



PARALYMPICS NEW ZEALAND HIGH PERFORMANCE PLAN 2013 - 2020



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HIGH PERFORMANCE PLAN

INTRODUCTION

The purpose of this document is to communicate to key stakeholders the direction of the Paralympic New Zealand's (PNZ) High Performance Programme. The plan has been developed with a focus on how PNZ will meet its 2016 performance targets at the Rio de Janeiro 2016 Paralympic Games while delivering a sustainable programme through to 2020.

A comprehensive analysis of the current PNZ High Performance Programme was undertaken. From this analysis seven key 'measures of success' were identified. These 'measures of success' form the cornerstone of the PNZ High Performance Plan and will be the key performance drivers for the future.

The plan is specific to the PNZ managed High Performance Sports Programmes namely; Athletics, Bike, Shooting and Swim. However, PNZ managed sports will change over time as sport becomes integrated within National Sports Organisations (NSO's) and PNZ manages the performance area of new sports.

The plan also addresses support from PNZ to all Paralympic Sports in New Zealand through either Disability Sport Organisations (DSO's) or National Sport Organisations (NSO's).



Sophie Pascoe - 6 Medals and 2 World Records, London 2012 Paralympic Games.

PNZ INVESTMENT REQUEST

THIS INVESTMENT REQUEST TO HPSNZ PERTAINS TO THE FOLLOWING SPORTS:

- 1. ATHLETICS**
PNZ is seeking investment into an Athletics New Zealand managed high performance programme. (personnel, campaign and carding)
- 2. BIKE**
PNZ is seeking investment into a PNZ managed high performance programme.
- 3. CANOE**
PNZ is seeking investment into a Canoe Racing New Zealand individual athlete campaign (PEG's and Carding)
- 4. SHOOTING**
PNZ is seeking investment into a PNZ managed high performance programme.
- 5. SWIMMING**
PNZ is seeking investment into a PNZ managed high performance programme.

OVERVIEW

OUR VISION

Winning Medals at the Paralympic Games

OUR MISSION

To deliver a world leading Paralympic High Performance Sport Programme

PERFORMANCE TARGETS - RIO 2016 PARALYMPIC GAMES

1. 18 Medals
2. 8 - 12 Gold Medals
3. Increase number of sports at the Rio 2016 Paralympic Games
4. Greater than 80% of the 2016 Rio Paralympic Team retained with the potential to medal in 2020



Cameron Leslie - Gold Medallist, London 2012 Paralympic Games

HIGH PERFORMANCE PLAN - MEASURES OF SUCCESS OVERVIEW

MEDAL WINNING ATHLETES

- London medal athletes are retained.
- The athlete talent pool is increased.
- Pathways from Talent Identification to Elite are in place.
- Selection and investment criteria's are robust and transparent.
- Athletes are supported through coaching excellence.
- Athletes are recipients of a quality performance support programme.

MEDAL CLASS COACHES

- Quality coaching is fundamental to Paralympic success.
- Coaches are effective planners; they lead support systems that drive performance.
- Coaches and athletes are supported by a proactive sports science and medical program.
- Coaches embrace Research and Development that will contribute to medal winning performances

TALENT MANAGEMENT (HR)

- There is a recruitment, retention and development strategy in place
- The right human resource structure is in place to deliver on the High Performance Plan.
- Leadership and accountability is understood in all roles.

PLANNING AND SUPPORT SYSTEMS

- Quality planning and support systems to drive performance.
- Medal opportunities are maximized through a strategic classification programme.
- Research & Development contributes to medal winning performances.
- A quality IT system contributes to people performance.

STRATEGIC PARTNERSHIPS

- Excellent relationships exist with stakeholders who have the potential to enhance medal performances.
- Integration of sports programmes into National Sports Organisations.
- Greater representation within Paralympic Federations.
- Stakeholders demonstrate high levels of satisfaction with PNZ's communication.

BUSINESS AND INVESTMENT

- 100% investment into the PNZ HP Plan to maximise Rio medal opportunities.
- PNZ has many income streams through maximisation of brand and athlete awareness.
- Timely and accurate financial reporting systems are in place.

PARALYMPIC GAMES

- Increase in the number of sports New Zealand competes in at the Rio 2016 Paralympic Games.
- Paralympic sports are integrated within NSO High Performance programmes.
- New Zealand Paralympic athletes have access to a high quality training environment leading into the Rio 2016 Paralympic Games.
- The Rio 2016 Paralympic Games Qualification and Selection criteria is transparent and fair

MEASURES OF SUCCESS

1. MEDAL WINNING ATHLETES

LONDON MEDAL ATHLETES ARE RETAINED

Initiatives:

- Provide athletes with an environment conducive to contributing to performance gains. This will include access to high quality coaching, support staff and facilities.
- Provide Performance Enhancement Grants (PEG's) that enable athletes to be full time.
- Facilitate sport programmes that are enjoyable to be part of.
- Offer an evidence based talent transfer programme that will extend athletes successful sporting careers.

