



NETBALL NEW ZEALAND  
*Pōtārahiti Aotearoa*

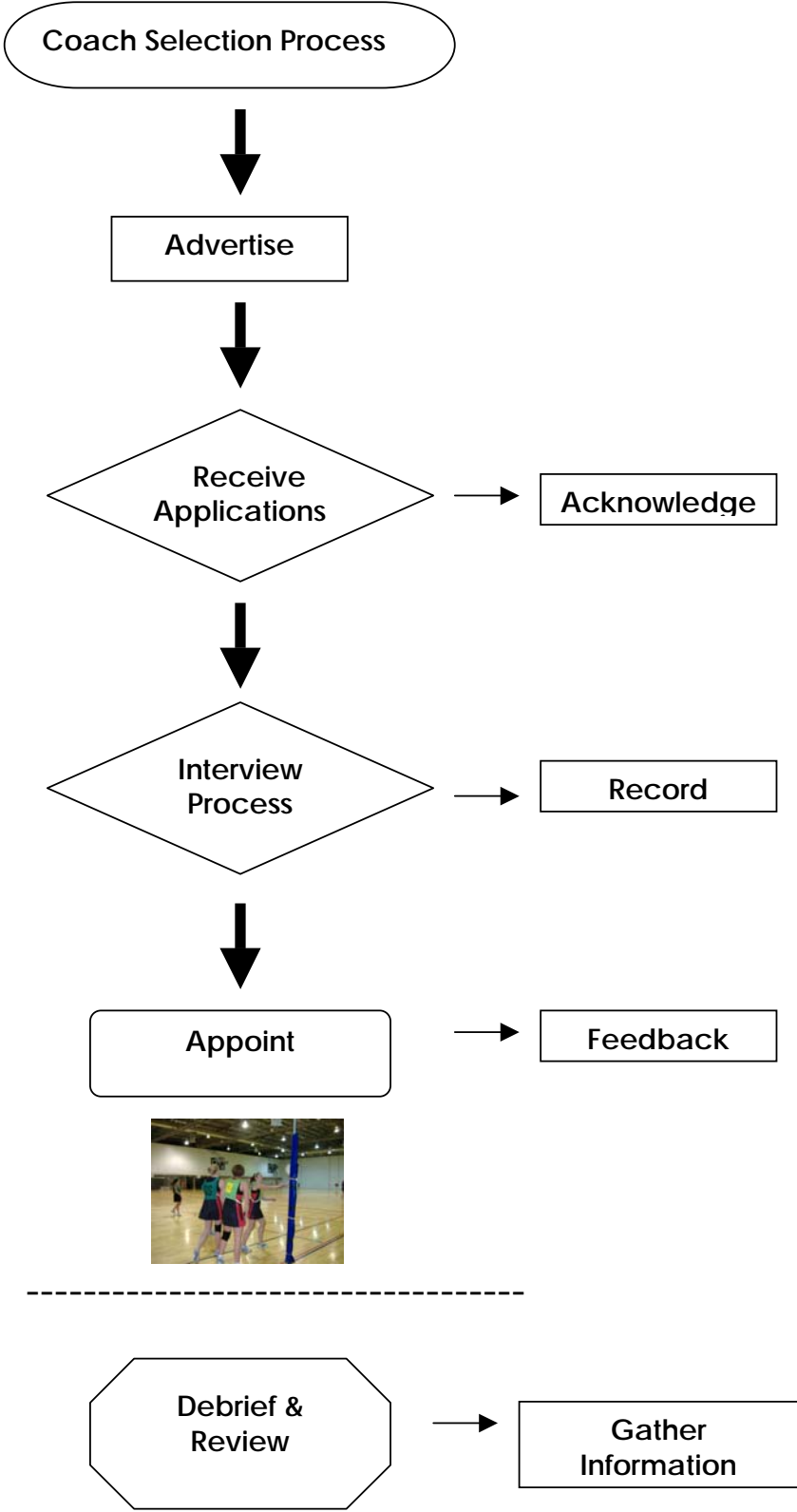
# Selecting Your Coach



Guidelines for Regions and Centres

**COACH**FORCE

# SELECTING YOUR COACH



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These Coach Selection Guidelines have been developed by NNZ CoachForce to provide information and guidelines to Netball Regions and Centres. They should be used in conjunction with established procedures and adapted for use according to the organisation's requirements.

