

Athlete Performance Management Policy



WESTERN AUSTRALIAN INSTITUTE *of* SPORT

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1. POLICY

WAIS will support athletes to achieve goals aligned to the WAIS vision based on documented individualised plans.

2. PURPOSE

To provide a framework for athletes and Performance Enhancement Teams (PETs) to effectively collaborate in achieving athlete goals and support governance of sport program operations and outcomes.

3. BACKGROUND

In alignment with many high-performance sport organisations, WAIS requires that scholarship athletes have performance plans. How this is undertaken at WAIS is outlined in this policy.

The athlete planning and monitoring process is influenced by our athlete focused philosophy and drive to deliver world leading multidisciplinary team practices. This philosophy influences the responsibilities of our people captured within this policy. The approach reflects knowledge that the best teams optimise performance through consistent and proactive engagement in high frequency cycles of action and reflection with integrated learning processes. It also recognises that teams need scope for effective contextual application within the boundaries defined in WAIS Safe and Ethical Practice Policy Framework.

The Individual Athlete Performance Plan (IAPP) provides a mechanism to support teams in applying this framework, and aggregate pertinent information for executive reporting against organisational measures of success. The IAPP helps the athlete and their performance team objectively assess the athlete's status and develop plans to help them achieve their performance goals.

4. DEFINITIONS

Table 1. Policy Definitions

Annual Goals	Medium term goals to be achieved within the current scholarship year. These provide a milestone to measure progress towards the long term goal.
Annual Plan	A broad outline of the competition year and associated training phases. While there are multiple approaches, annual plans typically identify the competition calendar, selection events, and broad training phases that support them.
Core Team	The small team of service providers within the sport performance team that are a general delivery requirement for the sport and routinely influence daily training.
Dual Career	The athlete is pursuing opportunities such as education, employment, internship, or entrepreneurship alongside their sporting career.

Individual Athlete Performance Plan (IAPP)	The instrument used to establish performance expectations, guide planning, and support the evaluation of each athlete.
Individual Athlete Program (IAP)	A program supporting Individual Athlete Scholarship holders from sports WAIS does not operate a sport specific program.
Individual Athlete Scholarship (IAS)	A scholarship awarded to an individual athlete who is coached and whose daily training is external to a WAIS sport program DTE.
Long Term Goal	The overall, big picture result to be achieved. Typical examples include, selection to senior national teams, medalling at the Olympic Games.
Performance Enhancement Team (PET)	A cluster of sport or individual training programs aligned in connection to the role WAIS plays in supporting the specific sport's development pathway.
Performance Services Program	A scholarship program in which performance services are delivered by WAIS while coaching support is delivered by the sport partner.
Specialist Services	Service providers within the sport performance team that deliver focused interventions on an intermittent basis. These are accessed by referral from the core team.
Sport Performance Team	The team of service providers assigned to supporting a sport or individual athlete program.
Sport Program Scholarship	A scholarship program in which both coaching and performance service support is employed by WAIS to support the identified athlete group.
Training Goals	Short term goals to be achieved within the current training phase leading to achievement of the annual goals. These can be formed from several areas that underpin progress including sport training, performance, and life skills.
Training Phase	A training phase is usually, but not exclusively, defined by a major competition or selection event.
Training Plan	The plan for the current training phase within the annual plan. Key tasks, reason why (purpose), and end result should be clear. This allows the athlete and team to act without continual guidance.

5. STANDARDS

- 5.1. Athlete support will be confirmed on completion of an IAPP and confirmation of a dual career, with consideration to balanced and realistic targets.
- 5.2. Resources will be aligned to athlete categorisation and stage of development.
- 5.3. A plan must be documented at the start of each training phase within the annual plan and updated when training objectives are changed.

- 5.4. Both the athlete and coach¹ must agree and cosign the Long term, annual and training goals each time they are updated.
- 5.5. The Core Performance Team² will review the IAPP with the athlete at the end of each training phase and more often if necessary to support progress: with a copy provided to, and signed by, the athlete at each review point.
- 5.6. The Performance Team Director (PTD) will review sport programs against documented plans, progress towards goals, and implementation of lessons learned with the Sport Performance Team following key events. These include the start of the scholarship year, major competitions, and selection events.
- 5.6.1. Performance service programs will be reviewed against documented plans and progress towards goals by the Performance Services Manager (PSM) quarterly, and by the PTD biannually.
 - 5.6.2. IAP programs will be reviewed by the PTD biannually.
- 5.7. Athlete Key Result Areas will be reported to the Chief Executive and sport program partners twice a year. These include athlete performance, potential to progress, and athlete conduct.

