



BRITISH ROWING 2024 PARALYMPIC SELECTION POLICY & PROCESS

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BACKGROUND

Selection to ParalympicsGB is a two-part process, involving British Rowing, as the National Governing Body for Rowing, and the British Paralympic Association (BPA).

British Rowing and BPA set the minimum standard for selection. British Rowing publishes its selection Policy and Process (as set out in this document) which will determine any crews and individuals nominated for selection to the BPA. For the avoidance of doubt this document supersedes the British Rowing Selection Policy 2021-2024 for the purposes of selection to the events listed in [12.1](#) and the Paris 2024 Paralympic Games.

The BPA will ratify the nominations by checking the agreed standard and other eligibility criteria have been met. The BPA will announce selections to ParalympicsGB.

The BPA makes the ultimate selection, however the BPA will only select crews nominated to it by British Rowing. Appeals or disputes concerning the selection of athletes for nomination by British Rowing to the BPA must be addressed to British Rowing, and it is British Rowing's rules and procedures that must be followed.

1.0 AIM OF PROCESS

- 1.1 The British Rowing 2024 Paralympic Selection Policy & Process will assist British Rowing in determining the crews it wishes to nominate to the BPA for selection as rowing members of the 2024 British Paralympic Team.
- 1.2 The aim of the process is to maximise the Gold medal winning potential of British crews at the 2024 Paralympic Regatta and in turn of the broader British Paralympic Team.
- 1.3 This process recognises the time taken to build successful Paralympic crews and is designed to give continuity of development to crews or elements of crews where the Paralympic Selection Panel believe this will increase the probability of Gold medal delivery. It includes both the full 2024 Season and the results of the summer racing period of 2023 (Apr 2023 – Sept 2023).

2.0 ELIGIBILITY

- 2.1 In order to be considered for selection an individual must fulfil the following minimum eligibility criteria:
 - 2.1.1 Be a British citizen
 - 2.1.2 Hold a valid passport and be able to travel to events and training camps
 - 2.1.3 Be eligible under the IPC/World Rowing Nationality Regulations
 - 2.1.4 Be eligible to compete under the IPC/World Rowing Gender Regulations
 - 2.1.5 Comply with the IPC/World Rowing Classification Regulations
 - 2.1.6 Have a current British Rowing or Scottish Rowing racing membership
 - 2.1.7 Not be subject to any period of ineligibility or provisional suspension due to an anti-doping rule violation;
 - 2.1.8 Attend the National Training Centre or other venue notified by British Rowing when required;
 - 2.1.9 Complete, or be exempted from, each element making up the GBRT Paralympic Selection Process

- 2.1.10 Be available for any crew formation process or ad hoc trial notified by British Rowing;
 - 2.1.11 Comply with any requirements or criteria communicated by British Rowing;
 - 2.1.12 Fulfil any other eligibility rule or requirement from the IPC, BPA, WADA, World Rowing or any other relevant international or national governing body or organisation;
 - 2.1.13 Sign a Team Member Agreement (TMA) when required by the BPA;
 - 2.1.14 Be a fit and proper person to represent British Rowing and the BPA.
- 2.2 The Paralympic Selection Panel may exclude from the process any crew or individual who cease for whatever reason to be eligible.

3.0 PARALYMPIC SELECTION PANEL

3.1 The Paralympic Selection Panel will be comprised of the following members:

Head of Olympic & Paralympic Performance Delivery	Head Coach	External Selector
Tom Dyson	Nick Baker	Jim Harlow

- 3.2 In the event that a panel member is unable to fulfil their duties a suitable nominee may be appointed.
- 3.3 The ‘External Selector’ in their role alongside the Head of Olympic & Paralympic Performance Delivery, will:
- 3.3.1 Ensure that the Paralympic Selection Process is followed by the Head Coach
 - 3.3.2 Highlight any semblance of bias and provide the Head Coach with an opportunity to answer this with further evidence/explanation
 - 3.3.3 Actively contribute to the discussion so as to select the best crews
- 3.4 The selection decision for any other event(s) not listed in [12.1](#) will be made by the Head Coach, as nominated by the Director of Performance.
- 3.5 A representative of the BPA will be invited to selection meetings where nominations are determined.

