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Triathlon Australia Administrative Documents

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**MANAGER**  
*of*  
**Olympic Athlete Program**

| Location: | Triathlon Australia Office, Canberra, ACT  
| Other Locations as Directed |
| Salary: | Remuneration level will be negotiated dependent on qualifications and experience |
| Contract period: | 12 Months  
| Option to Extend Subject to ASC Funding and Performance Review |
| National Advertisement: | The Australian Newspaper  
| 10 January 1998  
| 17 January 1998  
| State/Territory Triathlon Associations |
| Application Closing Date: | 31 January 1998 |

Triathlon Australia is inviting applications for the position of Manager of Olympic Athlete Program (OAP). The position is located in Canberra, however the successful applicant may be required to relocate should the needs of the national program change.

The position of Manager will be responsible for the development and the delivery of a world leading Olympic Athlete Program up to the Sydney 2000 Olympic Games.

Sport science/coaching qualifications, well established innovative approach to program development, excellent leadership skills and an ability to communicate and work with coaches and athletes at all levels are essential.

Duty statement and further information may be obtained by contacting (02) 62854802.

Applications and a resume outlining experiences and qualifications should be forwarded to:  
Mr Tim Wilson  
National Executive Director  
Triathlon Australia  
PO Box 10  
DEAKIN WEST ACT 2600

The position will be responsible to the National Executive Director and report on a regular basis to an Olympic Athlete Program (OAP) Board and Australian Sports Commission.
Manager
Olympic Athlete Program

National Program Responsibilities

- Design and organise an international competition program, including the organisation of an overseas base to support athlete competing on the Triathlon world cup circuit.

- Monitor OAP athlete performance and training parameters to ensure maximal performance at key events with the ultimate focus being the 2000 Olympic Games.

- Organise and coordinate, where necessary, adequate training venues, equipment and appropriate back up support for OAP athletes while in Australia and overseas.

- Plan, develop and interegrate a comprehensive national sport science and medicine program customised to meet the individual needs of OAP athletes

- Develop, implement and monitor OAP budgets and accounting mechanisms

- Coordinate the testing and performance profiles of OAP athletes with the objective of identifying strengths and weaknesses, and hence the development of appropriate programs to improve performance

- Design and implement a structure to assist athletes achieve a balance between sport and non sport activities (education, career, social, family) to ensure maximal competitive/personal development.

- Research, monitor and report on tactical analysis, including scouting of other rival national programs, international competition and issues that may assist the national program maintain its competitive edge

- Develop and ensure all athletes and coaches are aware and understand national selection criteria to teams and squads

- Develop and monitor effective confidential training targets in consultation with OAP athletes and their coaches.

- Develop, monitor and report on national program performance targets.
Manager
Olympic Athlete Program

Duties of the Position

- Manage and Coordinate all financial and technical requirements of the national OAP program
- Provide direction and support to OAP athletes and coaches on elite level performance
- Plan and set recommended physiological performance standards for OAP athletes
- Identify appropriate performance benchmarks for current and projected performances
- Develop a model outlining specific requirements and demands for elite level performances
- Implement specific and targeted testing protocols for national squad athletes
- Research and recommend physical and physiological (and other relevant) benchmarks that will assist in setting and comparing minimum acceptable standards for sub elite/junior to elite levels
- Monitor, evaluate and report on all national squad sport science and sport medicine requirements
- Assist in the planning of national and international competition programs
- Assist in providing day to day sport science to the OAP Squad when required
- Assist in the conduct of high performance national and international camps
- Develop and coordinate research initiatives that will assist the development and preparation of OAP/national squad athletes
- Provide sound technical advice to elite coaches on the sport science/sport medicine provisions and requirements for OAP athletes
- Manage, and record the delivery of sport sciences services to national squad/team members
- Assist with education and professional development of elite coaches
- Assist where required in TA national initiatives
- Liaise with members of the TA Medical Committees where appropriate and other sport science/sport medicine professionals from state institutions and national sporting organisations
- Ensure appropriate sports medicine and sport science support at all national OAP initiatives
- Assist in the development and implementation of talent identification and talent development programs
- Serve as Chairperson of TA Sport Science Cttee
- Prepare regular reports for the TA Board.
- Liaise with all state/territory elite athlete programs
- Maintain a comparative database on all sport science/sport medicine programs, athlete performances and athlete injuries.
- Prepare reports, papers and manuals as required to service national objectives
- Plan and Manage and report regularly on OAP Budgets
- Assist in the ongoing education of athletes and coaches to prevent the use of banned doping substances
Manager
Olympic Athlete Program

