



GUIDELINES to DEVELOPING a HIGH PERFORMANCE STRATEGY for NATIONAL FEDERATIONS

Version	Date Reviewed	Date Endorsed	Content reviewed/purpose
One	Created March 2021	7 th April 2021	Version 1

1 INTRODUCTION

This document outlines the Papua New Guinea Olympic Committee's (PNGOC) requirements for National Federations (NFs) to develop and implement a high performance strategy. The document and processes are intended to align with other programs implemented by the PNGOC such as the Games Performance Strategy, NF ranking process and the PNGOC Resource Allocation Policy (RAP).

The guidelines are meant to describe a general process for development and implementation of a high performance strategy as well as identification of mandatory requirements for a written plan.

National Federations will be required to present a written 4-year plan, which will be reviewed annually as per the guidelines in this document. Failure to submit a plan or submission of an incomplete plan will result in NFs being ineligible for resource allocation from the PNGOC.

2 GUIDELINES AND MANDATORY ELEMENTS OF AN EFFECTIVE HIGH PERFORMANCE STRATEGY.

A search of the Internet will show a vast amount of resources devoted to how to develop a strategic plan. In addition, a similar search of international and national sport organizations' websites will show a large amount of sport specific high performance strategies. There are a large number of variations in how to plan and what can or should be included in an effective plan. The guidelines and mandatory elements described below have been shown to be an effective model; however, NFs are encouraged to explore examples from other sports (either their own specific sport or other sports) for ideas and relevant programs.

Whereas NFs are encouraged to research other plans, they are also advised not to simply copy another sport's high performance strategy. An NF's plan must be relevant and specific to its own circumstances in terms of goals, values, programs, strengths, weaknesses and opportunities and threats.

3 KEY ELEMENTS OF AN EFFECTIVE HIGH PERFORMANCE STRATEGY

NOTE: The following list contains elements that are suggestions for inclusion in an effective high performance strategy. Not all elements are mandatory. Elements that are mandatory for the PNGOC review process and PNGOC support are shown as such.

3.1 EVOLUTION OF PLANS

It is noted that some NFs have more experience and greater financial and/or human resources to create and implement an effective plan. The following guidelines describe what the PNGOC eventually envisions as the 'standard operating procedure' for the PNGOC and NFs. Initially the PNGOC will provide standardized templates to assist NFs who seek

additional help in creating a plan. Eventually, the expectation is that all NFs will develop their capacity to independently develop their own plans according to the mandatory elements described below as well as additional elements as per their own unique needs.

The NF is required to develop a 4-year plan with the plan to be reviewed and evaluated annually to continue to stay current and up to date with the current trends. It is expected that the review of the plan will be done in collaboration with the PNGOC.

3.2 ALIGNMENT WITH THE OVERALL NF STRATEGIC PLAN

- Ideally, a NFs high performance strategy should be a sub set, and align with the overall organizational strategic plan. This should include goals, budget, and alignment of policies, programs and so on.

3.3 INCLUSION OF MULTIPLE STAKEHOLDERS

- Consideration should be given to including a wide group of stakeholders in the process of developing and implementing a plan. This can include, but is not necessarily limited to:
 - NF staff members,
 - Key coaching staff,
 - Sport Sciences/Sports Medicine service providers,
 - Representatives from the PNGOC and/or PNGSF,
 - Sponsors,
 - Athlete representative(s) (either directly or through collection and consideration of athlete's input),
 - Representatives of major training or competition facilities if relevant,
 - Others as determined by the NF,
- The NF high performance strategy should indicate who was involved in the planning process and how the planning process occurred. **(MANDATORY REQUIREMENT)**

3.4 VALUES OF THE HIGH PERFORMANCE STRATEGY

- These should be words or statements that define how the high performance strategy will be implemented and managed over the course of the planning period

3.5 PERFORMANCE HISTORY (MANDATORY REQUIREMENT)

- This should include a performance history from major international events over the previous 4-5 years

3.6 STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (S.W.O.T) (MANDATORY REQUIREMENT)

- This should include the TOP 3 in each category
- Ideally, they will be connected to Goals and Programs and Key Programs and/or Performance Outcomes (KPOs) below

