



# MNA National Sail Training Programme 'ISAF Recognized Training' accreditation

## Process guide

## **LEARN TO SAIL TRAINING PROGRAMME**

### **MNA ACCREDITATION SYSTEM**

#### **SECTION 1 – Background**



##### Introduction

The purpose of this document is to provide a suggested framework within which a National [dinghy / Keelboat, Multihull, Windsurf, Kite, Yacht] National Training Programme (NTP) could be mapped against a set of 'minimum' accreditation criteria and be granted of award for 'ISAF Recognized Training'.

The process described is based on the programme contents of the ISAF Learn to Sail Programme document (LSTP) which contains an outline of international 'best practice'. It is not intended that this should be a totally prescriptive or exclusive list of items to be considered, just the core of what would need to be demonstrated during the audit and practised by the national program concerned to reach a required minimum standard as a bench mark. Core items that must be shown to be in place at a sustainable level and clearly identified at the time of the audit.

##### Accreditation Procedure

This will be in the form of an audit visit to both the national training headquarters and to a sample of active training centres / clubs. A standard information form (Audit record sheet) should be used as a pre requisite to the accreditation visit. This will contain all the relevant data to assist the process, to be completed by the MNA and submitted to the ISAF Training and Development Department with the request for a formal audit.

The accreditation programme is envisaged as a progressive and continuous process. After the initial audit, programmes that clearly meet the standards would only require further full accreditation visits not more than every three years. Programmes that, after initial audit, are found not to be up to the required standards and wish to proceed to achieve accreditation would be offered a mentoring and support programme which could include expert support. The MNA would have to pay for the costs of this service. A change of National Training Manager (or the person ultimately responsible for the overall management of the programme) would require a follow up visit within 6 months of the change for continuing accreditation.

Reports of all accreditation visits would be written by the Appointed ISAF Nominated Expert with findings, action taken and recommendations clearly shown. The reports will be circulated between the ISAF Training and Development Manager, the ISAF Vice-President responsible for Training and Development and the MNA.

The audit would follow the process described in Section 2 - Guidelines

A new Audit record sheet would then be completed to record the outcome of the formal visit. A scoring system is used to make the process transparent, uniform and fair and so that in particular there is a record of the standards observed by each audit as a basis for following visits. It will also be helpful as a clear means to highlight those items that are low scoring and require further development.

#### **SECTION 2 - Guidelines**

##### **A. General**

###### **Introduction**

These guidelines should be used as the basis upon which an audit is undertaken. The ISAF Learn to Sail Training Programme Document should be used as the master reference. The audit cannot be a complete 'inspection' of everything but it must be sufficient to make a suitable decision. The ISAF Nominated Expert should exercise his / her own discretion and rely on his / her experience when deciding on how much time he / she spends on what.

###### **(i) Duration**

It is envisaged that an initial audit would require a minimum of 3 full days in the host MNA. Following visits may take less time according to circumstances. Travel time will be an added factor, particularly where some chosen training centre locations are located away from the MNA headquarters.



One day would be spent at the national training headquarters and visits would be made to as many sailing clubs and/or training centres, selected prior to the audit visit (Countries with only a small number or only one sailing club / training centre will processed by the Training and Development Department on a case by case basis). Each visit to a sailing club / training centre would be at least for half a day. The audit period will be extended if additional time is required due to the circumstances or there are issues that require fuller investigation and further discussion. A half day should then be set aside for review of the audit with the MNA at the end of the process. The accreditation fee structure for ISAF Accreditation is shown in Appendix 2.

**(ii) Protocol**

To maintain the independence of the accreditation procedure, if, as a result of an audit the ISAF Nominated Expert undertakes further paid consultancy work within an MNA that he / she has visited he / she may not undertake the next immediate audit of that NTP. This is especially critical in cases where an auditor fails to achieve the required level for accreditation or scores a generally low or borderline score.

It is desirable that different Nominated Experts are used whenever possible for consecutive visits. This not only maintains a safe procedure but different Experts will see and focus on differing details which is good for the development of the process.

**(iii) Scope**

The visit to the MNA headquarters will focus on the management structure, the people who manage the programme and the systems and methods used to manage and control the national training programme. The visit to clubs / training centres will focus on delivery of the programme and the outcomes. It will be mandatory that training be seen in progress at the time at the Sailing Clubs / Training Centres visited.

