

Queensland Academy of Sport

High Performance Framework 2014

SMARTER / STRONGER / FAIRER



Table of contents

1. Introduction	3	5. Sport Programs	11
2. Purpose	3	6. Structure	12
3. Resource Allocation	3	6.1 Organisational Chart	12
3.1 Tiering	3	6.2 High Performance Teams	12
3.2 Guiding Principles	6	6.3 Staff Roles	12
3.3 Process	6	Appendices	13
4. Athletes	7	Appendix A	13
4.1 Categorisation	7		
4.2 Pathways	8		
4.3 Development	9		

1. Introduction

The purpose of this framework is to outline aspects such as the role and responsibilities of the Queensland Academy of Sport (QAS), structure and management within the QAS plus the components necessary to ensure that programs operate at a high performance level.

The document is to assist in the understanding of the QAS's:

- Organisation
- Funding and Management
- High Performance Programs

It is anticipated that this framework could be used as a guide primarily to current and potential stakeholders to assist:

- Management staff of the QAS
- Program Leaders (normally referred to as the Head Coach) and Service Team Members
- External Organisations

2. Purpose

The purpose of the Queensland Academy of Sport is targeted at:

1. Queensland Athletes representing in Australian Senior Teams.
2. Queensland Athletes achieving world class performances in international competition.
3. The QAS being the knowledge and resource hub for the development of elite athletes, coaches and service providers in Queensland.

Another general role of the QAS is to augment the performance and development of the high performance sports system in Queensland.

3. Resource Allocation

In achieving the above purposes, the success of the QAS has not been achieved in isolation. It has depended, and continues to rely on Queensland Government support and on partnerships and collaboration with stakeholders such as State/National Sporting Organisations, other Academies/Institutes of Sport and other Organisations.

The QAS offers access to people, funding, facilities, equipment, technology, information and reputation.

3.1 Tiering

The QAS recognises that its responsibilities vary depending on the tiering of sports. The QAS tiers sports as outlined in the following tables.



Olympic & Paralympic Sports

	Eligibility Criteria	Operations
Tier 1	<p>Average representation over past three Olympiads is greater than three athletes and regular medalling. Plus, the ability of services to impact on the development of the current athlete cohort (particularly world class and international class senior athletes)</p>	<p>A sport program in a Tier 1 sport generally involves an “athlete-centered, coach-driven, service-supported” model in which one or more athletes are identified / recruited into a squad and a “program leader” (often a coach) recruits, leads and manages a team of support staff who provide a variety of services focused on developing the athletes to the level of senior international athlete who can achieve world class performances.</p> <p>Generally:</p> <ul style="list-style-type: none"> • The program is resourced by the QAS and the Sport • The Program Leader is given the authority for the resource allocation in their program and hence this minimises the potential for ambiguity as to who makes critical decisions • The resource allocation is overseen by the Program Leader whilst the QAS High Performance Director has the final approval • Strategic bi-annual reviews are conducted by the QAS and the Sport • Regular operational meetings occur throughout the year • Level of service to the Sport Programs is based on athlete tiering but is contingent on the extent of involvement of the most highly categorised athletes in the program • Service level may vary between individual athletes within a Sport Program depending on athlete tiering • Specific service allocation depends on availability of QAS service expertise and resources as well as the capacity of the QAS services to impact on athlete development <p>The operations involves:</p> <ul style="list-style-type: none"> • Daily Training Environment including squad competition and training costs, facilities, camps, equipment, additional coaching and access to other external specialist services • Individual athlete financial assistance for sports medicine, competition and training costs • QAS internal services including Personal Development, Physical Performance, Performance Health and Performance Science Coordination • Access and funding for External Provider network - psychology, massage, nutrition, physiotherapy, sports medicine • Access to QAS specialised training and recovery facilities • An individual management approach based on comprehensive services focusing on individual athlete development

