

Role Description

Director, High Performance



Cluster	Creative Industries, Tourism, Hospitality and Sport
Department/Agency	NSW Institute of Sport
Division	High Performance
Classification/Grade	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
Location	Sydney Olympic Park
OSCA Code	121131
PCAT Code	9939192
Date of Approval	26 May 2026
Agency Website	NSW Institute of Sport (NSWIS)

Agency overview

The NSW Institute of Sport [NSWIS] is a high performance sporting organisation that supports exceptional athletes and inspires NSW communities. 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 leading daily training environments. Our experts work in collaboration with national sporting system partners to deliver high performance support services and environments to prepare athletes and coaches for international competition.

NSWIS plays an integral part in Australia's High Performance 2032+ Sport Strategy – Win Well. We are committed to building an inclusive and sustainable sporting system that is athlete focused, exceptionally led and purposefully collaborative.

We ensure athlete safeguarding is prioritised and that the integrity of sport is embedded in our organisation.

Primary purpose of the role

The Director, High Performance leads the strategy, systems, people that enable NSWIS athletes and coaches to deliver world leading performances at international events such as the Olympic, Paralympic and Commonwealth Games. The Director, High Performance is accountable for building a sustainable, athlete centred, coach led high performance system. They act as the strategic bridge between NSWIS, national sporting organisations (NSOs), coaches, and system partners to ensure NSW continues our proud history of international sporting success.

The Director, High Performance has responsibility for Games (Olympic, Paralympic, Commonwealth) campaigns and major projects, such as the NSWIS sport investment process. This critical senior leadership position also oversees NSWIS talent activities including the NSWIS Para Unit, designed to expand participation, improve pathways, and deliver specialised coaching and performance support for Para athletes in NSW.

The Director, High Performance chairs the High Performance Management Committee and is responsible for ensuring that policies and processes are implemented consistently across sport programs.

Key accountabilities

- Support the CEO and partner with the GM Corporate Services to lead the sport investment process and workforce modelling, including liaising with internal staff and external sport partners and preparing recommendations for the consideration of the Board.
- Manage major campaigns (Olympic, Paralympic and Commonwealth Games).
- Lead NSWIS sport programs, the Para Unit, and projects that 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 with High Performance Managers in collaboration with the Manager Sport Science and Manager of Performance Health.
- Lead the development and implementation of Sport Partnership/Service Level Agreements with national and state sport organisations which are aligned with NSWIS investment principles and enable outcomes to be achieved.
- Responsible for the NSWIS High Performance Sport budget and ensuring that the High Performance Managers and Head of Para Unit manage budgets for their allocated sports, driving an effective and efficient use of resources with coaches and program partners.
- Ensure performance teams are robust and dynamic, working within structured processes to deliver coordinated services which drive athlete performance.
- Cultivate a high performance team culture that is professional, respectful, and supportive, while encouraging constructive challenge and a shared commitment to support NSW athletes to perform and thrive.
- Support the General Manager, Corporate Services with Ministerial communications and Board engagement that relate to High Performance including Board papers and briefing documents.
- Drive systems to deliver annual program/athlete key performance indicators for NSWIS sport programs in partnership with sport partners.
- Monitor and evaluate the performance of the Para Unit against success measures and seek to build a sustainable long term model to support potential Paralympic athletes.
- Review staff performance, support capability development and commit to delivering on the agreed professional development plan for your team.
- Represent NSWIS on national system working groups and projects.

Key challenges

- Collaborate effectively with the Manager of Sport Science and Head of Performance Health to ensure NSWIS delivers on agreed KPIs and is a partner of choice for National Sporting Organisations.
- Ensure the NSWIS Para Unit is aligned with the NSWIS purpose and vision and build a sustainable delivery model that achieves long term success.
- Drive effective multidisciplinary performance teams that support exceptional athletes to perform and thrive, are aligned nationally, and prioritise the health and safety of our athletes, coaches and staff.
- Deliver a world leading performance environment in a challenging economic environment through a clear vision, prioritised resources and inspiring our team to dream boldly.

Internal

Who	Why
High Performance Managers and Head of Para Unit	<ul style="list-style-type: none"> • To align performance for success and enable individual excellence • To supervise, mentor, coach and develop

Who	Why
	<ul style="list-style-type: none"> To ensure a best practice approach to performance planning across all the sport programs To provide support and direction to High Performance Managers and Head of Para Unit To design and deliver campaigns for Major Games
Chief Executive Officer	<ul style="list-style-type: none"> To ensure performance is aligned for success
General Manager, Corporate Services	<ul style="list-style-type: none"> To ensure the effective deployment of athlete wellbeing and engagement staff, data science projects, corporate services and investment in sport programs To ensure effective governance, planning, metrics and reporting in sport programs To ensure timely completion of the Sport Inclusion project, Corporate and Business plans To ensure major facility projects are fit for purpose, sustainable and completed on time To ensure ministerial communications are completed correctly and on time
Manager, Sport Science	<ul style="list-style-type: none"> 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 And Chief Medical Officer	<ul style="list-style-type: none"> To ensure programs are in place to ensure maximisation of athlete performance To ensure performance support staff are able to develop technically and professionally
Coaches and Coach Developers	<ul style="list-style-type: none"> To guide the delivery of a high-performance sport program To ensure coaches can develop technically and professionally
NSWIS Management	<ul style="list-style-type: none"> To collaborate in the planning, management, and leadership process to support, enable and impact performance together

