



FTEM – A Look Behind the Framework

Elissa Morley
Performance Pathways Consultant, Australian Institute of Sport

Singapore Sport and Performance Conference, November 2022

AIS.gov.au



@theAIS #theAIS

Leverrier Street Bruce ACT 2617
PO Box 176 Belconnen ACT 2616
+61 2 6214 1111

A Story in Numbers



2012

FTEM Launch



FTEM: Ground Zero



A Story in Numbers



2012

FTEM Launch

15,000,000

Australians engaged in sport or
physical recreation

23,000,000

Australia's population in 2012

42

NSO - AIS active priority partnerships

65

% of Australians engaged in sport or
physical recreation



Repeated NSO Themes



- We want to better explain what happens in our sport
- We need a visual representation of development and athlete progression for our stakeholders
- Our athlete pathway is a competition or age based pathway that doesn't allow for different rates of growth and maturation
- We want an evidence-base to underpin what we do
- We are aware of the current research but are not sure how, when or where to apply it in our sport
- We want to break development, and the analysis of development, down into bite size pieces
- There is a chasm and little communication between participation and high performance
- There are inconsistencies in the support and expectations of athletes in different environments at the same phase of development
- Consistent terminology would be helpful for internal and external discussions

 Opportunities for maximising success were being missed



A Story in Numbers



2012

FTEM Launch

15,000,000

Australians engaged in sport or recreation

23,000,000

Australia's population in 2012

42

NSO - AIS active priority partnerships

65

% of Australians engaged in sport or recreation

30

NSOs that implemented FTEM



Australian NSO Application of FTEM



Research and IOC Endorsement



International Olympic Committee consensus statement on youth athletic development

Michael F Bergeron,^{1,2} Margo Mountjoy,^{3,4} Neil Armstrong,⁵ Michael Chia,⁶ Jean Côté,⁷ Carolyn A Emery,⁸ Avery Faigenbaum,⁹ Gary Hall Jr,¹⁰ Susi Kriemler,¹¹ Michel Léglise,¹² Robert M Malina,^{13,14} Anne Marte Pensgaard,¹⁵ Alex Sanchez,¹⁶ Torbjørn Soligard,¹⁷ Jorunn Sundgot-Borgen,¹⁸ Willem van Mechelen,^{19,20,21} Juanita R Weissensteiner,²² Lars Engebretsen^{17,23}

IOC Recommendation

"Adopt viable, evidence-informed and inclusive frameworks of athlete development that are flexible (using 'best practice' for each developmental level), while embracing individual athlete progression and appropriately responding to the athlete's perspective and needs ". (p850)

Bergeron et al., 2015; 49: 843-856. Br J Sports Med



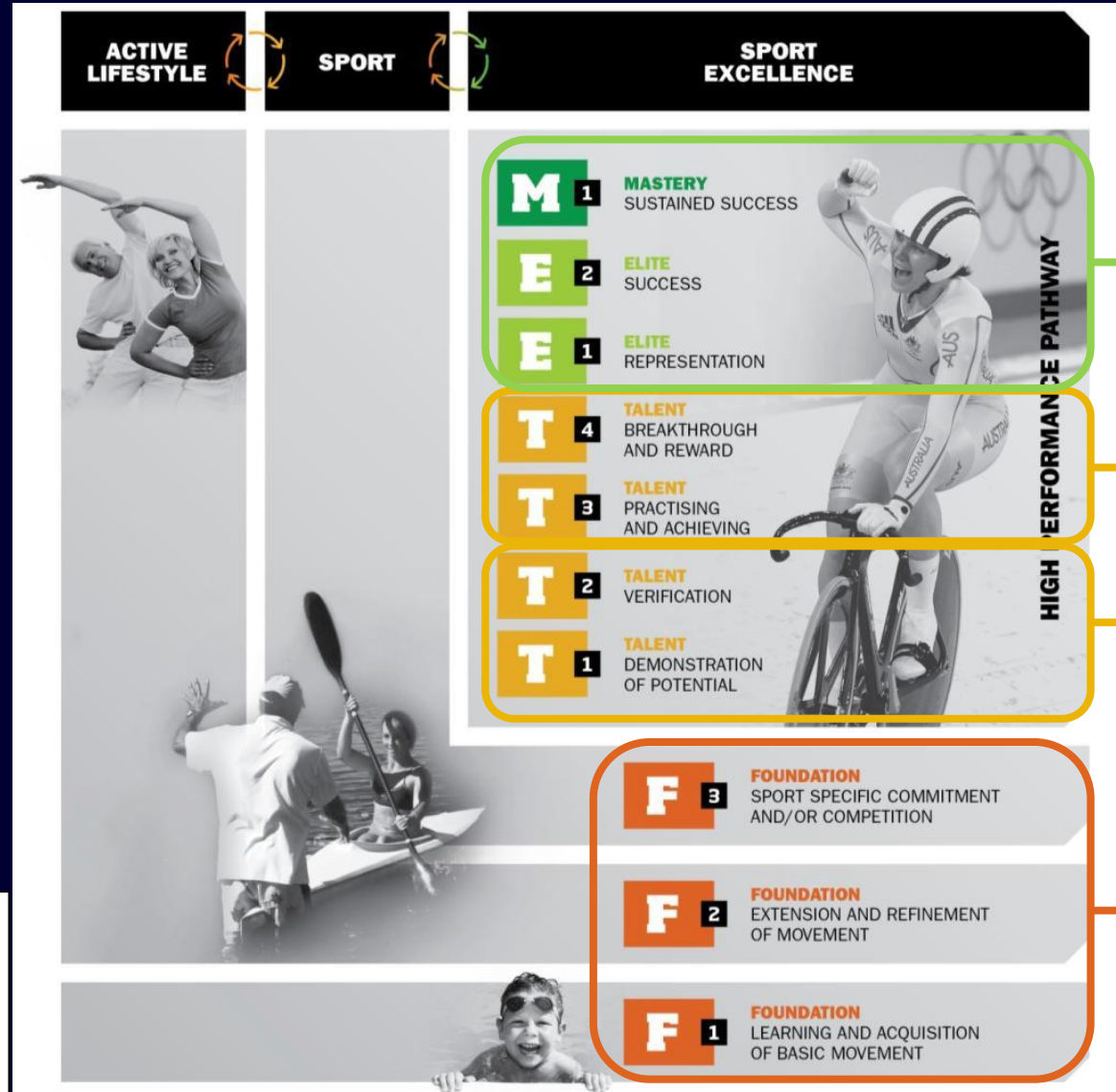
Stakeholder insights into athlete attrition in the high-performance pathway