Selection Criteria

Essential
- Sport Science Sport/Coaching tertiary education qualifications essential
- Strong leadership and ability to build team work, direction and cohesion among coaches, STTAs and state/territory institute of sport programs
- Ability to ensure all OAP athletes are managed and treated equally and equitably
- Highly motivated and innovative approach to OAP athlete and program development
- Extensive understanding of sport science/medicine principles and their application to elite athlete development
- High level of management skills including, budgeting and financial record keeping
- Proven ability to liaise and negotiate at all levels with athletes, coaches and other sport science officers
- Willingness to work long and irregular hours, including weekends.
- Willingness to travel extensively within Australia and overseas.
- Good understanding of talent identification and elite development programs
- High level of computer literacy, in particular in areas of data base, spreadsheet and word processing operation systems
- High level of communication, negotiation and interpersonal skills

Desirable
- Good understanding of the national/international triathlon initiatives
- Sport Science/Coaching post graduate education qualifications
- Sound understanding of other national sporting service providers and responsibilities
"A whole new ball game"

_An Australian sports policy framework for 2000 and beyond_

**AN OVERVIEW**

*Confederation of Australian Sport*

September 1997
An overview of the policy framework

Why is a new policy framework necessary?

The policy framework is designed to (a) analyse the changing social, economic and industry context within which sports development operates, (b) establish an agenda of key issues and priorities for sport and (c) define some basic principles which should guide the way the sport responds to that agenda.

The new framework is being driven by two main forces. One is the impact on sport of social, economic and technological changes that are affecting every other sector. These changes are reinforcing and accelerating demands from people to access their sporting experiences in ways that match the changing conditions of their lives and circumstances.

The other is the growing impact of the clearer division between government’s role as a “purchaser” or investor in specific outcomes and its traditional role as the “provider” of specific programs and services. Increasingly, government will get out of the “provider” role and look to invest its limited resources to obtain specific outcomes or results.

What is the central idea of “A whole new ball game”?

The central idea of the new framework is the need for Australian sport to embrace a process of “radical evolution”. The key to its future success lies in its ability to combine tradition and innovation.

The framework accepts the constraints of three central propositions.

- The first is that the fundamental purpose of any sports system is to respond to the changing preferences and demands of customers – Australians who want to participate in sport at whatever level and in whatever form.
- The second is that no matter who is paying the bills – governments, commercial sponsors, users – they are investors. They demand performance and results that match their needs and their values.
- The third proposition is that the evidence that some people are “voting with their feet” to bypass traditional sports structures – primarily, the club and the sports association – is a signal that we need to change the way we deliver sport if it is to remain relevant and sustainable.

The framework therefore argues that the time has come to rethink the philosophy, practice and management of sport in Australia.

Purpose and outcomes

The basic purpose of sports policy should be to get as many Australians as possible actively involved in sport and physical activity because it:

- Makes a significant contribution to improving individual health and fitness.
Already provides significant economic activity and employment and could become an even more significant component of Australia’s economic resilience at a local, regional and national level.

Provides an arena within which people can learn and reinforce the skills, values and benefits of voluntary association and self-governance.

Remains one of the most successful ways in which Australia can assert its evolving sense of national identity and a sense of national community.

