



Australian Government
Australian Sports Commission



REVIEW OF THE AUSTRALIAN HOCKEY NATIONAL TRAINING CENTRE SYSTEM

Reviewed by
Jackie Fairweather and Andrew Pratley
Innovation and Best Practice Unit
Australian Sports Commission
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For general enquiries:

Tel: (02) 6214 1111

Fax: (02) 6251 2680

Email: asc@ausport.gov.au

Website: ausport.gov.au

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Executive summary

Hockey is one of Australia's most successful team sports, boasting multiple Olympic medals in both the men's and women's team programs. A major strength of the sport is its overarching high performance structure which consists of an AIS-supported national teams program, underpinned by national training centres (NTCs) backed by the state institutes and academies of sport (SIS/SAS) in every state and territory in Australia. This structure has been in place for over ten years and enables the delivery of the high performance system and support to all nationally identified athletes, from the senior national teams through to development and junior squads and promising underpinning athletes.

The AIS program allows the flexibility of both: full-time residential support of senior, development and junior squad members; and camp-based centralisation of national teams in the lead-up to major competitions. The NTC programs provide both a daily training environment for national squad members while in their home state, and a program for the development of athletes in the state to underpin the national program.

The purpose of this review was to examine the effectiveness of the NTC programs and assess the consistency and alignment of the program contributions to the common goal of national program success.

While it was widely agreed that the hockey high performance structure with full AIS and SIS/SAS program support is exemplary, as with many Australian sports the functional strength of the system relies on the quality of the people involved. The system and people involved were found to be of a high standard, especially at the top levels of the pathway, but the omnipresent risk for hockey is that the system relies on the quality, competency and motivation of the people, without the provision of clear leadership, direction and accountability to support them. There is particularly a need for leadership and coordination of the inter-relation of programs, responsibilities and expectations between the state underpinning programs and the NTCs.

The recommendations out of the review focus on enhancements to the system for delivery of the high performance pathways at NTC and state level. The key areas covered in the recommendations are:

- leadership of the system
- roles of NTC and state bodies in the high performance pathways
- collective planning across all key stakeholders (Hockey Australia, SIS/SAS and state associations)
- creation of a practical national performance management system to support high performance delivery, assessment and ongoing planning
- better integration and use of resources, including better use of the national coach network
- creation of a national player development framework
- implementation of a national coach development plan.

The recommendations in the report do not constitute change to the fundamental structure. Rather they support and formalise the good work already being done by many of the current and past contributors to the system. The evolution of the hockey high performance system is to underpin the support of athletes and coaches with stronger leadership and direction and more structure around planning, assessment and reporting. The aim of this review is not to stifle the creativity, flair and passion of the people who form the basis of the system, but rather give them the platform through which they **know** rather than just **think** they are performing optimally for the success of Australian hockey well into the future.

Recommendations

- 1 *Clear national leadership of the high performance system must be put in place. The existing national coaching manager position should be elevated and re-named to have the authority and responsibility to lead and coordinate the NTC system and national coach network, working with the national head coaches to ensure coordinated technical direction across the entire system.*
- 2 *Responsibility to lead and oversee the direction of high performance pathways and programs at state level should be that of the NTC head coach/es. Roles and modes of delivery will vary from state to state, but require that the NTC coach and state association (through the game development manager) work together to manage the state high performance and underpinning programs.*
- 3 *Clearly articulate the purpose of the NTC programs, as a collective within the system, as being to:*
 - *maintain the specified quality standard of national squad athletes while in their home environment*
 - *develop the next level of nationally identified athletes*
 - *lead a development role for the state.*
- 4 *Define Hockey Australia's expectations and the specific role for each NTC program within the national high performance system (ongoing).*
- 5 *Develop a practical national performance management system with measurable standards and targets, to provide structure, accountability and knowledge of performance for each element of the system.*
- 6 *The national coaching manager drive a structured planning process for the system as a whole, for each individual NTC, and for underpinning state high performance programs, outlining the objectives, expectations, roles and responsibilities of all stakeholders. Planning for each NTC should be a collective exercise between the three Joint Management Committee stakeholders and should be underpinned by specific key performance indicators linked to both the outcome and process expectations of the programs.*
- 7 *Through the leadership of Hockey Australia, best-practice models of high performance delivery within states be examined, documented and shared to ensure that each state has the best possible model and personnel in place to deliver desired state and national outcomes.*

- 8** *The Australian Hockey League is a critical part of the high performance program and, as such, a thorough review should be completed to ensure its operation is optimal to support the development of players in each state and for the system as a whole.*
- 9** *Led by the national coaching manager and managed through the Joint Management Committee planning process, formalise NTC coaches as 'national network coaches' and develop their specialist skills for use across the network. Create a systematic structured approach to optimise all available resources (NTC coaches, SIS/SAS resources, facilities and support staff) across an aligned national system.*
- 10** *Explore ways to expand opportunities for increased intensive training environments for junior athletes with potential, bringing them together in 'futures camps' to expose them to national coaches and to receive high-level assessment and feedback.*
- 11** *Identify a sports science and sports medicine (SSSM) coordinator and/or source the support within the system to better lead and coordinate SSSM services nationally.*
- 12** *Create a nationally driven and coordinated player development framework consisting of a national player attribute model, skill and competency curriculum, relevant testing protocols, and reporting process.*
- 13** *Finalise and implement a national coach development plan utilising the resources of the SIS/SAS, including such initiatives as coach scholarships and mentoring.*
- 14** *Establish a national pool of known and developing high performance coaches from which coach succession and placement into national network roles can be facilitated. A similar group should be facilitated in each state under the guidance of the NTC head coach.*
- 15** *Ensure the national head coaches have input into the planning and appointment of coaches for the NTC network for each four-year cycle.*

The review process

In late 2007, Hockey Australia approached the Australian Sports Commission requesting a review of the effectiveness of a key aspect of the Hockey Australia national high performance structure: the national training centre (NTC) programs. The NTC system, fully supported in every state and territory by the state institutes and academies of sport (SIS/SAS), has been in existence for over ten years. With the international game becoming increasingly competitive and Australia needing to become smarter with limited resources in order to maintain its medal-winning status, it was seen as timely to review the effectiveness of the NTC network in supporting the national high performance objectives. The purpose of the review then was:

To ensure that there is appropriate national consistency and the alignment of contributions (financial, personnel, facilities, infrastructure and governance) towards the common goal of national program success, within the underpinning NTC programs.

The full framework and terms of reference for the review are attached at Appendix A.

A steering committee was formed to oversee the review, and consisted of Brent Espeland, Director Sport Performance and Development, Australian Sports Commission; Linden Adamson, Chief Executive, Hockey Australia; and Emery Holmik, Manager, ACT Academy of Sport and representative of the SIS/SAS.

The review began in November 2007 with background information gathered on the sport, including SIS/SAS quadrennial agreements, Hockey Australia plans, results and statistics. An announcement was made about the review to the key stakeholders (state and territory associations, SIS/SAS, national and NTC high performance staff) on 28 November 2007. The review methodology included face-to-face (where possible) consultations with all key stakeholders, gap analysis and the program logic model.

Between 10 December 2007 and 7 February 2008, 53 interviews were conducted with a total of 63 individuals. Most were face to face, but a small number were by teleconference. The reviewers visited every state and territory and every NTC program. The interviewees included every NTC coach, all national coaches and key high performance staff, representatives from every state and territory association (including all but one executive director), every state institute/academy (including most of the heads and program managers) and several athlete representatives. A list of those stakeholders interviewed is at Appendix B.

In addition, interviewees were asked to complete a written questionnaire prior to the interview. In total 30 written submissions were received. This questionnaire is at Appendix C.

A strengths, weaknesses, opportunities and threats (SWOT) analysis of the current high performance pathway was compiled from stakeholder consultations, questionnaires and information gathered during the review process. This SWOT analysis is at Appendix D and was used in the writing of the report as a background for forming recommendations.

Subsequent to the consultation process, all information was collated and, in consultation with the steering committee, this report was produced with recommendations to enhance the NTC and national high performance system for hockey into the future.

Introduction

Hockey is one of a number of team sports in which Australia excels and which form the foundation of Australia's sporting culture and reputation. Both men's and women's senior teams are consistent medal contenders at Olympic and World Cup level. The men's team, the Kookaburras, have won seven Olympic medals since 1964, culminating in their gold-medal performance in Athens in 2004. They have also won three gold medals from three appearances at Commonwealth Games. The women's team, the Hockeyroos, won Olympic gold in 1988, 1996 and 2000, and Commonwealth gold in 1998 and 2006.

Australian hockey has a full and mature high performance structure that has been in place for over ten years. Along with producing consistently good results, the sport, its people and structure are very well regarded within the Australian sporting industry. The pinnacle of the structure and pathway is the national team program, which is supported by the Australian Institute of Sport (AIS) and is based in Perth. The AIS supports national senior, development and junior squad members in Perth with flexible scholarship arrangements allowing for short (six-month) and longer-term residential status, as well as visiting scholarships for athletes with future potential. The AIS/national team program is the centralised program for key campaign preparations, with the major national teams training together in Perth for the three to six months leading into a major event (for example, Olympics, World Cup, Champions Trophy, Commonwealth Games).

Underpinning the AIS/national team program is an NTC network that consists of programs in all eight states and territories, supported in every case by the relevant SIS/SAS. Hockey is one of only two sports in Australia (cycling is the other) with full SIS/SAS program support in every state and territory. Hockey is a priority sport for the SIS/SAS, in the smaller states in particular, and as such enjoys significant leverage of the programs (financial, personnel, support services and management). This is of major benefit to the sport as a whole.

The largely non-professional nature of the sport and the fact that the athletes are mainly Australian-based, allows for this ideal structure where the AIS is the national team program and is directly underpinned and supported by the SIS/SAS. This structure then enables the national system of coaching, servicing and support to the high performance athlete pathway.

The system is led by the two AIS/national head coaches (men's and women's), who provide technical direction and leadership to the NTC coaches. The quality of the national head coaches in hockey is, and has been, a real strength of the system. Their first priority, however, is the success of the senior national teams. While the current national head coaches have the capability to lead and drive the entire system, their capacity (time) is limited by their national team program focus and responsibility. Further, the four-year appointments of these coaches inherently limits the long-term planning of the hockey high performance system.