Sara A. Guevara^{a, b, c}, Alex Donaldson^d, Richard J. Keegan^e, Renee N. Appaneal^c, Erin A. Smyth^{b, c}, Gordon Waddington^b, Kate Mahony^a, Michael K. Drew^{b, c}

A system-wide study on factors leading to athlete attrition from the Australian high-performance sport system identified inadequate and unclear “pathway structure, transition and support” as one of four key factors underpinning athlete drop out.

Guevara et al., 2022; J Science and Medicine in Sport

FTEM Framework



Elite Performance and Sustained Success

Pre-elite Athlete Development

Talent Identification and Confirmation

Movement and Sport Foundations

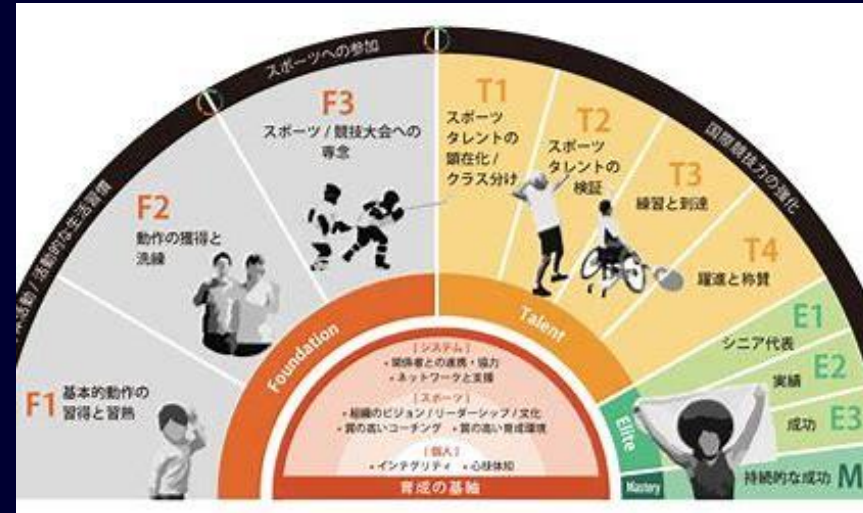
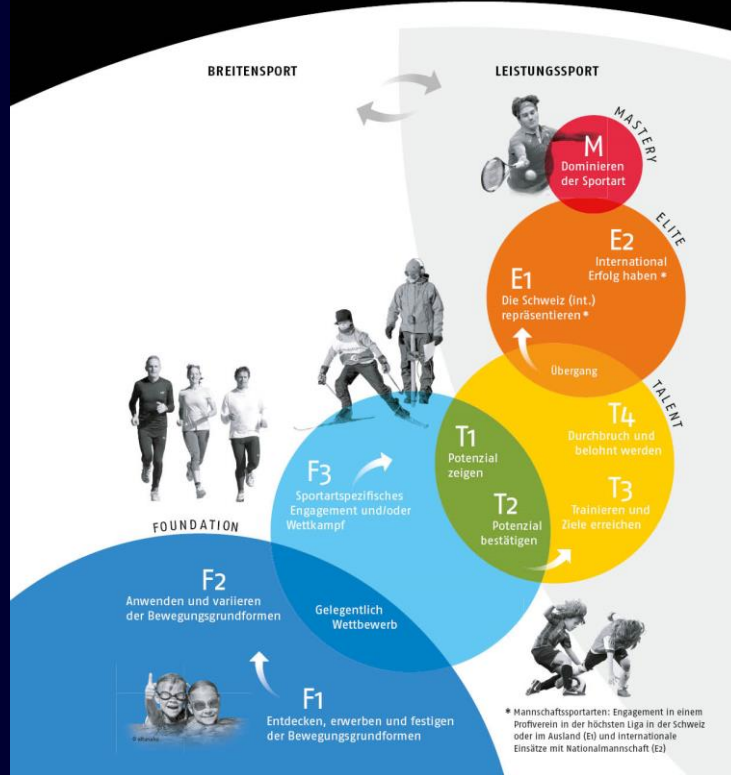
International Adaptations of FTEM – Switzerland, Japan, Singapore



