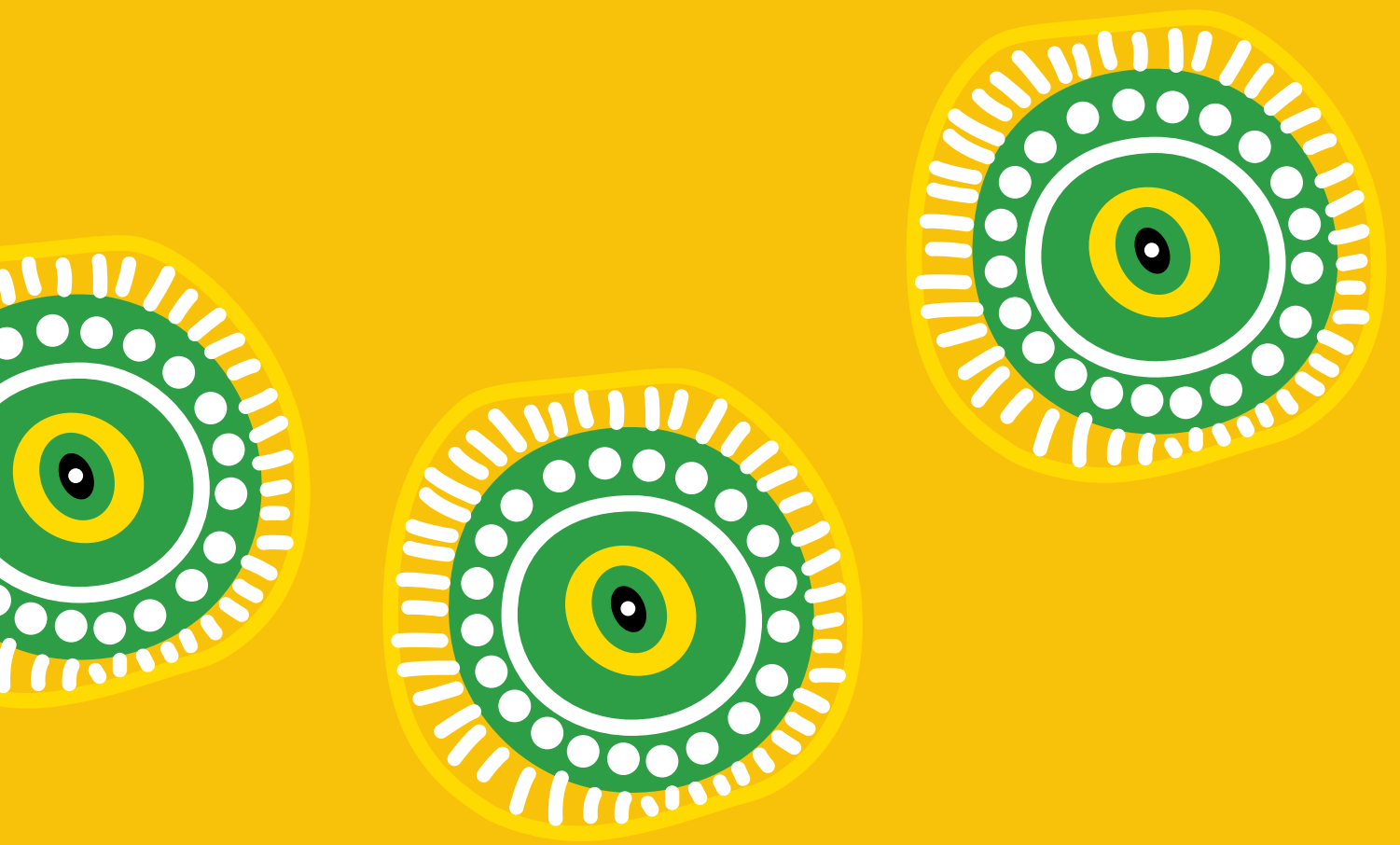




WOMEN IN HIGH
PERFORMANCE COACHING

FIXING THE LEAKY PIPELINE ACTION PLAN



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This Action Plan outlines and recommendations and summarises the work of the Women in High Performance (WiHPC) project conducted from October 2021 to October 2023. There is an executive summary available at www.ais.gov.au/coach-development/wihpc.

There are hyperlinks within this document that will connect you to the relevant documents.

Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located: the Ngunnawal people, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambah Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and emerging.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

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01

Foreword

Australia's High Performance 2032+ Sport Strategy was officially launched in December 2022.

I have seen this roadmap unite the Australian High Performance Sport System to make the most of the generational opportunity provided by the home Olympic and Paralympic Games in 2032.

Concurrently, the Women in High Performance Coaching Project has been engaging directly with organisations and participants on pursuing gender equality in High Performance coaching. This is one of the most significant steps we can take to fast-track our ambition to lead and enable the world's best sport system by 2032.

We simply cannot afford to exclude roughly half of the population from High Performance coaching opportunities. We must be more inclusive and take action to remove the complexity and challenges facing women coaches. The leaky pipeline identified in this report through a series of insights is draining us of talented coaches. This report explores why hidden talent pools of women coaches exist, and how we can re-engage women to harness the full potential of the diverse talent we need in Australian High Performance coaching.

The Women in High Performance Coaching Project complements the work being done in the AIS High Performance Coach Development Strategy, the National Generation 2032 Coach Program (Gen32) and the AIS Gender Diversity Project. It is yet another reflection of the Australian Sports Commission (ASC)'s commitment to gender equality across the entire Sport System. We are proud of the Women Leaders in Sport (WLIS) program which continues to provide success stories from the boardroom to the sporting arena.

I am so proud of the way the Australian High Performance Sport System has gathered around our co-designed High Performance 2032+ Sport Strategy. We are resolute in our pursuit to build an inclusive + sustainable sporting system. The tools we as an industry need to fix the leaky pipeline of women in High Performance coaching are clearly identified throughout this document as 'toolkits' - providing high level support to drive implementation and change in our organisations. This is how we honour our Win Well Pledge: "We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities."

I look forward to seeing what the Women in High Performance Coaching Project yields, much of which will be reflected in the Women in High Performance Coaching scorecards. There is a clear opportunity to ensure the Australian High Performance Sport System provides opportunities for all.



Matti Clements
Executive General Manager,
AIS Performance



02

Why this work matters

Coaching is a priority area within Australia’s High Performance 2032+ Sport Strategy, referred to from here as the HP2032+ Sport Strategy.

AIS High Performance (HP) Coach Development aims to identify, develop, attract and retain world-class coaches to enhance the experiences and success of Australian athletes.

Enabling world-class coaching and workforce diversity and belonging

This Action Plan makes recommendations and provides the steps required to increase the representation and experience of Women in High Performance Coaching (WiHPC) to achieve our core priorities under the HP2032+ Sport Strategy.



Performance delivery

Incorporating women coaches diversifies our training approach, fostering creativity and adaptability among athletes. The unique perspectives of WiHPC – including female specific health and performance understanding – enhances our ability to support athletes effectively, elevating performance outcomes on the global stage.



Athlete performance pathways

Identifying, developing, and supporting High Performance athletes of the future is pivotal. Women coaches play a significant role in shaping athlete performance pathways, providing mentorship and guiding aspiring athletes. Having WiHPC enhances athlete development programs, embodies inclusion, and ensures a robust pipeline towards podium success and beyond.

Our vision in 2032 is to “Just talk about coaches, not women coaches!”

The WiHPC project impacts on all Priority Areas of the HP2032+

			
Performance delivery	Athlete performance pathways	World-leading knowledge + practice	Outstanding people + organisations
Enabling our top athletes to perform when it matters.	Identifying, developing + supporting High Performance athletes of the future to progress towards the podium + beyond.	Using world-leading knowledge, innovation + practice to ensure our athletes, coaches + performance support work as high functioning performance teams.	Building highly capable organisations that attract, develop + retain diverse talent + maximise human potential across the High Performance workforce.
<ul style="list-style-type: none"> • Optimal performance preparation • Competition readiness + focus • Enhanced Daily Performance Environment • Impactful strategic investment 	<ul style="list-style-type: none"> • Integrated holistic athlete development • Optimised transition periods • Sustainable direct athlete support • Intelligence-informed decision making 	<ul style="list-style-type: none"> • Enabled, empowered + supported coaches • Optimised performance support + performance teams • Outcome-driven innovation, creativity + research • Evolution of foundational, emerging + novel practice 	<ul style="list-style-type: none"> • Organisational capability • Workforce diversity + belonging • Workforce development + planning • System effectiveness



World leading knowledge + practice

Diverse coaching teams that include women coaches enrich our knowledge base and keep Australia at the forefront of global sports advancements. The contributions of WiHPC enhance the expertise of our coaching staff, ensuring a high-functioning performance ecosystem.



Outstanding people + organisations

Increasing women coaches showcases our commitment to diversity and inclusion. By nurturing their talents, we maximise human potential, strengthen internal cohesion and enhance our reputation. This inclusive approach attracts and retains top talent, creating a dynamic, positive and sustainable culture.

Australia's High Performance 2032+ Sport Strategy



Through these strategic efforts, we not only enhance our performance outcomes but also promote a diverse and inclusive environment in line with our vision: “We win well to inspire Australians.” Evaluating the success of the WiHPC project work includes wellbeing indicators, gender metrics, and community perceptions, ensuring our progress is monitored effectively utilising the scorecard.

03

The story so far

The underrepresentation of women in High Performance coaching roles in Australia is a critical issue, with less than 10% of the top 36 funded High Performance sports led by women head coaches.