The men's and women's programs operate separately and distinctly, but have similar structures. The specifics of how the programs are run and how the national system is coordinated and utilised depends largely on the philosophies, skill set and style of the national head coach. The person drives the system, rather than the system enabling the people. Both national programs have structures that allow for two assistant coaches, based in Perth. Broadly, the national head coach is responsible for the national senior squad, and there is an assistant coach responsible for each of the development and junior squads. There is a shared high performance manager and other administrative staff.

At NTC level, Hockey Australia provides funding for coaching services of two coaches (men's and women's head coaches) in New South Wales, Queensland, Victoria and Western Australia. Hockey Australia funding is only sufficient for one NTC coach in the smaller states; however, state funding through the SIS/SAS has enabled the employment of a second NTC coach in the Australian Capital Territory and Tasmania. It is considered very difficult for only one NTC coach to cover both men's and women's programs (as is currently the case in South Australia and the Northern Territory). Ideally all NTCs would be funded for two coaches. Currently funding is allocated based on the number of athletes contributed to the national program.

The NTC network provides the daily training environment for nationally identified players in their home state environment. 'Daily training environment' is an all-encompassing term that includes: provision of facilities; coaching; training sessions (group and individual); program planning and structure; and the supply and coordination of quality sports science and sports medicine (SSSM) and athlete career education services. The support of every SIS/SAS ensures good SSSM servicing for the sport. Generally the support seems to be appropriately 'stepped' within each SIS/SAS and across the system, with the national squad athletes getting the highest level of benefits and state-level development athletes receiving a lesser amount.

There was much discussion throughout the review about how to accurately assess and compare the quality of daily training environments across the NTC programs. Along with this is the evidence-based assessment of the effectiveness of the NTC program itself, coach quality and athlete development. Meaningful, quantifiable measurement and assessment of these areas is a challenge for most sports. The maturity and stability of hockey's high performance structure provides a real opportunity to create a system where all contributors are accountable, have a full understanding of their roles and responsibilities and are part of the success of the sport.

Findings and recommendations

Leadership of the system

The structure of the National High Performance Program (with the AIS program as the national team program, supported and underpinned by the SIS/SAS) is considered optimal for enabling the delivery of the high performance system. Historically and currently, the system is led by the two national head coaches and the strength, unity and functionality depends on the people filling these roles. The current head coaches undoubtedly have the capability to lead the system; however, their clear first priority is, and should be, Olympic medal outcomes for the national senior teams. As a result, they do not have the capacity/time for the hands-on management of the NTC and underpinning development system. Further, their four-year contracts do not enhance their ability to develop any real longer-term vision for the strategic direction of the high performance program. As a result, the strength of the system (quality, coordination, clarity and understanding of roles) decreases as it moves further down the pathway away from the national team program. An unequivocal finding of the review from all stakeholders was the need for clear leadership and coordination of the **entire system**.

Overall the relationship and communication link between the national head coach and the NTC coaches was found to be very strong for the men's program and good, but not as comprehensive, for the women's. In turn, the NTC head coaches seem to have close working relationships with their SIS/SAS with no obvious exceptions. The NTC head coach is essentially the link person in the system between the national program, their respective SIS/SAS and the state high performance programs. The links and communication between Hockey Australia/the national program and the SIS/SAS was found to vary widely, with the larger states generally reporting better relationships and some of the smaller states feeling somewhat forgotten. Several state associations and SIS/SAS commented, 'We are not sure how Hockey Australia sees us'.

Most SIS/SAS felt very positive about hockey as a program within their institute/academy and also felt a responsibility to lead the system, providing guidance to the state body, within the state. Despite this, the poorest relationship in the system was that between the state bodies and the SIS/SAS/NTC program. The interview process revealed that despite many of the state bodies occupying office space in close proximity to the SIS/SAS facility, communication between the two was poor and most had misaligned views on their roles and responsibilities relative to each other.

Relationships and communication links seem to be largely dependent on dynamics between individuals. There is little in the way of overall coordination or accountability of the system. Clear leadership and direction from Hockey Australia and the National High Performance Program is seen as essential to unify and coordinate the components of the system: **State → NTC (SIS/SAS) → National**. There is the need for a formalised structure around leadership and responsibility, with Hockey Australia as the key driver.

There is already the framework in place for this to happen through the national coaching manager position as the leader of the system for Hockey Australia. The job requirements of this position (as advertised in 2007) currently include:

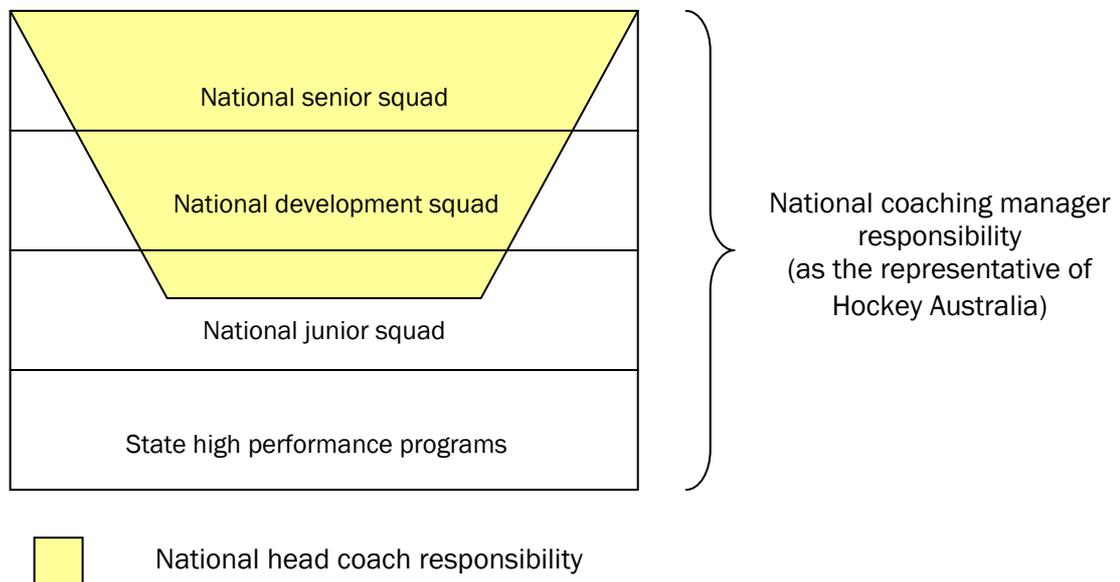
- Coordinate the technical direction and the review process of the NTC programs
- Ensure the implementation of formal agreements for NTC programs with state associations and state institutes/academies of sport
- Supervise the work programs for NTC coaches to ensure appropriate daily training environments for national squad players
- Represent Hockey Australia at NTC Joint Management Committee meetings and ensure Hockey Australia objectives are met.

And the performance measures for the role are stated as:

- 1 Hockey Australia objectives for NTC programs met
- 2 Sufficient visual aids and technical direction to NTC coaches
- 3 Identification and development of potential high performance coaches.

There is the scope to expand this role as being the clear ‘go to’ person with authority and responsibility to coordinate and lead the high performance system and national coach network. This role should not in any way diminish the technical leadership of the national head coaches. The national coaching manager should operate **with** and alongside the national head coaches, but be the person with the longer-term vision and with the **system** as first priority. Figure 1 shows the national program and where the head coach responsibility and oversight should lie vis-à-vis that of the national coaching manager.

Figure 1: National High Performance Program pathway

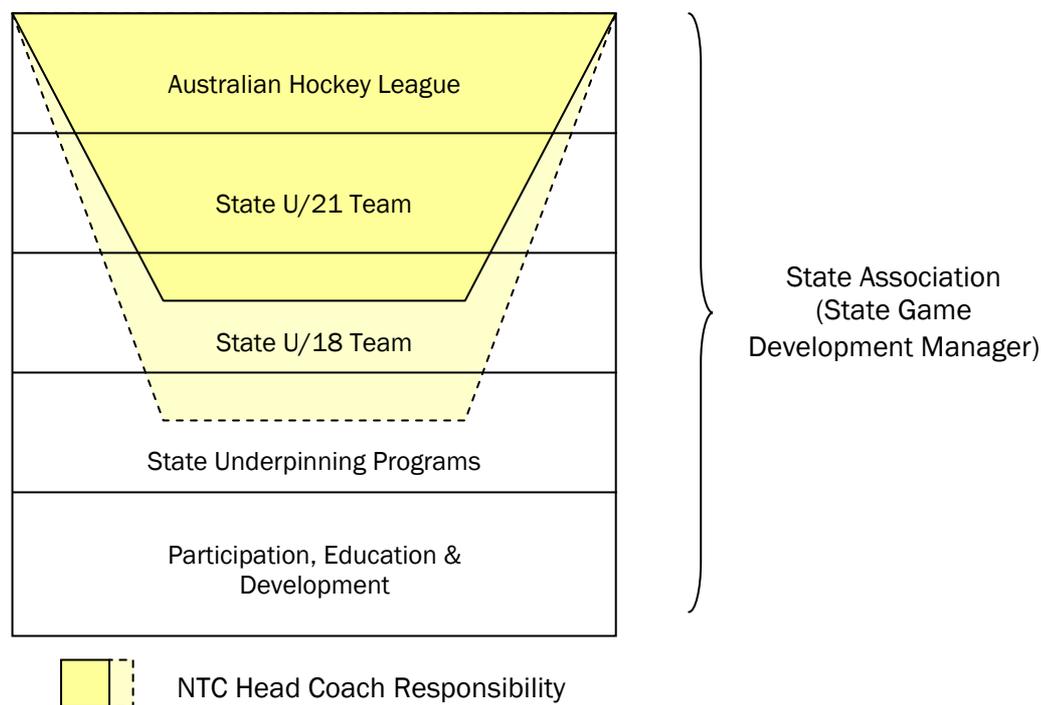


Obviously having the right person in this role is essential – a person with a technical understanding of the game, and the respect, authority and communication skills to develop rapport and the buy-in of all stakeholders. The title of this role should be changed to give it the appropriate perception of authority and leadership (for example, national high performance system manager, or national network and coaching manager) and must be a critical ongoing role within Hockey Australia.