THE ATHLETE TALENT POOL IS INCREASED

Initiatives:

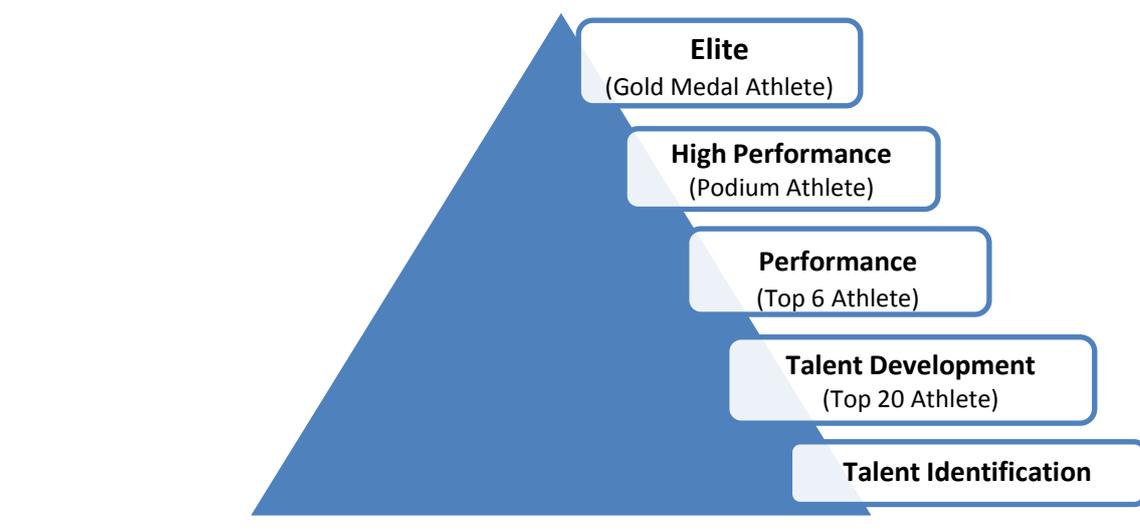
- Maintain current, and develop new relationships, with organisations that have an extensive register of disabled people e.g. Halberg, NZ Artificial Limb Board, Blind Sport, Blind Foundation, CP Society, Amputee Society, Little People of NZ, NZ Physio Association.
- Build a register of sports, events and classifications where Rio medal opportunities exist and use this as criteria for targeting athletes.
- Establish an induction programme for all new athletes that will communicate pathways, opportunities, expectations, and support.
- Offer multi-sport testing days to ensure athletes are aligned to a sport they are most likely to be successful in.

PATHWAYS FROM TALENT IDENTIFICATION TO ELITE ARE IN PLACE

Initiatives:

- Sport specific pathways are developed and communicated with coaches and athletes. These pathways will include performance and cognitive abilities to ensure athletes progress appropriately.
- Carding, PEG's, and campaign investments are aligned with these pathways.
- Athlete benefits are based on a measure of consistency and not one off performances.

OVERARCHING ATHLETE DEVELOPMENT PATHWAY



Please note this is a pathway guideline for PNZ managed sports. Sport specific pathways may differ to a degree depending on depth of field and the spread of international performances.

SELECTION AND INVESTMENT CRITERIAS ARE ROBUST AND TRANSPARENT

Initiatives:

- PNZ will implement an overarching selection and investment criteria that is easily understood by coaches and athletes.
- Sports specific selection criteria which are evidence based will be implemented.

ATHLETES ARE SUPPORTED THROUGH COACHING EXCELLENCE

Initiatives:

- PNZ will aim to retain 80% of key coaches from the London 2012 Paralympic Games.
- PNZ will only commit to coaches who are committed to learn.
- Multi-year contracts will be offered to high potential coaches who PNZ deem critical to retain.
- The health and well being of PNZ contracted coaches is paramount. Access to HPSNZ services for coaches will be investigated.
- Contracted coaches will have access to a Performance Analysis and Tracking Programme.
- PNZ will contract development coaches deemed to be fast learners and future high potential coaches.

ATHLETES ARE RECIPENTS OF A QUALITY PERFORMANCE SUPPORT PROGRAMME

Initiatives:

- A designated leader will drive the PNZ Sport Science and Medical Programme.
- Paralympics New Zealand will work with HPSNZ to ensure sport science and medical providers aim to become specialists in the athlete with a disability area.
- PNZ will provide regular opportunities for providers to be up-skilled in disability specific needs and Paralympic themes through workshop format.