The framework has identified three specific outcomes that the framework is meant to achieve:

1: To provide as much choice as possible for customers (Australians who what to participate in sport) in terms of the range of sports and the way in which they are delivered to reflect their values, preferences and needs.

2: To evolve a new way of delivering sport in Australia that combines a contemporary form of traditional, community-based, clubs and associations with newer, more entrepreneurial methods across the full range of sporting experience – general participation, “recreational” competition and top, elite competition at national and international level.

3: To measure the success of sports policy, and of specific initiatives within that policy, against indicators of performance, quality and service (that is, on the outcomes achieved), not the preservation of particular structures and systems for their own sake.

The sports policy agenda

The framework describes in some detail an emerging agenda of sports development issues that have to be addressed:

- The structure and management of sporting bodies
- Developing the concept of a sports industry in Australia
- New approaches to government funding to sport
- Growing the participation base in sport
- Providing physical infrastructure and facilities
- Playing, not joining (from members to customers)
- Ethics in sport
- The impact of information technology
- Industry training and skills development
- Elite development
- The volunteer challenge
- Policy analysis and strategic thinking in sport
- Finance and resources
- Media and entertainment
- The rural and regional perspective
- Legal issues
What are the implications of the new framework?

For sporting bodies

- Less reliance on “grant” funding from government for functions and administrative activities, but potentially growing investment by government in programs and services that achieve specific outcomes (but which will be competitively tendered)
- Accepting the need to “mix and match” traditional and newer, more entrepreneurial approaches to deliver sports services both to traditional “members” and those who only want to be “customers” (i.e., they want to play, but they don’t want to join).
- An unequivocal embrace of quality, service and accountability to customers (members) as the central values of dramatically improved structures and systems of governance and management at all levels.
- A willingness to be innovative in putting together partnerships and deals that bring together people and organisations in the non-profit, private and public sectors to achieve specific outcomes that fit with a core mission and sense of direction for the sport.
- Acceptance of the importance of a sense of coherence and solidarity across a wider sports industry that embraces not just sporting bodies, but other commercial and non-commercial organisations with an interest in a strong, viable sports industry.

For the wider sports industry

- Acceptance of the need to take greater direct responsibility for the thinking and ideas from which effective development of sport in Australia into the new century will emerge.
- Recognition of the opportunities and pressures of the retreat by government from its traditional “provider” role.
- Learning new ways to put together deals and joint ventures that pull together skills, expertise and resources in the traditional and newer, more commercial elements of the sports industry.
- Taking on a much greater sense of responsibility for the ultimate direction and focus of sports development in Australia.
- Accepting the importance of evolving a more distinct sense of coherence and solidarity as an industry.

For government

- A steady retreat from traditional “provider” roles in direct program and service delivery.
- Focusing attention on government’s growing role as one of a number of major investors in clearly defined sports outcomes and results that can be achieved through a range of delivery mechanisms that might involve the public, private and non-profit sectors, or some new combinations of some or all three.
- Improving the structures and techniques of performance evaluation to ensure that the strategic investment role is supported by improved mechanisms for accountability for results and outcomes.
TRIATHLON AUSTRALIA UPDATE - MARCH 1996