This is despite female athlete representation at recent Olympic and Paralympic Games (Summer and Winter) and Commonwealth Games reaching over 50%. This underrepresentation is a concern that requires strategic and immediate action to create a more diverse and successful coaching ecosystem by 2032.

As part of the Australian Sports Commission (ASC), the Australian Institute of Sport (AIS), other key stakeholders, has recognised its pivotal role in addressing this situation, which led to the Women in High Performance Coaching (WiHPC) Project.

About the Project

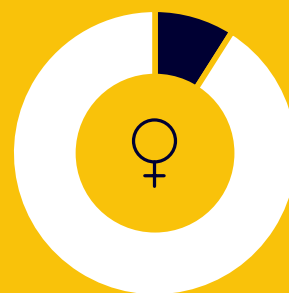
The WiHPC Project began in October 2021. The 'Fixing the Leaky Pipeline': Action Plan consolidates 24 months of engagement, highlighting the experiences of women coaches and the need for change. More importantly, it reveals and connects the 'bright spots' of opportunity to build momentum and create solutions for the women coaches of Australia.

Stemming from the AIS High Performance Coach Development Strategy and the AIS Gender Diversity Project, this initiative aims to create equitable opportunities for women to get involved and stay involved as coaches.



Context

'Exceptional coaches sit at the heart of any successful High Performance Sport System.' [The HP2032+ Sport Strategy]. The High Performance coaching environment is unique and requires an ability and willingness to work for sustained periods of time in the stressful environment of elite competition. The 10 recommendations in this Action Plan focus on WiHPC, but may also have relevance to women in other leadership roles in sport, women in community coaching, other underrepresented groups, and sectors facing similar challenges.



ONLY
9%
of current high performance
coaches are
WOMEN*

*Data has been obtained by the AIS from the nationally funded HP sports.



72

ORGANISATIONS
represented in
engagement



250+

CONTRIBUTORS
via workshops or
1:1 interviews



262

WOMEN
participated via
2 x in-depth surveys

04

The four strategic focus areas and recommendations

The HP2032+ Sport Strategy clearly states that ‘To Win Well and inspire Australians we need to pursue excellence, create belonging, display courage, and build connection.’

This Action Plan represents a moment in time and identifies opportunities to build momentum, based upon what we know now. The four strategic focus areas below have been identified over the course of the Project based upon what is working and what we need to continue to amplify in order to Win Well.

Behaviours, culture and environment



- Archetype workshop
- The Road Map to Action
- Respectful behaviour programs
- Gender equality audits and recommendations

Systems supporting diversity



- Recruitment toolkit
- Parental leave toolkit
- Part time talent pool toolkit
- Inclusive travel arrangements toolkit
- Hidden talent pool toolkit
- Career support services
- Capability framework

Strategies for development



- The Women’s Talent Development Framework
- National Network of Coach Development Facilitators
- Igniting local networks
- Mentorship toolkit
- Networking and connection events

Visibility and storytelling



- The WiHPC website
- Improving visibility, sharing success
- Connections with aligned advocacy groups

Positive changes extend beyond gender-specific interventions

The WiHPC Project Recommendations are aimed at specifically addressing and improving female coach participation and talent retention. Effective interventions addressing this gender imbalance are largely focused on improving culture, offering flexible work structures, ensuring job security, fair pay, and fostering ongoing development.

These changes benefit not just women coaches but, by extension, all High Performance coaches, athletes, and staff, and will ultimately strengthen the industry and prevent talent loss to other sectors.

WiHPC Project Recommendations

Transformation of WiHPC necessitates more than just the AIS taking action; it demands that every sport, organisation, and individual assumes their responsibility to act.

- 1 All sporting organisations undertake a regular gender equity audit, adopt gender equity targets and strategies, and publicly report on progress.** The audit, targets and strategies must address women in High Performance and strengthen the women's coach workforce.
- 2 Develop comprehensive data capture and reporting systems across HP sport to monitor progress and drive accountability to ensure a positive impact on women coaches.** This must be sport-led and aligned across all key performance parameters.
- 3 High Performance sports commit to regular assessment for organisational culture and environment capabilities** and associated development strategies such as implementing family friendly work practices, coach wellbeing and embedding behaviours that create respectful cultures.
- 4 Investment into the customisation of the ASC Workforce Capability Framework for quality women High Performance coach development** (including the identification of transferable skills, and to strengthen the coaching talent pool). This will require contributions from across the sector.
- 5 Establish and sustain a Women's Talent Development Framework** led by the AIS in alignment with the Workforce Capability Framework.
- 6 Establish and sustain a National Network of Coach Development Facilitators** as led by the AIS to enhance development and ongoing support of women coaches.
- 7 Broaden the access to, and delivery capacity of AIS career support services** focused on navigating career transitions for women coaches within High Performance pathways.
- 8 Create mechanisms and opportunities to increase the visibility of women coaches** with a focus on success stories and what's working.
- 9 Provide mechanisms to acknowledge and reward organisations** who actively support and engage in the proposed *Women HP Coaches Road Map to Action*.
- 10 Source, allocate and manage resources** at system and sport level to achieve the strategic goals and recommendations of this project.

These recommendations are aligned with 2032+ Sport Strategy, National Sport Participation Strategy (in draft) and the National Data Strategy.

Toolkits

A range of actionable toolkits, guides, and pilot initiatives have been developed by the WiHPC Project in collaboration with sports and individuals across these focus areas to support sporting organisations, clubs, and individuals.

Further collaboration and development is expected over the next 12-18 months. Progress and next steps can be viewed on the [WiHPC webpage](#).

How to read this Action Plan

Throughout this document, toolkits and resources are clearly identified by blue boxes with links provided. Recommendations are identified by orange boxes.

05

Prioritising action, moving beyond discussion: the WiHPC scorecard

There is no shortage of research or discussion around creating greater equity in coaching and other leadership roles.

In order to ensure the system remains accountable, the WiHPC scorecard has been developed. Led, and completed by the WiHPC team, annual monitoring and evaluation will allow progress to be shared and strategies adapted as necessary to maintain alignment with the HP 2032+ Sport Strategy.



Scorecard 2024



Develop and implement a Women's Talent Framework



Develop and implement a National Network of Coach Development Facilitators



Assist in the development of the National Workforce Capability Framework to ensure needs of WiHPC are met



Ensure the National Data Strategy allows for appropriate granularity on key factors that impact on WiHPC



Drive networks and communities to enhance development and support mechanisms of connection and belonging



Implement a 12-month campaign to elevate visibility of women coaches



Continue to develop, refine and evaluate the utilisation and impact of toolkits, resources and other WiHPC initiatives by NSOs.



Engage with researchers to support evidence-based interventions



% of Women Coaches at Olympic and Paralympic Games (Summer and Winter) and Commonwealth Games



% of Women Head Coaches leading National Teams

06

Our approach: accounting for the complexity of the High Performance Sport System

This project adopts a complexity-based approach, prioritising the experiences of women in High Performance (HP) coaching. We began by gathering narratives and insights from these coaches, expanding the reach through workshops and SenseMaker surveys to identify systemic constraints and recurring archetypes in sports environments.

This approach also showcases existing positive practices and emphasises the power of finding 'bright spots' within the system.

Recognising that comprehensive change takes time, this Action Plan focuses on specific areas for initial intervention – represented as 'toolkits' throughout. It also highlights the need for grassroots efforts to be supported by system leaders.



The aim is to inspire high-level support for coaches and allies driving positive change.

The ecological systems model

The ecological systems model¹ provides a valuable framework for contextualising the experiences of women coaches, revealing how personal, organisational, systemic, and socio-cultural factors collectively influence the experiences of women coaches. Its complexity allows for the identification of opportunities for strategic actions or “nudges” that span all layers of the system.



Socio-cultural influences

Cultural gender stereotypes, biases and norms (such as women being better with children and men being leaders).

Organisational context and structure

Organisational policies, practices, role requirements, use of space and opportunities. Includes travel, recruitment, parental leave and professional development.

Interpersonal and relational interactions

Social relationships including at home and work (such as colleagues, friends, parents, partners and children).

Individual biological and psychological factors

Personal and psychological factors such as expertise, cognitive emotion, values and personality.

.....
 1 LaVoi NM, Dutove JK. Barriers and supports for female coaches: An ecological model. Sports Coaching Review. 2012; 1(1):17-37.

07

Equality or Equity?

While the two terms are often used interchangeably, it is important to understand and value the differences.

EQUALITY

is defined as everyone being given the same resources or opportunities. In other words everyone gets the same – whether its needed or even right for them.

EQUITY

is everyone having fair access to opportunities based on their individual needs.

The difference is the flexibility in approach. Equity recognises that each person has different circumstances, and barriers, and allocates the exact, tailored resources and opportunities needed to reach an equal outcome. Equity is based on sustainable approaches that values diverse lived experiences. When it comes to gender equity in coaching, achieving equity recognises that women have not come from a level playing field, and that for meaningful progress, mechanisms including appropriate investment must be targeted around the support of women.

Ultimately, diversity should not be at the expense of securing the best person for the job and the goal is not to achieve equal numbers of women high performance coaches. The objectives are to facilitate the participation of as many that want to; support the identification and development of those that have the capability; normalise their participation at the highest level; and promote and celebrate their success.

“We need to be realistic. Diversity has to be secondary to who is best for the job. But we need to remove any barriers that prevent that best person being identified or progressed.”

