

# HIGH PERFORMANCE MANAGER

<b>Unit</b>	High Performance	<b>Area:</b>	High Performance
<b>Department/Agency</b>	The NSW Institute of Sport	<b>ANZSCO code</b>	139999
<b>Classification/band</b>	NSWIS Grade 4, Level 2	<b>PCAT code</b>	3339291
<b>Reports to</b>	Director, High Performance	<b>Date of Approval</b>	

## ORGANISATIONAL OVERVIEW

The NSW Institute of Sport [NSWIS] is a high performance sporting organisation that supports Australian athletes to become world's best. We reach all regions of NSW with an Olympic and Paralympic training facility based at Sydney Olympic Park and high performance hubs across NSW, that provide world class daily training environments for our athletes and coaches. Our experts work in collaboration with partners within the national sporting system to create and deliver high performance support services and environments to prepare athletes and coaches for international competition.

## ROLE PURPOSE

The High Performance Manager (HPM) role is responsible for leading and managing the effective delivery of allocated NSWIS sport programs for the LA2028 cycle. The sport programs are underpinned by the sport partnership agreements, which have been negotiated with the respective National Sporting Organisations (NSO's). The NSWIS sport partnership agreements will shape the structure and direction of the relationship with each sporting partner. The HPM will lead and contribute to the establishment of the NSWIS sport partnership agreements and their implementation, monitoring and review over the LA2028 cycle. The role will be actively overseeing the management of the sport programs through planning, reporting and working with coaches to establish athlete performance targets and program key performance measures.

This role is one of three High Performance Manager roles at NSWIS which play a pivotal role in leading our sports with integrity, continuous improvement, and with a balanced and holistic approach, to support athletes to Win Well.

The High Performance manager works in collaboration with the High Performance Management team; the Manager, Sport Science; Manager Performance Health and the respective sport partners.

## KEY PERFORMANCE AREAS

- Executing the effective delivery of the sport partnership agreements for LA2028 Cycle through the implementation of a sustainable high performance framework.
- Lead and manage several sport programs that are performance focused, aligned nationally and meet high standards of quality and safety.
- Determine the most appropriate servicing for each sport program in conjunction with the sport partner, Manager, Sport Science and Manager, Performance Health.
- Manage the delivery of specific projects focused on improving athlete performance, systems, or processes.
- Develop and manage Sport Partnership Agreements with national and state sport organisations which are realistic, flexible and enable outcomes to be achieved.
- Manage budgets for allocated sports with coaches and program partners driving efficient use of resources.
- Ensure performance teams are robust and dynamic, working within structured processes to deliver coordinated services which drive athlete performance.
- Lead and foster a high performance team culture which is professional, respectful, and supportive but allows for challenge and a common understanding that the team is working to support Australian athletes to be world's best.

- Develop the annual objectives for the team, chair regular sport program meetings and drive effective service plans, athlete individual performance plans and the utilisation of the athlete management system (AMS).
- Monitor and evaluate performance of sport programs against success measures and performance outcomes with sport program partners through the provision of timely and accurate reporting of key performance metrics as required for presentation to executive and board members.
- Work closely with the NSWIS management team so that sport programs benefit from the wide range of support available (e.g. Data Science, Proactive Clinical services, Sport Science, Athlete Wellbeing and Engagement, Applied Research, People/Coach Development, and Corporate Services).
- Formally meet with staff biannually to review PEP and commit to delivering on the agreed professional development plan for your team.

## KEY CHALLENGES

- Navigate and understand the complexities of the Australian sport system.
- Lead and manage several sport programs with integrated performance teams that are performance focused, aligned nationally and meet high standards of quality and safety.
- Ensure sport programs and individual athlete scholarship holders receive access to coaching and support services and have access to the best possible daily training environments, as determined through their individual athlete performance plans.
- Utilise research into high performance, analyse performance evidence, sport trends and innovations to ensure program design and delivery is agile and responsive, allowing flexibility within a four-year performance cycle as well as from one cycle to the next to support athlete, coach, and sports' high performance gaps/needs.
- Develop effective relationships, plans and partnership/service level agreements with key stakeholders (National and State sport organisations, National Institute Network, PA, AOC, CGA, NSW Office of Sport, Sydney Olympic Park Authority, training venues, Universities etc.) to maximise sport program outcomes and athlete performances.
- Working in a fast paced, complex multi-sport and multi-discipline high performance environment.

