

WAIS Sport and Athlete Planning, Monitoring and Management Policy

Owner: Performance Team Directors

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Approved by: Chief Executive Officer

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WESTERN AUSTRALIAN INSTITUTE *of* SPORT

1. POLICY

WAIS will allocate resources to athletes consistent with the athlete categorization and planning framework to achieve athlete performance.

WAIS will monitor athlete training and competition performance to enhance the opportunities for athletes to be successful in elite sport and display character.

2. PURPOSE

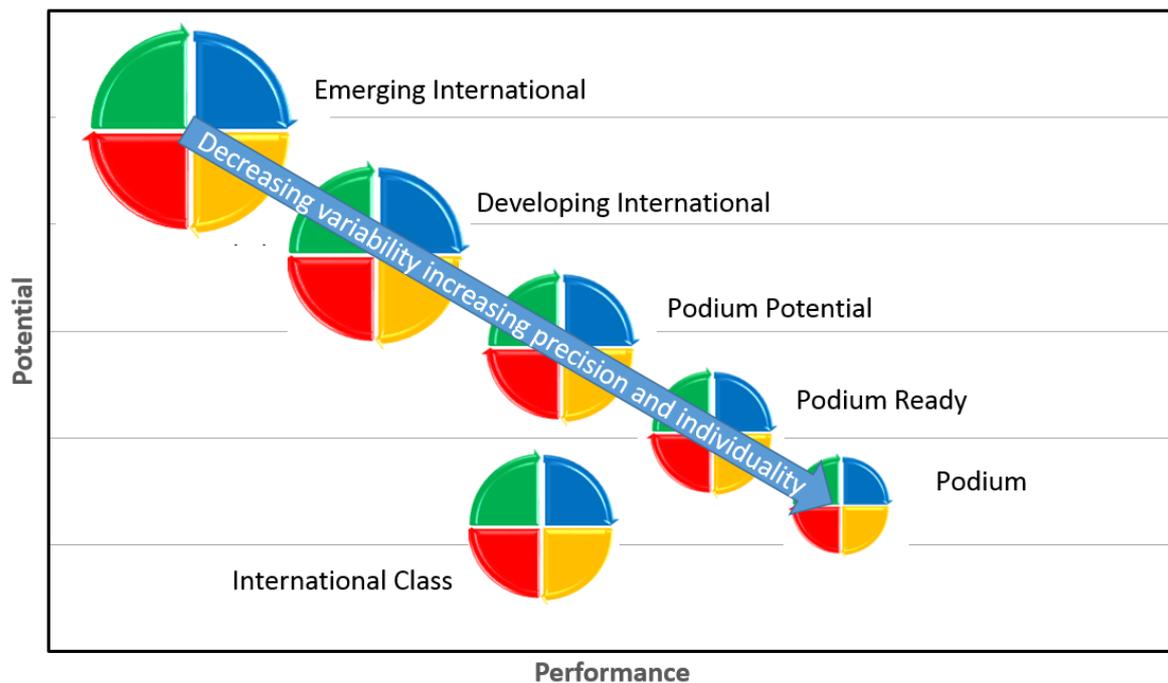
To describe the categorisation of WAIS athletes, guide the athlete planning and monitoring of the Performance Enhancement Teams (PET) and provide a process to aggregate athlete and sport performances into WAIS organisational goals.

3. BACKGROUND

WAIS contributes to Australian success in the international sporting arena. WAIS enters partnerships with sporting organisations, using the WAIS Sport Prioritisation and Investment Policy, in order to support National sporting goals and Australia's Winning Edge strategy.

WAIS adopts a developmental trajectory for athlete performance. Early career athletes have potential and yet to be confirmed performance. Conversely, the late stages of the athletic career have known performance and with relatively small areas for potential improvement. The WAIS athlete population will consist of individuals at all stages of potential and performance, as shown in the below model.

Athlete Future Investment Lifecycle Model



This athlete lifecycle model requires a planning and monitoring instrument to organise resource implementation. WAIS applies the Individual Athlete Performance Plan (IAPP) to serve this organisational function.

The athlete lifecycle model which reflects the development of the athlete from potential to actualised performance recognises the transition within and post athlete career. WAIS has developed procedures and practices to monitor and support the athlete during and at the end of career transition (see the WAIS Athlete Transition policy). The IAPP provides the PET with an important mechanism to track the readiness and potential vulnerability of the WAIS athlete to the end of their career.