It is recommended that appointments be:

- For more than one year
- Made at a time that allows adequate opportunity for planning a successful Programme

## COACH SELECTION PROCESS

A designated manager/convenor should be appointed with responsibility for the administration of and the process for appointments.

### Responsibilities:

- ❑ Identify the coaching position
- ❑ Prepare/collate documents – Job Description, Competency Requirements, relevant Policies (Health & Safety, Smokefree, Selection Policy & Procedures, Support Personnel etc)
- ❑ Prepare timeline for process
- ❑ Establish the Interview & Review Process
- ❑ Ensure interview panel is appointed. Identify who will appoint the panel and what are their responsibilities i.e. will they make final appointment or make recommendation to Board?
- ❑ Ensure Appointment Panel have background information with regard to Regional/Centre philosophies, current state of player development and expectations of the position
- ❑ Advertise position

Recommendations for minimum coach development requirements for Representative Coaches

TEAM	Coaching Development Framework Modules/Workshops
Year 7/8	Starting Out in Coaching Understanding the player Player Centred Coaching & TGfU Coaching Strategies Rules in Action Selection
Under 15	Starting Out in Coaching Understanding the Player Player Centred Coaching Coaching Strategies Rules in Action Skill Analysis Game Analysis Selection Attack 1 Defence 1
Under 17	Same as U15 plus Log Book
Under 19/21	Same as above plus Communication & Managing others Attack 2 Defence 2
Scottwood Trust Champs	Same as Above

## ADVERTISING FOR COACHES

Advertise the positions through a range of sources e.g. daily newspapers, newsletters, direct to database of coaches, website,.

Include:

- ❑ Expressions of Interest sought or applications invited
- ❑ Which teams positions are for
- ❑ What period does appointment cover
- ❑ Who to contact
- ❑ What is available and where e.g. Job Description, Application Pack, Policies,
- ❑ Person to contact with enquiries
- ❑ If no application form then state what is required in application
- ❑ Date applications/expressions of interest required by. Allow a reasonable time from date of advertising
- ❑ Address to send application to (good idea to include an email address as an option)



# Application Form Template

NB: Use all or some of these questions

Please complete this application form and send it with your Curriculum Vitae to .....

Name: ..... Address:.....  
Ph (hm):.....  
Ph (wk):..... Mobile:.....  
Fax:..... email:.....

1. Please list your netball specific coach developments learning (qualifications) and the years they were attained:

.....  
.....  
.....

2. Please outline any other relevant qualifications:

.....  
.....  
.....

3. Please outline your experience coaching young developing/ elite players/teams

.....  
.....  
.....

4. What do you feel you can contribute to the Under 21/STNC programme as a Coach?

.....  
.....  
.....

5. What is your personal coaching philosophy?

.....  
.....  
.....

6. Outline what you feel are the priorities in developing young players and helping them to perform to their potential.

.....  
.....  
.....

7. What do you feel are the main issues facing players and how would you assist in dealing with these issues?

.....  
 .....  
 .....

8. What are your coaching strengths?

.....  
 .....  
 .....

9. Please complete the self-analysis table below by ticking the column that you feel BEST describes your ability to perform the tasks in the left hand column.

1 = Very Uncomfortable, 2 = Slightly Uncomfortable, 3 = Comfortable, 4 = Quite Comfortable, 5 = Very Comfortable

	1	2	3	4	5
My ability to communicate openly & effectively in a team environment.					
My ability to communicate openly in a 1 on 1 situation with players & team management.					
My ability to gain respect of players & buy in to team goals and strategy.					
My awareness of position-specific technical requirements.					
My ability to select the best starting '7' and use substitutions strategically to enhance performance.					
My ability to analyse the strengths and weaknesses of players in a team.					
My ability to objectively analyse the opposition team and individual players.					
My ability to develop a game plan to counter the opposition's strengths and exploit their weaknesses.					
My ability to coach players to follow the game plan we have agreed to.					

10. What are your coaching aspirations and goals for the future?

.....  
 .....  
 .....

Please list 2 referees and their contact details:

.....  
 .....

**Reminder Closing Date for applications to be received by**

.....