WiHPC Project participant



08

The Leaky Pipeline

Why are so few women coaching at the HP level in Australia?

The coaching career path in the HP Sport System is marked by complexity and challenges, especially for women coaches.

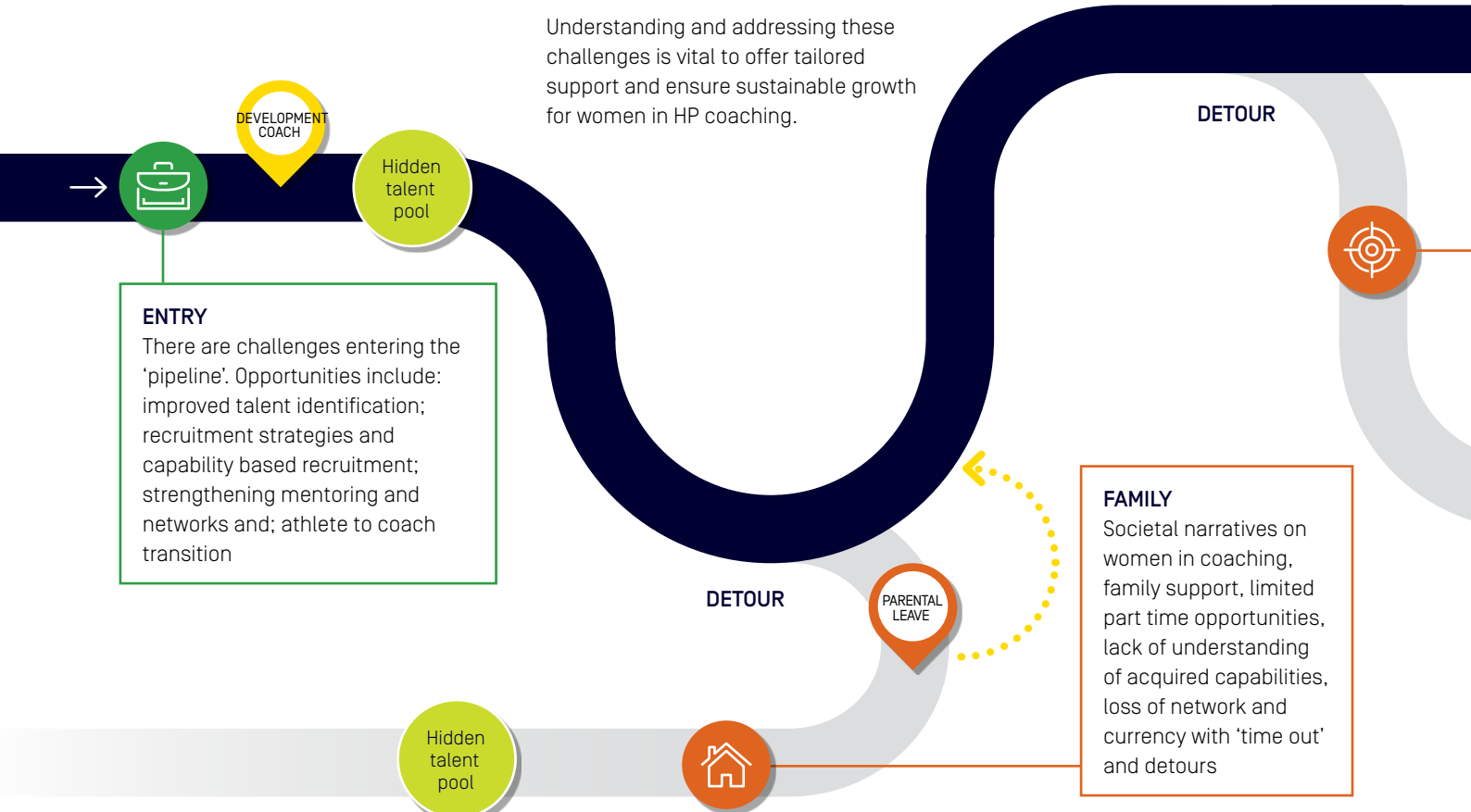
The departure issue

The stories we have heard from current and former coaches indicate that many women exit the Australian HP Sport System at different career stages. This results in a leaking talent pipeline and a profound gender gap in head coaching roles.

Understanding and addressing these challenges is vital to offer tailored support and ensure sustainable growth for women in HP coaching.

The hidden talent pools

Identifying and re-engaging with coaches who have left the system would uncover hidden talent pools which represent a valuable and untapped resource for advancing gender equity in coaching.



ENTRY
There are challenges entering the 'pipeline'. Opportunities include: improved talent identification; recruitment strategies and capability based recruitment; strengthening mentoring and networks and; athlete to coach transition

FAMILY
Societal narratives on women in coaching, family support, limited part time opportunities, lack of understanding of acquired capabilities, loss of network and currency with 'time out' and detours

BURNOUT

Whole of life (life after coaching), sustainability at HP Coaching for all

TREATMENT

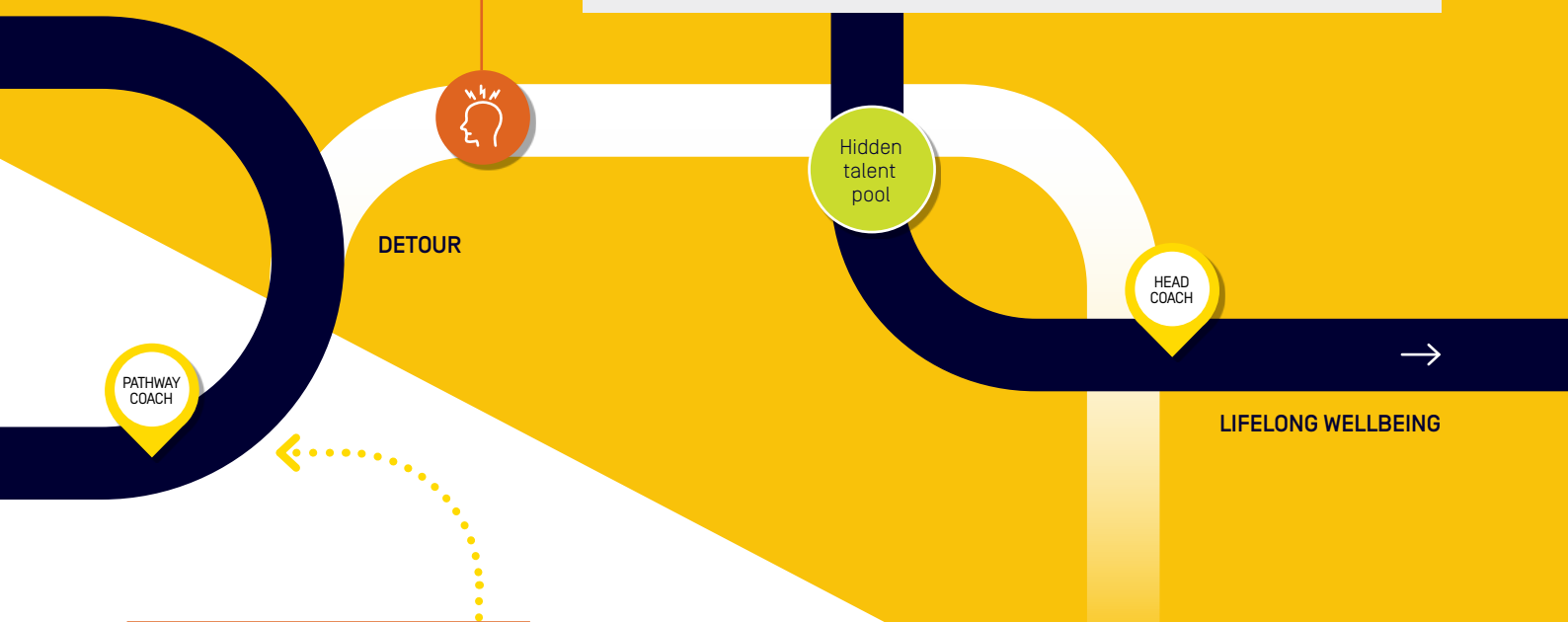
Unthinking disrespectful behaviour; intentional disrespectful behaviour

Toolkit: Hidden talent pools

To harness these hidden talent pools effectively, we need to be proactive:

- Look beyond current coaches and explore roles in sport that have transferrable skills. (e.g., cross sport from gymnastics to aerial skiing, intra-sport sport science to coaching.)
- Directly target individuals outside the coaching system who may lack awareness of how to engage (this includes current or former athletes).
- Shift the focus from solely nurturing the next generation of coaches to identifying those who have left coaching but might consider returning. This includes women with older children who are now more amenable to flexible schedules.
- Actively seek out alternative income sources for part time or volunteer coaches to sustain their engagement.

[Hidden Talent Pools Toolkit](#)



TOO HARD/LOSES APPEAL

Better options elsewhere, pay equity, volunteerism, sustainability etc.

Hidden talent pool

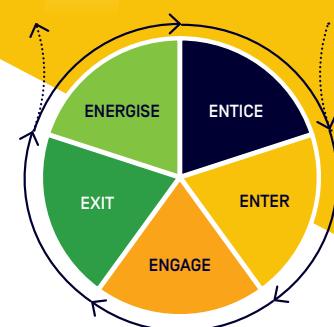
How do we tap into the hidden talent pools?

LaVoi's model² can be applied at every inflection point throughout the career journey.

Entice: Encourage more women to enter HP coaching through various strategies.

Enter: Support newcomers with role orientation and skill development.

