

STRATEGIC PLAN

FOR THE PARTICIPATION OF

2016 AUSTRALIAN OLYMPIC TEAM

GAMES OF THE XXXI OLYMPIAD
RIO DE JANEIRO, BRAZIL
5-21 AUGUST 2016

KITTY CHILLER
CHEF DE MISSION



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STRATEGIC MODEL



OUR VISION

For the Australian Olympic Team to be the most respected team in the world

OUR MISSION

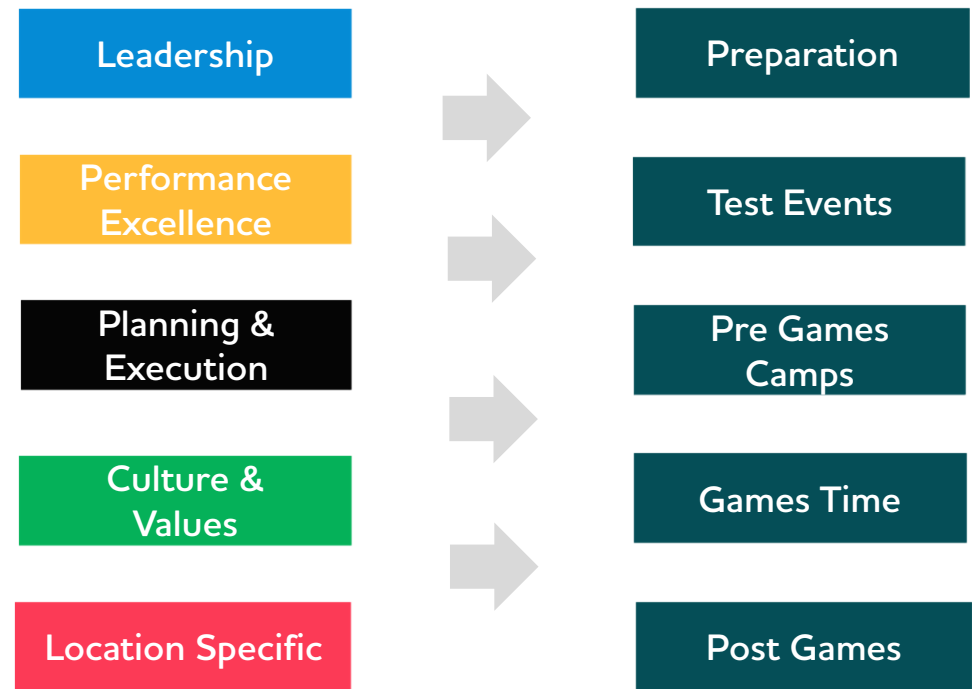
Unity of Purpose

Top 5: More Medals, More Sports

Life Best Experience



OUR FOCUS *across* FIVE PHASES



Organisational Values & Guiding Principles

OUR VISION

For the Australian Olympic Team to be the most respected team in the world.

OUR MISSION

To create a team environment with a strong unity of purpose that will provide:

- For the pursuit of a top 5 placing on the gold and overall medal tallies with more medals in more sports; and
- For all team members to have a life best experience.



OUR FOCUS – 5 THEMES

In order to aspire to Our Vision and achieve Our Mission, it is necessary to have a strong and aligned focus. Our Focus is based around five Key Themes.

These themes will be used to underpin all appointments, selections, resource allocation and operational planning decisions. The Team Executive (Chef de Mission and the Deputy Chefs de Mission) has been structured to reflect the five Key Themes.

Kitty Chiller was appointed Chef de Mission in August 2013 (by the AOC Executive) and will be responsible for overall Leadership of the Australian Olympic Team. Four Deputy Chef de Mission positions were developed based on the four remaining Themes, with personnel appointed based on a comprehensive skills and experience analysis. The members of the Team Executive and the Key Themes for which they have responsibility are:



LEADERSHIP

Provide strong Leadership to ensure that the key stakeholders involved in the preparation, organisation and management of the Australian Olympic Team do so with a unity of purpose and commitment to excellence.

