



HIGH PERFORMANCE  
SPORT NEW ZEALAND

**ONBOARDING  
GUIDANCE  
FOR SPORT  
OPTIMISING  
OUR PEOPLE IN,  
THROUGH AND  
OUT THE  
PERFORMANCE  
PATHWAY**

# KEY PRINCIPLES

All transition phases should be:

Sport-led — Context-designed — Transparent — Inclusive — Curiosity-driven

## ONBOARDING JOURNEY AT A GLANCE

FOR ATHLETES, FAMILY/WHĀNAU,  
COACHES, VOLUNTEERS, STAFF

### Identification and Selection

#### Prior to commencement

- Ensure transparency/clarity
- Be welcoming
- Share expectations/purpose
- Articulate essential features (POP, pathway development)

### Welcoming and Planning

#### Approximately first 3 months

- Focus on inclusion and supporting transitions
- Be curious and learn about each other
- Establish support networks
- Develop a performance plan that connects short- and long-term goals for sport and life
- Share essential information

### Connecting and Aligning

#### Approximately 3-6 months

- Focus on transparency and clarity, linking people to systems and structures
- Communicate/share information
- Align with systems, policies, roles
- Build a regular review system

### Embedding and Evolving

#### Approximately 6-12 months

- Focus on continuous growth and evolution of people and systems
- Regularly review and evaluate as part of a feedback loop for ongoing improvement
- Promote engagement and input for enhancement

**Notes.** (a) Duration across phases will vary depending on environment/context and where individuals are in relation to the pathway.  
(b) Although beyond the scope of this guidance, similar attention and care should be considered for transitioning out of sport (offboarding) as for onboarding.

The following pages provide recommendations and considerations for each cohort across each onboarding phase.

It is anticipated that this provided guidance will require contextual adaptations according to the sport/NSO needs and resources.

# IDENTIFICATION AND SELECTION

## PHASE SELECTION/RECRUITMENT

Ensure **transparency**/clarity

*Prior to commencement*

Athletes	Family/Whānau	Coaches	Volunteers	Staff
<ul style="list-style-type: none"> <li>• Be welcoming</li> <li>• Share expectations</li> <li>• Clarify what it means to sign up for the journey</li> <li>• Provide insight about sport/NSO (including available support)</li> <li>• Provide clarity about pathway (design, purpose, where currently situated, what is required to progress, including selection, deselection and standards)</li> <li>• Share key information re: Picture of Performance (POP) and Individual Performance Plan (IPP)</li> <li>• Assign facilitator / mentor / performance lead as appropriate to support entry and setup of role</li> <li>• Evaluate current circle of support for the journey</li> </ul>	<ul style="list-style-type: none"> <li>• Be welcoming</li> <li>• Share expectations</li> <li>• Provide insight about sport/NSO (promoting support and engagement)</li> <li>• Provide clarity about pathway (design, purpose, where currently situated, what is required to progress)</li> </ul>	<ul style="list-style-type: none"> <li>• Be welcoming</li> <li>• Introduce key people/roles</li> <li>• Share expectations</li> <li>• Clarify philosophy and approach of sport/NSO</li> <li>• Provide context and share importance of operational flexibility</li> <li>• Provide clarity about pathway (design, purpose, distribution of where athletes are currently situated, what is required for athlete progression)</li> <li>• Share key information re: POP and IPP</li> </ul>	<ul style="list-style-type: none"> <li>• Be welcoming</li> <li>• Share expectations</li> <li>• Provide insight about sport/NSO</li> </ul>	<ul style="list-style-type: none"> <li>• Be welcoming</li> <li>• Introduce key people/roles</li> <li>• Share expectations</li> <li>• Clarify philosophy and approach of sport/NSO</li> </ul>

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# WELCOMING AND PLANNING

## PHASE WELCOMING

Focus on **inclusion** and helping individuals with their respective transition/s

*Approximately first 3 months*

Athletes	Family/Whānau	Coaches	Volunteers	Staff
<ul style="list-style-type: none"> <li>• Meet and greet showing that all people are valued</li> <li>• Share expectations – expand upon initial discussions</li> <li>• Clarify services and support (as aligned to pathway)</li> <li>• Provide key contacts (admin, staff)</li> <li>• Ensure time-sensitive admin is completed</li> <li>• Develop a performance plan that connects short- and long-term goals in sport and life</li> <li>• Establish circle of support (including any identified gaps from ID and Selection)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and greet showing that all people are valued</li> <li>• Share expectations – expand upon initial discussions</li> <li>• Clarify services and support (as aligned to pathway)</li> <li>• Provide key contacts (admin, staff)</li> <li>• If applicable, support athletes to ensure time-sensitive admin is completed</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and greet showing that all people are valued</li> <li>• Share expectations – expand upon initial discussions</li> <li>• Clarify services and support (as aligned to pathway)</li> <li>• Provide key contacts (admin, staff)</li> <li>• Ensure time-sensitive admin is completed</li> <li>• Develop a performance plan that connects short- and long-term goals in work and life</li> <li>• Assign peer support / mentor as appropriate to support entry and setup of role</li> <li>• Create a circle of support for the journey</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and greet showing that all people are valued</li> <li>• Share expectations – expand upon initial discussions</li> <li>• Clarify services and support (as aligned to pathway)</li> <li>• Provide key contacts (admin, staff)</li> <li>• If appropriate, ensure time-sensitive admin is completed</li> <li>• Develop a performance plan that connects short- and long-term goals in work and life</li> <li>• Assign peer support / mentor as appropriate to support entry and setup of role</li> <li>• Create a circle of support for the journey</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and greet showing that all people are valued</li> <li>• Share expectations – expand upon initial discussions</li> <li>• Clarify services and support (as aligned to pathway)</li> <li>• Provide key contacts (admin, staff)</li> <li>• If appropriate, ensure time-sensitive admin is completed</li> <li>• Develop a performance plan that connects short- and long-term goals in work and life</li> <li>• Assign peer support / mentor as appropriate to support entry and setup of role</li> <li>• Create a circle of support for the journey</li> </ul>