Engage: Foster mentorship, sponsorship, and inclusive environments while addressing life strategies like pregnancy and parental leave.



Exit: Develop strategies to support coaches leaving their roles voluntarily or involuntarily.

Energise: Implement purposeful strategies for renewal, resilience, and personal growth.

2 LaVoi, N. M., & Boucher, C. (2021). Supporting and Developing Women in Sport Coaching. In Routledge eBooks [pp. 177-197]. <https://doi.org/10.4324/9781003028642-14>

09

WiHPC Project key insights



Across a two year period, engagement within the sector has been extensive. Without diminishing the unique story and experience shared by women coaches and other stakeholders, which are shaped by individual contexts, we have endeavoured to broadly categorise these diverse insights into three overarching areas.

These areas, detailed over the coming pages, reflect the reality of the coaching landscape, underscore the urgency for immediate action, and pinpoint the areas where positive transformations are taking place.

- **Why there are so few women in HP coaching** Page 22
Drivers of poor participation
- **Change must happen now** Page 32
An urgent call for action to avoid broader system risks
- **How to build momentum** Page 42
Opportunities to leverage the 'bright spots'



DRIVERS OF POOR PARTICIPATION

- 1 Bad behaviours and toxic culture
- 2 Organisational barriers and outdated work structures
- 3 Substandard and inconsistent recruitment practices
- 4 Lack of coordinated development opportunities

BROADER SYSTEM RISK

- 5 Legal and reputational risk
- 6 Sustainability and funding
- 7 Policy vs practice
- 8 Inadequate and incomplete data

LEVERAGE THE BRIGHT SPOTS

- 9 Allies and leaders
- 10 Connections and belonging
- 11 Stories of lived experience
- 12 Visibility matters

10

Why there are so few women in High Performance coaching



DRIVERS OF POOR PARTICIPATION



1

Bad behaviours and toxic culture

Individual behaviours and cultural norms are the major driver of poor participation of women in elite coaching.

2

Organisational barriers and outdated work structures

A cultural and systemic change towards more flexible, sustainable work requirements is essential.

3

Substandard and inconsistent recruitment practices

Haphazard and poorly developed recruitment practices drive poor participation rates.

4

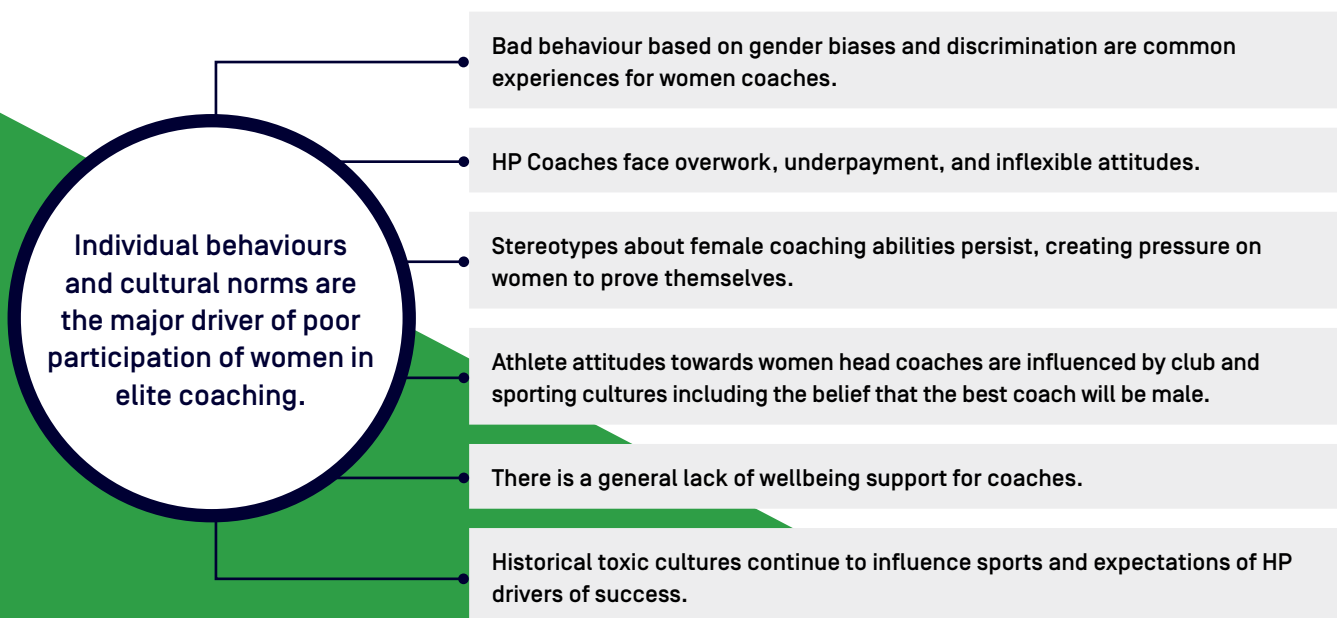
Lack of coordinated development opportunities

Thoughtful and proactive coach development matters in building a capable and sustainable coaching workforce across the HP Sport System.

The WiHPC Project extends the efforts initiated by the AIS Gender Diversity Project, which strongly underscored the pivotal role of the environment in shaping the representation of women in sports leadership roles. Among the 10 recommendations proposed, the top three were directly focused on fostering an environment to enable this transformation.

1

Bad behaviours and toxic cultures



“Coaching for me has been a roller coaster and continues to be. Harassment, bullying and judging of me clearly directed (at me) as a female coach.”

“There is an arrogance... it seems there is no incentive to improve culture.”

“Nothing was easy... [It] felt like an impenetrable boys’ club.”

WHAT IS WORKING				
<p>Allies and leaders that ‘walk the walk’</p>	<p>Male champions for change</p>	<p>Respectful behaviours training</p>	<p>Audits and data reporting</p>	<p>Seeing women coaches at all levels of sport</p>

The future is now: taking action and driving cultural change

Toolkit: Archetype workshop

Culture and environment are critical. An archetype workshop toolkit has been developed to assist organisations deepen their understanding of culture, attitudes, and behaviours that their coaching staff are facing.

The toolkit provides instructions and support for facilitating a workshop including archetype characters. The process helps organisations and groups make sense of complex information and communicate common themes in an engaging way that allows for effective and targeted change.

[> Archetype Toolkit](#)

AIS Wellbeing Health Check Report 2022

The AIS Wellbeing Health Check is a 360-degree view of wellbeing in High Performance sport programs. It has six key themes: cultural values, equality and inclusion, conduct and behaviour, selection and non-selection, mental health and injury and illness.

Almost 400 AIS athletes, those who retired within the previous 12 months and HP staff responded to the AIS Wellbeing Health Check Report in 2022. Among the key findings:

- 30% believe male and female staff do not have the same opportunities for advancement
- 40% would not recommend the culture of their organisation to another athlete in their system
- 40% believe that if they spoke up about unethical behaviour it would have negative consequences on their career
- 55% have not received education or training regarding respectful behaviours and relationships in the last 12 months.

[> AIS Wellbeing Health Check](#)

Gender equity audits

1

All sporting organisations undertake a regular gender equity audit, adopt gender equity targets and strategies, and publicly report on progress.

The audit, targets and strategies must address women in High Performance and strengthen the women's coach workforce.

The ASC is committed to raising organisational standards so that all women can thrive and succeed in all workplaces within the sporting sector. Through the WLIS Executive Program 25 organisations have been able to understand and implement diverse and equitable best practices.

[> ASC WLIS Executive Program](#)



2

Organisational barriers and outdated work structures

A cultural and systemic change towards more flexible, sustainable work requirements is essential.

Societal gender norms persist, and for many women, their role as primary caregiver affect their ability to engage in HP coaching due to greater unpaid household work and care responsibilities.

Structural and resourcing barriers hinder female coaches, such as budget-dictated travel arrangements and facility setups that exclude them, especially in male team sports.

Inadequate resourcing of women's sports limits pathways, with female coaches earning less than their male counterparts.

Desire for flexible work options, such as part time roles, clashes with the entrenched belief that job share arrangements will not work in High Performance sport.



"There was no thrive – it was just survive. I sacrificed too much!"



"I missed out to a male coach simply because they didn't want to pay for an extra room when travelling as the other staff were all male."



"Rigid, inflexible attitudes to what is required or expected and perpetuation of 'old ways' of doing or thinking is preventing progress and innovation."

WHAT IS WORKING



Policies and practices for family flexibility



Travel support for parent coaches



Visibility of mothers as coaches



Fathers that prioritise family with work



Capability based recruitment that works to find less-rigid ways of securing the right fit

New, more flexible approaches are **revolutionising** the way we see coaching roles

CASE STUDY

Parental support framework: Gen32

The AIS National Generation 2032 Coach Program (Gen32) is an intensive coach development program for aspiring pathway and early career HP coaches. The program aims to increase the number and diversity of Australian HP career coaches who can contribute positively to future Olympic, Paralympic and Commonwealth Games. To support the development of coaches who are parents in Gen32, a parental support framework was established to reimburse participants for parent-related expenses that are incurred during face-to-face components of the program or when they travel interstate.

[National Generation 2032 Coach Program](#)

[Case Study](#)

CASE STUDY

Squash Australia: Maternity leave

Squash Australia share an example of the support arrangements offered to their National Pathways Coach for maternity leave, cover and return to work.

[Case Study](#)

Toolkit: Part time talent pool

To support the implementation of part time roles and more flexible ways of working the part time talent toolkit has been developed. Included are case studies, job share models including intergenerational, and key insights for establishing part time talent pools to facilitate flexible work and support a talent recruitment pipeline.

