

The holistic well-being and support is critical to ensure consistent performance by elite swimmers. DMT mentioned that:

Standards are in place based on a contract and is linked with funding allocation, however with funding dropping how much more difficult is it for a swimmer to perform better, perhaps if the funding remained he/she would have performed better?

In terms of the QMPs selected for this research, it was apparent after detailed investigation that both COEs had mechanisms that provided leadership and management; support for athlete development; opportunities for education of coaches and sport science support. However, the COEs do not provide a much needed integrated and well-resourced system that considers all aspects of the sporting and non-sporting development of athletes.

4.5.3 Business Processes

What was unexpected, however, was the process of service delivery. In some areas, such as the provision of sport science support, services appeared to be less extensive and technically unsophisticated compared to, for example, what is identified as per the SPLISS model and that of other sport systems such as Rugby and Cricket in South Africa. Even more importantly for this research, is that many of the investigated services were difficult to identify and to describe. This suggests that BPM in the context of the COEs may be problematic as a clear description and understanding of the QMPs under review that is essential to the successful management of the COEs. Comments received from both COEs are that:

UWC *There are no formal structure of evaluation in place.*

Innovation is always important, because it is always important to come up with new ideas, because it assists with growth in terms of recruitment.

TUKS *As a support staff member I am not involve in innovation w.r.t. business processes. I am unfortunately not directly involved in the strategic planning, it is however important that more information are being shared based on the strategy for everyone to understand the bigger picture, which I think will benefit staff responsible for business processes or the kind of work I am doing.*

While the existing system has served HP sport management for swimming in South Africa well over the past 12 years it is clear that reform and re-alignment through the BPR system are critical if new life and strength are to be breathed into what is the backbone of our high performance swimming. With the support currently provided by the Ministry of Sport & Recreation (SRSA) of South Africa (testimony of a new national approach), the time is ideal to deliver a more aligned, co-ordinated, and effective sport system.

4.6 DISCUSSION: QUALITY MANAGEMENT PRACTICES APPLICABILITY AT THE TWO CENTRES OF EXCELLENCE

The aim of this research was to assess QMPs that lead to success in elite swimming. In order to do this it was necessary to establish first, whether it is possible to identify and describe the QMP necessary to lead to the success of elite swimming and second, to explore the current QMP at the two COEs based on all target groups interviewed.

Based on the SPLISS model, the researcher identified the following CSFs:

- Governance, identification of leadership and management processes;
- Support services;
- Coaches delivery and coaches development;
- Strong club competition infrastructure;
- Talent identification and development;

- Sport and post-career support;
- Financial support;
- Training facilities/infrastructure; and
- Other critical success factors.

The following discussion considers CSFs based on the SPLISS study 2011 to support the strategic and long-term success of the COEs.

4.6.1 Governance, Identification of Leadership and Management Processes

The results showed that both COEs provided, in some form, the QMPs and services. It was possible to identify and describe the processes which underpinned the delivery of the different quality services. Furthermore, those interviewed felt strongly that these services and the way these are delivered were important contributors to the sporting success of swimming elite sport systems. However, it was not always immediately clear how these processes did contribute to the success of these COEs due to integration and alignment almost being left to the COEs and not as a result of well-planned and monitored system. Although the processes could be described, their actions and interactions in relation to the COEs HP sport system (governance, strategic planning, performance management and development practices), were not clearly identifiable:

- i. Strong coordination of all stakeholders involved in the HP sport programme, with clear roles and responsibilities and no overlap;
- ii. While there is strong evidence of long-term planning, there is no commitment to complement this planning;

- iii. Adequate resources were not confirmed for those that are targeted and considered as relatively few elite swimmers, identified as those having a real chance of success at world stage;
- iv. Full-time employment of a HP Sport Manager was not in place at the UWC COEs with no evidence of communication from the NF HP Manager to the COEs management;
- v. Effective communication was in place for individual stakeholders, however uncoordinated with no decision-making involvement by swimmers and coaches;
- vi. Structured agreements and communication strategy was not linked to the COEs from a NF level with COEs co-ordinating individual partnerships (Sotiriadou, & de Bosscher, 2013: 299-300).

The existence of identifiable management practices that show clear relevance for success are necessary for the successful application of QMPs and thus these findings suggest that current management and leadership practices may be problematic for improving the development of swimming as a high performance sport.

In addition, one of the most fundamental criticisms of QMP is that successful management processes are not always transferable to other organisational contexts (Green, 2001: 230). This is an important challenge for the retention of information and knowledge necessary for strategic long-term success of the COEs. Added to this challenge is that both COEs demonstrated substantial differences in funding, funding sources, and policy as a result of a lack of a national system coordinating the management of the COE, with Figures 3 and 4 placing emphasis on the difference of the two COEs. Therefore, the most important step to assess is if identified practices can be transferred to different organisational contexts. In order to assess this, the research

investigated how the practices emerged, developed and were delivered and the extent to which they are applicable to both COEs based on the specific conditions faced by the COEs.

4.6.2 Support Services

A model coordinated at a national level is applicable to individual HP athletes connected to the COEs. However the system is not directly linked to the COEs. If coordinated properly this is an area that can be used by South Africa to gain competitive advantage over others (de Bosscher, 2013:55).

Based on scientific research and innovation, the SPLISS model the research found that:

- i. Scientific research is not collected, coordinated and disseminated among coaches and the NF. COEs provide part services, however, not with a shared-approach, developing a culture of information and knowledge management;
- ii. Sport science support is not provided at each level of the HP sport development with no indication of innovation and/ or new technologies in cooperation with coaches and swimmers.

Sport scientists identified this area as critical, including the importance of innovation and training and development. This area is considered a key indicator that shows that a country is strategically developing for HP sport and is concerned about the development of research, collection, coordination and dissemination of research and innovation (de Bosscher, 2013:55).

All target groups interviewed identified the need for an improved national and international competition system; and based on the SPLISS model is was found that:

- i. Funding remains the challenge with adequate opportunities available;

- ii. The hosting of international swimming events are non-existent because the required international standard facilities are not in place;
- iii. Athletes cannot participate, sufficiently because of a lack of funding; and
- iv. National competitions have high standards in comparison with international standards with the focus on qualifying for World Championships and the Olympics for HP swimmers.

