



CHIEF EXECUTIVE OFFICER

CANDIDATE BRIEF

CONTENTS

Invitation from the Chair	3
The Victorian Institute of Sport	4
Organisation Information	5
The VIS Values	5
Structure	6
Role Profile	7
The Individual	8
Key Selection Criteria	9
Additional Notes	10
How to Apply	11
Odgers Berndtson Candidate Charter	12

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Invitation from the Chair



Your invitation to lead the Victorian Institute of Sport (VIS): The High-Performance Home to the Home of Australian Sport, Victoria

A welcome from VIS Chair, Nataly Matijevic.

Sport is at the heart of what it is to be a Victorian. Sport is to Victorians as fashion is to Paris or architecture is to Florence. It flows through our social, cultural and economic life. Which is why the opportunity to lead the Victorian Institute of Sport is unlike any other in Australia.

The Chief Executive Officer of the VIS leads an organisation focussed on elite sporting performance but, when sport runs so deeply, one that is privileged with significant cultural and social meaning.

While thousands of world class athletes have trained at the VIS over its 34-year history, only two individuals have led the organisation as CEO.

It is now time for a third.

The 2032 Brisbane Olympics and Paralympics are on the horizon. The VIS has a critical role in the delivery of this nation-defining and celebratory project through supporting Victorian athletes as they prepare for these great events.

To do so, the VIS needs a far-sighted leader who can nurture and develop outstanding athletes and staff, work closely with the Victorian Government, build relationships across national and international sports networks and provide influential advocacy on behalf of Olympic and Paralympic sport and the Victorian community.

Vision, strategic thinking, and a commitment to the concept of Success in Sport and Life, a central plank of VIS practice, will be required.

Thank you for your interest in the role of Chief Executive Officer of the Victorian Institute of Sport.

I look forward to receiving your application.

NATALY MATIJEVIC
Chair – Victorian Institute of Sport



The Victorian Institute of Sport

The Victorian Institute of Sport (VIS) was set up to assist the development of Victoria’s best athletes. It was established in 1990 by the State Government as a private trustee company, with its Board of Directors appointed by the Victorian Minister for Sport.

The VIS awards scholarships to talented Victorian athletes on an annual basis. VIS scholarships provide athletes with access to advanced coaching, sport science and sports medicine services, career and education advice, and training and competition support. This has never been more relevant as Australia enjoys its golden decade of sport.

The VIS is located at Lakeside Stadium Albert Park but has staff located across the state and beyond. It is a non-residential institute, which utilises Melbourne’s outstanding sporting facilities, to allow high performance athletes to live and train in Melbourne, the sporting capital of Australia.

The VIS operates in partnership with National Sporting Organisations (NSOs) and State Sporting Associations (SSAs) to deliver high performance daily training environments (DTEs) for sports and athletes in support of the **HP2032+** Strategy, as Australia continues along the ‘green and gold runway’ towards Brisbane 2032.

The VIS is an innovative institution that helps make us competitive. It is fiercely proud of its highly engaged workforce and winning culture, and is looking for an enthusiastic, engaged and truly dynamic leader to take the Institute forward.



Our Diversity Message



The Victorian Institute of Sport workforce is representative of the diverse Victorian community and as such recognises that great things come from workforce diversity. The VIS is an inclusive workplace and this is supported through initiatives such as our Gender Equality Action Plan, celebration of cultural/awareness days and our First Nations Strategy. As part of this commitment, Aboriginal and Torres Strait Islander peoples, people with a disability, culturally diverse people and those who identify as LGBTIQ+ are encouraged to apply.

We recognise everyone is different, so please reach out if you require any reasonable adjustments to be made at any stage of your recruitment process.

Our Culture Message

How you do your job is important to us. All staff at the VIS are committed to consistently act in ways that reflect what we believe in, what we stand for and our commitment to Australian sport and each other. Our values of **excellence, courage, passion, community, simplicity** and **success** underpin how we deliver, lead and manage people and relate to each other and our stakeholders.