Leadership roles should then be mirrored at the state level. Again, there is already the structure in place to do this, but it has not been formalised. The NTC head coaches should provide leadership and technical direction for the high performance program in their state. The exact nature of the NTC head coach responsibilities vis-à-vis that of the state association will vary from state to state depending on state size, population density, resources and NTC program role and structure. It is expected that in some of the smaller states the NTC head coach will provide more hands-on leadership (the best example of this currently is in Tasmania) and in the bigger states the NTC head coach will provide technical direction, while an employee of the state body should facilitate and coordinate this direction. **The expectation and capacity of the NTC head coach position and of state association staff in each state needs to be clarified for all stakeholders through the planning process and Joint Management Committee structure.**

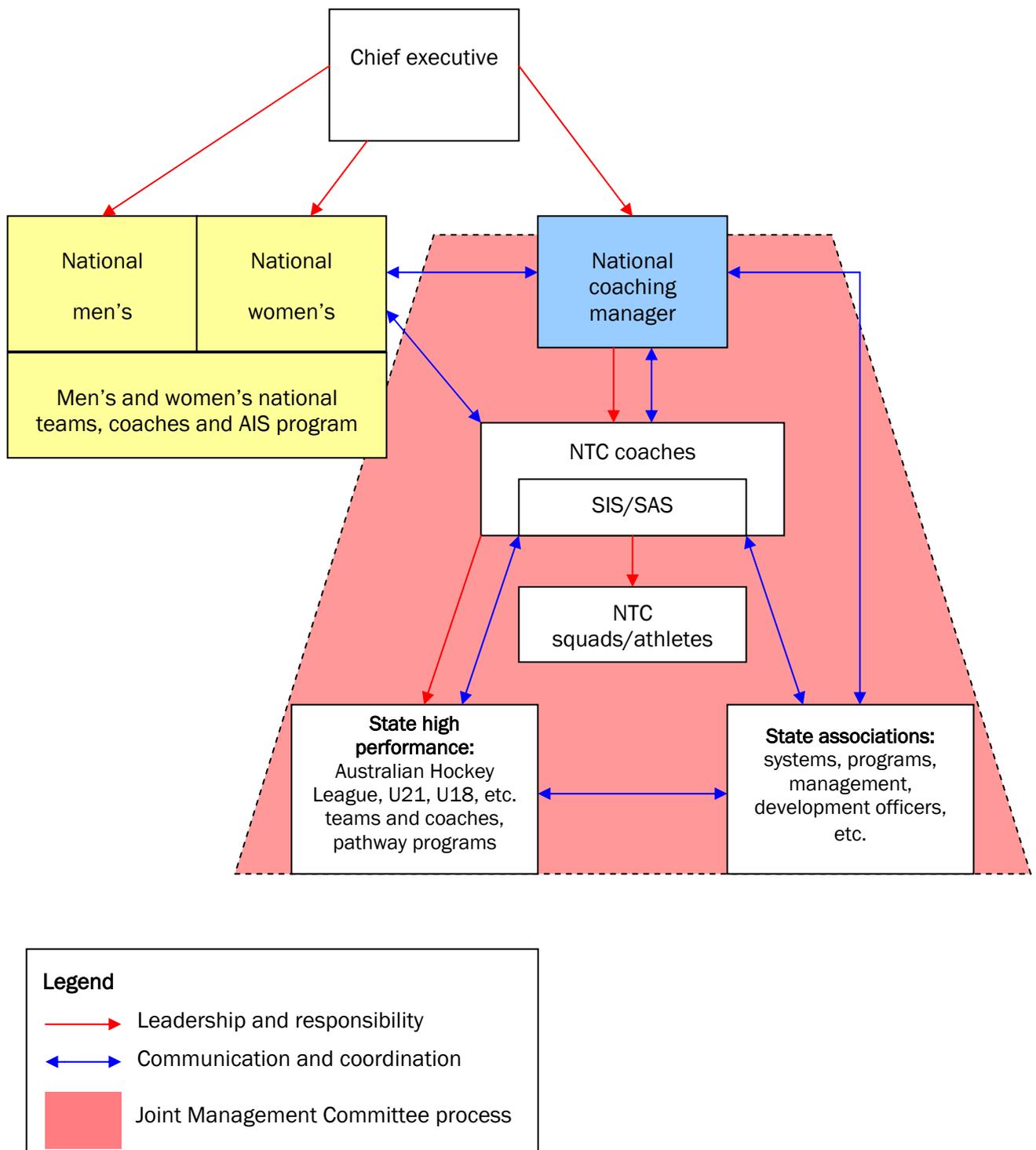
While not necessary or feasible for the states to mirror the national coaching manager position and responsibilities, it is important that each state at least have a state game development manager to enable distribution of the national and state objectives and to coordinate the underpinning athlete (and coach) development pathway in the state. In smaller states where the NTC has more of a development focus, it is likely the state game development manager will focus more on participation growth, education and development needs. The state program structure and suggested areas of responsibility are in Figure 2 and mirror the national program structure (Figure 1), but it should be noted that in some cases the NTC coach responsibility will filter down lower and the game development manager will underpin this at a more grassroots and development level.

Figure 2: State high performance program pathway



The national coaching manager will then work with the NTC head coaches in each state, through the Joint Management Committee process, to provide national leadership, set the direction and expectation of the NTC program, and plan and define the relative roles and responsibilities of national, SIS/SAS and state stakeholders. Figure 3 shows the key roles of leadership and responsibility, communication and coordination for the high performance system.

Figure 3: Hockey high performance system leadership structure



Recommendation 1

Clear national leadership of the high performance system must be put in place. The existing national coaching manager position should be elevated (and re-named) to have the authority and responsibility to lead and coordinate the NTC system and national coach network, working with the national head coaches to ensure coordinated technical direction across the entire system.

Recommendation 2

Responsibility to lead and oversee the direction of high performance pathways and programs at state level should be that of the NTC head coach/es. Roles and modes of delivery will vary from state to state but require that the NTC coach and state association (through the game development manager) work together to manage the state high performance and underpinning programs.

Operational points:

- In summary, the leadership and coaching structure should be:
 - **National head coaches:** Coach, manage and oversee the national team. Provide technical direction for the National High Performance Program. Management of national squad players and leadership/mentoring of NTC coaches. Support of coach development.
 - **National coaching manager:** With the national head coaches' technical input, provide leadership and direction to the national system. Have the authority to set the expectation, responsibility and accountability for the key contributors (Hockey Australia, SIS/SAS, NTC coaches and state bodies) through the Joint Management Committee process. Coordinate development for Hockey Australia paid coaches, and oversee the pool of nationally identified coaches.
 - **NTC head coaches:** Provide the leadership, technical direction and oversight for the high performance program, teams and coaches in the state. Also provide support to the national head coach and the system as a national network coach.
 - **State game development manager:** This role will vary depending on state needs, but may include: facilitate and coordinate the distribution of NTC coaches' direction; coordinate the development of coaches and officials in the state alongside the athlete development pathway; grassroots and participation growth, including education of coaches and officials.
- Appropriate delivery of the high performance pathway at state level should be determined through the planning process and Joint Management Committee structure, taking into consideration the capacity and capabilities of both the NTC coaches and the state associations.

Purpose of the national training centres

The overall aim of the high-performance system in hockey is the quality and success of the national teams. It is therefore essential that the NTC programs, through their daily training environment, ensure the ongoing development of a pool of high-quality athletes to feed into, support and provide upward pressure on the national teams.

The three clear priorities for the NTCs from Hockey Australia's perspective are:

- to maintain the quality standard of national squad athletes while in their home environment
- to develop the next level of nationally identified athletes
- to lead a development role for the state.

It is imperative that all NTCs have a clear development focus for the system as well as supporting national squad and other nationally identified athletes.

The review found the overall purpose of the NTC programs supported the Hockey Australia view and was fairly unanimous as being: **to identify, develop and provide players to contribute to national team success**. Core business is individual player development and case management. How this is done does seem to vary and is dependent on a range of factors within each state including coaching style, player quality and depth, population density, strength of local competition, SIS/SAS philosophy, and state funding. However, there is certainly a competitive drive from all states to develop players to be nationally identified and to gain places on national squads.

Other supporting interpretations and statements of purpose put forward during the review included:

- Provide an environment and structured program for identified and state team athletes to progress into national squads/teams ('conveyor belt')
- Provide a quality daily training environment and servicing for current national squad athletes, underpinning the centralised national teams program
- Development of player skills as required by the national program
- Increase the talent pool of high quality, national potential athletes
- Identification and exposure of talented juniors to higher-level training and competitions
- Prepare and oversee Australian Hockey League as well as other state teams
- Assist in the development of elite coaches
- Communication and support network for national program
- Develop and adopt best practice in all areas of programming, delivery, planning, administration and management
- Commitment to pursuing coaching best practice
- Assist state associations with development of effective feeder programs and be a leader and resource for the state for athlete and coach development

- Provide a link and pathway between the national and state programs.

What was not so clear for many of the NTCs was to **what level** they were required to develop players (that is, what the expectation was from the national program with regard to the specific role of a program and a coach). Issues included:

- for smaller states, to what age/stage should and could they be expected to develop players (for example, should their focus just be on U18?) and then what role did the underpinning state program need to fulfil
- cyclic development of players (most states) and how this is seen by the national program and supported as part of the system
- the level of trust and responsibility given to NTC coaches for preparation of national squad players (versus the 'safe option' of having players in Perth all the time)
- the possibility of coach isolation in NTCs, especially new coaches in the system
- no real avenue for using coaches' specialist areas of expertise, apart from the biannual coaches' conferences, which are theoretical in nature
- just developing players to make the national squads is not enough. A level of excellence must be set by the national program with clear expectations for the NTCs.

Each NTC program was found to have the general purpose of developing players, but there is a lack of both specific direction from the national program for each NTC relating to their role in the system, and collective ownership and a united push for improved performances.

