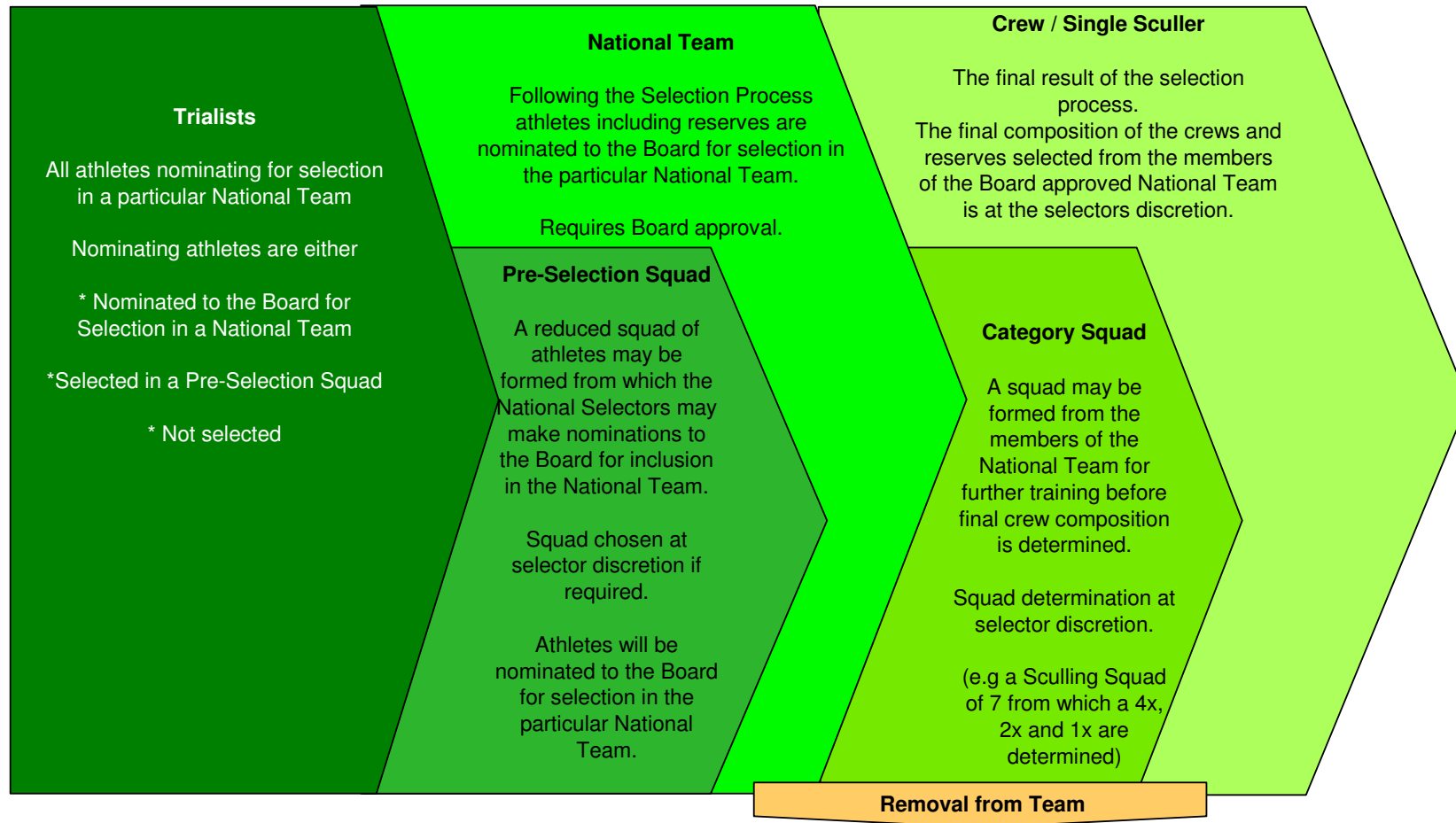


Section	Issue	Item Number	Philosophical Issue	Selection Forum Outcome - Principle	Additional Discussion
S e l e c t i o n O v e r v i e w	Vision and Objectives of Selection	1a	Vision of Selection	To include the NRCE's vision in the 2010-2012 Selection Policy	Success to be benchmarked and measured by Australia's Olympic and Paralympic results against its international competitors - the ultimate measure of such success would be Olympic / Paralympic gold medals as reflected by the FISA gold medal rankings. To achieve this ultimate success the entire program needs to be consistently successful and to enable the development of athletes and coaches through the Junior and Under 23 programs.