	Eligibility Criteria	Operations
Tier 2	Average representation over three Olympiads is at least one athlete and/ or irregular medalling. Also new sports admitted to Olympic or Paralympic Games who have been supported by the QAS	<p>Generally:</p> <ul style="list-style-type: none"> • A Program is delivered by a National/State Sporting Organisation • The QAS contributes resources to assist with the provision of a high performance program in Queensland. • The budget is administered by the Sport • Bi-annual reviews are conducted by the QAS and the Sport • The QAS provides funding, access to facilities (QSAC) and corporate uniforms • The implementation of a high performance program of the Organisation includes an annual athlete induction / education session • The SSO agrees to recognise the contribution of the Queensland Government wherever possible
Tier 3	All other Olympic or Paralympic athletes who competed at the previous benchmark event	<p>Athletes are provided with financial assistance to help cover the costs associated with training and competing at the highest levels. They also have access to Athlete Career and Education support if identified by National Personal Development.</p> <p>The QAS is open to receiving applications from NSO/SSO's or equivalent throughout the year.</p> <p>GUIDELINES</p> <p>An athlete is eligible under the following wording: -</p> <p>An athlete must have the endorsement of their relevant National Sporting Organisation and meet the following criteria:</p> <ul style="list-style-type: none"> 3.1 Reside in Queensland 3.2 Hold a current Australian passport or be able to obtain an Australian passport 3.3 Represent Queensland or Queensland based team in any national competition 3.4 Compete in Open competition in an Olympic or Paralympic Event and be a current member of the National Senior Team 3.5 Be preparing to participate in a major international series for an Olympic or Paralympic Games event <p>Exclusion from eligibility includes any athlete who currently holds another SIS/ SAS scholarship and any athlete who is temporarily residing in Queensland and not affiliated with a Queensland Sporting Organisation.</p> <p>HOW TO APPLY</p> <p>National Sporting Organisation (or equivalent) would submit athlete details in regards to the above criteria and guidelines to the QAS.</p>

Non-Olympic Sports:

	Eligibility Criteria	Operations
Tier 4	Sports that are determined by the QAS Board and support is within QAS resources	<p>Generally:</p> <ul style="list-style-type: none"> • The Program is delivered by a State Sporting Organisation • The QAS contributes resources to assist with the provision of a high performance program in Queensland • The budget is administered by the Sport • Bi-annual reviews are conducted by the QAS and the Sport • The QAS provides funding, access to facilities (QSAC) and corporate uniforms • The implementation of a high performance program of the Organisation includes an annual athlete induction / education session • The SSO agrees to recognise the contribution of the Queensland Government wherever possible

3.2 Guiding Principles

Resources are based on the history of sport performances over the past three Olympiads with support prioritised to the higher performing sports.

Allocations are reviewed annually.

3.3 Process

The QAS undertakes a review process on a four-year basis towards the end of an Olympic/Paralympic quadrennial. Critical performance aspects are considered to provide an overall assessment of each sport's current performance and potential for future performance.

STEP 1: Sports Admission

Sports that are considered eligible for support are identified in this four-year process.

STEP 2: Performance Assessment

Components are considered to provide an overall assessment of each Sport's performance history and potential for future performance.

History

Review the performance of Queensland athletes at benchmark events.

Potential

Forecast the prospective selection and performance of Queensland athletes at benchmark events.

Moderation

The QAS Executive Director and High Performance Directors meet to discuss and reach agreement on the above assessment.

STEP 3: Decision Making

Confirming available allocation

The QAS Executive Director confirms the available resources.

Recommendation of allocations

The High Performance Directors determine the recommended allocations to the QAS Executive Director.

Consideration by QAS Board

The Board is satisfied that the guiding principles have been adhered to in the process.

STEP 4: Notification of allocations

Decisions on allocations are communicated within the QAS and to the sports.