2. MEDAL CLASS COACHES

QUALITY COACHING IS FUNDAMENTAL TO PARALYMPIC SUCCESS

Initiatives:

- PNZ will contract high calibre of full time coaches to lead PNZ managed sport programmes.
- PNZ will work with HPSNZ to ensure high potential coaches are carded and have access to HPSNZ learning resources.
- PNZ will work with NSO's to ensure coaching development opportunities are made available to PNZ coaches.
- A coach performance review system will be implemented to ensure coaches are supported appropriately.
- PNZ will promote learning opportunities and collaboration through delivering across sport workshops and a mentoring system.
- Developing meaningful relationships with key stakeholders.
- All Head Performance Coaches and Performance Coaches will have a success profile completed.

COACHES ARE EFFECTIVE PLANNERS; THEY LEAD SUPPORT SYSTEMS THAT DRIVE PERFORMANCE

Initiatives:

- Providing access to workshops and mentors and promote the use of personal initiative.
- Promote coaches to support and mentor new coaches.
- Providing opportunities for coaches to network through the provision of coaching camps & seminars.
- Implementing an effective and consistent case management programme.
- Facilitate opportunities for coaches to have athlete performance plans peer reviewed.

COACHES AND ATHLETES ARE SUPPORTED BY A PROACTIVE SPORTS SCIENCE AND MEDICAL PROGRAM

Initiatives:

- Engaging HPSNZ to work with coaches to understand and utilise the Zed Athlete Management System.
- Providers regularly up-skilled in disability specific needs and Paralympic themes.
- Ensure the designated leader and coach will work with HPSNZ to ensure the correct alignment of sport science providers to athlete and sport campaigns.
- Sport Science services are reviewed quarterly to measure impact on performance.

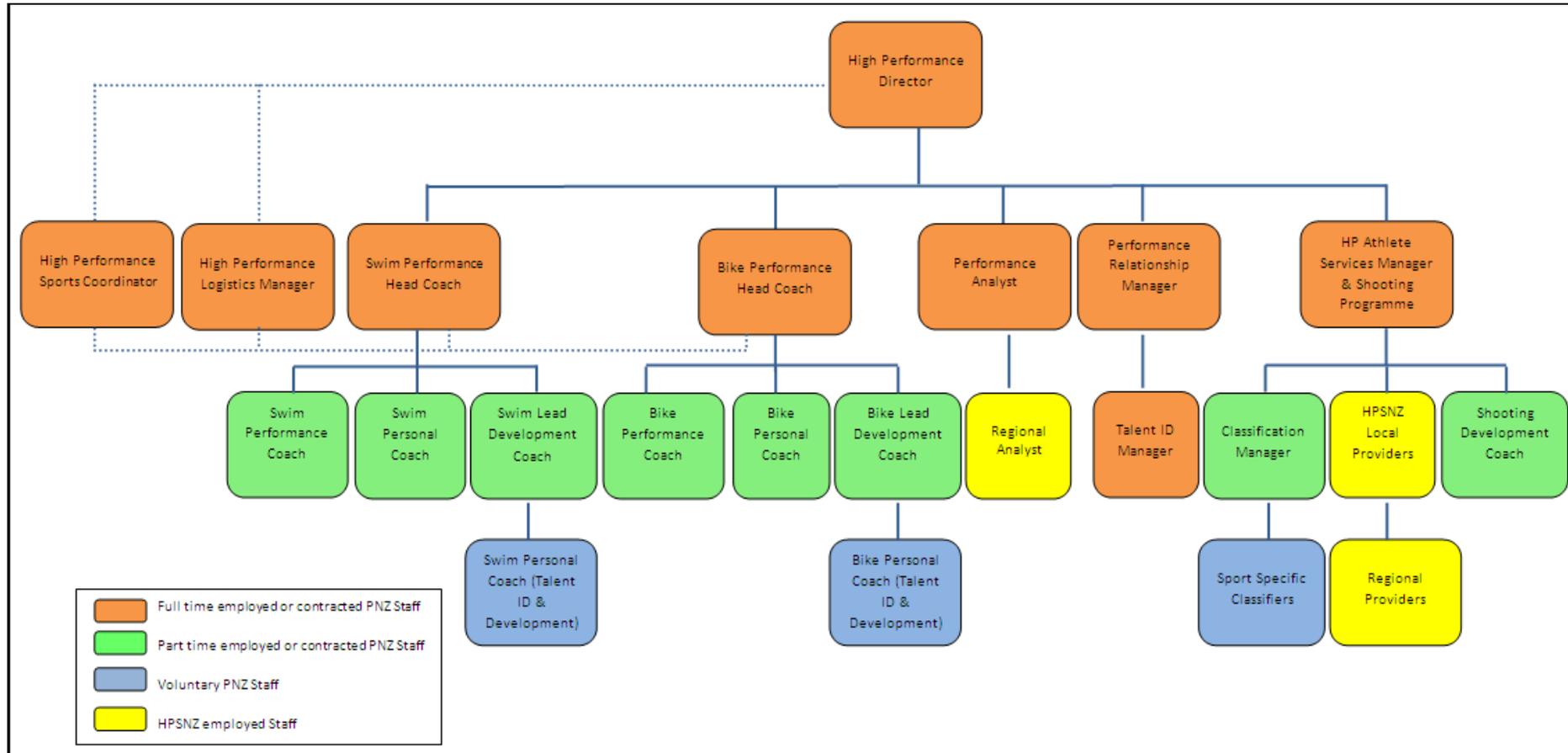
COACHES EMBRACE RESEARCH AND DEVELOPMENT THAT WILL CONTRIBUTE TO MEDAL WINNING PERFORMANCES