WAIS commits to coach led paradigm. Coach expertise is central to the identification and development of potential and the ability to harness performance in competitive settings. Coaches coordinate the daily training environment to meet athlete needs. WAIS requires coaches to develop the IAPP, in partnership with the athletes, to reflect the athlete categorisation, the athlete lifecycle and the priority of competition opportunities. Involvement of the athlete in the development of the IAPP is seen as a fundamental component of an 'athlete focussed' approach to planning and monitoring.

WAIS values a multidisciplinary approach to an athlete focussed model of performance enhancement. For that reason a multidisciplinary team assembles around the athlete to create a PET. The PET includes coaches, management and performance service providers. While the PET provides potential for more comprehensive servicing, such performance benefits are not a natural outcome of different disciplines and multiple practitioners working in teams (Reid, Stewart and Thorne, 2004). The effectiveness of the PET is a combination of coach leadership, specific performance services and effective management from the Performance Team Director (PTD). The central products of the PET are the provision of high quality individual IAPPs and the delivery of services and resources. The emphasis of the services, resources and monitoring of athlete performance is through the perspective of the coach.

WAIS provides scholarships to athletes guided by the WAIS Sport Program Athlete Selection Guidelines, Criteria and Process Policy and the WAIS Individual Athlete Support Program Athlete Selection Policy compliant with WAIS Athlete Categorisation and Selection Policy.

WAIS enters into formal partnerships with National Sporting Organisations to deliver the DTE for specific Sport Programs. As part of the formal partnership specific program KPI's are developed and monitored to measure program effectiveness.

WAIS offers scholarships to athletes in Sport programs and Individual Athlete Support Program (IASP). The IASP contains both a scholarship program and a grants program.

4. DEFINITIONS

Athlete Key Result Areas (KRAs)	The key outcomes which has been identified in the belief that these outcomes lead to the achievement of a desired strategy and organisational goal.
Individual Athlete Performance Plan (IAPP)	The global assessment and planning framework that includes a number of inter-related planning phases and process.
Season Review (SR)	The annual process-oriented review of the daily training environment and competitions during which athletes, coaches, and service providers make evaluations to analyse the performance. The process provides a final element of the learning cycle of planning, doing and assessing.
Athlete Monitoring Template	The planning and monitoring template to summarise the performance of an athlete against their individual targets for each element component, Success Factor and KRA level. The Athlete Monitoring Template documents individual outcomes, targets and required actions.
Success Factor	The broad factors that contribute towards the Athlete Key Result Areas (KRA's).
Components	An objective and measurable description of an identified factor that is believed to impact on competition, athlete availability and performance enhancement outcomes.
Outcome	The measurable result required for an athlete to progress from their current category to the next
Target	The provision of a resource to an athlete that is consistent with efficient use of that resource, principles of athlete categorisation and sport categorisation and is based on sound scientific rigor for rationale.
Best practise	A set of actions for service providers to guide their completion of the Athlete Monitoring Template. These actions provide the organisation with the greatest likelihood of effective and efficient use of resources and the attainment of desired outcomes.
Best practice guidelines	The provision of a resource to an athlete that is consistent with efficient use of that resource, principles of athlete categorisation and sport categorisation and is based on sound scientific rigor for rationale.
Athlete Review Meeting	A meeting that includes the relevant service providers discussing the Athlete Monitoring Template to review and score targets and plan future outcomes, targets and required actions.
Medical Meeting	A meeting that includes the relevant service providers discussing the health, training availability, competition suitability and required interventions for the athlete. The information from the medical meeting will primarily inform the Athlete Availability factors of the Athlete Monitoring Template.
Sport Program athlete	Western Australian athletes on a scholarship agreement who train in a WAIS managed training environment

IASP athlete	Western Australian Athletes on a scholarship agreement and receiving Performance Service support who train in a non-WAIS managed training environment
Graduate	Former WAIS scholarship holders who now train in an NSO approved national program or professional sport environment

5. STANDARDS

- 5.1 Head coach/coach will meet with the athlete individually to develop the iapp.
- 5.2 Athletes must have an approved IAPP within 4-weeks of scholarship acceptance.
- 5.3 Head Coach/Coach develop the IAPP which is endorsed by the PET for best practise.
- 5.4 PET meetings, to review the Athlete Monitoring Template, will occur no less than 6 times per year.
- 5.5 At all times, athletes can only have 1 (one) critical component identified by the Head Coach/Coach, endorsed by the PET, documented in the Athlete Monitoring Template and monitored at Athlete Review meetings.
- 5.6 Athlete competition performances are assessed no less than 2 times per year as documented in the Goal Setting templates by the Head Coach/Coach.
- 5.7 PET service providers and coaches are assessed for best practice no less than 2 times per year.
- 5.8 Season Reviews will include a contribution from athletes, coaches, responsible service providers and be assessed by the Head Coach/Coach.
- 5.9 Athletes and Head Coaches/Coaches must sign the completed Season Review.