3.7 GOALS

- This should include 'OUTCOME GOALS', 'PERFORMANCE GOALS' and 'PROCESS GOALS'
 - Outcome Goals are related to winning and losing or specific results of a competition where you want to perform better than someone else. These can be highly motivating long-term goals but as they are not under the individual's control and are affected by how others perform, they are limited without related process and performance goals. These are goals that are not in your control and will include goals such as winning 5 Gold Medals for Weightlifting, 80% of athletes win a medal, Top 5 finish for the team etc. **(MANDATORY REQUIREMENT)**
 - Examples:
 - Win Gold Medal in the Decathlon
 - Win 2 Gold Medals at 2019 Pacific Games
 - Finish in the top 3 in my event
 - Performance goals specify a specific standard to be achieved. Performance goals are about personal standards (for a runner this might be for a specific distance [33 minutes in 10km]) and as such are unaffected by the performance of others and is totally under the control of the individual. Performance goals can be used to monitor the achievement of process goals and progress towards the desired outcome goal. Performance goals encourage the development of mastery and can make a performer feel satisfied even if they do not win. **(MANDATORY REQUIREMENT)**
 - Examples:
 - 13 aces in the first match – Tennis player
 - Less than 10 wides – Cricket Bowler
 - Have a 80% team shooting accuracy - Basketball
 - Process goals are related to things that you need to do to achieve your Performance Goals. This involves the “process” of training and/or competing and/or recovering that lead to specific performance outcomes. This goal is where the individual has complete control (technique or strategy) over. This control enables the individual to deal with technique or strategy necessary to perform well. Process goals help focus the attention and are very effective in helping to control anxiety. **(Not Mandatory)**
 - Examples:
 - Train at least “x” number of hours per week with face-to-face coaching
 - Use a pre-event routine before each high jump
 - Conduct reflection session after each training
- Goals should be written in S.M.A.R.T language and indicate (where possible) timelines for implementation and achievement
 - Specific
 - Measurable – Key Program Outcomes/Key Performance Outcomes (KPOs)
 - Achievable, Attainable (but also 'STRETCH' goals)

- Realistic (but also ‘STRETCH’ goals)
- Timely - when the goal will be achieved – either a specific date or an approximation
- Over-Arching Goal – In some situations, it is relevant and appropriate to identify an ‘Over-Arching’. This large unifying goal might connect or align other goals of the high performance program designed to achieve a major or significant achievement.

3.8 PROGRAMS/ACTIVITIES/EVENTS (P/A/E) (MANDATORY REQUIREMENT)

- All goals require at least one program, activity or event (that can be collectively called ‘Programs’) in order for them to be successfully achieved. Plans must include a description of the Programs that will be undertaken to achieve the goal. It is possible to have more than one Program in place to achieve your OUTCOME, PERFORMANCE or PROCESS Goals.
- Each Program should be described in terms of:
 - A broad description of what the program involves,
 - An indication of who is primarily responsible in the NF (the ‘driver’) to implement and manage the Program,
 - A budget,
 - A start and completion timeline,
 - A prioritization based on COST-IMPACT-DIFFICULTY.
- A program should fall under one of these core elements in high performance sport:
 - Athlete development
 - Coach development
 - Competition Management
 - Daily Training Environment management
 - Governance/Management
 - Sports Science/Sports Medicine
- Must indicate the benchmark competition the athletes/teams that will attend.

3.9 KEY PROGRAM OUTCOMES (KPOs) (MANDATORY REQUIREMENT)

- All programs should have at least one KPO to demonstrate whether the program was successfully implemented and/or whether it achieved the desired goal.
- KPOs can be qualitative or quantitative.

3.10 KEY COMPETITIONS AND CAMPS

- All camps and competitions must be listed in the plan including date and location and KPOs,
- Pinnacle or Benchmark competition must be identified. **(MANDATORY REQUIREMENT)**
 - Pinnacle or Benchmark competitions are those that are the primary performance events of the year or the 4-year planning cycle. In addition, are usually events for which an athlete or team peaks and tapers for the event. They are required to demonstrate whether or not the plan is on track to be successfully achieved,

- Key Performance Outcomes (KPOs) must be included for all competitions

3.11 ATHLETES AND OFFICIALS

- A list of targeted athletes and officials should be identified to deliver your HP objectives and achieve your Goals.
- For individual sports, the athletes listed should include their targeted event or discipline and a reason should be stated for their inclusion as a targeted athlete
- For team sports, the athletes listed should include their role in the team and a reason should be state for the inclusion as a targeted athlete
- For team Officials, you must indicate their expected role and a reason for their inclusion as a targeted official. Officials can include coach, assistant coach, specialist coach for various areas (e.g. Goalkeeper coach, sprints coach etc.), team manager, physiotherapist etc.
- You should list a long list of targeted athletes and officials and as the plans are being reviewed annually, you will be able to add in any new-targeted athletes or officials throughout the life span of this plan.

