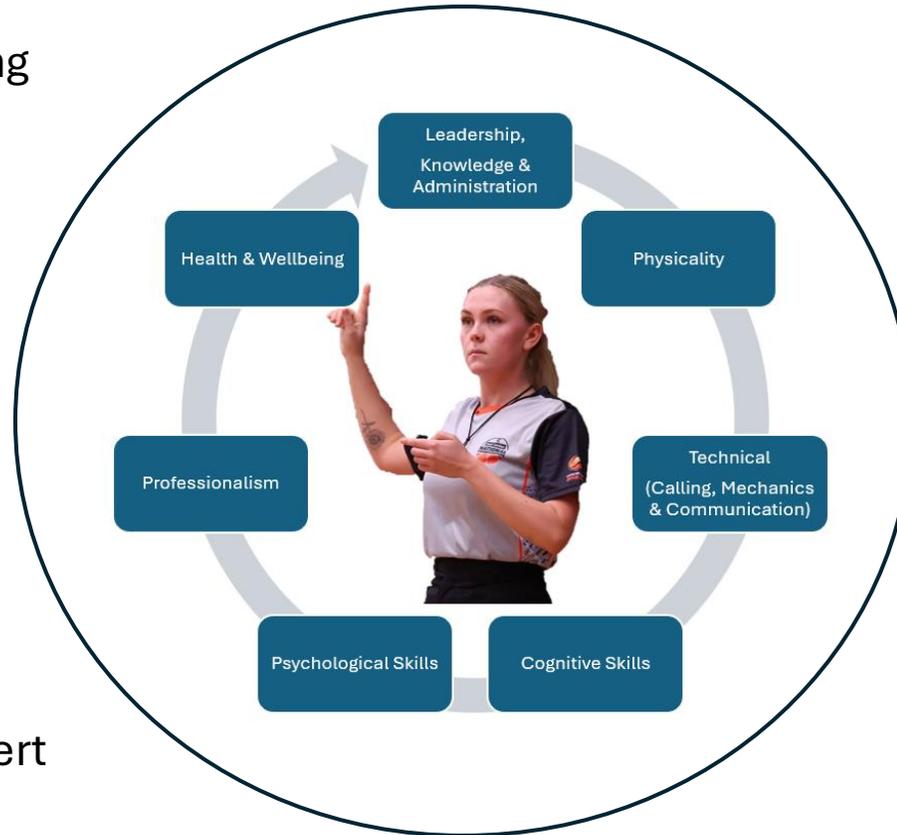
Formal selection criteria and procedure

Accessibility to expert Referee coaches

State/territory engagement & support

Access to service support personnel

Funding & resource provision



**Supporting the  
performance and  
longevity of the  
HP Referee (N1-3)**



# LAYER 1: Profile of the HP Pathway Official (N1-3)

## Superior:

- Pre-game & post-game (elite environment)
- Clock management
- Reporting & feedback
- Displays effective time management with family and work commitments.
- Personal Brand
- Managing social media

## Superior:

- Implements leadership characteristics
- Resilience
- Prepares well (self, context, travel etc)
- Consistently displays HP behaviours (confidence, in control, good communicator, demeanour)
- Consistently displays coachable behaviours
- Attention to detail (e.g., lodging reports, respectful & reliable, punctual, responsible)
- Effectively works in team environments
- Maintains a high level of integrity and professionalism.
- Positively commits to the values and culture of the game
- Strives for excellence
- Contributes back into supporting the development of emerging officials
- Utilises a medical and support team to sustain optimal performance

## Superior:

- Contact calls are made according to set guidelines
- Effective management of game (e.g., coaches, players etc.)
- Conflict Management

## Superior:

- Basketball IQ
- Rules & application
- Knowledge of protocols & procedures
- Understanding of major League/International concepts
- Knowledge of environment (e.g., country) & source resources available



## Superior:

- Implements robust and honest self-reflection processes.
- Mental preparation and strong self-regulation
- Performs at optimal physical levels to meet the demands of competition.
- Displays positive psychological wellbeing.
- Implements appropriate recovery strategies.
- Implements appropriate injury rehabilitation and strategies.
- Efficient travel routines
- Utilises a mentor to assist with strategies to develop the holistic person.

## Superior:

- Effectively reads and interprets game play consistently and make considered decisions
- Produces a high level of consistent and accurate decisions in high pressure environments
- Display strong leadership skills when faced with adversity
- Strong understanding of the relevant processes
- Adapts to varying game contexts

## Superior:

- Adheres to procedural protocols (IOTs).
- Correct application of 3PO processes

## Superior:

- Composed & balanced (i.e., volume etc.)
- Strategically use communication to control flow of the game
- Clear, concise & proactive
- Positive body language
- Create time & space
- Developing strategies for international teamwork

# Layer 2: Delivery & Support (HP)

Referee Coach engagement & education

Access & in game feedback from Referee Coaches

Provide opportunities for further engagement and development within performance programs and game environments.

Access to performance enhancing technology & resources

- Self-Reflection Processes and Implementation Strategies
- Facilitated video footage and game assessments
- Informing analytics, feedback



Peer support

Positive & Supportive Culture

Individual Performance Plans

Access to service providers

- Exercise Science Physiologist
- Strength and Conditioning
- Speed and Agility
- Performance Nutrition
- Performance Psychology
- Recovery
- Performance Sleep
- Injury Rehabilitation

Access to Mentors

# Layer 3: System Overlay (HP)

Recognition program

Established protocols for performance referee well-being and engagement.

Network of recognised service providers

BA digital strategy,, data insights, evaluation

Engage the 'referee voice' to inform strategy, delivery, continuous improvement etc.

Established Education Providers

## National Performance Referee strategy

- National leadership (inc comms.)
- Developed and implemented “national style” of officiating.
- Enable collaboration within the HP system
- Willingness & capacity of key stakeholders to invest in the strategy
- Periodic review of strategy



Mentor development & availability

Identify Future Opportunities for Growth (e.g., exchange program, accelerated learning and incentives such as vertical integration opportunities for referees etc.)

Adequate Funding

Established selection Policies

Formalised HP Referee programs

Implement a robust engagement, education, and development strategies within the performance pathway

HP referee coaches' recruitment, development, retention & availability

- Recruitment & retention strategies (recognition, remuneration, opportunities etc.)
- Online education/ workshops/advice
- Formalised Feedback processes
- Support