4.0 SELECTION DECISIONS

- 4.1 The factors that may be taken into account by the Paralympic Selection Panel in making their selection decisions include the following:
- 4.1.1 Results from crew formation races;
 - 4.1.2 Performance in the Selection Trial Process;
 - 4.1.3 Performance in ad hoc trials;
 - 4.1.4 National and International racing results in the current or previous seasons;
 - 4.1.5 Training performance including inter squad racing and trials;
 - 4.1.6 Ergometer results;
 - 4.1.7 Ability to maintain training loads;
 - 4.1.8 Making and maintenance of weight targets (coxswains – See [Appendix B](#));
 - 4.1.9 Technical proficiency, level of skill and fitness;
 - 4.1.10 Any past, current or recurring injury or condition (physical or otherwise) which has or may have the potential to inhibit the performance of an athlete (or group of athletes);

- 4.1.11 Factors relevant to an athlete's combination within a crew, including but not limited to compatibility, personal attributes and attitudes, technical compatibility, crew balance and harmony;
 - 4.1.12 Factors relevant to team balance and harmony;
 - 4.1.13 Ability or willingness to train and compete within the British Rowing programme at times and places required or designated by British Rowing;
 - 4.1.14 Findings from consultations with relevant coaches;
 - 4.1.15 Findings from medical examinations, psychological evaluations or physiological analysis;
 - 4.1.16 Potential for future development as an individual or combination; and
 - 4.1.17 Any extenuating circumstances that may have impaired an athlete's performance or excluded an athlete from an event or trial.
- 4.2 British Rowing recognises the subjective nature of selection decisions and in making these, the Selection Panel, in their sole discretion and reflecting their expert opinion, may give what they consider to be appropriate weight to any one or more of the factors in [4.1](#).
- 4.3 In relation to the selection of coxes, the Selection Panel may take into account the factors at [4.1](#) as well as any performance relating to the competencies set out in Appendix C at [C.7](#).
- 4.4 The Selection Panel may select reserve athletes for events, however reserves are not nominated to BPA. If a substitution is required at an event the needs of the racing crew will be prioritised and the next best available athletes will be selected. This will not necessarily be the named reserve.

5.0 SELECTION CRITERIA

- 5.1 To be nominated to the BPA, the Paralympic Selection Panel must be satisfied that the nominated crew has demonstrated their potential to finish in the A final (Top 6).
- 5.2 Where a boat class has been qualified but there is no crew capable of meeting the selection standard in [5.1](#), in consultation with the BPA, a crew of future prospects with a trajectory for LA 2028 may be selected.
- 5.3 For the avoidance of doubt and notwithstanding any other provision in the process, the Paralympic Selection Panel reserve the right not to nominate a crew for a particular event.

6.0 REGISTRATION & EXEMPTIONS

- 6.1 All individuals wishing to be included in the process shall register by 16 April 2023.
- 6.2 Late entries to the process may be accepted at the sole discretion of the Paralympic Selection Panel.
- 6.3 All individuals registering to enter the process will be required to complete the [online registration](#) and in doing so acknowledge that they understand and agree to the contents of this document.
- 6.4 If an athlete cannot participate in a trial or ergo test for a medical reason, the athlete must follow the correct procedure to apply for a medical exemption. A medical exemption request form (available from medical.coordinator@britishrowing.org) must be submitted before the start time of the first race of the trial, or by 17:00 on the due date for submission of an ergo test result. Evidence in support of the exemption request should also be submitted. The

request will be reviewed by the Chief Medical Officer or their nominee and must be approved by them in order for the athlete to remain in the selection process.