This is an important factor in the development of HP athletes to measure themselves against competitors and setting international standards (de Bosscher, 2013:54).

4.6.3 Coaches Delivery and Coaches Development

The highly contextual nature of the coach education system provided by the NF makes its replication difficult and it is likely that different sport systems will struggle to develop the self-dependent and self-responsible education ethos required by the existing system (which has contributed to the success of the COEs to date). The SPLISS model identified CSFs and the following describes the status quo of the COEs:

- i. The COEs do not have a sufficient number of well-trained and experienced elite coaches and this poses challenges with retention and recruitment of HP athletes as identified by coaches with swimmers highlighting the need for more coaches to enable specific services for different levels of swimming;
- ii. Coaches do not get sufficient opportunity to develop their coaching career to become a world-class HP coach. It is only the two Head Coaches at the COEs with one other coach who have been exposed to international competition. The NF, however,

implemented a system to improve this area with alignment to the LTCD strategy of the Olympic body;

- iii. The living circumstances are not sufficient for them to become professional coaches noting that even as full-time coaches, they do not earn the required remuneration and do not have a funded coordinated support and personal development plan in place to achieve success at all levels; and
- iv. The status of coaches is recognised by all target groups interviewed, however, elevating this through existing media and communications is not a sustainable practice (Sothiriadou, & de Bosscher, 2013: 306-307).

4.6.4 Strong Competition Infrastructure

Both COEs are supported by a voluntary club infrastructure with a strong club competition environment. The research showed that this infrastructure influenced practices in the two COEs in a number of ways. For example, the club competition structure provided a training and development environment for young swimmers. This system provides an athlete development pathway that is a highly effective strategy for success. However, it will be successful only if HP sport programme has a similarly extensive club environment. Coaches identified this as a key factor and area of improvement, specifically for more student-athletes to be recruited and retained.

Based on the SPLISS model, the research found that:

- i. Both COEs provided opportunities for learners, students and non-students to compete;
- ii. There is a high general participation rate with high numbers registered for LTS, however, moving to elite swimmers the numbers are not very representative as indicated by the NF, especially for black swimmers; and

- iii. The application of TQM at the level of mass participation e.g. the LTS programme and talent identification is not implemented (Sothiriadou, & de Bosscher, 2013: 301-302).

4.6.5 Talent Identification and Development

Talent identification is important to ensure that talented athletes are provided with the best development opportunities to represent South Africa internationally in future. Both COEs highlighted this as an area that requires much more attention along with a system to be properly managed. However, they highlighted that although the Government supports development pathways, funding is lacking. Swimmers might be given the opportunity to develop their skills with the right inputs and strategies, but are unable to apply these skills because of the lack of funding, this inhibits optimum development (Sothiriadou, & Shilbury, 2013:148-149).

Based on the SPLISS model the research found that:

- i. The COEs do have an effective system for the identification of young talented swimmers (for the maximum number of potential top swimmers are reached at the right time and age);
- ii. There is limited, and for some levels, no national coordinated planning in order to develop an effective system aligned to the COEs. The LTPD framework was implemented only over the past three years with no monitoring and evaluation system in place;
- iii. Young talented swimmers do not receive multi-dimensional support services needed to develop them at the highest level and need to pay for these services if they would like to access it; and

- iv. NF does not provide national coordinated support that includes support for both sport and academic studies.

During their talent development phase athletes become more focused and have to face a number of transitions, requiring specialised attention. Information, guidance and financial support is necessary to facilitate an optimal approach (de Bosscher, 2013:52). The COEs are providing this service with no national coordinated system and clear norms and standards.

4.6.6 Sport and Post-Career Support

This is the stage of excellence that includes participation at national and international levels, thereby gaining publicity. To facilitate the above successfully it is important to adopt a holistic approach. The research found and based on the SPLISS model the research found that:

- i. The individual circumstances are adequate for swimmers to concentrate on their sport, however most swimmers interviewed are full-time student-athletes who recommended a monthly stipend to attend to other personal living expenditure;
- ii. There is a coordinated support programme, however, life skills training such as career coaching, media training, were identified as gaps; and
- iii. Athletes do not receive post-career support and are not adequately prepared for life after their sport career.

Swimmers, however, provided a positive rating of the COEs, highlighting a few areas of improvement to advance this area.

4.6.7 Financial Support

“It is an undisputed fact that countries that invest more in high performance sport can create better opportunities for athletes to train under ideal circumstances and thus improve their chances for success” (de Bosscher, 2013:49). This is evident for South Africa too, with Swimming having won the most medals at both World Championships and the Olympics. (www.swimsa.org.za)

The research found and based on the SPLISS model that:

- i. There is insufficient funds available at national level to support the COEs with universities accepting 100% responsibility of the challenge to sustain this without any sponsorship or substantive donations; and
- ii. Collective resources from Lotteries, Olympic body, NF and government fluctuate on an annual basis, not providing ideal circumstances to achieve objectives.

Considering that the academic project is the core business of Universities, both COEs identified the lack of financial support as a major constraint one that posed a risk to the strategic future of the COEs.

4.6.8 Training Facilities and Infrastructure

These factors were identified as important with facilities to be the most important and the provision of administrative support and infrastructure with a close link to the support service system. Both COEs are centrally located in their respective regions, thereby reducing travel times.

Based on the SPLISS model the research found that:

- i. National coordination is not in place and left to the COEs to coordinate with both COEs identifying long-term and planned maintenance requiring huge sums of money as a major challenge;

- ii. South Africa did not have a network of quality national/regional sport centres where athletes could train in appropriate conditions. The one COE raised concern of the existing conditions, resulting in swimmers leaving the club;
- iii. Specific funding was not provided for the building and renovation of international standards facilities. Again there is a high dependence on universities with Lotto funding diminishing or not provided resulting in negative consequences.

Facilities and infrastructure remains the backbone of any HP sport programme and identified as one of the characteristics commonly found in the elite sport development systems (Green & Oakley, 2001:250).

4.6.9 Other Critical Success Factors (CSFs)

The research also found that the working atmosphere in the two sport systems had a significant and positive impact on their success. This refers to the general attitude of the coaches and athletes towards their sport, the rapport among the different coaches, the general nature of the coach-athlete relationship, and the way the athletes themselves interacted with each other. The transition between club sport, national performance sport, and top athletes was, in both systems, very blurred and created a strong impression of one coherent sport “community”.

