



# National Generation 2032 Coach Program

## National Sporting Organisation Guidelines

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# National Generation 2032 Coach Program

## 1. Program Overview

The Australian Institute of Sport (AIS) HP Coach Development Strategy was released in March 2021 and provides a blueprint for an AIS led unification and regeneration of high performance coach development across the Australian sport system. One of the fundamental recommendations within the strategy is the reinstatement of a national apprentice coach scheme for pathway and early career coaches. This scheme is to be known as the National Generation 2032 Coach Program (NG32CP) and aims to increase the number and diversity of Australian high performance coaches across the system who can contribute positively to future Olympic, Paralympic and Commonwealth Games.

The NG32CP is future-facing, working with participating coaches (Gen 32 coaches) to develop contemporary ways of delivering coaching to future generations of athletes through enhanced use of innovation and technology, advanced interpersonal and leadership skills, and an increased understanding of athlete development.

The NG32CP is a two-year intensive coach development program supporting up to 30 coaches in each cohort. The initial cohort is scheduled to commence in July 2022, the second in 2024.

Each coach on the program will experience:

- Full-time employment by the NSO or NIN partner for two years (co-funded by the AIS)
- Integration into the coaching team and immersion into the daily training environment of a high performance program within their sport
- Coaching high performance athletes, under the guidance of an experienced mentor coach
- AIS led Learning Labs (6 across the 2 years)
- Developing and implementing an Individual (personalised) Coach Development Plan
- Peer learning from coaches of other sports within the program
- Exposure to other HP environments and personnel

Gen 32 coaches will be employed full-time for two years and will receive a minimum salary of \$70,000 p.a. (plus superannuation) and professional development support, both individual (Coach Development Plan) and through the AIS led Learning Labs. Learning Labs will see all Gen 32 coaches come together in Canberra three times per year, and convene virtually, to gain valuable cross sport insights and engage in peer learning while building their coaching network.

National Sporting Organisations (NSOs) and National Institute Network (NIN) partners are encouraged to collaborate, and together partner with the AIS to deliver the NG32CP. The Gen 32 coach is employed by the NIN partner or NSO (where there is no NIN partner) with the AIS, NSO and NIN partner (where applicable) each contributing to the salary component of the position (see financial contribution section for more detail). The AIS will fund the professional development program which includes individual coach development plans, AIS Learning Labs and other initiatives.

A major objective of the NG32CP is to become a primary vehicle to new and longer-term coach employment positions. To that end, the program is intended for coaches seeking to become career high performance coaches, and there is an expectation that the Gen 32 coach will transition into full-time employment with the NSO or within the NIN on completing the program.



## 2. Eligible Organisations

### Eligibility

To be eligible to apply for a position in the National Generation 2032 Coach Program, the NSO must represent an Australian Sports Commission (ASC) recognised sport and receive high performance or pathway program funding from the AIS.

To be eligible to receive NG32CP funding from the AIS, the NSO must ensure that a position(s) in the program is reflected in the Performance Pathway Strategy submission to the AIS.

## 3. Partnering to deliver the NG32CP – Employment and Financial Contribution\*

Eligible NSOs, together with their respective NIN program partners, are invited to partner with the AIS in delivering the NG32CP.

Partnership requires co-contribution to the salary component of the Gen 32 coach position and that the coach is employed by either the NSO or NIN partner, inclusive of salary, superannuation and on-costs. The minimum Gen 32 coach salary is set at \$70,000 p.a. plus superannuation. The NIN partner or NSO may increase its contribution to raise the overall salary of the coach.

