

Swimming NSW

Coach Development Framework

2012-2016

Adopted by the Board of Directors of Swimming NSW Limited: 30th November 2011

'COACHES DRIVING LONG TERM SUCCESS'

PREAMBLE

To remain at the forefront of Swimming Development in Australia, Swimming NSW has developed the SNSW Coach Development Framework (CDF) to contribute to the ongoing development of our coaches. The CDF will provide a consistent and well resourced career pathway at all levels and appropriately recognise coaching achievements.

Within the Swimming NSW Strategic Plan there are a number of strategic objectives that are directly reliant on Swimming NSW supporting and developing its coaches, to give them the ability to effectively service our athletes. The CDF directly aims to support the achievement of the following objectives.

1.1 Ensure proper servicing of state level elite athletes as well as their home programs.

Ensure national objectives are met. Performance Measure: *Improved elite athlete performances at National Competitions.*

1.2 Provide swimmers with a strong domestic competition program and arrange appropriate external experiences to improve competitive performance. Performance Measure: *Increased entries and improved performance at national meets. Increasing number of swimmers selected for national teams.*

1.3 With ASCTA NSW Inc., develop coaches through the delivery of the national accreditation program, resourced coaching development and an effective coach recognition scheme. Performance Measure: *An increasing number of coaches advancing to higher accreditation levels and/or national teams.*

1.4 Continue to resource and refine talent identification programs which give training and competition opportunities to emerging athletes and their coaches. Performance Measure: *Increase in participation numbers over each previous year's Development Programs*

4.5 Encourage high performance coaches to operate in NSW and support the coach education program. Undertake with NSW ASCTA Inc. an effective coach recognition program. Performance Measure: *Annual review of outcomes.*

While the CDF will directly address the above strategic objectives, the CDF will also develop the capacity of the sport therefore assisting in the achievement of the following strategic objectives in the medium to long term.

2.1 Recruit & retain members through strengthened support to local Club and Area programs.

2.2 Provide greater support to Clubs and Areas through well resourced programs and initiatives.

4.8 Encourage and provide women with the opportunities to aspire to higher level administrative, coaching and other voluntary positions within the sport.

VISION

To achieve world class excellence in coaching practice through a coach development framework that educates, develops and empowers coaches to provide the highest possible quality coaching services to New South Wales athletes.

PHILOSOPHY

The CDF recognises that coach development is fundamental to the long term success of Swimming in New South Wales through the effective integration of the following.

- **ATTRACT**
Providing opportunities to those coaches who show potential to achieve and develop future champions at State, National and International standard competition.
- **TRAIN**
Deliver a range of meaningful development activities to coaches of all levels that will improve the knowledge and coaching ability of NSW coaches.
- **SUPPORT**
Utilise the knowledge, experience and expertise of all coaches in New South Wales to return NSW to the premier swimming state in Australia.
- **RETAIN**
Ensure that the best coaches in NSW have the ability to focus upon coaching, by placing those coaches into the best possible coaching positions in NSW.

SCOPE

It is proposed that the Coach Development Framework will commence in its current form from the 1st of April 2012 for a period of 15 months to 30th June 2013. Commencing on the 1st of May 2013 the Framework will be reviewed against its Key Performance Indicators and ensure its alignment to the Swimming Australia/Swimming NSW and NSW Institute of Sport Swimming Program Partnership which will commence from the 1st of July 2013 for a period of three years.

Following the initial 15 month term and subsequent approval from the Board to continue the program, it is proposed that the Framework will run in conjunction with the SAL/Swimming NSW /NSWIS Program Partnership for a period of three years also, with full reviews conducted on a yearly basis.

Further detail of the evaluation and review process is outlined later in this document.

The CDF aims to reach and contribute to the development of Coaches across all of NSW (regional and metropolitan) from the Teacher of Competitive Swimming Accreditation level through to Olympic Team Coaches level (Gold Licence Accreditation).

SELECTION CRITERIA

High Performance Coaches

- Any coach that has coached an athlete onto an Australian Olympic Swim Team.
- Any coach that has achieved 500 or more coaching points in the past 5 years.
- Any coach that has achieved 200 or more points in the past season.
- Any coach that has coached an athlete onto an Australian Youth team in the past season.
- Willing to make available one weekend (or two days) per annum to support Swimming New South Wales/NSWIS development activities
- Current member of ascta NSW with a minimum of Silver Licence Accreditation.
- Current member of Swimming NSW

Coaching Points are awarded as follows;

* At least one (1) of the Coach's athletes must be selected as a team member of the following for the Coach to receive the applicable points. In the event of more than one of the Coach's athletes being selected the Coach will earn points for each athlete selected.

