

# SENIOR HIGH PERFORMANCE MANAGER/HIGH PERFORMANCE MANAGER (Regional, Talent, Coaching)

<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 2/3 Salary range \$142,323 - \$169,999	<b>PCAT code</b>	339192
<b>Reports to</b>	Performance Director	<b>Date of Approval</b>	Dec 2021

## 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, including 10 National Training Centres, 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.

The successful candidate for this role will be appointed at either the Senior High-Performance Manager or High-Performance Manager grade dependent on the candidate's senior management experience and capability.

## ROLE PURPOSE

The Senior High-Performance Manager / High Performance Manager (Regional, Coaching and Talent) has specific responsibilities for Coach Development, Talent Unit (selection, transfer, and identification campaigns) and the NSWIS regional strategy. The Coach Development activity includes the management of coach developer(s), coach professional development and a coach scholarship scheme. The Talent Unit is currently being developed to undertake talent development activity (selection, transfer, and identification) in metro and regional areas in collaboration with sports and the Regional Academies of Sport. The NSWIS regional strategy includes collaborative projects with the 11 Regional Academies of Sport and other regionally based external stakeholders (eg. Universities) to extend the reach of NSWIS to support athlete development across NSW.

In addition, the postholder will lead and manage the operations of multidisciplinary teams focused on maximizing athlete performance within a limited number of sport programs.

This role is one of three High Performance Manager roles. The other two High Performance Manager roles are focused only on managing NSWIS sports programs.

All High-Performance Manager roles are line managed by the NSWIS High Performance Director.

## KEY PERFORMANCE AREAS

- Lead and manage the Institute's Talent Unit team and campaigns,

- Lead and manage NSWIS coach developers and the coach development program
- Lead and manage the Institute's relationship with the Regional Academies of Sport and other regionally focused partners to support athlete development.
- Lead and manage a limited number of NSWIS sport programs, ensuring they are athlete performance focused, aligned nationally and locally and meet high standards of quality and safety. Determine the most appropriate servicing for each sport program (in collaboration with the Manager Sport Science and Manager of Performance Health).
- Develop and manage Sport Partnership/Service Level Agreements/MoUs with national and state sport organisations, Regional Academies of Sport and regional facility operators which are realistic, flexible and enable outcomes to be achieved.
- Manage budgets for Coach Development, Talent Unit programs and Regional initiatives and allocated sport programs.
- Ensure performance teams are robust and dynamic, working within structured processes to deliver coordinated services which drive athlete performance.
- Develop the annual objectives for the performance team, chair regular sport program meetings and drive effective service plans, athlete individual performance plans and the utilisation of athlete management systems (e.g. AMS, Performance Team dashboards).
- 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.
- Support the Director of Corporate and Communications with regard to i) Corporate and annual business planning and reporting (e.g. Board Reports, Annual Report, Ministerial communications) and ii) with ensuring that policies and procedures relating to governance, sports partnerships/agreements and resource allocation principles are implemented and functioning effectively across the high-performance management team and NSWIS sport programs.
- Drive systems to identify long term and annual program/athlete key performance indicators and targets for NSWIS sports across Podium Performance, Pathway Performance and Campaign Performance. Monitor and evaluate performance of sport programs against success measures and performance outcomes with sport program partners.
- Formally meet with staff biannually to review Performance Enhancement Plans and commit to delivering on the agreed professional development plan for your team.

## KEY CHALLENGES

- Lead and manage the NSWIS Coaching, Talent and Regional strategies to add value, capability and capacity to the Institute's sport programs and positively impact athlete development and performance.
- Lead and manage allocated sport programs with multidisciplinary performance teams that are performance focused, aligned nationally and locally and meet high standards of quality and safety.
- Ensure sport programs and individual athlete scholarship holders receive world class coaching and athlete support services and have access to the best possible daily training environments.
- 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 coaching, talent pathway and sport program outcomes and athlete performances.
- Working in a fast paced, complex multi-sport and multi-discipline high performance environment.

