



Recruiting, Training, Supporting and Retaining a World Class Coaching Workforce

"Every coaching situation is a learning opportunity"



Introduction



The creation and long term development of a high performing coaching workforce demands a high performing coaching system. The members of this quality coaching workforce have a huge impact on their local communities. They spend time with swimmers young and old and have a positive influence on the life and values of those they come into contact with.

If our grass roots and leisure swimmers (or participants) are to be truly enriched by their swimming experience and if England's elite swimmers are to stay in contention for international success, they must have the support of a world class coaching environment.

The ASA Development Framework for Teaching and Coaching in England 2009-2013 is specifically designed to create this environment and will deliver key coaching benefits to participants regardless of age, race, status or location. It also represents a genuine commitment to ensuring that the coaching workforce and key partners (listed in Glossary) collaborate for the benefit of participants and complement the efforts of the many committed coaches and coaching programmes operating throughout England.

This Framework has been developed for the entire coaching workforce (also listed in Glossary) to meet the needs of all participants. It addresses issues associated with the current coaching environment and is aligned to participant needs. It will deliver a co-ordinated coaching approach at a regional and county level.

Close involvement in improving England's swimming coaching environment is a task suited to coaches who want to be better tomorrow than they are today. It starts with a shared vision that is owned by the coaching workforce together with key partners.

With a clear understanding of their roles, these individuals and organisations can contribute to the actual realisation of the vision of creating a world class coaching environment. These contributions must be delivered in a co-ordinated manner to ensure we get from where we are now to where we want to be.

Change is not new. Swimming coaching in England has undergone many changes before, the difference this time is that it is wholly driven by a participant centred approach.

The Framework's outcomes will meet the needs of the participants and be delivered through the passion, inspiration and enthusiasm of the coaching workforce.

Successful coach education programmes have been developed and delivered by the ASA for many years. These initiatives have provided a highly trained and effective coaching workforce which drives swimming performance at all levels. However, the ASA is aware that to drive the sport forward and create a sustainable legacy we need to facilitate the delivery of more than just 'coach education'. This Framework demonstrates a significant shift in the way we recruit, interact with, support and develop our coaching workforce.

This Framework has been created using the UK Coaching Framework as a reference point and focuses on the 'Delivering the Goals' stage - 2006-2012.

The ASA is proud to lead the development of this Framework and is grateful to the coaching workforce and key partners for their contributions and vision.

Our Formula for Success

Our aim

"To create a self-sustaining and inclusive coaching system that will provide 5,000,000 coaching hours per year by 2016, delivered by appropriately qualified and supported coaches, teachers and instructors across all aquatic environments."

We will create an inclusive and ethical coaching system that delivers the right number of coaching hours, by the right coach, in the appropriate environment to ensure success.

Our thinking

- It's about the participants, not the sport
- It's about 'how to coach' the 'what to coach'
- It's about allowing coaches to coach
- It's about learning, not telling
- It's about coach development, not coaching certificates
- It's about the coaching workforce following the participants' lead
- It's about creating awareness, developing responsibility and self belief and giving ownership to participants
- It's about recognising the importance and achievements of coaches at all levels and in all environments



- It's about basing our actions on well researched information

To make this work

- We will encourage the coaching workforce to have an inherent thirst for knowledge
- We will encourage the coaching workforce to have ownership of their own development
- We will look beyond the results to ensure that tomorrow's performance is better than today's
- We will promote every coaching situation as a learning opportunity
- We will keep the plan and its outcomes simple and easy to administer and maintain
- We will focus on including the whole coaching workforce. Anything other than this approach will lead to issues with coach recruitment, training, support and retention
- We will work with key partners (listed in Glossary) to ensure they understand their role and how they are contributing to achieving the objectives of this plan
- We will all accept responsibility for owning, creating, maintaining and improving the environment in which we work



Bill Furniss; Head Coach, Nova Centurion Swimming Club.

"The ASA is working hard to develop a truly world class coach development system and this Framework will drive the achievement of this goal over the next four years. Developing a 'high performing' coach takes more than just education. It involves a wide range of activities that help the coach 'develop' and achieve their potential. The approach of the ASA is now focusing on giving coaches ownership of their decisions and the ability to choose what they are going to do. This will then create greater self-belief, allowing the coach to better understand and manage themselves, which in turn will positively impact upon the participants they work with.

"The ASA coach development plan will focus on changing their 'behaviour', as opposed to simply increasing their knowledge. The ASA's approach to coach development will facilitate a participant centred approach to coaching, which will continue to make this system truly world class."

Objectives

We have identified four key objectives to create a coaching system that delivers the right number of coaching hours, by the right coach in the appropriate environment to ensure success. Based on our 'formula for success' the plan will drive the achievement of the following:

1. Recruit:

"Recruit the appropriate number of coaches into swimming's delivery system" by:

- Raising the profile of coaching
- Attracting coaches from a wider variety of environments and sources
- Providing and promoting clear entry routes for participants wanting a career in the aquatic industry
- Ensuring the coaching workforce is able to identify the appropriate environment for the best use of their skills

2. Train:

"To qualify the appropriate number and level of coaches required" by:

- Continually improving training programmes across all areas of the coaching workforce which meet the needs of the industry
- Encouraging and promoting work-based learning, application and assessment
- Continuing to develop a professional tutor and assessor workforce that have the appropriate skills and technical knowledge to deliver the qualifications
- Further development of a training delivery network which meets the needs of the industry in all environments
- Ensuring current administration systems and procedures support the coach throughout their development



Objectives

3. Support:

“Provide appropriate levels of support to the coaching workforce to allow them to achieve their potential in their chosen environments” by:

- Emphasising the importance of coach development, not just coach education
- Providing a system that effectively supports the coaching workforce in their chosen environments
- Providing a system that effectively supports key partners to positively contribute to the success of participants
- Identifying and developing the tools required to support coaches in their chosen environments
- Supporting the coaching workforce to achieve their potential in their chosen environments

4. Retain:

“To provide systems of recognition and reward in order to retain the coaching workforce” by:

- Increasing the profile of coaching
- Providing recognition to the coaching workforce operating in all environments at a local, regional, national and international level
- Minimising drop-out rates within the coaching workforce
- Providing a variety of workplace roles to meet the changing needs of the workforce and keep them in the system

What underpins this plan?

The successful implementation of this plan will be underpinned by a number of simple and effective organisational support mechanisms. These will include:

1. A co-ordinated marketing and communications approach
2. Well designed information and communications technology systems
3. Decisions based upon research findings
4. Effective monitoring and evaluation systems
5. Well co-ordinated governance and management



Glossary of terms

Coaching:

Teaching and coaching in all associated disciplines and environments

Disciplines:

All disciplines are fully inclusive of all ages and abilities

- Swimming teaching
- Water polo coaching
- Swimming coaching
- Synchronised swimming coaching
- Diving coaching
- Fitness instruction

Coaching Workforce:

- Coaches
- Teachers
- Tutors
- Assessors
- Verifiers
- Coach managers

Key Partners:

Key partners involved in the achievement of this plan include:

- Employers
- Clubs
- Coaching Workforce
- Sport England
- UK Sports
- Skills Active
- Sports Coach UK
- Other sporting Awarding Bodies
- Other training providers
- ASA regions
- British Swimming





The ASA Harold Fern House Derby Square Loughborough LE11 5AL
Tel: 01509 618700 Fax: 01509 618701
www.britishswimming.org