Senior	Points
Olympic Games	500
Paralympic Games	500
World Championships LC	250
World Championships SC	200
OW World Championships	200
Commonwealth Games	200
Pan Pacific Championships	200

Youth	Points
A Team	100
Youth Olympics	100
Youth Commonwealth Games	100
Youth World Championships	100
Youth Pan Pacific Championships	100

Performance Coaches

- Any coach that has coached an athlete to a Semi Final at the Australian National Open Championships in an Olympic event over the past two Long Course seasons.
- Any coach that has coached an athlete to a Final at the Australian National Open Championships in an Olympic event over the past two Long Course seasons in events that do not include a Semi Final.
- Any coach that has coached a medal winner at the Australian National Age Championships over the past two Long Course seasons.
- Any coach that has coached a medal winner at the Australian National Open & Age Open Water Championships over the past two Long Course seasons.
- Willing to make available one weekend (or two days) per annum to support Swimming New South Wales/NSWIS development activities
- Current member of ascta NSW with a minimum of Bronze Licence Accreditation.
- Current member of Swimming NSW

Target Coaches

- Any coach that has coached an athlete to a Final at the Australian National Age Championships over the past two Long Course seasons.
- Any coach that has coached an athlete into the Top 10 places at the Australian National Age Championships over the past two Long Course seasons in Timed Final events.
- Any coach that has coached an athlete into the Top 6 places at the Australian National Age & Open, Open Water Championships over the past two Long Course seasons.
- Where a visitor takes the place of an athlete in a Final, the Coach will still be eligible for selection.
- Any coach that has coached a medal winner at the Australian National MC Championships over the past two Long Course seasons.
- Willing to make available one weekend (or two days) per annum to support Swimming New South Wales/NSWIS development activities
- Current member of ascta NSW with a minimum of Bronze Licence Accreditation.
- Current member of Swimming NSW

Notes on Selection Criteria:

A Coach's athlete is defined as the Coach is responsible for at least 85% of the athletes programming and has coached the athlete for a minimum period of 90 days.

For Performance and Target Coaches; coaches can only qualify if their athlete(s) meet the selection criteria in individual events.

Upon selection in the Coach Development Framework (CDF) coaches will be required to sign an individual agreement stating their commitment to participate in a minimum number of CDF activities and Swimming New South Wales or NSWIS development programs as required.

Coaches may appeal their selection status within the CDF in writing to the Board of Swimming New South Wales.

All selections for the upcoming year take place at the conclusion of the Australian Age, Australia Open, Australian Open Water and Australian MC Championships each year.

PERFORMANCE INDICATORS

Swimming NSW Strategic Plan Performance Indicators;

- 1.1 Improved elite athlete performances at National Competitions.*
- 1.2 Increased entries and improved performance at national meets. Increasing number of swimmers selected for national teams.*
- 1.3 An increasing number of coaches advancing to higher accreditation levels and/or national teams.*
- 1.4 Increase in participation numbers over each previous year's Development Programs*
- 4.5 Annual review of outcomes.*

Swimming NSW Coach Development Framework specific Performance Indicators;

Accreditation & Education Component

A minimum number of 300 coaches will undertake and complete the requirements of the SAT-CS course per annum within NSW.

At least 33% of participants completing the requirements for the SAT-CS course to complete the Bronze License Accreditation course requirements in the current year (based upon 2010 data this will equate to approximately 100 coaches).

At least 20% of those coaches completing the Bronze License course accreditation requirements (based upon 2010 data this will equate to approximately 20 coaches) to attend and complete the theory requirements of the Silver License Accreditation course.

Performance Component

Expected Commencement Baseline – May 2012

30% of Major National Team Members (Athletes and Coaches)

30% of Medallists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

30% of Finalists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

35%* of Participants at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

As of 31st May, 2013

35% of Major National Team Members (Athletes and Coaches)

35% of Medallists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

35% of Finalists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40%* of Participants at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

85% of the Athletes achieving the above performance indicators will be coached by CDF participants.

As of 31st May, 2014

40% of Major National Team Members (Athletes and Coaches)

40% of Medallists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40% of Finalists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40%* of Participants at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

90% of the Athletes achieving the above performance indicators will be coached by CDF participants.