## KEY RELATIONSHIPS

Who	Why
Direct reports (staff)	To align performance for success and enable individual excellence To supervise, mentor, coach and develop To facilitate effective sport operations
Director, High Performance	To ensure performance is aligned for success
Chief Executive Officer	To ensure alignment with organisational strategy
Director, Corporate and Communications	To ensure the effective deployment of corporate services and investment in coaching, talent unit and sport programs To ensure effective governance, planning, metrics and reporting in coaching, talent, and sport programs To ensure timely completion of the Sport Inclusion project, Corporate and Business plans To ensure ministerial communications are completed correctly and on time
High Performance Managers	To ensure a best practice approach to performance planning across all the sport programs
Manager, Sport Science	To ensure sport science services are allocated effectively and appropriately to sport programs To ensure performance support staff are able to develop technically and professionally
Manager, performance Health	To ensure programs are in place to ensure maximisation of athlete performance
Coaches, Coach Developers	To guide the delivery of a high-performance sport program To ensure coaches are able to develop technically and professionally
Sport (National Sport Organisation)	To align with NSWIS and national performance priorities
NSWIS Management	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
Regional Academies of Sport & State Sport Organisations	To enhance collaboration within the Regional system to better identify and support a cohort of talented athletes with the potential to progress toward becoming an NSWIS scholarship holder/national sport organisation categorised athlete
National Institute Network (NIN)	To enhance collaboration within the National system
AIS/ASC/PA/CGA/AOC	To support the achievement of system and sport outcomes

## ROLE DIMENSIONS

Budget	\$3-4 Million
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Authority/approval level	\$50,000
Reporting roles	Coaches and assistant coaches Sport Program Coordinator(s) Senior Co-ordinator, Talent Coach Developer(s)

## ESSENTIAL REQUIREMENTS

Essential	Desirable
<ul style="list-style-type: none"> <li>▪ Relevant degree qualifications</li> <li>▪ Extensive experience in high performance sport management/leadership</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>▪ A highly developed understanding of the following athlete support areas: coaching, talent identification/development, sports science, sports medicine, sports technology/data science, athlete wellbeing and engagement.</li> <li>▪ Staff management, including developing dynamic and driven team and employee performance and development</li> <li>▪ First aid and resuscitation certificate</li> <li>▪ Working with children check</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> </ul>



## EXPERIENCE AND KNOWLEDGE

Experience	Knowledge
<ul style="list-style-type: none"> <li>▪ At least 10 years experience 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 multi-disciplinary high-performance teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Extensive knowledge and understanding of the key components / levers for successful high-performance sports programs</li> <li>▪ Extensive knowledge and understanding of effective sport program performance monitoring systems</li> <li>▪ Thorough understanding of the requirements of high-performance athletes and coaches</li> <li>▪ Extensive knowledge of Talent Development</li> <li>▪ Extensive Knowledge of the Coaching process</li> <li>▪ In addition, a demonstrated ability to embrace, assess and apply innovative practices (e.g. new</li> </ul>

<ul style="list-style-type: none"> <li>Allocation and management of financial resources to support sport &amp; athlete performance outcomes</li> <li>Managing projects with demonstrated success</li> <li>Integrated management of and accountability for high performance sport outcomes</li> <li>Excellent meeting facilitation skills</li> </ul>	<p>technology) as they become available is also required.</p> <ul style="list-style-type: none"> <li></li> </ul>
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## 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
	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Advanced</b>
	<b>Deliver Results</b>	<b>Advanced</b>
	<b>Plan and Prioritise</b>	<b>Adept</b>
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</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 behaviour 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> Communicate effectively	Adept	<ul style="list-style-type: none"> <li>Tailor communication to the audience</li> <li>Clearly explain complex concepts and arguments to individuals and groups</li> </ul>

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Create opportunities for others to be heard, listen attentively, and encourage them to express their views</li> <li>Share information across teams and units to enable informed decision making</li> <li>Write fluently in plain English and in a range of styles and formats</li> <li>Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>
<b>Relationships</b> Work collaboratively	Advanced	<ul style="list-style-type: none"> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross-government</li> <li>Facilitate opportunities to engage and collaborate with external 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, likely arguments, points of difference and areas for compromise</li> <li>Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>
<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	Adept	<ul style="list-style-type: none"> <li>Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>Initiate, prioritise, consult on, and develop team/unit goals, strategies, and plans</li> <li>Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses</li> <li>Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>Evaluate achievements and adjust future plans accordingly</li> </ul>
<b>Results</b> Think & solve problems	Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies, and programs against clear criteria</li> </ul>
<b>People management</b> Manage & develop people	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability, and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People management</b> Manage reform & change	Advanced	<ul style="list-style-type: none"> <li>Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> </ul>

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>▪ Assist others to address emerging challenges and risks and generate support for change initiatives</li><li>▪ Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li><li>▪ Implement structured change management processes to identify and develop responses to cultural barriers</li></ul>