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# COACHING PLAN

## 2014–2016

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# COACHING PLAN 2014–2016

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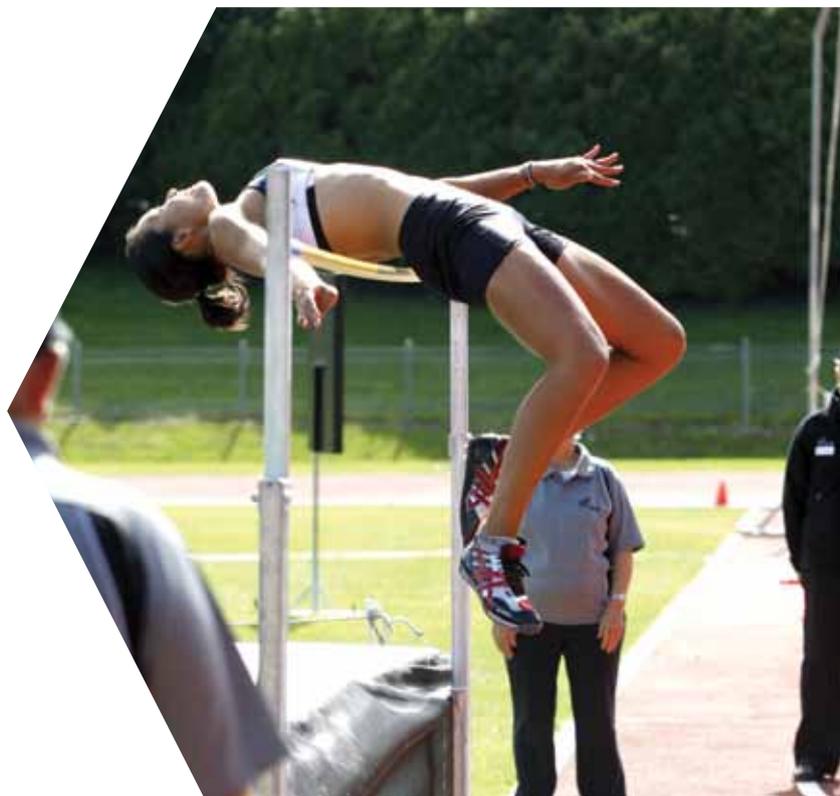
## INTRODUCTION

This plan is for the sport of Athletics in New Zealand. It is for parents at their local Athletics Club, teachers, High Performance coaches and the organisations that invest into our coaching programmes.

The coaching plan is aligned to the Athletics NZ Strategic Plan's key priorities, focus and outcomes.

- Athletics is nationally recognised for its excellence in promoting leadership and capability
  - We provide nationally recognised sports programmes and services throughout New Zealand
  - All New Zealanders can access our pathways, programmes and services
- Sustained International Success
  - Athlete Performance Target
    - 2 Medals
    - 6 Top 8 performances (including 2 medals)
    - 10 Top 16 performances (including the 6 Top 8 performances)
    - 5 athletes who achieved the IAAF minimum entry standard, but not the NZOC selection standard that were aged 16-19 years in 2012
- Paralympics Targets:
  - Qualify a team of at least 6 athletes
  - 2 Medals
  - 4 Top 8 performances

The plan is also aligned to the Athletics New Zealand High Performance Strategy 2013 – 2016+ and the Athletics New Zealand Community Athletics Plan 2014 – 2016+.



## COACHING PLAN MISSION

“To research, design, and implement coaching programmes that support and develop New Zealand athletes to achieve optimal performances.”

## COACHING PLAN OBJECTIVES

The purpose of this Plan is to enable Athletics NZ to introduce a sustainable systematic approach to identify, recruit, develop and retain Coaches capable of developing athletes to become world class, international athletes.

The associated Key Strategies include:

### **STRATEGY 1: Establish and implement a National Coaching Pathway for Community to Performance level coaches and athletes.**

- a) Develop a National Coaching Pathway that reflects the needs of the athletes and their various stages of development.
- b) Create a regional delivery strategy for the National Coaching Pathway.

### **STRATEGY 2: Develop and implement a coach recruitment programme across the Coach Development Pathway.**

- a) Recruit and support coaches from within the club environment.
- b) Recruit and support coaches from outside the club environment.

### **STRATEGY 3: Increased recognition and status of coaches.**

- a) Introduce a Coach Membership package.
- b) Introduce a Coaching Awards Programme.
- c) Promote the value of coaching and coach development.