As of 31st May, 2015

40% of Major National Team Members (Athletes and Coaches)

40% of Medallists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40% of Finalists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40%* of Participants at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

95% of the Athletes achieving the above performance indicators will be coached by CDF participants.

As of 31st May, 2016

40% of Major National Team Members (Athletes and Coaches)

40% of Medallists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40% of Finalists at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

40%* of Participants at the National Open Championships, National Age Championships, National MC Championships and National Open Water Championships.

100% of the Athletes achieving the above performance indicators will be coached by CDF participants.

***For all participation Key Performance Indicators a reduction in 5% is accepted for events held outside NSW.**

DEVELOPMENT CURRICULUM

High Performance Coaches Development Curriculum

The High Performance Coaches Development Curriculum will consist of the following development programs and activities.

1. **One High Performance Coaches Workshop**
2. **One Combined High Performance/Performance Coaches Workshop**
3. **Coach Mentoring Visits**
4. **High Performance Coaches Scholarship**

1. High Performance Coaches Workshop - Curriculum

This workshop will take place over two (2) days and including the following three key areas; Coach Development, Networking and SNSW Planning.

Coach Development (50%)

Workshops will consist of a mixture of presentations on the following topics;

Note: All topics will be covered over a two year period.

- Leadership & Mentoring
- Research & Study Skills
- Management – Organisational, Planning, Time, Project, Personal
- Communication & dealing with conflict
- Business Principles
- Open & Age Coaching
- Sports Performance Analysis
- Skill Acquisition/Motor Skills
- Growth Development & Maturation
- Interventions – Sports Medicine
 - Psychology
 - Physiotherapy
 - Physiology
 - Massage
 - Nutrition
- Sports Pedagogy “The Message” – Teaching
 - Communicating
 - Personality/Mood/Emotion

Networking (30%)

Provide Opportunities for Coaches to interact with others to learn, share ideas and team build to assist in building ‘Team NSW’ in an informal setting.

SNSW Planning (20%)

Workshops on Swimming NSW - An opportunity for coaches to discuss and review the direction of the SNSW Athlete Development Programs, Competitions and the role of Clubs and Areas.

2. Combined High Performance/Performance Coaches Workshop - Curriculum

This workshop will take place over two (2) days and including the following three key areas; Coach Development, Networking and SNSW Planning.

Coach Development (50%)

Workshops will consist of a mixture of presentations on the following topics;

Note: All topics will be covered over a two year period.

- Leadership & Mentoring
- Research & Study Skills
- Management – Organisational, Planning, Time, Project, Personal
- Communication & dealing with conflict
- Business Principles
- Open & Age Coaching
- Sports Performance Analysis
- Skill Acquisition/Motor Skills
- Growth Development & Maturation
- Interventions – Sports Medicine
 - Psychology
 - Physiotherapy
 - Physiology
 - Massage
 - Nutrition
- Sports Pedagogy “The Message” – Teaching
 - Communicating
 - Personality
 - Mood/Emotion

Networking (30%)

Provide Opportunities for Coaches to interact with others to learn, share ideas and team build to assist in building ‘Team NSW’ in an informal setting.

SNSW Planning (20%)

Workshops on Swimming NSW - An opportunity for coaches to discuss and review the direction of the SNSW Coach Development Framework, Athlete Development Programs, Competitions and the role of Clubs and Areas.

3. Coach Mentoring Visits

Each High Performance Coach will be eligible for one (1) SAL/SNSW Mentor Coach visit every two months. The ‘visit’ will include the SAL/SNSW Mentor Coach attending a training session with the High Performance Coach which will either be preceded or followed by a meeting to discuss the training program and then include follow up contact via email/visit/phone call at least once a week.

SNSW will manage and review the effectiveness of the High Performance Coach and SAL/SNSW Mentor Coach relationship on a regular basis.

4. High Performance Coaches Scholarship

There will be one (1) Scholarship awarded to a High Performance Coach each year to the value of \$5,000.

Performance Coaches Development Curriculum

The Performance Coaches Development Curriculum will consist of the following development programs and activities.

1. **One Performance Coaches Workshop**
2. **One Combined High Performance/Performance Coaches Workshop**
3. **Coach Mentoring Visits**
4. **Twelve (12) National Coach Scholarships**

1. Performance Coaches Workshop - Curriculum

This workshop will take place over two (2) days and including the following three key areas; Coach Development, Networking and SNSW Planning.

Coach Development (50%)

Workshops will consist of a mixture of presentations on the following topics;

Note: All topics will be covered over a two year period.