External

Who	Why
National and State Sport Organisations	<ul style="list-style-type: none"> To align with NSWIS and national performance priorities
National Institute Network	<ul style="list-style-type: none"> To enhance collaboration within the National system
AIS/ASC/PA/CGA/AOC	<ul style="list-style-type: none"> To support the achievement of system and sport outcomes
NSW Public Sector	<ul style="list-style-type: none"> To deliver NSW Government Priorities

Role dimensions

Decision making

Autonomy in determining how to achieve outcomes, deciding on methods and approaches, project planning and allocation of resources.

Day to day team management decisions include prioritising work and ensuring decisions are made within delegated authorities and policy and procedure.

Refers to CEO those decisions involving significant change to business and administrative systems, changes in the organisational structure of the unit, or which require a higher delegation or approval.

Reporting line

Chief Executive Officer

Direct reports

The role has 6 direct reports

Budget/Expenditure

Authority and approval level as defined in NSWIS delegations.

Budget \$11.5 million

Key knowledge and experience

- Strategic planning and systems management, including implementing high performance sport program management systems that track progress against success measures and explore innovation and opportunity
- A highly developed understanding of the following athlete support areas: coaching, para-sport, sports science, sports medicine, sports technology/data science, athlete wellbeing and engagement.
- Relevant degree qualifications, preferably post graduate qualifications in a related discipline
- 10 + years' senior management experience responsible for large teams and significant budgets
- 10 + years' experience developing elite athletes and coaches, including leading, devising, and implementing successful programs and projects in a sport or Institute program; demonstrating a proven knowledge of the demands, pressure and the needs of elite athletes and coaches
- Extensive knowledge and understanding of the key components / levers for successful high-performance sports programs
- Demonstrable management of and accountability for high performance sport outcomes

Essential requirements

- Relevant degree qualifications, preferably post graduate qualifications in a related discipline
- Extensive senior level experience in high performance sport management/leadership
- Thorough understanding of the requirements of high-performance athletes and coaches
- Demonstrable ability to embrace, assess and apply innovative practices (e.g. new technology) as they become available is also required
- Current Working with Children check

Capabilities for the role



The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.




The capabilities are separated into **focus capabilities** and **complementary capabilities**.



Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p>Act with Integrity Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and encourage others to do the same • Set an example for others to follow by representing your organisation in an honest, ethical and professional way • Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations • Reinforce and monitor the use of ethical practices, standards and systems • Promote practices and systems that create a workplace culture that values high ethical standards and behaviour 	Advanced
 <p>Relationships</p>	<p>Communicate Effectively Communicate clearly, pay attention to others and respond with understanding and respect</p>	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats 	Advanced







Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Relationships</p>	<p>Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> • Influence others with a fair and thoughtful approach and present persuasive counter arguments • Work towards mutually beneficial, win-win outcomes • Show sensitivity and understanding when resolving serious and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Negotiate from a clear position, based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within your organisation and with external stakeholders • Use evidence, including data insights, to create persuasive stories 	Advanced
 <p>Results</p>	<p>Deliver Results Achieve results by using resources efficiently and committing to quality outcomes</p>	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve business outcomes • Lead a culture of achievement and acknowledge others' input • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of business objectives • Make sure others understand the need for on-time and on-budget results and how success is defined • Control business unit output to ensure government outcomes are achieved within budget and on time • Progress organisational priorities and ensure resources are acquired and used effectively 	Advanced
 <p>Results</p>	<p>Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Consider the wider business context when thinking about options to resolve issues • Explore a range of possibilities and creative alternatives to improve systems, processes and business practices • Put systems and processes in place that are supported by high-quality research and analysis 	Advanced








Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Look for opportunities to design innovative solutions to meet customers' needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	
 <p>Business Enablers</p>	<p>Project Management Understand and use effective ways to plan, coordinate and control projects</p>	<ul style="list-style-type: none"> Prepare and review project scope and business cases for projects with multiple interdependencies Use key subject matter experts' knowledge to inform project plans and directions Design and implement effective stakeholder communication strategies for all project stages Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning Develop strategies to correct projects if they vary from their plans Manage transitions between project stages and ensure any changes to projects are consistent with organisational goals Participate in governance processes, such as project steering groups 	Advanced
 <p>People Management</p>	<p>Manage and Develop People Engage with and motivate staff, and develop their capability and potential</p>	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and succession plan Coach and mentor staff and encourage professional development and continuous learning Prioritise dealing with team and individual performance issues and ensure your organisation uses a consistent approach Implement performance development frameworks to align workforce capability with your organisation's current and future priorities and objectives Develop systems to promote cultural capability as a means of ensuring the cultural safety of all colleagues 	Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes, however, may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Personal Attributes	Manage Self	Be persistent, self-reflect and commit to learning	Adept
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept

Capability group/sets	Capability name	Description	Level
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
 Business Enablers	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Adept
 Business Enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
 People Management	Manage Reform and Change	Support and champion change, and help others to engage with change	Advanced