



NATIONAL HIGH PERFORMANCE COACH DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

FEBRUARY 2021

OVERVIEW

Coaching excellence is a fundamental driver for athlete, team and program success in high performance (HP) sport.

Whilst views vary on what coaching excellence looks like, what is consistently acknowledged is the increasing complexity, diversity and multi-faceted nature of the HP coach's role. Future success will rely significantly on the ability of coaches to continue to evolve, develop and adapt to meet these challenges.

Given the importance and complexity of the functions now typically undertaken by HP coaches, a nationally integrated approach to coach development is required.

As a basis to design and implementation, a national program needs to consider:

- the specific demands and dynamics of high performance sport
- the athletes at the centre of the coaching experience
- a broad and collaborative approach to adult learning and development
- the challenges and needs of the system partners (NSOs, NIN) within the HP eco-system
- the learnings from previous coach development initiatives

In the context of these and other considerations, the Australian Institute of Sport (AIS) is committed to the design and delivery of a National High Performance Coach Development Strategy.

NATIONAL HP COACH DEVELOPMENT STRATEGY	
VISION	Australia's high performance sport system is able to identify, develop, attract, and retain world-class coaches to enhance the experiences and success of Australian athletes
MISSION	To develop and build the capacity and capability of the Australian coaching workforce through customised learning and experiential opportunities.
OBJECTIVES	<p>The National High Performance Coach Development Strategy will:</p> <ul style="list-style-type: none"> - position the HP coach at the centre of a dedicated, learner-focused experience - work in conjunction with National Sporting Organisations (NSOs) and the National Institute Network (NIN) to create customised outcomes. - articulate stakeholder roles and responsibilities to maximise system-wide cohesion and engagement - align with Sport 2030 and the National High Performance Sport Strategy (NHPSS)

To develop the strategy, the AIS managed an extensive domestic and international consultation process that gathered input and opinion from more than 100 individuals with professional domain expertise in the realms of coaching, coach development, adult learning, and/or sports administration.

Analysis of the resulting interview data allowed for the identification of recurring themes and the formulation of key recommendations. These have been further consolidated according to three separate but complementary pillars that constitute the National High Performance Coach Development Strategy.

PILLARS	
1	Superior coach talent identification, verification, and management over the course of the elite coaching lifecycle
2	An ongoing blend of formal coach education and experience-based development that is supported by qualified coach development professionals and mentors, and complemented by communities of practice (COP) and other organised coach-interaction opportunities
3	Systems and processes that support the strategy, and track both individual and system-wide progress

These pillars will be the foundation of a long-term, sustainable and successful coaching system which builds the capabilities of coaches within Australia's high performance system, thereby contributing to the achievement of the National High Performance Sport Strategy.

SUMMARY OF RECOMMENDATIONS

Strategic Pillar 1: Superior coach talent identification, verification and management through the elite coach lifecycle.

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| Recommendation 1.1 | Develop success profiles for all coaching levels across the performance pathway |
| Recommendation 1.2 | Adopt consistent assessment tools and processes that underpin TID and verification against success profiles to manage the coach pipeline |
| Recommendation 1.3 | Fast track programs aimed at increasing coaching diversity; athlete-to-coach transition; inclusion and diversity quotas |
| Recommendation 1.4 | Develop a database that tracks (a) all current Australian coaches across all coaching roles (b) lifecycle stage and (c) progression aligned to success profiles |
| Recommendation 1.5 | Continue to address system needs through the strategic identification and recruitment of talented overseas coaches, along with a plan for retaining them within the system for long-term capacity enhancement. |

Strategic Pillar 2: Blend of ongoing **formal coach education and experience-based development**, supported by qualified coach development professionals and mentors, complemented by communities of practice (**COP**) and other organised coach interaction opportunities.

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| Recommendation 2.1 | Formal education is available to coaches that is co-designed by NSOs in partnership with selected Australian Universities |
| Recommendation 2.2 | A coaching apprenticeship scheme aligned to success profiles for pathway and early career elite coaches in coaching incubators linked to communities of practice delivered by NSOs and or NIN |
| Recommendation 2.3 | Identify and develop a team of people to help guide and mentor coaches |
| Recommendation 2.4 | NIN, supported by AIS, establish Communities of Practice in each State |
| Recommendation 2.5 | AIS facilitate continuing professional development through an annual calendar of events, conferences, exchanges, workshops, and opportunities for joint development with Performance Support Teams |

Strategic Pillar 3: Systems and processes that support the strategy and track individual and system-wide progress.

Recommendation 3.1	Support NSOs to develop and deliver education outlining best practice coaching methods for their performance pathway, and linking with SportAus to explore and optimise opportunities for community coach development
Recommendation 3.2	Individual Coach Development Plans to be formally reviewed and progressed bi-annually by the NSO HP Coach Developer / National Coaching Manager (with continual informal engagements)
Recommendation 3.3	Performance Reviews are completed annually and contribute to impact tracking (performance trajectory data, capability assessments, athlete feedback, culture health check surveys)
Recommendation 3.4	NSOs have policies written to ensure [a] continuing professional development of coaches, [b] diversity and inclusion of coaches [c] code of conduct and [d] best practice coaching guidelines
Recommendation 3.5	AIS will support NSOs to write the policies and provide continuing professional development for coaches
Recommendation 3.6	Clear roles and responsibilities across the system (AIS, NIN, NSO, and individuals within, including the individual coach)
Recommendation 3.7	AIS to lead the implementation of the National High Performance Coach Development Strategy with a designated team to track the system-wide progress and undertake enhancement processes that ensure a sustainable world-leading system

ABBREVIATIONS

AIS	Australian Institute of Sport
COP	Communities of Practice
GMR	Gold Medal Ready
HPD	High Performance Director
ICCE	International Council for Coaching Excellence
NCM	National Coaching Manager
NHPSS	National High Performance Sport Strategy
NIN	National Institute Network
NSO	National Sporting Organisation
SportAUS	Sport Australia
SP	Strategic Pillar
TID	Talent identification
WITTW	What It Takes To Win



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