

AIS Games Ready System Report | Tokyo Edition



PRODUCED ON BEHALF OF AIS BY UNIVERSITY OF WESTERN AUSTRALIA



THE UNIVERSITY OF
**WESTERN
AUSTRALIA**



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Executive Summary

Background

The AIS, in collaboration with UWA, developed the Games Ready System Survey (the Survey) to summarise NSOs' experiences at the Tokyo 2020 Olympic and Paralympic Games benchmarked against whether the NSO met agreed performance expectations.

UWA managed data collection and analysis and reported data to the AIS in a de-identified manner.

28 surveys
completed
representing

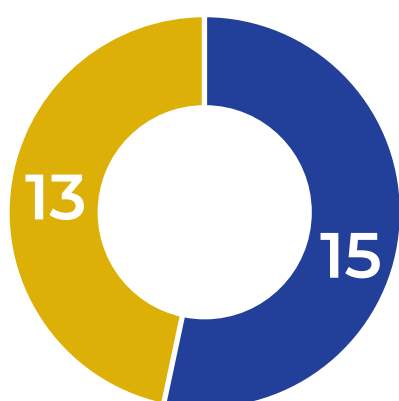
71%
of NSOs

21
Olympic
Programs

7
Paralympic
Programs

NSOs reported if they met their performance expectations at the Tokyo Games

NSOs who met
expectations



NSOs who did not
meet expectations

46%
of NSOs met their agreed performance
expectations

The Survey

The Survey included 27 “Yes/No” response statements across 3 overarching themes and 8 sub-themes. The option to comment was provided for each statement.

THEMES

EXPECTED VS ACTUAL PERFORMANCE



Performance Health



Equipment, Apparel, Technology and Data



Competition Readiness

TEAM CULTURE



Team Environment (Sport Specific)



Athlete, Coach and Performance Support Staff Experience

ADMINISTRATION, LOGISTICS AND COMMUNICATIONS



COVID Management



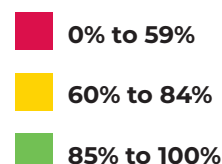
NSO's Leadership of Logistics, Operations, Communications



Games Administration, Support and Protocols

The Survey Results





Scoring range



Percentage of NSOs that reported YES to each statement

A traffic light system differentiates areas managed successfully and areas requiring further thought and planning.

The table compares responses for NSOs who reported 'met expectations' and 'did not meet expectations'.

		EXPECTATIONS	
		Met (n=13)	Not met (n=15)
 Performance Health	Athletes were in an optimal physical state to train and compete	62%	53%
	Athletes were free from illness (including mental illness) at the start of the Games and throughout the competition	85%	73%
	Athletes were free from injury at the start of the Games and throughout the competition	85%	80%
 Equipment, Apparel, Technology & Data	Equipment and apparel (competition/technical wear) was competitive with the best in the world	85%	93%
	Technology was competitive with the best in the world	92%	87%
	Equipment, apparel and technology was tested for optimal function prior to and during the period of competition	69%	100%
	The dimensions and environmental conditions of the competition venue were measured, calibrated, and the impacts on performance were precisely understood	62%	80%
	Research and development completed in advance of the Games produced a competitive advantage	62%	53%
 Competition Readiness	Athletes were mentally ready to perform their best in competition	58%	47%
	Athletes were physically ready to perform at their best in competition	67%	87%
	Athletes were technically proficient and ready to perform at their best in competition	83%	73%
	Athletes were ready to execute competition strategy	75%	80%
	Collection, analysis, use and reporting of observations and data was such that athletes and coaches could appropriately review their performance relative to the competition and improve performance through the competition	50%	67%
	Athletes and coaches had the situational awareness to make the decisions to persist in critical moments during a race or game	83%	80%
 Team Environment (Sport Specific)	Athletes, coaches and performance support staff were willing to complete the tasks and actions required of their team (even if outside their role)	100%	93%
	The team showed the ability to communicate effectively to solve issues or problems	75%	73%
	Cultural standards and expectations were upheld by all team members	83%	80%

EXPECTATIONS

Met
(n=13)

Not met
(n=15)

 Athlete, Coach & Performance Support Staff Experience	Our sport had the required level of coaching and performance support staff who were qualified, experienced, demonstrated professionalism and were clear on their primary roles and responsibilities, as well as the extra roles and responsibilities required	83%	87%
	Our sport had adequate previous experience at competition and/or Games operating as a team of athletes, coaches and performance support staff	58%	60%
	Support structures were in place for athletes, coaches and performance staff to feel safe and connected	83%	100%
 COVID Management	Overall, our team had effective COVID risk management communications and protocols in place	100%	100%
	Our team was able to perform as expected within a COVID environment	92%	87%
	Quarantine requirements were considered in advance and athletes, coaches and performance support staff were monitored and supported throughout	100%	100%
 NSO's Leadership of Logistics, Operations & Communications	Back up plans in place to ensure all team requirements were communicated and available on time to allow for performance to be executed (includes the movement of people, equipment, apparel, technology and supplies)	100%	100%
	Our team had an effective plan to communicate with and engage team supporters and loved ones to feel a part of the team experience	75%	93%
	Agreed individual and team media strategies were communicated and executed	83%	87%
	Platform and process to provide communications were clear and timely such that all team members across all roles were informed of schedule, itinerary (and changes), as well as AOC requirements	100%	100%
	Policy, process and plan to support team members was developed and communicated well in advance and any issues that presented at the Games were adequately managed	83%	100%
	Our team optimised the coordination of access to services or resources by program partners (NIN, industry partner etc.)	92%	100%
	Policy, process and timing of selecting the athletes by the NSO benefited performance at the Games	75%	53%
 Games Administration, Support & Protocols	A clear understanding of the demands of this role; the manager/officer completed their duties supporting the leadership of the team and the ability of athletes, coaches, and performance support staff	100%	93%
	The quality and availability of AOC/PA services and supplies were optimal for performance. These services include medical, performance support (gym and recovery, analysis), nutrition, psychology, village environment, AOT culture, logistics (including transport) and customer service	83%	100%
	Communications from the AOC/PA provided the required information and what needed to be actioned by the team in a timely manner	100%	100%
	AOC/PA engaged with the NSOs about the process and actual availability of the following well in advance to try and accommodate the needs of each sport - accreditations, accommodation, transport, medical, performance support (gym and recovery, analysis), nutrition, psychology, village environment and logistics	100%	93%
	Process and timing of selecting athletes and officials was optimal for the NSO	75%	87%