For example, the coach education mechanisms appear, to depend to a high degree on informal as well as formal exchanges of knowledge and experience between coaches from different performance levels in the national system. Indeed, formal aspects of both coaching systems were limited and coach education primarily came about through less experienced coaches working with and sharing experiences with senior coaches. Both systems had a very open and cooperative

working environment, which means that a more formal system is unnecessary. Interviewees felt that a more structured system was necessary and this should be seen as a management priority to enhance performance overall (Smith, & Stewart, 1999:117).

The discussion above suggests that the practices that have contributed to the success of the COEs to date, are strongly context dependent and this may make the transfer of these practices difficult. This is evident from the results of the quality management practices (QMP) ratings with target groups having a different understanding of the level of importance of each QMP, with a few indicating that all QMP are important to ensure overall success. In particular, the working atmosphere of the COEs which is characterised by openness, sharing of expertise and limited bureaucracy may be particularly difficult to replicate. However, it was also apparent that, in recent times a number of interventions had been designed and introduced in order to change and improve the COEs overall management and these interventions may have the potential for introduction into other HP sport systems. These interventions included the school sport programme with focus on LTPD, and the holistic approach to coaching based on the NCDP (www.sascoc.org.za). Although these interventions can be described in detail it remains difficult to evaluate to what extent these changes provided the essential foundation for the initiatives to work, based on the short period of implementation and the fact that the COEs have been in existence since 2002.

In conclusion, Chapter Four outlined that it is important to note that that whilst the South African sport delivery system has been based on sound principles with no major challenges, we need to be aware of poor or ineffective management systems and practices in sport organisations. Worldwide governments and sport organisations themselves have recognised the problem for

more than a decade. However, responding to this in a structured and coordinated manner has been very slow.

There are many services that support the core business of high performance sport. The importance is for COEs to retain the focus on developing the athlete to create the best possible chance of success, ensuring that all services are strategically aligned, coordinated and delivered with a maximum of quality efficiency.

The COEs business processes play a pivotal role in supporting the macro level and core business areas and deal with design and development of business processes that are generally focused on technology; a specific set of coordinated tasks; and are guided by the different business units or areas that determine overall functioning and management of the COEs. The focus must be on improving corporate performance of the COEs by managing and optimising the COEs business processes.

While the study contributed to the conceptualisation of QMPs necessary for successful Olympic, high performance athletes and team preparation, and a description of effective HPM practices, Smolianov & Zakus (2009) pointed out, what is quite remarkable based on their research of developing a global model for HP sport, were the paradoxes that emerged of issues for HPM programmes across the world (Smolianov, & Zakus, 2009:42).

This research points to the complex interrelations of elements required to develop a sound high performance sport system, with the focus on macro, meso, and micro practices, structures. These systems point to the QMPs necessary for an effective HP sport management model.

The next and final chapter provides the findings based on the three areas namely macro level; core business and business processes. This is followed by recommendations based on the research findings and the research concludes with final conclusions.



CHAPTER 5 RESEARCH FINDINGS & CONCLUSIONS

5.1 RESEARCH FINDINGS

This chapter will provide the key findings of this research and will interpret the fieldwork results against the analysis and results discussed in Chapter Four, against the background of Chapters Two and Three.

5.1.1 Findings on the Macro Level

By far the greatest challenge identified is the fragmentation in the system. Although initially the COEs came across as relatively well functioned, the realisation that the high performance sport programme for the COEs was influenced by policies, stakeholders' inter-relationships, system factors and fluctuation in policies as identified in Section 4.3.1 during the interviews with universities (management, coaches and swimmers), the national federation (NF) and the Olympic body. The fact that the South African sport policy landscape concerns the interest of a wide array of stakeholders is indicative of the scope of the challenge to bring about meaningful and appropriate change for high performance sport management in South Africa.

Coupled with the above findings on fragmentation, the following trends have also emerged:

- i. A disconnect for integrated strategic planning between the COEs, NF and the Olympic body exists;
- ii. An independent operation of the COEs, largely aligned to the university's strategic planning, versus that of NF and Olympic body is evident;
- iii. A high degree of a lack of resources, identified by all target groups interviewed with reliance on many sources of income is evident; and

- iv. The high performance sport programme is largely run by a small group of individuals who already are overburdened and a lack of capacity that requires cross-organisational jurisdiction sensitivity, and support from the academic environment.

Rabie *et.al* (2011) identified an implementation strategy as part of capacity building for policy improvement (Rabie, *et.al*, 2011:308). Interviews conducted with the universities, NF and the Olympic body, documentation provided and online desktop research conducted showed that it is necessary to:

- Develop business plans and operational guidelines;
- Set out roles and responsibilities for key role players;
- Improve financial, human resources, time frames and logistical implications and reporting arrangements;
- Develop programme and project management system;
- Further actions w.r.t. law reform and policy-dialogue indicators; and
- Media and communications strategy.

The following section discusses the above-mentioned areas in detail.

a) Develop business plans and operational guidelines

It was found that this is in place at the COEs, NF and Olympic body respectively, but that there was no integrated planning with the Olympic body, indicating that such integration needs to be facilitated by the NF and the senior management of the NF also confirmed that this is not in place, stating that:

- *It is necessary to change approach from service providers to partnerships (joint responsibility);*
- *Annual evaluation of COEs is needed to and to have reviews at least quarterly; and*

- *Joint planning sessions to be implemented and that high level strategy to be held at least once per annum.*

It was showed that while strategic planning is evident at the NF and Olympic body levels, that the reciprocal effect was not confirmed by the COEs and the NF. Furthermore, the importance to evaluate performance was highlighted by the NF, indicating that there is willingness to facilitate this process.

b) Set out roles and responsibilities for key players

The National Academy System (NAC) of the Olympic body identified key role-players and their responsibilities in the NAC. However, after inception of this document, there is no evidence that this strategy has been implemented at COEs. Universities confirmed that they accepted full responsibility for the management of the COEs with no additional resources directly provided by neither the NF nor the Olympic body.

c) Improve financial, human resources, time frames and logistical implications and reporting arrangements