## ANZ—HP PHILOSOPHY

Athletics NZ believes that “coaching” is critical to athlete performance at all levels, but particularly in relation to achieving our Mission. In addition to “coaching”, Athletics NZ believes that there are a number of other areas that are “critical” to achieve our Mission. Consequently, over the next 6 months Athletics New Zealand will formulate plans on these areas, which include:

- Strategic Leadership
- Event Group development
- Communication
- Athlete Development Programmes

This approach will enable all areas of the organisation to take responsibility for specific High Performance outcomes. Collaboration in a planned way will ensure:

- Alignment & integration
- Effective use of resources
- Coach retention

For the future we believe that quality planning, based on an athlete centred approach, will be the strongest resource within the Athletics NZ Coaching Plan.

## COACHING PLAN VALUES 2014

### Cooperation

By working together coaches can give New Zealand athletes an advantage over their competitors. The knowledge and experience of key players in coaching will be used for the benefit of all coaches.

### Ownership

Coach Development will be owned by coaches and by those responsible for supporting coaches.

## COACHING PLAN PRINCIPLES

### Practice-based learning is best

'The way we package the environment to meet the athletes' needs'

### Coach Development is an ongoing process

'Learning is a lifelong process'

### Learning can take place anywhere

'The important thing is not to stop questioning.'

### Age appropriate coaching

'We need to stop asking the child to fit the sport and start making the sport fit the child.'

### Alignment

Coach development will be aligned with the Athletics NZ strategic plan and Sport NZ Coach Strategy.



## CHALLENGES TO BE FACED

### Sport NZ Position

Sport NZ have developed two key documents – The Sport NZ Community Sport Coaching Plan and the High Performance Sport NZ High Performance Coaching Plan.

Considerable resources have gone into the development of these documents to guide coaching in New Zealand. It is important that Athletics New Zealand aligns as closely as is realistically possible to these documents. This will provide us with opportunities to develop our coaches through linking with other sports and regional sports trusts, and national recognition by Sport NZ may open other avenues of funding.

## ATHLETICS NZ COACHING CAPABILITY – SWOT ANALYSIS

### Strengths

- Tradition of the sport.
- HPSNZ funding until 2016.
- Largest number of HP staff ever.
- New coaching roles.
- Developing HP Coaching Plan.
- Better use of HPSNZ resources.
- Highly regarded, committed coaches in the community.
- Coaches looking for opportunities to increase knowledge.
- Coaches Association.
- Olympic success.
- Ability to produce quality juniors.
- Foundation/Fundamental sport
- ANZ willing to acknowledge deficiencies.

### Opportunities

- HPSNZ resources (money, time, people, strategic)
- Increased ability to lead and manage our coaching resource.
- Recognition by coaches that ongoing learning is a critical priority in a performance culture.
- Careers in coaching.
- Coaches charging athletes for coaching.
- School/Club links.
- Development strategy.
- Strengthen Centre Coach Coordinators' influence.
- Bring in overseas expertise.
- Parents as first coaches at children's clubs.
- Access to PM Coach Scholarships.
- Links into teachers' colleges and other higher education institutions.
- American colleges.
- World coaching associations.

## Threats

- High percentage of HPSNZ funding.
- HPSNZ funding until 2016
- Expatriation of athletes.
- Coaching is compromised by work load and administrative responsibilities.
- Perception is that there is not a career in full time HP coaching (ie coaches have to get another job).
- We grow to fast.
- Government election.
- Number of coaches with appropriate knowledge to develop and implement IPPs.
- Small population but large country.
- Strategy driven by individuals
- Lack of funding.
- Athletics coaches moving into other sports.
- Expertise of aging coaches not being passed on.

## Weaknesses

- Lack of targeted communications from Athletics NZ.
- Lack of transparency in decision making from Athletics NZ.
- Lack of understanding among the general Athletics NZ coaching fraternity of the requirements of a HP culture.
- Perceived “old boys” network.
- Inability to lead and manage our coaching resource.
- Coaching is compromised by workload and administrative responsibilities.
- Perception that there is not a career in full time HP coaching (ie coaches have to have another job).
- Reluctance to charge athletes for coaching, which impacts on the capacity to create long term career paths for coaches.
- Poor strategic alignment of coaches.
- Depth of coaches who have won multiple medals and major championships.
- Number of coaches with appropriate knowledge to coach developmental level athletes.
- Number of coaches with appropriate knowledge to develop and implement Individual Performance Plans (IPPs).
- Lack of interesting competitions.
- Poor coordination between schools and clubs/coaches.
- No development strategy.
- Old fashioned administration.
- Expatriation of athletes.
- Stability of Athletics NZ (ANZ) staff.
- Funding only for HP programme.
- Lack of ANZ direction.
- Lack of communication from ANZ to coaches.
- Dependence on gaming funding.
- Regional SPARC funding controlled by RSTs.