Recommendation 3

Clearly articulate the purpose of the NTC programs as a collective within the system, as being to:

- *maintain the specified quality standard of national squad athletes while in their home environment*
- *develop the next level of nationally identified athletes*
- *lead a development role for the state.*

Recommendation 4

Define Hockey Australia's expectations and the specific role for each NTC program within the national high performance system (ongoing).

Planning and assessment

Leadership and coach roles within the system are very much aligned to the aims and roles of the various stakeholders. The system is generally functioning well at the national team program level, with a balance existing between firm direction from the national head coaches to the NTC coaches and room for coach innovation and flair. However, across the system as a whole and particularly at lower levels there is little in the way of assessment and real accountability. Improvement in planning and clarity around the specific purpose of each NTC, and subsequent roles and responsibilities of each of the partners in the system (national, SIS/SAS and state/territory), with measurable accountability, would provide a framework and assurance that the system is preparing optimally for future success.

The structure for planning the three-way partnership is through the National Four-year (Olympic Cycle) Plan and then the quadrennial agreements with each SIS/SAS. The management of the planning and partnership is through the biannual Joint Management Committee meetings in each state, involving all three partners. Both the planning and the Joint Management Committee process is generally seen as not being well utilised across the system. This is not an issue unique to hockey; however, the structure and level of investment by all partners in the hockey system provides both a real need and an opportunity for hockey to be a leading sport in engaging and optimising its partnerships. Part of the problem has been the lack of strong and consistent leadership from Hockey Australia. The designation of one person with the responsibility to build relationships with key stakeholders, lead the longer-term direction and coordinate the planning process, is needed to ensure consistency of objectives, alignment of plans, and optimisation of the roles of each stakeholder towards the national aims.

Quadrennial agreements and subsequent specific targeted plans for each of the NTCs should be the practical starting point in setting the direction, roles, responsibilities and expected outcomes for all stakeholders contributing to the system. Each of these four-year plans and quadrennial agreements, tailored as necessary to each state, should of course reflect the national four-year plan and longer term (10–15 year) strategic vision of the national high performance system. It is imperative that the ongoing planning (four-year and annual) processes involve all three stakeholder groups in each state – the Hockey Australia national coaching manager, SIS/SAS and state association representatives, as well as the NTC head coaches.

Key performance indicators should be set to measure the effectiveness of not only the expected outcomes of each NTC, but also the ongoing **process** of delivering the outcomes. Currently the main key performance indicator for every NTC program is ‘x number of players in the national squad and/or team’, and then secondary key performance indicators of number of players in national development and junior squads. While this is the easiest measurement of NTC program success, most stakeholders agreed it was not always a true indication of program performance because of the following factors:

- The NTC may have very little influence over their national squad players, who are mainly based at the AIS in Perth.
- The same players may ‘tick off’ the key performance indicator for the program for many years.
- Injury, illness or retirement of players may significantly alter this key performance indicator for an NTC.

- For one reason or another an NTC may need to focus on rebuilding a base of young talent and may not be able to place players in national squads, but may still be running a high quality program.
- Even if all NTCs tick off their key performance indicator on national representation, this does not necessarily ensure the **quality** of the national team.

If the expected outcome from each of the NTCs is in fact 'x number of players in the national squad or team', then this key performance indicator should be retained; however, it is suggested this is actually an 'output' and that program outcomes should be tied to the purpose of the NTC programs as already outlined (Recommendation 3). This must be underpinned by key performance indicators relating to the **process** by which each NTC is expected to deliver this outcome. There is currently wide variation in the existence of process-related key performance indicators across the NTCs. Key performance indicators for NTCs must support 'excellence' in the programs and effective development of athletes for the national program objectives (see the program logic table at Appendix E). It is imperative that the key performance indicators are quantifiable where possible. Hockey as a sport is weak in setting actual measurable targets.

Further, it is essential that underpinning programs in each state have aims and objectives and related key performance indicators that support and enhance the ability of the NTC programs to achieve their expected outcomes. Strong underpinning programs are the key to success all the way up the development chain.

The Joint Management Committee meetings themselves in most states are considered little more than a reporting exercise, with no hard questioning or proactive strategic planning. The issues identified included:

- Some state bodies are not well informed on NTC and national program functions
- There has been varied involvement of Hockey Australia in the Joint Management Committee process, with good involvement in the bigger states but poor in some of the smaller states
- Ill defined roles, responsibilities and decision-making capacities of each partner
- The Joint Management Committee meetings are most often operational and not strategic in nature
- There is a need for greater emphasis on identifying current issues (state and national) and developing action plans for addressing them.

Probably the two best states in terms of the Joint Management Committee meetings and the reporting process behind them were New South Wales and Western Australia. The common elements were a fairly detailed and structured approach to reporting, knowledgeable and active state bodies, and consistent involvement and 'partnership' of Hockey Australia. About half the NTCs are using some variation of the AIS/national program templates for individual athlete plans/agreements. One or two are using robust program servicing plans. If possible, common templates should be used across all NTC programs. The aim must be to construct a practical reporting system, including measurable targets that link to planning, reflect the deliverable expectations and provide accountability for each element of the system. This planning and reporting framework should become a nationally driven performance management system, whereby all parties **know** rather than **think** the various programs are performing well.

It was highlighted that it would be difficult to get complete consistency in how each SIS/SAS measures and reports athlete progress, coach and program success, and

conducts its Joint Management Committee process. However, it was widely considered that with strong national direction (and administration), templates and measurable minimum standards could be set as part of a national performance management system across the network, including the following elements:

- Minimum standard reporting templates (with standard and optional components). These should be practical and usable, not arduous in nature
- Standardised athlete assessments, including AIS individual athlete plans (2x/year); current physical preparation testing with minimum standards and individual athlete targets (measurable); criteria-based, game specific 'coaches eye' input from national and/or other NTC coaches; video-based assessment and input from service staff
- Coach performance reviews. Reporting against expectations of coaches, including quality of plans, processes and training program; athlete tracking; results; leadership of state system; relationship with national coaches; involvement in the system; engagement and use of quality support staff; communication with athletes; athlete feedback
- Athlete surveys – modify the AIS template as fit, for use across the system
- Assessment template for quality of the NTC program: meeting minimum requirements of the daily training environment; structure of the NTC and state underpinning programs; appropriate use of and involvement in competitions (including Australian Hockey League); quality of resources (for example, use of quality coaches); value-adding activities; performance of athletes
- Joint Management Committee meetings with agendas based on plans (reporting against the plans), reports sent out well in advance, issues arising from reports, proactive actioning for the future
- All states should have a high performance management committee, including NTC coaches and state development officers and/or appropriate state personnel, to underpin the Joint Management Committee process.

The aim of the planning, assessment and performance management system is not to stifle coach flair and creativity, but rather to create a firm base whereby everyone understands their role and purpose in the system and from which they can strive and be recognised for excellence.

Recommendation 5

Develop a practical national performance management system with measurable standards and targets to provide structure, accountability and knowledge of performance for each element of the system.

Recommendation 6

The national coaching manager drive a structured planning process for the system as a whole, for each individual NTC, and for underpinning state high performance programs, outlining the objectives, expectations, roles and responsibilities of all stakeholders. Planning for each NTC should be a collective exercise between the three Joint Management Committee stakeholders and should be underpinned by specific key performance indicators linked to both the outcome and process expectations of the programs.

Operational points:

- Planning should align to national outcomes and set objectives, expectations, roles and responsibilities up front. Clear guidance and leadership from the national body, with ownership and buy-in from the states. Planning together – related, inter-dependent and integrated:
 - set plans and targets for the national program
 - set plans and targets for each SIS/SAS and NTC
 - set plans and targets for each state association.

- The performance management system involves setting minimum expectations (preferably measurable) for each NTC and state underpinning program including, as outlined above:
 - standardised program, coach and athlete assessment parameters and templates
 - daily training environment expectations (minimum number and type of training sessions)
 - expected servicing quality and quantity
 - level of athlete development expected (by NTC and state association respectively)
 - numbers and standards of programs.

- All states should have a high performance management committee, including NTC coaches and the state game development manager and/or appropriate state personnel, to underpin the Joint Management Committee process.

- While state needs must be addressed, overall high performance program leadership and direction should be the responsibility of the NTC head coach, who in turn is facilitating the national direction.

State structures and contributions of the stakeholders

The structure of hockey in Australia and the high priority given to the sport in the smaller states has resulted in strong contribution to the national program from all states and NTC programs. Tables 1 and 2 below outline the net contribution of each state to national squad membership (senior, development and junior squads), in absolute terms and relative to state membership and population, over the eight years from 2000 to 2007 inclusive, crossing over three Olympic cycles. Even though New South Wales, Victoria and Western Australia contribute a high number of players to the squads in absolute terms, they are below average relative to their membership base. The New South Wales and Victoria contribution is even lower relative to state population, whereas Western Australia is above average on this measure. The two smallest states, Australian Capital Territory and Northern Territory, provide the greatest number of players to the national squads when compared to membership numbers and state population.