Initiatives:

- Invest in R&D Leadership.
- Engage with academic institutions to undertake research.
- Identifying and developing MOU's with key technology and innovation organisations.

3. TALENT MANAGEMENT (HR)

HIGH PERFORMANCE UNIT STRUCTURE



This is a visionary structure to allow PNZ to deliver a high quality performance programme.

In addition to the above structure the PNZ HP Unit will utilize support from the PNZ Administration & Finance departments.

THERE IS A RECRUITMENT, RETENTION AND DEVELOPMENT STRATEGY IN PLACE

Initiatives:

- PNZ will engage with external recruitment agencies to source quality candidates.
- PNZ will utilize personnel from key stakeholders (i.e. HPSNZ & NSO's) for interview and appointment purposes
- All PNZ staff will feel valued through the opportunity to provide ideas that contribute to PNZ's competitive advantage
- Health and well being of all employees is supported. - PNZ is committed to working with partners in the development of the Health and Wellness programme.
- All PNZ staff will have professional development plans that are specific to the individual needs and relative to the organizations performance objectives.
- **Performance Management System:**
This system is aligned to a monthly performance management model where by the High Performance Director meets with all direct reports. This will be an opportunity for receiving and giving feedback on performance, discussing observations, issues which have been raised and ensuring general adherence to organisational objectives are being achieved.

Travelling Staff:

Each sport programme will outline the support staff required. A robust retention and recruitment process will be undertaken in order to source the appropriate staff.

1. 2013-14 staff identified trialed and up skilled.
2. For the 2 years leading into Rio any High Performing Staff identified in years 1 and 2 will be taken through to Rio if suitable.
3. Position descriptions, professional development plans and expectations will be clearly communicated and monitored.

This will ensure:

- Consistency with traveling staff.
- Professional Development opportunities are maximized:
 - Growth of Paralympic sport specific knowledge;
 - Understanding of individual disability health and care requirements.
- Potential mixed role capability e.g. Physiotherapist and Classification.

THE RIGHT HUMAN RESOURCE STRUCTURE IS IN PLACE TO DELIVER ON THE HIGH PERFORMANCE PLAN

Initiatives:

- Ensure financial sustainability for recruitment.
- A retention plan will be developed through identifying key drivers for staying with the programme.
- Succession planning is in place as identified in HP structure review.
- Opportunities for retiring athletes to stay within the PNZ family will be provided (coaches, managers, ambassadors or mentors).
- Opportunities for internships will be investigated– PNZ Internship Programme.

LEADERSHIP AND ACCOUNTABILITY IS UNDERSTOOD IN ALL ROLES

Initiatives:

- PNZ will use a performance management system that is consistent across all PNZ staff & contractors.
- PNZ will investigate business intelligent software for monitoring staff workload.
- Performance reviews occur 6 monthly will address staff performance, key drivers, development opportunities and retention factors.

Paralympics New Zealand High Performance Leadership Team

- High Performance Director
- HP Athlete Services Manager
- Performance Relationships Manager

The High Performance Leadership team's role as a group is as follows, but not limited to:

- Supporting the HPD in the implementation of the high performance plan; measured via each team members monthly reporting against targets.
- Assess any risks to the success of the plan and develop mitigation plans.
- Review and amend where required:
 - Selection Criteria
 - Athlete Carding
 - Sport programme status in relation to their respective objectives

The High Performance Leadership Team will meet on a 2-monthly basis and once every quarter the CEO will be present to ensure the HP Plan is in alignment with the organisations Strategic plan.