Die zehn Phasen des «FTEM Schweiz» in der Übersicht

«FTEM Schweiz» beruht auf vier Schlüsselbereichen: F steht für Foundation (Fundament, Grundlagen, Basis), T für Talent, E für Elite und M für Mastery (Weltklasse). Diese vier Schlüsselbereiche sind in zehn Phasen aufgeteilt (F1, F2, F3, T1, T2, T3, T4, E1, E2, M). Aufgrund sportartspezifischer Bedürfnisse können Phasen hinzugefügt, gestrichen oder auch umbenannt werden.

Abbildung: «FTEM Schweiz» – Sport- und Athletenentwicklung (modifiziert nach Gulbin et al. 2013)



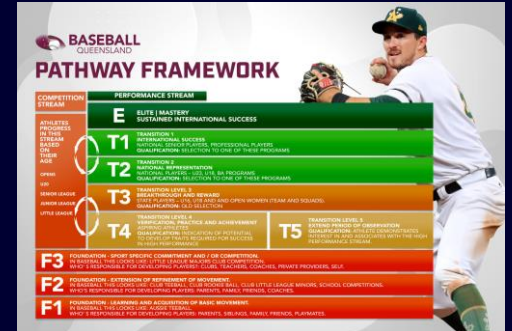
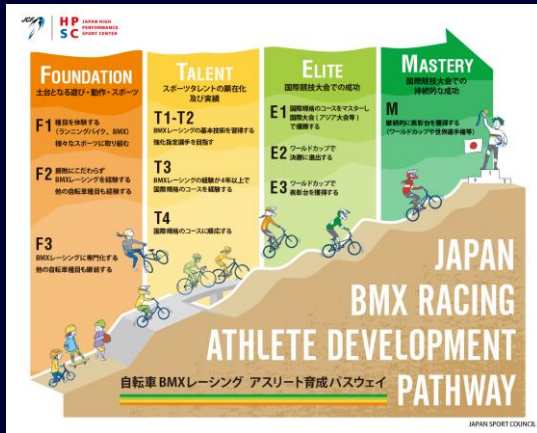
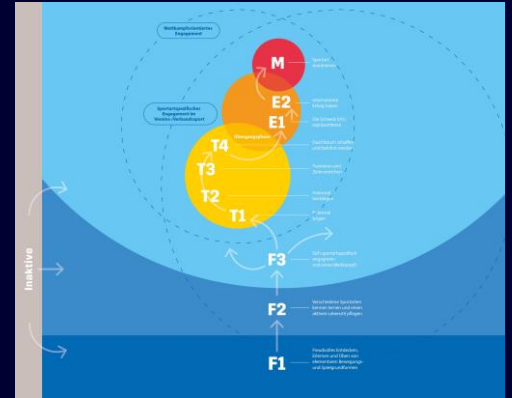
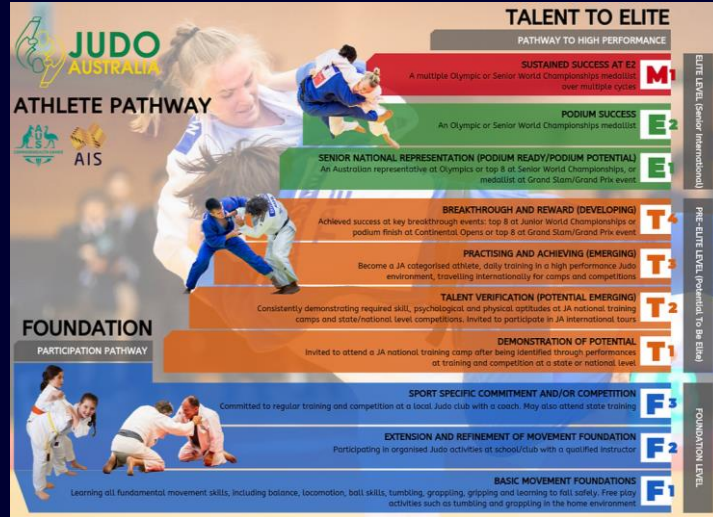
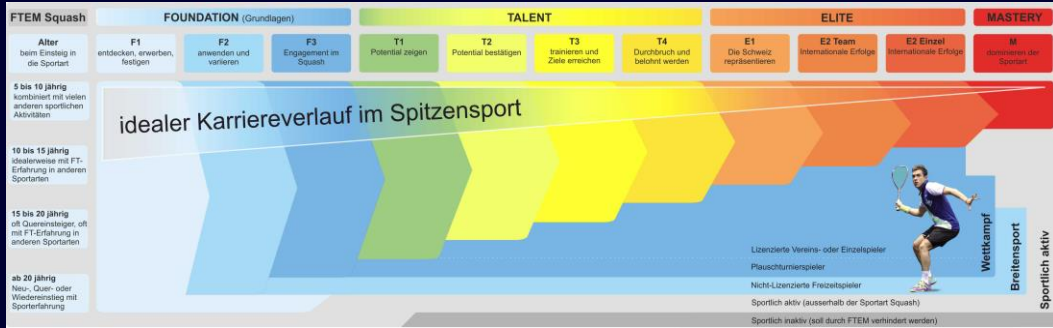
The FDES Framework

