

SCHEDULE 1: STAFF INTEGRITY & CAPABILITY



DOCUMENT CONTROL

Name:	Staff Integrity & Capability
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Owner:	Head of Performance Services
File location:	AMS & AC Performance Services ZenDesk
Document type (& enforceability):	Framework with mandatory elements. This Schedule outlines minimum standards and expectations for SSSM / Performance Services personnel. Requirements identified as 'must' are mandatory and are enforceable in accordance with the SSSM Principles, including through applicable CA Integrity frameworks, Codes of Conduct and contractual arrangements. All other elements represent recommended best practice expectations to support workforce capability, professional standards and system consistency.
Responsible parties:	Head of Performance Services / SSSM Managers; Performance Services / SSSM Practitioners; Coaches; HR / Recruitment personnel
Beneficiaries:	All players; High Performance programs; AC organisations
Governance:	Policies, frameworks, and guidelines to support best practice Oversight by Head of Performance Services, with support from CA Integrity and relevant professional/regulatory bodies (e.g. AHPRA). Compliance with minimum standards monitored through internal governance, recruitment processes, and periodic review of workforce capability.

1. PURPOSE AND INTENT

- 1.1** This Schedule supports the SSSM Principles by outlining expectations for the appointment, onboarding and ongoing development of SSSM / Performance Services (PS) staff across Australian Cricket (AC).

Its intent is to ensure that appropriately qualified, capable and supported personnel are engaged to:

- a) optimise player performance;
- b) protect player health and wellbeing; and
- c) minimise integrity, professional and organisational risk.

This Schedule establishes minimum standards and good practice guidance to promote consistency across AC entities, while allowing flexibility to reflect local operating environments.

2. ORGANISATIONAL DESIGN & ROLE DEFINITIONS

2.1 Each High Performance Program should:

- a) have a designated Head of Performance Services (**HoPS**) or equivalent responsible for SSSM / PS delivery;
- b) establish clear reporting lines across all SSSM / PS personnel;
- c) use discipline leads where appropriate to support effective supervision;
- d) ensure manageable spans of control (typically 6–8 direct reports per leader);
- e) maintain an up-to-date organisational structure and provide this to CA Head of Performance Services by 1 October each year.

2.2 For the purposes of these Principles:

- a) Head of Performance Services / SSSM Manager: Leads and oversees the SSSM / PS function, including governance, integration and performance.
- b) Discipline Lead: Provides leadership, direction and quality assurance within a discipline.
- c) Practitioner: Delivers day-to-day services within teams or programs.
- d) Development / Emerging Practitioner: Supports delivery under supervision to build capability.

3. MINIMUM QUALIFICATIONS & CAPABILITY EXPECTATIONS

3.1 All SSSM / PS personnel must:

- a) hold relevant qualifications for their discipline;
- b) maintain required professional registration or accreditation (e.g. AHPRA, ESSA, ASCA);
- c) operate within professional and regulatory standards; and
- d) have experience appropriate to the role.

3.2 All SSSM / PS personnel should demonstrate:

- a) ability to work effectively in multidisciplinary environments;
- b) athlete-centred and evidence-informed practice;
- c) understanding of integrity and professional obligations; and
- d) effective communication, collaboration and interpersonal skills.

3.3 [Appendix 1](#) provides indicative minimum standards and high-performance expectations for each Performance Services discipline. These are intended to guide decision-making regarding recruitment and development. Ideally, those in leadership roles should have attained, or be working towards meeting the outlined high performance expectations.

4. REPORTING LINES

4.1 Regarding reporting lines regarding SSSM / PS within HP programs:

- a) All SSSM / PS personnel should ultimately report to the HoPS (or equivalent);
- b) SSSM / PS staff should not report directly to coaching staff for professional matters;
- c) The HoPS should report to the General Manager High Performance;
- d) A functional connection should exist between STA HoPS roles and the CA Head of Performance Services.

5. RECRUITMENT AND APPOINTMENT

5.1 SSSM / PS roles should be filled through transparent and merit-based processes.

5.2 Recruitment should:

- a) use clearly defined role descriptions;
- b) assess candidates against both minimum standards and capability expectations;
- c) consider experience, capability and fit within multidisciplinary teams; and
- d) involve or notify relevant CA personnel for key roles where appropriate.

5.3 Students, interns and volunteers must:

- a) be approved prior to engagement;
- b) be appropriately supervised; and
- c) comply with SSSM governance and integrity requirements.

6. ONBOARDING

6.1 All SSSM / PS personnel should complete an onboarding process that includes:

- a) introduction to the SSSM Principles and relevant organisational policies (e.g. WH&S, privacy and cyber security, etc);
- b) understanding integrity frameworks (e.g. anti-doping, codes of conduct);
- c) clarification of role and reporting lines;
- d) familiarisation with systems (e.g. AMS);
- e) integration into team and multidisciplinary processes.

7. PERSONNEL REGISTER

7.1 Each SSSM / PS staff member must:

- a) provide qualification, registration and credential details at commencement;
- b) update details annually and following material changes.

7.2 HoPS are responsible for ensuring compliance with these requirements.

8. BACKGROUND CHECKING

8.1 Prior to appointment, staff must undergo appropriate background checks, including:

- a) qualification and registration verification; and
- b) Working With Children checks (where applicable).

8.2 Additional checks may be undertaken based on role requirements and risk.

9. CAPABILITY DEVELOPMENT

9.1 SSSM / PS personnel are expected to maintain and develop their professional capability.

9.2 AC entities should support this through:

- a) access to professional development opportunities;
- b) supervision, mentoring and feedback;
- c) exposure to high-performance environments; and
- d) participation in system-wide capability initiatives.

10. LEADER IMPLEMENTATION SUMMARY

10.1 As a HoPS / Leader, you should:

- a) recruit appropriately qualified and capable staff;
- b) establish clear reporting lines and structure;
- c) ensure staff are effectively onboarded;
- d) maintain an accurate personnel register;
- e) apply appropriate background checks;
- f) support ongoing capability development; and
- g) regularly review team capability and structure against program needs.