The COEs confirmed their independence and highlighted the need for the improvement of the above is a priority. Specific issues have been highlighted in Section 4.3.3 with detailed discussion of the business processes. The research found that:

- i. There is a lack of skilled human resources, specifically the appointment of a High Performance Manager for Swimming at the UWC COE. The TUKS COE confirmed that a HP Manager was employed but noted the challenges/gaps in the system during absenteeism and the need for capacity building to support this position;

- ii. Inadequate financial resources were identified during interviews with all target groups as the most challenging and risk area with a high dependence on universities to fund the overall operations of the COE; and
- iii. Logistical and reporting arrangements are largely coordinated by the COEs, confirming little dependence on the NF and the Olympic body. Section 4.3.3 covers a detailed discussion of this area.

d) Developing programme and project management systems

The research found that coaches and swimmers highlighted the importance of programme management in relation to the technical preparation of the swimmers. It was found that:

UWC Swimmer	<i>It is important to implement programme management by means of a timetable to facilitate regular consultation on a weekly basis.</i>
TUKS Swimmer	<i>The coaching planning needs to change for different squads i.e. lane space and different levels need to be assigned with clear distinction.</i>
TUKS Coach	<i>It is important that programme management is in place and based on consultation and communication.</i>
UWC Coach	<i>The importance for programme management to include recovery, ample time to attend to studies, and focus on nutrition with a dietician to monitor nutrition, etc. is important.</i>

The findings therefore are that improved programme management is a high priority for the next period.

e) Further actions: law reform and policy-dialogue indicators

The research found that based on the interviews conducted and documentation provided, there is no integrated approach to facilitate this area, resulting in everyone not having a clear indication or direction of application and most importantly, developing policies that serve the main purpose of achieving podium results. The South African sport system, however, indicates that there is a high level of policy development with great momentum achieved during the past eight years. It

was however, necessary, to develop a system for implementation and monitoring noting that it remains a major challenge.

f) Media and communication strategy

The research found that the COEs, NF and Olympic body all have adequate strategies in place, however, again with no integration. All parties make extensive use of electronic and social media, online tools to facilitate registration and there is use of various communication tools for competitions closely linked to this area. The media was identified as an area that requires much focus and action to ensure that the COEs are profiled, swimmers' achievements and future preparations are shared with the emphasis on advancing the same brand and message and ensuring good programme management. The above is substantiated by the following experiences:

NF *The SSA strategic plan is supported by a marketing and communications plan, television coverage and an upgraded website, with extended opportunities through social media. SSA have regular contact with media for press releases. It is however important to provide more focus on COEs to ensure good programme management.*

Swimmer *To attend to this area is not easy and necessary to get sponsors with a strong corporate side that is missing within swimming. SSA is the only number one sport in South Africa not to attract sponsors and with less sponsors it is difficult to reach goals. Media is important to market the swimmer.*

The importance of media and communication was highly recommended and it was found that there was no collective strategy to promote and create awareness about the COEs services and products at national and international levels to boost the overall functioning of the COEs to attract and retain more swimmers.

5.1.2 Findings on the Core Business

The top-down approach where high performance sport has been largely a university-funded project with no resources allocated by either the NF and or Olympic body has and continues to create specific challenges, noting that university subsidies have been cut over the past three years and support services are expected to become self-sustainable, because they are not the core business of universities. A fundamental gap of this approach has been that the real provision of support services takes place at university level, which is several degrees of freedom away from the control or oversight necessary to improve the high performance management of swimming. Although, based on available policies and strategic planning processes at the national levels (NF and Olympic body), may now clearly be knowledgeable and in step with high performance sport, and the COEs as a project, the real challenge effectively is reaching the regional, national and international levels of success that ought to be in place (www.hesa.org.za).

A strategic imperative is the appropriate resourcing of the COEs to facilitate the implementation of a sustainable programme with required support services as identified in Section 4.3.2 to ensure overall successful delivery of programme management at the COEs.

The research found that:

- i. An unfortunate lack of knowledge concerning high performance sport management and effective sport programming is evident. Given that high performance sport is becoming more and more globally a competitive space, this poses a huge challenge for the future; and
- ii. The unfortunate lack of high performance sport knowledge is that swimming has gradually evolved into a comprehensive competition system and calendar. One could be quite disapproving and observe that the administration of a competition schedule actually

does not require any technical programming or knowledge and that overenthusiastic competition schedules may detract from managing an effective HP sport programme.

5.1.3 Findings on the Business Processes

De Knop *et al* (2004) identified operational and strategic levels, classifying the quality management dimensions into each level. (De Knop, *et al*, 2004:60) The emphasis of this research is placed on the importance the strategic level including all elements and supporting processes necessary to ensure that at operational level this contributes to the quality support services are provided. The research found that an interesting phenomenon that has arisen in both COEs, national level and the Olympic body, is the almost universal willingness within the system to adopt. However no evidence exist that there is a much higher level of critical review as well as no evidence of innovation and new ideas to improve business processes was found.

Interviews conducted with support staff highlighted the following:

TUKS *As an administrative support staff member, I am not involved in innovation w.r.t. business processes;*

UWC *Innovation and new ideas are important, also to assist with recruitment of swimmers.*

Considering the comments above, no mention was made of any specific or new business processes, indicating that there was also no genuine desire to embrace the need for continual improvement highlighted by the National Academy System of South Africa, Chapter Two, page 13 and 15 highlight the common core of TQM and services included in the business processes to be rendered. The researcher considers as a trademark of a high-performance system and illustrates what is necessary for the HPS system of the COEs to experience a real change in the culture of the sport delivery and administration landscape.

5.2 RECOMMENDATIONS

5.2.1 Conclusions and Recommendations

Conclusion 1: Leadership and Management

The critical success factors for high performance sport in South Africa are strong leadership and management of a programme and the governance structures within which that programme resides.

Recommendations

The role of leadership is critical to a HP sport programme. Therefore a re-evaluation of this role should be conducted in conjunction with all role players which should include an appropriate performance management policy, system and procedures. Core to this is a robust recruitment and retention policy to ensure that the right candidate(s) are identified, hired and retained. It is recommended that a skills audit and subsequent needs analysis be conducted and that the appropriate support programme to be put in place for these individuals.