# INTERVIEW PROCESS

## ***Appointment of an Interview Panel:***

- ❑ The panel should be representative of the position required and if possible include someone with a good knowledge of netball coaching
- ❑ The panel should consist of a minimum of 3 people and recommend no more than 5
- ❑ The panel is to be provided with relevant information, documentation and interview forms
- ❑ Keep an accurate record of the selection decision and selection process

## ***Panel Responsibilities***

- a) The Manager/convenor acknowledge applications that have been received within three days of receipt.
- b) Members of the panel shortlist applicants against the position requirements as advertised and information contained in the applications. Shortlist numbers can vary but it is recommended up to five depending on the number of applicants
- c) Short listing to be carried out within 5 working days of the application closing date. Allow another 5 working days between shortlisting notification and the interview date.
- d) If there are no applicants who meet the essential requirements then the position should be readvertised and applicants advised of this process.
- e) Notification to successful short listed applicants should inform them of the following details:
  - the specific interview arrangements e.g. location and time, panel members
  - timetable/programme for interview
  - contact details for person managing the interview
  - any special requirements e.g. certificates of qualifications or guidelines for a practical session if there is one planned
  - selection decisions should be based on the written application, a formal interview and if required a practical assessment
  - selection activities should address the position description

## ***Interview Format***

- ❑ Introductions and welcome
- ❑ Formal interview – 20-30 minutes
- ❑ The panel should use a range of standard prepared questions plus supplementary and follow up questions. Scenarios may also be provided for the candidate to solve.

The selection process is a two way process. The panel assess the applicant and the applicants study the organisation as a potential employer.

It is advisable to ensure applicants are:

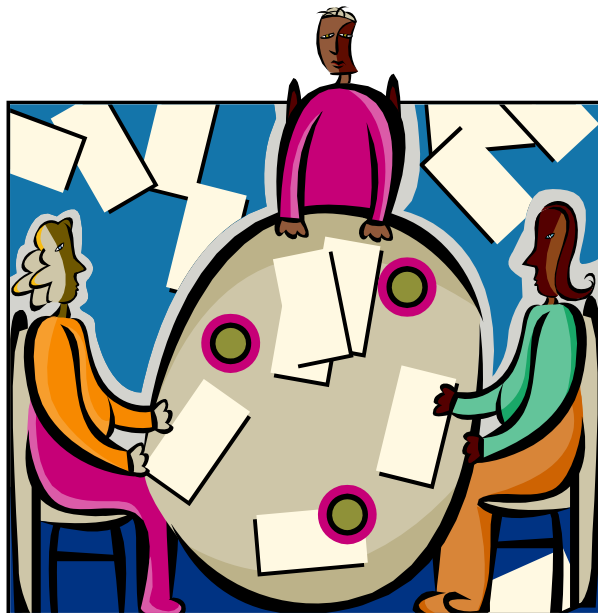
- advised about the selection process and methods
- understand how they will be assessed
- be given the opportunity to ask questions
- advised on how and when they will be informed of the selection outcome

### ***Post Interview***

After a decision has been made the preferred candidate should be informed. The appointment is made conditional on appropriate pre employment checks being satisfactory, referees contacted and a qualification check made. The candidate then receives an offer of employment/engagement and a contract. Unsuccessful candidates should be informed within 5 working days of the interview. Provide feedback, if requested, based on the job specification.

Organisations need to be clear whether interview expenses can be claimed. An interview expense form should be available.

**Return of information** – if an unsuccessful applicant has not given consent for their details be kept for future positions then return their documents/cv to them. Any other documents that you sought should be destroyed