1. Finances in 'black'—most expenditure is on St.George tour, Australian Team and administration.
2. States will be asked to contribute to establishment of Academy| Institute Development Program. Federal government will match State input (either direct or through sponsors) dollar for dollar. This would create a 'Tier 1 Intensive Training Centre' which can be either squad-based or individual scholarships.
3. APTA (pro's) have chosen not to rename as TA Athletes Commission and become part of our Committee system. J.Harper seeking sponsors for APTA—may create confusion in marketplace. Recommended that J.Gallagher and T.Fidler (pro reps) receive TA minutes and be asked for input.
TA and Online working well together, but Online and Carneys are outside the APTA camp.
TA to take over administration of pro licence.
4. Proposed to tie Olympic preparation money to World Cup|World Championship selection races (since medals are the purpose).
Problem will arise with new Online International Series (July-Dec) which will clash with ITU World Cup. Beven, Welch, Hill, Bright, Lessing, Pigg, Smith, Allen approached to sign. Series will be funded by Packer--3 women's races and 10 men's—based on Grand Prix and $1m.prizemoney. Last race to be in Australia. Problem will be when they can race a World Cup to qualify for Worlds.
Online appears to be aiming to contract the top athletes whereas ITU|PSE may set up Series in opposition to Online C/P.
5. St.George Tour going well—race singlets and signage redone.
7. Active Girls races in NSW and WA being backed by Dept.of Rec. and Sport and WA Women in Sport Foundation. Also clubs, local sponsors and regional DTSR supporting (Not Federal Unit).
8. NSW teacher strike proposal threatens NSW participation in National schools here.
10. World's 97 (Perth). Need for Level 1 Race Judges course in WA.
11. TA Technical meeting at Mooloolaba. Agenda includes need to establish rules for draft-legal races (eg.Aerobars use, drafting distances, dangerous riding and behaviour in packs).
12. 'Fuel Cell Water bottles' legalised.
13. ITU has granted Oceania Region three Worlds qualifying berths to be given to an appropriate race. Mooloolaba is an appropriate race and our pro's would be critical if we either rejected the ITU offer or awarded the places to a less appropriate race.ITU rules would apply and so it would be draft-legal for pro's. T. Fowler indicates a criterium circuit is feasible. QEC has rejected an approach to be involved. Moved that 'Mooloolaba be the Oceania Championship and so draft-legal'. PASSED (for pro's).
14. Selection policy being reviewed because the ITU's World Cup|Regional Championship-based qualifying procedure makes our pro selection races obsolete. Selectors will need to choose 6 males and 6 females from about a dozen qualifiers. Also how to select triathletes for TA's World Cup Tour if they are committed to Online series. Should they receive any Olympic preparation grants?
15. Medical Guidelines adopted for National races. Others to aim for that standard. June Canavan (Qld) is ASMF-accredited triathlon medic.
16. Australian duathlon Championship awarded to Canberra.
17. World Championship-St.George tour Trial race in Perth, 17 November. $60,000 pa positions for Race director and Technical director avail.
18. Aust.team managers are Mike Gunson/Brett Mace (Tri), Kirin lindrop (Dua)
19. TA recommends 2-80-20 for World long Course (not the nice distance).
20. ITU World Cup worth $1m (equal men|women to 15th place).
21. World 16-17 Championship distance to be recommended as sprint distance.
22. Noosa being considered for World Cup status.
23. Gala Presentation for St.George tour at Mooloolaba Sunday afternoon.
Michael Sanderson

From: Tim Wilson- Triathlon Australia <timtri@ozemail.com.au>
To: <STTA Presidents ;>
Cc: <TA Board ; ; <STTA ;>
Sent: Tuesday, September 11, 2001 3:46 PM
Subject: Establish a Charter of Agreement-Workshop

As previously advised, the TA Board/STTA Presidents Workshop this weekend will focused on establishing a Charter of Agreement. The workshop schedule and agenda include:

Friday PM 6.00pm
Drinks Welcome
Sport Review & Update
Workshop Overview

Saturday 7.00am
Breakfast Hotel Guests

8.30am Workshop Open
Events International Events
National & State Events
Race Direction

Service Prgs Coach Education & Accreditation
Technical & Sanctioning
Selection & Representative Teams

Public Rel's Information & Promotion
Media

Administration Insurance & Risk Management
Constitution & Legal
Sponsorship & Funding
Medical & Doping Control
Licence & Conduct

Development Participation
Junior Development
Age Group Development
Junior Elite Development
Elite Development
Club Development
Membership Development

6.30pm Harbour View Hotel Bar

7.15pm ASIB Dinner

Sunday 9.00am Wrap Up & Review Session

12.00 Workshop Close

TRIATHLON AUSTRALIA AUTHORIZATION

9/12/01
Triathlon Australia Administrators Conference
Friday 6 November 1998
Report by Rachel Phillips – formal minutes to be provided by Triathlon Australia