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- Qualifications not recognised nationally or internationally.
- Fragmented coach education structure.
- Outdated coach education.
- Not enough coaches, leading to large squads.
- Lack of recognition of coaches.
- Lack of skilled tutors.
- No disciplinary process.
- Performance vs Development coaching.
- Roles have not been defined.
- No sport philosophy.
- Easy to start a club.
- Clubs under resourced.
- Clubs don't know what they should be doing.
- High turn over of CFOs.
- Lack of RSO planning, strategic direction, funding and development.



## COACHING STRATEGIC PLAN

### STRATEGY ONE

Establish and implement a coach development pathway for Coaches and Athletes from Community to Performance Level.

a) Develop a National Coaching Pathway, that reflects the needs of the Athletes at their various stages of development

- To include Athletics NZ Coaching Membership
- To include Coaching Competencies and Qualifications
- Set out and implement clear, comprehensive and inclusive modules for long-term development of coaches in NZ
- Review the current pathway and make sure it provides clear direction and a strategic framework for coaching policies and practices in NZ
- Robust database that will manage and store all coach accreditation and coaching numbers
- Develop athletics-specific development opportunities online
- It needs to be attractive, user-friendly, innovative and multi-generational
- Build online development opportunities and resources for coaches.

b) Create a regional delivery strategy for the National Coaching Pathway.

- Recruit and develop facilitators who can deliver the National Coaching Pathway.
- Create regional Gap Analysis and Action Plans to identify and develop regional weaknesses.
- Identify the knowledge and skills required to deliver the framework.
- Recruit and develop the people with the knowledge and skill set to deliver the framework.

### STRATEGY TWO

**Develop and implement a coach recruitment programme across the Coach Development Pathway.**

a) Recruit and support coaches from within the club environment.

- Coach Induction package.
- Develop a club coaches' booklet/resource and a 'How to Recruit Coaches' resource.
- Communicate/develop relationships with key coach personnel in clubs.
- Make resources easily accessible to clubs for kids to take home to parents etc.
- Develop links with RST.
- Establish effective systems to identify, train, qualify and support quality coaches for specific populations/demographic groups within clubs.

b) Recruit and support coaches from outside of the club environment.

- Develop coaching opportunities in the school and tertiary sectors.
  - Schools Growing Coaches.

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- Ex-athlete Fast Track.
- Provide effective support to schools and clubs to improve their quality of coaches.
- The provision of NCEA Athletics options with School Curriculum.
- Research into what other sports are doing.
- Work with education providers.
- Scholarship opportunities at secondary and tertiary level.
- Develop resources to increase the capacity in which parents/teachers deliver athletics.
  - Offer a leadership or 'Getting Started in Coaching' module for parents and teachers. It will be designed as an introduction into coaching.
- Working in partnership with RSTs.

## STRATEGY THREE

### Increased recognition and status of coaches.

#### a) Introduce a Coach Membership package.

- Membership types.
- Membership benefits.

#### b) Introduce a Coaching Awards Programme.

- Develop and introduce Athletics NZ Coaching Awards.

#### c) Promote the value of coaching and coach development.

- Develop Athletic NZ accredited coach cards or gear.
- Develop a 'Starting Out in Coaching' resource.
- Publish coaching profiles in monthly newsletters.
- Regional Development up-skilling programme for coaches - informal/formal.
- Identify accredited coaches on the website.
- Online development resources.