4. PLANNING AND SUPPORT SYSTEMS

QUALITY PLANNING AND SUPPORT SYSTEMS DRIVE PERFORMANCE

Initiatives:

- All PNZ managed sports will develop a four year plan and work off an annual plan which will include timelines for competition, camps, carding and PEG's.
- Athletes and Coaches will produce annual performance plans that are aligned with the sport plan. Support with plans will be provided through Head Coaches.
- An effective and consistent case management programme will be delivered. All carded athletes will undertake case management meetings every 6 – 8 weeks.
- The PNZ HP Team will review the implementation of the 2020 HP plan on a 2 monthly basis.
- PNZ will support Coaches with the Performance Matrix tool to support athlete performance planning.
- Travelling teams will have strong leadership, and support teams that are consistent across campaigns.
- Sports will be supported with a quality performance tracking and analysis programme.
- All HP Team Members will understand the process and benefits regarding the PM Scholarship applications.
- A comprehensive debrief process will be implemented after each international event so that programme excellence can be achieved.

MEDAL OPPORTUNITIES ARE MAXIMIZED THROUGH A STRATEGIC CLASSIFICATION PROGRAMME

Initiatives:

- PNZ has international technical and medical classifiers in key sports.
- Athlete classifications are reviewed every second year.
- Maximise classification opportunities through a thorough understanding of classification guidelines.
- An appeals and protest process is developed and aligned with pinnacle events.
- A classification and functionality guidebook for providers, coaches and other identified support staff will be developed.

RESEARCH & DEVELOPMENT CONTRIBUTES TO MEDAL WINNING PERFORMANCES

Initiatives:

- PNZ will have a staff member designated to overseeing the research and development programme.
- Utilize technology opportunities to support performance gains for PNZ athletes (skin-suits, race suits, limbs, bikes etc).
- Engage academic institutions to develop research on behalf of PNZ.
- Maximize athlete performance gains through the development of MOU's with limb boards and equipment providers.

- PNZ to investigate opportunities that exist with the goldmine programme.

A QUALITY IT SYSTEM CONTRIBUTES TO PEOPLE PERFORMANCE

Initiatives:

- Seamless access to PNZ server and PNZ email server nationally and internationally.
- Investigation of emergent technologies e.g. iPads, Video servers, Dropbox, mobile internet devices etc.
- Sport programmes have access to web based communication modes i.e. Training Peaks, Zed, Take your Marks etc.

5. STRATEGIC PARTNERSHIPS

EXCELLENT RELATIONSHIPS EXIST WITH STAKEHOLDERS WHO HAVE THE POTENTIAL TO ENHANCE MEDAL PERFORMANCES

Initiatives:

- Grow relationships with organisations that have the potential to feed athletes into the Paralympic Sports.
- Collaborate with NZOC throughout the four year build up to the Rio 2016 Paralympic Games to ensure planning excellence is achieved.
- Establish four year contracts with technology and equipment suppliers/developers to ensure commitment to service delivery or products is guaranteed through to Rio i.e. HPSNZ, NZALB, Speedo, Pactimo etc.
- Advocate and promote the development of relationships between PNZ stakeholders i.e. HPSNZ & NZALB.
- Establish contracts with NSO's that clearly outline responsibilities of each organisation relating to disabled athletes.

INTEGRATION OF SPORTS PROGRAMMES INTO NATIONAL SPORTS ORGANISATIONS

Initiatives:

- PNZ will invest in having a dedicated staff member to facilitate the integration process.
- Work with NSO's will occur to develop a 'best practice' integration process.
- Work will happen at all levels between organisations i.e. RM, CEO, HPD, ADM.
- PNZ will work with HPSNZ to align coach support and service delivery with NSO coach and support service delivery.

GREATER REPRESENTATION WITHIN PARALYMPIC FEDERATIONS

Initiatives:

- Support applications for New Zealand athletes to be on representative groups. i.e. Athletes Commission.
- Nominate PNZ coaches and classifiers to be on IPC sport specific representative groups e.g. working groups, technical groups, classification committees.

STAKEHOLDERS DEMONSTRATE HIGH LEVELS OF SATISFACTION WITH PNZ'S COMMUNICATION

Initiatives:

- Redesign PNZ Website - Promote PNZ HP athletes and programmes in a professional manner.
- PNZ will develop an 'Investment Criteria' document so athletes and coaches clearly understand the investment process and criteria.
- Use web to share communication and knowledge.
- Increase media profile of PNZ High Performance athletes and programmes through closer relationships with media personnel.

- Maintain PNZ newsletter for information sharing, celebrating success and acknowledging contributions.
- Maximize the use of social media (Facebook, Twitter etc).
- Athletes engage in media training to ensure accurate information is conveyed and key stakeholders are acknowledged.

