



**ICC
HIGH PERFORMANCE
OFFICIATING PROGRAMME**

OVERVIEW



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INTRODUCTION

Historically, countries appointed their own match officials for each international match they hosted. This changed in 1993 when the ICC piloted having one overseas (neutral) umpire and match referee for each Test series.

In 2002 the ICC created two Elite Panels, one panel of umpires and one panel of match referees. These match officials were contracted full-time by the ICC.

Today, the International Cricket Council (ICC) is responsible for fulfilling neutral match officiating appointments for all Full Member bilateral cricket and ICC Events. The ICC draws these officials from the Elite Panels, as well as the International Panels of Umpires and Referees. While the Elite Panels are contracted by the ICC, officials on the International Panels are contracted by member boards.

In the pursuit of alignment and optimal performance, the ICC employs full-time Umpire Coaches who work with all the officiating panels.



STRATEGIC FOCUS

Increase the coverage of female Match Officials

Develop and sustain an ICC Match Official high performance programme

Develop a transparent pathway process and programme for succession planning



CURRENT PATHWAYS

Current Umpire Pathway

ICC Elite Umpire Panel
Men's



ICC Emerging Umpire Panel
Men's



ICC International Umpire Panel
Men's



National Umpire Panel
Home Board

ICC
International
Panel of
Development
Umpires
Associate and
females

Current Referee Pathway

ICC Elite Referee Panel



ICC International Referee Panel

National Referee Panel
Home Board

Emirates
FLY BETTER

Emirates
FLY BETTER

FEMALE MATCH OFFICIAL DEVELOPMENT



To support the career development of female match officials, ICC will:

Introduce one ICC-appointed neutral umpire for ICC Women's Championship matches from 2024.

Deliver on pay parity for ICC-appointed umpires across bilateral ODI & T20I cricket.

Support the development of female officials with additional Umpire Coach resourcing.

Create action plans that will lead to female officials being contracted with ICC, by 2027.



OUR AMBITION BY 2027

	Umpire Pathway		Referee Pathway
<ul style="list-style-type: none"> • ICC men's and women's World Cup events • Men's Test: Neutral • Men's ODI: Neutral • Women's bilateral: Neutral 	<p>ICC Elite Umpire Panel Men's cricket</p>	<p>ICC Contracted Umpire Panel Women's cricket</p>	<p>ICC Elite Referee Panel</p>
<ul style="list-style-type: none"> • Selected stretch opportunities at level above 	<p>ICC Emerging Umpire Panel ~3 men and ~3 women</p>		<p>ICC Emerging Referee Panel</p>
<ul style="list-style-type: none"> • Selected stretch opportunities at level above • Men's ODI and T20I: Home • Women's Test / ODI / T20I: Home • ICC regional pathway events 	<p>ICC International Umpire Panel Max 4 men, 4 women</p>	<p>ICC Development Umpire Panel A ODI Associates</p>	<p>ICC International Referee Panel</p>
<ul style="list-style-type: none"> • Selected stretch opportunities at level above • First Class competitions • Domestic T20 and 1-Day leagues • Underage and Second XI 	<p>National Umpire Panels Home Board</p>	<p>ICC Development Umpire Panel B T20 Associates</p>	<p>National Referee Panel Home Board</p>



HIGH PERFORMANCE FRAMEWORK

Vision...

A community of international male and female match officials, delivering outstanding performances, committing to their continual improvement and being systematically supported, trusted, respected and valued by the game.



HIGH PERFORMANCE FRAMEWORK

Focus Areas...

Find

- Clearly define and articulate the characteristics of a High Performance Match Official within the pathway and use these to inform an effective talent identification, progression and selection programmes to support long term success.
- Be clear on skills, competencies and standards required.
- Profile and assess potential officials against those standards.
- Restructure and communicate pathway for female match officials to progress.
- Establish clear processes of selection and de-selection.
- Ensure effective succession planning.
- Ensure diversity and representation.

Develop

- Create effective development pathways, supported by individually focused learning and match opportunities.
- Provide a clear framework for developing male and female match officials to help them progress in the pathway.
- Ensure all match officials on ICC Panels have individual learning / development plans.
- Provide suitable and effective training and development opportunities.
- Provide appropriate exposure to the international game, primarily using ICC pathway events for the female match officials.

Support

- Secure the resources to sustain, train, coach and develop our match officials.
- Invest in and provide continuous coaching support.
- Embed a culture that supports ongoing learning.
- Ensure regular and effective communications from the wider organisation.