The appropriate governance structures should be in place for each COE that supports their strategic, business and operational plans. This should involve executive autonomy for the COEs reporting to a central Swimming High Performance Board on the performance indicators of an integrated and pre-agreed strategy.

Conclusion 2: Dedicated and Sustainable Funding

Investment in high performance sport by means of public funding by the South African Government, corporate, lotteries, etc. has had a positive impact on high performance sport, especially swimming over the past decade and has delivered a return on this investment. It is, however, clear that an integrated approach to policy development and strategic planning is

lacking, and that most importantly, present funding are inadequate to improve the high performance impact.

Recommendations

- i. It is recommended that different streams of funding not be treated and administered independently of each other where possible as this may create an inherent inequality in the system. The feasibility of the Olympic body centrally administering the high performance sport funding system, specifically for individual sport codes should be examined and integrating it with performance planning.
- ii. A review of the existing high performance sport financial model should be facilitated and it is recommended that the true value of all sources of funding going to athletes be assessed to determine whether such funding is spent on the core business and business process, forming the core of any high performance sport system.
- iii. The criteria for high performance sport funding should be examined so that it reflects the Olympic pathway at all stages, especially at youth level. This can also serve to make different sport codes more comparable, possibly having a national framework across all sport, a similar principle to the SPLISS model as discussed in Chapter Four relevant to achieving results in all aspects of high performance sport. This will require more stringent and sophisticated methods of tracking athlete progression and performance.

The criteria of COEs funding should inform the development of a swimming pathway so that the NF and the Olympic body can clearly see where they fit within the wider system and expectations of investment are realistic. COEs, like swimmers, can aspire to progress through the pathway, informed by the funding criteria which relates to best practice of all aspects of

managing a COE. This allows the NF and Olympic body to support a swimming development pathway and funding provider without being interventionist, but rather utilise funding as the leverage.

Conclusion 3: Appointment of a High Performance Manager (HPM)

Considering that the HPM role is so crucial to the success of the COEs and swimming high performance programme, the recruitment and retention strategy is critical and the subsequent empowerment of this person(s) and therefore the structures must be in place to do this. If leadership of the high performance programme is a critical success factor for performance, good governance is a critical success factor for leadership. The swimming high performance environment (universities, NF and Olympic body) are democratic organisations, high performance by its nature is autocratic and by definition exclusive and discriminatory.

Therefore, it does not naturally sit within a NF. Failure to clarify the role of the HPM and agree on the strategic direction of a programme serves to exacerbate these completely opposed philosophies. What can be done to address this natural tension is to adopt a meritocratic system without explicitly articulating this. This is based on clear evidenced-based performance policies, inclusive of all quality management practices.

Recommendation

Adopting a meritocratic approach is also more attractive and addresses the inconsistency of findings discussed by Houlihan (2005) and important to move away from a system where the rhetoric of empowerment and autonomy is counteracted by the evidence of intervention and micro-management by the government and Olympic body in sport policy (Houlihan, 2005:165).

5.2.2 Further Research Identified

The researcher is of the opinion that noting the limited focus of this research, further investigation is required for the implementation of QMPs for the COEs. Further research should include:

- i. The development of QMPs to fit the nature of the individual COEs, its purpose and the needs of its stakeholders to move from policy to practice;
- ii. Development of pathways for the COEs to include the swimmers, coaches, sport scientists, and support staff, as well as overall ranking of the COEs;
- iii. Contextualisation to ensure understanding and ownership of appropriate models and identified QMPs, despite research providing a useful and appropriate basis for COEs self-evaluation;
- iv. Development of an integrated planning model to include all aspects of a high performance sport programme;
- v. Training and development requirements necessary to provide qualified high performance managers;
- vi. Development of an infrastructure management plan based on short, medium and long-term requirements; and
- vii. Defining the role of information, communication and technology to improve performance.

5.3 FINAL CONCLUSION

Overall, the existence of the COEs over the past decade has had a positive influence on swimming performance. This has included the professionalisation of swimming that has not been

without challenges, as already discussed. This now provides an opportunity for the South African high performance system to evolve from a development system to a mature system with Rio 2016 and beyond, providing an important landmark on which to direct this transformation. The implementation, monitoring and evaluation of well-resourced COEs will provide the platform for refinement and become the vehicle through which the NF and COEs interact, reinforcing the meritocratic approach. As there is an athlete pathway and a coaching pathway, as well as an academy accreditation system, being developed for stakeholders working in high performance sport, the challenge is the implementation of a quality management system to articulate, monitor and evaluate high performance sport, to place it at the appropriate level of sustainable investment.

Based on the research, it is evident, that noteworthy progress has been made across all core areas namely macro level, core business and business processes, and the degree of change among various key stakeholders and permeating down through the system is significant and testimony of swimming being identified as the top sport code in South Africa in 2013 (www.srsa.gov.za). Certainly, with each passing year the momentum of the COEs located at the University of the Western Cape and the University of Pretoria it is evident that the COEs have captured more and more sections of the entire high performance sport system. The QMPs should be utilised as a tool to continuously work towards performance excellence, but it needs to be incorporated into SSAs strategic planning process with the aim of developing good practice for the COEs. Thus the COEs could define the results it wishes to achieve with regard to performance, both financially and operationally, and measure how it is progressing towards those targets.

The implementation of the QMPs could require that the principles and philosophy of excellence (fundamental concepts) are shared and understood by not only those in leadership positions and management responsibilities, but by all of the people in a high performance sport environment. Management commitment and engagement is a pre-requisite for QMPs to be implemented, and implementation of QMPs require SSA to analyse its stakeholders and to identify and recognise the needs and expectations of customers. Using QMPs will result in continuous improvement, not only in South Africa, but also on the continent, which could meet or exceed stakeholders' expectations.

Stakeholders responsible for the COEs need not consider, nor attempt to introduce QMPs, unless they are willing to radically transform conventional practices. The introduction of QMPs requires radical and pervasive change. The research shows evidence that QMPs involve the redesign of organisational structures, the re-design of work and the re-definition of management style.

Unless the swimming high performance environment is willing to take this into consideration, successful implementation of QMPs at the COEs will remain a challenge in South Africa and its future swimming success rate.

It is vital that new abilities for undertaking the highlighted issues and implementing strategic innovations should continue to expand the COEs high performance sport management paradigm.