- 6.5 The Chief Medical Officer or their nominee may also approve a medical exemption request at a trial or other test without a form being submitted by the deadlines specified above, where they are in direct communication with the athlete on the day.
- 6.6 An athlete will be expected to produce his or her best performance at all Selection Trials, other trials and races. If there is a medical reason why an athlete cannot perform at their best, the individual athlete will be required to submit a Medical Exemption Form, together with any relevant supporting documentation which must be approved. In the case of any other exemption request as to why an athlete or crew cannot perform at their best, the Director of Performance must be notified in writing in advance. The nature of the illness or injury or other reason will be established and monitored at an early stage by the Chief Medical Officer or their nominee, who will advise the relevant Head Coach and Director of Performance accordingly.
- 6.7 While the Paralympic Selection Panel may take account of any factor affecting performance, British Rowing is not bound to delay or alter the selection process as a consequence.

7.0 PARALYMPIC SELECTION: SCHEDULE AND NOMINATION

- 7.1 The process starts on 14 April 2023.
- 7.2 The process will involve the following stages:

	Description of Stage	Time Period
Stage 1	2023 Season Selection*	April 2023 – August 2023
Stage 2	2023 World Rowing Championships*	September 2023
Stage 3	2024 Season Selection – Confirming Leading Candidates	October 2023 – December 2023
Stage 4	2024 Season Selection – Crew Formation	January 2024 – April 2024
Stage 5	Final Paralympic Team Formation	April 2024 – June 2024
Stage 6	Nomination to the BPA	June 2024

* Stages covered by the Paralympic Pathway Selection & Performance Strategy – 2023 World Championships, [British Rowing Selection Policy 2021 – 2024](#) and [British Rowing Athlete Appeals Procedure](#).

- 7.3 No nomination will be made to the BPA prior to June 2024.

8.0 STAGE 1 - 2023 SEASON SELECTION (APRIL 2023 - AUGUST 2023)

- 8.1 Crews will be formed for the 2023 World Rowing Championships in line with the Paralympic Pathway Selection and Performance Strategy – 2023 World Championships.

9.0 STAGE 2 - 2023 WORLD ROWING CHAMPIONSHIPS (SEPTEMBER 2023)

- 9.1 Crews formed in Stage 1 will race at the 2023 World Rowing Championships, Belgrade, Serbia. This event is the first opportunity to qualify for the Paris 2024 Paralympic Games. The number of quota places allocated at the World Rowing Championships for each boat class are:

Single Sculls		Double Sculls		Coxed Four
PRI W1x	PR1M1x	PR2 Mix2x	PR3 Mix2x	PR3 Mix4+
7	7	6	5	6

- 9.2 Performances at the 2023 World Rowing Championships may shape the starting point for selection in 2024.
- 9.3 At the sole discretion of the Paralympic Selection Panel, individuals or crews may be exempted from elements of Stages 3 and 4 of the process where it is believed that this does not enhance their Paralympic medal potential.

10.0 STAGE 3 - CONFIRMING LEADING CANDIDATES (OCTOBER 2023 - DECEMBER 2023)

- 10.1 Training for the 2024 Season will commence on Wednesday 4 October 2023. Registered individuals do not need to have been selected to the 2023 World Rowing Championships to be eligible for Stage 3.
- 10.2 The period from October 2023 to December 2023 is an opportunity for athletes to confirm themselves as:
- 10.2.1 Leading candidates from 2023 Medal Zone crews to be retained as core members of these crews in the 2024 season.
 - 10.2.2 Leading candidates with the potential to challenge for a seat in, and to strengthen 2023 Medal Zone crews.
 - 10.2.3 Leading candidates with the potential to form new crews that could develop into Medal Zone crews.
- 10.3 The following Trials will take place during this stage of the process

Event	Date	Location	Category	Participation
GBRT Open Trial	Sat 11 Nov 2023	Caversham	2k Water Time Trial	Compulsory
GBRT Trial & Testing	Sat 16 Dec 2023	Caversham	4km Water Time Trial	By Invitation

- 10.4 The process for confirming the leading candidates for, and ultimately selecting, any available coxing role is detailed in [Appendix C](#).
- 10.5 The Head Coach may organise additional and compulsory assessments, test and trials with reasonable notice given.
- 10.6 Any individual that was not part of the 2023 World Rowing Championships Team will need to show significant potential to break into the team through the Open Trial on Saturday 11 November 2023.
- 10.7 Testing for invited candidates within the process will take place on 16 December 2023. At the conclusion of this testing only athletes with the potential to make the 2024 Paralympic Team as determined by the Paralympic Selection Panel will be invited to take part in further crew formation.