		1b	Objective of Senior A Selection	That the objectives of Senior A selection in the 2010-2012 Selection Policy should reflect the objectives of the NRCE's Four-Year Plan. Additionally the objectives should provide the selectors the flexibility and discretion to select developmental boats to achieve these objectives in the longer term.	Greater clarity was required in communicating the message that RA's program is a 'gold medal program' with the primary objective of winning 3 Olympic and 1 Paralympic gold medal at London 2012. To achieve this objective RA will identify and target the events that hold the best chance of success for Australian athletes, effectively prioritising athletes over boats to provide the best chance to win Olympic/Paralympic gold medals. An underpinning mechanism of this is to allow for developmental/ discretionary selections to provide athletes with gold medal characteristics the opportunity to compete internationally and to ultimately achieve RA's primary objective. Such developmental selections could be considered a secondary objective of the program.
		1c	Objective of Developmental Selections (Senior A, Under 23, Junior)	That the objective of Developmental Selections (Senior A, Under 23, Junior) should reflect the objectives of the NRCE's Four-Year Plan by providing international opportunities for athletes with gold medal characteristics, thereby achieving consistency with the ultimate NRCE objective - to win Olympic/ Paralympic gold medals.	To achieve the primary objective of the NRCE Four-Year Plan and to ensure that such gold medal success was continued, developmental selections across all age groups needed to provide athletes with gold medal potential the opportunity and experience of competing internationally to fast-track their development. Providing such opportunities ensures that the NRCE program is consistent and working towards the achievement of the same ultimate objective.
		1d	Performance v Potential in Developmental Selections	To enable the selectors the flexibility and discretion to select individuals with the potential to achieve gold medal success.	The objective of developmental selection is to provide opportunities for late developing athletes with Olympic/ Paralympic gold medal winning potential. It is important that the selection policy allow the selectors the flexibility and discretion to select athletes who may not be getting results at 17 years of age but who have the potential to do so in years to come. Such developmental selections are still balanced with selection on current performance. It was noted that Olympic crews are always picked on which athletes made the boat go fastest. Developmental selections enable RA to retain late developing athletes who may otherwise have been lost to the sport and who can ultimately make such Olympic boats go faster.
	Nomination	2a	Nomination Process	That the 2010-2012 Selection Policy should provide for a clear and simple athlete nomination process.	Discussion was undertaken on the possibility of athlete contracts however due to taxation implications and complications of other employment contracts for athletes it was determined that athlete contracts were impractical. It was agreed that the athlete nomination mechanism should be as clear and simple as possible. Additionally it was suggested that administration processes should be streamlined to ensure that information is only collected once.
	Powers and Duties of the RA Board	3a	Role of RA Board	That the role of the Board should not be changed in the 2010-2012 Selection Policy.	The role of the Board was universally accepted and no change was proposed.
	Standards	4a	Standards	That all participants seeking selection to a National Team must satisfy all requirements set out in both the Selection Policy and Event Supplement.	The standards outlined in the 2009 Selection Policy were universally accepted and no change was proposed to these for the 2010-2012 Selection Policy.
	Documentation	5a	Documentation	That all participants be required to complete, sign and return the Nomination Form in addition to any additional agreements, consents and nominations required by RA or an event governing body.	Generally, the documentation that a participant is required to complete should be made clearer and communicated better. Additionally, the documentation process and collection should be simplified and minimised - an issue that was being addressed and may be improved via online document processing.
	Event Supplement	6a	Event Supplement	Retain in the 2010-2012 Selection Policy a provision for an additional document which lists the actual selection requirements of athletes (previously the Event Supplement). This additional documentation must not conflict with the Policy.	Discussion was undertaken regarding the role and functionality of the Event Supplement and it was agreed that such a document should be retained but should also be as clear and succinct as possible. It was suggested that a different name for this document should be investigated - "Actual Requirements" and "Selection Requirements" were two such suggestions. Additionally it was noted that this document is should remain a supplementary document to the Selection Policy rather than a pseudo-policy and that it's role and functionality should be communicated to the athletes.