[Part Time Talent Pool toolkit](#)

CASE STUDY

Job shares: Australian Sailing – A proactive job share arrangement

Australian Sailing facilitated a job sharing arrangement between two sailing coaches for the ILCA 6 boat class. This arrangement enabled Australian Sailing to gain the experience and expertise of a renowned sailor and coach and develop an aspiring young coach. The arrangement for part time flexible work was a recruitment strategy to secure their candidate of choice by enabling the coach to balance her coaching role with family commitments.

The partnership was designed to bring together the complementary skills and experience of the two coaches and has yielded outstanding results within the program, with three out of four athletes now ranked in the top 10 globally.

[Case Study](#)

CASE STUDY

Job shares: VIS Flexible work arrangements

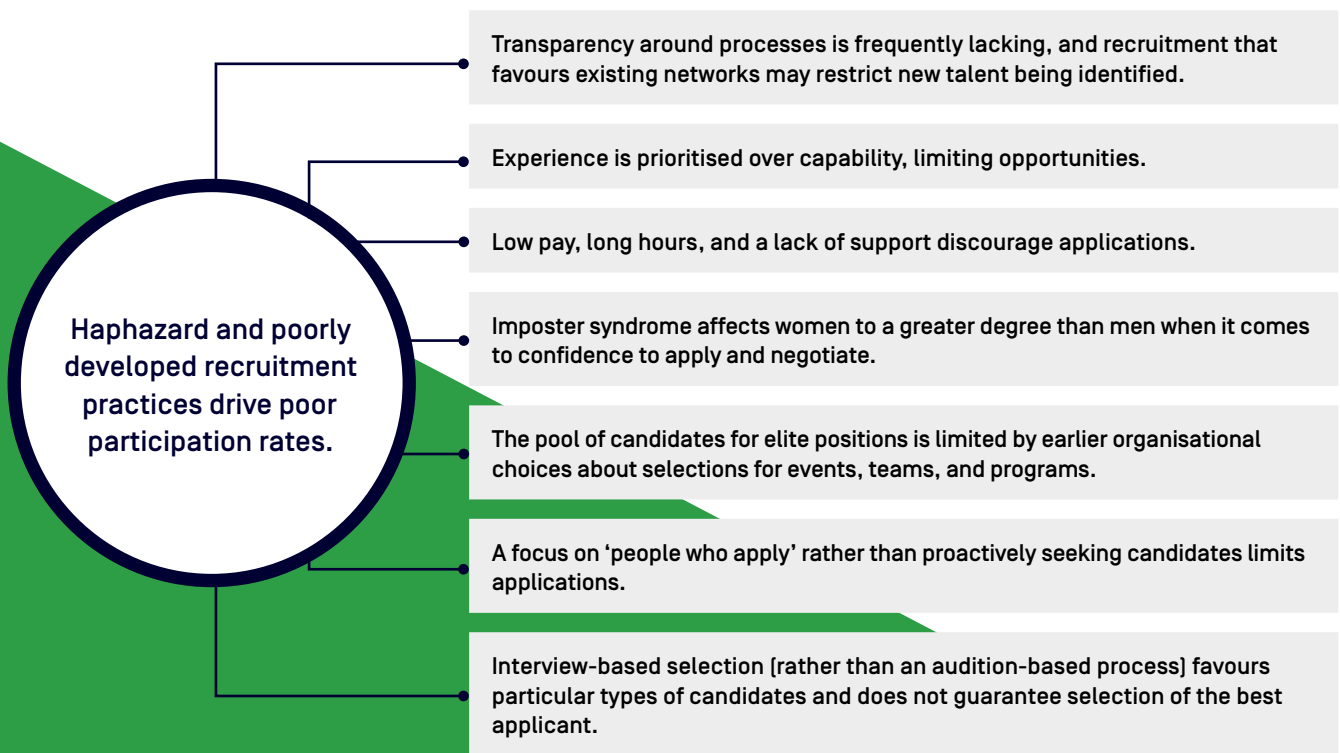
In valuing the retention of good coaches, the Victorian Institute of Sport (VIS) adopted flexible work arrangements to accommodate coaches through different stages of their life.

“The VIS has demonstrated an understanding of the complexities of being a mother and a coach, from the recruitment process through to taking maternity leave..... Employee wellbeing is front of mind and allowing flexibility and alternate work arrangements, taking a long-term view of employment, and having open and honest conversations, makes working at the VIS as a mother awesome.”

[Case Study](#)

3

Substandard and inconsistent recruitment practices



“It feels like a game of who you know and who knows you – it’s the same people who get the opportunities regardless of skills or expertise.”

“As the only woman in HP, I am called on frequently to be on committees and panels simply to fulfil diversity requirements. This is in addition to my day-to-day job demands.”

“Often sports have a fixed view of what they want, and it makes them inflexible in considering applicants that sit slightly outside this box.”

WHAT IS WORKING				
<p>Diverse, experienced recruitment panels</p>	<p>Networks, connections and communities</p>	<p>Career support services</p>	<p>Targeted recruitment including more inclusive 'taps on shoulders' and succession planning</p>	<p>Capability based recruitment</p>

Identifying and attracting quality coaching talent

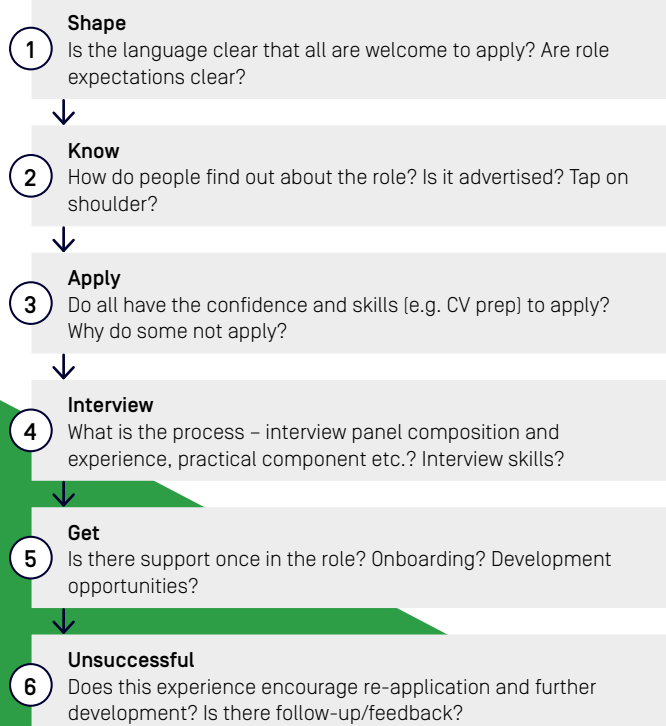
Toolkit: Recruitment toolkit

In this toolkit are key links, resources, templates, a sample interview process and questions and actionable strategies across the key points of the recruitment journey. The toolkit links to the AIS recruitment services which provide end-to-end recruitment services and other resources.

[Recruitment Toolkit](#)

Understanding the recruitment journey

The recruitment process is a journey, with distinct stages offering unique opportunities and challenges for women coach candidates. Using this knowledge, we can tailor initiatives and guide individuals and organisations effectively. This approach aids in securing suitable positions for candidates and encourages talented women coaches to stay engaged, preventing discouragement in future attempts.



Career support services

7

Broaden the access to, and delivery capacity of AIS career support services focused on navigating career transitions for women coaches within High Performance pathways.

Career support is available through the AIS Career Practitioner Referral Network (CPRN) for categorised athletes, alumni and system employed coaching staff. Services include career exploration and planning, support identifying further study or experience required and job application support. It is proposed that CPRN use should be extended to assist women interested in career transition or expanding roles.

[Career Support Services Initiative](#)

Capability framework

4

Investment into the customisation of the ASC Workforce Capability Framework for quality female High Performance coach development (including the identification of transferable skills, and to strengthen the coaching talent pool). This will require contributions from across the sector.

Capability frameworks for coaches (similar to those that exist for athletes) help coaches understand their development potential and transferable skills.

[Capability Framework](#)

4

Lack of coordinated development opportunities

Thoughtful and proactive coach development matters in building a capable and sustainable coaching workforce across the HP Sport System.

Authentic, experiential learning and development opportunities for women are limited.

Development programs are generic and do not cater for the individual needs and nuances of different sports.

The lack of support for coaches stepping into a new role sets women up to fail.

There are limited structured opportunities for women to return to coaching (for example, after taking time out to have a family).

The focus has been on delivering ad hoc programs rather than fixing system issues.

Data on and evaluation of programs are almost non-existent and this makes the problems invisible.



“The first 2-3 years are critical – initial experiences are so important, and [so is] getting adequate support, mentoring and demonstrating pathways for progression.”



“My advice to other women is to go elsewhere [other than sport] or to use sport work as simply a hobby area and only go part time. There is no pathway in. Nil opportunities for women to progress. And even more limited as on-field experience seems to trump all other experience and qualifications.”

WHAT IS WORKING



Mentors, allies and leaders



Development programs connected to the daily coaching environment and individual needs



Targeted interventions at key inflexion points (entry, transition, re-entry)



Evaluation systems for program and individual impact



Considered pathways for program selection

We need a shift in female development and support

SenseMaker Retrospective Survey

Practical strategies and resources developed through the WiHPC Project can be applied at each stage of the career journey, promoting gender equity and supporting women coaches in their professional and personal development.