6. BUSINESS AND INVESTMENT

100% INVESTMENT INTO THE PNZ HP PLAN TO MAXIMISE RIO MEDAL OPPORTUNITIES

Initiatives:

- Raise the awareness and profile of Paralympics athletes, events and successes so as to increase sponsorship and investment opportunities.
- Projected programme costs are communicated to the PNZ Revenue Working Group 6 months in advance of the implementation to allow time to source investment.
- Actively seek sponsorship and donation opportunities by leveraging off the successes at the London 2012 Paralympic Games (may be non monetary but save money i.e. Speedo, Pactimo, Singapore Airlines etc).
- Implement the PNZ Speakers Group.

PNZ HAS MANY INCOME STREAMS THROUGH MAXIMISATION OF BRAND AND ATHLETE AWARENESS

Initiatives:

- PNZ has a marketing plan with a dedicated person to deliver this.
- PNZ has a staff member dedicated to sourcing investment.

TIMELY AND ACCURATE FINANCIAL REPORTING SYSTEMS ARE IN PLACE

Initiatives:

- Investigate opportunities that exist to ensure the HP programme stays within budget (Risk Management).

7. PARALYMPIC GAMES

INCREASE IN THE NUMBER OF SPORTS NEW ZEALAND COMPETES IN AT THE RIO 2016 PARALYMPIC GAMES

Initiatives:

- PNZ performs an audit of sports intending on competing at future Paralympic Games
- The PNZ Performance Relationship Manager supports NSO's and DSO's with sport performance capability.
- The PNZ Talent Identification Manager works closely with all Paralympic Sports in New Zealand to greater understand the type of disabilities sports require

PARALYMPIC SPORTS ARE INTEGRATED WITHIN NSO HIGH PERFORMANCE PROGRAMMES

Initiatives:

- PNZ engages with NSO's regarding a best practice integration model
- PNZ and NSO's develop Memorandum of Understandings (MoU's) clearly articulating the roles and responsibilities of each organization.
- PNZ work with NSO's at multiple levels to support the integration process.
- PNZ and HPSNZ work closely to align the delivery of support to NSO's and PNZ sports.

NEW ZEALAND PARALYMPIC ATHLETES HAVE ACCESS TO A HIGH QUALITY TRAINING ENVIRONMENT LEADING INTO THE RIO 2016 PARALYMPIC GAMES

Initiatives:

- The needs of sports are communicated early and facilities are identified and tested at least twice prior to the Rio 2016 Paralympic Games
- Early planning with sports is performed to ensure a smooth transition into the Paralympic Games environment

THE RIO 2016 PARALYMPIC GAMES QUALIFICATION AND SELECTION CRITERIA IS TRANSPARENT AND FAIR

- The qualification and selection process is made known to athletes and coaches 12 months prior to the Rio 2016 Paralympic Games
- Coach and support staff long lists are established and communicated early to support athlete's preparation in the case of non selection of their regular support
- The allocation of support staff accreditations is explained to athletes and coaches

PNZ 2013 – 2016 HIGH PERFORMANCE PLAN REVIEW PROCESS

The Paralympics New Zealand High Performance plan will be subject to a regular review process. This review will occur at both a micro and macro level.

At a micro level the plan will be reviewed on a two monthly basis commencing from April 2013. This review process will be completed by the PNZ High Performance Leadership Team and will address the operational status of the plan, risks to the plan and mitigation.

On a six-monthly basis the macro level review will take place. This will be carried out by the PNZ High Performance Director, PNZ Chief Executive, a High Performance New Zealand representative and other stakeholders who have a financial investment in the plan. This review process will address the strategic and financial status of the plan. The outcome of each review will be made available to the Paralympics New Zealand Board.

HIGH PERFORMANCE COACH STRATEGY

OVERVIEW

VISION

Winning Medals at the Paralympic Games

MISSION

Paralympics New Zealand will support athletes in being recipients of quality coaching that will enable them to win Paralympic Medals.



PNZ Coach Brendon Cameron with London 2012 Paralympic Games Champions Phillipa Gray and Laura Thompson

KEY PHILOSOPHIES

- The most powerful accelerator of coach performance is on the job coaching. Enabling coaches to have the time they need to coach with dedicated time for learning provides the opportunity for coaches to grow themselves and their athletes into world class performers.
- The most successful High Performance coaches own and drive their development.
- Coaches have access to knowledge of New Zealand's and the World's best coaches if they are to outperform their competitors.
- Coach collaboration accelerates learning and performance.

WHAT DOES PARALYMPIC COACHING SUCCESS LOOK LIKE?

- Coaches are experts in coaching disability specific disciplines.
- Coaches lead and manage the athlete planning process.
- Coaches build the right support team around the athlete.
- Coaches are continual learners; they are inquisitive and think strategically.
- Coaches make accurate decisions based on data and intuition.
- Coaches have integrity and are highly respected people.
- Coaches embrace science, research and innovation.
- Coaches are valued.