3.12 BUDGET (MANDATORY REQUIREMENT)

- This should include:
 - Overall cost of the programs, camps and competitions identified,
 - Portion of the budget covered by the NF,
 - Portion of the budget expected to be covered by PNGOC,
 - Portion of the budget to be covered by other sources (list),
 - Any revenue expected to offset costs.
 - Broken down into the different areas as per the programs.

3.13 MONITORING AND EVALUATION PROCESS (MANDATORY REQUIREMENT)

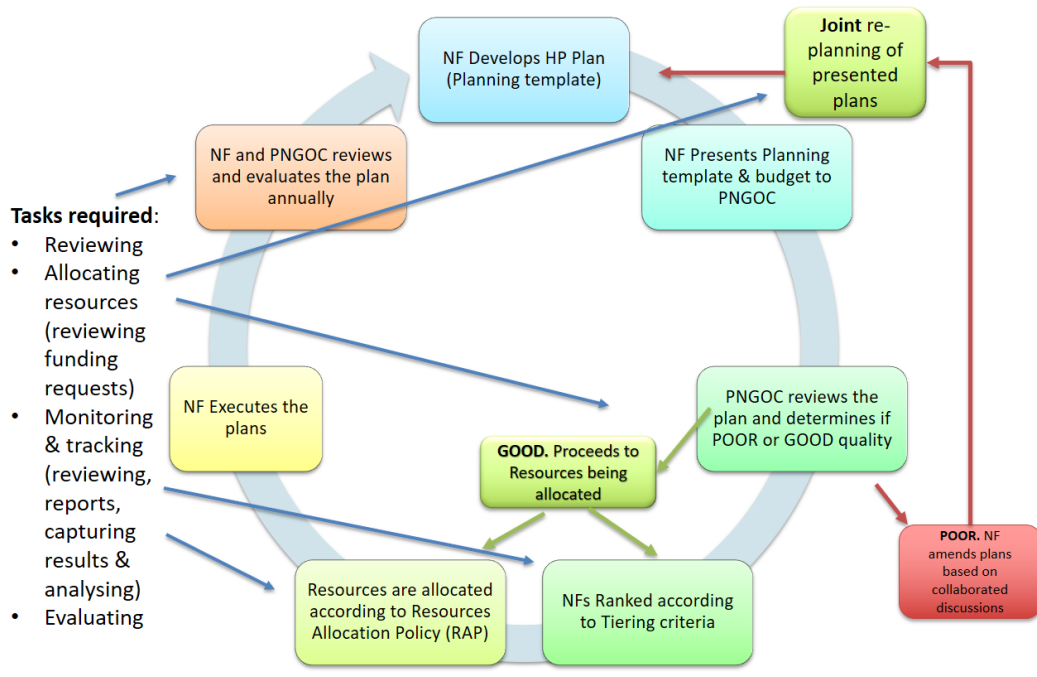
- This should include how the KPOs will be tracked and monitored and how (and when) the Program will be monitored and evaluated
 - It is recommended to have at least one annual/end of season program review; however, the ideal is to have a regular tracking and reporting process according to the nature of the Programs and the timing of KPOs

3.14 EVIDENCE BASED (MANDATORY REQUIREMENT)

- As much as possible the high performance plan should be evidence based. The written plan and presentation to the PNGOC should use objective and accurate evidence to support goals, program design and KPOs

3.14.1 Diagram two - Flow of Plan development and approval process

NF High Performance planning, reviewing and evaluating process



4 CHECKLIST

4.1 NF HIGH PERFORMANCE PLAN CHECKLIST

Plan element	Completed or included in plan (YES/NO)
Alignment to overall NF strategic plan	
Stakeholder input	
Values of HP Strategy	
Performance History	
SWOT	
Goals	
Programs/Activities/Events	
Key Program Outcomes (at least 1 for each Program/Activity/Event)	
Camps and competition calendar (and identify pinnacle or benchmark competitions)	
Key performance outcomes (KPOs) for all competitions	
Long list of athletes and officials	
Budget	
Monitoring & evaluation process	
Evidence provided	

4.2 PNGOC CHECKLIST RATING SHEET

Plan Element	Present (YES/NO)	Quality (Poor/ Average/ High)
Alignment to overall NF strategic plan		
Stakeholder input		
Values of HP Strategy		
Performance History		
SWOT		
Goals		
Programs/Activities/Events		
Key Program Outcomes (at least 1 for each Program/Activity/Event)		
Camps and competition calendar (and identify pinnacle or benchmark competitions)		
Key performance outcomes (KPOs) for all competitions		
Long list of athletes and officials		
Budget		
Monitoring & evaluation process		
Evidence provided		