Sub-Themes Ranked by the Greatest Impact on Performance at the Games

NSOs who 'met expectations'

- 1 **Competition Readiness**
- 2 **Athlete, Coach and Performance Support Staff Experience**
- 3 **Team Environment (Sport Specific)**
- 4 **Performance Health**
- 5 NSO's Leadership of Logistics, Operations and Communications
- 6 Games Administration, Support and Protocols
- 7 Equipment, Apparel, Technology and Data
- 8 COVID Management

NSOs who 'did not meet expectations'

- 1 **Competition Readiness**
- 2 **Performance Health**
- 3 **Athlete, Coach and Performance Support Staff Experience**
- 4 **Team Environment (Sport Specific)**
- 5 NSO's Leadership of Logistics, Operations and Communications
- 6 COVID Management
- 7 Equipment, Apparel, Technology and Data
- 8 Games Administration, Support and Protocols

What Matters Most to Performance at the Games



Competition Readiness



Athlete, Coach and Performance Support Staff Experience



Performance Health



Team Environment (Sport Specific)

Paris 2024 Games Ready System Priorities



Competition Readiness

Athletes are mentally ready to perform their best

Collection, analysis and reporting of observations and data for effective performance review



Equipment, Apparel, Technology and Data

Research and development in advance to produce the competitive advantage

The dimensions and environmental conditions of the competition venue are measured, calibrated, and the impacts on performance understood



Optimal physical state to train and compete



Experienced Athletes, Coaches and Performance Support Staff



Policy, process and timing of selecting the athletes by the NSO to benefit performance

Survey Method

ALS Games Ready Debrief Themes and Definitions



Performance Health

An optimal state of mental, physical and social wellbeing, absent of injury or illness, whereby athletes are available and ready to train and compete



Equipment, Apparel, Technology and Data

Use of equipment, apparel, technology, performance analysis and intelligence about the venue leading to a competitive advantage



Competition Readiness

Technically, tactically, mentally and physically ready to perform best and execute in crucial moments in competition at the Games to deliver the expected or better results



Team Environment (Sport Specific)

A positive, connected and supportive environment that is wisely resourced and enables athletes, coaches and performance support staff to perform and recover to deliver the best performance through the competition



Athlete, Coach and Performance Support Staff Experience

Overall planning, resourcing and leadership of the people (athletes, coaches, and performance support staff) and culture accountable for delivering the performance at the Games



COVID Management

Processes identified to wisely and actively mitigate the risk of COVID-19 for athletes, coaches, performance support staff and Games performance



NSO's Leadership of Logistics, Operations, Communications

Effective planning and processes implemented to enable execution of Games performance by all athletes, coaches and performance support staff



Games Administration, Support and Protocols

Games delivery partner (AOC/PA) services and support positively impacted the execution of performance and experience of athletes, coaches and performance support staff

Survey Method

Survey Administration

An online survey was disseminated via personalised email on October 7th 2021 to 31 NSOs representing 53 high-performance programs. NSOs with multiple high-performance programs were invited to complete a survey for each program. Follow-up emails were sent 10 and 14 days after the commencement of the survey. The survey was closed on October 28th, 2021.

Survey Structure

The survey comprised 27 statements across 3 overarching themes and 8 sub-themes. Respondents were asked to indicate "Yes" if the statement was true for their program, or "No" if it was not true for their program, with the option to write specific comments for each statement. NSOs were also asked whether they met agreed performance expectations.

Survey Responses

Overall, 28 completed survey responses (53%) were collected. Responses were received from 22 of 31 NSOs (71%). 12 of 18 NSOs categorised as Foundation completed the survey and 16 of 32 NSOs categorised as Prospective completed the survey. Responses were received from 21 Olympic Programs and 7 Paralympic Programs.

Survey Results

Data were extracted from Qualtrics and analysed in SPSS. Open-ended comments have been summarised into key insights. Results are presented in the Executive Summary section by comparing responses of NSOs who reported they met agreed performance expectations or did not meet agreed to performance expectations page (6-7). Results are also presented as the proportion of NSOs that reported "Yes" or "No" to each of the 27 statements.

NB: The AIS provided contact details of NSO representatives invited to complete the survey.