Table 1: Total number of individual players in national squads – 2000–07 inclusive

State	Men total no. individuals in national squads 00–07	Women total no. individuals in national squads 00–07	Total no. individuals in national squads 00–07	Men % contribution to national squads	Women % contribution to national squads	Total % contribution to national squads
NSW	24	35	59	19.51	22.15	21.00
QLD	20	38	58	16.26	24.05	20.64
WA	19	25	44	15.45	15.82	15.66
VIC	24	19	43	19.51	12.03	15.30
ACT	12	12	24	9.76	7.59	8.54
SA	6	17	23	4.88	10.76	8.19
TAS	9	9	18	7.32	5.70	6.41
NT	9	3	12	7.32	1.90	4.27
Total	123	158	281	100.00	100.00	100.00

Table 2: National squad representation relative to state population and membership base

State	2006 hockey census: Actual player numbers	% of national hockey playing population	ABS 2006 population	No. playing as % of population	National squad members per 1000 participants	National squad members per 100,000 population
NSW	66,202	27.42	6,549,200	1.01	0.89	0.90
QLD	35,205	14.58	3,904,500	0.90	1.65	1.49
WA	42,134	17.45	1,959,100	2.15	1.04	2.25
VIC	61,003	25.27	4,932,400	1.24	0.70	0.87
ACT	5,587	2.31	324,000	1.72	4.30	7.41
SA	18,544	7.68	1,514,300	1.22	1.24	1.52
TAS	11,103	4.60	476,500	2.33	1.62	3.78
NT	1,650	0.68	192,900	0.86	7.27	6.22
Total	241,428	100	19,852,900	1.22	1.16	1.42

In the absence of a robust performance management system it is impossible to judge the quality of each NTC program by the figures in Tables 1 and 2, apart from the fact that every state and territory does contribute. While it was widely agreed that this is important to the system, the ways in which each state is able to successfully contribute players to national squads varies considerably. The larger states obviously have the advantage of a greater talent pool to pull from, but Queensland, New South Wales and Western Australia in particular have the challenge of finding, servicing and gathering together athletes from around these geographically large and diverse states. Once they do get athletes together within the NTC program, the quantity and quality of the talent ensures the training is of a high standard. The smaller states have the advantage of easily being able to gather underpinning athletes together for coaching and training sessions, but smaller numbers and less 'athletic competition' generally in these states makes it harder to ensure a higher competitive standard at NTC training sessions. Each state has a different combination of advantages and challenges that need to be taken into consideration when determining their role and capacity within the system.

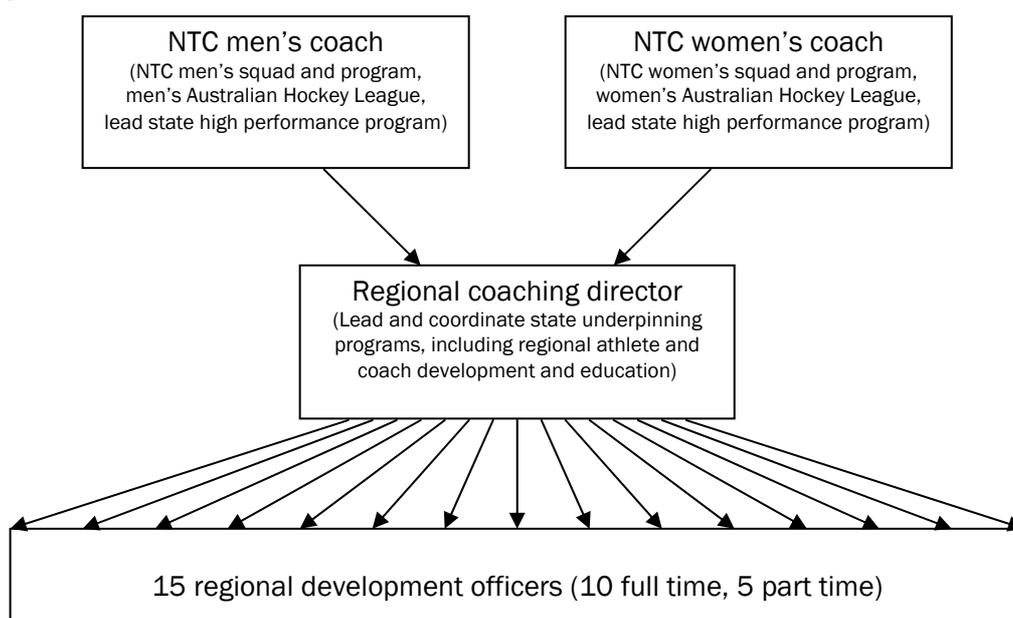
State structures

Queensland has the most sophisticated structure, with two NTC head coaches underpinned by a state coaching manager and 15 paid (10 full time) regional development officers. The other extreme is Victoria and the Northern Territory, where there is poor structure and coordination of underpinning programs due to lack of clarity around roles and responsibilities of the state body in relation to the NTC. The contribution to underpinning structure, capacity, staffing and understanding of the high performance system varies significantly from state to state. Appendix F summarises each state NTC and SIS/SAS, including the underpinning programs and the state body staffing and support.

From the review there emerged two types of programs – large states and small states – and two best-practice models for coordination, management and delivery of the high performance system in the states.

The first of these is the Queensland model, with the staffing structure and quantity enabling excellent reach throughout the state and subsequently producing tremendous depth of talent (evidenced by state team successes) with many of the good athletes coming from regional areas. The skill development of local (Brisbane) U13 and U15 talent is delivered by the state body in partnership with the Queensland Academy of Sport, while the 15 regional coaches service other parts of the state, from northern New South Wales to Cairns. The level of state funding is the envy of other states, but the local associations in each region also fully support the model and in many cases financially contribute to the regional coaches. From 12–13 years of age there is a clear state pathway; however, servicing regional athletes with regular high quality coaching is still a challenge. Ultimately athletes have to move to Brisbane at the end of school if they want to be successful hockey players. The state coaching manager has a dual role as the Queensland Academy of Sport regional coaching director (Townsville based). Regional coaches are utilised as coaches and assistant coaches of the various state teams. There is also a culture of using past and present elite players as specialist coaches in the system. While the structure is comprehensive, it is considered that there is scope for improvement in the expectations, relationship, and understanding of relative roles and responsibilities of the NTC and state association in order to make the Queensland model function optimally. Figure 4 shows the key elements of the Queensland model.

Figure 4: Queensland model for management and delivery of the state high performance program



The system in New South Wales is similar to that in Queensland, with a regional network underpinning the NTC program, but it is not as extensive or as well resourced. An enhancement of the New South Wales model is a third coach employed by the New South Wales Institute of Sport to head up the Emerging Athlete Program. This coach works closely with the state game development manager to oversee regional and developing athletes. There is a network of regional academy coaches, but these are only part-time (honorarium) coaches. There is strong support of the high performance system in New South Wales, both through the New South Wales Institute of Sport and the state association (with a proactive new chief executive officer).

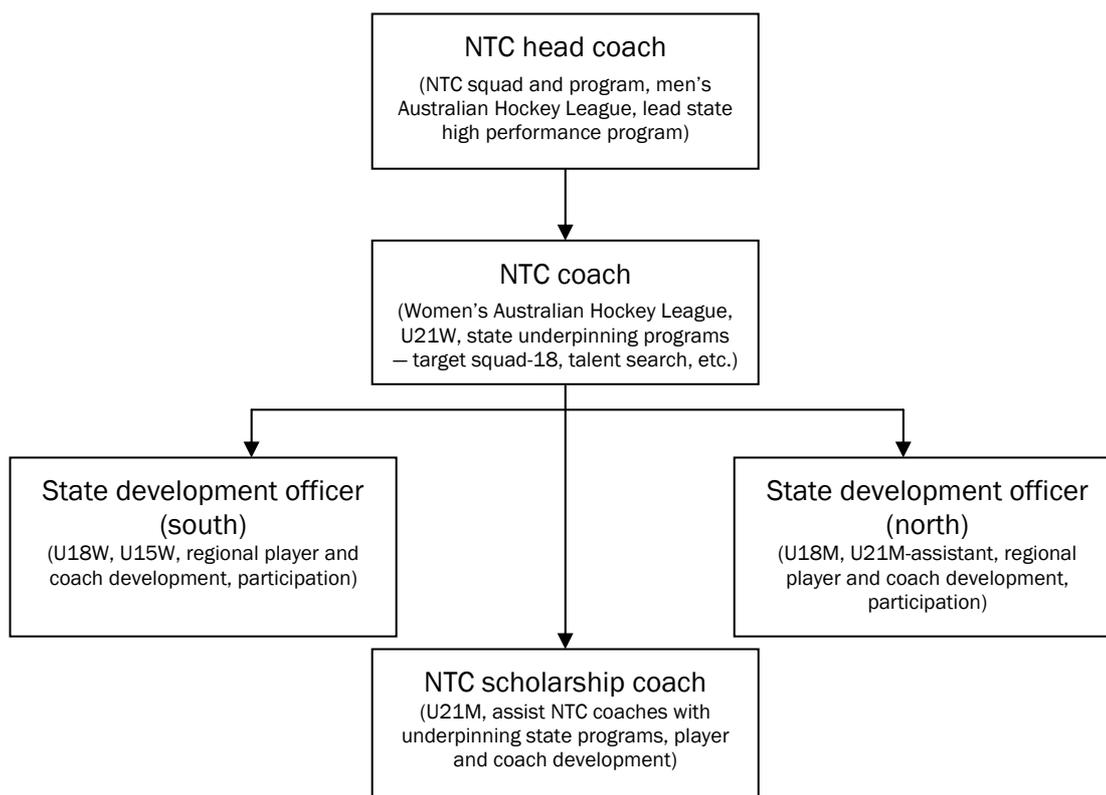
Regional development is in its early stages in Western Australia, but there is a state high performance manager to drive development of athletes feeding into the NTC program. There are some very good elements to the state underpinning program in Western Australia, including a talent squad program for some of the older 'gap' aged athletes. The obvious advantage in Western Australia is direct access to the AIS program; however, the double-edged sword is that the NTC rarely gets the benefit of having their national squad athletes training in the NTC program.

Victoria seems to have the weakest of the state underpinning programs among the larger states. Relatively recent amalgamation of the men's and women's state bodies has seen a change in staff and both the SIS/SAS and the state association indicate there is poor understanding by the state body of the operations of the NTC and of the high performance system generally. There is a state game development manager, but the role seems to be aimed more at the development and coach education level, with very little involvement or facilitation of pathway programs to underpin the NTC. Although both NTC head coaches have good involvement with state teams, the issue of finding quality coaches for these teams was expressed as a significant challenge in Victoria.

The second best-practice model was found in Tasmania and is probably, although not exclusively, suited to the smaller states. The Tasmanian model very much centres around the NTC head coach as the state high performance director and leader/driver of the system. Underpinning him is a SIS/SAS-employed second NTC coach and two state

development officers, as well as a SIS/SAS scholarship coach. The NTC head coach coordinates this team and a bevy of experienced volunteer coaches to run all the state teams, development squads, regional and schools programs. Even though most of the state association personnel are volunteers, there is good understanding and support of the athlete and coach pathway. Roles and responsibilities of each stakeholder appear well understood, including the point at which talented players need to relocate to Hobart and then to the mainland or Perth in order to progress. The weakness of the one head coach model appears to be the favouring of one program (usually men's) over the other. The Tasmanian model is outlined in Figure 5.