6. RESPONSIBILITIES AND ACCOUNTABILITIES

6.1 Athletes are:

- 6.1.1 Responsible for taking ownership of their goals and training plans.
- 6.1.2 Responsible for actively contributing to the ongoing planning process and completing agreed actions within their plan.

6.2 Sport and Performance Service Program Head Coaches² are:

- 6.2.1 Accountable for ensuring athlete planning processes, and all IAPPs within their sports meet policy requirements and standards.
- 6.2.2 Responsible for engaging athletes in the development of their IAPP.
- 6.2.3 Responsible for managing designated resources in support of IAP/IAS athletes achieving their performance goals.
- 6.2.4 Responsible for leading an environment that promotes effective multidisciplinary teamwork.
- 6.2.5 Responsible for ensuring the core team regularly reviews progress, adapts to change, records and implements lessons learned.

6.3 Performance Service Managers are:

¹ The designated program manager will perform this role for IAP/IAS athletes.

² In performance services programs, the sport partner will be accountable for meeting the responsibilities of the coach and ensuring the IAPPs within their sport meet the requirements of this policy

- 6.3.1 Accountable for ensuring athlete planning processes, and all IAPPs within their assigned sports meet policy requirements.
- 6.3.2 Accountable for the facilitation and review of service delivery to assigned Performance Services sports against policy standards and requirements.
- 6.3.3 Responsible for engaging assigned IAP/IAS athletes in the development of their IAPP. Wherever possible, the athlete's national and DTE coach will also be engaged.
- 6.3.4 Responsible for managing designated resources in support of IAP/IAS athletes achieving their performance goals.
- 6.3.5 Responsible for leading an environment that promotes effective multidisciplinary teamwork.

6.4 Performance Team Members are:

- 6.4.1 Accountable for ensuring IAPP data pertaining to their area is accurately maintained and up to date.
- 6.4.2 Responsible for educating athletes in pursuit of their goals and methods underpinning their objectives.
- 6.4.3 Responsible for collaborating and challenging one another in delivering effectively as a Sport Performance Team.
- 6.4.4 Responsible for leading the delivery of objectives underpinned by their area of expertise.

6.5 Performance Team Directors are:

- 6.5.1 Accountable for the effectiveness of PET as a multidisciplinary team.
- 6.5.2 Responsible for approving the resources to implement IAPPs.
- 6.5.3 Responsible for reviewing the PET against policy application with consideration to best practice guidelines.
- 6.5.4 Responsible for reporting athlete progress and performance to the CEO and sport program partners.

7. INDIVIDUAL ATHLETE PERFORMANCE PLAN REQUIREMENTS

Athletes on Sport Program Scholarships (SPS) are fully embedded in a WAIS managed DTE. Athletes supported through individual athlete scholarships (IAS) are coached and often train outside of a WAIS DTE. Therefore, while the complete IAPP requirements reflect best practice, meeting them is impractical for many IAS. Therefore, minimum IAPP requirements by program type are outlined in Table 2. below.

Table 2. Minimum IAPP requirements by program type

Policy Reference		Program (Scholarship)			
		Sport Program		Performance Services	
		(SPS)	(IAS)	Sport Performance Services Program (IAS)	Individual Athlete Program (IAS)
7.1 Plans	7.1.1	✓	✓	✓	✓
	7.1.2	✓	✓	✓	✓
	7.1.3	✓	✓	✓	✓
7.2 Competition Performance	7.2.1	✓	✓	✓	✓
7.3 Potential to Progress	7.3.1	✓		✓	
	7.3.2	✓		✓	
	7.3.3	✓		✓	
7.4 Athlete Conduct	7.4.1	✓	✓	✓	✓
7.5 Learning Lessons	7.5.1	✓		✓	
7.6 Dual Career	7.6.1	✓	✓	✓	✓

7.1 Plans

- 7.1.1 The long term goal, including timeframe and any known requirements to achieve it will be clearly defined. This will be agreed by the athlete and the coach.
- 7.1.2 An annual plan will be documented. Annual plans will clearly identify:
- 7.1.2.1 Annual goals for the current scholarship year that act as milestones leading to the long term goal.
- 7.1.2.1.1 Annual goals leading to the long term goal will be agreed by the athlete and the coach³.
- 7.1.2.1.2 All key competitions, camps, selection points, and the broad training phases that support them.
- 7.1.3 Training plans will be documented at the start of each major training phase⁴. These guide decision making in pursuit of annual goals and provide an agenda for review.
- 7.1.3.1 Plans will provide clear and concise guidance on the key steps required to help the athlete achieve their training goals within the defined timeframe.
- 7.1.3.1.1 Key tasks, reason why (purpose), and end result should be clear, allowing the team to act without continual guidance.
- 7.1.3.1.2 Athletes will write their training goals for the training phase to assess understanding and alignment with the plan.
- 7.1.3.1.3 Athletes will have at least 1 and no more than 3 training goals at any time.
- 7.1.3.1.4 Athlete training goals will be signed off by the athlete's assigned sport program coach or program manager (IAP/IAS athletes).

