

The Road To Tokyo 2021 How To Manage Athlete Selection

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Core Principles of a Good Process

The Objectives of a Good Selection Process

- Select the best athletes / best team possible
- Doing it fairly
- Doing it humanely

A Fair Process: Key Principles to Abide By

- Generally speaking (and in normal circumstances) respect the policy you have drafted
- Act reasonably: not irrationally or in a manner which is perverse, arbitrary or capricious
- Take decisions on a sound factual basis
- Decision makers must not be biased, and there must be no appearance of bias
- Considering all relevant factors, and not considering any irrelevant factors
- Respecting legitimate expectations

Drafting a Selection Policy

- Clarity is crucial – is the policy clear to someone outside the inner circle?
- Key topics to cover
 - What you are selecting for
 - How many places there are (or what this depends on)
 - The objectives of the selection process
 - Eligibility requirements
 - The composition of the Selection Panel
 - Selection criteria – objective / subjective
 - How / when decisions will be taken, communicated to athletes and published
 - De-selection
 - Appeals procedure
- Consult with athletes – circulate the draft in advance and invite comment – this will provide protection for the governing body and get athletes' buy-in
- Publish as far in advance as possible

Running the Process

- Ensure the data collected in advance is accurate
- Any conflicts / potential bias identified, declared and managed
- Involve independent observers and/or legal advisers
- Selection panel intimately familiar with policy – follow it step by step
- Approach the meeting rigorously – check and challenge (even if you think you already know who you are going to pick). Don't just go through the motions.
- Minute thoroughly

Appeals

- Set out the appeal procedure in your selection policy
- Identify the grounds of appeal in the policy
- The appeal body should be independent and should be legally qualified
- The procedure should be fair, transparent and inexpensive to the athlete
- Appellants should be given access to minutes – seek agreement in advance to respect their confidentiality, and only redact to the extent strictly necessary. Remember, you want the athlete to get a fair hearing, and to feel they are getting a fair hearing
- Consider the rights of other athletes (e.g. those who might be de-selected if the appeal succeeds)
- The appeal body need not have the power to take a fresh selection decision – but it must be able to set aside the existing one and send the case back to the selection panel for a fresh decision to be taken

COVID-19: What do I do?

- No perfect solution
- Respect the Core Principles
- Consider all implications of the alternatives available to you
- Be transparent and engage with the athletes
- If you do all of these things, difficult to criticise

The British Athletes Commission

SAM LITTLE

Head Of Athlete Support

June 2020



BRITISH ATHLETES
COMMISSION

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The BAC: Who are we?

Vision: To Empower and Support Great Britain's Athletes

Mission: We champion the athlete voice and work in partnership to enhance athlete wellbeing



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**World Class Advice
and support**

**Interests of athlete at
heart of decision making**

**Valued and respected
Reputation**

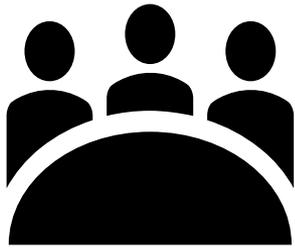
**Uphold strong
Governance & Leadership**

“Provide tailored end-to-end support for the athlete, delivered by appropriately qualified and experienced staff and where possible, enact early interventions and informal resolutions”

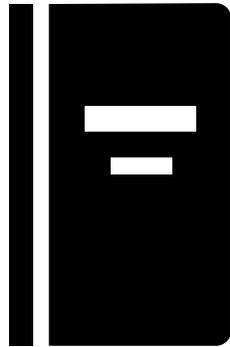
Athlete Support Services

- Programme and event selection
- Grievance and disciplinary
- Mental Health
- Classification
- Safeguarding
- Anti-doping
- Welfare
- Commercial

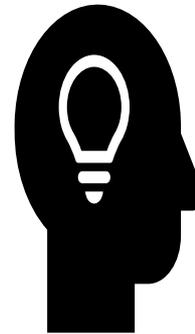
Athlete Perspective on Selection



Consultation



Education



Decision Making



Communication

Q&As