10.8 Only in an exceptional case, and only where the athlete’s inclusion could benefit the performance of the team, would a candidate be allowed to join the process after this stage. Any exception must be approved by the Paralympic Selection Panel and in writing.

11.0 STAGE 4 - CREW FORMATION (JANUARY 2024 - April 2024)

11.1 By 31 January 2024 the Head Coach will communicate the testing strategy for the formation of crews between 1 February 2024 and 19 April 2024. This communication will outline the dates and formats of any ergometer tests, selection trials and any periods of seat racing & crew formation.

12.0 STAGE 5 - PARALYMPIC TEAM FORMATION (APRIL 2024 - JUNE 2024)

12.1 Crews may be selected for, and have the opportunity to demonstrate their performance standard at, the international events listed below. Crews may continue to be refined as necessary between races in light of international results, both with or without further crew formation testing.

International Event	Event Dates	Selection Date
European Rowing Championships , Szeged, HUN	2 – 5 May 2024	19 Apr 2024
Final Paralympic Qualification Regatta , Lucerne, SUI	TBC May 2024	19 Apr 2024
World Rowing Cup III , Poznan, POL	14 – 16 Jun 2024	31 May 2024

12.2 The number of quota places available at the Final Paralympic Qualification Regatta for each boat class are outlined below.

Single Sculls		Double Sculls		Coxed Four
PRI W1x	PR1M1x	PR2 Mix2x	PR3 Mix2x	PR3 Mix4+
1	1	2	1	2

12.3 The Paralympic Selection Panels retain the right to make unilateral changes to the shape of the team where results of international racing or internal testing indicate that changes to crews, no matter how successful they have been, could further maximise the Gold Medal potential of British crews.

12.4 The crews that are ultimately under consideration for nomination to the BPA must meet the selection criteria at [5.0](#).

13.0 STAGE 6 - NOMINATION TO THE BPA (JUNE 2024)

13.1 A Paralympic Selection Panel will be held following the completion of World Cup III after which crews will be nominated to the BPA.

13.2 In nominating to the BPA, the Paralympic Selection Panel will nominate the crews they believe will best represent Great Britain at the 2024 Paralympic Games. Where this is in conflict with any part of the process outlined in this document, this principle shall take precedence.

13.3 The Director of Performance will work with the Head Coach and Head of Olympic and Paralympic Performance Delivery to allocate the coaching of crews and identify the staffing for

the Paralympic Games. The Director of Performance is ultimately responsible for the nomination of coaches and team officials to the BPA and will identify these individuals to best support the needs of the Paralympic Team. The combined team of coaches and team officials will need to work within the allocated number of accreditations offered by the BPA.