The three partnership scenarios are summarised in the table below:

|   | Employing Organisation | NIN Contribution            | NSO Contribution            | AIS Contribution | Coach Salary (min) p.a. |
|---|------------------------|-----------------------------|-----------------------------|------------------|-------------------------|
| 1 | NIN                    | \$30,000 + super & on-costs | \$20,000                    | \$20,000         | \$70,000 + super        |
| 2 | NSO                    | N/A                         | \$40,000 + super & on-costs | \$30,000         | \$70,000 + super        |
| 3 | NSO                    | N/A                         | \$20,000 + super & on-costs | \$50,000         | \$70,000 + super        |

\*All contribution figures are exclusive of GST

### *Scenario 1: NSO has a NIN program partner, and the Gen 32 Coach is based in the NIN program*

Where the NSO has a NIN program partner, the Gen 32 coach is to be based in the NIN program, employed by the NIN partner, with the AIS, NIN partner and NSO co-contributing to the salary component of the Gen 32 coach position.

### *Scenario 2: NSO has a NIN program partner, and the Gen 32 Coach is based in the National Training Centre, Centre of Excellence or Professional Club*

Compelling cases where the NSO has a NIN program partner but wishes the Gen 32 coach to be based in the National Training Centre, Centre of Excellence or Professional Club environment in preference to the NIN program. The Gen 32 coach is to be employed by the NSO, with the AIS and the NSO co-contributing to the salary component of the Gen 32 coach position.

### *Scenario 3: NSO does not have an existing NIN program partner*

Where an NSO does not have an existing NIN program partner, the Gen 32 coach is to be based in a suitable high performance program, employed by the NSO, with the AIS and the NSO co-contributing to



the salary component of the Gen 32 coach position. To be clear, this partnership scenario is not available to those NSOs that have an existing NIN program.

The AIS preferred model is Scenario 1, where the AIS partners with the NSO and NIN partner.

Where NSOs have one or more NIN program partners, all organisations are to agree the identified area of 'need' for a Gen 32 coach within the sport, an appropriate coach candidate and the high performance program in which to base the coach, inclusive of a mentor coach and a broader team of people to guide and support the coach. All discussions and decisions need to occur prior to the submission of the application. The NSO and NIN partners need also agree to the employment and financial responsibilities outlined above.

**Note:** The AIS salary contribution is to be utilised for the employment of the Gen 32 coach only and will not be available to be used in any other manner. The NG32CP aims to create new full-time coaching positions and not replace current full-time roles. Should the NSO or NIN partner be already investing more than the required co-contribution to deliver the Gen 32 coach position for a nominated candidate, it is expected that any savings will be reinvested into professional development opportunities for the Gen 32 coach or ringfenced for high performance coach development within the sport. This will be a condition of a position in the NG32CP being granted.

#### 4. Application Process

Applications should be submitted on-line using the "National Generation 2032 Coach Program - Application Form" (available from 1 March) no later than COB Friday 1 April, 2022.

The application form should be completed in full and all required documentation and footage attached.

NSOs should note the following:

- A position(s) in the NG32CP is to be reflected in the NSO Performance Pathway Strategy submission to the AIS to receive funding for the AIS contribution to the Gen 32 coach salary
- A suitable Gen 32 coach candidate must be nominated in the application
- NSOs may submit more than one application for any one intake or cohort
- Submission of an application does not guarantee a position on the program

#### 5. Selection Process

All applications will be assessed by a Selection Panel consisting of AIS, NSO, NIN and National HP Coach Taskforce representatives.

The Selection Panel will consider each application, taking into account the following in arriving at a recommendation:

- Suitability of nominated coach and strength of the supporting application when reviewed against assessment criteria
- Distribution across Olympic, Paralympic and Commonwealth Games sports and new action/lifestyle sports
- Diversity of coach candidates, inclusive of a minimum 30% of positions being awarded to women coaches
- Established sports that have sound coach development structures in place



The selection process may also include phone interviews with the NSO, NIN partner and Gen 32 coach candidate to ascertain further information or clarify points made within the application.

Up to thirty (30) Gen 32 coaches may be supported, the final number being at the discretion of the Selection Panel and dependent on the quality of the applications and the above noted considerations.

