

AKTIVE

# COACHING TOOLKIT

HOW TO RECRUIT AND RETAIN  
A TEAM OF GREAT COACHES



# OVERVIEW

Delivering your club's programmes and activities relies on having coaches – these valued individuals are often considered the face of your club/code as they have the ability to attract and retain hundreds of participants and members over time. After all, if participants have a great coach, they are more likely to continue playing sport; however, if they have a bad coach, they are more likely to drop out.

Good coaching is all about the participant or athlete receiving the support they need to enjoy their sport and fulfil their potential at whatever level that may be. The most successful clubs place a strong emphasis on coach development. This allows their coaches to constantly sharpen their skills and improve their knowledge, so they can create outstanding atmospheres that keep people coming back for more. Therefore, building up a team of quality coaches is the best thing you can do for your club/code – and as leaders you need to provide great management for your team of coaches to help them work at their best.

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# THE PURPOSE



Auckland is a complex multi-cultural environment with many challenges and unparalleled opportunities to increase and sustain participation in sport and recreation. This has led to the establishment of *The Auckland Approach to Community Sport*, a strategic response aiming to create a world-class community sport system in *Tāmaki Makaurau*, community by community. This toolkit has been developed (and will be updated) by Aktive, with input from delivery partners CLM Community Sport, Harbour Sport, Sport Auckland and Sport Waitākere, based on insights and good practice examples from across Auckland.

The purpose of this generic coaching toolkit is to provide information, insights and ideas that will assist leaders of clubs/codes to find coaches, develop them and keep them. It can be tailored and implemented as each club/code sees relevant.

# INVEST IN COACHING



The first step your club/code should do is appoint a coaching coordinator/manager with the passion to build enthusiasm in coaching and development. Investing in this position will allow your club/code to organise regular opportunities to develop your people's coaching skills and keep them on top of their game. Importantly, this person does not need to deliver any coach development as such; they are there to organise it and make sure it happens.

Time and creativity are your two necessary ingredients to develop a quality coaching environment; money is not. For example, your club could host group coaching sessions every six months which cost very little. It is possible to access resources at little or no cost by finding videos, articles and guides on the internet or contacting your national and/or regional sports organisation. There will also be plenty of knowledge within your club/code already - so encourage people to talk and share information. It all takes time, but that investment is worth it in the long-run.



# THE ROLE OF A COACH

Coaching is all about sharing knowledge, experience, making sport fun and helping others to reach their potential.

Anyone can become a coach – it is not about who they are but rather whether they understand and care about the development of people on their journey.

A coach needs to have a keen interest in the game, the right attitude and a willingness to learn and build a positive environment.

The role of a coach is a diverse and dynamic one. It can vary according to the age and ability of individual players and groups, and at different times it will require the coach to fill a number of different roles, including that of:

- Communicator
- Administrator
- Counsellor
- Disciplinarian
- Leader
- Motivator
- Manager
- Role Model
- Selector
- Nurse
- Teacher
- Technician
- Planner
- Enthusiast
- Psychologist
- Organiser

# WHERE TO FIND COACHES?


# HOW TO FIND COACHES?

# WHAT TO LOOK FOR IN A COACH?

In the past, many sport and recreation clubs and organisations have focused on using traditional marketing techniques, such as ads in local newspapers or sending out leaflets and flyers. Today, there is a much greater focus on digital marketing, including using the internet to spread the word, social networks, mobile apps or websites.

Have a look at:

- [Marketing and Communications Toolkit >>](#)
- [HERA coaching girls resources >>](#)

For more ideas to promote your club and advertise. 

It can be hard to find coaches, where do you even begin?

## START WITHIN

Your existing coaches and members are likely to be your best source of information. Encourage them to 'shoulder tap' others who may be interested. Aim for diversity in your coaching group. For example ask women and those from different ethnicities to coach, instead of waiting for them to volunteer. Once you have interested people your coaching coordinator/manager's job is to support them and develop them.

There are more useful recruitment ideas in the **Volunteer Management Toolkit** >> 

## ALWAYS BE LOOKING

Constantly be on the lookout for coaches. They can 'sub' into sessions or even pair or team coach with others, so you have a group of people constantly involved and developing together.