6. AUTHORITIES

6.1 Performance Team Directors are;

- 6.1.1 Responsible for approving the resources to implement IAPPs.
- 6.1.2 Responsible for reporting athlete performance against targets to the Chief Executive Officer.
- 6.1.3 Accountable for the effectiveness of the PET as a multidisciplinary team.
- 6.1.4 Accountable for tracking the Athlete Monitoring Template agreed actions.

6.2 Coaches are;

- 6.2.1 Accountable for the development and quality of the IAPPs.
- 6.2.2 Accountable for management of the athlete planning and monitoring process and Athlete Review meeting schedule.
- 6.2.3 Responsible for providing feedback to the service providers on the best practice assessment of the Athlete Monitoring Template.
- 6.2.4 Accountable for delivering a world class DTE and the execution of specific performance enhancement interventions.

6.3 Performance Team Members are;

- 6.3.1 Accountable for contributing content and delivering specific performance enhancement interventions from their area of specialisation within the Athlete Monitoring Templates.
- 6.3.2 Accountable for completion of the Athlete Monitoring Template according to best practise guidelines.
- 6.3.3 Accountable for scoring of Success Factors and Components of the Athlete Monitoring Templates according to shared terms of reference.
- 6.3.4 Responsible for contributing to the effectiveness of the service providers as a multidisciplinary team.

6.4 Athletes are;

- 6.4.1 Responsible for contributing to the Season Review.
- 6.4.2 With consideration of the athlete categorisation, responsible for their ownership and engagement in the ongoing planning process and completion of agreed actions.

7. ATHLETE PLANNING

7.1 Athlete Performance Key Result Areas

The outcomes of the athletes training and competition must align to the achievement of WAIS Athlete Performance Key Result Areas (KRAs). Athlete Performance has a scorecard which monitors the athlete status against three KRAs. The KRAs carry a weight by athlete category to provide an overall status for each athlete.

The Athlete Performance KRA's are:

- Competition Performance: The performance result/s and or statistics at selected competitions/benchmark that define an individual athlete's competition outcome.
- Potential to Progress: An athlete's ability to maintain or improve performance based components defined by Athlete Availability and Performance Enhancement.
- Champion Behaviour: The development of the athlete that encompass WAIS values and display performance as a champion.

The table below illustrates the Athlete Performance Key Result Areas (KRA's) and associated success factors.

Athlete Progression	Athlete Performance Key Result Areas (KRA)	Success Factors
KRAs weighted by Sport and Athlete category	Competition Performance	Athlete Performance
	Potential to Progress	Athlete Availability Performance Enhancement
	Champion Behaviour	Behaviour

7.2 Individual Athlete Performance Plan (IAPP) structure

In order to monitor Athlete Performance the IAPP is a multidimensional assessment and planning framework. The areas of the IAPP include:

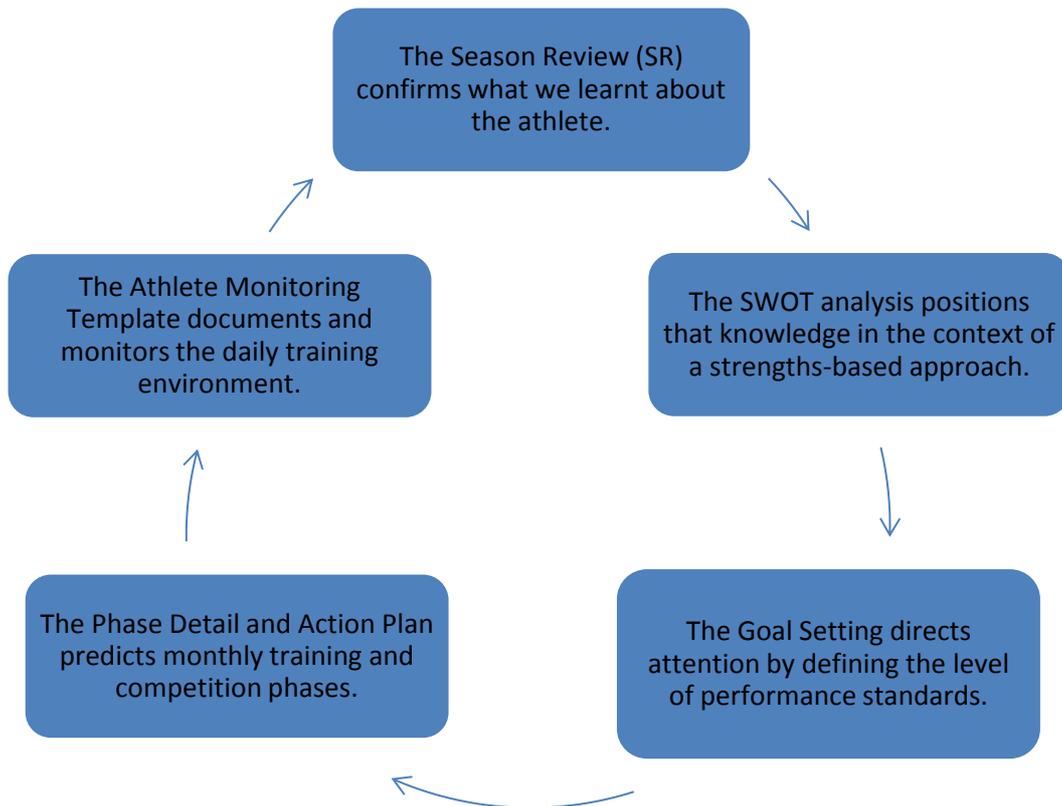
- Season Review (SR)
- SWOT analysis
- Goal Setting
- Phase Detail and Action Plan
- Athlete Monitoring Template

WAIS provides a template for each area of the IAPP. With the exception of the SR and IAPP, coaches may use variations to the templates to best suit sport and athlete needs.

A copy of the IAPP document is located at [iapp template.xlsm](#)

7.3 Individual Athlete Performance Plan Functions

The templates of the IAPP inform each other and provide a sequence for planning, doing and reviewing. In most circumstances, the process will commence with a Season Review.



7.4 Season Review (SR)

The SR provides evidence of the growing knowledge WAIS holds regarding the Athlete Performance. The emphasis of the SR is to understand what areas were effective, what did not work and the future focus in order to improve performance. The SR process is led by the coach and includes inputs from the athlete and PET members.

7.5 Athlete Monitoring Template

The Athlete Monitoring Template is the short-term (1-12 month) planning tool. The Athlete Monitoring Template is the most visible instrument available to the PET in the ongoing planning and monitoring of services and resources. The Athlete Monitoring Template has Success Factors which correlate to the attainment of the Athlete Performance KRA's. The Success Factors include generic WAIS and Sport specific Performance Enhancement components that are defined and monitored by the PET.

Further detail and definitions of the Athlete Monitoring Template are provided at Appendix 5.

8. ATHLETE SCORECARD

The Athlete Monitoring Template provides the conceptual and operational measurement of Athlete Performance. The Athlete Monitoring Template is an accountability mechanism whereby the athlete status is monitored and scored using a standardised system. The figure below provides a summary of the Athlete Scorecard (full Athlete Monitoring Template in appendix 5).

Athlete Scorecard - IAPP					
KRA	Success Factor	Component*	Outcome	Target	Score
Competition Performance	Athlete Performance	Sport specific annual target	Competition performance meets annual target	Within season competition.	Measured by objective competition data and/or sport specific metric.
Potential to Progress	Athlete Availability	Physical Health	Percentage of training completed.	Improving physical factors increasing availability for training.	Measured by data from AMS.
		Mental Health	Percentage of mental health restoration	Ameliorating identified mental health factors and improved coping.	Measured by data from AMS, Mental Health Screen, and/or at risk athletes register.
		External Factors	Percentage of training plan athlete attended	Improving the personal and lifestyle factors that support athlete training attendance	Measured by training attendance.

	Performance Enhancement	Sport and Individual Specific Components	A long-term focus that increases likelihood of Athlete Performance.	A short-term focus and pathway to the desired Outcome.	PET members score individualised athlete components at each PET meeting.
Champion Behaviour	Behaviour	WAIS Values	Highly regarded by community.	Demonstrates WAIS values.	PET members score at a minimum 4 times per year using the WAIS Guiding Principles for Elite Athlete Conduct.
		Personal Development	Full employment and/or completion of Educational requirements.	Progression towards employment and education outcomes.	Measured by relevant PET members.
*Component: A component can be identified by the Head Coach/Coach and endorsed by the PET as the critical component for the athlete at that specific point in time.					