Our Safety Message

The VIS wants to be a safe environment for all. We actively undertake measures to ensure the safety of children and young people, athletes and vulnerable people in our physical, digital and cultural environment.



Organisation Information

Scale	<ul style="list-style-type: none"> • Staff: 120 employed individuals + contractors • Budget: \$19 million • Location: Primarily located at VIS HQ in Albert Park with various Daily Training Environments (DTEs) across the state & nationally
Character/Culture	<ul style="list-style-type: none"> • The VIS workforce is highly engaged. Over 78% of staff completed the People Matter Survey (equivalent engagement survey) providing feedback on their work and experience at the VIS. • Results indicate an overwhelming positive attitude and experience by all employees at the VIS.
Key Events	<ul style="list-style-type: none"> • Open Day – where the doors of the VIS are opened to the Victorian community to experience what the VIS does, how we support athletes and inspire and foster a sense of pride in sport. • Award of Excellence – celebrated at the end of year, the prestigious Award of Excellence is presented to a VIS athlete who has achieved outstanding sporting results during the year, while adopting a planned approach to sporting excellence and contributing to the promotion and development of their sport.

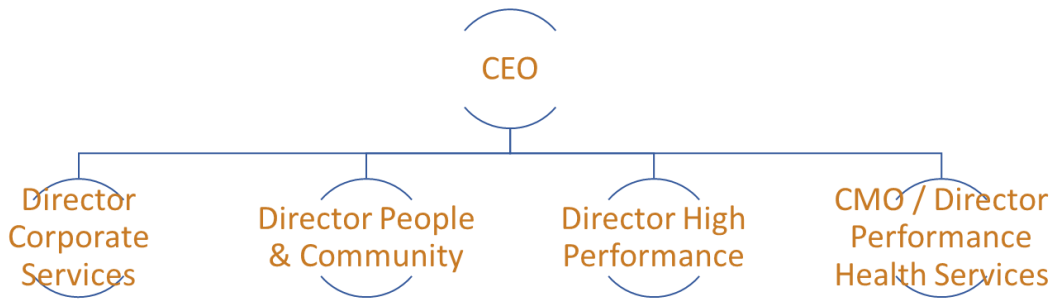
The VIS Values



- EXCELLENCE**: We all lead by example and strive to be ahead of the game.
- COURAGE**: We are relentless in facing challenges head on.
- PASSION**: We bring energy and excitement to everything we do.
- COMMUNITY**: We see the potential in everyone and support each other to collectively do amazing things.
- SIMPLICITY**: We work on small things each day which allow us to reach our goals.
- SUCCESS**: We strive for greatness and celebrate success.

Structure

The VIS is grouped into 4 different departments, each led by a Director:



Corporate Services – is responsible for the provision of VIS corporate services, including finance, accounting, information & communication technology, facilities management, strategic projects & partnerships, reception, travel coordination, asset management, payroll, purchasing, corporate clothing and general office administration.

Performance Health Services – is led by the Chief Medical Officer and incorporates exceptional knowledge and expertise, which is used to support VIS athletes at our world class facility. The team provides a wide range of services in the areas of sports medicine, physiotherapy, soft tissue therapy, nutrition, performance lifestyle and performance psychology.

High Performance – The performance team provides high level integrated support to VIS sport programs and individual athletes through an inter-disciplinary service delivery model. The staff work closely with our National and State program partners to deliver world class programs and ensure that key performance objectives are achieved at a national and international level.

People & Community – is responsible for telling the stories of the VIS, from athletes to staff to the community programs and initiatives run to raise the profile of the VIS and awareness of value to the community. The team deliver Human Resources, Media, Community Engagement, Marketing, Communications and Event services to the VIS through platforms and ensure that the unique VIS culture is experienced by all through innovative platforms.

Role Profile

As Chief Executive Officer (CEO), you will have overall responsibility for the strategic direction and operations as well as accountability for the goals of the VIS. You will extol the virtues of the Institute and push it to ultimate levels.