Sanctioning Report
- Have a signed agreement between Race Director and Triathlon Queensland
- National operation manual for Race Directors

Administration Report
- For the first time we had a decrease in membership – a large decrease of 12% in Canberra.
- NSW increased their one day race licence fee to $10.00, which helped to increase their membership to Triathlon NSW.
- Sponsorship continued to increase (St George principle sponsor, other major sponsors are Fila, Fuji, Timex, additional support from Eyeline, Michelin Tyres, Australian Bananas, Danone and Tip Top
- 2 camps for JES for athletes and coaches to attend – Canberra in January and Mooloolaba in April. Each State can nominate other athletes and coaches to attend the camp. Triathlon Queensland could look into funding athletes to attend camp in Mooloolaba?
- In 1999 Triathlon Australia will appoint a Development Officer to assist with national coaching and junior/age group and club development.
- In 1999 Triathlon Australia will work towards developing St George Junior Elite Squad into and AIS squad
- In 1999 Triathlon Australia will streamline Pro-Licence information and processing.

OAP Report
- Support Australia’s elite triathletes to maximise their potential for success at the Sydney 2000 Olympic Games
- Implement a “case Managed” approach to developing our elite triathletes for the Sydney 2000 Olympic Games
- OAP squad – 6 males and 6 females confirmed (ongoing every 6 months) Shadow squad members may be included.
- Current OAP Squad:
  Chris McCormack (3)
  Greg Bennett (4)
  Greg Welch (6)
  Craig Walton (8)
  Miles Stewart (12)
  Brad Bevan (25)
  Chris Hill (11) (shadow)
  Trent Chapman (28) (shadow)
  Michelle Jones (1)
  Emma Carney (2)
  Jackie Gallagher (4)
  Loretta Harrop (7)
  Rina Hill (8)
  Joanne King (9)
• OAP Benefits:
  - Travel support
  - Sports Science Medicine support
  - Coaching support through ECAP
  - Administration support
  - Direct Athlete Support

• Current OAP Activities
  - Musculoskeletal and medical screening
  - Altitude training
  - Nutritional supplementation
  - Race analysis
  - Calendar Planning
  - Selection policies

• Selection Policies (see attached draft)

STTA/Triathlon Australia Magazine Proposal

• JP publications – Triathlon Sports Magazine
• 16 page full colour liftout in the centre of every second issue of Triathlon Sports (4 magazines per year)
• Members will be offered a discount to receive additional copies

Stage One
• Supplement should be launched as a separate magazine in first year
• 32 pages
• Addressed and posted
• $2.00

Stage Two
• Include supplement in Triathlon Sports Magazine
• 4 issues
• 16 pages
• $4.00

Previous proposal was for A3 size 120 pages at $1.00 per copy
Rachel to look over both proposals

SportsNet Proposal

• Australian Sports Commission
• National Database
• Online registration for Triathlon Queensland membership and events
• Currently on trial with 7 sports
• Will visit Triathlon Queensland on Wednesday 11 November. Triathlon Queensland may become a pilot study for Triathlon Australia
• Connection already at sports House
Triathlon Australia  
The 1998 Annual General Meeting  
Saturday 7 November 1998

Special Resolutions

a) Whereas the ITU have confirmed that the correct term for a swim/run event is Aquathon  
The Term Aquathon replace the word Aquathlon in the Articles of Association of  
Triathlon Australia. Moved by David Coles and Seconded by Bill Walker. All agreed

b) Whereas Triathlon Australia conducts national junior events  
At all Triathlon Australia junior selection race juniors who are representing their State or  
Territory Institute should be permitted to wear their respective state, territory uniform  
with the current Triathlon Australia sponsor worn as a decal. Majority ruled against

c) Whereas Triathlon Australia conducts national junior events  
Triathlon Australia organises an Australian Junior Championship. This race will be solely  
for all juniors in the age group of under 20, under 18, under 15, and under 13  
Majority ruled against