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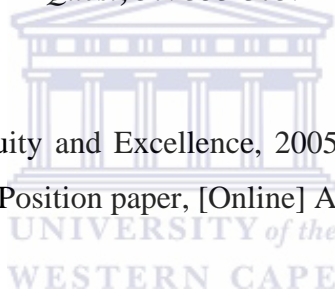
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LIST OF APPENDIXES

Appendix A	Interview Guide
Appendix B	Information Sheet
Appendix C	Consent Form



APPENDIX A INTERVIEW GUIDES

QUESTIONNAIRE / INTERVIEW SCHEDULE

MACRO ENVIRONMENT

**TITLE: AN ASSESSMENT OF QUALITY MANAGEMENT PRACTICES
IN HIGH PERFORMANCE SPORT AT TWO SELECTED UNIVERSITIES
IN SOUTH AFRICA**

Facilitated by Mrs. Ilhaam Groenewald for the
University of the Western Cape, Masters: Sport Management Degree

MARCH 2014

GENERAL



This research schedule is designed for completion by the facilitator with respondents from the Macro Environment to include Board Members, top management and specialist advisors.

This questionnaire has been developed for the purpose of consulting stakeholders involved in the management of the Swimming Centres of Excellence (COEs) located at the University of the Western Cape and the University of Pretoria. Results will reflect on recommendations of quality management practices for best practise and lessons of experience for future purposes. The questionnaire covers the following areas for the purpose of the practical guide, namely:

- i. Policies
- ii. Strategic planning
- iii. Development management
- iv. Performance management and
- v. Leadership

Further information can be obtained from research documentation with reference to the Centre of Excellence and the research Abstract. This questionnaire and interview schedule will be used as a framework for all respondents who are requested to complete the questionnaire. It will also serve for focus group discussion with interviewees in an interview situation. Respondents should note that the identity of interviewees will be protected and individual names or statements will not be used in the report. Responses will be consolidated and research findings will be presented in aggregated fashion.

With respect to ethical considerations, permission to conduct this research has been obtained from the Faculty of Community and Health Science (CHS) at UWC. Participants are invited to be part of the study. As part of the interview process all participants will be briefed on the aim and objectives of the study, the reasons why they were selected, and the importance of their participation and how valuable their input is. It must be noted that participation is on a voluntary basis and participants may withdraw at any time. When agreed to participate, each participant will be requested to sign a consent letter (Appendix A and B), which will be issued before the interview and before focus group discussions are conducted. With the permission of participants, interviews and focus group discussions will be audio-taped. All information will be treated with the strictest confidentiality and the identity of participants will be protected as their names or personal information will not be included in the reporting and dissemination of the findings. Participants are assured access to their transcribed information at their request and will be allowed to amend or retract their transcripts. The name of the participants will not be recorded on digital recorder, or in the research project.

UNIVERSITY:

NAME OF RESPONDENT:

POSITION:

DATE OF COMPLETION OF QUESTIONNAIRE:

20	1	4
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**THIS QUESTIONNAIRE HAS BEEN DESIGNED TO FACILITATE
INTERVIEWS/FOCUS GROUPS FOR BOARD MEMBERS, TOP MANAGEMENT
AND SPECIALIST ADVISORS:**

1. In your view is this Centre of Excellence (COE) aligned to the National Sport & Recreation Plan of South Africa? Give reason for your answer.
2. What long term policies, strategies or plans are developed by management/board, specifically for an elite sport such as Swimming in support of the COE?
3. Explain the oversight mechanisms utilised by the Board w.r.t. implementation, monitoring and reporting?
4. What is the financial strategy for the COE, both short and long-term?
5. How do you ensure adequate financial systems are in place?
6. Explain the funding arrangements and the funding period applicable to the COE?
7. Explain the strategic planning process and linkage to the COE w.r.t. programme management?
8. With regard to strategic planning what are the specific future leadership and strategy issues to be considered for the COE?
9. (a) Does your organisation have a communication strategy to engage sport stakeholders?
(b) Give reasons for your answer:
10. How regularly do you evaluate objectives?
11. What measures do you have in place to increase swimmers' participation at international competitions?
12. What support services do you provide to the swimmers?

13. Explain the composition of the Swimming Board and indicate who of them can make decisions on the performance of swimmers, coaches, sport science support and support services for them?
14. How is the COE evaluated and by whom?
15. How is the performance of the Swimming Board evaluated and by whom?
16. What mechanisms do you have in place to facilitate coaches' education in general and elite coach education in particular?
17. What incentives do you have to increase funding based on quality management practices of the COE?
18. How do you manage information, knowledge and support services to ensure swimmers receive the best possible services?
19. How do you ensure knowledge management and sharing thereof in cases, especially when staff leave to ensure knowledge transfer and sustainability?
20. Identify, based on the quality management themes below, what you consider to be the main pillars that should be in place to ensure successful management of the Swimming Centre of Excellence? Please rank from 1-6 in order of priority with 1 being the most important.

THEME	RANKING
Management / Leadership Support	
Customer and market relations	
Human Resource Growth and Development	
Internal Business Processes	
Quality Information and Knowledge Management	
Partnerships with suppliers	

21. Feel free to comment on anything that you feel impacts on quality management that has not been covered in the questionnaire:

THANK YOU FOR YOUR PARTICIPATION!

QUESTIONNAIRE / INTERVIEW SCHEDULE

CORE BUSINESS

TITLE: AN ASSESSMENT OF QUALITY MANAGEMENT PRACTICES IN HIGH PERFORMANCE SPORT AT TWO SELECTED UNIVERSITIES IN SOUTH AFRICA

Facilitated by Mrs. Ilhaam Groenewald for the
University of the Western Cape, Masters: Sport Management Degree

GENERAL

This research schedule has been developed for the purpose of consulting stakeholders involved in the core business of the Swimming Centres of Excellence located at the University of the Western Cape and the University of Pretoria. Results will reflect on recommendations of quality management practices for best practise and lessons of experience for future purposes. The respondents for this area include clients/swimmers, coaches/technical support and sport scientists. The questionnaire covers the following areas:

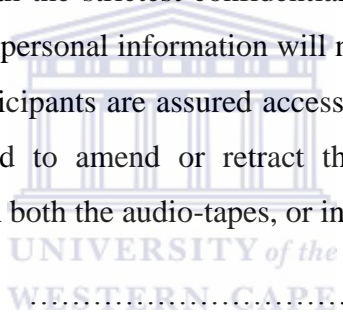
- i. Athlete support system
- ii. Coaching/technical support
- iii. Sport science support; and
- iv. General support

Further information can be obtained from reference documentation with reference to the Centre of Excellence and the research Abstract. This questionnaire and interview schedule will be used as a framework for all respondents that complete the questionnaire in their own time as well as for discussion with interviewees in an interview situation. Respondents should note that the identity of interviewees will be protected and individual names or statements will not be used in

the report. Responses will be consolidated and research findings will be presented in aggregated fashion.

