



# TE HĀPAITANGA

## WOMEN IN HIGH PERFORMANCE SPORT COACHING INITIATIVE

GUIDELINES AND APPLICATION PROCESS

High Performance Sport  
New Zealand

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## Women in High Performance Sport Project

Improving gender equity in sport and supporting the implementation of the *Women and Girls in Sport and Active Recreation Strategy* is a priority for High Performance Sport New Zealand (HPSNZ). In 2019, HPSNZ established a Women in High Performance Sport (WHPS) pilot project to address issues of gender equity in high performance sport leadership and coaching in Aotearoa New Zealand.

The pilot project is aimed at creating the right environment and opportunities to enable greater representation of women in high performance leadership and coaching positions. The project is being delivered through three core streams of work focused on leadership, coaching and the high performance sport working environment.

### Female High Performance Coaches

The WHPS project recognises that, although there is no shortage of talented and capable females wanting to pursue a career in high performance sport, there is currently a failure within the system to support their progression or promote their success.

There are a number of interconnected and complex challenges that are preventing female coaches from pursuing and maintaining a career in high performance coaching. The lack of a visible or accessible coaching pathway for women, limited access to hands-on coaching opportunities to develop capabilities, being isolated, undervalued or underutilised in coaching roles and limited advocacy for diversity in coaching teams, are all contributing to the low number of women competing for coaching roles.

### Te Hāpaitanga – *The act of elevating, lifting and empowering*

Te Hāpaitanga is a holistic coach development initiative designed to enable more females to pursue and maintain a career in high performance coaching in Aotearoa-New Zealand.

The 18-month Initiative will provide a range of opportunities that enable up to 14 future or emerging female high performance coaches to test and develop their coaching capability, and to develop new skills to navigate a complex and challenging career in high performance sport. Central to the vision of Te Hāpaitanga is the integration of emerging female coaches into a community of practice supported by their experienced peers.

The Te Hāpaitanga Initiative will:

- CONNECT emerging female coaches with their peers and established female high performance coaches to provide mentoring and inspiration to help navigate a career in high performance coaching.
- ACCELERATE the growth and development of emerging female coaches by mitigating current and future challenges to pursuing a career in high performance coaching.
- INTEGRATE both an identified national sports organisation (NSO) Sponsor and an experienced coach mentor into the female coach's development journey to maximise access to existing resources, knowledge and experiences.

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## Who is Eligible?

The Initiative is open to women who are coaching in paid (full-time, part-time or contract) or unpaid coaching positions. HPSNZ encourages women who identify as Maori and/or Pasifika to apply. Successful applicants will need to demonstrate that they meet the below eligibility and selection criteria.

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<b>Eligibility Criteria</b>	<ul style="list-style-type: none"><li>• Identify as a female</li><li>• Is a New Zealand citizen or permanent resident</li><li>• Is currently coaching athletes on the performance or high performance pathway in one of the WHPS project's 24 target sports (refer to Appendix 1); or</li></ul> Has been identified by their NSO as a potential high performance coach but is not currently coaching regularly.
<b>Selection Criteria</b>	<ul style="list-style-type: none"><li>• Aspires to pursue a career in performance and or high performance coaching.</li><li>• Is committed to the initiative for the full 18-month period, including attendance at five residential workshops and the final 'Making a Difference' event (refer to milestone at page 6).</li><li>• Has access to consistent coaching opportunities with an appropriate level of responsibility for athlete development and performance.</li><li>• Is committed to their own coach learning and performance.</li><li>• Is endorsed by their NSO as being on their performance and high performance coaching pathway</li><li>• Has sport specific coaching qualifications or technical sport knowledge appropriate to the performance level</li></ul>

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## What will Te Hāpaitanga Include?

Te Hāpaitanga will apply a needs-based approach, utilising proven coach development practices, with input and guidance from experienced female coaches. The Initiative includes: on the job one-on-one mentored support; group residentials; scholarship support; and the opportunity to network and develop within a community of coaches. Further details are provided below.