14.0 CHANGES TO CREWS / DESELECTION

- 14.1 Following selection, an athlete may be de-selected by the Paralympic Selection Panel or British Rowing in the event of:
 - 14.1.1 The athlete ceasing to comply with the eligibility criteria set out in this Selection Policy
 - 14.1.2 Where the Paralympic Selection Panel, in consultation with the BPA, consider another athlete or selection decision is likely to lead to better results in accordance with the aim of this Policy.
- 14.2 In the event of there being a query over the ability of an individual to be able to compete to the best of his/her ability at an event due to an injury or illness, pre or post-selection but prior to the Delegation Registration Meeting, the following procedure will be followed:
 - 14.2.1 The British Rowing Chief Medical Officer (“CMO”) can require an athlete to undergo a medical examination to determine his/her fitness to participate. This examination will be carried out by the CMO or another Doctor designated by the CMO. If it is the opinion of the nominated doctor that the athlete is not able to compete for medical reasons, he/she will be withdrawn from the event and if appropriate, a replacement will be selected in accordance with the Selection Policy.
 - 14.2.2 If the athlete passes the medical examination but the coaching and/or support staff still have concerns over whether or not the athlete is able to compete to the best of his/her ability due to the underlying injury or illness, the Director of Performance or Head Coach can require the athlete to undergo a set of sports specific performance tests where the results will be compared to the athlete’s previous relevant results. The tests can be repeated more than once and within a short timeframe if required and will be carried out by designated support personnel. If as a result of the injury or illness the athlete does not meet the required test levels, he/she will be withdrawn from the event on medical grounds and, if appropriate, a replacement will be selected in accordance with the Selection Policy. A BPA representative is entitled to be present for any or all of the tests comprising the assessment.
- 14.3 After the Delegation Registration Meeting with Paris 2024, crew changes may only be made by the BPA in consultation with the Paralympic Selection Panel in exceptional circumstances (such as injury or illness) in accordance with the IPC Late Athlete Replacement Policy.
- 14.4 In the event that a situation arises where the timing dictates that it is not possible for the Paralympic Selection Panel to meet, the decision will be taken by the Head Coach and Head of Olympic and Paralympic Performance Delivery, with the decision of the Head Coach being final in the event of any disagreement.

15.0 APPEALS

- 15.1 No legal action may be taken arising from a decision made by the Paralympic Selection Panel.
- 15.2 Athletes should note that there are no additional rights to appeal relating to this Paralympic Selection Policy. These remain as detailed in the British Rowing Appeals Procedure where an

athlete only has the right to appeal against a decision of a Paralympic Selection Panel where they believe that:

- 15.2.1 there has been a failure to apply the applicable selection/nomination criteria; and/or
- 15.2.2 there has been a failure to adhere to the procedure set out in the applicable selection/nomination Policy or Process.

- 15.3 Any appeals relating to this process and arising prior to 3 Jun 2024 will be conducted in accordance with the published British Rowing Appeals Procedure.
- 15.4 Any appeal lodged after 3 Jun 2024 will be subject to the amended timeframes and process outlined below.

Day 0	15.4.1 Paralympic Selection Panel announce selections internally by 1700.
Day 1	<p>15.4.2 Members of the Paralympic Selection Panel will be available to discuss selection grievances.</p> <p>15.4.3 In the event that a rower is minded to appeal, in the first instance an Appeal is made to the relevant Selection Panel. The appeal process is commenced by the Appellant addressing an email to the Head of Olympic and Paralympic Performance Delivery (Tom.Dyson@britishrowing.org). This email must be received no later than 1700 and must contain the Notice of Appeal, comprised of:</p> <ul style="list-style-type: none"> 15.4.3.1 The details of the decision being appealed 15.4.3.2 Details of the ground(s) of appeal upon which the Athlete relies, including the precise manner in which the Athlete alleges that the selection/nomination criteria have not been applied or in which the procedure set out in the applicable selection/nomination Policy or Process has not been followed; and 15.4.3.3 Any documents or written evidence upon which the Athlete relies in support of his or her appeal. These documents must be relevant specifically to the Athlete's grounds of appeal.
Day 2	<p>15.4.4 The Selection Panel will consider the Appeal and inform the Appellant in writing as to the outcome of these further deliberations by no later than 1400.</p> <p>15.4.5 The Appellant may raise a Second Appeal if they do not agree with the outcome of the Selection Panel's further deliberations. This Second Appeal must be based on the same grounds of Appeal and Notice of Appeal.</p> <p>15.4.6 To commence the Second Appeal the Appellant must notify the CEO of British Rowing by email (ceo@britishrowing.org) no later than 1600.</p> <p>15.4.7 If a Second Appeal is lodged the CEO will notify British Rowing's Disciplinary & Grievance Panel Chairman by 1700 to convene an Appeal Panel. The Panel shall where possible, contain at least two members from the British Rowing Selection Appeals Panel Nominees' List agreed annually by the Board of British Rowing. At least one Panel member will be from a legal background.</p>
Day 3	15.4.8 British Rowing will provide any written response for consideration by the Appeal's Panel to the Chair of the convened Panel by 1700.