	Selectors	7a	Composition of Senior A / Under 23 Selection Panel	That the Senior A / Under 23 Selection Panel should consist of the National High Performance Director, the two National Head Coaches and high quality independent selectors.	Lengthy discussion was undertaken regarding the composition of the Senior A/Under 23 Selection Panel, particularly the perception of bias in a coach's involvement in the selection of their own crews. The perception is based partially on these coaches seeing the training performances of athletes under their charge. It was agreed that this perceived bias had recently been offset by national ergo testing results and regular visits to all States by the Head Coaches. Additionally it was highlighted that any potential bias was diluted by the fact that an individual coach was only one member of a 5-strong panel. Moreover it was agreed that the NHPD and NHCs needed to be on the selection panel as they have the most in-depth knowledge of all athletes within the country and that this task was too complicated and involved for an individual who did not 'live and breathe' rowing and the performances of athletes. The point was also made that the Head Coaches are ultimately responsible for the performances of Australian crews. Furthermore, the selection process is overseen by a Trials Manager (a recent inclusion) who is at arms length and is tasked with managing the trialing process to ensure that all requirements and mechanisms of selection are met and to enable greater validation of the crews selected. The athletes agreed that this position gave them greater confidence in the selection process. It was agreed that the role and responsibilities of the Trials Manager should be more visible and better communicated - particularly to the athletes. Clarification was provided on the role of the Board who can only overturn a decision of the selectors on non-rowing grounds (i.e disciplinary matters) but that apart from this the Board can only send recommendations back to the selectors for further consideration and information. Additionally, it was agreed that the fact that performances at Nationals guaranteed athletes an invitation to selection trials provided great comfort and a safeguard to athletes.

	7b	Composition of Junior Selection Panel	That the Junior Selection Panel should consist of the National High Performance Director, Elite Development Manager and NTID Coordinator.	It was universally agreed that the three people currently comprising the Junior Selection Panel were the 3 best qualified candidates in the country and that the positions of Elite Development Manager and NTID Coordinator should always be represented on such a panel.
	7c	Composition of Adaptive Selection Panel	That Adaptive selections should be absorbed into the Senior A selection process.	It was universally agreed that Adaptive selections should be absorbed into the Senior A Selection Process consistent with the adaptive program being absorbed into the NRCE program. It was recommended that consideration be given to the involvement of the National Adaptive Head Coach for Adaptive Selection decisions, whether as a member of the Selection Panel or as an informed consultant.
Selection Procedure	8a	Discretion of Selectors	That the principle of 'absolute discretion' should be retained in the 2010-2012 Selection Policy	As in a court of law the selectors must exercise their absolute discretion within certain parameters but it was agreed that the concept and previous use of this discretion by the selectors had been exemplary. It was noted that the discretion of selectors did not extend to exclusion of an athlete that achieves a certain result at the National Championships which provided an important safeguard and should be highlighted.
	8b	Decisions of Selectors	That the principle of enabling RA to appoint an additional selector in the event of a deadlock be retained in the 2010-2012 Selection Policy.	The provision enabling RA to appoint an additional selector in the event of a deadlock was accepted without debate and no change to the principle was proposed. It was considered that this provision would only be exercised in an unlikely situation.
	8c	Recommendation of Selectors	That the principle of selectors recommending to the Board athletes and coaches be retained in the 2010-2012 Selection Policy.	The process for nomination by the selectors to the Board those athletes and coaches they have selected was accepted without debate.
	8d	Role of a coach in crew selection	That the principle of consultation with a nominated coach in the selection of that coach's crew be retained.	The principle of consultation with a coach was universally accepted. It was agreed that any interaction be restricted to consultation only and that the coach should not have a power of veto over any athlete. Discussion was undertaken regarding the language used to determine this interaction may/ shall/ will
	8e	Appropriate Number of invitees to Selection Trials	In principle, to be more inclusive than exclusive in determining the appropriate number of invitees to selection Trials. To retain the role of the National Championships in determining invitees to selection trials.	Discussion was undertaken regarding the appropriate number of invitees to Selection Trials, particularly whether it was appropriate to invite a set number (such as a full team plus 50%). It was decided that the current process of inviting all athletes who achieved a certain result at the National Championships in addition to any 'wildcards' at the selectors discretion was the most appropriate method for determining the invitees to Selection Trials. Additionally, it was decided that the selectors should provide some clarity to the athletes about their judgment of the best options for success in London 2012.