- / Build and maintain a respected Team profile and leverage effective relationships with all stakeholders in the lead up to and during Games Time*
- / Create and articulate a clear Team Vision and inspire all Team members to aspire to it*
- / Provide strategic direction to the Team Executive to inform activities and priorities*
- / Align strategic priorities, resources and efforts to best support the Team Vision, Mission and Focus*
- / Lead an informed structural framework to ensure all officials are valued and valuable*

PERFORMANCE EXCELLENCE

Optimise Australia's potential to place in the top five nations on the Rio 2016 gold and overall medal tallies by focussing resources – financial, personnel and operational – on those sports and athletes most likely to contribute to these performance objectives.

- / Develop a National Federation management plan and ensure optimisation of preparation and performance plans*
- / Secure and deploy high performance resources to best support the Team*
- / Establish, manage and guide a support crew to underpin Team high performance efforts*
- / Ensure the Campaign Rio alignment remains on track and relevant to Performance Excellence*
- / Research and embed best practice sports science, medicine, recovery and performance analysis services for the Team*



PLANNING & EXECUTION

Resource and execute a “game plan” that will ensure the people, structures and systems supporting the Australian Olympic Team meet the challenges of the 2016 Games environment and provide an operational platform to best support the success of our Olympians – on and off the field of play.

- / Plan and implement a Team structure that best supports high performance
- / Secure and deploy resources to optimise support of the Team and high performance outcomes
- / Deliver client focussed processes and policies to best achieve operational outcomes
- / Develop strong working relationship with key Rio 2016 personnel, the IOC and ANOC
- / Ensure budget framework and allocation of resources best fits high performance outcomes

CULTURE AND VALUES

Create a strong Australian Olympic Team culture built on the ASPIRE values, promote recognition of the special responsibilities that come with being an Olympian and make membership of the 2016 Team a Life Best Experience for all athletes and support personnel.

- / Implement a Culture and Values program, informed by world best practice, to create an exceptional Team culture
- / Utilise the latest platforms to deliver an engaging and educational program for all Team members
- / Deliver a Games time Athlete Services environment to enhance the Olympic experience for all Team members
- / Utilise existing resources and practices in the most effective and efficient manner
- / Develop and deliver a post-Games vehicle to celebrate success of the Team with all Australians



LOCATION SPECIFIC

Gain a comprehensive understanding of the unique nature of Rio as an Olympic host city and implement Location Specific strategies, with a strong emphasis on those sports and athletes residing outside of the Olympic Village, which will minimise the challenges and maximise the opportunities for success of the 2016 Games environment.

- /* Become familiar with and assist the National Federations to prepare for an Olympic Games in Rio
- /* Develop and implement Games time strategies required to deal with the challenges and opportunities that are unique to Rio as a host city
- /* Ensure all Team members competing outside of the Olympic Park precinct in Barra have optimal conditions to support high performance outcomes
- /* Define, provide and manage logistics to best support Team members living in the Copacabana Zone
- /* Secure and embed required level of sports science, sports medicine, recovery and performance analysis services into Copacabana Zone



FIVE PHASES

As with previous Olympic Games, there are five distinct phases across which the planning for and preparation, organisation and management of the Australian Olympic Team occur. For any Olympic campaign to be successful, consideration must be given to ensuring that the specific nature of and opportunities presented by these phases are fully addressed.



PREPARATION

The Preparation Phase is the longest of the five phases. In some cases, it doesn't conclude until athletes take up residence in the Olympic Village. It is largely the domain of the National Federations supported by the AIS, the network of Institutes/Academies of Sport and other service providers throughout Australia. The Preparation Phase lends itself to innovations and advancements to be trialled and refined. This is also the period where National Federations are working with the broader cohort of athletes (and their coaches) from which the Olympic Team will be comprised.

It is the time when various forums and workshops will be conducted to inform National Federations, Institutes/Academies of Sport and other system partners about the planning and organisation of the Olympic Team. There will also be the opportunity to develop relationships with Olympic calibre athletes and to commence the process of informing them about the special nature of being Olympians and their obligations as Team members.



TEST EVENTS

Becoming familiar with the host city and its people, the operational capability of the Games organisers and the sports stadia to be used at Games time is a key element of the preparation of athletes and support personnel for Olympic competition. As a host of major international competition, Rio (and Brazil) is relatively untested and certainly for most National Federations an extremely unfamiliar environment.

Early indications are that there are likely to be limited opportunities for Australian participation in the Test Event Program due to many of the sports competitions being national level or by invitation events. The implication of this is National Federations must find other ways for their athletes and key support personnel to become familiar with the Rio. Participation in Test Event observer programs, training camps in and familiarisation tours to Rio during the lead up to the Games all provide such opportunities.

