

A decorative graphic consisting of five parallel green diagonal stripes is positioned on the right side of the slide, extending from the top right towards the bottom right.

Mapping the Coaching Pipeline

Women in High Performance Coaching



Australian Sports Commission Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh 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 future.

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



A small working group was created with key personnel from within targeted sports who are already actively engaged in monitoring and understanding their women's coaching workforce. The group collaborated with 24 sports in total to seek an understanding for the following questions:



What does the pipeline look like for coaches, specifically women coaches within sports?



Does the pipeline narrow for all coaches, irrespective of gender, or does the 'shape' look different for women coaches? Why?



If we identify pipeline narrowing in a particular sport, can we adopt specific strategies to understand the impact on the numbers and individual women coaches?



Can we create a uniform method or framework to map the women's coaching pipeline across sports?



If there are similarities with sports' pipelines, can similar strategies be adopted for those sports to impact on women coaches?

Objectives



Sample ideas explored



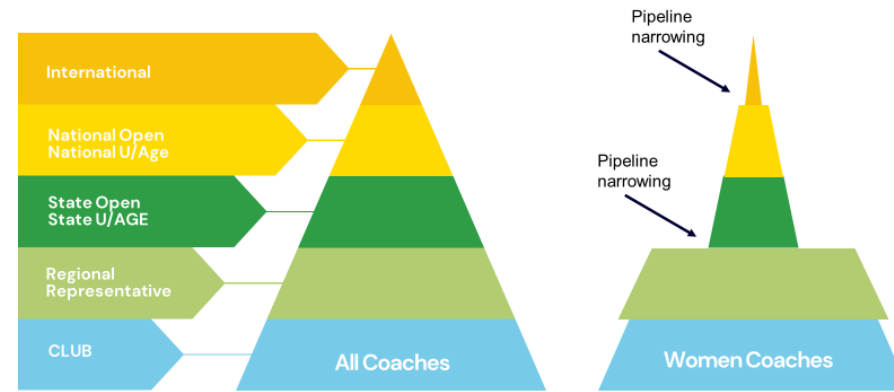
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Sport Sample 3



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Sport Sample 4



Background



Research and insights into the recruitment, development, and re-engagement strategies for women coaches throughout the coaching pipeline has highlighted that arbitrary focused initiatives at one level or one stage are highly valued, but an ineffective solution. For example, Women’s Talent Programs are highly valued however the environment they work within does not necessarily allow women coaches to bring their “new” knowledge and competencies into play. Research has also informed us that the career progression of women in coaching differs to that of men. Therefore, deepening our understanding of key inflexion points (in career journeys) enables us to understand the fuel and friction forces at play. We understand that for sustainable impact to be achieved, sports, their cultures, historical development, and current landscape are critical in adapting or applying any interventions to support women. Context is key!



Our Findings

Is the pipeline model a useful model for the coaching structure across various sports?

- A Pipeline Model does not consistently work across sports which are so varied in structure, size, and purpose.
- Coach progression is not linear as depicted. It is rare for someone to have coached at all levels of the pyramid.
- Many coaches either operate on the 'bottom' 2 or 3 levels or are fast-tracked - often as former players - into the 'top' 2 or 3 levels.
- There is no clear alignment with accreditation models. Some sports only had 0,1 or 2 levels of accreditation, but still had a coaching pathway.
- A narrow one-dimensional pipeline depicting a coaching journey has inherent assumptions about aspirations of coaches and thus excluded many different coaches across the sports.
- A multi-dimensional matrix model would allow for a range of different journeys and aspirations. There are multiple paths through the journey, and this can maintain coaches within the system.

Can coaching data be captured across sports using this model?

- Coach accreditation data is the most popular / collated data, but it is varied in accuracy & use. Sports struggle to maintain accurate records of current accreditation and how many coaches are in fact active within their sport at any one time and from year to year.
- Only 8 of 18 sports captured performance competition coach data (from events).
- Data integrity is a major issue for most sports and is not viewed as a priority YET! The primary limitation was a lack of sophisticated technology to accurately capture and record coach (membership and accreditation) data.

Our Findings

Women in High Performance Coaching

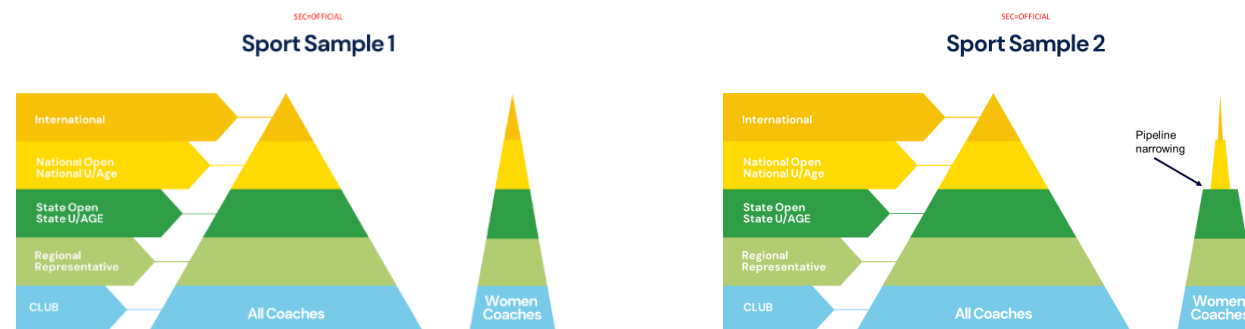


Our Findings

What would the shape of the overall coaching pipeline look like for your sport?

- Model 1 works for some sports, but when applied to the minority gender# it does not.
- Models 2 and 4 may provide a closer representative picture for several sports.
- Major pinch points for minority genders are at the pre-elite and upper pathway levels.

Minority gender commonly women coaches for most sports. The exception being in Netball where the minority are male coaches.



What are the key barriers across sports for women coaches to progress at these pinch points

- The “Boys club” & traditional male dominated spaces are still perceived barriers.
- Attaining lifestyle balance and parenthood or decisions to have a family.
- Traditional organisational structure of many sports which are not as conducive for women coaches.
- Athlete to Coach Transition – missed opportunities for women athletes to transition into coaching.
- Women lacking the belief and confidence that they have the skills to coach at the HP level. Lack of resources (financial & human) for sports to enable women to continue or remain involved in the HP coaching system and pathway.
- Coach Accreditation and education pathways not as conducive for women coaches?

Our Findings



Our Findings

What, if any, strategies, or interventions have been applied within sports organisations to address the pinch points?

- **Recruitment:** Scholarships, depth charts, athlete to coach programs, quota system.
- **Training:** Women coach programs, experiential, subsidise qualifications, mentors, peer coaching.
- **Part time talent pool:** Co-coaching, Part time roles (no FTE) and work around coach needs, Contracted hours around International Competitions.
- **Parental Leave:** Policies which allow coach to travel with kids and partner/carer.



“By better understanding the coach pipeline and barriers for women coaches, we can now design and implement new strategies to gain, retain and provide pathway and high-performance opportunities, for women coaches in our sport.”

Gary Barclay

*General Manager Performance Pathway
Swimming Australia*