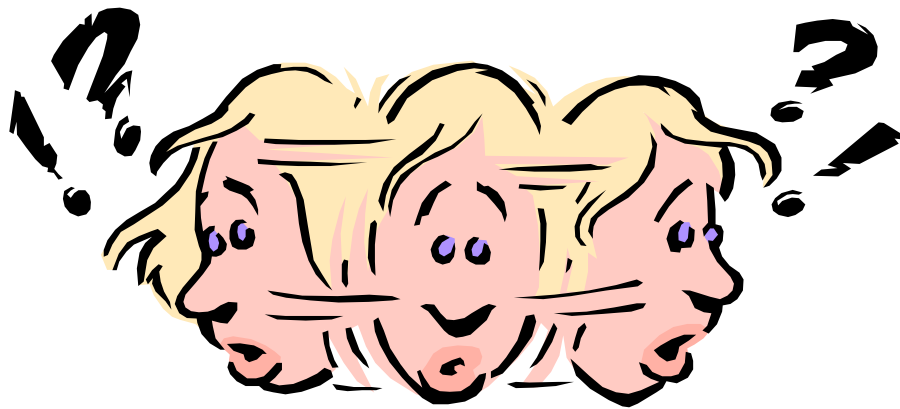
## SAMPLE QUESTIONS FOR INTERVIEW

*Choose a selection of questions to cover:*

*Leadership skills, Team Work, Organisational Skills, Sports Specific*

1. Outline your reasons for applying for this position and what qualities and competencies you feel you bring to this role
2. How do you know when you have delivered a coaching session that is of high quality?
3. Which areas of your coaching skills would you like to develop and why?
4. Reflecting on your current coaching ability what is going to make you a better coach?
5. What is your understanding of the Game Sense or TGfU coaching approach? Have you been including it as part of your sessions? If so when and how are you implementing this approach? What changes have you had to make to your delivery methods?
6. If you selected a player who has not had experience with TGfU how would you handle her transition into your coaching environment?
7. Have you experienced coaching a team who have struggled to perform and have negative issues off the court? How have you resolved the problem?
8. Is there any further specific training you see yourself requiring to meet the needs of this position?
9. Your team has had an extraordinary run of successes. Explain how you maintain this form.
10. The team finished in the top four last year what would be your approach to improving the team's ranking this year?
11. Coaching involves meeting deadlines to prepare for competition. How do you plan time management to meet these deadlines? How does this impact on you're the content and delivery of your coaching sessions?
12. What do you enjoy the most/least about working as part of a team?
13. Your previous coaching record doesn't show many successes. Why do you think we should appoint you?

14. If we asked one of your players to describe you and your qualities as a coach what sort of things would they say about you?
15. How do you feel you impact on your players?
16. What activities have you done in the past year to keep yourself as a coach professionally developed?
17. How do you know as a coach if you are doing an effective job – what are your measures?
18. If you were able to invite any three people to dinner tonight who would you invite and why?



# INTERVIEW RECORDING TEMPLATE

**Competency – Sports Specific: Experience, knowledge**

NO evidence	Some Evidence	Satisfactory Evidence	Solid experience	Is a strength

**Competency – Leadership skills**

NO evidence	Some Evidence	Satisfactory Evidence	Solid experience	Is a strength

**Competency – Team Work**

NO evidence	Some Evidence	Satisfactory Evidence	Solid experience	Is a strength

**Competency – Organisational Skills**

NO evidence	Some Evidence	Satisfactory Evidence	Solid experience	Is a strength

**General Comments:**

# COACH SELECTION TEMPLATE

Candidate:  
Qualifications:

Position:  
Selection Panel Member:

1	2	3	4	5	6	7	8	9	10
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Limited	Below Average		Average			Above Average		Outstanding	

Criteria:	Application & CV	Referees	Interview	Notes
Professional Qualities				
Personal Qualities				
Coaching Experience				
Coaching Knowledge				
Sports Specific Knowledge				
Evidence of Professional Development				
Communication Skills				
Planning skills				
Management Skills				
Leadership				
Special Abilities				
<b>TOTAL</b>				

General Comments:

## FEEDBACK FOR UNSUCCESSFUL APPLICANTS

Feedback should be directly related to the criteria the applicant was being interviewed against. This means it will be specific to the Person Specification.

### Points to note:

- It is important to make notes on each applicant throughout the appointment procedure so you have a reference point should feedback be required.
- Provide feedback if you are asked for it or if you feel they would appreciate and benefit from your comments

### Procedure:

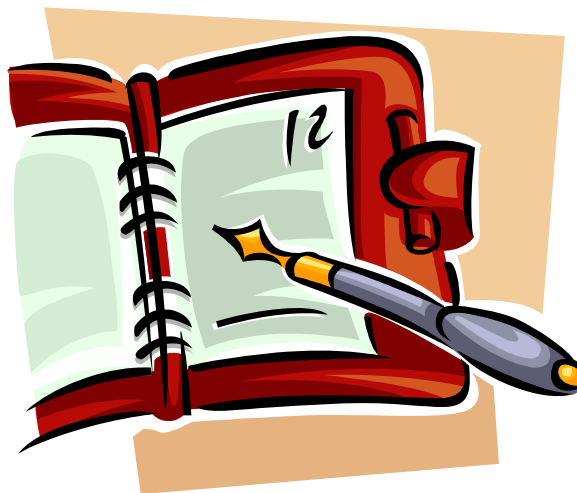
1. To make delivering the feedback as easy as possible for you and the applicant firstly outline the key criteria used to assess the applicant (this is objective information)
2. Then ask the applicant how they feel they did in relation to these.
3. Based on their response you can address each key area they could improve.
4. Ask the applicant how they could address the short falls themselves and, if possible, offer some advice on strategies they could try.