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<i>Individual Needs Analysis</i>	An individual needs analysis to guide and inform the coach development focus throughout the Initiative
<i>Immersive Professional Practice Residentials</i>	Five, two and a half day residential workshops to develop targeted personal and professional capabilities in a collective learning environment that is challenging and growth promoting
<i>Partnership with Experienced Practice Mentors</i>	Experienced high performance coaches will facilitate 10 one-on-one sessions of guided observation and practice feedback
<i>Financial Support</i>	Te Hāpaitanga scholarships valued at \$15,000 per coach to alleviate barriers and facilitate access to hands on coaching opportunities (further details below).
<i>Access to a Peer Network</i>	The evolution of a support network and community of practice with performance and high performance coaches
<i>Designated NSO Sponsor</i>	A targeted NSO Sponsor who will advocate for, and facilitate access to, learning and development opportunities
<i>Making a difference- Showcase of Learning and Practice Impacts</i>	Opportunity to present individual and collective learning to an audience comprising key stakeholders across the high performance system
<i>Guidance and support from Programme Leader</i>	The Te Hāpaitanga Leader will design and facilitate the Residential workshops and provide on-going support and guidance to coaches, Practice Mentors, NSO Sponsors and other contributors.

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## What is the Individual Needs Analysis?

Coaches will undergo a formal Needs Analysis to inform their Professional Development Plan (PDP). The Te Hāpaitanga Scholarship and the Professional Practice Residential workshops will support the implementation of the PDP.

## Te Hāpaitanga Scholarship – how can it be used?

The scholarship, which will be managed by the NSO, is to be used to enable practical coach development opportunities in high performance environments. These opportunities need to be aligned to the coach's PDP. The \$15,000 can be used over the 18-month period to:

- supplement salary to enable more time coaching;
- fund paid coaching experience in high performance programmes, including costs associated with attendance at national camps, overseas tours and pinnacle events. This can extend to assisting with cost associated with child care arrangement;
- cover the cost of coaching resources or equipment for the scholarship holder;
- cover the cost of course fees for non-sport specific technical skill acquisition; and/or
- cover the cost of course fees for sport specific coach qualifications not available through the NSO, for example, international coaching qualification.

The scholarship cannot be used to:

- supplement the salary of scholarship holders who are already receiving a full time coaching salary;
- purchase equipment such as computers, phones and IT software;
- purchase coaching resources and equipment for NSOs;
- cover general administrative and management costs of NSOs; and/or
- cover costs associated with salaries for NSO staff.

To alleviate financial obstacles associated with attendance at the Professional Practice Residentials, coaches who are not already receiving a full time coaching salary will be paid an additional set allowance for their time at the residentials.

## What will the Professional Practice Residentials include?

The Professional Practice Residential workshops will be tailored to the coach cohort and will include group and individual work, cross sport learning, specialist and applied learning opportunities, and specialist guest facilitators.

Four key themes run through the workshops:

1. *Identity* - knowing who I am, what I stand on and for; ensures my leadership is integrity filled, powerful and authentic.
2. *Communication* - lies at the heart of a coach's true value in the high performance setting - with self, with others, for Groups and for the System. Ko Au, Ko Koe, Ko Mātou, Ko Tātou.
3. *Learning* - because coaches need to understand how to learn to win, how to get better at coaching to win and how their athletes and teams are learning about winning.
4. *Performance* - all the above relates back to this theme. We get better at our craft to lift performance.

This learning experience will be tied together and guided by the Practice Mentors and the Tuakana/Teina theme that integrates the development and keeps forming it into a community of practice.

## Application Process

Applications will open on 3 July 2020. All applications must:

- be submitted by the applying coach using the Te Hāpaitanga Initiative Application Form;
- include a video (up to 10 minutes) as outlined in the application form; and
- include a NSO Endorsement Form.