d) Whereas the annual income and expenditure of Triathlon Australia is in excess of  
$1.5M. Add the following to clause 22.1 of the Articles of Association of Triathlon  
Australia.  
That a copy of the audited balance sheet and profit and loss account is to be made  
available to each member at least 14 days before the AGM.  
Moved by Deane Welsh and Seconded by Cameron Brand. All agreed

e) Whereas nominations for the position of an Office-Bearer and for the position of  
Board Members shall be lodged at least 30 days before the AGM and whereas  
members need sufficient time in which to assess the merits of each nomination so  
that they may direct their delegate on how to vote at the AGM  
That 14 days be replaced in both clauses 8.5.3 and 11.4 of the Article of Association of  
Triathlon Australia with the words 21.  
Moved by Deane Welsh and Seconded by Cameron Brand. All agreed

Triathlon Australia Office Bearer Positions  
President  
Mr Bill Walker (Triathlon New South Wales)  
Vice President  
Mr David Coles (Triathlon South Australia)  
Mr Malcolm Wells (Triathlon Tasmania)  
Treasurer  
Mr Paul Gorrie (Triathlon Queensland)

Members of the Board  
Mr Paul Binnie (Triathlon Queensland)  
Ms Mina Guli (Triathlon Victoria)  
Mr Eddie Moore (Triathlon NSW)  
Mr George Atkinson (Triathlon WA)
Subject: Mid Year Planning Meeting: Presidents and Board

Date: Wed, 21 Jun 2000 21:06:19 +1000

From: "Malcolm Wells" <mwells@postoffice.tased.edu.au>
To: "TACT" <keithj@ausport.gov.au>, "TANT" <shefs@octa4.net.au>, "TNSW" <info@trinsw.org.au>, "TQLD" <TriathlonQueensland@uq.net.au>, "TSA" <trisa@ozemail.com.au>, "TTAS" <gambles@netspace.net.au>, "TVIC" <trivic@doncaster.hotkey.net.au>, "TWA" <cecc@triathlonwa.asn.au>, "Tim Wilson" <timtri@ozemail.com.au>, "Paul Gorrie" <paul@navigatornetwork.com.au>, "Paul Binnie" <pbinnie@gil.com.au>, "Mina Guli" <mga@octa4.net.au>, <jackiego@compuserve.com>, <miles-kate@winshop.com.au>, "George Atkinson" <gatkinson@sanford.com.au>, <eddie_moore@socog.com.au>, "david coles" <coles@arcom.com.au>, "Bill Walker" <bill@chartergroup.com.au>, <austriathlon@ausport.gov.au>

Dear Presidents and Board members

As you are aware I am assisting in shaping the agenda for our August 25-27 meeting.

In Canberra last year, like many organisations we picked up the dreaded and much under used "millenium" word (not the bug!) and focussed our workshop around issues that we felt will need to be addressed to position our sport for the future.

When we meet in Canberra this year we will need, I think, to revisit some of the issues we identified then and examine how far we have got and more importantly in light of developments of the past 12 months what our next steps need to be.

(Issues that we identified then included: Membership, The National Tour, Promotion of the sport, Elite development, GST, Retention, Legal issues, Athlete Pathways, Sponsorship.)

For August this year

I envisage we will need to develop our agenda in stages

The first of these is the purpose of this email.

I would appreciate you emailing me the issues you feel need to be addressed at this workshop. (some detail in your suggestion rather than one word headings might help. There are often many elements to be considered and it may help to identify those)

Please respond to this email by no later than June 30 (or if you want more time because of the need to consult etc then let me know when I can expect your response)

In the second stage I will collate and feed this information back and work to bring together a program that we all feel is needed and worthwhile.

It would be best to communicate via email mwells@postoffice.tased.edu.au

As my mobile phone is being repaired at the moment if you need to phone I suggest 0364 251726

Sincerely

Malcolm Wells
Triathlon Australia