In recent years, much attention and considerable investment has been made in female development programs. While these programs have been positively received and credited for career advancement, the challenges are:

- Difficulties with scaling measurable impact
- A lack of strategy and incoherent approach, which causes confusion
- The implication that it is women who need improving, rather than the system in which they are placed
- Opportunities often overlook those who left or never entered the system.

The WiHPC Project team conducted a retrospective analysis using a SenseMaker survey. This survey evaluated the role and function of women's only development programs for coaches and managers to better understand the nuance and difference that these programs provide in supporting the development of women in sport. These findings have been integrated into the recommendations.

[SenseMaker Report #2 Retrospective Project](#)



The Women's Coaching Talent Development Framework

5

Establish and sustain a Women's Talent Development Framework led by the AIS in alignment with the Workforce Capability Framework.

This framework will:

- Provide a visible and sustainable plan that supports the learning pathway for women coaches.
- Create a connected alumni of women to enhance networks, mentorship, allyship and sponsorship.
- Build opportunity and capacity of a coach development workforce that supports women coaches.
- Provide an opportunity to enhance the skills of women and broaden the hidden talent pool of women.

Provide targeted learning opportunities at key inflexion points in the pathway and 'connect the dots' between individual programs.

[Initiative Talent Framework](#)

Build a National Network of Coach Development Facilitators for women coaches

6

Establish and sustain a National Network of Coach Development Facilitators led by the AIS to enhance development and ongoing support of women coaches.

Anecdotally we are aware that many of the coach development educators are men, and this percentage increases at the higher-level accreditation programs that lead into the HP Sport System. There needs to be simultaneous action in building capacity and capability of the coach development workforce. We will be enabling, empowering and supporting coaches.

[Initiative Coach Development Facilitators](#)

11

Change must
happen now



AN URGENT CALL FOR ACTION TO AVOID BROADER SYSTEM RISKS

5

Legal and reputational risk

Many sports and organisations have unrecognised legal exposure and current behaviours create significant reputational risk.

6

Sustainability and funding

Individual programs and ad hoc funding creates some momentum, but systemic approaches are needed to embed sustainable change.

7

Policy vs practice

Widespread gaps between policy and practice create instability and inefficiencies, and destroy trust.

8

Inadequate and incomplete data

Incomplete system wide data and a lack of accountability limits our understanding of the current state and makes a coordinated approach more difficult.

5

Legal and reputational risk

Many sports and organisations have unrecognised legal exposure and current behaviours create significant reputational risk.

- Stories of women in coaching highlight potential breaches of workplace health and safety laws, including psychosocial risks due to job demands, culture, and recognition issues.
- Inadequate parental support and policies pose potential legal and reputational risks, leading to talent drain as women seek more supportive career paths.
- Reputational risks negatively affect talent recruitment and attraction.
- Coaches fear career repercussions and disruption by speaking up due to limited job opportunities and the influence of personal networks.

“

“It took me a year to recover from my experience. I was unwell by the time I left, undermined constantly. It was a broad, undefined position and I was pushed into compromising my professional ethical standards.”

“

“It’s become a really hard environment to work in effectively. Tough conversations can be construed as bullying, and with little back-up as a solo coach, I just don’t know how to navigate doing the best job I can.”

WHAT IS WORKING



Leaders and males taking parental leave and leading by example



Building mental health capability



Strong policies including WHS and parental leave

Deliberate actions are sparking organisational changes

Strengthening policies to make sport the sector of choice

Toolkit: Parental leave

The parental leave toolkit aims to reduce both legal and reputational risk affording protection and support to both women coaches and organisations.

What is included:

- Legislative requirements to ensure organisations are complying with parental leave and work, health and safety laws.
- Templates for parental leave policies.
- A communications framework developed from the insights and experiences of Australian coaches as part of the WiHPC Project to optimise transition periods.
- Links to AIS resources on DEI frameworks and gender inclusive policies.

[Parental Leave Toolkit](#)



Embedding Values and Behaviours

3

High Performance sports commit to regular assessment for organisational culture and environment capabilities

and associated development strategies such as implementing family friendly work practices, coach wellbeing and embedding behaviours that create respectful cultures.

Insights gained throughout the WiHPC Project show how values and behaviour drive cultural change and need to be embedded within systems, processes and communications. Indeed, the values and aligned behaviours established by the HP2032+ Sport Strategy are the guiding standards that Australia's HP Sport System collectively believes are important.



6

Sustainability and funding

Individual programs and ad hoc funding creates some momentum, but systemic approaches are needed to embed sustainable change.

A lack of transparency and poor communication drive resentment about funding decisions and create perceptions of undeserved special treatment of women.

Current funding decisions do not prioritise the issues that are most important for women coaches (e.g. family friendly travel, managing long periods away from home and work-life balance).

At all levels of the sporting ecosystem funding is allocated to address individual issues but there is no funding for change at the system level.

Ad hoc funding drives short-term impact but not sustainable change.

Evaluation is ad hoc and incomplete, and funding is rarely based on long-term evidence.

“

“Cadetships, internships and opportunities that embed in the environment are needed for experience.”

”

“We were part of a men’s club. We only had access to their leftover jerseys, the dark corner of the oval, and none of the sponsorship money.”

WHAT IS WORKING



Mentors, allies and leaders



Long term funding to embed change



Communication around targeted funding



Evaluation systems including long term data collection and reporting

Targeted funding builds **sustainable practices** and reduces talent drain

Toolkit: Inclusive travel arrangements

The travel requirements for HP coaches involves significant time away from home with national and international travel. This could be regular trips every month, travel for the European season, or being absent from home for over 6 months of the year.

Included in this resource are some examples of travel support and other ways to facilitate coaches with families.

[> Inclusive Travel Arrangements Toolkit](#)

CASE STUDY

AIS Experiential Learning Program

An initiative stemming from the WiHPC Project is the AIS Experiential Learning Program. It provided financial and development support to enhance an authentic experiential international tour experience.

[> Case Study](#)

Sustainability and funding

10

Source, allocate and manage resources at system and sport level to achieve the strategic goals and recommendations of this project. The annual monitoring and evaluation within the WiHPC scorecard will be central to sustainable system change.

CASE STUDY

Golf Australia Parental Support and Travel Program

The Golf Australia (GA) Parental Support Program provides flexible working conditions including family supported travel, for women in HP leadership roles. Providing women with greater opportunities to stay engaged allows GA to retain and recruit the right people. Ensuring their team promotes a true HP culture in all aspects of work.

“Women in leadership roles are really hard to come by in High Performance; there’s such a need to travel... you’re servicing athletes all around the world. So, the question is: how do we continue to get the best staff or keep the best staff?”

[> Case Study](#)



7

Policy vs practice



“I’m honestly not sure if we have a parental leave policy or not. I have never seen another coach take parental leave and [I’m] not sure how that would work with season demands.”

“There is a [parental leave] policy currently in place. The general worry is about athletes having to chop and change coaches because of someone going on leave- I personally think we worry about this too much, athletes will be fine, as long as there is good communication throughout the process.”

WHAT IS WORKING			
<p>Mentors, allies and leaders</p>	<p>Frequent staff wellbeing checks</p>	<p>Visible and accessible policies; on boarding</p>	<p>Policies reviewed frequently</p>

All it takes is a conversation: change is being ignited locally

CASE STUDY

Diving Australia: 'The Mentoring GALS Gang'

Ignited through discussions as part of the WiHPC Project, a group of young developing HP diving coaches are meeting weekly online. *"The objective of this group is to share knowledge and work towards a 'one team' support network as we all strive to make Diving Australia better and not be 'in competition' with each other."*

Discussions are broad and provide practical support and advice.

"We aim to create support and inclusiveness for the female coaches around the country and connect the Gen32 coaches to support them in their new journey."

Volunteer and honorarium roles in the HP Sport System

Even at the elite end of sports performance, there are many coaching roles that exist as voluntary or honorarium roles.

If we accept that voluntary coaching roles are a necessary and ongoing component of the Australian elite sporting landscape, non-financial benefits must attract the best people for the job. This may be in the form of:

- Policies that include hiring volunteer coaches through recruitment practices.
- Creating a culture of community and belonging.
- Providing other value such as development opportunities.

[> Case Study](#)



8

Inadequate and incomplete data

Incomplete system wide data and a lack of accountability limits our understanding of the current state and makes a coordinated approach more difficult.

Undermines talent pipeline development, flexible work implementation and resource allocation.

Creates coach developmental dead ends and overqualification.

Hinders informed decisions and program effectiveness

Limits understanding of the full potential talent pool

Prevents identification of 'bright spots' and practices which could be scaled

Manipulation occurs to meet agendas and protect the status quo

“

“None of my athlete’s results are attributed to me – at least on paper - simply because of the official coaching structure.”

“

“The reported data- even on Olympic Games athletes and coaches- varies. Their figures are based upon accreditations provided to personnel on the Games and not necessarily actual roles they fulfil whilst there. It is frustrating.”

WHAT IS WORKING



Data reporting linked with funding



Policies that include data accountability



Accessible, integrated data systems

Driving data integrity will require a system-wide approach

Driving data initiative

2

Develop comprehensive data capture and reporting systems across HP sport to monitor progress and drive accountability to ensure a positive impact on women coaches. This must be sport-led and aligned across all key performance parameters.