31

NSOs invited

22

NSOs responded

12

Foundation NSOs

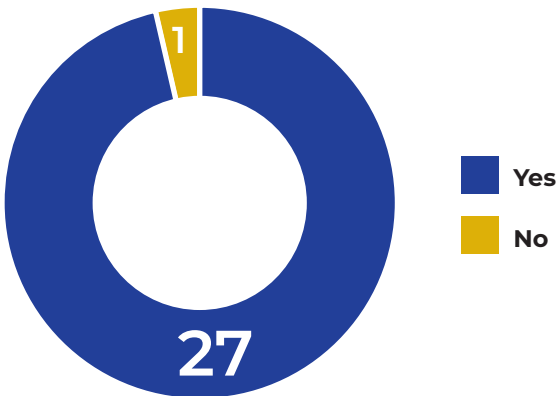
16

Prospective NSOs

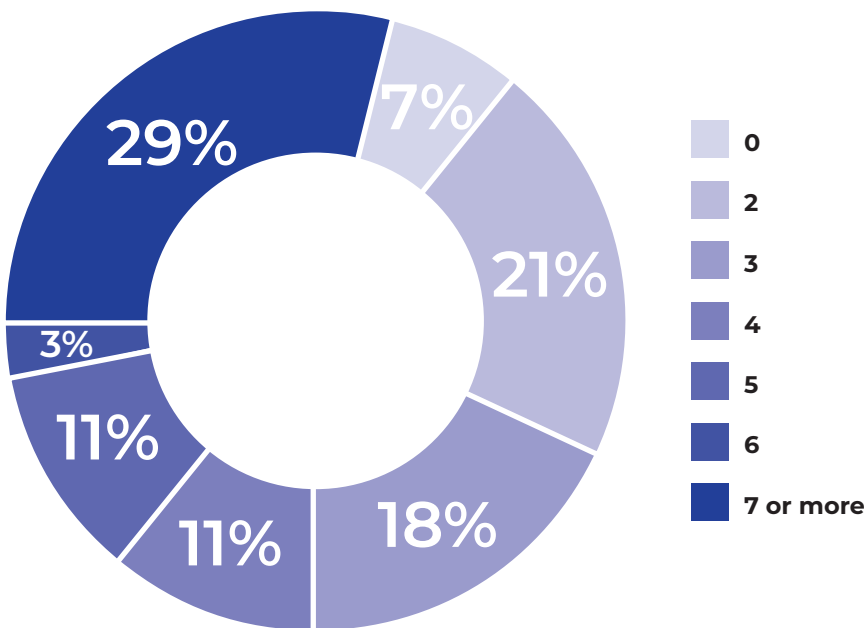
Survey Results

Survey Results

Did your sport conduct a formal Tokyo Games debrief after the event?



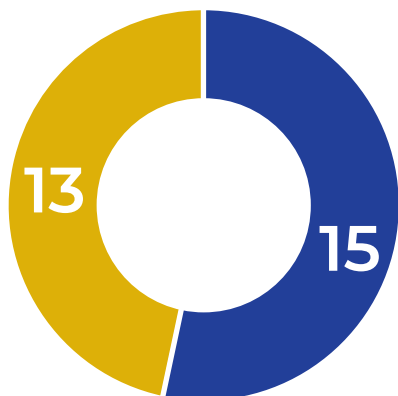
How many times have you had official involvement with international multi-sports games, like the Olympic Games, Paralympic Games, or Commonwealth Games?



Agreed Compared with Actual Performance

Did your results at the Tokyo Games meet or exceed agreed expectations?

NSOs who met expectations



NSOs who did not meet expectations

“We met our medal targets, despite two years of no international competition

“Our results were at the upper end of pre-Games projections

“Our target was achieved, although some performances fell below expectations

46%
of NSOs met their agreed performance expectations

“The athletes were under prepared due to limited international competition in the months leading up to the Games

“The extra year had an impact on athlete health and availability

“Illness/injury impacted our medal potential athlete



EXPECTED VS ACTUAL PERFORMANCE

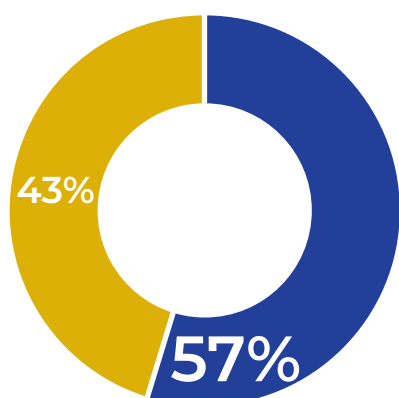
Performance Health

An optimal state of mental, physical and social wellbeing, absent of injury or illness, whereby athletes are available and ready to train and compete

Percentage of NSOs who reported YES or NO



Athletes were in an optimal physical state to train and compete

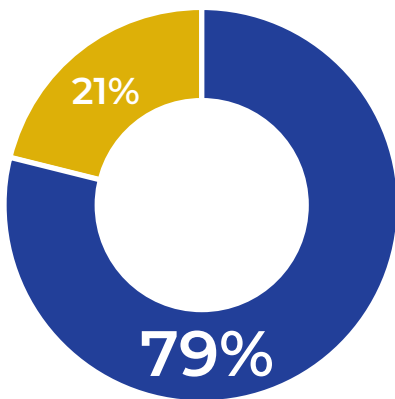


“Overall, but not all athletes in the group

“Lack of international competition in lead up to the Games

“Not all athletes were in peak condition

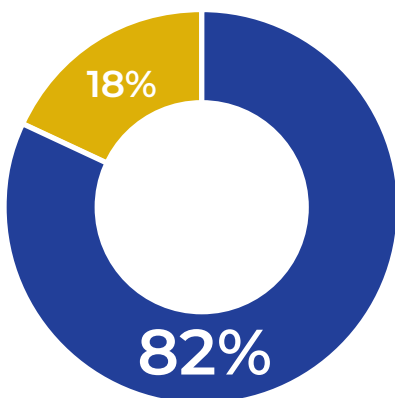
Athletes were free from illness (including mental illness) at the start of the Games and throughout the competition



“There was a lot of work in the build-up to the Games

“Extreme stress due to lack of comp preparation

Athletes were free from injury at the start of the Games and throughout the competition