## SPREAD YOUR NET WIDE

The starting point is the people who are already in your club/code. Look at physical education schools, universities (sport and recreation students) and other sports teams as well. Advertising positions on Volunteering Auckland and Seek volunteer is also a good way to source coaches.

Access the **Volunteer Management module** for more ideas on recruiting volunteers >> 

## USE MARKETING MATERIALS

Inspire people to become a coach using posters, emails, video testimonials, website and social media campaigns. These can be made in-house filming club members experiences. Highlight what you can provide them with, selecting from:

- Being part of a team of coaches who have the same aspirations and goals

- Continually improving through regular development opportunities
- Accessing the latest coaching materials and resources
- Utilising support from trained coach developers
- Developing the skills to improve the health and wellbeing of their community
- Growing their talents and career options
- Transforming their own wellbeing
- Attending regional events and conferences
- Gaining appreciation and respect from the club/code
- Getting the feel-good factor that comes from helping others
- Helping athletes take their game to the next level

## HOLD MEETINGS

Save yourself time and resource by holding meetings either at the end of the season or prior to the next season beginning. Make it interactive and turn it into an event with food, music and entertainment.

## BE WILLING TO PAY

Look at offering an hourly rate based on the level of qualification or experience.

## SELECT THE RIGHT PEOPLE

Passion and availability are critical. Ask yourself the following questions:

- Are they outgoing, welcoming and fun?
- Can they capture people's attention?
- Do they inspire others?
- Do they love sport and care about helping other people?
- Do they want to improve the lives of others?
- Can they communicate with the players?
- Are they able to meet the player's needs?

# CHOOSING COACHES CHECKLIST

A checklist to help your club/code select coaches could include (in no particular order):

## QUALIFICATIONS AND EXPERIENCE

Has the coach attended recognised modules to upskill themselves in the areas they wish to work in?

- Is the coach committed to ongoing development?
- Has the coach got experience working with the ages and abilities that reflect the clubs' membership?

## SUITABILITY

- Has the coach been screened with a police vetting procedure?
- Is the coach first-aid certified?

## KNOWLEDGE AND SKILLS

Has the coach shown good knowledge and skills around:

- Technique?
- Movement?
- Strategy and tactics?

## PROGRAMMES

- Will the coach deliver junior programmes?
- Will the coach deliver youth programmes?
- Will the coach deliver beginner adult programmes?
- Will the coach deliver girls' and women's programmes?
- Will the coach facilitate other coaching initiatives?

## GENERAL

- Can the coach relate (connect) with the club members?
- Does the coach have good time management skills?
- Is the coach well-presented?
- Is the coach keen to grow the game and increase club memberships?
- Can the coach communicate with club administrators?
- Does the coach agree with the clubs' core values?



# DEVELOPING YOUR COACHES

Whether your coaches are helping beginners, giving their playing partners some tips, leading a group, running a programme, working with representative athletes or simply wanting some information to help their own game, providing regular development opportunities is the best way to set them on the right path – for themselves, for your club and for your community.

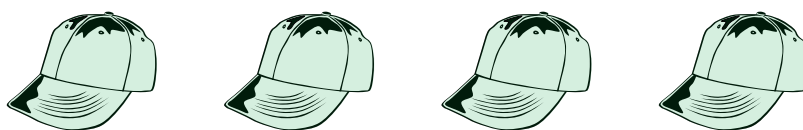
Working with the people who are trained to develop coaches – the Coach Developers – to provide quality coach development workshops, informal learning and mentoring programmes is a good starting point.



**TRAINERS**



**COACH DEVELOPERS**




**COACHES**



**ATHLETES**

Appointing your own Coach Developer will allow your club/code to deliver regular opportunities to develop your people.