KEY STRATEGIES TO ACHIEVE SUCCESS

1. Recruit high quality Head Performance Coaches, Performance Coaches and Lead Development Coaches.
2. Provide the right environment for coaches to develop.
3. Retain London 2012 Paralympic Games Personal Coaches and provide tailored development support.
4. Develop coaches who are experts in coaching disability specific disciplines.
5. Create a coaching environment where coaches are valued.
6. Build strong coaching relationships with NSOs targeted for integration.

KEY OUTCOMES:

- 1. New Zealand Paralympic athletes are coached by world class coaches.**
- 2. Coaches are supported by high quality personnel and systems.**
- 3. New Zealand is internationally recognized for Paralympic coaching excellence.**
- 4. New Zealand athletes win medals at the Paralympic Games.**

HOW WILL THESE STRATEGIES BE ACHIEVED?

RECRUIT HIGH QUALITY HEAD PERFORMANCE COACHES, PERFORMANCE COACHES AND LEAD DEVELOPMENT COACHES

- Appoint full time Head Performance Coaches in the sports of Bike and Swim who will lead the High Performance Programmes and provide leadership to NSO led AWD Programmes when integration occurs.
- Appoint the best available coaches - PNZ will utilize the services of a recruitment agency, HPSNZ and NSO's with these appointments. PNZ will ensure that coach selection policies are robust and transparent.

- Provide Head Performance Coaches with HP Sport Coordinators to allow Head Performance Coaches to focus on coaching.
- Appoint part time Performance Coaches. These coaches will be critical to the sustainability of Paralympic coaching; to ensure there is continuity of coaches coming through a pathway to deliver quality coaching to disabled athletes. These coaches will be integral to the coach succession planning process.
- Appoint Lead Development Coaches in PNZ managed sports. These coaches will be critical to the development of new athletes and coaches to the programme and supporting them with their development through the sport performance pathway.

PROVIDE THE RIGHT ENVIRONMENT TO ENABLE COACHES TO DEVELOP

- PNZ will support their key coaches to learn, develop and perform.
- Assist coaches to build Coach Performance and Development Plans which identify and prioritise performance and development needs.
- Provide access to the HPSNZ Coach Performance Programme for key coaches. We will prioritise Head Performance Coaches and Performance Coaches for carding.
- Head Performance Coaches will provide on the job mentoring.
- Provide access to international camps and competition.
- Facilitate sport specific development opportunities with Head Performance Coaches (mentoring) and attendance at NSO workshops and forums.
- Deliver across sport workshops for contracted coaches.

RETAIN LONDON 2012 PARALYMPIC GAMES PERSONAL COACHES

- To ensure current High Performance athlete needs are met, PNZ will retain personal coaches who coach Rio 2016 Paralympic Games medal potential athletes.
- Tailored support will be provided to personal coaches to ensure the needs of the athlete and coach are met.
- PNZ will provide annual coaching contracts.
- PNZ will card personal coaches where there is deemed to be an appropriate level of buy in.
- Provide tailored development support to carded personal coaches.

DEVELOP COACHES WHO ARE EXPERTS IN COACHING DISABILITY SPECIFIC DISCIPLINES

- PNZ will work with NSO's to access sport specific coaching success profiles and adapt these to disability sport.
- Develop resources and workshops and deliver through medical, disability and classification personnel. Information will be specific to performance technologies, disabilities, and classification regulations and procedures.
- Provide on the job support in training environments to accelerate coach learning.

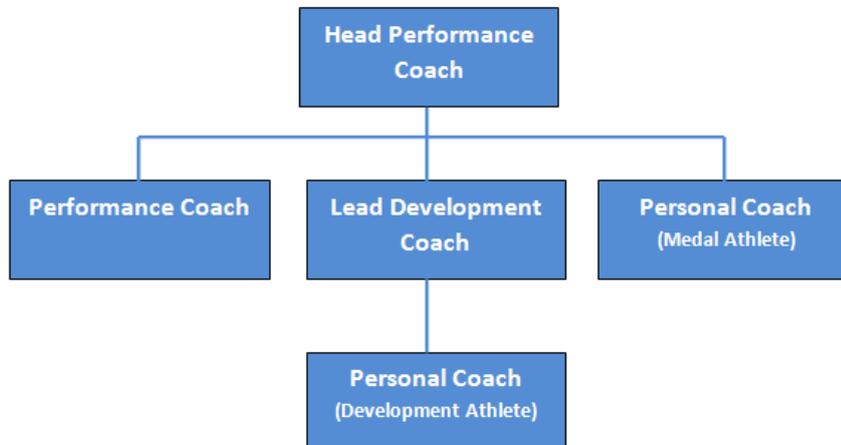
CREATE A COACHING ENVIRONMENT WHERE COACHES ARE VALUED

- Implement a coach performance review system to ensure coaches are supported appropriately. Provide clear role descriptors and measurable KPI's to create transparency, and provide coaches with regular feedback and communication regarding their performance.
- Assist coaches to lead by ensuring that athlete case management protocols reflect the coach as the leader of the process. Ensure coach access to performance tracking services and the performance matrix.
- Promoting the health and well being of PNZ contracted coaches by identifying the issues that confront coaches and providing holistic support.
- Demonstrate the value of coaches by acknowledging successes through events and newsletters.
- Offer multi-year contracts to Head Performance Coaches to provide security.