This policy provides an overarching framework for PETs to develop plans sensitive to the needs of athletes. The framework provides a mechanism of standardisation across the organisation reflective of athlete categorisation. The allocation of resources is guided by the Athlete Monitoring Template.

Importantly, the Critical Components are assessed as essential for ongoing Potential to Progress of the athlete. Where a Component is rated as Critical the organisation will develop an action to ensure this need to

8.1 Scoring - 4-point scale

Each Component within an Athlete Scorecard or Athlete Monitoring Template is scored using a 4-point ordinal scale. The scale provides an estimate of the current Target and the likelihood of the athlete making progress in the context of athlete categorisation. The PET applies the following table and definitions to score the Components.

SCALE ITEM	DESCRIPTION
4	Exceeded target.
3	Achieved target.
2	Below target but with plan to meet target in the future.
1	Consistently below target and highly unlikely to meet target in the future.

8.1.1 Validation of IAPP scores – Element Scoring Inventory

Reference points for Competition Performance will be the published sport competition outcomes (i.e. selection criteria) or known performance standards.

Reference points for Athlete Availability and Performance Enhancement will be based on historical or normative data that are sport and position specific. These reference points have been agreed to be measured by WAIS and the National body for the athlete to demonstrate progress within athlete categorisation or maintain status within the higher categorisation levels. Where possible, these will be documented in the Athlete Availability and Performance Enhancement Scoring Inventory.

8.1.2 Competition Performance: Athlete Performance.

The scoring of Competition Performance will occur at the conclusion of the identified competition event associated with the Target and/or Outcome.

8.1.3 Champion Behaviour: Behaviour.

The scoring of Champion Behaviour will occur on a minimum of four times per year. The PET may increase the frequency of scoring by exception where greater vigilance is required.

8.1.4 Potential to Progress: Athlete Availability and Performance Enhancement.

Potential to Progress is assessed continuously via scoring in the Athlete Monitoring Template. The scoring of Potential to Progress will occur at the time of every PET meeting.

9. PET MEETINGS TO REVIEW ATHLETE PERFORMANCE AND DEVELOPMENT

PET meetings to review athlete performance and development will be chaired by the PTD. The attendees of the Athlete Review meeting will be requested by the coach. The service providers will contribute to the development and monitoring of the Athlete Monitoring Template. Occurring no less than 6 times per scholarship year, the Coach will determine the schedule of the Athlete Review meeting to maximise the effectiveness of athlete planning and monitoring for the Sport program needs. The schedule will consider the training and competitions phases of the sport.

10. LINKAGE TO OTHER POLICY

- WAIS Sport Prioritisation and Investment Policy
- WAIS Research and Innovation Policy
- WAIS Safe and Ethical Practice Policy Framework
- WAIS Athlete Benefits Policy
- WAIS Transition Policy
- WAIS Athlete Code of Conduct

11. REFERENCES

- Reid, C., Stewart, E., and Thorne, G. (2004). Multidisciplinary Sport Science Teams in Elite Sport: Comprehensive Servicing or Conflict and Confusion? *The Sport Psychologist*, 18, 204-217.
- Portenga, S.T., Aoyagi, M.W., Balague, G., Cohen, A., and Harmison, B. (2011). Paper presented to members of the APA Division 47 Practice Committee. Position Statement of Division 47 (Exercise and Sport Psychology) of American Psychological Association, Defining the Practice of Sport and Performance Psychology.

12. APPENDIX

Best Practice Planning and Implementation Guidelines

#	Focus/Action
1	Athlete has been scored for the areas of staff member accountability.
2	Based on communication with the Head Coach/Coach regarding requirements and athlete performance outcomes.
3	The actions are consistent with the scientific logical and plausibility or three evidence based principles (1. Research evidence, 2. Practitioner skills, 3. Athlete values/needs/capability/ownership).
4	The relationship between the action-target-requirement has internal validity and can be verified by a discipline expert.
5	Documentation submitted 24-hours prior to PET meeting.
6	100% of IAPP agreed actions completed.
7	Head Coach/Coach rating of Season Review contribution of service provider.