	Pathway foundation			Performance foundation			World class podium potential		World class performance
Developmental Stages	FOUNDATION			DEVELOPMENT			EXCELLENCE	SUSTAINABILITY	
Talent Stage	Play	Seeding	Sampling	Detection	Identification	Confirmation	Optimisation	Mastering	Mastery
Approx. Athlete Age	0-5 Early Childhood	5-8 Childhood	9+ Late Childhood	13+ Adolescence	14+ Adolescence	16+ Adolescence	19+ Adulthood	21+ Adulthood	20+ Adulthood
Maturation Age	Female Puberty								
Typical Life Stages	Pre-School	Primary School	Primary School	Secondary School	Secondary School	IHL/NS/Work	IHL/NS/Work	IHL/NS/Work	IHL/NS/Work
Pinnacle Events	None	None	Minimal	Interschools/Club Events	Nationals/Regional Events	Youth Olympics/SEA Games	Asian Games/CWG/Worlds	Asian Games/CWG/Worlds	Olympics/Asian Games/CWG
Carding System	National Youth Carding								



YADC 2021
YOUTH ATHLETE DEVELOPMENT CONFERENCE (VIRTUAL)

FTEM Application to Sport



年齢	FOUNDATION	TALENT	ELITE	MASTERY
5-10	F1			
10-15	F2	T1		
15-20	F3	T2	E1	
20+		T3	E2	M

How did Australian NSOs Apply FTEM?



1. Understand and describe your Pathway

Summary Information				
FTEM Element	Pathway Focus	% Score	Health Status	% Score
E/M	M	50%	Orange	61%
	E2	33%	Red	
	E1	75%	Green	
	General EM	85%	Green	
	T4	30%	Green	
T	T3	75%	Green	66%
	T2	79%	Green	
	T1	60%	Orange	
	General T	67%	Green	
	F3	69%	Orange	
F2	80%	Green		
F1	83%	Green		
General F	76%	Green		
General Pathway	Non-specific Whole of Pathway	69%	Orange	69%
Final FTEM Pathway Score				204
				Raw Score out of 281



Clarify Pathway Drivers



Strategy & Alignment										
Leadership & Management										
Coaching										
Athlete Development										
Performance Support										
Competitions										
Daily Training Environment										
Research & Innovation										
Others										



Clarify Pathway Drivers



Strategy & Alignment										
Leadership & Management										
Coaching										
Athlete Development										
Performance Support										
Competitions										
Daily Training Environment										
Research & Innovation										
Others										

- Strength and Conditioning
- Nutrition
- Physiology
- Skill Acquisition
- Performance Psychology
- Physiotherapy
- Soft Tissue Therapy
- Sports Medicine
- Athlete Wellbeing
- Recovery



Clarify Pathway Drivers



	F1	F2	F3	T1	T2	T3	T4	E1	E2	M
Strategy & Alignment										
Leadership & Management										
Coaching										
Athlete Development										
Performance Support										
Competitions										
Daily Training Environment										
Research & Innovation										
Others										

- Strength and Conditioning
- Nutrition
- Physiology
- Skill Acquisition
- Performance Psychology
- Physiotherapy
- Soft Tissue Therapy
- Sports Medicine
- Athlete Wellbeing
- Recovery



Clarify Pathway Drivers



	F1	F2	F3	T1	T2	T3	T4	E1	E2	M
Strategy & Alignment										
Leadership & Management										
Coaching										
Athlete Development										
Performance Support										
Competitions										
Daily Training Environment										
Research & Innovation										
Others										

- Strength and Conditioning
- Nutrition
- Physiology
- Skill Acquisition
- Performance Psychology
- Physiotherapy
- Soft Tissue Therapy
- Sports Medicine
- Athlete Wellbeing
- Recovery

Current State vs
Ideal Future State



Gap Analysis to Understand Strengths and Challenges



	F1	F2	F3	T1	T2	T3	T4	E1	E2	M
Strategy & Alignment	Green	Green	Yellow	Green	Green	Green	Red	Red	Yellow	Yellow
Leadership & Management	Green	Green	Green	Green	Green	Red	Red	Yellow	Yellow	Yellow
Coaching	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Athlete Development	White	Green	Green	Yellow	Yellow	Yellow	Green	Green	Green	Green
Performance Support	White	White	Yellow	Red	Red	Red	Red	Yellow	Green	Green
Competitions	White	White	Green	Yellow	Yellow	Green	Green	Green	Green	Green
Daily Training Environment	White	Green	Green	Green	Red	Red	Red	Yellow	Yellow	Green
Research & Innovation	White	Red	Red	Red	Red	Red	Green	Green	Yellow	Red
Others	White	White	White	White	White	White	White	White	White	White



How did Australian NSOs Apply FTEM?