With respect to ethical considerations, permission to conduct this research has been obtained from the Faculty of Community and Health Science (CHS). Participants are invited to be part of the study. As part of the interview process all participants will be briefed on the aim and objectives of the study, the reasons why they were selected, and the importance of their participation and how valuable their input is. It must be noted that participation is on a voluntary basis and participants may withdraw at any time. When agreed to participate, each participant will be requested to sign a consent letter (Appendix A and B), which will be issued before the interview and focus group discussions are conducted. With the permission of participants, interviews and focus group discussions will be audio-taped.

All information will be treated with the strictest confidentiality and the identity of participants will be protected as their names or personal information will not be included in the reporting and dissemination of the findings. Participants are assured access to their transcribed information at their request and will be allowed to amend or retract their transcripts. The name of the participants will not be recorded on both the audio-tapes, or in the research project.



UNIVERSITY:

NAME OF RESPONDENT:

POSITION:

DATE OF COMPLETION OF QUESTIONNAIRE:

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Year

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Month

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Day

THIS QUESTIONNAIRE HAS BEEN DESIGNED TO FACILITATE INTERVIEWS/FOCUS GROUPS WITH CLIENTS/SWIMMERS, COACHES/TECHNICAL SUPPORT AND SPORT SCIENTISTS

1. Please discuss the effectiveness of the Athlete Support System in place to ensure that the Centre of Excellence (COE) meet goals set?
2. What support services and information are critical to ensure successful delivery of services for swimmers, coaches, technical staff, and volunteers?
3. What type of specialist advice from other areas to help them improve the standard of their athletes e.g. psychology, nutrition, physiology, biomechanics, data analysis)?
4. Explain how do you keep everyone involved in the COE well informed about policies, support services and other aspects?
5. How does the COE's communication strategy link the COE with media, commercial partners, etc.?
6. Does the COE have structured cooperation agreements with international swimming organisations w.r.t. training of athletes and the use of facilities on a regular basis?
7. What standards are in place to determine which swimmers are eligible for support and direct funding?
8. What strategy do you have in place to ensure quality recruitment, retention, and training satisfaction of swimmers?
9. What role do swimmers/coaches/sport scientists have to address values, direction and performance expectations of the COE?
10. How does the CEO ensure holistic development of swimmers and what programmes do you have in place to support and achieve this?
11. What sport-scientific support does the COE have to develop a testing system (to determine talent) and a monitoring system with clear criteria for the identification and nurturing?

12. Identify, based on the quality management themes below, what you consider to be the main pillars that should be in place to ensure successful management of the Swimming Centre of Excellence? Please rank from 1-6 in order of priority.

THEME	RANKING
Management / Leadership Support	
Customer and market relations	
Human Resource Growth and Development	
Internal Business Processes	
Quality Information and Knowledge Management	
Partnerships with suppliers	

13. Feel free to comment on anything that you feel impacts on quality management that has not been covered in the questionnaire:

THANK YOU FOR YOUR PARTICIPATION!

QUESTIONNAIRE / INTERVIEW SCHEDULE

BUSINESS PROCESSES

**TITLE: AN ASSESSMENT OF QUALITY MANAGEMENT PRACTICES
IN HIGH PERFORMANCE SPORT AT TWO SELECTED UNIVERSITIES
IN SOUTH AFRICA**

Facilitated by Mrs. Ilhaam Groenewald for the
University of the Western Cape, Masters: Sport Management Degree

MAY 2014

GENERAL

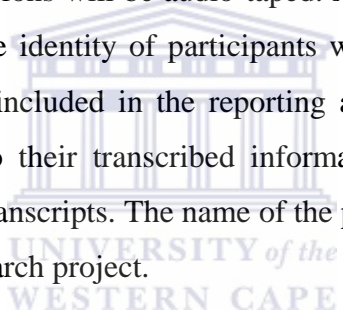
This research schedule has been developed for the purpose of consulting stakeholders involved in the business processes of the Swimming Centres of Excellence located at the University of the Western Cape and the University of Pretoria. Results will reflect on recommendations of quality management practices for best practise and lessons of experience for future purposes. The respondents for this area include operational and support staff. The questionnaire covers the following areas:

- i. Human resource management
- ii. Financial management
- iii. Infrastructure and logistics

Further information can be obtained from reference documentation with reference to the Centre of Excellence and the research Abstract. This questionnaire and interview schedule will be used as a framework for all respondents that complete the questionnaire in their own time as well as for discussion with interviewees in an interview situation. Respondents should note that the identity of interviewees will be protected and individual names or statements will not be used in

the report. Responses will be consolidated and research findings will be presented in aggregated fashion.

With respect to ethical considerations, permission to conduct this research has been obtained from the Faculty of Community and Health Science (CHS). Participants are invited to be part of the study. As part of the interview process all participants will be briefed on the aim and objectives of the study, the reasons why they were selected, and the importance of their participation and how valuable their input is. It must be noted that participation is on a voluntary basis and participants may withdraw at any time. When agreed to participate, each participant will be requested to sign a consent letter (Appendix A and B), which will be issued before the interview and focus group discussions are conducted. With the permission of participants, interviews and focus group discussions will be audio-taped. All information will be treated with the strictest confidentiality and the identity of participants will be protected as their names or personal information will not be included in the reporting and dissemination of the findings. Participants are assured access to their transcribed information at their request and will be allowed to amend or retract their transcripts. The name of the participants will not be recorded on both the audio-tapes, or in the research project.