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# CONNECTING AND ALIGNING

## PHASE CONNECTING

Focus on **transparency** and clarity to join up individuals with systems and structures that they need to navigate

*Approximately 3-6 months*

Athletes	Family/Whānau	Coaches	Volunteers	Staff
<ul style="list-style-type: none"> <li>• Articulate key communication and info sharing mechanisms (and which is best for what)</li> <li>• Outline and explain HPSNZ and sport/NSO systems, policies, roles and responsibilities for all parties (incl. Code of Conduct)</li> <li>• Promote engagement with Athlete Voice mechanisms</li> <li>• Provide in depth clarity about pathway and Individual Performance Plan (IPP) (extending on initial discussions, if applicable)</li> <li>• Provide clarity about financial support (if applicable)</li> <li>• Complete essential admin</li> <li>• Commence monthly check-ins to establish learning processes for personal leadership development</li> <li>• Complete a 6-month review of individual plan progress and confirm any action plan changes</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate key communication and info sharing mechanisms (and which is best for what)</li> <li>• Outline and explain HPSNZ and sport/NSO systems, policies, roles and responsibilities for all parties</li> <li>• If applicable, support athletes to complete essential admin</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate key communication and info sharing mechanisms (and which is best for what)</li> <li>• Outline and explain HPSNZ and sport/NSO systems, policies, roles and responsibilities for all parties (incl. Code of Conduct and Athlete Voice mechanisms)</li> <li>• Provide in depth clarity about pathway and IPP (about athletes and for their progression)</li> <li>• Complete essential admin</li> <li>• Commence regular check-ins to establish learning processes for personal leadership development</li> <li>• Complete a 6-month review of progress and confirm any action plan changes</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate key communication and info sharing mechanisms (and which is best for what)</li> <li>• Outline and explain HPSNZ and sport/NSO systems, policies, roles and responsibilities for all parties</li> <li>• Complete essential admin if applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate key communication and info sharing mechanisms (and which is best for what)</li> <li>• Outline and explain HPSNZ and sport/NSO systems, policies, roles and responsibilities for all parties</li> <li>• Advise re: athlete pathway and IPP as appropriate, to best support athletes</li> <li>• Complete essential admin</li> <li>• Commence regular check-ins to establish learning processes for personal leadership development</li> <li>• Complete a 6-month review of progress and confirm any action plan changes</li> </ul>

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# EMBEDDING & EVOLVING

## PHASE EMBEDDING & EVOLVING

Focus on **continuous growth** and evolution of people and systems

*Approximately 6-12 months*

Athletes	Family/Whānau	Coaches	Volunteers	Staff
<ul style="list-style-type: none"> <li>• Schedule regular group and 1:1 check-ins</li> <li>• Schedule regular Individual Performance Plan (IPP) reviews</li> <li>• Highlight achievements and milestones</li> <li>• Promote dual career athlete model (provide development and career planning opportunities)</li> <li>• Promote input and engagement re: systems enhancements where practicable</li> <li>• Encourage use of available resources to optimise performance, mental health and wellbeing</li> <li>• Complete a 12-month review of individual plan progress and confirm any action plan changes</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule regular check-ins</li> <li>• Provide support, resource and development opportunities where possible</li> <li>• Promote input and engagement re: systems enhancements where practicable</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule regular check-ins</li> <li>• Schedule regular development reviews</li> <li>• Highlight achievements and milestones</li> <li>• Promote input and engagement re: systems enhancements</li> <li>• Engage in strategic planning as appropriate</li> <li>• Encourage use of available resources to optimise performance, mental health and wellbeing</li> <li>• Complete a 12-month review of progress and confirm any action plan changes</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule regular check-ins</li> <li>• Provide support, resource and development opportunities where possible</li> <li>• Promote input and engagement re: systems enhancements where practicable</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule regular check-ins</li> <li>• Schedule regular development reviews</li> <li>• Highlight achievements and milestones</li> <li>• Promote input and engagement re: systems enhancements</li> <li>• Engage in strategic planning as appropriate</li> <li>• Encourage use of available resources to optimise performance, mental health and wellbeing</li> <li>• Complete a 12-month review of progress and confirm any action plan changes</li> </ul>

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# GLOSSARY OF TERMS

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## Systems

Broader structural and/or organisational aspects that work together to form an interconnected network

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## Context

Particular factors, circumstances and/or environments that are essential to guide understanding and action

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## Sport-led

Action and responsibility are driven by sports

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## Transparent

Information is clear, accessible, consistent and accurate

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## Inclusive

Differences are acknowledged and embraced, and contributions are heard and incorporated

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## Curiosity-driven

Action is based on desire for exploration, learning, growth and progression





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