4. Athletes

4.1 Categorisation

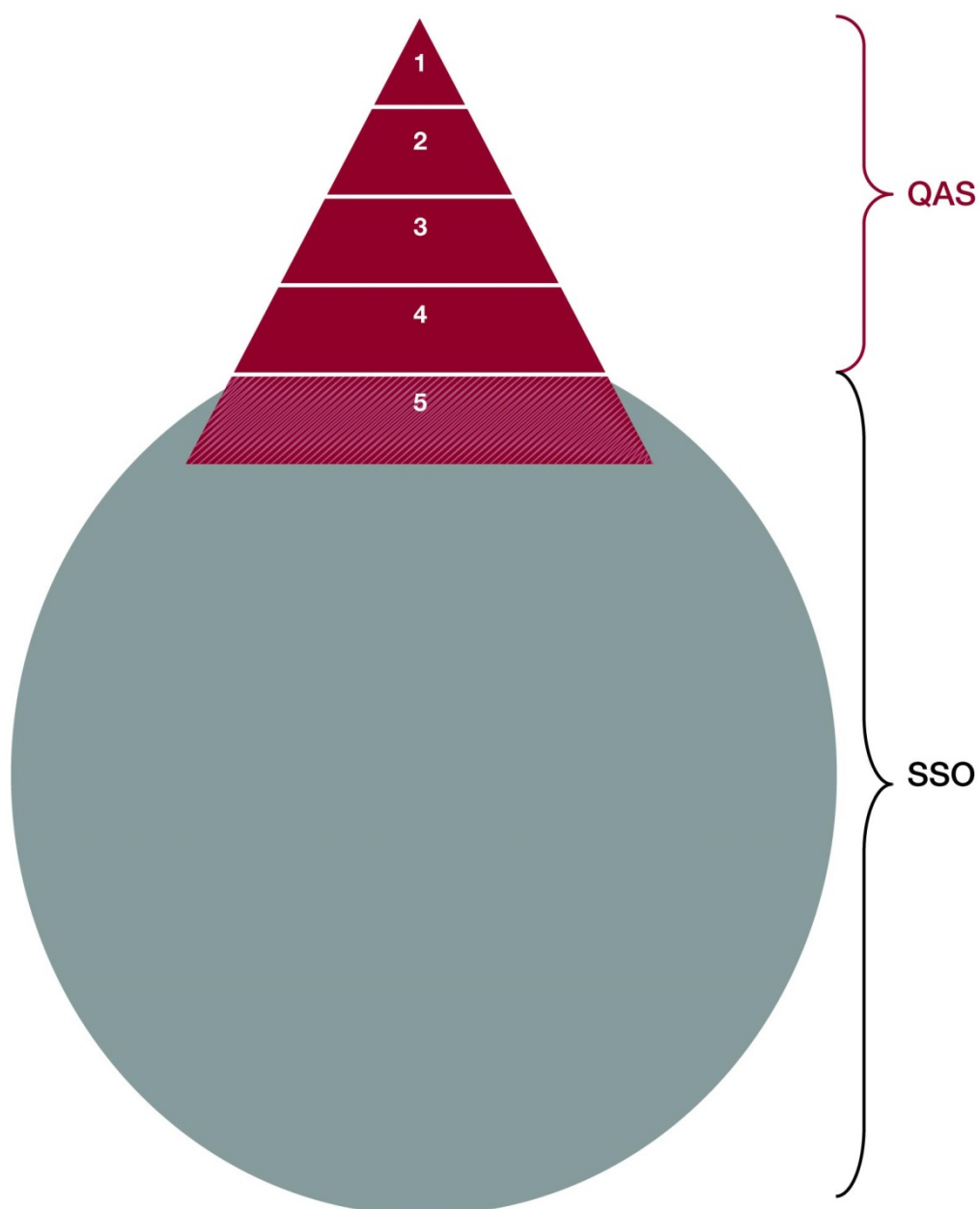
SIS/SAS Athlete Categories	Description
Podium	Individual athlete or playing member of a team with a medal performance at the most recent benchmark event and considered capable of a medal at the next benchmark event.
Podium Potential	Individual athlete or playing member of a team placed 4th to 8th at the most recent benchmark event and considered capable of retaining or progressing to Podium.
International	International senior competitor in an individual event or team at benchmark competitions and considered capable of retaining or progressing this level of performance.
Developing International	Athlete with the capability to achieve at least International Class Athlete status within 1-3 years.
Emerging International	Athlete with the capability to achieve at least International Class Athlete status within 4-7 years.

QAS reserves the right to support athletes outside the complete criteria at their discretion.



4.2 Pathway

Generally the QAS takes a lead management role in Tier 1 Sports and the figure below describes the pathway for athletes.



Legend

- 1 – Podium
- 2 – Podium Potential
- 3 – International
- 4 – Developing International
- 5 – Emerging International

4.3 Development

The focus of the Academy is primarily on developing the athletic ability of athletes to ensure improvement in performance in competition and hence progress through the athlete pathway.

It is acknowledged that athletes obtain support and development opportunities from a range of people and groups during their time associated with the Academy that include family, friends, school, sporting clubs, State/ National Sporting Organisations, other Academies/Institutes of Sport, Australian Sports Commission, AOC, ACGA etc.