1. Understand and describe your Pathway

The screenshot shows a table titled 'Summary Information' from the Australian Government Australian Sports Commission. The table has five columns: 'FTEM Element', 'Pathway Focus', '% Score', 'Health Status', and '% Score'. It is organized into sections for 'E/M', 'T', 'F', and 'General Pathway'. Each section contains multiple rows for specific pathway focuses. The 'Health Status' column uses color-coded bars: green for good, yellow for fair, orange for poor, and red for very poor. The 'Final FTEM Pathway Score' is 204 out of a 'Raw Score out of 281'.

FTEM Element	Pathway Focus	% Score	Health Status	% Score
E/M	M	50%	Orange	61%
	E2	33%	Red	
	E1	75%	Green	
	General EM	85%	Green	
T	T4	30%	Green	66%
	T3	75%	Green	
	T2	79%	Green	
	T1	60%	Orange	
	General T	87%	Green	
F	F3	69%	Orange	77%
	F2	80%	Green	
	F1	83%	Green	
	General F	78%	Green	
General Pathway	Non-specific Whole of Pathway	69%	Orange	69%
Final FTEM Pathway Score				204
Raw Score out of 281				

2. Construct and implement strategies, actions or interventions to address gaps and maximise opportunities in your pathway

3. Summarise key elements of your pathway and create documentation specific to your various audiences



Document Your Pathway



FTEM Squash

Der Weg zum Weltmeister und Wissenswertes über Squash

Die FTEM-Phasen (Foundation, Talent, Elite, Mastery) beschreiben den idealen Weg von der Vielzahl an Möglichkeiten im jugendlichen Meistertum zu einer individuellen Entwicklung. Die meisten Phasen können unterteilt in acht aufeinanderfolgende, aber nicht unbedingt aufeinanderfolgende Phasen unterteilt werden. Die Phasen sind durch Pfeile verbunden, was den Übergang zwischen den Phasen darstellt.

SWISS SQUASH
olympic partner

www.squash.ch

Ski & Snowboard Australia Athlete Pathway Framework

SIA LEAD STAGE	FUNDAMENTALS	LEARN TO TRAIN	TRAIN TO TRAIN	TRAIN TO COMPLETE	TRAIN TO WIN						
AS FTEM STAGE	NON ELITE (Foundation Movement)			PRE ELITE (Potential to be Elite)							
AS FTEM PHASE	F1	F2	F3	T1	T2	T3	T4	E1	E2	M1	
SPORT AUSTRALIA ATHLETE CATEGORY	NON ELITE			EMERGING Level 5	DEVELOPING Level 6	PODIUM POTENTIAL Level 7	PODIUM READY Level 8	PODIUM Level 9	ELITE		
SPORT AUSTRALIA ATHLETE CATEGORY DEFINITION	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.			Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.	Individual athletes in a range of disciplines, who are committed to the sport and are progressing to the next level in the next two years.
AERIAL SKIING	SIA Aerobic Program			SIA Aerobic Program		SIA Aerobic Program		SIA Aerobic Program			
MOGUL SKIING	SIA Mogul Program			SIA Mogul Program		SIA Mogul Program		SIA Mogul Program			
PARK & PIPE	SIA Park Program			SIA Park Program		SIA Park Program		SIA Park Program			
SNOWBOARD CROSS	SIA Snowboard Cross Program			SIA Snowboard Cross Program		SIA Snowboard Cross Program		SIA Snowboard Cross Program			
PARA-SNOWBOARD	SIA Para Snowboard Program			SIA Para Snowboard Program		SIA Para Snowboard Program		SIA Para Snowboard Program			
ALPINE SKIING	SIA Alpine Program			SIA Alpine Program		SIA Alpine Program		SIA Alpine Program			
CROSS COUNTRY	SIA Cross Country Program			SIA Cross Country Program		SIA Cross Country Program		SIA Cross Country Program			

FTEM Stages

Non-Elite (Foundation Movement) | Pre-Elite (Potential to be Elite) | Elite (Senior International)

Phases & Description

FOUNDATION | TALENT | ELITE | MASTERY

Basic Foundations | Extension & Refinement of Movement Foundations | Sport-specific Commitment & Competition | Demonstration of Potential | Talent Verification | Practicing & Aiming | Breakthrough & Reward | Senior National Representation | Podium Success | Sustained Success at E2

An Athlete is:

Learning the fundamentals of riding a bike | Participating in organized skill development and/or informal cycling | Attending coaching and/or competition sessions | Demonstrating HP potential from training, competition and/or talent ID testing | Potential verified and embedded within a state based development program | Daily training and competition within a state based Cycling Program | Member of the CA High Performance Unit or a Professional Road Cycling Team | Competing at elite international benchmark events | A podium finisher at an elite international benchmark event | Consistent podium success over four or more years

Primary Development Environment

CA Junior Role Programs or informal settings (e.g. family) | Informal settings or professional instructional program | Clubs | State or Territory Cycling Association Development Programs or training within a SIS/SAS Cycling Program | SIS/SAS Cycling Programs | Cycling Australia High Performance Unit and/or Professional Road Cycling Teams

Competition Target

Non-competitive | Local and state based events, National Junior Track Series | National Championships and other national level events | National UCI World Junior World Champs and/or UCI events | UCI World Cups and/or other UCI events | Olympic Games, UCI Elite World Championships and 'Monument' Road Events