Leadership & Mentoring

Research & Study Skills

Management – Organisational, Planning, Time, Project, Personal

Communication & dealing with conflict

Business Principles

Open & Age Coaching

Sports Performance Analysis

Skill Acquisition/Motor Skills

Growth Development & Maturation

Interventions – Sports Medicine

Psychology

Physiotherapy

Physiology

Massage

Nutrition

Sports Pedagogy “The Message” – Teaching

Communicating

Personality

Mood/Emotion

Networking (30%)

Provide Opportunities for Coaches to interact with others to learn, share ideas and team build to assist in building ‘Team NSW’ in an informal setting.

SNSW Planning (20%)

Workshops on Swimming NSW - An opportunity for coaches to discuss and review the direction of the SNSW Athlete Development Programs, Competitions and the role of Clubs and Areas.

2. Combined High Performance/Performance Coaches Workshop - Curriculum

This workshop will take place over two (2) days and including the following three key areas; Coach Development, Networking and SNSW Planning.

Coach Development (50%)

Workshops will consist of a mixture of presentations on the following topics;

Note: All topics will be covered over a two year period.

Leadership & Mentoring

Research & Study Skills

Management – Organisational, Planning, Time, Project, Personal

Communication & dealing with conflict

Business Principles

Open & Age Coaching

Sports Performance Analysis

Skill Acquisition/Motor Skills

Growth Development & Maturation

Interventions – Sports Medicine

Psychology

Physiotherapy

Physiology

Massage

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Sports Pedagogy “The Message” – Teaching

Communicating

Personality

Mood/Emotion

Networking (30%)

Provide Opportunities for Coaches to interact with others to learn, share ideas and team build to assist in building ‘Team NSW’ in an informal setting.

SNSW Planning (20%)

Workshops on Swimming NSW - An opportunity for coaches to discuss and review the direction of the SNSW Coach Development Framework, Athlete Development Programs, Competitions and the role of Clubs and Areas.

3. Coach Mentoring Visits

Each Performance Coach will be eligible for one (1) SNSW Mentor Coach visit every two months.

The 'visit' will include the SNSW Mentor Coach attending a training session with the Performance Coach which will either be preceded or followed by a meeting to discuss the training program and then include follow up contact via email/visit/phone call at least once a week.

SNSW will manage and review the effectiveness of the Performance Coach and SNSW Mentor Coach relationship on a regular basis.

4. Twelve (12) National Coach Scholarships

There will be twelve (12) National Coach Scholarships available each year that Performance Coaches will be eligible to apply for. These Scholarships will allow the Coach to visit the home program of a High Performance Coach for a period of one (1) week either in NSW or interstate.

Target Coaches Development Curriculum

The Target Coaches Development Curriculum will consist of the following development programs and activities.

- 1. Coach Mentoring Visits**
- 2. Twelve (12) National Coach Scholarships**

1. Coach Mentoring Visits

Each Target Coach will be eligible for one (1) SNSW Mentor Coach visit every two months.

The 'visit' will include the SNSW Mentor Coach attending a training session with the Target Coach which will either be preceded or followed by a meeting to discuss the training program and then include follow up contact via email/visit/phone call at least once a week.

SNSW will manage and review the effectiveness of the Performance Coach and SNSW Mentor Coach relationship on a regular basis.

These visits will have a strong focus on *Swimming Skill Specific Development* . This will include but is not limited to Planning, Programming, Teaching & Technical Skills, Race Analysis and Squad Management.

2. Twelve (12) National Coach Scholarships

There will be twelve (12) National Coach Scholarships available each year that Target Coaches will be eligible to apply for. These Scholarships will allow the Coach to visit the home program of a High Performance Coach for a period of one (1) week either in NSW or interstate.

Underpinning Coach Development programs & activities run by SNSW and/or CDF Partners

- **Coach Development Presentations – e.g. Guennadi Touretski Lecture**
- **ascta NSW Coaches Conference (Sydney)**
- **ascta Coaches Conference (Gold Coast)**
- **ascta NSW Awards Dinner (Sydney)**
- **ascta NSW/SNSW Coaches Resource Database – Located on the ascta NSW website (See Below)**

New South Wales Coach Resource Database

Swimming New South Wales will develop a database of coach resources for coaches to utilise. This will include articles, academic research, video's etc. This will be a conduit for coaches to share information and develop their knowledge base away from the formalised development activities within the CDF. The goal is for an item of interest to be circulated to New South Wales coaches on a weekly basis via email.