Whilst ultimately an athlete's development is primarily the athlete's responsibility the degree to which the athlete drives the process will depend on their capability and willingness to take on that ownership.

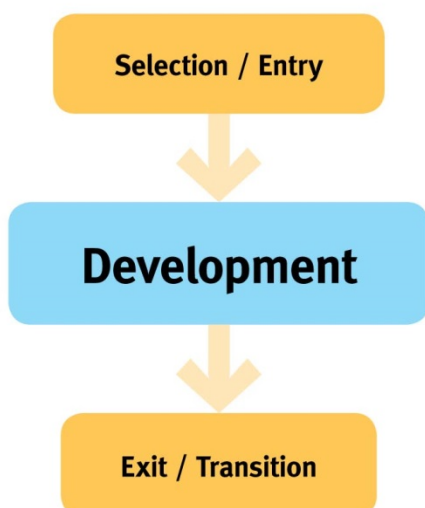
A major objective of personnel who are supporting the athlete's development is to assist the athlete to have the capability to be self-reliant and confident to achieve success across their sporting endeavours and their life after sport. The ambition is for the athlete to take on the responsibility to manage their own development.

The structure to support athlete development is an individual case management model involving a collaborative approach within a multi-disciplinary team that is generally lead and managed by a Head Coach.

The development of the athletes is continually recognised as the core business of the organisation and for this to be consistently achieved there is a need for a strong systematic approach. Figure 1 below provides a description of the timeline that describes an athlete's involvement at the Academy.

The diagram describes three significant phases – identification/entry, development and transition/exit from the Academy.

Figure 1



Phase 1: Identification/Entry:

The identification and selection of athletes for a program are generally triggered by an athlete being nationally identified. This normally occurs with athletes being identified as Potential International Athletes as described in the national athlete nomenclature. The factors considered to decide on which athletes are included are:

- Performances in competition and their subsequent national identification by their sport
- Their potential to progress e.g. parameters such as physical, medical, psychological, coachability, organisational fit and commitment
- Behavioral – e.g. adherence to codes of conduct and doping policies
- External – e.g. location of athlete, education, work, life balance, availability of resources

Prior to being offered support athletes need to successfully undertake a medical/health screening and an induction session.

Phase 2: Development:

This development phase incorporates a continuum of planning, monitoring/feedback and review processes. Figure 2 describes this process.

Figure 2 – Cyclical Athlete Development Process



These include:

1. The dialogue between athlete, coach and the support team involves an evaluation of the athlete's situation and a clarification of the athlete's short (six to twelve months) and medium term (two to four years) goals. This may be described in terms of selection in various teams, winning championships etc.
2. Development of a Profiling Tool that details the various skills and attributes of a high performance athlete in each sport/program and utilization of that profiling tool by the athlete, coach and service team members to collaboratively identify performance barriers / areas for development. The components of the profiling tool generally fall into the following major component areas:
 - Technical
 - Physical
 - Psychological
 - Tactical/Competition
 - Performance Lifestyle Management
3. Dialogue between the athlete, coach and support team to ensure agreement on
 - a. The resources that need to be allocated to these development areas
 - b. the role each person has clear accountability for delivering outcomes in the plan
 - c. the metrics that will be used to monitor progress
 - d. the way feedback can be provided
 - e. the timeframe for formally revisiting the plan to review and revise the plan
4. The formalisation of this performance enhancement plan that ensures each person has a clear accountability for delivering outcomes in the plan.
5. Ongoing monitoring and feedback as the plan is implemented.

The sequencing of these components and the approach taken will vary in the implementation of this process as the process will need to be customised to meet the needs of the athlete and the general situation.

However, a minimum expectation is that the plan will formally be reviewed and revised on a biannual basis. This tends to align with the cyclical nature of competition in the majority of sports, but not all, supported by the QAS that have an international competition season between May to September and a domestic competition season between October and May.

The critical component of the overall process involves regular analysis of the athlete's performance in the training and competition settings and continual feedback to athletes.

The QAS recognises that individual athletes may not always have sufficient or effective coping strategies to manage the associated stress of being an elite athlete. As a duty of care, the QAS recognises the responsibility of providing a professional case management plan for the protection and enhancement of an athlete's well being. The QAS Athlete Wellbeing Protocol provides guidelines for the appropriate assessment, management and reporting procedures to support the well being needs of athletes in this situation.