The ISAF Nominated Expert should approach the task on the basis of understanding the culture of the country, local customs and the resources available but not to the extent that any of these would necessarily compromise the outcome.

**(iv) Criteria to be used**

**The overarching criteria will be safety, sustainability and 'fit for purpose':**

- Does the programme meet adequate safety standards in line with National laws?
- Is there an adequate and competent management in day to day control of training?
- Is the programme managed on a continuous, progressive and self-sustained basis?
- Are there adequate quality control procedures throughout the programme?

This is a judgement issue applied by the ISAF Nominated Expert based on what he / she sees and / or hears and the responses to his / her enquiries and must pass the test of ***'will it work sustainably to minimum levels of safety for all participants'?***

**An important area of focus will be surrounding the standards achieved by those being trained:**

- Are the levels of achievement at each stage of the NTP syllabus being met?
- Does the national syllabus and the training system produce competent, confident, safe sailors?
- Is the training experience enjoyable and fun?

This should be measured by practical on water demonstrations, observation of training in progress and short interviews of those in training and those who have completed training and should support the question ***"does the programme adequately achieve competent levels which are fit for purpose and strive to promote the wellbeing of all involved"?***



## (v) Accreditation Standards Scoring

By dividing the items to be scored into two sections we have attempted to provide a basis for accreditation that does not unfairly exclude smaller NTP programmes with less physical resource. We have attempted to follow a principle of 'fit for purpose' and in applying scores the ISAF Nominated Expert should also follow this guide.

**Items marked in Red** are fundamental, mandatory requirements that must exist as a formal and defined part of the programme, be in place and meet a minimum level based upon **the overarching criteria** as defined in the document above.

**Each red** item must achieve a 'YES' on the audit form.

**Items marked in Blue** are all advisory elements for the delivery of a National Training Programme that help to achieve a "Best Practice" level.

**Collectively the blue** category does not require a minimum number of 'YES' scores in order for the audit to be a success. These areas can be developed over time and with support from ISAF.

## B. Nominated Expert Guidance Notes

### 1. National Programme Management Structure

#### 1.1 The National Training Manager (NTM):

Job titles may vary. We are not interested here in those of an honorary or political status so the ISAF Nominated Expert should take care that whatever the titles, for the purpose of the audit, the role that is being reviewed is that of **'The person in charge.'**

This person should be suitably appointed / certified / qualified, (by accredited prior experience if not holding a formal qualification) be in overall charge of the NTP and on a continuous basis, spending an adequate amount of time in the role of managing the programme. The ISAF Nominated Expert should be satisfied that the NTM is fully conversant with all relevant parts of the National Training Programme identified as **RED** in the accreditation process and fully understands the implementation and control of these items.

#### 1.2 Programme Management Structure

- Is there an NTP management structure in place that is able to manage the size of programme?
- Are those in the management structure competent to undertake the task of continuous management of the programme?
- (Who reports to whom, who makes decisions and how decisions are made and implemented will be a relevant test)

#### 1.3 Systems, data and Records

- Are adequate records kept of meetings and decisions regarding the management of the NTP?
- Are suitable reference materials made available and used as appropriate to the country law, local regulations, safety, security, health etc
- Are full up to date records of all appointed Coaches kept?
- Are adequate records kept of the Accredited Training Centres?
- Is there a system that records to whom certificates are issued?
- Is there a system for recording and reviewing serious incidents (loss of life and serious injury) and updating programme content and protocols as an outcome of any such reviews?



**Note:** The ISAF Nominated Expert should be aware of the legal situation with regard to laws and regulations that may apply to the NTP under audit BUT ONLY so that he / she may be satisfied that the NTP has considered and taken proper account of these requirements.

**IT IS THE ENTIRE AND ABSOLUTE RESPONSIBILITY OF THE INDIVIDUAL MNA NTP TO ENSURE THAT THEY FULLY COMPLY WITH ALL RELEVANT APPLICABLE NATIONAL LAWS AND REGULATIONS.**

## **2. MNA Accredited Training Centres**

A national system for accrediting and auditing training centres is a fundamental requirement for ISAF Accreditation.

**The ISAF Nominated Expert should consider:**

### 2.1 Conditions for Accreditation

- Are national conditions of accreditation clear, readily available, appropriate and realistic?
- Do they cover safety as well as tuition, in adequate detail and with sufficient clarity?
- Are centres required to have written operating procedures?
- Do inspections effectively support centres in achieving these standards?
- What action is taken in the case of centres not up to the required standard?
- Is the Scheme capable of operating within local operating requirements e.g. local regulations and bye-laws?
- Is an emergency (serious incident) blueprint action plan or summary of good practice for the management of an emergency available to centres?