## TERMINOLOGY AND DEFINITIONS

<b>High Performance</b>	Involved in or on a defined pathway to Senior Black Singlet level performance.
<b>Development</b>	Involved in athletic activity at a level above children’s grades and up to the start of “High Performance”, eg club/regional/national and/or age-group Black Singlet or Silver/White Singlet level.
<b>Community</b>	Involved in athletic activity including childrens’/primary schools up to the start of “Development”.
<b>Fundamentals</b>	Involved in athletic fundamental movement activity but not exclusively for the sport of Athletics.
<b>PCQ</b>	Performance Coach Qualification.
<b>PCQ Candidate</b>	A coach involved in gaining the PCQ.
<b>PCQ Alumni</b>	A coach who has successfully gained the PCQ.
<b>Campaign Coach</b>	A coach who is involved in coaching a “Campaign” level HP Athlete.
<b>ANZ-HPP</b>	Athletics New Zealand – High Performance Programme
<b>Related Events</b>	Athletic events which bear relation to each other ie Middle Distance—Sprint Running or Middle Distance—Sprint Running—Hurdles or Horizontal Jumps—Pole Vault—Sprint Running etc.
<b>Event Groups</b>	Grouping of athletic events, eg Throws—Shot Put/Discus/Hammer/Javelin.
<b>Individual Events</b>	Specific individual events, eg Race Walks.
<b>Learning Opportunities</b>	Ways in which coaches can build knowledge. Either 1. Through conferences and workshops that are made available. or 2. Through formally available programmes or activities with specifically targeted purposes, ie peer review meeting etc.
<b>HPSNZ Support</b>	
<b>PMS</b>	Prime Minister’s Scholarship — Offered to coaches following an application process via Athletics NZ.
<b>CAP</b>	Coach Accelerator Programme — HPSNZ Programme with full-time financial status for 2-3 years. It is an all encompassing programme that looks to develop the coaches in areas not exclusive to their event related knowledge. It is targeted at producing world-level coaches.
<b>Coach Carding</b>	Carded Coach is a HPSNZ workshop based programme — status for one year. It relates to the PDP of that coach while also offering development in generic coaching areas.
<b>Alumni</b>	Performance Coaches, who have previously been participants at either CAP or Carded Coach programmes. They have access, by invitation, to any specific HPSNZ workshops that may apply to them.

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## NZOC Support

<b>Scholarships</b>	Either via Olympic Solidarity Funding or via Specific NZOC workshops. These are dependent on the programmes set by either the IOC or the NZOC, are normally accessed via application, and tend to be competed for by different sports. They are not always known well in advance, and are not specifically targeted at the needs of athletics, but may provide opportunities that can be applied to this sport.
<b>Event Group Activities</b>	These will include workshops (see 3 above), as well as various separate workshops, competition camps, seminars etc for the development of athletes and coaches, along with the event group itself.
<b>Mentoring</b>	Coaches will have an assigned mentor to assist in the development of “soft” competencies, ie coaching pedagogy, personal development etc.
<b>Peer Reinforcement</b>	Support for Performance Coaches via a formalised buddy or network system where coaches “compare notes” around the athletes they are coaching. This would be done on a planned and/or ad hoc basis depending on coach need and availability.
<b>Campaign Specific Workshops</b>	An Annual workshop for any new, developing or existing (where necessary) campaign coaches, held to develop campaign plans specific to the upcoming pinnacle event. Here the extent of the campaign plan needs would be outlined and plans would be developed.
<b>Master Coaching</b>	PCQ Alumni coaches would be linked to a PCQ Candidate coach as a Master Coach. This is a “learning through teaching” opportunity. It would have a specified structure of contact and a programme of involvement would be created between the respective coaches.
<b>Master Coach</b>	This is where a PCQ Alumni would be assigned a Master Coach to work with in a formalised programme (see Master Coaching above).
<b>Resource Coaches</b>	These are coaches who make themselves available to other coaches for “ad hoc” assistance, in an event area.
<b>Online Tutelage</b>	This is a programme for coaches that can be assessed online. It would involve knowledge-based instruction in addition to interactive event-specific learning and assessment.
<b>PDP</b>	Personal Development Plans. Coaches are assisted to establish a plan for developing both their practical coaching skills and personal coaching style.
<b>Assessing</b>	Coaches can be assessed as to their coaching competency both 1. Practically, ie observation, athlete performance etc and 2. Theoretically, ie written evidence, ie athlete plans.
<b>Athlete Performance</b>	An athlete’s statistical performance achievement, eg medals and event placing’s, rankings, times, heights, distances, funnel zones.
<b>Plan Summary</b>	This is the template summary document that outlines the priority aims/goals/strategies/action plans and monitoring of carded athletes (see appendix 4: HNz-HP Summary Document).

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PCQ Standardised	The standardised assessment methodologies and markers set for the completion of this qualification (see Appendix 3: PCQ Assessment Document).
Competency Based	This is a list of coaching competencies against which a coach will be compared.
Tracking/Monitoring	Coaches performances can be tracked and/or monitored. Both 1. Practically, ie observation. and 2. Theoretically, ie written evidence, eg athlete plan construction and development.