“Yes, but there were small injuries

“Some injuries had arisen from being on the road

EXPECTED VS ACTUAL PERFORMANCE



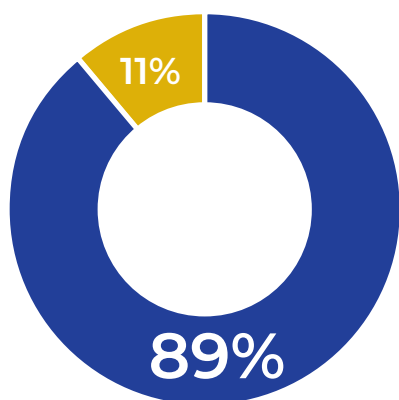
Equipment, Apparel, Technology and Data

Use of equipment, apparel, technology, performance analysis and intelligence about the venue leading to a competitive advantage

Percentage of NSOs who reported YES or NO



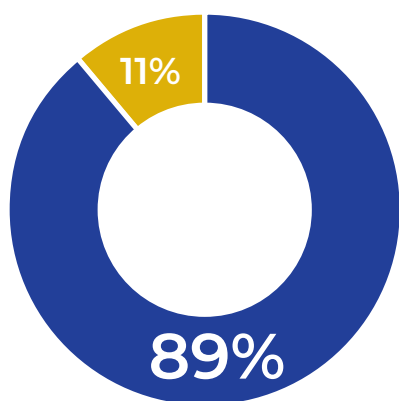
Equipment and apparel (competition/technical wear) was competitive with the best in the world



“There was a lot of research into apparel

“One size does not fit all

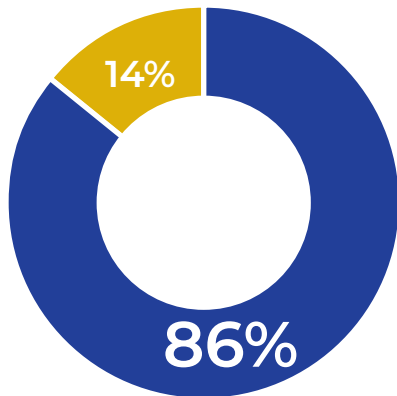
Technology was competitive with the best in the world



“The use of Performance Analysis software specific for our sport that we helped develop with a company

“Following the Games, we secured technological aids that would have been valuable in the two years leading into the Games

Equipment, apparel and technology was tested for optimal function prior to and during the period of competition

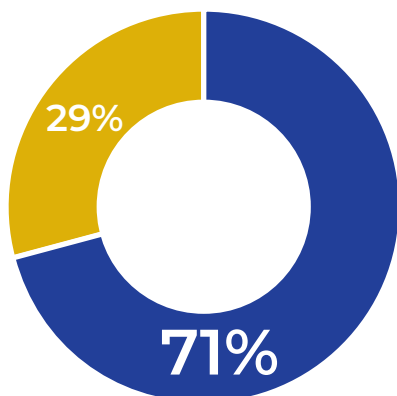


“Restrictions meant it was less than normal

“All our software was ready and working

“Some of the equipment only arrived the day prior to departure.

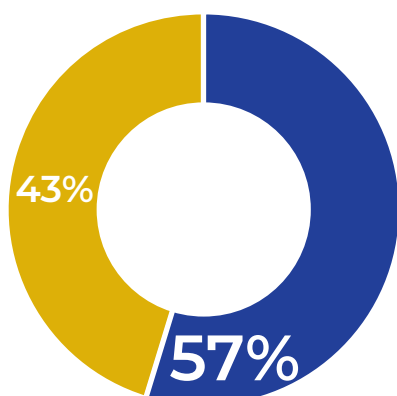
The dimensions and environmental conditions of the competition venue were measured, calibrated, and the impacts on performance were precisely understood



“Heat exposure strategies implemented

“The exact conditions were not made available

Research and development completed in advance of the Games produced a competitive advantage



“Received support to design specialist equipment

“We were unable to test prior to the Games



EXPECTED VS ACTUAL PERFORMANCE

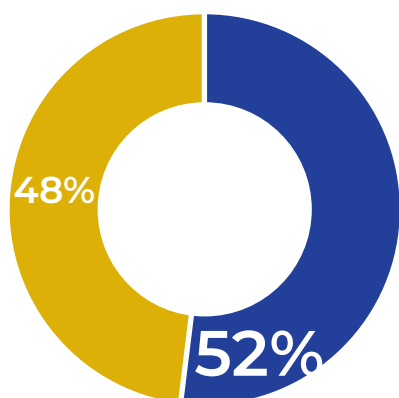
Competition Readiness

Technically, tactically, mentally and physically ready to perform best and execute in crucial moments in competition at the Games to deliver the expected or better results

Percentage of NSOs who reported YES or NO



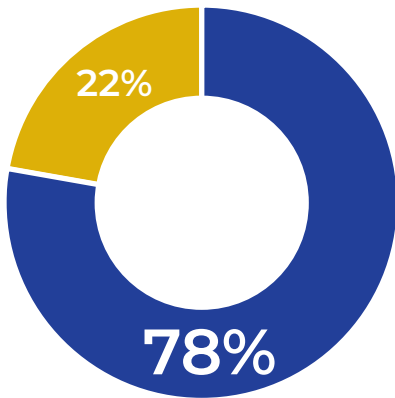
Athletes were mentally ready to perform their best in competition



“Ready to go mentally, although the lack of intense competition had an effect

“Some athletes were overwhelmed by the occasion

Athletes were physically ready to perform at their best in competition

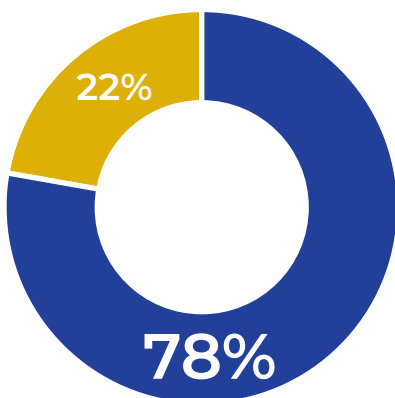


“We had good athlete data tracking

“The athletes were in great shape

“The athletes thought they were, but it was not the case

Athletes were technically proficient and ready to perform at their best in competition