### 2.2 Administration

- Are centres required to carry appropriate insurance?
- Are centres required to check clients for relevant medical conditions which might put them at risk?
- Are centres required to check and record staff qualifications, and take up references for key Coaches?
- Do centres ensure that Coaches have read operating procedures?
- Are centres required to have child protection procedures?
- Are centres required to record accidents / incidents & learn from them?
- Are centres required to keep documentation accurate, including advertising?

### 2.3 Boats Used

- Are there sufficient boats in centres, appropriate for the NTP?
- Are the centre boats useable and appropriately maintained?
- Do centres have systems for the repair and maintenance of boats?

### 2.4 Equipment and Facilities

- Are centres required to carry sufficient Personal Flotation devices (eg buoyancy aids) or Lifejackets in a variety of appropriate sizes and in good condition?
- Is appropriate personal protective clothing available in centres (e.g. waterproofs, wetsuits or sun hats)?
- Are centres required to have toilets, appropriate changing and washing facilities?
- Are centres required to have safe systems for handling and storing fuel?
- Are centres required to store chemicals and secure workshops appropriately?



### 2.5 Tuition System

- Is there a suitably qualified person in charge of centres, competent to supervise quality and safety of tuition?
- Are Coaching Assistants properly supervised by more senior Coaches?
- Are student/coach ratios applied and maintained?
- Do course programmes properly represent the NTP syllabus?
- Are visual aids used?
- Are participant log books (or some form of personal recording system) used?

### 2.6 Safety Operations

- See iii) Safety Guidelines and Procedures below.
- Do Clubs and Centres adhere to the national guidelines?

### 2.7 Child Protection

- Are Child Protection guidelines and procedures present that align with national laws / guidance and are they fully applied?

### 2.8 Centre / Club audit System

- Is there an adequate system for auditing centres that will fully and properly arrive at a consistent and safe decision?
- Is accreditation granted followed up re validated at intervals
- Are the NTP inspectors appropriately trained and/or adequately qualified?
- Does the National Training Manager (or person in charge) monitor the audit reports?
- Is there effective follow up from findings of audit visits?
- Is there a process for removing MNA centre / club accreditation?

**Note:** The ISAF Nominated Experts view of the NTP Training Centre accreditation process will be crucially informed by what is seen at the training centres / clubs visited.

## **3. Safety Guidelines and Procedures**

There will always be the subjective question of how 'safe' does a National Sail Training Programme need to be and what 'reasonable' local standards are.

In this regard, and relating to legal liability issues, ISAF Nominated Experts should bear in mind that lawyers have long established the practice of looking for published or available best practice examples that could and should have been considered.

A number of examples of existing National Sail Training Programmes are in the public domain and readily available as a tested example of what works within that country. To move away from these standards would therefore be a considerable risk that should not be entertained by ISAF.

Much of the NTP good practice systems that we have based the ISAF LSTP upon rely on the training, quality and experience of the coaches and so the ISAF Nominated Expert should focus on this during the accreditation process at all times.



**Section 2** of the ISAF NTP covers in detail what an NTP should practice and this section should be used as the detailed guide for ISAF audit in this regard.

**The ISAF Nominated Expert should consider:**

- If the operating procedures are generally fit for purpose and understood by staff?
- Do the procedures result in clear working methods and good risk management?
- Is there a Training Centre “safety supervisor” in the centre operating structure? (There must be a clearly identified person responsible for the day to day maintenance and supervision of safety at all times such as a Senior Coach).
- Are effective decisions made by a clear chain of command, competent to make them?
- Do coaches adapt their plans according to conditions afloat / ashore?
- Do coaches generally deliver sensible training in a variety of conditions?
- Do centres have an incident response plan? e.g. calling emergency services?
- Are the centres effectively prepared and ready to implement procedures in an emergency?
- Are first aid staff or medical services available at all times?
- Is there a procedure to update safety procedures in accordance with incident outcomes?

#### 4. Coaches

Good coaches (Participation / Performance) are the core ingredient to the success of all National Training Programmes.

Evaluating the quality of the coaches will be a central part of the NTP accreditation process.