Figure 5: Tasmanian model for management and delivery of the state high performance program



In both South Australia and the Northern Territory there are relatively new NTC head coaches in place and both are working towards a similar model to that in Tasmania. This model certainly makes sense for these states, but the head coaches may need some support from Hockey Australia to develop the buy-in, skills and authority to make it successful. The unique set of circumstances in the Northern Territory makes this a very difficult NTC program to run. The recent employment of a state executive officer should help the situation there; however, there is still a lot of work to be done and the planning process is going to be crucial to support the state going forward. South Australia has also recently undergone significant change. The new NTC head coach in South Australia (relocated from the Northern Territory) seems to be putting very good processes and programs in place and has excellent support (and personnel) from both the state association and the South Australian Sports Institute.

The NTC program in the Australian Capital Territory is probably a hybrid of the two models. There is currently little need for regional development coaches and the state association has been able to find funding for a second NTC head coach. The men's and

women's programs are run separately, and while there is currently no state development officer position, there is a high performance committee with some very experienced coaches involved. There was very much a desire for the Australian Capital Territory to expand its role to support talented athletes in neighbouring regions (into New South Wales). The current New South Wales state body management seem amenable to this idea and it makes sense as being best for regional athletes who live closer to Canberra than Sydney.

In summary, the key elements of the two best-practice models are as follows:

- Model 1 (larger states):
 - Men's and women's NTC head coaches
 - Close working relationship between the NTC head coaches and the state association, with the NTC coaches providing direction (as a national satellite coach)
 - A state game development manager coordinating and facilitating the delivery of the state pathway through a network of regional coaches who are also utilised for other system roles
 - Clear state high performance pathway, including a strong regional program of athlete development alongside the state squad and teams program.
- Model 2 (smaller states):
 - One NTC coach as a strong state high performance director leading the program
 - Close working relationship between the NTC head coach and the state association, with the NTC coach providing direction as hands-on oversight of the pathway
 - Support of the NTC coach by other SIS/SAS (if possible) and state association coaches and/or a network of volunteer coaches to deliver a clear pathway of state squad and team programs.

The Australian Hockey League

The Australian Hockey League, its role within the NTC structure and its contribution to the system was one area that was consistently raised and was not clear for many stakeholders. In theory it was seen as a state responsibility, but not all states have the capacity to run it independently of the NTC programs and the daily training environment they support. There was lack of clarity on what the purpose of the Australian Hockey League was to each stakeholder (state association, NTC, national program). Most NTC coaches felt a strong Australian Hockey League team enhanced selection chances of the best players in the state and also added to the quality of training and competition in the NTC and the state as a whole. There was wide variation in the involvement of NTC head coaches with the Australian Hockey League team and players (who were not nationally identified) within the NTC program. While in theory each NTC program should consist of nationally identified players (national senior, development and junior squad and those identified as potential national squad members), the reality is there are also some high quality players within each state who enhance the quality of the Australian Hockey League team, add to the daily training environment and to the overall standard of hockey in the state. It is understood that a review of the Australian Hockey League is about to be conducted and it is suggested that this is necessary and timely.

Recommendation 7

Through the leadership of Hockey Australia, best-practice models of high performance delivery within states be examined, documented and shared to ensure that each state has the best possible model and personnel in place to deliver desired state and national outcomes.

Recommendation 8

The Australian Hockey League is a critical part of the high performance program and, as such, a thorough review should be completed to ensure its operation is optimal to support the development of players in each state and for the system as a whole.

Operational points:

- Use the best-practice attributes models as described previously (in Queensland and Tasmania) as a starting point to assist other states to develop and/or verify which model is best for them. Several states are currently looking at their model, so it is timely for Hockey Australia to facilitate reviews of each state structure as part of the preparation and planning for the future. Include an assessment of the strengths and weaknesses of the models, and practicalities of implementation.
- In conducting a review of the Australian Hockey League, the following points must be considered:
 - Optimal timing and length of the competition, within both the domestic and international context
 - The availability and sourcing of resources
 - The purpose of the league for the athletes, the national program and the states. Balancing the needs of all parties
 - The role and timing of the league relative to underage national championships and the relative effects on athletes and coaches involved across several levels
 - The role of Australian Hockey League preparation and competition for each NTC and the effects (positive and negative) on scholarships and daily training environment.

Integration and use of resources across the national system

As already stated, a clear strength of the hockey high performance system is the involvement of all eight SIS/SAS, their investment (in value and in kind) and the result that every state contributes quality athletes to the national program. The smaller states are arguably more innovative at finding ways to optimally develop the smaller number of talented athletes available. The larger states have the capacity to provide a high-quality daily training environment with less-strict focus than the national program, allowing them to be a bit more experimental and creative with both training and technology. In addition, each NTC coach has individual skills and interests. These and other strengths of the system could possibly be better utilised and shared for national advantage.

The current national head coach of the men's program, by all reports, is doing an exemplary job of leading a national program where all NTC coaches feel unified and part of the team. His leadership style and skill is to include and involve every NTC head coach in the national program, exposing them to national team campaigns; create an environment where their input is encouraged and accepted; and facilitate their development in areas of personal interest and of value to the national program. There is a strong feeling that this philosophy and culture needs to be retained and even enhanced, for both men's and women's programs, into the future. An inclusive and integrated system needs to be supported by a national structure rather than relying on it being the personal philosophy of whoever fills the national head coach role.

The heightened role of the national coaching manager provides the capacity and opportunity to solidify and facilitate expansion of the current men's program concepts, maximising the diversity and competitiveness of the system and the depth and breadth of people involved across the states.

The challenges faced by the states, both individually and systematically, also unveil issues in the system that may not be noticeable at the AIS/national program level. The consultation phase of this review highlighted the opportunity to further utilise and integrate the entire system to optimise strengths, minimise weaknesses and maximise available resources.

Some of the issues facing the sport are highlighted throughout this review. They include, but are not limited to:

- the need to further develop specialist skills in development athletes (for example, goalkeeping, drag flick)
- optimising the use of technology
- poor depth of quality of female athletes, especially in some of the smaller states where there is only one head coach and a large variance between the daily training environment of the NTC and that of the AIS program
- a lack of opportunities for junior players to be gathered together, seen and given feedback by national coaching staff, and exposed to pressure situations
- the need for more direction from the national program for development athletes
- lack of support and losing athletes from the 'gap' group after U21s (that is, 21 to 24-year-olds) and those who miss out on crucial team selections
- perceived lack of responsibility given to NTC coaches to work with the best players
- currently if the daily training environment is not good enough, the athlete is simply taken into the AIS

- exposure of coaches to the AIS environment in Perth
- the need to ensure NTC coaches stay motivated and inspired
- coach development and challenging coaches to think outside the square
- a more collective approach to athlete development
- ensuring athletes have options both on and off the field
- better coordination and optimisation of SSSM
- servicing regional and 'border' athletes.

The solution to many of these issues begins with better collective planning and a more integrated and aligned system. There is an opportunity to use coaches, support staff, facilities and SIS/SAS resources for the whole of the system, rather than just within the confines of their NTC programs.

With the clear development focus of the NTC programs, there is a desire for more opportunities for development athletes outside of their home state NTC programs to give them exposure to other athletes and an intensive learning environment. Especially in non-Olympic years, there is a strong argument for the national junior or development coach to spend more time in NTC programs providing direction on development, as well as coordinating more camps to give exposure and experience to a wider group of junior and development players (as well as coaches). Under a well-planned system, NTC/'futures' camps, mirroring the senior AIS national camps, would bring significant benefits to the system, such as:

- bringing national coaches into development camps to assess athletes and coaches
- camps as development opportunities for both athletes and coaches
- NTC coaches being exposed as 'backfill' for the national coaches in Perth, with local coaches backfilling for the NTC coach in their home environment
- improved communication and links between the national program and the rest of the system, by national coaches being involved in broader NTC camps
- NTC coaches having more understanding and knowledge of the national program in Perth
- enhanced insight of national coaches into the challenges of developing athletes at the local level.

Although they are technically already 'National' Training Centre coaches, the general perception is that the NTC coaches belong to their relevant SIS/SAS. Formalising and strengthening the NTC coaches' link to the national program by badging each NTC coach as a national 'network' or 'satellite' coach (dual badged with Hockey Australia as well as their SIS/SAS) was a concept that was supported throughout the review as a way of enhancing collective ownership of the national program. The use of 'NTC' as a term is rarely used in the states, and a national re-badging should also have the effect of lifting the status of state programs.

Developing and utilising the specialist skills (in coaching, technology, analysis, etc.) of NTC coaches for the national program, would include using coaches for specialist roles in camps, as well as sending athletes to a particular coach for a specific purpose when appropriate. In addition to coaches each spending time at the AIS in Perth and with the national team, there was also the suggestion of coach 'swaps' and/or visits to other NTC programs, with the purpose of enhancing professional development, keeping coaches

stimulated, sharing knowledge and ideas from program to program, and making coaches more visible and accountable to the national system.

A more aligned and integrated system will ultimately aid the development, quality and quantity of athletes. With effective national direction, leadership and planning that fully recognises the strengths that exist in each state, SIS/SAS and in the NTC coaches, a proactive and flexible national system can be created to cater for the various needs of the system.

Finally, there is an identified need for improved coordination of SSSM. While servicing of athletes is generally very good through the AIS and SIS/SAS, the level of national leadership and synchronisation varies across the disciplines. There seems to be some good direction for physical conditioning from the head coaches to the NTC coaches, but the coordination directly between service providers is not as strong. The optimal model would be the engagement of a national SSSM coordinator (at least part time). Currently the AIS/national providers lead the system under the direction of the national head coaches, but there is a need for a clear single point of management to fulfil the requirements of the system, such as:

- communication and dissemination of the national direction
- coordination of consensus on national standards/benchmarks
- maintenance of a national SSSM database
- facilitation of discipline-specific workshops (linked to relevant events)
- coordination of case management for injuries and rehabilitation
- facilitation and coordination of research and resources
- being the known point of contact for all SSSM questions and issues within the network
- facilitation of a SSSM committee and/or discipline-specific groups.