ACCREDITATION AND EDUCATION PROGRAMS

Area Scholarship Program

Swimming New South Wales in conjunction with each of the twelve areas will annually award an Area Coaching scholarship to one coach. The funding for the Area scholarship program will be on a 50/50 basis, with Swimming New South Wales contributing up to a maximum of \$500 to each area per annum. The Area Scholarship will be used to assist coaches to attend the ASCTA Silver coach accreditation course, or visit High Performance/Performance coaching programs within New South Wales.

Bronze License Coach Accreditation Course Delivery

Swimming New South Wales in partnership with ascta NSW will deliver eight (8) Bronze License Coach Accreditation courses per annum. Three courses will be held in the metropolitan areas, while each of the following areas will also host a course: ACT/South Eastern, New England & North West /Western, North Coast, Southern Inland and Coast & Valley.

Teacher of Competitive Swimming Coach Accreditation Delivery

Swimming New South Wales will deliver eleven (11) Teacher of Competitive Swimming Course's per annum throughout each of the country areas; ACT/South Eastern, Southern Inland (2 Courses), Western (2 Courses), New England & North West, North Coast (2 Courses), Coast & Valley, Mountains & Plains (2 Courses). Courses in the Metropolitan Area will be run by external providers.

KEY PARTNERSHIPS

Swimming NSW will incorporate a number of key partnerships to ensure the successful implementation of the CDF. The key partners are as follows:

Swimming Australia
NSW Institute of Sport
ascta NSW
ascta
Swimming NSW Areas
NSW Communities – Sport & Recreation
Member Coaches of the SNSW CDF

Swimming Australia

Partnership Agreement to be formulated.

Must Include: Access to SAL Mentor Coaches and access to key SAL Staff for feedback and presentations.

NSW Institute of Sport

Partnership Agreement to be formulated.

ascta NSW

SNSW/ ascta NSW Service Level of Agreement in place, which includes support and funding commitments for the CDF.

ascta

Partnership Agreement to be formulated.

Must Include: Funding assistance.

Swimming NSW Areas

Partnership Agreement to be formulated.

Must Include: Funding for provision of Area Coach Scholarships.

NSW Communities – Sport & Recreation

\$15,000 Funding applied for by SNSW.

Member Coaches of the SNSW CDF

Individual Coach Commitment to participate in CDF activities.

Swimming NSW/NSWIS Development Program Contribution: Each Coach is expected to give one weekend or two days per year to support and/or assist SNSW/NSWIS Development Programs.

EVALUATION, REPORTING & REVIEW

Evaluation

Workshops

Following each workshop a comprehensive evaluation will be undertaken via written survey with input from coaches, presenters, mentor coaches, administrators and program partners. The High Performance and Performance coaches will also be given the opportunity to have input into CDF and its direction during the SNSW Planning Session at the joint High Performance/Performance Coaches Workshop.

Coach Mentoring Visits

Following the first mentor coach visit to a program the mentee and mentor will be consulted via phone call or email to ensure the effectiveness of the relationship between the mentor and mentee. Thereafter the mentee and mentor will be consulted on a periodic basis to ensure the relationship remains workable and the coaching philosophy of both parties is consistent.

Coach Mentoring Visits - SAL Mentor Coaches

Coaches involved in the CDF who are being mentored by SAL Mentor Coaches will be consulted and surveyed on a periodic basis to ensure that their mentoring is consistent with the objectives of the Swimming NSW CDF.

Coach Development Presentations

Following each coach development presentation participating coaches will be given the opportunity to provide feedback on the presentation and suggest topics and/or presenters for future presentations.

Coach Scholarships

Each recipient of a coach scholarship will be consulted and given the opportunity to provide feedback on the suitability and effectiveness of the coach scholarship program.

Overall Experience

At the end of May each year; all coaches involved in the CDF will be surveyed to gather feedback upon the development activities offered within the CDF and the overall effectiveness of the program.

Reporting

Information collected during the evaluation process will be collated and provided to key CDF partners (outlined above) on a six (6) monthly or more regularly basis if required.

Review

The Coach Development Framework will be reviewed annually at the 31st May against the Performance Indicators as outlined previously.

CONCLUSION

The Coach Development Framework is a key component to the long term success of Swimming in NSW. The Framework will help rebuild our coaching stocks and ensure that succession planning is in place if we are ever to suffer a similar level of coach departures. It will also lift our performances and go a long way to returning NSW as the premier swimming state in Australia.

‘SNSW Blues’

Belong

Loyalty

Unity

Excellence

Shared Success