



# Women in High Performance Coaching

## Flexible work options

This reference list is based on a desktop scan that provided a snapshot of policies, guidelines, and research to support the Working Groups in the development of the Women in High Performance Coaching Action Plan.

The focus of this search was on the potential for, or examples or impact of, flexible work policies or programs (e.g., part-time talent pools, parental leave programs, family friendly workplaces, job sharing, etc.) to support women, and/or parents more generally, to return to work and thrive in the workplace.

Last updated May 2023.

### Recruitment

Women in Leadership in Scottish Sport, Ryan Brown, Paula Murray, *Observatory for Sport in Scotland*, (October 2021).

Athletic Administration Best Practices of Recruitment, Hiring and Retention of Female Collegiate Coaches, LaVoi, N, Wasend, M, *Tucker Center for Research on Girls & Women in Sport, University of Minnesota*, (July 2018).

Why Having a Family-Supportive Culture, Not Just Policies, Matters to Male and Female Job Seekers: An Examination of Work-Family Conflict, Values, and Self-Interest, Wayne, Julie; Casper, Wendy; *Sex Roles*, Volume 75, pp.459-475, (November 2016).

### Flexible work policies, options, and frameworks

Women coaches at top level: Looking back through the maze, Borrueco, Marta; Torregrossa, Miquel; Pallarès, Susana; et al., *International Journal of Sports Science and Coaching*, Volume 18(2), pp. 327-338, (April 2023).

Does flexible work 'work' in Australia? A survey of employed mothers' and fathers' work, family and health, Hokke, Stacey; Bennetts, Shannon K.; Crawford, Sharinne; et al., *Community, Work & Family*, Volume 24(4), pp.488-506, (August 2021).

For mothers in the workplace, a year (and counting) like no other, *McKinsey & Company*, (5 May 2021).

Not Your Parents' Organization? Human Resource Development Practices for Sustainable Flex Work Environments, Hammer, Emily; Waples, Ethan; Brock Baskin, Meagan, *Advances in Developing Human Resources*, Volume 23(2), pp.153-170, (May 2021).

Improving Gender Equity in Sports Coaching, Leanne Norman (ed.), Routledge, (2021).

Policewomen's Perceptions of Gender Equity Policies and Initiatives in Australia, Newton, Kathy; Huppatz, Kate. *Feminist Criminology*, Volume 15(5), pp.593-610, (December 2020).



Return to work after maternity leave: the role of support policies on work attitudes of women in management positions, Costantini, Arianna; Dickert, Stephan; Sartori, Riccardo; et al., *Gender in Management: An International Journal*, Volume 36(1), pp,108-130, (June 2020).

Desperately seeking sustainable careers: Redesigning professional jobs for the collaborative crafting of reduced-load work, Kossek, Ellen Ernst; Ollier-Malaterre, Ariane, *Journal of Vocational Behavior*, Volume 117(1), (March 2020).

4 Easy Ways Employers Can Support New Mothers In The Workplace, Ashley Stahl, *Forbes*, (18 February 2020).

Flexible Working, Work–Life Balance, and Gender Equality: Introduction, Heejung Chung, Tanja van der Lippe, *Social Indicators Research*, Volume 151, pp.365-381, (2020).

Gender, Flexibility Stigma and the Perceived Negative Consequences of Flexible Working in the UK, Heejung Chung, *Social Indicators Research*, Volume 151, pp.521-545, (2020).

Family Leave and Return-to-Work Experiences of Physician Mothers, Shannon Juengst, Alexa Royston, Isabel Huang, et al., *JAMA Network Open*, Volume 2(10), (October 2019).

How Companies Can Ensure Maternity Leave Doesn't Hurt Women's Careers, David Collings, Yseult Freney, Lisa van der Werff, *Harvard Business Review*, (11 September 2018).

Gender and leadership aspiration: The impact of work–life initiatives, Fritz, Claudia; van Knippenberg, Daan. *Human Resource Management*, Volume 57(4), pp.855-868, (July 2018).

Athletic Administration Best Practices of Recruitment, Hiring and Retention of Female Collegiate Coaches, LaVoi, N, Wasend, M, *Tucker Center for Research on Girls and Women in Sport*, University of Minnesota, (July 2018).

Flexible work schedules: A critical review of literature, Omondi, A, Obonyo, P, *The Strategic Journal of Business & Change Management*, Volume 5(4), pp.2069-2086, (2018).

Women's employment patterns after childbirth and the perceived access to and use of flexitime and teleworking, Heejung Chung, Mariska van der Horst, *Human Relations*, Volume 7(1), pp.47-72, (2018).

Perceived Discrimination Experienced by Physician Mothers and Desired Workplace Changes: A Cross-sectional Survey, Taiwo Adesoye, Christina Mangurian, Esther K. Choo, et al., *JAMA Internal Medicine*, Volume 177(7), pp.1033-1036, (2017).