“Athlete technical ability was high

“It is difficult to simulate pressure



EXPECTED VS ACTUAL PERFORMANCE

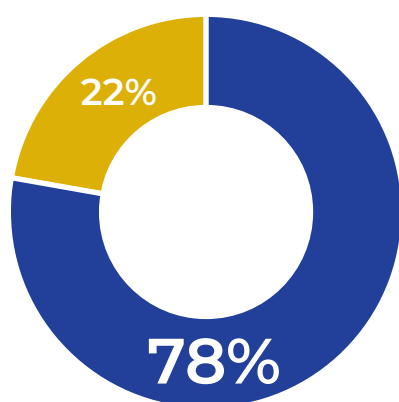
Competition Readiness

Technically, tactically, mentally and physically ready to perform best and execute in crucial moments in competition at the Games to deliver the expected or better results

Percentage of NSOs who reported YES or NO



| Athletes were ready to execute competition strategy



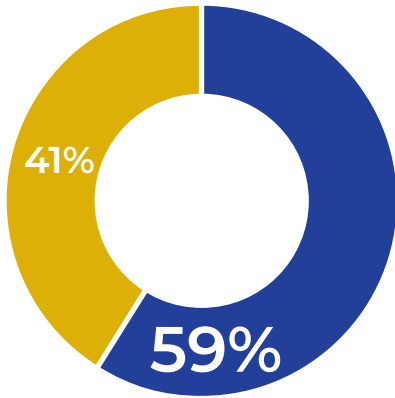
“The coaches had good strategies that were well delivered to the athletes

“Good strategies and good data to help track during the event

“A huge amount of work was done in the lead up to the games on opponents

“There were not enough games to fully test strategies

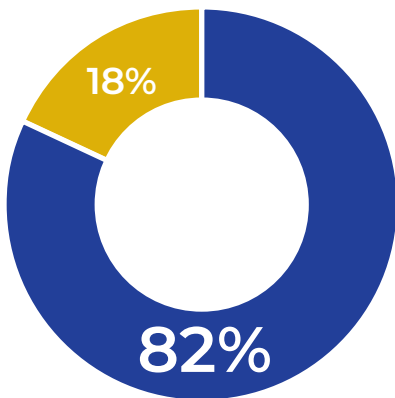
Collection, analysis, use and reporting of observations and data was such that athletes and coaches could appropriately review their performance relative to the competition and improve performance through the competition



“Statistical and video data was available if needed

“Unable to properly scout opposition

Athletes and coaches had the situational awareness to make the decisions to persist in critical moments during a race or game



“We had situational awareness but lacked international race readiness

“The coaches had good strategies well delivered to athletes



TEAM CULTURE

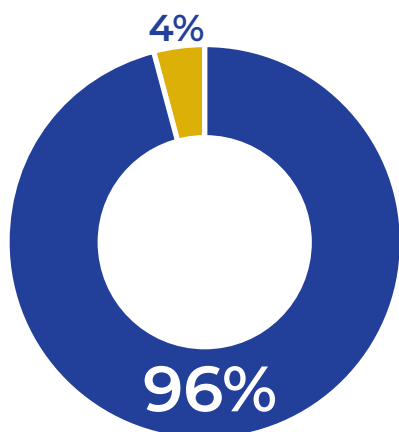
Team Environment

A positive, connected and supportive environment that is wisely resourced and enables athletes, coaches and performance support staff to perform and recover to deliver best performance through the competition

Percentage of NSOs who reported YES or NO



Athletes, coaches and performance support staff were willing to complete the tasks and actions required of their team (even if outside their role)

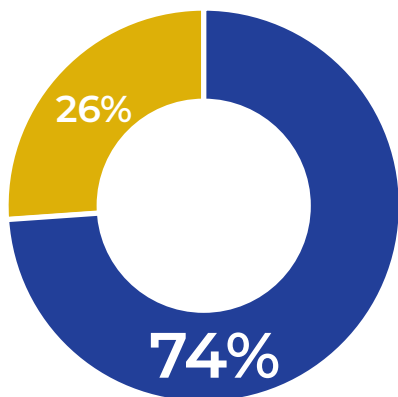


“Fantastic team culture

“We had a fantastic group of staff

“All worked together to ensure team came first

The team showed the ability to communicate effectively to solve issues or problems



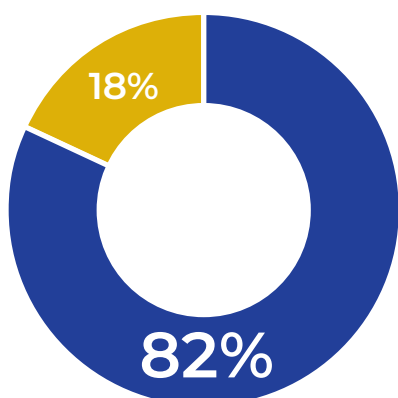
“Communication was good amongst the team

“We had open and honest communication channels

“Some cracks appeared in team morale due to pressure

“Lots of issues discussed too late

Cultural standards and expectations were upheld by all team members



“The team culture was not ideal, but standards were met

“Unfortunately a few athletes unable to uphold team standards

TEAM CULTURE



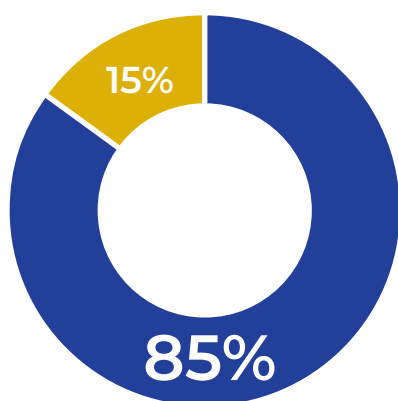
Athlete, Coach and Performance Support Staff Experience