Day 4	<p>15.4.9 The Notice of Appeal and British Rowing’s response will be considered by the Panel with the possible outcomes:</p> <p>15.4.9.1 confirm the selection decision under appeal and reject the Appeal; or</p> <p>15.4.9.2 allow the Appeal and quash the selection decision under appeal and remit the matter back to the selection panel identifying the errors they have noted in the conduct of the selection process, requesting that a new decision is made within two (2) working days. The new decision must remedy the errors identified in the conduct of the process to date to the satisfaction of the Appeal Panel.</p> <p>15.4.10 Provided the previous errors are remedied, the new decision cannot be the subject of a further appeal, even in the event that the new decision produces the same outcome for the Athlete.</p>
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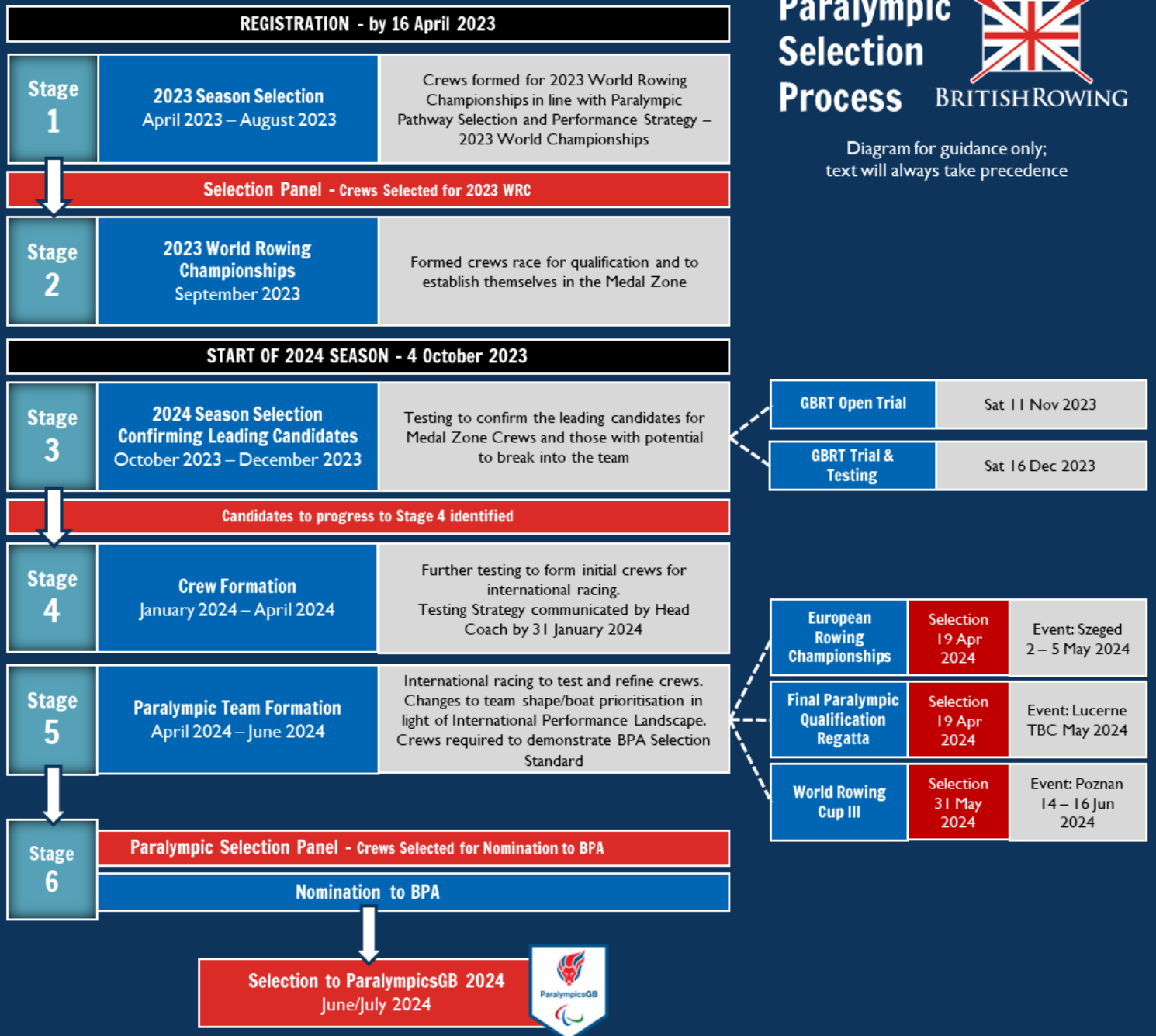
15.5 If for any reason an appeal submitted prior to 3 Jun 2024 has not reached a conclusion by 16 Jun 2024, that appeal may become subject to these same timeframes.