The selection panel, at its discretion, may select a limited number of 'special consideration' applications which may normally fall outside the required selection criteria and where a workable solution has been provided e.g. high potential woman coach within an NSO with no suitable mentor coach in the sport.

Where there are multiple applications from an NSO, the NSO (and NIN partner(s) where applicable) may be awarded more than one position in the NG32CP and may be asked to rank their applications for consideration by the panel.

The Selection Panel's recommendation requires approval by the AIS Executive before NSOs and NIN partners are notified.

## 6. Key Dates

The following table provides some key dates for the program:

|                          |                     |
|--------------------------|---------------------|
| Applications open        | 1 March, 2022       |
| Information forum        | early March         |
| Applications close       | 1 April, 2022       |
| Interviews NSO/NIN/Coach | from 21 April, 2022 |
| Sports/coaches announced | mid June, 2022      |
| Program Briefing         | mid June, 2022      |
| Program commences        | 1 July, 2022        |
| AIS Learning Labs        | TBC                 |
| Program concludes        | 30 June, 2024       |

## 7. Program Start Date and Gen 32 Coach Tenure

Gen 32 coaches are to commence on (or around) 1 July, 2022. The two-year term of the program begins from the date of employment commencement and finishes on that date in 2024.

Gen 32 coach progress is reviewed every six months and at 12 months, continuation into the second year of the program is subject to a positive performance review.

Positions within the program are full-time. Flexibility to respect and reflect individual nuances may be exercised by the selection panel when considering 'special consideration' applications where workable solutions have been proposed and are in the best interest of all parties and the program.



## 8. The Role of the AIS

AIS Coach Development will manage the NG32CP. There will be four AIS Coach Development Leads based in the NIN and their roles, in part, will be to provide local oversight of the NG32CP and coordinate and monitor the Gen 32 coaches based within their NIN programs.

The AIS Coach Development Lead responsibilities are to:

- Oversee and monitor the NG32CP for Gen 32 coaches based within the NIN program
- Induct the Gen 32 coaches into the NG32CP
- Monitor Gen 32 coach programs and progress
- Contribute to the development and organisation of the AIS Learning Labs
- Facilitate regular catch-up meetings with Gen 32 coaches
- Assist the Gen 32 coach, NSO/NIN representative and mentor coach to develop an individual coach development plan for the Gen 32 coach
- Ensure regular six monthly review meetings occur involving the mentor coach, Gen 32 coach and NSO/NIN representative and line manager
- Provide Gen 32 coaches and mentors with support and advice as required

## 9. NSO and NIN Partner Responsibilities

The NSO and NIN partner (where applicable) are required to identify and nominate suitable personnel for the following roles:

- Gen 32 coach
- Mentor Coach
- NSO/NIN partner representative to manage and administer the position
- Line Manager

More information on role responsibilities for each position can be found below.

The NSO and NIN partner (where applicable) responsibilities are to:

- Employ the Gen 32 coach full-time for two years
- Develop a Job Description (major responsibilities, duties and activities) for the Gen 32 coach (to be submitted with application)
- Provide a suitable high performance program in which the Gen 32 coach can work (a full-time program where National Team and/or other high performance athletes are training)
- Provide access to a suitable learning environment inclusive of mentor coach and a broader group of personnel who can guide and assist Gen 32 coach development
- Provide the Gen 32 coach with a suitable workstation and office equipment, including computer, mobile phone, internet and printer
- Develop a two-year plan for the Gen 32 coach in consultation with the Gen 32 coach, mentor coach, NSO or NIN partner representative
- Support and help implement the agreed professional development plan, including the Individual Coach Development Plan, attendance at the AIS learning labs and the 2-year sport plan for the coach



- Display the intent to employ the Gen 32 coach within the sport or NIN post program
- Ensure that a position(s) in the NG32CP is reflected in the Performance Pathway Strategy submission to the AIS
- Complete and submit the NG32CP Application Form
- Pay the appropriate financial contribution(s) in support of the Gen 32 coach salary (superannuation and on costs where appropriate)