Overall planning, resourcing and leadership of the people (athletes, coaches, and performance support staff) and culture accountable for delivering the performance at the Games

Percentage of NSOs who reported YES or NO



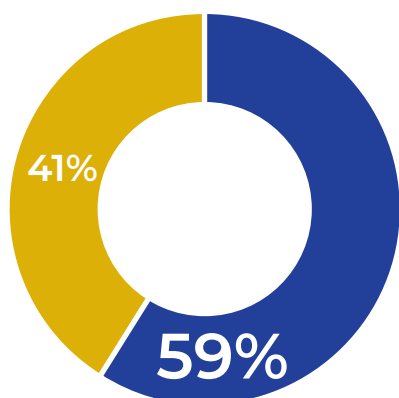
Our sport had the required level of coaching and performance support staff who were qualified, experienced, demonstrated professionalism and were clear on their primary roles and responsibilities, as well as the extra roles and responsibilities required



“All were professional and did whatever it took to ensure their responsibilities were carried out

“The coach was new and had never been to a Games before

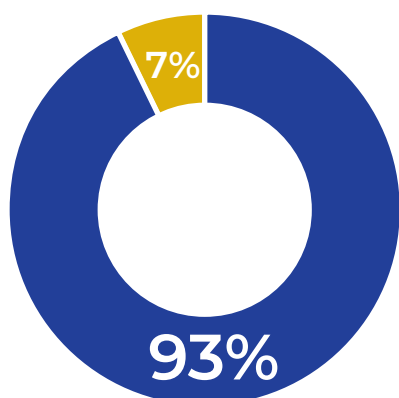
Our sport had adequate previous experience at competition and/or Games operating as a team of athletes, coaches and performance support staff



“Plenty of experience in the team

“Required more international experience

Support structures were in place for athletes, coaches and performance staff to feel safe and connected



“There was lots of work done in the build up to the Games

“An additional official would have been beneficial

ADMINISTRATION, LOGISTICS AND COMMUNICATIONS



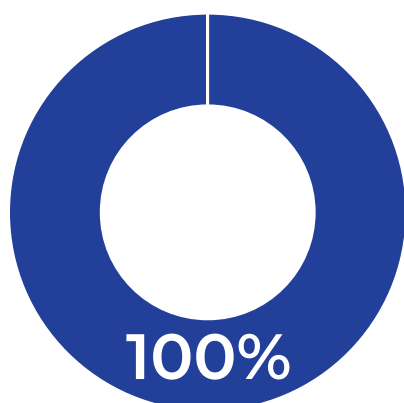
COVID Management

Processes identified to wisely and actively mitigate the risk of COVID-19 for athletes, coaches, performance support staff and Games performance

Percentage of NSOs who reported YES or NO



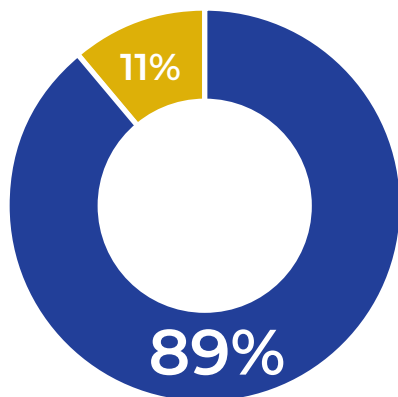
Overall, our team had effective COVID risk management communications and protocols in place



“Our plans were fine, the execution let us down

“This is something we did exceptionally well

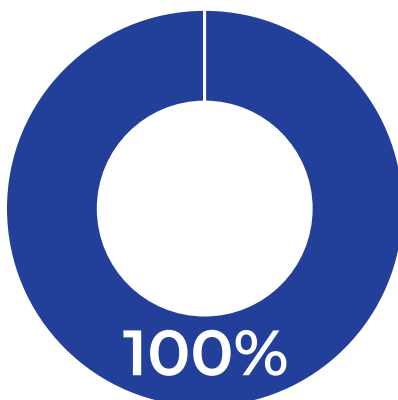
Our team was able to perform as expected within a COVID environment



“Knew well in advance what the COVID environment would look like

“Plenty of planning was put in place

Quarantine requirements were considered in advance and athletes, coaches and performance support staff were monitored and supported throughout



“Some quarantine spaces were poor but athletes made the most of it

“The plan was clearly communicated

“Something we did exceptionally well

ADMINISTRATION, LOGISTICS AND COMMUNICATIONS



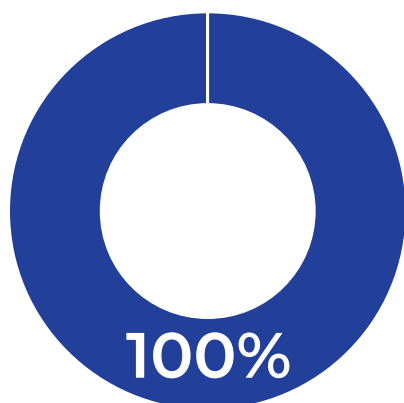
NSO's Leadership of Logistics, Operations and Communications

Effective planning and processes implemented to enable execution of Games performance by all athletes, coaches and performance support staff

Percentage of NSOs who reported YES or NO



Back up plans in place to ensure all team requirements were communicated and available on time to allow for performance to be executed (includes the movement of people, equipment, apparel, technology and supplies)