## KEY RELATIONSHIPS

Who	Why
Director, High Performance	To ensure performance is aligned for success
NSWIS HP Management team	To collaborate in the planning, management, and leadership process to support, enable and impact performance together
NSWIS Athletes	To support individual athlete performance planning and implementation
Senior Coordinators, Sport Programs	To align performance for success and facilitate effective sport operations
Direct reports (staff)	To align performance for success and enable individual excellence To supervise, mentor, coach and develop
National Institute Network (NIN)	To enhance collaboration within the National system
Sport Partners	To align performance for success

## ROLE DIMENSIONS

Budget	\$3-4 million
Authority/approval level	\$50,000
Reporting roles	Coaches Assistant coaches

## ESSENTIAL REQUIREMENTS






Essential	Desirable
<ul style="list-style-type: none"> <li>▪ Relevant tertiary qualifications</li> <li>▪ Thorough understanding of the requirements of elite sport performance planning, coaching principles, elite and pre-elite athletes and coaches</li> <li>▪ Significant experience in high performance sport management/leadership and coaching.</li> <li>▪ Strategic planning and systems management, including implementing high performance sport program management systems that track progress against success measures and explore innovation and opportunity</li> <li>▪ Integrated management of and accountability for high performance sport outcomes</li> <li>▪ Current driver's license</li> </ul>	<ul style="list-style-type: none"> <li>▪ Post graduate qualifications in a related discipline</li> <li>▪ Intermediate/Advanced knowledge of MS Office and other sports specific computer programs</li> <li>▪ Extensive knowledge and understanding of effective sport program performance monitoring systems</li> </ul>

## EXPERIENCE AND KNOWLEDGE

Experience	Knowledge
<ul style="list-style-type: none"> <li>▪ Minimum 7 years' experience elite coaching, developing elite athletes and coaches, including leading, devising, and implementing successful programs in a sport or Institute program; demonstrating a proven knowledge of the demands, pressure and the needs of elite athletes and coaches</li> <li>▪ Success in developing and maintaining successful relationships with key stakeholders</li> <li>▪ Success with building a high performance culture and the management of integrated performance teams to deliver and elite outcome</li> <li>▪ Allocation and management of financial resources to support sport and athlete performance outcomes</li> <li>▪ Managing projects with demonstrated success</li> <li>▪ Staff management, including developing dynamic and driven team and employee performance and development</li> <li>▪ Excellent meeting facilitation skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Extensive knowledge and understanding of the key components / levers for successful high performance sports programs and coaching</li> <li>▪ A highly developed understanding of the following athlete support areas: coaching, sports science, sports medicine, sports technology/data science, athlete wellbeing and engagement</li> <li>▪ In addition, a demonstrated ability to embrace, assess and apply innovative practices (e.g. new technology) as they become available</li> <li>▪ Experience working within and leading in a national sporting environment.</li> </ul>

## CAPABILITY SUMMARY

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework). Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Advanced</b>
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	<b>Plan and Prioritise</b>	<b>Advanced</b>
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Adept</b>

## FOCUS CAPABILITIES

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with integrity	Advanced	<ul style="list-style-type: none"> <li>▪ Model the highest standards of ethical and professional behavior and reinforce their use</li> <li>▪ Represent the organisation in an honest, ethical, and professional way and set an example for others to follow</li> <li>▪ Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>▪ Monitor ethical practices, standards and systems and reinforce their use</li> <li>▪ Act on reported breaches of rules, policies, and guidelines</li> </ul>
<b>Relationships</b> Work collaboratively	Advanced	<ul style="list-style-type: none"> <li>▪ Recognise outcomes achieved through effective collaboration between teams</li> <li>▪ Build cooperation and overcome barriers to information sharing, communication, and collaboration across the organisation and across government</li> <li>▪ Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>▪ Network extensively across government and organisations to increase collaboration</li> <li>▪ Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>
<b>Relationships</b> Influence & negotiate	Advanced	<ul style="list-style-type: none"> <li>▪ Influence others with a fair and considered approach and present persuasive counterarguments</li> <li>▪ Work towards mutually beneficial win/win outcomes</li> <li>▪ Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>▪ Identify key stakeholders and gain their support in advance</li> <li>▪ Establish a clear negotiation position based on research, a firm grasp of key issues, arguments, points of difference and areas for compromise</li> <li>▪ Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Deliver results	Advanced	<ul style="list-style-type: none"> <li>Drive a culture of achievement and acknowledge input of others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control output of business unit to ensure government outcomes are achieved within budget</li> <li>Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Plan & prioritise	Advanced	<ul style="list-style-type: none"> <li>Understand the links between the business unit, organisation, and the whole-of-government agenda</li> <li>Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>Monitor the progress of initiatives and make necessary adjustments</li> <li>Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul>
<b>Results</b> Think & solve problems	Adept	<ul style="list-style-type: none"> <li>Research and apply critical thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify, and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>People management</b> Inspire direction & purpose	Advanced	<ul style="list-style-type: none"> <li>Promote a sense of purpose and enable others to understand the links between government policy, organisational goals, and public value</li> <li>Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these</li> <li>Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul>
<b>People management</b> Manage reform & change	Adept	<ul style="list-style-type: none"> <li>Support teams in developing new ways of working and generating innovative ideas to approach challenges</li> <li>Actively promote change processes to staff and participate in communicating change initiatives across the organisation</li> <li>Provide guidance, coaching and direction to others who are managing uncertainty and change</li> <li>Engage staff in change processes and provide clear guidance, coaching and support</li> <li>Identify cultural barriers to change and implement strategies to address these</li> </ul>