The Role

Providing strong and inspiring leadership, the CEO is responsible for the day-to-day management and operations of the Institute; overseeing the development of the Institute's programs; and, working collaboratively with government agencies and stakeholders including Sport and Recreation Victoria (SRV), NSOs/SSAs, the National Institute Network (NIN, comprised of the Australian Institute of Sport (AIS) and the eight State and Territory Institutes and Academies of Sport) and representing the Institute as appropriate. Further, the CEO will establish and maintain a high-performance culture for the organisation that reflects the pillars of our strategic plan and promotes innovation (ideas, collaboration/partnerships) in all we do, whilst upholding our motto of **'success in sport and life'**.

- Actively lead and inspire the Executive team ensuring diversity of ideas, innovation, and a cohesive approach to effectively deliver outcomes. Be present and engage stakeholders at all levels.
- Position the VIS firmly in the influencing and decision-making process of the national high-performance system and implementation of the HP2032+ Strategy.
- Proactively engage with government by nurturing and maintaining strong and enduring relationships at both the political and bureaucratic level.
- Positively promote the organisation at every opportunity, as a proud advocate and vocal spokesperson.
- Provide clear leadership internally and externally, identifying challenges and opportunities and delivering on State and National initiatives in high performance sport.
- Evolve and implement the strategic plan, operational plans, annual budgets and long-term financial plans.
- Report on measures and targets set by government for funding.
- Bring a contemporary understanding of sporting innovation and technologies that help drive the development and implementation of programs to support elite athlete goals.
- Oversee the VIS staffing structure and develop internal teams.
- Develop and grow revenue from non-government sources with a focus on identifying diversified revenue streams and funding opportunities.
- Work collaboratively with SRV and the Office of the Minister for Sport on high performance sport matters in Victoria including the management of funding agreements.
- Ensure that appropriate financial management and administrative procedures are implemented and monitored.
- Provide advice and recommendations to the VIS Board to enable them to deliver effective corporate governance of the organisation.
- Oversee compliance with legislative and company requirements and the implementation of a risk management strategy.
- Provide leadership on the implementation of key policy and cultural areas including: Child Safety, First Nations Strategy, Gender Equity and Diversity for staff and athletes.
- Oversee the development and implementation of an annual communications and marketing plan for the VIS. Act as the spokesperson of the VIS and provide expert opinion and analysis to drive engagement with VIS athletes and promote the VIS and its activities to the Victorian Community.

The Individual

The ideal candidate will have a strong track record in leading multifaceted organisations of scale.

Key Behaviours/ Competencies

- Athlete & Community Well-being - Demonstrates a sincere commitment to exceeding relevant athlete and community needs; intrinsic desire to help others; ensures problems are solved as soon as possible.
- Ethics - Always treats leaders, athletes and colleagues with honesty, respect, and fairness; makes decisions within an ethical context; always protects values, confidentiality and organisational information where appropriate.
- Leadership - Demonstrates exceptional ability in setting a vision/goal and influencing and inspiring others to achieve this vision; always brings the best out in others.
- Collaboration/Teamwork - Has a complete understanding of their role within their own and associated organisations; effectively collaborates within and outside the organisation to achieve common goals.
- Communication - Extremely efficient in the clear expression of both written and verbal communication; always able to structure ideas in an articulate manner and adapt the message to the audience; ensures that the message is understood.
- Decision Making - Displays an exceptional ability to evaluate relevant information, compare options and select the appropriate alternative; looks beyond the obvious and superficial to analyse all possible risks and outcomes, learns from previous experiences and outcomes.
- Job Skill/Knowledge - Always displays a complete and extremely high level of knowledge and skills specific to all areas of responsibility and tasks of their position.

- Flexibility - Complete understanding of how to manage change and help others through the transition; adapts personal style to the individual and the demands of the situation.
- Attention to Detail - Can always be relied upon to produce completely accurate data and documentation; attention to detail is never compromised.