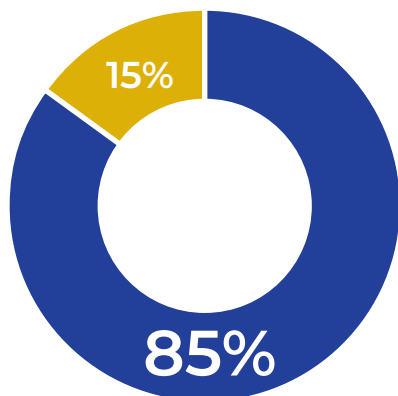
“There were numerous plans that constantly changed

“Plans that were within our control in place and executed

“Back up plans were in place and communicated

“This was a huge focus

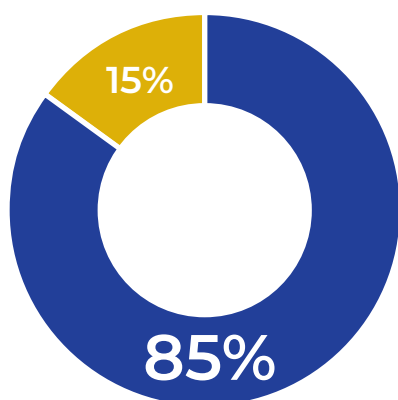
Our team had an effective plan to communicate with and engage team supporters and loved ones to feel a part of the team experience



“Established well in advance of the Games

“Driven by the athlete wellness manager

Agreed individual and team media strategies were communicated and executed

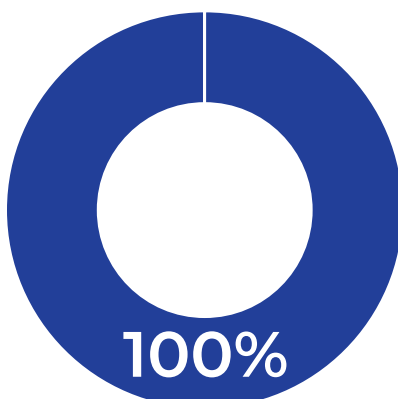


“Athletes were aware of the media policy

“Developed and managed by the media manager

“This was minimal due to access and demand

Platform and process to provide communications were clear and timely such that all team members across all roles were informed of schedule, itinerary (and changes), as well as AOC requirements



“Our team communication was streamlined

“Any changes did go out as quickly and practically as possible

ADMINISTRATION, LOGISTICS AND COMMUNICATIONS



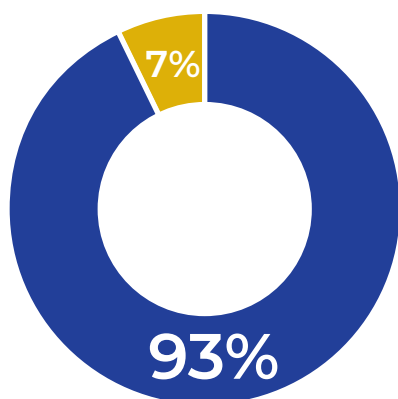
NSO's Leadership of Logistics, Operations and Communications

Effective planning and processes implemented to enable execution of Games performance by all athletes, coaches and performance support staff

Percentage of NSOs who reported YES or NO



Policy, process and plan to support team members was developed and communicated well in advance and any issues that presented at the Games were adequately managed

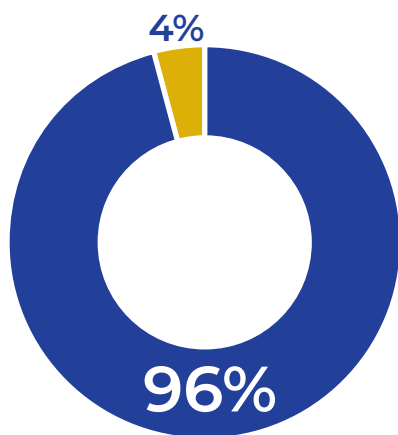


“Plans that were in our control were in place and executed

“Any issues were identified and addressed quickly

“No real policy, but support was provided for the team as required

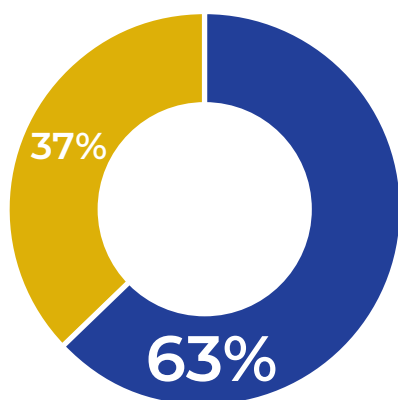
Our team optimised the coordination of access to services or resources by program partners (NIN, industry partner etc.)



“Yes, but we had to push for what was needed

“All plans within our control were in place and executed

Policy, process and timing of selecting the athletes by the NSO benefited performance at the Games



“The selection occurred many months pre-Games

“Limited access to international competition and impact on selections and performance preparation

“The selection policy needs greater objectivity

“Final selection wasn't ideal, due to lockdown restrictions

ADMINISTRATION, LOGISTICS AND COMMUNICATIONS



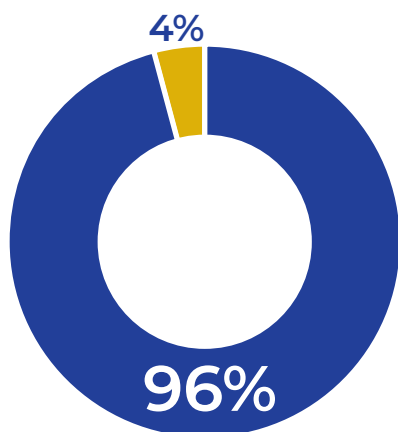
Games Administration, Support and Protocols

Games delivery partner (AOC/PA) services and support positively impacted the execution of performance and experience of athletes, coaches and performance support staff

