

PEOPLE/ WELLBEING AND PERFORMANCE

Purpose and Role Overview

We envisage this as a pivotal leadership role within Yachting New Zealand and Yachting New Zealand's High-Performance team, responsible for championing clear communication, athlete and staff wellbeing, cultural integrity, and campaign education across the entire pathway. This role acts as the connective tissue between people, performance, and purpose—fostering a high-trust, values-driven environment where individuals can thrive, grow, and perform at their best.

With a deep commitment to people first and holistic development, the role leads strategic initiatives that embed psychological safety, shared accountability, and continuous learning throughout the campaign cycle. Operating with clarity, empathy, and operational excellence, this person ensures that communication is structured, wellbeing is proactively supported, and decisions are transparent and fair.

As a senior leader with shared responsibility for cultural alignment, this role supports both emerging and elite talent, helping to shape a high-performance system that is people-first, sustainable, and aligned with Yachting New Zealand's long-term vision of international success.

The role reports operationally to the **High-Performance Director**, ensuring alignment with the High-Performance strategy and performance objectives. It also reports directly to the **Chief Executive**, reflecting its wider organisational remit and responsibility for system-level wellbeing, cultural integrity, and inclusion. This dual reporting line ensures strong programme delivery, clear escalation pathways, and alignment with Yachting New Zealand's values of fairness, care, excellence, and connection.

Key Responsibilities

1. Strengthen Communication, and Stakeholder Engagement Across YNZ and its High-Performance Ecosystem

Purpose: Promote program-wide clarity and consistency.

- Support the HPD and HPAD to deliver consistent HP communications across all stakeholders (athletes, coaches, parents, HP/ YNZ staff).
 - Co-develop and execute a *Program Communication Plan* that ensures athletes, coaches, and support staff are always informed, engaged, and aligned with support structure, expectations and operations.
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- Facilitate inclusive onboarding sessions that communicate our *mission, vision, values*, and culture
 - Maintain up-to-date handbooks and resource documents.
 - Share and ensure accessibility and alignment with current policies.
 - Establish regular program touchpoints to foster transparency and trust (forums, surveys, briefings).

Success Looks Like:

- Athletes and staff report strong understanding of expectations and support structures.
- Regular feedback indicates improved clarity and alignment across stakeholders.

- Program information and materials are clear, current, and easily accessible
 - Key updates are delivered in a timely and consistent manner.
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2. Embed a Genuine 'People-First' Philosophy Through Proactive Wellbeing and HR Structures

Purpose: Build on the existing safe, proactive, and inclusive support system.

- Drive a *Wellbeing Strategy* anchored in best practice pastoral care, psychological safety, and proactive support mechanisms.
- Define and publish a clear *Support Framework*—outlining who to go to for wellbeing, mental health, pastoral care, and critical incidents.
- Lead structured onboarding/offboarding processes for all athletes and coaches, including wellbeing check-ins and exit interviews with support of HPD and HPAD
- Ensure all athlete and coach contracts are current, standardized, and aligned with YNZ expectations.
- Introduce regular Wellbeing Check-ins—including surveys, one-on-one conversations, and feedback loops—enabling active monitoring of team morale, engagement, and burnout risk
- Embed an independent *Safe Speak-Up Pathway*—confidential, accessible, and trusted by the community.

Success Looks Like:

- A clear and actionable Wellbeing Strategy is in place and actively guiding decisions.
 - Wellbeing is embedded in daily practice—visible, trusted, and proactively maintained.
 - Wellbeing check-ins show high engagement and early identification of support needs
 - Athletes and coaches know where to go for support and feel safe doing so.
 - Processes such as onboarding, check-ins, and the Speak-Up Pathway are consistently delivered and co-led by the HP team and valued by the entire program
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3. Foster a Respectful, Empowering Culture Across the HP System

Purpose: Build on and co-lead the existing inclusive, values-led culture where people are empowered, and bring out the best in each other

- Co-lead and embed our *Shared Identity* program; provide structured touchpoints for review, reflection, and real-time behaviour alignment.
- Define and model clear expectations around respect, inclusion, boundaries, and psychological safety at every program level.
- Support the HPD and HPAD to deliver transparent *Performance Review Processes* for athletes and staff (feedback cycles, PDPs, regular debriefs).

Success Looks Like:

- Athletes and staff feel safe speaking up and confident they will be heard
- Cultural alignment with shared values is tracked and supported with clear actions.
- Observed behaviours consistently reflect respect, inclusion, and accountability.

4. Advance Holistic Development for Athletes and Coaches Aligned with World-Class Standards

Purpose: Support and provide direction for personal and professional growth beyond the performance result.

- Co-design and deliver a structured *Personal Development Framework* (in collaboration with HPSNZ), addressing:
 - Campaign capability and strategy
 - Mental resilience
 - Communication & leadership
- Coordinate campaign capability education to development sailors, supported by workshops and 1:1 mentoring.
- Ensure all personal development plans are tailored, measurable and aligned with long-term athlete goals.
- **Embedded Learning Culture**
Support and embed a structured action learning approach into campaign rhythms, fostering continuous growth, experimentation, and reflection

Success Looks Like:

- Every High Performance (HP) athlete has a meaningful personal development plan in place, along with the available support and resources needed to achieve it.
- Workshops and learning experiences are accessible, relevant, timely, and effective.

4A. Campaign Management

Purpose: Support the education and consistent application of YNZ's Campaign Process.

- Support and deliver education on campaign planning that integrates both performance and wellbeing.
- Help ensure athletes have access to campaign planning and management support aligned with their development stage and goals.
- Work alongside the HPD and HPAD to respond to campaign reviews and help address identified support gaps.