Refer to the Coach Developer position description and training opportunities:

[http://aktive.org.nz/coaching\\_talent\\_development/coach-developers/](http://aktive.org.nz/coaching_talent_development/coach-developers/) >> 

# CREATING A COACH DEVELOPMENT CALENDAR

A coach development calendar for a club/code should consist of opportunities including:

- **Formal development** – these are recognised modules, courses or qualifications from national sporting bodies, for example:
  - Netball NZ Foundation Coach – Mother Earth futureFERNs
  - NZ Football Junior Level 3 Coaching Award.
- **Non-formal development** – these are other cross-code programmes and events, such as:
  - Coach Evolve, Performance Coach Advance, etc.

[http://aktive.org.nz/coaching\\_talent\\_development/coaches/](http://aktive.org.nz/coaching_talent_development/coaches/) >> 

<https://sportnz.org.nz/news-and-events/events/events/connecting-coaches> >> 
- **Informal development** – these are other ways of learning, for example:
  - using trial and error during their coaching sessions
  - watching other coaches and making observations
  - having discussions with other coaches and sharing ideas
  - doing some reading of books or the Internet
  - reflecting on their coaching.

**When choosing the dates and times for your coach development calendar consider:**

- a date, a time and place and promote this for coaches to attend; or
- let your team of coaches decide on what they want to do and get them to organise a group, time and a place





# RECORDING COACH DEVELOPMENT

You should make note of all development opportunities your coaches take part in. These may include:

- Qualifications gained from your sport's National Coach Development Framework
- Participation at national coaching conferences
- Self-directed learning (reading articles)
- Watching other coaches in action
- Discussions with other coaches
- Attendance at a generic coaching programme such as Coach Evolve
- Completion of a first aid course.

Be sure to include the date, location and details about what has been covered.

# KEEPING YOUR COACHES

The vast majority of coaches in Auckland are volunteers. Here are some ways you can recognise your coaches:

## MAKE THEM FEEL LIKE THEY'RE PART OF A BIGGER TEAM

- Provide them with equipment, resources and uniforms with your logo and their name on it
- Encourage them to develop and coach together
- Hold team bonding activities and coach meetings throughout the year
- Provide a regular newsletter, sharing highlights and compliments about the coaches

## LOOK BEYOND MONEY

- Simply thank your coaches by sending texts to say things like “I really appreciate you and the awesome work you do” costs nothing. A coaches uniform or jacket can be a reward recognizing their place in the club.
- You could also see if you can get sponsors to provide you with tickets to events or vouchers for a meal. An end of season coaches function is a great way to thank them.

## SUPPORT THEM

Listen to your coaches - discuss how things are going for them and look at what you can do to help.

## HIGHLIGHT THEIR EFFORTS

Use your club/code social media channels to build the profile of your coaches so that your members get to know who they are. This could also be posted on the walls or a notice board within the facility.

## CONTINUALLY DEVELOP THEM

- Run workshops
- Use coaches as mentors for each other
- Host forums so your coaches can share their experiences
- Encourage coaches to watch each other and give feedback to each other
- Contribute to the costs of attending additional qualifications
- Hold meetings to review strengths and challenges for the year and to discuss personal and team goals.



# MAKE THEM FEEL VALUED

Paying your coaches can make them feel valued.

If you encourage them to develop themselves further be sure to reward that.

If paying your coaches, their hourly rate should rise in line with their level of qualification and experience.

Also consider providing more incentives the longer they are with you (for example: every two years they receive a bonus).

# CONTRACTING COACHES



- Whether fixed-term, seasonal, casual or part-time, there are a number of laws which govern how a job can be offered and the available entitlements.
- As the employer, you will be required to negotiate with each coach to determine the terms and conditions for the contract of services. There are two main approaches to coaching employment: the coach as an employee and the coach as an independent contractor.
- There are advantages and disadvantages with each approach. Understanding the differences between the two will give you a clearer idea of the associated risks and will help you to negotiate more effectively for a contract that is legally and personally beneficial.

**AN EMPLOYED-COACH IS** just like any other employee of an organisation – he or she works for regular pay with income taxes. An employee-coach may participate in the employer’s benefits, may have a written job description, and may have a written employment contract or other written agreement with the employer.

**A SELF-EMPLOYED COACH IS** an independent contractor who provides his or her services to an organisation. The terms and conditions of the relationship between the self-employed coach and his or her employer is set out in a written agreement. The self-employed coach is essentially his or her own employer and is responsible for making tax and other payments to the government directly.