#### **i. Gen 32 Coach Candidate Considerations**

When selecting a suitable coach candidate, NSO/NIN partners should ensure that the candidate:

- Is an Australian citizen or has been granted permanent residence status
- Has been identified by the NSO/NIN partner as a potential or current high performance coach in their sport
- Can demonstrate relevant experience in the sport for which they are nominated as either:
  - a former elite level athlete, current sport scientist or other related high performance role, with intentions to become a career high performance coach
  - an existing coach in the NSO pathway with demonstrated ability and intentions to become a career high performance coach
- Has a strong commitment to high performance coaching as a continuing, or new career path
- Has a demonstrated commitment to ongoing training and development (i.e. a life-long learner)
- Is willing to engage in all facets of the NG32CP, hands on coaching, developing and implementing an Individual Coach Development Plan and attending the AIS Learning Labs

The nominated candidate should also:

- Have a current coaching accreditation, or is working towards accreditation, in the sport for which they have been nominated
- Have a current Working with Vulnerable People card (or State equivalent) so as to be deemed a person suitable to work with children
- Agree to be bound by, and comply with, the Integrity policies of the ASC, NSO and NIN partner (where applicable) inclusive of Code of Conduct, Code of Ethics and Anti-Doping policies (and also the anti-doping policies of the International Federation and any other applicable anti-doping policies)
- Have retired as an athlete from elite level competition. The NG32CP is a full-time intensive coach development program requiring a significant time investment and the headspace for learning and growth. The considerable demands and conflict of being a high performance athlete are likely to negatively impact progress in the program
- Agree to discuss intentions to be employed in any work external to the NG32CP, or undertake any additional study, with all stakeholders and indicate how this can be managed without detriment to NG32CP coaching, professional development and other associated activities





## ii. Gen 32 Coach Work Environment

The NSO is to nominate a suitable high performance program in which the Gen 32 coach can work. Suitable high performance programs are typically those within the NIN, National Training Centres, and Centre of Excellence programs where high performance athletes are training. The Gen 32 coach should be integrated into the program, becoming an active and contributing member of the coaching team and involved in all facets of the program in the course of their daily work. There should be opportunities for the Gen 32 coach to lead sessions, assistant coach and/or coach their own group of high performance athletes.

If the Gen 32 coach is not working directly with National Team athletes, exposure to the National Team program and athletes is expected, through coach visits, camps or tours etc.

The overall program for the Gen 32 coach should be structured to prioritise learning and wellbeing, with a balance between direct coaching and dedicated time for reflection, planning, self and professional development initiatives that form part of the NG32CP. There is general acknowledgement that coaches often work long and/or unusual hours but in efforts to maintain effectiveness and wellbeing, Gen 32 coach hours should not be excessive. Learnings from previous programs indicate that developing coaches often worked excessive hours, compromising their coaching, learning and growth. Gen 32 coaches will be expected to work flexible hours, including weekend work, competition and tours where applicable but average weekly hours should not regularly exceed the recommended working hours (37.5 hrs per week).

The NSO/NIN partner is to provide access to a suitable workstation for the Gen 32 coach which includes a computer, internet access, appropriate software, mobile phone and access to a printer and other standard office equipment.

## iii. Mentor Coach(es)

A key component of the program is the mentoring and guidance provided by the mentor coach to the Gen 32 coach. The mentor coach should be a senior coach within the sport/program with considerable coaching and mentoring experience. The mentor coach may be the program head or assistant coach, however the NSO/NIN partner should give due consideration to the time requirement of an effective mentoring relationship, access the Gen 32 coach will have to the proposed mentor coach and the personalities of the coaches involved.