Recommendation 9

Led by the national coaching manager and managed through the Joint Management Committee planning process, formalise NTC coaches as national network coaches and develop their specialist skills for use across the network. Create a systematic structured approach to optimise all available resources (NTC coaches, SIS/SAS resources, facilities and support staff) across an aligned national system.

Recommendation 10

Explore ways to expand opportunities for increased intensive training environments for junior athletes with potential, bringing them together in 'futures camps' to expose them to national coaches and receive high-level assessment and feedback.

Recommendation 11

Identify a SSSM coordinator and/or source the support within the system to better lead and coordinate SSSM services nationally.

National player development framework

At the national level there is a robust performance management system in place for athletes both when at the AIS and at home in their NTC environment. The national coaches conduct an individual athlete planning exercise on every national squad member twice per year. In addition, targets are set for each athlete before every national team campaign. After the tournament each athlete is assessed against targets, with accompanying video analysis of player performance. All of this information is shared with the relevant NTC coach. When national squad players are at home in the NTC environment, direction and communication between the national head coach and NTC coach is excellent, with a minimum of weekly phone calls and standardised reporting back to the national program every two weeks. It is expected that NTC programs mirror this athlete performance management system, with similar reporting templates, particularly for their national senior squad athletes.

It is at the level below national (senior) squad athletes that the direction, monitoring, targets and benchmarks are not so clear. Identification of players at both state and national level occurs largely at major competitions and are by 'coach's eye'. Certainly the best way to identify specific hockey attributes such as athleticism, fitness, skill, game sense and decision-making ability, is by an experienced coach, within the competition context. When it comes to developing talent, however, direction in the form of a skills curriculum and some measurable targets or benchmarks is a valuable asset for coaches at local and state level.

The majority of stakeholders throughout this review strongly supported the development of a national curriculum and more extensive testing system (skill as well as physical testing) underpinning a national player attribute model to enhance player development. A nationally driven, coordinated approach to developing player (position-specific) attributes, a skill and competency curriculum and testing protocols to support this, would give guidance to aspiring players and coaches from local and regional level through to the NTC programs.

Several other sports such as tennis and football (soccer) have recently developed similar National Player Development Frameworks (or Long Term Athlete Development plans). These and other sports have national core competencies and related skills tests (for example, 10–12 easily administered tests, in matrix form with levels of achievement set for players to progress through). Football is creating a web database where all testing results are entered and can be used to create and keep track of the benchmarks that underpin the standards for levels of achievement.

The basis of a National Player Development Framework already exists in hockey. Several state associations and NTC coaches currently have, use, or are experimenting with, versions of skills inventories and testing. All that is required is a collation of the existing resources and a coordinated approach to gaining consensus on what is best for the sport and what is best practice. This national development framework and curriculum should then form the basis of coach education through the National Coaching Accreditation Scheme process, and should be supported and led by the national and NTC coach network.

The success of a National Player Development Framework is dependent on the use of four critical elements:

- National player attribute model
 - A nationally driven, coordinated approach to developing player attributes.
 - This involves defining the attributes (physical, tactical, technical and psychological) required to be an international quality player in each of the key hockey positions.
- Skill and competency curriculum
 - This outlines the progression of skills and competencies required to achieve the desired national player attributes (outlined above).
 - This curriculum may be in the form of a skills matrix or otherwise.
 - These skills should be stepped from least to most complex. This helps the development of all hockey players, from beginner to elite levels.
 - It is desirable that all skills and competencies within the curriculum be quantifiable.
 - A digital skills DVD should be created to complement the curriculum. This resource would have national-level players demonstrating and promoting the skills within the curriculum.
- Testing protocols
 - Valid, reliable and practical testing protocols should be used to support the stepped progression and provide targets for coaches and athletes to enable development.
 - Testing procedures and delivery of the curriculum should be workshopped (annually) by national and NTC coaches to ensure support and consistent instruction throughout the Hockey Australia system.
 - Minimum standards should be set as an initial benchmark for each skill or competency and targets identified for each athlete.
 - These minimum standards remain until such time as tests have been conducted. The results of these tests then form the basis of standards for future testing.
 - All testing results are recorded and filed for future reference.
- Reporting processes
 - Though the performance management templates and online database.

Recommendation 12

Create a nationally driven and coordinated player development framework consisting of a national player attribute model, skill and competency curriculum, relevant testing protocols, and reporting process.

Operational points:

- Use existing resources and knowledge to create the various parts of the National Player Development Framework. Consider a workshop of national and NTC coaches and other relevant 'experts' to share knowledge and gain consensus on the format, key elements and how to make the resources relevant, applicable and user friendly for the sport.

- A national player attribute model should define the attributes (physical, technical, tactical and psychological) required for an international quality player in each of the key hockey positions.
- The skill and competency curriculum should outline the progression of skills and competencies required to achieve the desired national player attributes.
- Testing protocols should support the stepped progression and provide targets for coaches and athletes to enable development.
- The National Player Development Framework should then form the basis of coach education and development. NTC coaches could give support and instruction (for example, an annual workshop) on how to deliver the curriculum and testing protocols.
- Skills would be supported by digital DVD resources, with national-level players demonstrating and promoting the skills. (The footage is probably already available.)

Coach development

Coach development in hockey is tied to the planning, leadership and an integrated system as already discussed. The hockey high performance system has a relatively large group of professional coaches, underpinned by a reasonable network of experienced volunteer (or part-paid) coaches at state team, regional and club level. While the standard of coaching seems relatively high compared to many other sports, there is a desire to improve the depth and quality of coaching across the hockey network.

Despite the fact that there are a high number of quite senior positions available in the hockey system, remuneration is modest and coach accreditation is not well structured or monitored. There is a sense that coach quality is limited at times by the remuneration levels and that the best coaches do not always make themselves available for paid positions. This is an issue that is common across most Australian Olympic sports, and one that is not easily solved. Remuneration would have to increase significantly to compete with other professional vocations outside of sport. The best solution is to make the role intrinsically attractive by providing good conditions and having coaches feel part of the national success while exploring ways to top up remuneration where possible.

Coach accreditation through the National Coaching Accreditation Scheme has not been a particularly high priority for Hockey Australia until recently. This is changing and Hockey Australia is making the transition to requiring minimum National Coaching Accreditation Scheme standards for coaches in paid roles.

The national coaching manager position was established initially to facilitate development opportunities for national and NTC coaches, and this important part of the role must continue. The recommendation of a more open and integrated system, facilitated by the national coaching manager, whereby coach skills are developed and valued as part of the national collective, will further enhance coach development and the expertise of the coaches in the Australian system.

The national head coaches are, and should remain, very much the leaders and mentors of other coaches in the network. If the national coaches and NTC coaches are to work effectively as a national team to optimise the Hockey Australia high performance program, then it is important that the national head coaches are involved in the overall planning of each NTC program and the selection of the best possible coaches available to fill the NTC head coach roles. The national coaches and the NTC coaches are employed for a four-year Olympic cycle, with the next cycle being 1 January 2009 to 31 December 2012. As is the current intention, it is important that the national head coach for the next cycle be in place as soon as possible after the 2008 Olympic Games to allow time for their planning and involvement in the NTC programs and coach appointments going forward.

Through the national coaching manager and in conjunction with the national head coaches, it is vital that a pool of known and developing high performance coaches be established. In the past there have been issues in appropriately filling NTC head coach roles. A pool of capable high performance coaches should be identified as a national responsibility, from which coach succession can be effectively planned, coaches can be given opportunities, and available coach positions can be filled for the system as a whole. The framework for this coaching pool concept already exists nationally and in some of the states, and should be shared to optimise the model.

Senior coaches and previous national coaches within the system could also be better utilised as mentors for young coaches and for athletes making the transition to coaching. There is a good example of this in New South Wales where the New South Wales Institute

of Sport is able to find additional remuneration for a respected senior hockey coach to provide a mentor role for coaches in other institute programs.

The SIS/SAS network may also be better utilised by hockey for coach development, fast-tracking (for example, of former athletes) and to raise the standard of high-performance coaching by providing coach scholarships. There are already scholarship coaches in place at the AIS as well as at the Tasmanian Institute of Sport and South Australian Sports Institute. There is a strong willingness from the New South Wales Institute of Sport to assist hockey in facilitating a national coach development plan with further scholarships, with hockey as a pilot sport for improving coach development nationally. As part of a more integrated system overall, it makes sense to use the resources and skills of the SIS/SAS and form partnerships for targeted outcomes such as coach development.

National coach development initiatives should be mirrored at state level where possible. A more cooperative and integrated system could also be facilitated at state level, possibly with state team coaches badged as state NTC 'network' or 'satellite' coaches. NTC head coaches should play a lead role in their state, mirroring that of the national head coaches with the NTC programs. Good planning, relationships and a clear understanding of expectations between NTC programs and state associations, as well as strong state high performance committees, should lead to better utilisation and development of state-level coaches and an improved service for the athletes. This is already the case in some states, but in others better planning, communication and structure, facilitated by Hockey Australia, is necessary.

Recommendation 13

Finalise and implement a national coach development plan utilising the resources of the SIS/SAS, including such initiatives as coach scholarships and mentoring.

Recommendation 14

Establish a national pool of known and developing high performance coaches from which coach succession and placement into national network roles can be facilitated. A similar group should be facilitated in each state under the guidance of the NTC head coach.

Recommendation 15

Ensure the national head coaches have input into the planning and appointment of coaches for the NTC network for each four-year cycle.

Appendix A: Framework and terms of reference

For a review of Hockey Australia's NTC programs

This review is being conducted by the Australian Sports Commission

in conjunction with Hockey Australia

What:

The effectiveness of the Hockey Australia high performance (NTC) programs

Purpose:

To ensure that there is appropriate national consistency and the alignment of contributions (financial, personnel, facilities, infrastructure and governance) towards the common goal of national program success, within the underpinning NTC programs.