Exenuating Circumstances	9a	Weighting and Decisions on Exenuating Circumstances and Illness/Injury	That the principle of exemptions for exenuating circumstances and illness/ injury be retained in the 2010-2012 Selection Policy but that the emphasis be changed to reflect exemption from a single requirement.	It was agreed that, if it is not inconsistent with AOC requirements, the wording of exemptions should be changed to reflect the singular. Thus, an alternative wording may be 'any specific event, trial or training camp'. Further discussion was undertaken regarding the possibility of prescribing that an athlete must compete in the year prior to an Olympic Games in order to be considered for selection for the Olympics, however it was considered that such a clause would be overly restrictive for the selectors. Instead it was agreed that the message should be strongly communicated that athletes should be required to perform in both the year of and the year prior to the Olympic Games at a minimum.
General	10a	Length/Wording of Section	In principle, to reduce the length and clarify/ simplify the wording of the 2009 Selection Policy in the drafting of the 2010-2012 Selection Policy where possible.	The principle of reducing the length and clarifying/ simplifying the wording of the 2009 Selection Policy in the drafting of the 2010-2012 Selection Policy where possible was agreed without debate.
Functions and Authorities of Selectors	10b	Clarification of Team/Squad/Crew	The principle of the diagrammatical representation of the Team/ Squad/ Crew model should be reflected in the drafting of the 2010-2012 Selection Policy	There was general acceptance of the principle of the diagrammatical representation of the Team/ Squad/ Crew model but it was noted that some of the terminology should be changed. Additionally it was noted that this model would have to change in the Olympic year to reflect the AOC's requirements (e.g when a squad of 10 is reduced to a crew of 8 leaving 1 reserve and 1 athlete who is dropped).
	10c	Removal/suspension/ addition of an athlete or coach from a team	That the powers of selectors and the Board with regards to removal/ suspension/ addition of an athlete or coach from a National Team be clarified as reflected in the diagrammatical representation of the Team/ Squad/ Crew model and specified by the Constitution.	It was agreed that the Board should be required to approve any removal of an athlete or coach from a National Team (as required by Constitution) but that the selectors should have the power to rotate/ replace members of crews with other approved National Team members once the National Team has been approved by the Board. This addresses a potential issue in the 2009 Selection Policy whereby the Board may have been required to approve removals/ substitutions in the case of injury during warm-ups, etc which would have been impactal.
	10d	Pre-Selection of athletes	That the principle of pre-selection of athletes be retained in the 2010-2012 Selection Policy	Discussion was undertaken regarding the principle of pre-selection and the basis on which this power should be exercised. Previous instances of pre-selection were discussed and it was agreed that the selectors should retain the power to nominate crews for pre-selection but that this power should be exercised with due care and diligence.
	10e	Progressive Selection	That the progressive selection of squads to crews as reflected in the diagrammatical representation of the Team/ Squad/ Crew model should be reflected in the drafting of the 2010-2012 Selection Policy.	There was general acceptance of the principle of progressive selection as reflected in the diagrammatical representation of the Team/ Squad/ Crew model. The selectors asserted that their preference was to finalise a crew as soon as possible but that on occasions exenuating circumstances such as injury or other exemptions meant that this was not possible and required further trialing via the formation of a squad. The athletes expressed previous frustrations in experiences of the process of progressive selection from squads to crews. It was agreed that the process for such progressive selections needed to be defined and communicated at the time the squad is formed, including the dates and requirements to determine such progressive selections.

S		10f	"Wild Card" Invitations to Selection	That the principle of 'wildcard' invitations to selection trials at the discretion of selectors be retained in the 2010-2012 Selection Policy.	It was agreed that the principle of 'wildcard' selections should be retained to allow the selectors the discretion to invite additional individuals to selection trials.