With limited opportunities to visit Rio, it may be necessary to create simulation strategies so as to replicate some of the challenges that will exist at Games time.

PRE GAMES CAMPS

Whether in Australia, Brazil or elsewhere in the world, pre Games camps provide National Federations with the opportunity to “fine tune” the preparation of their athletes just prior to their arrival in the Olympic Village. In making decisions on how best to utilise this phase, consideration must be given to the quality of training and ancillary facilities, acclimatisation, time zone shifts and travel times to Rio. A challenge of the preparation of the 2016 Team is the lack of viable high quality training venues in Brazil.

Consideration will be given to how the pre Games camp programs of the National Federations will lend themselves to enhancement by high performance system partners, particularly the AIS. Pre Games camps also provide forums for Olympic Team management to engage with Team members on Team values and expectations regarding individual responsibility and behaviour. It is also likely that pre Games camps will be used as an opportunity for uniform distribution and issue resolution as required.

For the 2016 Team, strategies will be adopted to ensure, to the fullest extent possible, the operational demands on athletes and their accompanying support personnel are dealt with pre departure from Australia or in the pre Games camp environment.



GAMES TIME

The Games Time phase commences with the opening of the Olympic Village. Priority during this phase is given to preparing the Australian Team precinct of the Olympic Village and the subsite locations for the arrival of Team members. Team operations must be in place and ready to provide services to all Team members on arrival and continue to provide them until the Team leaves at the conclusion of the Games. Careful consideration must be given to fact that many Team members will reside away from the Olympic Village and that service delivery to them is critical.

For the 2016 Team, greater emphasis will be placed on the provision of performance based services, both in and in close proximity to the Olympic Village and at subsite locations. This will be achieved through closer collaboration with the AIS.

With the strong focus being placed on Culture and Values, more attention will be paid to ensuring Team members are provided with opportunities to contribute to a strong sense of camaraderie and mutual support, particularly during the period following their own competition.

POST GAMES

The Post Games phase provides for a period of celebration and reflection. It is important that the achievements of the Australian Olympic Team are acknowledged by and celebrated with the Australian public. With the support of corporate partners, it is envisaged there will be the opportunity for the public, particularly young Australians, to show their appreciation of the inspiring performances of the Team and to engage with them at a local level.

It is also an important time to review the performances of the Team – both on and of the field of play. Consideration needs to be given as to whether athletic performances met the targets set and, in the public's perception, the Team has met expectations with respect of its behaviour. The operational preparedness and delivery by the leadership and management of the Team must also be analysed.

The preparation of the 2020 Australian Olympic Team will be informed by this review process.



Organisational Values & Guiding Principles

**AOC's Mission
Overview**

Guiding Principles

**Structure for
Success**

AOC'S MISSION OVERVIEW

Australia enjoys an outstanding Olympic history. The heroic achievements of our athletes at every Olympic Games since 1896 are a source of pride for all Australians.

The Olympic Team is the embodiment of our nation's hopes, dreams and desires.

The Australian Olympic Movement promotes to the youth of Australia, values which are not bounded by place, creed or time. Values such as respect, aspiration, teamwork.

The Olympic Games provide Australia with the opportunity to compete against the world's best in a competition that promotes a spirit of friendship, solidarity and fair play.

As the proud custodian of the Olympic Movement in Australia, the Australian Olympic Committee is committed to promoting the Olympic ideals and values to all, through sport.



GUIDING PRINCIPLES

When developing this Strategic Plan, the AOC has been mindful of the following guiding principles:

The AOC has exclusive authority for the representation of Australia at the Olympic Games.

The AOC will:

- / select and send to the 2016 Olympic Games, those athletes who have proven they are adequately prepared for high level international competition by qualifying under the rules of their International Federation (IF) and being nominated for selection by their National Federation (NF);
- / assist NFs prepare those athletes likely to be selected in the Australian Olympic Team through the initiatives outlined in the Program and Funding Guidelines for Sports on the Program for the 2016 Olympic Games in Rio (for the period 1 January 2013 to 31 December 2016);
- / provide the Australian Olympic Team with:
 - the best available equipment, clothing and resources;
 - the effective support of the most competent technical, medical, scientific, media relations, operational and administrative personnel available;
 - advanced management and operating systems and infrastructure;
 - access to facilities and services at Games time that enhance the high performance environment;
- / continue to promote the strongest possible stand against doping in sport;
- / promote the Australian Olympic Team and its achievements so as to provide inspiration to Australia's youth and community in general;
- / acknowledge, promote and provide support to Team sponsors; and
- / promote Olympism and act as custodian of the Olympic Movement in Australia.