16.0 AMENDMENTS TO THIS POLICY

- 16.1 In the event that an amendment to this Policy is required. The Director of Performance may make recommendations to the Board of British Rowing.
- 16.2 The Board of British Rowing may accept these recommended amendments and reissue an updated Policy at any time at its sole discretion.

APPENDICES

APPENDIX A : PARALYMPIC SELECTION PROCESS OVERVIEW



APPENDIX B : WEIGHT MANAGEMENT AND CONTROL FOR COXES

- B.1 A cox must weigh a minimum of 40kg and in racing may carry up to 15kg of deadweight to meet the World Rowing requirement of 55kg. Only in an exceptional circumstance approved by the Director of Performance would a cox whose body weight was more than 55kg be selected.
- B.2 Body weights will be measured and recorded at trials and tests in line with 4.1.8. The weight requirements for coxes between October 2023 and August 2024 are detailed below.

	Coxes (kg)
Testing (Oct – Dec 2023)	40.0 – 60.0
Testing (Jan – Mar 2024)	40.0 – 60.0
Testing (Post Mar 2024)	40.0 – 55.0

- B.3 Coxes will be expected to monitor their weight during training periods to demonstrate their health and ability to be safely in reach of testing weights.

APPENDIX C : SELECTION OF COXES

- C.1 There may be up to 1 seat available for a cox at the Paris 2024 Paralympic Games (PR3 Mix4+). The gender of the cox will be open such that a male or female may cox this boat in line with World Rowing Rule 21. The cox may or may not have an impairment.
- C.2 A cox who performs with distinction at the 2023 World Rowing Championships will be considered as a leading candidate for the 2024 Season.
- C.3 Any cox seeking selection who does not take part in the 2023 World Rowing Championships will be required to submit the following to gbrt.trials@britishrowing.org by 16 October 2023:
- C.2.1 A coxing CV.
- C.2.2 Two recordings of their coxing (each a maximum of 4mins – one work/race outing, one technical) and a short written summary to give context to the technical and coxing focus at the time of each recording.
- C.4 Following the close of submissions only coxes with the potential to make the 2024 Paralympic Team, as determined by the Paralympic Selection Panel, will be invited to take part in further crew formation.
- C.5 By 31st January 2024 the Head Coach will communicate the strategy for determining the nominated cox.
- C.6 Coxes may be observed and assessed during the process in the following settings:
- C.6.1 Coxing – coxing on the water in a training and racing or racing piece setting. This may be live or via a recording.
- C.6.2 Coaching - coaching on the towpath during a technical session to including the briefing, session coaching and debrief of a coxless crew.
- C.6.3 Interaction – day to day interaction with coaches, staff, and squad colleagues on land
- C.7 World Class coxes will demonstrate the following underpinning technical, behavioural and cognitive Competencies:

T E C H N I C A L	Technical Ability to handle a boat	<ul style="list-style-type: none"> • Can steer and handle the boat safely at all times • Steer in a straight line by detecting deviations from the optimum path and taking appropriate action • Controls the boat with accuracy and smoothness
	Technical Model	<ul style="list-style-type: none"> • Understands what contributes positively to developing a fast-moving boat • Develops a clear understanding of the crew coach's vision for the crew, working closely with the coach to impact change on aligned areas for each individual and the crew • Is able to coach, develop and prepare a small boat for a GBRT national trial or international competition in line with the GBRT technical model for their discipline • Be a well informed and reliable source of information during both training and competition environments. This can include logistics, timings, locations and contingency plans • Well versed in 'what if' scenarios and contingency strategies
	Knowledge	<ul style="list-style-type: none"> • Demonstrates thorough knowledge of World Rowing regulations, policies, and procedures • Understands GBRT Team policies and procedures • Correctly sources required event information such as competitor instructions and circulation pattern. Confirms with the coach which elements are to be shared with the crew, by whom and when. • Demonstrates practical knowledge of human physiology and psychology and is able to exploit the individualities of different crew members
C O G N I T I V E	Situational Awareness	<ul style="list-style-type: none"> • Continually maintains awareness of the boat's state, position and general environment • Continually maintains awareness of the people involved in racing or training (e.g. awareness of other boats, marshals, umpires in your proximity) • Identifies and manages mistakes and errors, debriefing these with coaches and rowers openly • Regularly reviews the outing or racing plans in the moment, demonstrating ability to react dynamically and appropriately to unforeseeable or surprising changes in events such as weather or state of the crew • Considers not just 'what' to do but 'how' to do it
	Workload Management	<ul style="list-style-type: none"> • Is calm, methodical, process focussed and not impulsive • Anticipates and plans for potential high workload situations • Assesses and manages time and space on water to ensure outing plan completion • Manages on land tasks efficiently to minimise impact on crew or on water time • Manages interruptions and distractions effectively • Recognises signs of stress, fatigue and overload and responds by prioritising and reducing workload • Offers and accepts assistance/advice while being proactive in asking for help early
	Problem Solving & Decision Making	<ul style="list-style-type: none"> • Uses all resources, senses and data available to diagnose and understand the problem • Makes rational decisions based on logic / data rather than emotion to improve the productivity of the crew in training or racing • If time allows, considers multiple options to challenge intuition/gut feel but not at the cost of acting decisively • Reviews and validates decisions

B E H A V I O U R A L	<i>Personal Standards</i>	<ul style="list-style-type: none"> • Determination to deliver the highest levels of performance • Maintains a high standard of discipline and conduct • Demonstrates responsibility for the duty of care and welfare of the crew • Considers the best commercial interests of British Rowing • Demonstrates a motivation for continuous professional development • Works effectively with the coaches and rowers to develop their coxing skills and impact on the crew
	<i>Leadership & Followership</i>	<ul style="list-style-type: none"> • Takes initiative, inspires, influences, and motivates • Has a positive impact on the group dynamics, facilitating an open, supportive, and respectful environment by empowering and valuing other team members • Considers suggestions of others • Does not interfere unnecessarily • Advocates own position and intervenes when appropriate • Carries out instructions when directed • Encourages, gives and receives feedback constructively • Addresses and resolves conflict in a constructive manner • Able to de-escalate situations and encourage logical, rather than emotional, reactions from themselves and others • Demonstrates clearly, they are the interface between coach and crew
	<i>Communications</i>	<ul style="list-style-type: none"> • Conveys information clearly, accurately and in a timely manner • Uses body language that is consistent with verbal messages and reacts to non-verbal cues from others • Listens actively and demonstrates understanding • Uses relevant and effective questions to check for understanding and can resolve uncertainty/ambiguity to make sure that the crew are left in no doubt as to what is being planned or is happening • Able to tailor an approach to impact on the individual development of each crew member