FENCING ATHLETE PATHWAY – E2 SAMPLE

ACHIEVING MEDAL SUCCESS IN PEAK INTERNATIONAL COMPETITIONS SUCH AS SENIOR WORLD CHAMPIONSHIPS, SENIOR WORLD CUPS/S&S & OLYMPICS

E2 ELITE ATHLETE

Achieves a podium performance at (Seniors) FIE World Cup, Grand Prix, World Championships or Olympic Games. Professional Athlete. Dedicated to driving excellence in day to day practice in world class environments and FIE Senior Circuit competition to maintain and hone skills and execution. Leading development of own goal focused programme requirements integrating leading edge technical, tactical, physical, physiological and psychological components. World Class focus on preparation (eg performance analysis and tactical planning) and consistency in delivering quality competitive performances. Ability to execute consistent and accurate performance skills for relevant disciplines. Ability to manage and prioritise sport and vocational commitments to maintain a sport-life balance and lifestyle activities supporting psychological and physical wellbeing. Preparing for a life after sport, including formalised coaching/mentoring opportunities.

PROGRAMMES
BF PODIUM PROGRAMME

COMPETITION TARGETS
SENIOR WORLD CHAMPIONSHIPS, SENIOR WORLD CUPS/GRAND PRIX, OLYMPICS

TRAINING ENVIRONMENTS
PERFORMANCE CLUBS*, PODIUM SITES, INTERNATIONAL PREPARATION CAMPS**, SSC FACILITIES

ADAPTABILITY & DECISION MAKING
Independently maintain and update pre-emptive fight strategies to best every athlete in World Top 32. Includes 3+ alternative tactical scenarios based on online and offline analysis of opponent and own strengths & weaknesses. Ability to execute strategy during fight and anticipate when to switch tactics, selecting and executing successful actions under pressure. Ability to plan and adapt in fight to reverse interpretation. (R win/loss ratio by 3:0)

PERFORMANCE RESULTS
FIE World Ranking (Senior top 32), 77% DE wins against top 64 World Ranked opponents and consistent/average top 3% win/loss ratio at FIE events

ATHLETE BEHAVIOUR & COMMITMENT
Level 3 leadership. Building enduring greatness through paradoxical combination of personal humility and professional will. Experienced CEO - Role modelling high performance values and culture. Driving, tracking and managing own goal focused programme and managing those that support it to ensure needs are met. Leading the difficult conversations and comfortable to give and receive -ve and +ve feedback. Managing detailed 4 year financial plans. Demonstrating excellence, consistency to self improvement and professionalism in all areas. Seeking out opportunities for innovation and self-reinvention through changing team members, cultivating relationships with overseas clubs/coaches and recreation abroad.

CONTROL AND DOMINATE DISTANCE
Ability to creatively evaluate, anticipate and adapt to control & dominate distance to effectively execute a successful action at the right time (tempo) at World Class level in high pressure complex competitive situations. (IP model)

TECHNICAL EXCELLENCE
Ability to utilize a wide range of weapon specific actions against World Class opponents and have a select 3-4 actions (Super Skills) with high proficiency/efficiency. Nudge success rate against World Top 15. Excellent understanding of the FIE rules. Ability to plan for and adapt technique to interpretation of different senior circuit referees. (IP model)

ABILITY TO TOLERATE LOAD (MENTAL & PHYSICAL)
Adherence to advanced training load 2.1 quality training per day (30-32 session/week, 25-35 hr/week). Psychologically robust, with sound motor function and maximum fitness to tolerate increasing load in training and competition (i.e. ability to maintain performance over 120-180 mins). Mentally resilient under stress. Actively managing training and competition load to allow for longevity of career.

SUPPORT (COACHES, SSM, BF TEAM, PARENTS)
Supporting sporting efforts and role modelling BF values and positive sponsorship. Showing respect to athletes, leadership personnel, coaches, and officials. Promoting athlete autonomy and problem solving. Enabling high performing collaborative partnership between athletes, coaches, clubs and BF. Commitment to supporting athletes to lead and manage relationships and feedback to all support staff in a constructive manner to drive performance.

FTEM SJV KONZEPT UND LEITLINIEN - DER WEG ZUR EXZELLENZ

FOUNDATION	TALENT	ELITE	MASTERY
F1	F2	F3	F4
F5	F6	F7	F8
F9	F10	F11	F12
F13	F14	F15	F16
F17	F18	F19	F20
F21	F22	F23	F24
F25	F26	F27	F28
F29	F30	F31	F32
F33	F34	F35	F36
F37	F38	F39	F40
F41	F42	F43	F44
F45	F46	F47	F48
F49	F50	F51	F52
F53	F54	F55	F56
F57	F58	F59	F60
F61	F62	F63	F64
F65	F66	F67	F68
F69	F70	F71	F72
F73	F74	F75	F76
F77	F78	F79	F80
F81	F82	F83	F84
F85	F86	F87	F88
F89	F90	F91	F92
F93	F94	F95	F96
F97	F98	F99	F100

FTEM Cycling: Der ideale Athletenweg vom Anfänger zum Master

Swiss Cycling Olympic partner

April 10, 2019

PROFIL	UNBELIEB	TRAINING	METRIK/PROFIL
<p>PROFIL</p> <p>Swiss Cycling Olympic partner</p>	<p>UNBELIEB</p> <p>Swiss Cycling Olympic partner</p>	<p>TRAINING</p> <p>Swiss Cycling Olympic partner</p>	<p>METRIK/PROFIL</p> <p>Swiss Cycling Olympic partner</p>

How did Australian NSOs Apply FTEM?