## What does NSO Endorsement mean?

NSOs are a key partner of the Initiative, playing a central role in enabling and facilitating access to hands-on coaching opportunities. By endorsing an application the NSO:

- confirms the applying coach has high performance coaching potential;
- commits to supporting the coach for the duration of the Initiative;
- commits to facilitating opportunities to expose the applicant to high performance coaching environments and hands-on coaching opportunities;
- commits to quarterly contact with Initiative Programme Leader to share coach progress;
- commits to providing a learning environment where the applicant feels safe, valued and respected;
- has a strategy to support the coach beyond the 18-month Initiative; and
- if successful, agrees to managing the \$15,000 scholarship on behalf of the coach, including facilitating payments as set out in the investment schedule.

## Selection Process

1	All applications will undergo an assessment against the eligibility and selection criteria on page 3 and will be short-listed by a HPSNZ-led selection panel.
2	Short-listed coaches will be invited to participate in an interview. The interview process will include an interview with the applying coach plus a discussion with the coach's NSO Sponsor.
4	Following interviews, the selection panel will make recommendations on the outcome of the process through the WHPS Project Manager to HPSNZ's Chief Executive for final approval. Note - the selection panel may request additional information from the coach, the NSO and other referees to help inform their final decision.
5	All coaches will be informed in writing about the outcome of their application.
6	Successful coaches will undergo a formal Needs Analysis to inform their professional development requirements.
7	Coaches will work with their respective NSO Sponsor, HPSNZ appointed Coach Consultant and the Programme Leader to finalise their PDP and their scholarship funding proposal.
8	Upon the receipt of a finalised PDP and scholarship funding proposal, HPSNZ will work with the NSO to finalise the investment scheduled and process funding.

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## Milestones

<b>2020</b>	3 July	Applications open
	20 July	Applications close
	21 July	Applications shortlisted for interview
	22, 23 & 24 July	Interviews conducted with shortlisted coaches and their NSO Sponsor
	3 August	Applicants notified of outcomes
	3-21 August	Successful applicants complete a Needs Analysis and prepare a final plan for Te Hāpaitanga Scholarship based on results.
	8 August	Online briefing and welcome to the Initiative for coaches, Practice Mentors and NSO Sponsors.
	24-28 August	Investment schedules finalised between HPSNZ and NSOs
	1 September	Official start of Te Hāpaitanga Residential 1 - Marae based (1-3 September)
	November	Residential 2 (two and a half days)
<b>2021</b>	February	Residential 3 (two and a half days)
	July	Residential 4 (two and a half days)
	October	Conference of Learning (one day plus dinner)
<b>2022</b>	Jan/February	Residential 5 (two and a half days)
	March/April	Evaluation of Coach Initiative

## Conditions of Funding

Scholarship funds will be provided by HPSNZ to the successful coach's nominated NSO. NSOs will enter into an investment schedule with HPSNZ which sets out the terms and conditions that apply to the provision of funding under the Initiative.

Funding will be provided by HPSNZ to the NSO in one instalment (plus GST). Funds must solely be used for the provision of the Initiative as described in the application, scholarship proposal and investment schedule, and cannot be used by the NSO for any other purpose. HPSNZ may request NSOs to reimburse the funding if the terms and conditions of the investment schedule are not met.

Any variations to the use of the funding will need to be put in writing by the coach and the NSO to HPSNZ's Women in High Performance Sport Project Manager. Any request for variation must include a justification for the changes.

## Reporting Requirements and Acquittal Process

NSOs and the coach are accountable for funds received through the scholarship and must adhere to all conditions of the scholarship set out in the investment schedule. The NSO and the coach will be required to complete a progress report on funding expenditure at the nine month milestones, with a final report, including a funding acquittal, to be completed at end of the 18-month initiative. Unspent funds will need to be returned to HPSNZ within four weeks of submitting the final acquittal.