Percentage of NSOs who reported YES or NO



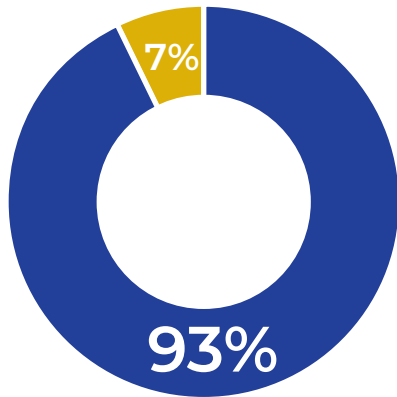
A clear understanding of the demands of this role; the manager/officer completed their duties supporting the leadership of the team and the ability of athletes, coaches, and performance support staff



“The AOC support was amazing

“PA executed roles brilliantly

The quality and availability of AOC/PA services and supplies were optimal for performance. These services include medical, performance support (gym and recovery, analysis), nutrition, psychology, village environment, AOT culture, logistics (including transport) and customer service.

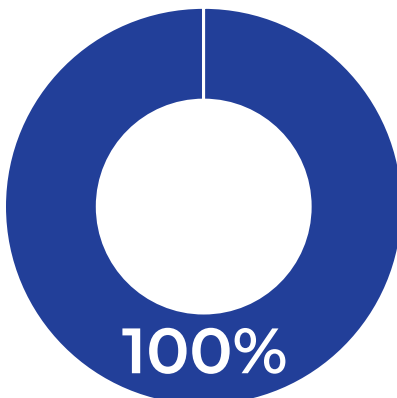


“Support service staff went well above expectations

“We had access to everything we required

“Some issues with accessing facilities

Communications from the AOC/PA provided the required information and what needed to be actioned by the team in a timely manner



“Exceptional communication

“A very good standard

“There was lots of information available

ADMINISTRATION, LOGISTICS AND COMMUNICATIONS



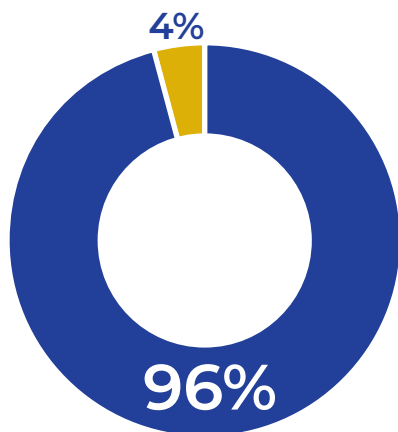
Games Administration, Support and Protocols

Games delivery partner (AOC/PA) services and support positively impacted the execution of performance and experience of athletes, coaches and performance support staff

Percentage of NSOs who reported YES or NO



AOC/PA engaged with the NSOs about the process and actual availability of the following well in advance to try and accommodate the needs of each sport - accreditations, accommodation, transport, medical, performance support (gym and recovery, analysis), nutrition, psychology, village environment and logistics

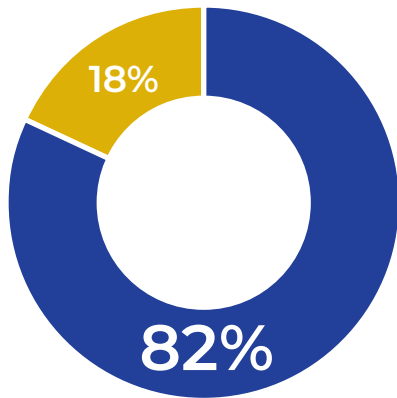


“Brilliant, committed, extremely well done

“COVID meant changes were constant

“Well organised, we had access to everything we required

Process and timing of selecting athletes and officials
was optimal for the NSO



“Acceptable, given the logistics and complexity

“Athletes need to be selected earlier

Insights from NSOs and Considerations for the System at the Paris 2024 Games

NSO's Experiences in Tokyo or through the Tokyo Cycle

“COVID limited the international experience before the Games.

“The experience showed the imperative to be internationally active, as we don't have the competitive quality in Australia to check and challenge our athletes.

“COVID management in the village was poor.

“Our experience in Tokyo was generally pretty good; even though we did not get the result we were hoping for.

“The overall feeling of Tokyo was positive.

“We made well-considered choices not to travel internationally pre-Games, but this is something we would reconsider for targeted athletes on the way to Tokyo if we had the opportunity for a do-over.

Feedback Specific to the AOC/PA

- “The AOC created a fantastic village environment.
- “Appreciated the support and willingness to always help from the AOC throughout the campaign.
- “Despite the challenges of COVID-19, this is the best Olympic Team environment we have experienced for several Games.
- “The AOC did an excellent job in very difficult circumstances.
- “The AOC made the best efforts to help us deliver our best performance at the Tokyo Olympic Games; it was the most collaborative approach we have ever been involved in with the AOC.
- “The catering and nutrition set-up was exceptional.
- “Thoroughly enjoyed working closely with the AOC at Tokyo and look forward to an even better relationship in Paris 2024.
- “Our squads definitely had mixed experiences at the Tokyo Games; this was unfortunate.
- “PA had a difficult job in ensuring athletes had every opportunity to make it to the start line.
- “The PA support was outstanding in very difficult conditions.

Paris 2024 Games Ready System Priorities



Competition Readiness

Athletes are mentally ready to perform their best

Collection, analysis and reporting of observations and data for effective performance review



Equipment, Apparel, Technology and Data

Research and development in advance to produce the competitive advantage

The dimensions and environmental conditions of the competition venue are measured, calibrated, and the impacts on performance understood



Optimal physical state to train and compete



Experienced Athletes, Coaches and Performance Support Staff



Policy, process and timing of selecting the athletes by the NSO to benefit performance

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