Enable

- Provide inspirational leadership of a holistic plan to drive sustained performance improvement that is recognised and valued by the game.
- Provide leadership, vision and direction.
- Ensure the availability of sufficient investment and resources.
- Continually assess performance standards, generate feedback, and ensure suitable performance-based reward / recognition and consequences.

HIGH PERFORMANCE VALUES

The Elite Match Officials are measured against the following high-performance values:

Respectful

Value the contribution and behaviours of others and engage in a way that generates the respect of the group.

Trust and Integrity

Sustain the confidence of the group through character, ability and Professionalism. Uphold the values even in the most difficult of situations.

Communication and Transparency

Listen to the views of others, express views clearly and concisely, and contribute openly, honestly and constructively.

Growth Mindset

Committed to their own, the Match Officials Group and the game's continual improvement.

Outstanding Performance

Deliver outstanding performance based on individual and collective group accountability.

Teamwork

Put the needs of the officiating team first and promote the importance of the wider Match Officials' Group.

ELITE PANEL EVALUATION PROCESS

Why Do We Evaluate?

Systematically assess performance.

Provide structured feedback.

Identify where support is required.

Support a culture of accountability.

Retain the highest standards.

What We Evaluate

On-Field and Match Management.

On-Field Decision Making.

TV Umpiring match management and decision making.

High Performance Values.

How We Evaluate

Through a holistic match officials assessment framework.

Match Referee and Management feedback.

Biannual 1:1 performance review.

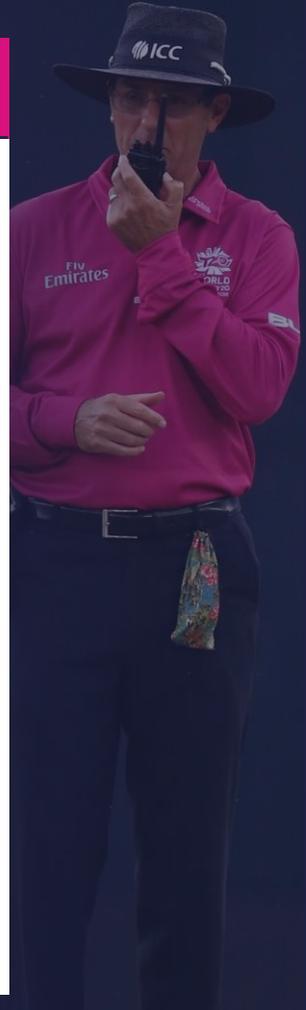
Annual 360 review.

Overall performance report based on assessment areas.

ELITE PANEL EVALUATION PROCESS



Competency	Key Performance Indicators	Performance by Competency	Overall Performance																																		
On-field Match Management Performance	<p>Onfield KPI's</p> <table border="1"> <thead> <tr> <th>KPI</th> <th>Your KPA</th> <th>Elite Ave</th> </tr> </thead> <tbody> <tr> <td>Teamwork</td> <td>98.5%</td> <td>100.0%</td> </tr> <tr> <td>Management</td> <td>97.6%</td> <td>98.9%</td> </tr> <tr> <td>General Decisions</td> <td>98.5%</td> <td>99.3%</td> </tr> </tbody> </table>	KPI	Your KPA	Elite Ave	Teamwork	98.5%	100.0%	Management	97.6%	98.9%	General Decisions	98.5%	99.3%	<p>Management</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Your Ave</td> <td>97.5</td> </tr> <tr> <td>Elite Ave</td> <td>99.4</td> </tr> <tr> <td>Expected</td> <td>98.0</td> </tr> </tbody> </table>	Category	Value	Your Ave	97.5	Elite Ave	99.4	Expected	98.0	<table border="1"> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Your Ave</td> <td>96.5</td> </tr> <tr> <td>Elite Ave</td> <td>97.4</td> </tr> <tr> <td>Expected</td> <td>95.8</td> </tr> </tbody> </table>	Category	Value	Your Ave	96.5	Elite Ave	97.4	Expected	95.8						
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ROLE OF AN UMPIRE COACH

The ICC Match Officials Panel is supported by a group of high-quality Umpire Coaches who carry out the following functions:

Facilitate development of Individual Umpire professional development plans

Attend international matches: provide real time feedback and support

Delivery of TV simulation training

Support the structure and delivery of Match Official workshops

Ensure all Match Officials are updated on Law changes, playing conditions and interpretations

Use reports and information to analyse trends. Facilitate a continual improvement process with the match officials

Attend specified international matches: observe, provide coaching observations and share insights with ICC Umpire Coaches



ICC MATCH OFFICIALS MANAGEMENT STRUCTURE