The Gen 32 coach candidate should be included in discussions regarding who might be an appropriate mentor coach, as the relationship between the two will be critical to the success of the experience. The NSO/NIN partner or Gen 32 coach may elect to approach and utilise more than one mentor but there must be one mentor coach nominated from within the high performance program in which the Gen 32 coach is based.

In addition to the mentor coach, it is anticipated and expected that there will be a broader group of coaches, performance support personnel and others that will contribute to the learning environment of the Gen 32 coach and enhance and enrich the coaching experience.

Mentor coach responsibilities include:

- Supervising and providing regular feedback and guidance to the Gen 32 coach
- Being a 'critical friend' to the Gen 32 coach, acting as a support and sounding board
- Attending an initial mentor coach meeting (of all mentor coaches across the successful sports)
- Attending the induction meeting of the Gen 32 coach into the NG32CP
- Assisting in the development of a two-year program for the Gen 32 coach



- Meeting with the AIS, and NSO/NIN representatives to review and assess the Gen 32 coach's development and progress
- Assisting in the development of the Gen 32 coach's individual Coach Development Plan
- Assisting the Gen 32 coach to build coaching and other high performance networks
- Providing opportunities for the Gen 32 coach to gain knowledge and experience in all facets of the program in the course of their daily work

#### **iv. NSO/NIN Partner Representative**

The NSO/NIN partner need also appoint a representative to manage and administer the NG32CP and be the single point of contact for the AIS Coach Development Leads in matters regarding the Gen 32 coach and program. In some organisations this may be the Performance Director, as line manager, and in others may be the Coach Development Manager, Performance Pathway Manager, Senior Coach or another suitable leader within the NSO or NIN.

The NSO/NIN partner representative responsibilities include:

- Managing and administering the NG32CP in conjunction with the AIS and being the single point of contact at the NSO/NIN partner for the AIS Coach Development Lead
- Attending an initial induction meeting of the Gen 32 coach into the NG32CP
- Assisting in the development and implementation of both the two-year program for the Gen 32 coach and the Individual Coach Development Plan
- Meeting with the AIS, line manager and mentor coach to review and assess the Gen 32 coach's development and progress
- Working with the Gen 32 coach to ensure that each component of the NG32CP (practical experience, individual development and AIS Learning Labs) is undertaken and that all elements of the job description are fulfilled
- Encouraging and supporting additional professional development opportunities outside those in outlined in the Individual Coach Development Plan
- Introducing the Gen 32 coach to coaching, sport and other expertise when appropriate
- Ensuring that the Gen 32 coach is not working excessive hours

#### **v. Line Manager**

The Line Manager of the Gen 32 coach should have oversight of the coach's involvement in the NG32CP and actively participate in the six monthly performance reviews of the coach. If the Line Manager is also the NSO or NIN partner representative, refer to the additional responsibilities outlined above.

### **10. Gen 32 Coach Responsibilities**

The major responsibilities and day to day work of the Gen 32 coach is to be outlined in the Job Description agreed between the NSO, NIN partner, mentor coach and the Gen 32 coach, submitted as part of the application for the NG32CP.

It is anticipated that responsibilities include:

- Lead coaching, under the supervision of the mentor coach



- Assistant coaching with the mentor coach
- Observing and meeting with a variety of elite coaches within and outside their sport
- Administration and management; a small amount of administration and athlete/team management should be undertaken.
- Participation in program meetings; planning, budget, athlete selection, Performance Support meetings, team meetings etc.
- Professional development activities, including those identified in the Individual Coach Development Plan and attendance at the AIS Learning Labs
- Assisting in the development of the annual and professional development plans
- Participation in regular update and review meetings involving the mentor coach, NSO, NIN and AIS representatives
- Actively engage in and drive the mentor/Gen 32 coach relationship and the relationships with the broader group of coaches and high performance personnel providing guidance and knowledge throughout the program
- Availability and willingness to travel locally, interstate or internationally as appropriate for coaching and development opportunities such as camps, tours, conferences etc

NG32CP activities are to be incorporated into the recommended working hours of the Gen 32 coach; 37.5 hours per week. There is general recognition that coaches often work long and/or unusual hours but the hours for the Gen 32 coach should not be unreasonable or excessive. Gen 32 coaches will be expected to work flexible hours, including weekend work, competition and tours where applicable but average weekly hours should not regularly exceed the recommended working hours.