Thank the applicant for their application and wish them well.



## DEBRIEFING AND REVIEWING PERFORMANCE

- ❑ Process needs to be agreed to by Coach and Review Group
- ❑ Agree on who the information is for- is it for everyone, or just for coach and reviewer? Emphasise importance of confidentiality to all concerned
- ❑ Consider external involvement on review group
- ❑ Involve players, administrators, team support, management i.e. physio, conditioner
- ❑ If a trend shows through in one person's written answers then arrange an interview to discuss further
- ❑ Must be always seen to be fair
- ❑ Make sure it is a comfortable environment for all concerned i.e. set up of room
- ❑ Is always about a "compelling future"  
(What did we do well today, what will we do different tomorrow?)
- ❑ Develop an action/professional development plan as a result of process
- ❑ Action/Professional Development plan is resourced and measured



### **Franklin D. Roosevelt**

One thing is sure. We have to do something. We have to do the best we know how at the moment... if it doesn't turn out right, we can modify it as we go along.

# COACH'S REPORT TEMPLATE

In order to assist with the debrief and reviewing process please provide information on the following:

Selections/Trials:

Trainings: include venues, equipment, timing

Team Performances

Support Personnel:

Players: include detailed profiles and recommendations:

Other:

# PLAYER FEEDBACK

*For a Scottwood Trust Championships Coach you would need most of this detail. A simpler version may be used for other level coaches.*

Please answer the following questions about the .....Team you were part of this season.  
Your honesty and constructive comments will benefit future teams

## TEAM ORGANISATION

(a) Team Culture/ Environment

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

(b) Team Unity

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

(c) Team Protocols

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

Additional comments on team organisation:

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## TEAM MANAGER

(a) Information to players

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

(b) Competence/ Effectiveness in the role

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

(c) Ability to interact with the team

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

(d) Communication

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

Additional comments on Team Manager:

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## COACH

(a) Competence/ Effectiveness in the role

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(b) Provided knowledge to improve your performance

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(c) Communication with the team

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(d) Ability to motivate the team

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(e) Technical coaching ability

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(f) Personal relationship with the Coach

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

Additional comments on Coach:

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## ASSISTANT COACH

(a) Competence/ Effectiveness in the role

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(b) Provided knowledge to improve your performance

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(c) Communication with the team

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(d) Ability to motivate the team

**Excellent**                      **Good**                      **Satisfactory**                      **Unsatisfactory**

(e) Technical coaching ability

*Excellent*            *Good*            *Satisfactory*            *Unsatisfactory*

(f) Personal relationship with the Assistant Coach

*Excellent*            *Good*            *Satisfactory*            *Unsatisfactory*

Additional comments on Assistant Coach:

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**APPRENTICE COACH**

*(a) Competence/ Effectiveness in the role*

*Excellent*            *Good*            *Satisfactory*            *Unsatisfactory*

(b) Personal relationship with the Team / Management

*Excellent*            *Good*            *Satisfactory*            *Unsatisfactory*

Additional comments on Apprentice Coach:

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**FITNESS TRAINER**

*(a) Competence/ Effectiveness in the role*

*Excellent*            *Good*            *Satisfactory*            *Unsatisfactory*

*(b) Communication*

*Excellent*            *Good*            *Satisfactory*            *Unsatisfactory*

Additional comments on Fitness Trainer:

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## PHYSIOTHERAPIST

*(a) Competence/ Effectiveness in the role*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

*(b) Communication*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

*(c) Availability*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

Additional comments on Physiotherapist:

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## DEVELOPMENT AS A PLAYER

*Did the season benefit you in developing as a player in the following areas?*

*(a) Socially*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

*(b) Training (knowledge/habits)*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

*(c) Playing skills*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

*(d) Netball career*

***Excellent***                      ***Good***                      ***Satisfactory***                      ***Unsatisfactory***

Additional comments on Development as a Player:

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**TRAVEL / ACCOMMODATION**

*(a) Timing of travel*

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

*(b) Accommodation*

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

*(c) Meals*

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

Additional comments on Travel:

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**TEAM SELECTION PROCESS**

**Excellent                      Good                      Satisfactory                      Unsatisfactory**

Additional comments on Team Selection Process

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**GENERAL COMMENTS**

*(a) Overall how do rate your experience of playing for .....?*

*Excellent                      Good                      Satisfactory                      Unsatisfactory*

Additional comments:

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**ANY OTHER COMMENTS?**

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**Thank You**

# REVIEW RECORD

Coach's Name:

Reviewed By:

Review Period:

Date:

*This review is to help both parties consider how well you do your job. It is linked to your Job Description and to the regional goals. In carrying out the review we are trying to determine with you which part of the job you are:*

- 5. Exceptional: Performance is exceptionally high and consistently exceeds that normally expected of the position**
- 4. Consistently high: performance consistently above that normally expected of the position**

- 3. Meets requirements: Performance consistently meets position requirements. Is reliable and competent.**
- 2. Needs to improve: performance needs to improve**
- 1. Below Acceptable Standard: Performance is consistently below acceptable standards**

COMPETENCIES	PERFORMANCE RATING
Planning & Organisation	Self:  Reviewer:  Agree:
Coaching Styles & Delivery	Self:  Reviewer:  Agree:
Coaching & Sports Science Knowledge	Self:  Reviewer:  Agree:
Operational Procedures	Self:  Reviewer:  Agree:
Initiative/Flexibility	Self:  Reviewer:  Agree:
Motivation	Self:  Reviewer:  Agree:

<b>Communication</b>	Self: Reviewer: Agree:
<b>Summary</b>	



# JOB DESCRIPTION TEMPLATE

**Position:**.....

**Reports to:**.....

**Date:**.....

*(This template provides some ideas for the type of skills and duties that can be included in a job description for a Coach. The duties should be amended, improved, added to or deleted to suit the circumstances)*

**JOB TITLE:** Coach/Assistant Coach (it is suggested that separate job descriptions are written for each coach)

**PURPOSE OF THE ROLE:** A summary of the main purpose of the role in one or two sentences

**KEY RESPONSIBILITIES:** These should be between 5 and 10 key areas of responsibility

**RESPONSIBLE TO:** The Region/Centre

**RECOMMENDED QUALIFICATIONS:**

Essential and preferred e.g. minimum Level 2 NNZ Coaching Award, previous experience coaching at this level etc

**SKILLS REQUIRED:** The Coach should be able to

- motivate players and communicate effectively with them
- make things FUN
- use time efficiently and effectively
- provide structured planning and make best use of time available
- show an appropriate level of technical knowledge
- break skills down if appropriate, analyse skills and make improvements
- make use of appropriate equipment and adapt of necessary
- provide advice on sports science and lifestyle guidance
- use appropriate coach delivery styles

**MAIN DUTIES:**

1. Prepare team for Scottwood Trust Championships
2. Co –ordinate Team Support personnel
- 3.
- 4.
- 5.
- 6.
- 7.

**TIME COMMITMENT:** .....

(This will be different for each position – dependent on size of Region/Centre, level of players, etc)

## COACH DUTIES and RESPONSIBILITIES

In order to ensure the coach and the region understand what is expected of them a duties and responsibilities list can be compiled to support the job description.

### DUTIES AND RESPONSIBILITIES OF THE COACH

- planning and organisation for the position
- consult the Region/Centre if problems or issues arise
- plan and coach sessions in a way appropriate to the age and ability of the players concerned in order to promote enjoyment and skill development
- assist players to gain a greater understanding of the rules, safe practices and appropriate behaviour
- promote the values of fair play
- ....
- ...
- ...
- ....
- ...

These can be very specific to the role to ensure clarity

### SIGNATURES:

Job Title .....  
Date .....  
Chairperson .....  
Date .....  
Secretary .....  
Date .....

### KEY PERFORMANCE INDICATORS (KPI's)

KPI's are often included in contracts.

If the Coach is going to be measured against KPI's he/she needs a fair chance to achieve them.

- If KPI's form part of the agreement the process of developing them should be done with THE COACH involved.
- Agree on what they are going to measure
- Check on milestones regularly rather than waiting till end of contract. Celebrate successes
- If not being met then review. Maybe reset goals, resources added,

# CONTRACTS

There are various formats for Contracts.

It is important to check the following are included:

- ❑ Is the coach an employee or contractor
- ❑ Duration of contract, is there a right of renewal
- ❑ The obligations of both parties
- ❑ Expected Code of Conduct
- ❑ Remuneration, reimbursement of expenses details
- ❑ Opportunities for professional development
- ❑ Process for review
- ❑ Performance payment details, if applicable

There are some examples on SPARC's website in the "People Management Toolkit". Follow this link:

<http://www.sparc.org.nz/sport/business-improvement/people-management>



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