Key Working Relationships:

- Chair – providing a proactive communication and reporting relationship to ensure that the strategic objectives of the organisation can be monitored and delivered.
- VIS Executive and Management team – providing effective leadership and coordination to support achievement of organisational objectives, promotion of the values and strategic plan and encouragement of innovation as a key to elite performance across all positions.
- Board – provide regular information and recommendations to enable the Board to undertake their role.
- NSOs/SSAs – ensure collaboration and support for the delivery of VIS programs and services.
- SRV and other levels of government – Negotiate and secure funding and provide information to support Government policies and sport in Victoria.
- NIN, Australian Olympic Committee (AOC), Commonwealth Games Australia (CGA), Paralympics Australia (PA) – Contribution to national system developments and outcomes

Key Selection Criteria

The Board seeks a highly experienced, results oriented leader with a proven track record of success:

- **Leadership skills:** As a CEO, it is crucial to have the leadership capability to guide the organisation strategically. This involves inspiring and motivating the team, fostering talent, making tough decisions and driving a positive and productive 'high-performance' culture.
- **Stakeholder management:** The VIS involves a wide range of stakeholders including SRV, our staff, the athletes, state and commonwealth governments, the NIN, AOC, CGA, PA and the community. Be relentless in advocating for the VIS and looking for different ways to add value / bring new ideas to the Institute.
- **Political nous:** Someone who can build relationships with government and knows how to navigate all levels of government.
- **Credibility,** with the knowledge, intellect and passion to be a powerful advocate for the VIS.
- **Effective communication** is crucial to convey our vision, mission and strategies to internal teams and external stakeholders. They should be able to inspire and engage others through clear and persuasive communication.
- **Strategic thinking:** The ability to think strategically and develop long-term plans is essential for a CEO. They should be able to analyze market trends, identify growth opportunities, and create strategies to position the VIS for success – all whilst upholding your motto of 'success in sport and life'.
- **Business acumen:** Be accountable for the operational and financial management of the business and ensure organisational sustainability through developing and implementing a diversified funding strategy.
- **Emotional intelligence** with the skill and sensitivity to deal with people at all levels.



Additional Notes

This position requires a clearance/s to work with children which is an essential component of this role and therefore to continuing employment. Successful candidates will be required to undergo a national police check prior to commencing the role.

PLEASE NOTE: It is your responsibility to obtain the appropriate licence.

- This position may be required to travel domestically and internationally.
- This position requires weekend work, or outside ordinary work hours.

Working with Children

As part of your duty, you must recognise that children and young people require special care and attention in order to feel safe and you will be committed to protecting and prioritising the safety of children and young people involved in VIS programs and services.

Citizenship/Visa

You must be an Australian citizen, have permanent residency status or a visa permitting you to work in Australia. You are required to notify the VIS if your right to work in Australia ceases.

Direct Reports

- Director High Performance
- Director Performance Health Services/Chief Medical Officer
- Director Corporate Services
- Director People & Community

Budget Management

Overall budget responsibility circa \$19 million

Qualifications

MBA or Post Graduate/Masters qualification in a sports related field is desirable although not a pre-requisite

How to Apply

An executive search is being undertaken by Odgers Berndtson in parallel with the public advertisement of the position.

Applications for the position will need to include the following:

Candidate's statement

A brief Statement of Application outlining what the candidate feels they would bring to this position.

As part of the Statement of Application, please address the key elements of the selection criteria on page 8.

Curriculum vitae

- Covering positions held, including dates and details of present position and key achievements.
- Details of education, professional training and qualifications (and dates of degree completion).
- Any other relevant information, such as offices held in professional bodies.

Referees

Full contact details of three referees whom the Consultant may contact. Referees will only be contacted after prior consultation with the candidate.

Date of Commencement

An indication of the earliest date on which the candidate could commence in the position.

Applications close Friday July 5, 2024.

Applications should be submitted via the Odgers Berndtson website www.odgers.com/91676

Each application will receive an automated response, if you do not receive this or require assistance with your application, please contact Genevieve Davey via Genevieve.Davey@odgersberndtson.com

Panel interviews with the Selection Committee are projected to take place in late July.

Support for your application

For a confidential discussion, please contact Tom Mutch or Kelly McClusky from Odgers Berndtson Executive Search who are advising the VIS.

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Odgers Berndtson Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email our Managing Director, Asia Pacific at markb@odgersberndtson.com.