1. Understand and describe your Pathway

Summary Information				
FTEM Element	Pathway Focus	% Score	Health Status	% Score
E/M	M	50%	Red	61%
	E2	33%	Red	
	E1	75%	Green	
	General EM	85%	Green	
T	T4	30%	Red	66%
	T3	75%	Green	
	T2	79%	Green	
	T1	60%	Orange	
	General T	67%	Green	
F	F3	69%	Orange	77%
	F2	80%	Green	
	F1	83%	Green	
	General F	76%	Green	
General Pathway	Non-specific Whole of Pathway	69%	Orange	69%
Final FTEM Pathway Score				204
				Raw Score out of 281

2. Construct and implement strategies, actions or interventions to address gaps and maximise opportunities in your Pathway

3. Summarise key elements of your Pathway and create documentation specific to your various audiences

4. Communicate your Pathway



Swimming Australia Case Study



How Did Swimming Create and Use the Framework?



ASF Contributions

Developed in collaboration with.....

- 1** SAL Staff
- 2** AIS
- 3** University Partnerships

swimming australia

HPU

- CLT
- Pathway Staff
- SSSM
- SMG
- SSA's

PSD

Media and Communication

AIS

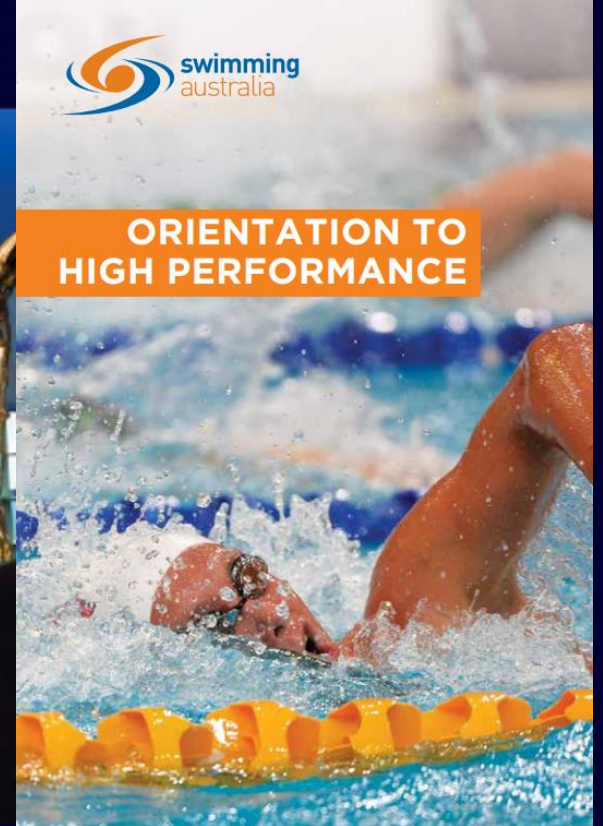
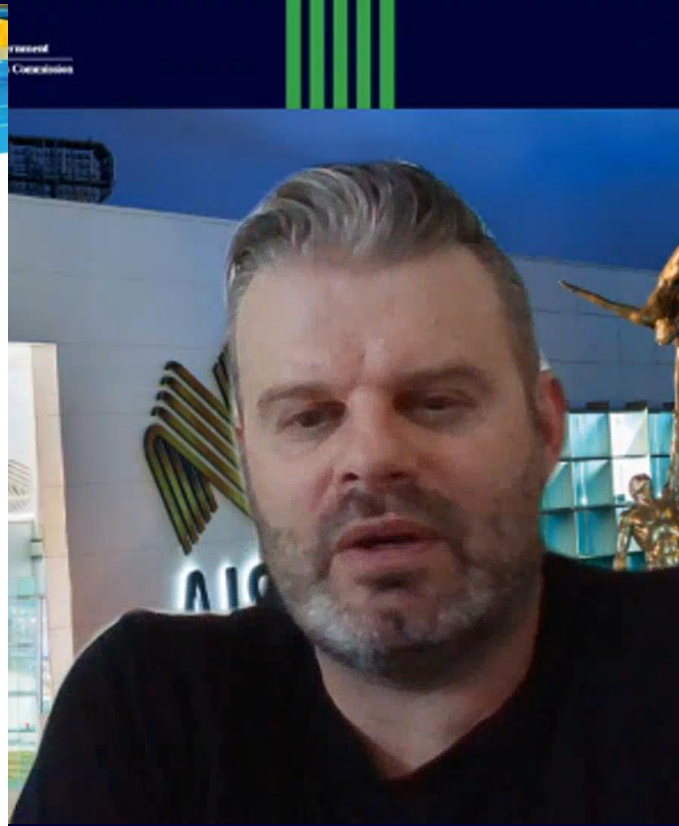
Pathway Staff

Technical Leads

Media and Communication

THE UNIVERSITY OF SYDNEY

Dr Stephen Cobley



Jamie Salter
Pathway Manager (former), Swimming Australia

SWIMMER FRAMEWORK

Swimming Australia (SA), in collaboration with the Australian Institute of Sport (AIS) has developed the Australian Swimming Framework (ASF).