³ The designated program manager will perform this role for IAP/IAS athletes. Ideally it will be done in collaboration with the National Head Coach or Performance Director whenever possible.

⁴ Preparation for a major competition or selection event.

7.2 Competition performance

- 7.2.1 Performance results at significant competitions will be documented and scored relative to national benchmarks.

7.3 Potential to progress

- 7.3.1 Athletes will be scored against key sport performance factors for their current stage relative to the defined long term goal.
- 7.3.2 Athletes will be scored against agreed, observable behaviours indicative of a high performance attitude to training.
- 7.3.3 Athletes will be scored against life skills deemed important to success in international sport and life beyond.

7.4 Athlete Conduct

- 7.4.1 Athletes will be scored against behaviours exemplifying the guiding principles of elite athlete conduct outlined in the WAIS Athlete Code of Conduct.

7.5 Learning Lessons

- 7.5.1 Key lessons will be documented and explicitly link to future action. They will not be considered learnt until implemented and rehearsed.
 - 7.5.1.1 Lessons pertaining to an athlete will be documented in their IAPP.
 - 7.5.1.2 Lessons pertaining to the program will be documented separately.

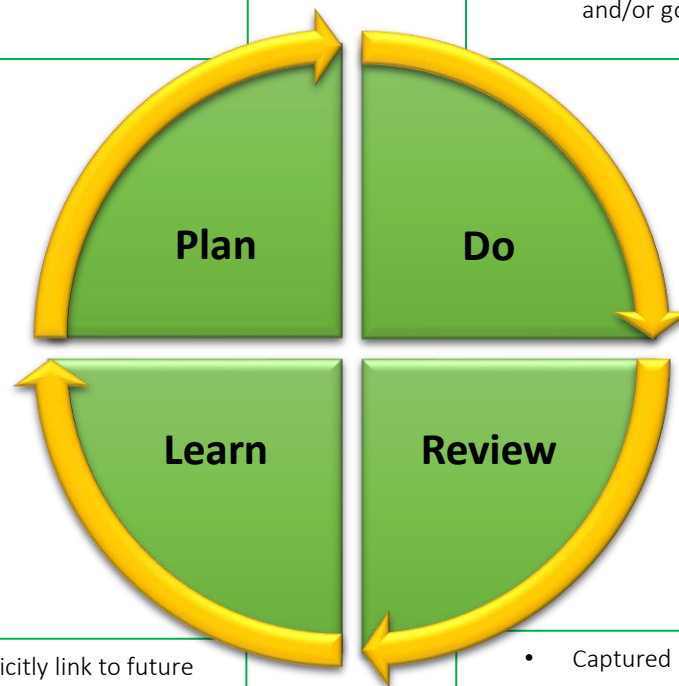
7.6 Dual Career

- 7.6.1 Confirmation that the athlete is pursuing a dual career will be clearly documented.

8. ACTION REVIEW CYCLE

- **Long Term Goal:** overall big picture target, e.g. qualify for the 2024 Olympic Team.
- **Annual Plan:** season outline and what needs to be achieved this year in progressing to the long term goal.
- **Training Plan:** Broad plan outlining what needs to be done in this training phase to progress towards the annual goals.
- The athlete is to be engaged throughout.

- Athletes write their goals, serving as a 'brief back' to coaches.
- Team operates in mini plan-do-review cycles while executing the plan.
- Learn lessons and update plans and/or goals as required.



- Lessons explicitly link to future actions.
- Focus on the top 2-3 most impactful to the next cycle.
- Considered learnt once implemented and rehearsed.

- Captured plans and lessons create a narrative for review and accountability.
- **Team reviews:** informal or formal during a training phase. No managers present - open and candid discussion critical for progress and success.
- **Director reviews:** formal at the end of a training or competition phase. Focused on improving group performance.

9. REVIEW AND REVISION

This policy, and all related appendices, will be reviewed as it is deemed appropriate.

Policy review will be undertaken by the Performance Team Directors (PTD) and any revisions approved by the Chief Executive Officer.

Revision History

Date	Version	Reviewed by	Changes made
29 July 2021	1.4	PTD	Policy Update
18 March 2022	1.5	PTD – National	Policy updated
17 October 2022	1.6	PTD – National	Policy updated

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