Leave entitlements will be the responsibility of the employer but it is recommended that 20 days paid annual leave per program year is made available. Leave should therefore be taken during the program period at time/s agreed with the mentor coach and NSO/NIN representatives.

## 11. Professional Development

### *Individual Coach Development Plan (ICDP)*

A personalised professional development plan will be developed for each Gen 32 coach on consultation with the NSO, NIN partner representative, mentor coach and AIS Coach Development Lead. Central to the Individual Coach Development Plan (ICDP) is an evaluation against the HP Coach Success Profile, a profile developed by the AIS with system input. The evaluation should be conducted on commencement of the program and an ICDP established early, providing direction and focus for development.

### *AIS Learning Labs*

The AIS Learning Labs are an important feature of the NG32CP and are mandatory for Gen 32 coaches to attend. There are six labs within the two-year program. Each lab comprises 3 days where Gen 32 coaches are brought together at the AIS in Canberra to learn with and from each other, gaining valuable cross sport insights and broadening their coaching networks. The Learning Lab curriculum will focus on contemporary ways of delivering coaching to future generations of athletes through enhanced use of innovation and technology, advanced interpersonal and leadership skills, and an increased understanding of athlete development. Learning Labs may also be complemented by regular virtual group catch ups.

Learning Lab dates will be known prior to program commencement and Gen 32 coaches should clear their calendars to ensure their attendance. If there are extenuating circumstances that may prevent involvement in a lab, NSO/NIN and mentor coach acknowledgement and approval is required.



### *Additional Development Opportunities*

In addition to the identified activities and initiatives within the ICDP, Gen 32 coaches are encouraged to seek and/or initiate additional professional development opportunities (where they can be appropriately incorporated into their schedule) as they present e.g. working with visiting coaches, attending workshops, visiting other high performance programs etc.

It is strongly encouraged that the Gen 32 coach work towards and achieve the next level of national or international coach accreditation in their respective sports within the program period.

## **12. Monitoring Gen 32 Coach Progress**

Gen 32 coach progress will be reviewed at six monthly intervals. Reviews will involve the Gen 32 coach line manager, AIS, NSO/NIN representative, the mentor coach and the Gen 32 coach and will allow adjustments to be made to the program, Individual Coach Development Plan or other areas as appropriate. Informal monitoring will occur in regular catch ups between the Gen 32 coach and the AIS Coach Development Lead.

At 12 months, continuation into the second year of the program is subject to a positive performance review.

## **13. Departure or Termination from the Program**

The Gen 32 coach, after discussion with the NSO/NIN partner and AIS, may leave the program by providing four weeks notice in writing to each organisation. In lieu of providing notice, the employer may pay the salary that would have been received had the position continued until that date.

A position in the NG32CP may be terminated if the Gen 32 coach is found (after investigation) in breach of any of the following policies:

- ASC/SIS/SAS/NSO Integrity policies e.g. Codes of Conduct, Anti-doping
- NSO Code of Conduct/ Code of Ethics
- ASC Anti-Doping Policy and/or the anti-doping policies of the NSO and International Federation and any other applicable anti-doping policies

The position may also be terminated if the Gen 32 coach:

- brings the NG32CP and/or the NSO, NIN partner or AIS into disrepute
- is not making satisfactory progress

The Gen 32 coach will be notified of the termination both in person and in writing.

In the event of early departure or termination, the AIS will invoice the employer (NIN partner or NSO) for the unused funds provided for the Gen 32 coach salary. Any unused professional development funds will remain with the AIS.





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