The ASF is our *'guidebook'* to this journey and the purpose is to:

- describe SA's athlete and coach pathway;
- detail athlete characteristics and how they develop through each stage;
- outline the developmental needs for athletes and coaches, environment and the aligned support services; and
- to confirm how the sport is led and managed.

The ASF is based on the [AIS framework - Foundations, Talent, Elite and Mastery \(FTEM\)](#) to align the pathway stages. The model consists of the four-major development and performance levels which are further broken down into ten phases.



PAGES

- NON-ELITE FOUNDATION 1
- NON-ELITE FOUNDATION 2
- NON-ELITE FOUNDATION 3
- PRE-ELITE TALENT 1
- PRE-ELITE TALENT 2
- PRE-ELITE TALENT 3
- PRE-ELITE TALENT 4
- ELITE 1
- ELITE 2
- ELITE MASTERY

GROWTH AND MATURATION OVERVIEW



BASIC PHYSICAL & COGNITIVE FEATURES



TRAINING IMPLICATIONS



RECOVERY AND REGENERATION



DEVELOPMENTAL BACKGROUND DESCRIPTION



TRAINING IMPLICATIONS



PHYSIOLOGICAL ATTRIBUTES



TECHNICAL ATTRIBUTES



TACTICAL ATTRIBUTES



PHYSICAL ATTRIBUTES AND NEUROMUSCULAR INTEGRITY



PSYCHOLOGICAL AND PERSONAL EXCELLENCE ATTRIBUTES



PRE-ELITE TALENT 1

PRE-ELITE TALENT 2

PRE-ELITE TALENT 3

PRE-ELITE TALENT 4

ELITE 1

ELITE 2

ELITE MASTERY



TRAINING IMPLICATIONS



Training emphasis:

- Technique + Aerobic Development (AEC)
- Speed + Anaerobic Development (ANC)
- V02 Max

Training purpose:

- Enhanced Training and Competition exposure

Pool:

- Begin to increase training volume and intensity
- Implement a holistic SSSM training methodology
- Consider Event specialisation
- Development of Aerobic capacity
- Further development of racing skills
- Provide a greater variety of training methods

Land:

- Implement musculoskeletal assessment
- Periodised strength program
- Maintain flexibility
- Maintain 'core' body alignment

SWIMMER FRAMEWORK

Swimming Australia (SA), in collaboration with the Australian Institute of Sport (AIS) has developed the Australian Swimming Framework (ASF).

The ASF is our *'guidebook'* to this journey and the purpose is to:

- describe SA's athlete and coach pathway;
- detail athlete characteristics and how they develop through each stage;
- outline the developmental needs for athletes and coaches, environment and the aligned support services; and
- to confirm how the sport is led and managed.

The ASF is based on the [AIS framework - Foundations, Talent, Elite and Mastery \(FTEM\)](#) to align the pathway stages. The model consists of the four-major development and performance levels which are further broken down into ten phases.

PAGES

- NON-ELITE FOUNDATION 1
- NON-ELITE FOUNDATION 2
- NON-ELITE FOUNDATION 3
- PRE-ELITE TALENT 1
- PRE-ELITE TALENT 2
- PRE-ELITE TALENT 3
- PRE-ELITE TALENT 4
- ELITE 1
- ELITE 2
- ELITE MASTERY

What Changes did FTEM Implementation Facilitate?



	FROM	TO
Pathway Clarity	What is a Pathway?	End-to-end Pathway clarity
Pathway Precision	Pathways based on competition or age	Competency and development-based pathways
Evidence Base	Assumptions	Evidence to underpin strategic direction
Preparation	Reactivity	Prioritisation of focus and activity
Pathway Gaps	Chasm between participation and high performance (prioritisation of elite athletes)	Integration & alignment of all development phases
Terminology	Inconsistent use of language	Consistent pathways & development terminology
Education and Engagement	Stakeholder confusion	Stakeholder clarity, confidence, collaboration and action
Athlete Retention	Dropout for a range of reasons	Perceived increase in athlete retention in some instances
Pathway Resourcing	Minimal pre-elite level resourcing	Increased pre-elite level emphasis and resourcing

Recommendations from those who have gone before

- ✓ Be clear about your purpose, and know your audience
- ✓ Have an appetite for exploration
- ✓ Be prepared for detailed, granular discussion
- ✓ Consider the broader strategic architecture early
- ✓ Be careful not to over-prescribe expectations
- ✓ Find the right balance of information to be shared internally and externally
- ✓ Orchestrate opportunities to talk about the framework
- ✓ Take ownership of the framework





Thank you

Elissa.Morley@ausport.gov.au

AIS.gov.au



@theAIS #theAIS

Leverrier Street Bruce ACT 2617
PO Box 176 Belconnen ACT 2616
+61 2 6214 1111