Phase 3: Transition/Exit Phase:

The Academy recognises its responsibility to assist the athlete develop skills in areas other than those needed for athletic performance to ensure an athlete's smooth transition at the end of their sporting career. This holistic approach is a key principle underpinning athlete development at the QAS.

It is also recognised that the circumstances causing an athlete's departure from a Sport Program can be quite varied.

The QAS recognises its responsibility to assist in the ongoing development and well being of the athlete by way of a review and planning process in this phase that results in a documented plan that provides direction for the athlete in the period immediately following their departure. The handover of this plan may be to other sporting programs (e.g. other sports academies/institutes or professional sporting teams) or to the individual athlete in the event they are not continuing to pursue their elite sporting career.

The process of developing this plan is similar to that undertaken with periodic review and planning during the development phase. It may be supplemented with documentation/ reports that provide information (or access to information) deemed necessary for an appropriate handover.

5. Sport Programs

This objective of sport programs is to ensure a strong systematic approach which strives to ensure the development of athletes is consistently achieved. This should extend to the development of personnel who support the athletes.

To ensure a sport program operates at a high performance level the following components are essential (no priority of importance):

- Talented Athlete Pool
- Coaching
- Competition and Camps
- Facilities and Equipment
- Support Services
- Innovation and Technology

To ensure sport programs perform at a high performance level, the Program Leader oversees a management process that involves the following elements:

1. Utilisation of a Program Profiling Tool that contains various components of a high performance program to assist in identifying performance barriers/areas for development for the program.
2. Articulation of a performance enhancement plan that prioritises the areas for development.
3. Dialogue with stakeholders in the plan.
4. Agreement on the metrics that will be used to monitor progress in performance areas identified in the enhancement plan.
5. Agreement on the timeframe for reviewing and revising the plan.

The sequencing and timing of this process is similar to the process of athlete development outlined in Section 4 in that it will need to be customised to meet the needs of the program and the general situation with Figure 2 describing its cyclical nature.

However, as a minimum expectation is that the plan will formally be reviewed and revised on bi-annual basis.



6. Structure

6.1 Organisational Chart

The structure of the QAS includes three High Performance Teams (matrix) overseen by 2 x High Performance Directors and 1 x High Performance Manager as described in the Organisational Chart in Appendix A.

Each team consists of a group of Sports or Individual Scholarships. In addition, the Service Units of Performance Science, Performance Health, Research (CoE), Physical Performance and Personal Development have been embedded in one of the teams.

6.2 High Performance Teams

Specialist staff from the Service Units are assigned to multi-disciplinary Service Teams that are headed by a Program Leader (normally titled Head Coach).

In the matrix system many personnel report to at least two staff and this causes the reporting processes to be complex. Therefore, the performance management of staff necessitates the need to access multiple sources of input. This system demands that staff engage in high levels of interaction and information sharing plus possess strong interpersonal skills.

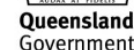
The QAS operates programs in which a program leader (generally a coach) leads and manages a collaborative team of support staff.

The High Performance Teams operate within a three-tiered approval and reporting system. Head Coaches and Senior Advisors report to the High Performance Directors or High Performance Manager who in turn, report to the Executive Director.

6.3 Staff Roles

Position	Primary Role
Executive Director:	Oversees the day-to-day running of the Academy and operates within the QAS Strategic Plan. The position links the outside to the inside which involves the following four key areas: - <ul style="list-style-type: none">• Shaping values and standards• Balancing present and future• Focusing on core business• Dealing with external stakeholders
High Performance Directors:	Lead and manage high performance programs in consultation with Head Coaches and liaise with key stakeholders to facilitate the development of QAS programs within the national framework.
High Performance Manager:	Leads and manages Corporate Services (Finance, Human Resources, Communications, Information and Resources) plus Individual scholarships and Prospecting for Gold.
Head Coaches:	Identify and develop selected athletes by leading and managing a multi-disciplinary team of assistant coaches, sport scientists, strength and conditioning coaches, ACE consultants, external health providers and administrative staff.
Senior Advisers:	Lead staff within their specific unit and assist QAS Senior Management to improve support services.
Service Team Members:	Support coaches and athletes to maximise their development and optimise their success nationally and internationally.

Organisational Chart





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