STRUCTURE FOR SUCCESS

For any team to achieve its objectives, it needs a high performing support staff, all of whom are willing to adhere to Team Values and contribute in a collaborative means to achieving the Team Vision and Mission. This philosophy will underpin all Team appointments. The overall structure of the Team Executive, the Headquarters staff and all support personnel will be based on prioritisation of resources to best support high performance and achieve success.

HEADQUARTERS STAFF

At Games time, more than 300 Australian Team support personnel come together in an environment defined by time, resource and other external pressures. The complexity of this and the impact its success or otherwise can have on Team performance cannot be underestimated. It is essential that all Headquarters staff (comprised of Executive, Administration, Operations, Medical and Media) perform their duties in a collaborative and aligned fashion. All Team support personnel should feel Valued and Valuable – they should all be able to articulate the role they play in helping achieve the Vision, Mission and Focus. It is not enough to focus solely on preparation and management of athlete performance. Team support personnel must also understand the importance of adhering to Team Culture and Values and to operating as a member of a broader team.

BROADER SUPPORT NETWORK

Along with the support personnel appointed to the Team, there will also be a large group of support personnel who will also have an impact on Team success. Some of these people may be in Rio during Games time but many will be in Australia, at the AOC office, within their National Federations or at the AIS. This group should be appropriately recognised as also contributing to the Team Vision, Mission and Focus.



GUIDING PRINCIPLES

The Strategic Plan also acknowledges the following:

- / the Olympic Charter and AOC Constitution and By Laws;
- / the likelihood of the 2016 Australian Olympic Team incorporating approximately 750-800 athletes and support personnel, making it the third largest Team to represent Australia and likely to be within the top five nations in terms of Team size at the Games;
- / the requirements of the Rio 2016 Organising Committee for the Olympic Games and the International Olympic Committee (IOC);
- / the specific challenges and opportunities presented by the 2016 Games time environment and overall Games plan;
- / the continued development and growth of the Olympic Movement in Australia and worldwide;
- / the full review of the 2012 Olympic Team and the recommendations from NFs, Team members, the AOC Athletes' Commission, the AOC Medical Commission and AOC staff;
- / the fundraising and marketing efforts of the AOC and the constraints of finance and other resources;
- / the critical role played by the AOC's member NFs in preparing their respective athletes for international competition, including the Olympic Games;
- / the funding support provided to the AOC's member NFs by the Federal Government through the Australian Sports Commission (ASC), particularly under "A Winning Edge";
- / the evolving role of the Australian Institute of Sport (AIS) ; and
- / the continued support of the Federal and State/Territory Governments, particularly through the network of Institutes and Academies of Sport (Olympic Training Centres) in the preparation of athletes through the provision of world class daily training environments.

A detailed Operational Plan will be developed to complement this Strategic Plan.



STRUCTURE FOR SUCCESS

TEAMLEADERS

Sports and disciplines within an Australian Olympic Team have traditionally been led by a Section Manager. This role has been accountable for administrative management of their section at Games time and management of National Federation liaison with the AOC in the pre Games period. After London 2012 the AOC undertook a review of the Section Manager role. This review led to a change in nomenclature and a revision of the scope of responsibilities. For the Rio 2016 Olympic Team sports and disciplines will be led by a Team Leader, rather than a Section Manager. The change in nomenclature reflects the broader responsibilities of the role, including strategic oversight of Section planning, preparation and performance and proactive involvement in the development and implementation of a strong team culture, adhering to Australian Olympic Team values and expected behaviours.

The Team Leader of an Olympic Team is a critical role in the Olympic Team Management structure and provides the link between the Team Executive and the athletes, coaches and other support personnel. The Team Leader will be appointed by the AOC, on the recommendation of the National Federation. During the Olympic Games, the Team Executive places paramount emphasis on supporting the needs of athletes. Recognising this, the Team Leader must at all times focus on the needs of the athletes having regard to developing and enhancing the environment for high performance, discipline and team culture.