**The ISAF Nominated Expert should consider:**

- Is there an active programme of coach training with clear standards for qualification?
- Does the National Training Manager monitor the standard of coach training? (*By monitoring the standard of Coach Developers and reviewing course results with them or monitoring coach courses directly or other relevant means*).
- Are coaches in centres safety competent?
- Do coaches have adequate knowledge of teaching techniques to be able to communicate effectively with all participants?
- Do coaches follow a sensible and effective teaching method?
- Are there clearly defined responsibilities at each level of qualified coach and are they fit for purpose?
- Are there sufficient qualified coaches available to deliver the NTP?
- Is there adequate training for coaches for driving a safety / coach boat?
- Is the safety / coach boat role in delivering support covered adequately?
- Is there a clear system defining who teaches whom and who teaches what and are these fit for purpose and observed?

#### 5. The National Syllabus

There will be many different approaches to the Learn to Sail syllabus of an NTP and ISAF Nominated Experts should approach this with an open mind. In relation to ISAF NTP accreditation the overruling requirement is that at the completion of a full learn to sail programme the participants should be competent, confident and independent sailors. The ISAF LSTP defines this level as ‘Improving my skills’ for youth and ‘Developing Intermediate Skills’ for adults, where, in good conditions and waters similar to those



where training has taken place the student will be able to sail in any direction (upwind and downwind), independent of direct coach input. The ISAF Nominated Expert should be satisfied that an equivalent NTP 'level is achieved but in particular that students who have completed training can demonstrate the required skills for that 'level' of competence.

**The ISAF Nominated Expert should also consider:**

- Is the syllabus clear, fit for purpose and capable of delivery at all NTP recognized centres?
- Is the syllabus and achievement standard clearly set out?
- Is the syllabus simple, clear and easy to understand?
- Will the syllabus deliver a competent, confident, independent sailor at a definable level?
- Are appropriate training reference materials readily available?
- Are there clear levels of progression available within the levels for both youth and Adult?
- Are skills broken down into sensible stages within each level?
- Is there a logical progression of skills, appropriate to the boats / equipment used?

**6. Participant Standards Achieved**

The ISAF Nominated Expert should validate that participants are achieving the required levels at each stage of training and that proper and fair means are used to evaluate / assess this. This will be done by observation of students during training and a practical evaluation of students achieved ability and skill levels on the water.

**7. Communication**

**The ISAF Nominated Expert should consider:**

- Is there an MNA website and is the NTP content appropriate?
- Is there an Coach / Centre / Club Newsletter
- Are National / Regional training programme Seminars and Conferences organised

**Note:** Whilst not an absolute requirement, good communication has proved to be a significant factor in the development of a good NTP, in particular in building a national training brand. This should be enthusiastically encouraged by all ISAF Nominated Experts.

**Post Audit Review**

Upon completion of the initial audit the ISAF Nominated Expert will complete a written report. The report will record in summary form the matters reviewed and facts found.

There will be a specific section of the report that records items or topics seen that represent new best practice of note and this should be circulated to the ISAF Training and Development Manager. There will also be a proforma section that will refer to the numbered items on the 'Audit record sheet' and will recommend action that needs to be taken as appropriate to each item, in particular those items that were scored low.

The ISAF Nominated Expert is required to formally review the initial audit with the MNA face to face. During this review the Expert should ensure that all copies of the report and Audit record sheets are handed to the MNA and that all items requiring action are discussed.

Through the process of discussion with the host MNA the ISAF Nominated Expert should offer advice and suggest how, the MNA National Training Programme may be improved and in particular, the action required remedying low scoring items as part of the audit process.





### **Removal of MNA Accreditation**

This would require immediate remedial action to be undertaken within a specified period.

Failure to implement a satisfactory remedy would trigger a clearly set out statement of reasons for removal of MNA accreditation. There will be a system for appeal, dealt with by the ISAF Training and Development Department and a selected panel of ISAF Nominated Experts, in conjunction with the ISAF Executive Committee Member in charge of Training and Development.

It is emphasised that this procedure should follow a fairly applied process and that a decision to remove accreditation is well supported with clear evidence. A decision to remove accreditation must be finally recommended by the ISAF Executive Committee.

Within the removal process, consideration should be given to a fast track suspension of accreditation where circumstances are such that there are serious worries about safety or welfare (where a serious breach is evident) Suspension will require a rapid investigation procedure, ensuring that these important matters are dealt with quickly.