Lived Experiences of Mothers Returning to Work After a Child-Rearing Hiatus [thesis], Brenda Marceline Yahraes, *Walden University*, pp.37, (2017).

Identity transition during pregnancy: The importance of role models, Sophie Hennekam, *The Tavistock Institute*, Volume 16(9), (May 2016).

Employee satisfaction and use of flexible working arrangements, Daniel Wheatley, *British Sociological Association*, Volume 31(4), (April 2016).

Climbing the Ladder: Gender-Specific Career Advancement in Financial Services and the Influence of Flexible Work-Time Arrangements, Noback, Inge; Broersma, Lourens; Dijk, Jouke, *British Journal of Industrial Relations*, Volume 54(1), pp.114-135, (March 2016).

Balanced Workplace Flexibility: Avoiding the Traps, Ellen Ernst Kossek, Rebecca Thompson, Brenda Lautsch, *Californian Management Review*, Volume 57(4), (August 2015).

A Rationale for Encouraging Mothers to Coach Youth Sport, Nicole LaVoi, Sarah Leberman, *Coaching Journal for Women in Coaching Online*, Volume 15(1), (April 2015).



A Phenomenological Investigation of Counseling Doctoral Students Becoming Mothers, Jessica Holm, Elizabeth Prosek, Andrea Godwin Weisberger, *Counselor: Education and Supervision*, Volume 54(1), pp.2-16, (March 2015).

Policy insights: The teacher workforce in Australia: Supply, Demand and Data issues, Paul Weldon, *Australian Council for Educational Research*, (March 2015).

Reasons and remedies for under-representation of women in medical leadership roles: a qualitative study from Australia, Bismark M, Morris J, Thomas L, et al., *BMJ Open*, Volume 5(11), (2015).

Women and the Labyrinth of Leadership, Alice Eagly, Linda Carli, Chapter 14 in 'Contemporary Issues in Leadership;', 2<sup>nd</sup> edition, William E. Rosenbach (ed.), *Routledge*, (2015).

Female Part-Time Managers: Careers, Mentors and Role Models, Susan Durbin, Jennifer Tomlinson, *Gender, Work and Organization*, Volume 21(4), pp.308-320, (July 2014).

Giving Up: How Gendered Organizational Cultures Push Mothers Out, Emma Cahusac, Shireen Kanji, *Gender, Work and Organization*, Volume 21(1), pp.57-70, (January 2014).

Toward a Model of Work Redesign for Better Work and Better Life, Leslie Perlow, Erin Kelly, *Work and Occupations*, Volume 41(1), (2014).

The sustainable work force: Organizational strategies for promoting work-life balance and wellbeing, Kossek, E., Valcour, M. & Lirio, P., 'Work and Wellbeing: Wellbeing: A Complete Reference Guide', Volume III, Peter Y. Chen and Cary L. Cooper (eds.), *John Wiley & Sons*, pp.295-319, (2014).

Golf industry attrition: Challenges to retaining qualified golf professionals, particularly women, Vanessa MacKinnon, *Sport & EU Review*, Volume 5(2), (November 2013).

Factors and Strategies Contributing to the Work-Life Balance of Female Athletic Trainers Employed in the NCAA Division I Setting, Mazerolle, Stephanie M.; Ferraro, Elizabeth M.; et al., *Athletic Training and Sports Health Care: The Journal for the Practicing Clinician*, Volume 5(5), (September 2013).

The All-or-Nothing Workplace: Flexibility Stigma and "Opting Out" Among Professional-Managerial Women, Pamela Stone, Lisa Ackerly Hernandez, *Journal of Social Issues*, Volume 69(2), pp.235-256, (June 2013).

Team-level flexibility, work-home spillover, and health behavior, Phyllis Moen, Wen Fan, Erin Kelly, *Social Science and Medicine*, Volume 84, pp.,69-79, (May 2013).

How to Address Finding a Balanced Lifestyle in the Athletic Setting: A Perspective for the Strength and Conditioning Coach, Mazerolle, Stephanie; Pitney, William, *Strength and Conditioning Journal*, Volume 33(2), (April 2011).

## Breastfeeding

Breastfeeding was repeatedly identified in research and articles as a key policy or requirement for helping mothers return to work.

The Business Case for Breastfeeding, *Office on Women's Health* (USA), (accessed May 2023).

Breastfeeding Friendly Workplaces, *Australian Breastfeeding Association*, (accessed May 2023).

Breastfeeding at the workplace: a systematic review of interventions to improve workplace environments to facilitate breastfeeding among working women, Mireya Vilar-Compte, Sonia Hernández-Cordero, Mónica Ancira-Moreno, et al., *International Journal for Equity in Health*, Volume 20, (2021).

Employer-Based Programs to Support Breastfeeding Among Working Mothers: A Systematic Review, Lauren M. Dinour, Jacalyn M. Szaro, *Breastfeeding Medicine*, Volume 12(3), (2017).