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## Evaluation

HPSNZ will evaluate Te Hāpaitanga to measure how well it has met the objectives and outcomes of the Initiative and the WHPS project more broadly. Coaches, their NSO Sponsors, Practice Mentors and HPSNZ's Coach Consultants will be required to support this evaluation process. Appendix 2 provides information on the anticipated outcomes, impacts and system shift.

## Additional Information

Before completing an application, please read the following information regarding HPSNZ's obligations in relation to the information contained in your application. You should only proceed if you are happy to comply with these requirements.

### Official Information Act 1982

The Official Information Act 1982 (OIA) covers how HPSNZ must handle requests for its official information. Applications for funding are among the documents that can be requested under the OIA. The general expectation, as expressed by the Chief Ombudsman, is for official information to be released (either pro-actively or in response to a request), unless there are clear grounds to withhold it. Personal information provided with your application will not be released.

### Privacy Act 1993

The Privacy Act 1993 covers how HPSNZ collects and stores personal information, including personal information provided with applications for funding, and what procedures are required to protect the security of that information. It also covers how long we can keep personal information, what the personal information can be used for and when it can be disclosed. We might use personal information provided by you to administer the program. We may also use that information to conduct appropriate identity checks.

### Accuracy of your information

It is the responsibility of the primary applicant to ensure that all information contained in the application is accurate.

## Contact Details

Any questions about the Initiative, including the application and selection process, should be directed to the Te Hāpaitanga inbox in the first instance: [WHPScoaching@hpsnz.org.nz](mailto:WHPScoaching@hpsnz.org.nz) .

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## Eligible National Sporting Organisations

The following national sports organisations (NSOs) are the target sports for the Women in High Performance Sport pilot project.

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Athletics

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Basketball

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Bowls

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Canoe Racing`

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Canoe Slalom

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Cricket

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Cycling

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Equestrian

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Football

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Hockey

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Netball

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Olympic Weightlifting

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Paralympics

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Rowing

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Rugby

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Rugby League

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Shooting

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Snow Sports

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Softball

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Squash

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Surf Life Saving

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Swimming

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Triathlon

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Yachting

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### Pathway to Impact Framework Table

The outcomes, impact and system shifts anticipated as a result of Te Hāpaitanga.

SYSTEM SHIFTS	IMPACT	OUTCOME
<p><b>From:</b> Limited learning opportunities to test, share and develop practice.</p> <p><b>To:</b> Extended range of learning opportunities designed to grow capability and confidence.</p>	<p>Emerging female coaches consistently demonstrate the capability to actively pursue a career in high performance coaching.</p>	<p><b>CAPABILITY:</b> Increased personal and professional capability resulting in improved quality of practice.</p> <p><b>CONFIDENCE:</b> Increased confidence and belief to overcome current and future challenges.</p>
<p><b>From:</b> An often isolated and underutilised group of female coaches.</p> <p><b>To:</b> A community of practice sharing and developing knowledge to enhance performance impact.</p>	<p>Female performance and high performance coaches have formed a community of practice to share knowledge, insight and experience.</p>	<p><b>CONNECTION:</b> Increased connection and established support network with female coaching peers and NSO supporters.</p>
<p><b>From:</b> Lack of visibility, awareness and acknowledgment of female performance and high performance coaches.</p> <p><b>To:</b> Female coaches are visible, acknowledge and celebrated for achieving excellence in their practice.</p>	<p>Greater visibility, awareness and acknowledgement of female coaching talent across the high performance system.</p>	<p><b>VISIBILITY:</b> Increased visibility and awareness of female coaches throughout the high performance community.</p>
<p><b>From:</b> Low representation of women employed and retained in high performance coaching roles.</p> <p><b>To:</b> Women prepared to take their place in coaching high performance sport in Aotearoa New Zealand.</p>	<p>More female coaches are competing for high performance coaching roles.</p>	<p><b>VALUE:</b> Female performance and high performance coaches are valued for the quality of their practice.</p>