**A RETAINER FEE PLUS COACHING AGREEMENT IS** the most common set up. It is essentially a contract-based role (either a single payment in advance or recurring payments), but also provides opportunities to generate multiple income streams through coaching services, management of events and performance-based incentives.

# REMUNERATION

There can be several components to remuneration, including both financial (wages or salary) and non-financial benefits (recognition). Remuneration for coaches will vary depending on the level in which they work and their ability to generate income through services (if self-employed); or the amount of resources the club has available to offer (if employed). With further experience, coaching success and availability, club coaches may also work as regional or national level coaches.

## HOW TO STRUCTURE REMUNERATION – EMPLOYED

Generally speaking, a club coach will be paid a base salary (or wages) which reflects their skills and experience. The club can choose to offer additional benefits or have a portion of the coach' remuneration paid on the condition that a certain level of performance is met (i.e. the coach helped the club gain x new members in the year). Clubs often use this option to encourage coaches to help them achieve their own goals.

## HOW TO STRUCTURE REMUNERATION – SELF-EMPLOYED

Generally speaking, a club coach will pay themselves their own hourly rate based on what they receive from lessons, programmes, workshops, camps, equipment sales and other services. The club can choose to charge for use of the facility, or a set fee for coaching non-members. Again, clubs often use this option to encourage coaches to help them achieve their own goals.


## HOW TO STRUCTURE REMUNERATION – RETAINER FEE PLUS COACHING AGREEMENT

A club coach will generally be paid a base fee (salary or wages) which reflects their skills and experience. They can also earn their own income based on what they receive from lessons, programmes, workshops, camps, equipment sales and other services.

# CLUB COACH RESPONSIBILITIES

The role of a club coach is not always an easy task. However, whether full-time or part-time, coaching at a club can be a hugely rewarding and enjoyable way to make a living or earn extra income.

The role of a club coach is to serve others so coaches should be constantly looking for new ways to go beyond the call of duty and add value to your athletes and members.

For a position description of a Club Coach, click here >> 

Whether it's coaching someone to play a game, improving an existing player, providing equipment advice, coaching schools and community groups, managing a pro shop or working with a top athlete, club coaches have a wide range of responsibilities.

## **Some of the services you could expect your club coaches to offer include:**

- Preparing and delivering programmes for members (both groups and individuals)
- Delivering programmes to schools and community groups
- Developing and running holiday activities and training camps
- Assisting with squad and team trainings
- Running fitness sessions
- Offering club events
- Liaising with and supporting the club's Management Committee to further advance the club
- Travelling with players to competitions
- Providing coach mentoring support to other coaches.

Holding a team meeting at the start of each year is a good way to get everyone in the club on board. Ideally the meeting should be an hour at the most as people are busy.

## **There are many advantages to having such a meeting, such as:**

- Welcoming everyone and introducing the coaches
- Establishing clear lines of communication
- Reinforcing your club's philosophies and objectives
- Providing details on the types of services the coaches will offer
- Understanding expectations for the year
- Reducing potential conflicts by understanding any concerns
- Finding out who is available to help and in what capacity
- Collecting and / or updating key contact information
- Discussing safety issues and implications



# LOOKING FOR FURTHER INFORMATION?

There is a range of resources available to assist with various aspects of coaching.

## HERE TO HELP

Your Regional Sports Trust/Organisations are also here to help – please don't hesitate to contact us if you would like to talk through any of this material and/or assistance for your club and/or code.

## MORE INFORMATION CAN BE FOUND AT THE FOLLOWING:

[aktive.org.nz](http://aktive.org.nz) >>

[harboursport.co.nz](http://harboursport.co.nz) >>

[sportwaitakere.co.nz](http://sportwaitakere.co.nz) >>

[sportauckland.co.nz](http://sportauckland.co.nz) >>

[clmnz.co.nz/counties](http://clmnz.co.nz/counties) >> 

Information in this toolkit is for guidance only and does not constitute formal professional advice. Where specific issues arise in your club/code, advice should be sought from the relevant expert(s) as necessary.

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