BUILD STRONG COACHING RELATIONSHIPS WITH NSOS TARGETED FOR INTEGRATION

- For the integration process to be successful stronger links will be formed between NSO HP coaching teams, the PNZ High Performance Unit and PNZ Head Performance Coaches. PNZ will provide opportunities to NSO HP coaches to learn about coaching athletes with disabilities. These opportunities will be offered in the following ways:
 - Develop, in conjunction with NSOs, a Coaching Plan for each sport.
 - Invite NSO coaches to attend PNZ managed sport camps.
 - Invite NSO coaches to attend PNZ coach workshops.
 - Advocate for disability modules to be offered within NSO sport coaching courses/accreditations and provide information relevant to these modules.
 - Work with NSO's to have coaches attend Paralympic World Championship events.
 - Facilitate opportunities for NSO coaches to coach athletes with disabilities.
- Where Paralympic sports do not have an NSO, such as Goalball and Boccia, PNZ will work closely with these sports to develop their programmes including coach development.

COACH STRUCTURE FOR PNZ MANAGED SPORTS



Refer below for information on Carded coaches, role overview and coach benefits.

HPSNZ CARDED COACH PROGRAMME

The Carded Coach Programme is facilitated through HPSNZ. PNZ will apply to HPSNZ to have athletes carded based on the objectives of the programme, the needs of the PNZ Coach Programme and the PNZ Coach Carding Criteria.

PROGRAMME OBJECTIVES

- Develop coaching capability and leadership.
- Provide access to High Performance Sport NZ resources including people, technology and equipment.
- Provide access to personal support to deal with the pressures that accompany High Performance coaching.
- Help NSOs develop their coaches.

WHO IS ELIGIBLE

- Coaches identified by their NSO
- Carded coaches must be identified within the NSO coach pathways and be coaching carded athletes.

COACH RESPONSIBILITIES

- Developing, implementing and monitoring a Performance and Development Plan
- Seeking regular feedback on their performance.
- Prioritizing their learning.
- Having a plan for their athletes.

PNZ COACH CARDING CRITERIA

1. A Head Performance Coach or Performance Coach who:
 - a. Is coaching a carded athlete or athletes.
 - b. Has a development plan or is committed to achieving this through support from HPSNZ.
2. Is a Personal coach who:
 - a. Is coaching a Rio 2016 Paralympic Games medal potential carded athlete.
 - b. Demonstrates the willingness to engage in the development process.
 - c. Demonstrates a genuine desire to spend time in coaching and apply acquired learning.
3. Coach Prime Ministers Scholarships:
 - a. The Prime Ministers Coach Scholarship Programme is facilitated by HPSNZ with the objective of aiding coach development through the provision of development activities.

WHO IS ELIGIBLE

Any coach who:

- Is working with High Performance athletes.
- Is acknowledged in the PNZ High Performance Coaching Plan.
- Has an up-to-date Professional Development Plan.
- Has their application endorsed by PNZ.
- Has their application endorsed by the HPSNZ High Performance Coaching Team.
- Has met all previous scholarship requirements.

ROLE OVERVIEWS

HEAD PERFORMANCE COACH

- Coach athletes
- Leads sport campaign planning and management
- Leads athlete performance planning process
- Leads camps and international competitions
- Leads the case management process
- Identifies sport support service needs
- Works with NSOs on resource sharing
- Supports coach development

PERFORMANCE COACH

- Coach athletes
- Assists Head Performance Coach with campaign management
- Traveling coach to key international competitions
- Supports Development Coaches

PERSONAL COACH ROLE

- Coach Key Athletes
- Develops individual athlete plan
- Attend High Performance camps

LEAD DEVELOPMENT COACH

- Leads the Development Programme campaign
- Leads the development athlete performance planning process
- Coach athletes

COACH BENEFITS

Coach	Success Profile	Carding	Contract	PM Scholarship
Head Performance Coach	Yes	Yes	Yes (FT)	Yes
Performance Coach	Yes	Yes	Yes (PT)	Yes
Personal Coach (Performance)	No	Dependent on need & value	Medal Coaches	Dependant need & value
Lead Development Coach	Yes	Dependent on need & value	Yes	Dependant need & value
Personal Coach (Development)	No	No	No	No