Success Looks Like:

- Every High-Performance athlete entering the program follows a structured and transparent campaign process that is built on shared ownership and accountability.
 - Realistic expectations and KPI's are identified and progressed for new and development athletes
 - Learning is continuous and integrated into the campaign cycle.
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5. Transparent, Contemporary, and Fair Decision-Making Structures

Purpose: Working with the HP team build trust and clarity into all selection systems.

- Ensure all selection criteria (Olympic, Worlds, Program levels) are published and easily accessed
- Communicate selection timelines, appeals processes, and post-selection support plans.
- In conjunction with the HPD and HPAD serve as a supportive point of contact for athletes navigating selection pathways and development priorities.

Success Looks Like:

- Athletes feel informed, engaged and respected throughout the selection process.

6. Women's Sailing Leadership

Purpose: Champion support, visibility, and progression for female athletes, coaches, and leaders within the High-Performance (HP) programme.

- Act as the primary point of contact for women and girls within the HP programme — providing support, listening, and guidance on matters related to wellbeing, development, and inclusion.
- Promote mentorship opportunities, increase access to leadership roles, and enable tailored campaign support for female athletes and coaches.
- In partnership with HPSNZ, continue to deliver education and initiatives focused on women's health, performance, and holistic development.
- Collaborate with the Women's Sailing Strategy Lead on initiatives related to pathway alignment and transitions into the HP environment — ensuring a strong and inclusive pipeline.

Assessment of Success Outcomes

The success of the People, Wellbeing and Performance Lead will be assessed through a combination of qualitative and quantitative indicators, reflecting the role's impact across communication, wellbeing, culture, development, and campaign delivery. These include:

- **Stakeholder Feedback:** Regular surveys and structured feedback from athletes, coaches, and staff to assess clarity of communication, cultural alignment, and the quality of support relationships.
- **Wellbeing Metrics:** Engagement in wellbeing check-ins, early identification and resolution of support needs, and trust in the Speak-Up Pathway as a safe and accessible mechanism.
- **Cultural Indicators:** Observable alignment with shared values, evidence of psychological safety, and respectful, inclusive behaviours across the program.
- **Development Progress:** Completion and effectiveness of personal development plans, participation in learning opportunities, and feedback on the relevance and impact of development initiatives.

- **Campaign Effectiveness:** Clarity and consistency in campaign planning, role definition, and the integration of wellbeing into performance strategies.
- **Selection Transparency:** Athlete understanding and confidence in selection processes, including the clarity of criteria, fairness of communication, and accessibility of support.
- **Transition Support (Onboarding and Offboarding):** Consistent delivery of structured onboarding and offboarding processes, with feedback indicating that individuals feel supported, respected, and well-prepared during transitions in and out of the program.
- **Program Documentation:** Availability and currency of handbooks, policies, and communication materials that reflect program expectations and values.

These indicators will be reviewed annually in collaboration with the High-Performance Director (HPD AND ADM) and relevant stakeholders to support continuous improvement and alignment with Yachting New Zealand's long-term vision and shared identity.

Key Relationships

This role acts as a key connector across the organisation—driving alignment between people, performance, and purpose—and plays a central role in embedding YNZ's shared identity and values across the HP system.

- NZL Sailing Program Athletes and coaches
- **YNZ High Performance Team**, including campaign managers, selectors, and performance support personnel
- **External Partners**, including HPSNZ, NZOC, and independent wellbeing providers
- **Women's Sailing Strategy lead**, to co-lead initiatives that support female athletes and leaders
- Engage actively with the **Wellbeing Community of Practice**, fostering collaboration and shared learning with wellbeing leaders across other National Sporting Organisations (NSOs).
- Maintain a quarterly touchpoint with the **HPSNZ Wellbeing and Engagement Lead** to provide progress updates and receive aligned support or resources as needed.

Skills Matrix

This matrix outlines the core competencies required for the People, Wellbeing and Performance Lead. It reflects the expectations of a senior leader who integrates wellbeing, communication, cultural leadership, and campaign support in a high-performance sport environment.

Category	Competency	Proficiency Level
Leadership & Culture	Lead with vision, values, and integrity	Advanced
	Embed and model a shared identity and inclusive culture	Advanced
	Foster psychological safety and shared accountability	Advanced
Communication & Engagement	Develop and implement structured communication plans	Advanced
	Communicate clearly across all formats and stakeholder levels	Advanced
	Facilitate forums, briefings, surveys, and onboarding sessions	Proficient to Advanced
Wellbeing & Pastoral Care	Design and lead a proactive wellbeing strategy	Advanced
	Implement mental health and pastoral care frameworks	Proficient to Advanced
	Manage critical incident response and safeguarding protocols	Proficient to Advanced
HR & Operational Systems	Lead onboarding/offboarding processes with wellbeing focus	Proficient
	Ensure consistency in contracts, role clarity, and documentation	Proficient
	Maintain accessible and current program resources	Proficient

Performance & Campaign Support	Support campaign planning and delivery education	Proficient to Advanced
	Integrate wellbeing into performance systems and reviews	Advanced
	Lead personal development planning and monitoring	Advanced
Learning & Development	Facilitate learning environments (workshops, mentoring)	Proficient to Advanced
	Apply adult learning models and feedback cycles	Proficient
Equity & Inclusion	Champion inclusive practices, especially in women's sport	Proficient to Advanced
	Implement safe sport and diversity frameworks	Proficient
Decision-Making & Governance	Ensure transparent and fair selection systems	Advanced
	Demonstrate ethical leadership and conflict resolution	Advanced
Relationship Management	Collaborate across diverse stakeholder groups	Advanced
	Partner with external agencies (HPSNZ, NZOC, wellbeing providers)	Proficient to Advanced
Coaching Knowledge (Desirable)	Understand coaching environments and performance principles	Desirable