We need:

- Data on coach workforce depth (top down) including head coaches, HP coaches, HP leadership personnel
- Visibility of the talent pool (including departures and career breaks)
- An organisational score card that demonstrates progress across key areas including gender equity audits
- Evaluation of the impact of initiatives and interventions across the sector for women coaches (annually and every quad)

[Driving Data Initiative](#)

Data, quotas and targets

Setting targets or allocating quotas for specific coaching roles and positions can be a powerful lever but is problematic. Whilst they create a visible target for change, they are dependent on factors that are not within our control and require significant elements of the ecosystem to work collaboratively to build momentum.

We heard numerous stories from women coaches about the pressures of being “the token woman” or of the problems created when a coach is perceived as having been promoted to meet a target. Perhaps worse, were stories of women who were promoted to meet a target before they were ready for the role - they reflected on this as “being set up to fail”. This is extremely damaging for the coach and can create a narrative that women are not able to do the work. Quotas need to be underpinned by the forms of support and development outlined in this report if they are to be successful.

[Data, Quotas and Targets](#)

Sports are unique and require a tailored approach

Sports, their cultures, historical development, and current landscape are critical in adapting or applying any interventions to support women for sustainable impact. Context is key.

A working group was created with key personnel who were actively engaged in monitoring and understanding their women’s coaching workforce. The group collaborated with 24 sports in total to seek an understanding of what a pipeline model might look like for women coaches within sports. They discussed the narrowing of the pipeline, strategies and interventions which are identified within the pipeline report and have been used to inform recommendations.

[Pipeline Link](#)



12

How to build momentum

A key component of the WiHPC Project to date has been discovering and connecting 'bright spots' across the sector. By involving such large numbers of women coaches and stakeholders we have already platformed success, sparked conversations and facilitated connections between sports and individuals so they can see what is working and where others have started to make impactful change.



OPPORTUNITIES TO LEVERAGE THE 'BRIGHT SPOTS'

9

Allies and leaders

Creating allies and champions of change is critical for success.

10

Connections and belonging

Strengthening communities, networks and mentoring opportunities creates a sense of belonging.

11

Stories of lived experience

Sharing the stories of lived experiences of those who are impacted drives change.

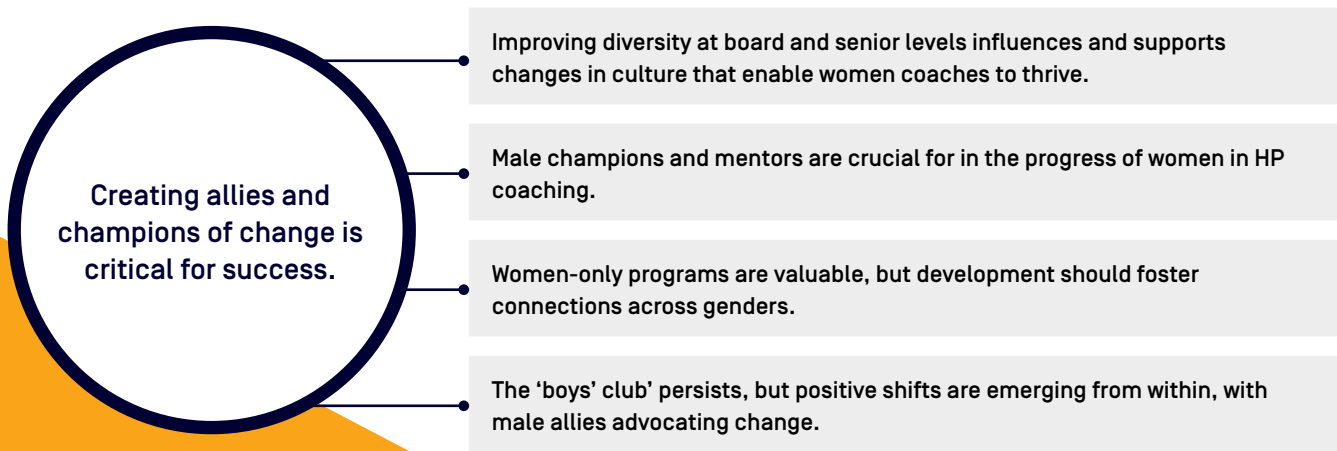
12

Visibility matters

You can't be what you can't see: and you can't be what others can't see.

9

Allies and leaders



“My career has had numerous make or break moments that relied on the actions of one person in power.”

“I have had male coaches who supported me in my roles. If it weren't for them, I wouldn't have the position I hold right now. They understood the benefits of having a female coach and actively sought out qualified people for the role.”

WHAT IS WORKING

- ✓ Allies in leadership roles
- ✓ Showcasing of allyship and sponsorship examples
- ✓ Mixed and female only programs

Mentorships are championing new ways

CASE STUDY

Athletics Australia: Women in High Performance Coaching

The AIS HP Coach Development team has funded an initiative from Athletics Australia to design and develop a 2-year mentorship program to accelerate the transition of women coaches with the potential and aspirations to coach in the HP domain.

“For me it’s about where to from here and how I can best support my athletes. I want to be totally informed because I want to have the right information for my athletes, and the network is incredible. Every day someone is congratulating someone else or celebrating success, and to have a group to bounce ideas off is really helpful.”

[Case Study](#)



Toolkit: Mentorship

The AIS HP Coach Development Team launched a 12-month Pilot Mentorship Program in November 2022. The Program aims to:

- Support the development of HP coaches by challenging existing beliefs, providing critical feedback, and encouraging reflective practice.
- Establish an inquiry-focused, participatory culture with a sense of connection.
- Assist with the overall health and wellbeing of HP coaches.

Using the Program as a model, this toolkit provides guidance and resources for establishing successful and productive mentorships.

[Mentorship Toolkit](#)

CASE STUDY

Commonwealth Games Australia: Leading Gender Equity

Commonwealth Games Australia (CGA) shares with us how they have enhanced representation of women coaches at recent Games.

[Case Study](#)



10

Connections and belonging



“As a head coach I lean on my connections to coaches in other sports heavily – they empower me to keep going and block out any noise – including my own self-doubts.”

“Limited jobs mean you are always under scrutiny. And not all want to see you succeed.”

“Sport is such a shiny profession – they can churn through people just because they know they can always attract someone else. My advice would be to get a solid mentor – seek out networking.”

WHAT IS WORKING

✓
Targeted mentorship programs

✓
Networks and communities across and within sports

✓
Sharing stories makes the impact real

Building authentic connections and strong communities

CASE STUDY

Organic communities: Platform for success – Women’s Talent Coach Program

A participant in the Women’s Talent Coach Program directly credits the program and the resultant support network as a critical source of career guidance and connection.

“Firstly, the connection to other coaches and professionals that have now become a major part of my network. Secondly, my personal growth was due to the facilitation of the course as it provided practical tools to use. Four years later I am still drawing on these and reaching out to facilitators for guidance. I learnt a lot about myself, it has given me the confidence to step out of my comfort zone.”

[Case Study](#)

CASE STUDY

SASI Women’s Coach Connect

This is an organically developing group of likeminded women coaches from the South Australian Sports Institute (SASI) and across South Australian HP sports. They connect monthly to share experiences, discuss challenges and learn insights in an informal format; at the river, near the gym, at the coffee shop or whatever works each month.

The objectives are: To empower courageous women across SA, give confidence to lead at the highest levels of performance sport, organically build communities of practice and link to the SASI values of Excellence, Courage, Energy and Cohesion.

[Case Study](#)



11

Stories of lived experience

Sharing the stories of lived experiences of those who are impacted drives change.

- Sharing stories builds community, empowers, and inspires action amongst women coaches.
- Any change can only start from where people are and sharing stories of the lived experiences of women coaches is critical to understanding this.
- For everyone in the system, sharing stories drives reflection, empathy, and learning.
- The sharing of stories happens most effectively when there are system catalysts that bring the coaches together and engage other stakeholders.

“Hearing from other women has inspired me to speak up and ask for what I need.”

“It’s only been through sharing my story that I realised my experiences were not ok and that I deserved better.”

“I remember having a much deeper and trusting connection with colleagues and peers. To be part of a group that showed such vulnerability and perseverance, I am grateful to have had the opportunity to learn from them.”

WHAT IS WORKING

✓
Stories shared across spectrum – media to private forums

✓
Genuine connections and authentic experiences

✓
Organisations open to external assistance

Platforms to share and learn, and opportunities to **celebrate success** are actively shifting the conversation

CASE STUDY

The Women's HP Coaching Showcase: Connecting bold people and inspiring initiatives

A National Showcase for Women in Coaching was held in November 2022.

- Over 90 participants attended
- 14 organisations shared their initiatives for women HP coaches
- 38 organisations attended
- 1/3 of the participants were men, 1/3 were HP administrators and managers.

The showcase provided an opportunity for guided, topical discussions to share what individuals and organisations were finding beneficial and what was not working in regard to female coaching initiatives.

As a result of the showcase, several organisations initiated their own programs, demonstrating the power of communities and networks sharing ideas can amplify change and build momentum.