		10g	Preselection of coaches to the National Team	That the principle of pre-selection of coaches be retained in the 2010-2012 Selection Policy for use in appropriate circumstances.	<p>Lengthy discussion was undertaken regarding the principle of pre-selection of coaches and in particular on what basis this power would be exercised and what criteria would be used to determine such a pre-selection. It was noted that RA would like to retain the ability to pre-select coaches to enable a committed national approach to coaching athletes including negotiations with employers and compliance with a national technical model. It was suggested that a more appropriate term for such an engagement may be the 'appointment' of coaches to perform a service.</p> <p>The implications of such a pre-selection were discussed with particular reference to the long-term impacts of potentially reducing the talent pool by reducing the incentives for coaches. It was noted that succession planning had already been undertaken incorporating an elite development model overseen by Peter Shakespear and featuring a pathway with additional international coaching opportunities (NTID Tour, etc). It was agreed that such opportunities and pathways should be better communicated as should the process and criteria used to determine the selection/ appointment of coaches. Additionally it was agreed that the selectors should retain the power to remove a selected coach if that coach is not performing to expectations.</p> <p>Moreover it was recommended that consideration be given to the separation of the coach selection process into an alternative 'Coach and Official Appointment' document</p>
S e l e c t i o n C r i t e r i a	General	11a	Length/Wording of Section	In principle, to reduce the length and clarify/ simplify the wording of the 2009 Selection Policy in the drafting of the 2010-2012 Selection Policy where possible.	The principle of reducing the length and clarifying/ simplifying the wording of the 2009 Selection Policy in the drafting of the 2010-2012 Selection Policy where possible was agreed without debate.
	Selection Criteria	11b	Rowers	To retain all 2009 Selection Policy rower selection criteria in the drafting of the 2010-2012 Selection Policy	It was unanimously agreed that all athlete selection criteria specified in the 2009 Selection Policy should be retained in the drafting of the 2010-2012 Selection Policy as the parameters are clear and comprehensive.
		11c	Coxswains	To retain all 2009 Selection Policy coxswain selection criteria in the drafting of the 2010-2012 Selection Policy	It was unanimously agreed that all coxswain selection criteria specified in the 2009 Selection Policy should be retained in the drafting of the 2010-2012 Selection Policy as the parameters are clear and comprehensive.
		11d	Coaches	In principle, to retain the selection criteria for coach selection in the drafting of the 2010-2012 Selection Policy.	Discussion was undertaken regarding the criteria considered for the selection/ appointment of coaches and it was accepted that generally the process and criteria used to select coaches could be better clarified and communicated. Additionally, it was proposed that specific 'performance based' selection criteria be included for the selection/ appointment of coaches. It was accepted that any such additional criteria should also emphasise selector discretion.
		11e	Nomination Criteria	That the nomination criteria be retained and simplified where applicable in the drafting of the 2010-2012 Selection Policy	It was accepted that, as RA's members are the State Associations as opposed to individuals, the athletes should be required to sign and agree to RA's documents to establish a direct relationship between RA and the athletes.
	Selection Trials	12a	Process of Selection Trials	That the current process of selection trials be retained.	Clarification was provided as to the role of the 'Trials Manager' position who is charged with overseeing the trialing process and documenting any departure from the starting parameters of the trials (e.g - why a complete seat rotation did not occur). The athletes asserted that the 2009 Selection Trial process had been a significant improvement on previous years and that the majority of athletes had been satisfied and comfortable with the process followed.
R A T r i b u n a l s	Appeals Policy	12a	Appeals Policy	To separate out the Appeals section of the 2009 Selection Policy and establish a stand alone 'Appeals Policy' for 2010-2012	There was general agreement that there should be a separate 2010-2012 Appeals Policy to provide clarity on the appeals process and to minimise the length and complexity of the 2010-2012 Selection Policy.
	Appeals Tribunal and Process	12b	Appeals Tribunal and Process	That the current appeals process and tribunal be retained	<p>It was agreed that the appeals tribunal and process had been successful as evidenced by the fact that there had been no appeals to CAS. Accordingly it was agreed that the current appeals process and tribunal should be retained. There was discussion regarding the length and complexity of the reasons for decisions released by the Appeals Tribunal but it was felt that the athletes deserved a fair and thorough process and explanation. Additionally it was recommended that the third member of the Appeals Tribunal should be able to assist with the workload currently encountered by Paul Guest and Sam Golding.</p> <p>The rationale of a successful appeal being referred back to the original selectors was questioned however it was accepted that this was preferable to having a decision made for you by others who may not have all of the necessary information.</p> <p>The two major issues with the appeals process were identified as: the speed with which the appeals are held and that the selectors should allow for the fact that an appeal might be successful in planning subsequent activities. It was recommended that attempts be made to address these issues and that aligning the timeframes with the AOC Selection by-law may assist in this regard.</p>

Alternative Selection Model



Removal from the Team may occur in the case of an injury or as a disciplinary action.

Any removal from a National Team requires Board approval.