UNIVERSITY:

NAME OF RESPONDENT:

POSITION:

DATE OF COMPLETION OF QUESTIONAIRE:

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Month

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Day

THIS QUESTIONNAIRE HAS BEEN DESIGNED TO FACILITATE INTERVIEWS/FOCUS GROUPS WITH OPERATIONAL AND SUPPORT STAFF

1. What are the key quality issues necessary to ensure successful management of the Centre of Excellence (COE)?
2. Please comment on the human resource capacity in place to ensure the core business of the Centre of Excellence is attended to.
3. What mechanisms do you have in place to empower staff of the Centre of Excellence?
4. How important is innovation and learning in the business processes of the COE?
5. What Information and Communication Technology is in place to facilitate information and communication?
6. What financial systems are in place to ensure adequate resources are allocated?
7. What strategy is in place to ensure that resources are well managed and are targeted at swimmers who have a real change at world level?
8. How do you determine the needs of swimmers and coaches with regard to facilities and infrastructure?
9. Do you have a network of facilities/infrastructure available to ensure swimmers receive quality services?
10. What are the core operational processes and how are logistics attended to in the best professional manner?
11. How does the COE evaluate service delivery?
12. What are the key challenges faced by the CEO that may affect overall management?
13. Identify, based on the quality management themes below, what you consider to be the main pillars that should be in place to ensure successful management of the Swimming Centre of Excellence? Please rank from 1-6 in order of priority.

THEME	RANKING
Management / Leadership Support	

Customer and market relations	
Human Resource Growth and Development	
Internal Business Processes	
Quality Information and Knowledge Management	
Partnerships with suppliers	

14. Feel free to comment on anything that you feel impacts on quality management that has not been covered in the questionnaire:



APPENDIX B INFORMATION SHEET



UNIVERSITY OF THE WESTERN CAPE

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Tel: +27 21-959-2207 Fax: 27 21-959-1233 Cell; 082-202-3375

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E-mail:

igroenewald@uwc.ac.za /

INFORMATION SHEET

Project Title:

An assessment of quality management practices in high performance sport at two selected South African Universities.

What is this study about?

This is a research project being conducted by **Mrs Ilhaam Groenewald** at the University of the Western Cape. We are inviting you to participate in this research project because you are a manager, employee, swimmer, coach and or sport scientist at either the University of the Western Cape, University of Pretoria Swimming Centres of Excellence, the South African Sport Confederation and Olympic Committee (SASCOC) and Swimming South Africa.

The purpose of the study is to develop an improved understanding of practices for the enhancement of quality and strategic management of the Centres of Excellence programme. The rationale for the study stems from the need to solicit lessons of experience of Centres of Excellence at the programme management level in South Africa. The research is also necessary because a need exists to record such experiences and to establish a base for such programmes as it is expected that these programmes will be duplicated in South Africa in the near future.

What will I be asked to do if I agree to participate?

You will be asked to participate in the following two qualitative research methods:

- i. Semi-structured interviews based on open-ended questions, coupled with the completion of a questionnaire to be provided either in person and or electronically via email; and
- ii. Participate in focus group discussions to be held where you reside, with date, time and layout to be provided at least 30 days in advance.

Would my participation in this study be kept confidential?

We will put all measures in place to keep your personal information confidential. To help protect your confidentiality we will keep data in electronic format, accessible only with passwords and hard copies will be locked in filing cabinets located in personal office space.

Names will not be included when analysing questionnaires and or focus group discussions. Where coded identifiable information is required, (1) your name will not be included on the questionnaire and other collected data; (2) a code will be placed on the survey and other collected data; (3) through the use of an identification key, the researcher will be able to link your questionnaire to your identity; and (4) only the researcher will have access to the identification key.

If we write a report or article about this research project, your identity will be protected to the maximum extent possible.

This research project involves making audiotapes of you. The purpose is to ensure that data is correctly recorded with access only by the researched and storage will be in a lockable cabinet.

I agree to be audiotape during my participation in this study.

I do not agree to be audiotaped during my participation in this study.

What are the risks of this research?

There are no known risks associated with participating in this research project.

What are the benefits of this research?

This research is not designed to help you personally, but the results may help the investigator to learn more about improvement of the Swimming Centres of Excellence programme. We hope that, in the future, other people might benefit from this study through improved understanding of quality management practices of the Swimming Centres of Excellence.

Do I have to be in this research and may I stop participating at any time?

Your participation in this research is completely voluntary. You may choose not to take part at all. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify. Circumstances to withdraw might be due to unforeseen incidents such as illness, change of address and or loss of interest.

What if I have questions?

This research is being conducted by Ms. Ilhaam Groenewald, at the University of the Western Cape. If you have any questions about the research study itself, please contact Ms. Ilhaam Groenewald, Sport Administration Department, University of the Western Cape, Private Bag X17, Bellville, 7535, Tel: 021-959-2207/082-202-3375 or igroenewald@uwc.ac.za / ilhaamg@me.com

Should you have any questions regarding this study and your rights as a research participant or if you wish to report any problems you have experienced related to the study, please contact:

Head of Department: Dr. Sue Bassett

Dean of the Faculty of Community and Health Sciences

University of the Western Cape

Private Bag X17

Bellville 7535



This research has been approved by the University of the Western Cape's Senate Research Committee and Ethics Committee.

UNIVERSITY of the
WESTERN CAPE

APPENDIX C CONSENT FORM



UNIVERSITY OF THE WESTERN CAPE

Private Bag X 17, Bellville 7535, South Africa

Tel: +27 21-959-2207 Fax: 27 21-959-1233 Cell; 082-202-3375

E-mail: igroenewald@uwc.ac.za /

ilhaamg@me.com

CONSENT FORM

Title of Research Project:

An assessment of quality management practices in high performance sport at programme management level



The study has been described to me in language that I understand and I freely and voluntarily agree to participate. My questions about the study have been answered. I understand that my identity will not be disclosed and that I may withdraw from the study without giving a reason at any time and this will not negatively affect me in any way.

Participant's name.....

Participant's signature.....

Witness.....

Date.....

Should you have any questions regarding this study or wish to report any problems you have experienced related to the study, please contact the study coordinator:

Study Coordinators' Names: Prof. Christo de Coning and Prof. Marion Keim

University of the Western Cape

Private Bag X17, Belville 7535

Telephone: (021)959-3859

Email: mkeim@uwc.ac.za or cdec.consult@mweb.co.za