[Case Study](#)



CASE STUDY

Networking and connection events build belonging

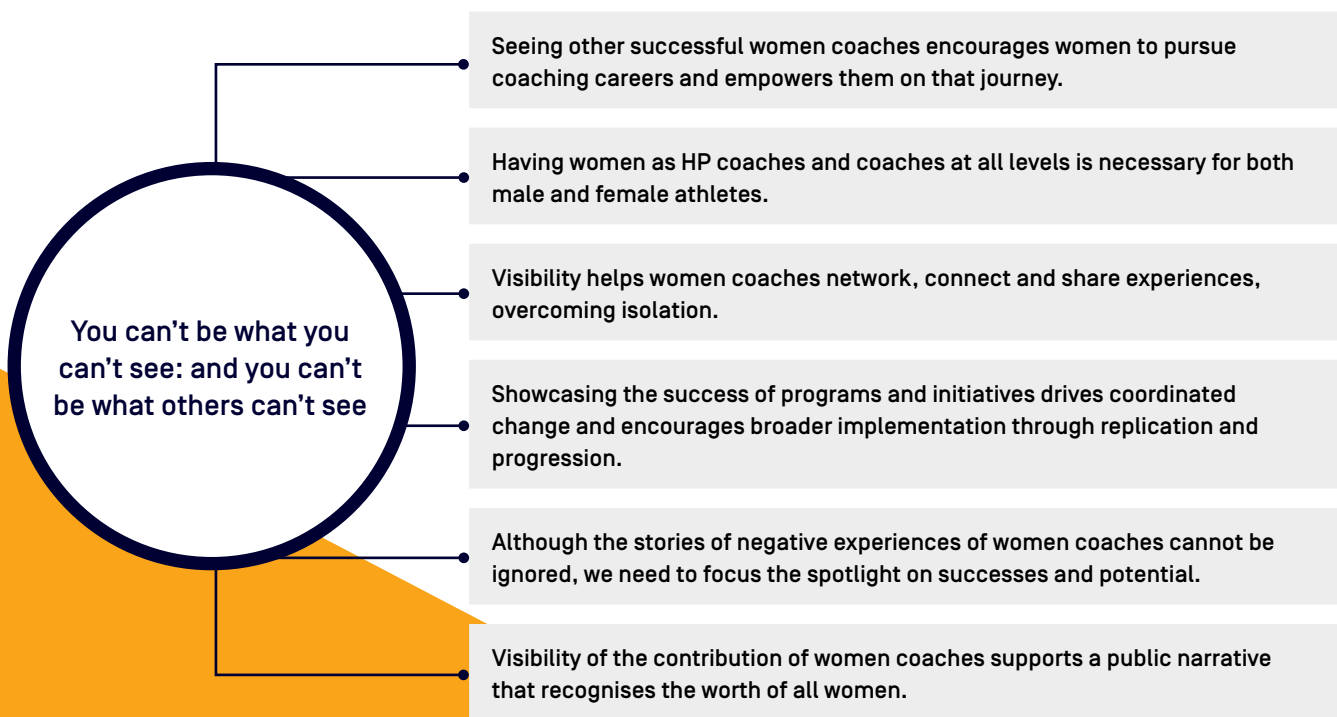
An alumni event was created with a group of 50 coaches, performance managers and coach educators. The target group were participants from the AIS coach and leadership programs over the last decade. This has established foundations for valuable connections and a community which continue to be fostered.

[Case Study](#)



12

Visibility matters



“I attempt to appear more masculine and harder, to conform to the traditional idea of a men’s coach.”

The women coaches’ stories have “left a lasting impression on me and continue to inspire me to this day. I remain humble in their presence and hold them in high regard. Their journeys have taught me that anything is possible with determination and support.”

“We need more women on recruiting panels and need to celebrate women in roles for greater visibility and to encourage pathways and show it can happen.”

WHAT IS WORKING

- ✓ Positive stories are critical
- ✓ Data makes the invisible visible
- ✓ Normalising female coaches at all levels

Stepping into the spotlight – the time is now.

Improving visibility, sharing success

8

Create mechanisms and opportunities to increase the visibility of women coaches with a focus on success stories and what’s working.

Resources would need to cover a dedicated website, which would need to be maintained and updated regularly and funding for regular events such as a National Showcase for Women in Coaching and alumni activities.

Ideally this funding for WiHPC would allow the project to connect with similar activities within and outside the sporting world as the broader sharing of experience will drive better outcomes for everyone.

[Initiative Link](#)

Speaking up for those that cannot

During the course of this project over 300 stories and perspectives were gathered. Women are keen to share their stories and experiences. However, the majority of these have been shared anonymously. This includes those with negative or even traumatic experiences, as well as those with positive experiences. This desire for anonymity speaks to the sense that positions feel tenuous, there is concern as to how individuals will be perceived for speaking out, and there is even guilt attached to situations- for example, where women have been afforded some flexibility around childcare.



13

Organisations in action

CASE STUDY

Rowing Australia

Rowing Australia (RA) has taken a leading organisational approach to gender equity, with consecutive grant funding actioning long-term sustainable change. RA received an initial Women Leaders in Sport (WLIS) grant from the ASC to begin the Women in HP Rowing Coaching Project. Insights from facilitated storytelling and the lived experience of ten women HP coaches was directly shared with the HP leadership team and the RA board.

Subsequently, RA set up an Advisory Group for Women HP Coaches, undertook a Gender Equity Audit and developed an integrated HP Coach Development Strategy. Through a second WLIS grant RA is now undertaking the development of an equity toolkit for rowing clubs to create environments that are equitable, accessible and attractive to women coaches.



> [Case Study](#)

Toolkit: Road Map to Action

9

Provide mechanisms to acknowledge and reward organisations who actively support and engage in the proposed *Women HP Coaches Road Map to Action*.

This road map has been designed to provide organisations with a guide of how they could take the first step. It will assist them to identify and prioritise what they may need to do to begin addressing the organisational culture and environment for their Women in HP coaching.

> [Road Map to Action Toolkit](#)



Taking collective action

Sustainable change requires collaborative actions across all levels of the HP Sport System.

To create change within the Australian HP Sport System we must act deliberately knowing that:

- The system is ready, and change must be immediate if performance and culture objectives are to be met by 2032
- The AIS has a responsibility to lead and support change,
- Stakeholders are at varying levels of maturity, capability, and readiness to be involved,
- Engagement needs to be conscious and considered in approach for the best outcomes,
- Sporting organisations must be appropriately supported through the provision of guidelines and investment.

Unfinished business: what does the future hold?

Our vision in 2032 is to 'Just talk about coaches, not women coaches!'

Future considerations

- > Continue to broaden the engagement with the WiHPC Project to build momentum and maintain progress.
- > Continue work on additional priorities identified at the November 2022 National Showcase for Women in Coaching, including the development of further toolkits and resources as appropriate.
- > Engage researchers to support the monitoring and evaluation of recommendations, toolkits and resources and other prioritised areas of work.
- > Ensure alignment of the WiHPC Project work with all ASC projects to ensure integration and maximise impact.
- > Continue to connect the WiHPC Project work with other industries driving equity and inclusion.
- > Continue to monitor the lived experience of women coaches to identify 'bright spots' and gain a deeper understanding of the impact of the recommendations and toolkits in this report on the Daily Performance Environment (DPE)..

14

Acknowledgements

We thank you for your ongoing support of the WIHPC Project.

Sports and Organisations

Aerial Skiing
AFL
Australian Institute of Sport
APRA AMCOS
Artem
Artistic Swimming Australia
AusCycling
AusTriathlon
Australian Sailing
Australian Sports Commission
Athlete Assessments
Athletics Australia
Australian Film Television & Radio School
Badminton Australia
Baseball Australia
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Trampoline
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Victoria University
Victorian Institute of Sport
Volleyball Australia
Volleyball - Beach
Water Polo Australia
Wheelchair Rugby Australia
Wrestling Australia

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For more information visit AIS.gov.au/coach-development/wihpc

The WiHPC Project Team would like to thank the individuals and organisations who assisted in the development of the case studies and contributed to the photos contained within this report.

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Glossary

AIS	Australian Institute of Sport
AIS Gender Diversity Project	A project launched in September 2021 to investigate sustainable ways in which we could achieve gender diversity aspirations in key HP roles in AIS funded sports by 2032 Olympics and Paralympics.
Archetype	Early in the project the women identified typical examples of characters within the HP system that impacted upon their journeys (positive and negative)
ASC	Australian Sports Commission
DEI	Diversity, Equity and Inclusion
Ecological systems model (ECM)	Leading researcher Dr. Nicole LaVoi utilises Bronfenbrenner's (1974) ecological systems theory to assist with understanding the complex and multidimensional barriers that impact upon women in coaching.
Equality	Equality is defined as everyone being given the same resources or opportunities. In other words everyone gets the same – whether its needed or even right for them.
Equity	Equity is everyone having fair access to opportunities based on their individual needs.
HP	High Performance
High Performance coaches	Generally taken to mean those coaching emerging to podium-level athletes.
HP2032+ Sport Strategy	Launched in 2022 and co-designed by Australia's High Performance Sport System, this roadmap has been designed to optimise opportunities of success towards the home Olympic and Paralympic Games in 2032 and beyond.
Inclusion	Refers to when all people are respected, valued, have access to opportunities and resources, have a sense of belonging, and can fully contribute with their skills, lived experience and knowledge to their organisation and community.
Quota	Is an official target, a fixed minimum or maximum number.
System	Is a set of things working together as parts of a mechanism or an interconnecting network; a complex whole.
Sustainable	That in the build-up to 2032, and beyond, performances and investment will continue to be maintained, or improve.
Toolkit	A practical resource or set of tools developed through the WiHPC project to be utilised for a specific purpose.
WiHPC	Women in High Performance Coaching.
Win Well	This term draws from the HP2032+ strategy and refers to our collective commitment to balance ambitious performance goals with a culture of care and to prioritise integrity, fair play and pride in what makes us uniquely Australian.

Notes

A series of horizontal dotted lines for taking notes.



Australian Government
Australian Sports Commission



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