When:

To be conducted and completed by March 2008 for implementation for the new Olympic cycle (1 January 2009).

The aim:

- 1 To evaluate the effectiveness of:
 - NTC contribution to national performance and program (ability to maintain and improve current Olympic campaigns)
 - NTC contribution in developing underpinning athlete development (quality of goods being supplied to next campaign)
 - national program leadership/direction for underpinning NTC programs
 - the aim, roles and contributions of all Joint Management Committee stakeholders
 - the best use of resources across the national system
 - both athlete and coach development and how they inter-relate.
- 2 To develop recommendations for optimal use of resources and maximising opportunities for players and coaches in Australian hockey to continue to achieve international success into the future.

Terms of reference

- 1** Examine the current NTC processes for assessment and review — structures and systems, as a means of identifying best-practice processes for future Hockey Australia implementation and national program consistency.
- 2** Assess the current purpose of NTC programs, as viewed by the Joint Management Committee stakeholders (assessing structural alignment and understanding of purpose).
- 3** Assess the aims and roles of the various stakeholders in the athlete development pathway — state bodies, SIS/SAS, AIS, Hockey Australia (assessing structural alignment).
- 4** Examine the contribution of each of the above organisations to both athlete and coach development pathways; determine how they inter-relate; assess the cost benefits of resources (financial, personnel, facilities and infrastructure) that exist across the system nationally for hockey in Australia; and make recommendations for future best use of resources.
- 5** Assess the effectiveness and adequacy of talent identification programs and athlete support mechanisms to enhance the elite pathway, including underpinning athlete development.
- 6** Identify any gaps in the system and assess the best way currently to address any issues.

How:

- 1** Use one-on-one interviews with key stakeholders, state program visits and written submissions to identify key issues and seek solutions for hockey.
- 2** Produce a report on the review with recommendations for the structure of the high performance pathways for hockey for the future.
- 3** Seek input from players and coaches and other stakeholders on how the current structure has worked for them and how it could be improved.

Appendix B: List of stakeholders interviewed

Marty Aitken	Victorian Institute of Sport, Performance Manager
Nicole Arroll	National squad and AIS athlete; Olympian
Paul Austin	Tasmanian Institute of Sport, Executive Director
Colin Batch	National Assistant Coach – Men
Wes Battams	South Australian Sports Institute, Director
Tracey Belbin	Former NTC Coach, former US National Coach – Women; former player
David Bell	Western Australia NTC Coach – Men; 2004 Olympic Coach – Women
John Bessell	New South Wales NTC Coach – Women
Ben Bishop	Australian Capital Territory NTC Coach – Men; former National Athlete 2002–05
Liz Booth	Hockey Australia High Performance Manager
Greg Browning	Queensland NTC Coach – Men
Paul Bruce	Hockey New South Wales, Chief Executive
Jason Butcher	South Australian NTC Coach – Dual Program
Ilene Carr	Hockey Tasmania NTC Coach; former Development Officer
Ric Charlesworth	Former national player; former Women’s National Team Head Coach
Gordon Clarke	Northern Territory Institute of Sport, Performance Manager; former NTC Coach
Toni Cumpston	Victorian NTC Coach – Women
Barry Dancer	National Head Coach – Men
Russell D’Costa	South Australian Sports Institute, High Performance Coordinator
Liam De Young	Hockey Australia Athletes Commission; Olympian
Ray Dorsett	Former NTC Coach; former Hockey Australia High Performance Manager
Terry Evans	Hockey Australian Capital Territory, Chief Executive Officer (former NTC Coach – two states)
Ian Ford	Northern Territory Institute of Sport, Executive Director
Scott Goodheart	Hockey Western Australia High Performance Manager
Mark Hager	National Junior Coach – Men
Melissa Hall	Northern Territory NTC Coach –Dual Program
Linda Hamersely	Hockey Western Australia, Chief Executive Officer
Anne-Marie Harrison	Victorian Institute of Sport, Chief Executive Officer
Annette Hatherley	Hockey Victoria, Game Development Manager
Neil Hawgood	Western Australia NTC Coach – Women; former NTC Coach – Men
Tricia Heberle	Former South Australian NTC Coach; former England/Great Britain Coach – Women
Colin Hennessy	Northern Territory Hockey Association, Development Officer
Emery Holmik	Australian Capital Territory Academy of Sport, Manager
Des King	Former NTC Coach (two states) and National Assistant Coach

Judy Laing	New South Wales Institute of Sport, Emerging Athlete Program Coach; former NTC Coach; Hockey Australia High Performance Manager
Steve Lawrence	Western Australia Institute of Sport, Executive Director
Brent Livermore	Hockey Australia Athletes Commission; Olympian
Michael Lloyd	Northern Territory Hockey Association, Executive Officer
Tim Mahon	Western Australia Institute of Sport, Program Manager
Geoff Masters	Tasmanian Institute of Sport, Program Manager
Andrew McDonald	Tasmanian NTC Coach – Dual Program
Larry McIntosh	New South Wales NTC Coach – Men
Alison Monk	Hockey Tasmania, President
John Mowat	Victorian NTC Coach – Men
Frank Murray	National Head Coach – Women
Seyi Onitiri	Former national squad and AIS athlete
Greg Peart	Hockey Tasmania Board Member (for coaching)
Stuart Pither	Former Tasmanian NTC Coach; former coach in Britain
Katrina Powell	National Junior Coach – Women; Olympian
Clare Prideaux	New South Wales Institute of Sport, Program Manager
Ron Riley	Hockey New South Wales, Game Development Manager
Mark Rutter	Queensland NTC Coach – Women; former Australian Capital Territory NTC Coach
Peter Shaw	Queensland Academy of Sport, Program Manager; former NTC Coach
Andrew Stainlay	Australian Capital Territory Academy of Sport, Program Manager
Ben Taylor	Former national team member
Anthony Thornton	Australian Capital Territory NTC Coach – Women
Steve Tutton	South Australian Sports Institute, Talent Development Manager
Melanie Twitt	Hockey Australia Athletes Commission; Olympian
Barry Vohland	Hockey Queensland Coach Manager/Queensland Academy of Sport Regional Coaching Director
Adam Wallish	Hockey Victoria, Chief Executive Officer
Garry West-Bail	Hockey Queensland, General Manager
Chris White	Hockey South Australia, General Manager
Glenda Wilson	Hockey Victoria Board Member

Appendix C: Hockey Australia national training centre programs review questionnaire

Hockey Australia in conjunction with the Australian Sports Commission and National Elite Sports Council, is conducting a review of Hockey Australia's NTC programs. Attached is the framework and terms of reference for the review.

Interviews for this review will be conducted with relevant stakeholders from each NTC program and across the NTC network. The following questionnaire is part of the information collection and supports the interview process. We request that you complete all of the questions that you can and/or that are relevant to your experiences, **prior to the interview**. The interviews themselves will be based on the questions, but will be less structured and will focus on specific issues.

If possible the questionnaire should be returned before the interview to: fairweatherj@ausport.gov.au or fax: (02) 6214 1477. Otherwise please submit it at the interview. Having the written question responses will be invaluable to the accuracy of the information collected and will reduce the reliance on interpretation of verbal comments. For your information, comments will not be attributed to individuals or organisations without permission being sought.

If you have any further questions, please do not hesitate to contact the reviewer:

Jackie Fairweather
Senior Sports Consultant
Australian Sports Commission
Mob: 0408 412 063
fairweatherj@ausport.gov.au

Questions:

- 1 What do **you see** as the aims and objectives of the overall high performance program in hockey in Australia?
- 2 What do **you see** as the purpose of the NTC programs within the National High Performance Program?
- 3 Identify the major strengths of the current high performance structure of hockey in Australia.
- 4 Identify the major weaknesses, or impediments to success, of the current high performance structure of hockey in Australia.
- 5 What are the aims and objectives of the NTC program in your state?
- 6 Identify the major strengths of the NTC program in your state.
- 7 Identify the major weaknesses, or impediments to success, of the NTC program in your state.
- 8 What leadership does Hockey Australia provide and what are your expectations of Hockey Australia with regard to delivery of the NTC in your state?

- 9 How would more direction from Hockey Australia impact on the NTC program in your state?
- 10 What is your opinion on the alignment of structures and processes across the country – are they aligned, should they be aligned, could they be aligned?
- 11 How often do you review your NTC program? Briefly outline the process for reviewing.
- 12 List the paid hockey coaches in your state? At what level are they paid (for example, 2 x NTC, >\$60K; 2 x Australian Hockey League, part time \$20–30K; 5 x private schools, \$55–80K)?
- 13 List the national and international opportunities afforded to coaches in your state in the last two years.
- 14 What strategies are in place for coach development and succession planning?
- 15 How do you identify talent in your state?
- 16 How do you develop and support athletes not yet at the NTC program level?
- 17 Describe the relationships in terms of coach and athlete development (including the quality of communication) between clubs, NTC and Australian Hockey League teams in your state.
- 18 Describe the relationship between the NTC in your state and the AIS/national program.
- 19 What (if anything) would you do to improve the effectiveness of the NTC program in your state for: a) state outcomes b) national outcomes?
- 20 Do you have any further comments?

Personal information

Name: _____

Organisational affiliation (title/role): _____

State/s in which your experience is based: _____

Email address: _____

Phone no.: _____

Appendix D: Strengths, weaknesses, opportunities and threats (SWOT) analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good quality head coaches who also provide technical direction for the national system • Maturity of the high performance program – full system (every state) and integrated program • Relatively well-aligned and coordinated • Full SIS/SAS/AIS support • SIS/SAS support of underpinning programs (and in most cases, of state sporting organisations) across the system • Number of high-quality coaches – national and NTC as well as outside of employed positions • Attachment of NTC coaches to the national program and support by NTC coaches of the national program • State development officers in most states • Centralised national program in the lead-up to major events • Decentralised daily training environment options for players in states • Diversity of state programs and coaches • Every state contributes to the national objectives • Spread of the game and talent across the country, including in regional Australia • National players have representing Australia as highest priority (overseas opportunities in context) • Innovativeness and drive of smaller states 	<ul style="list-style-type: none"> • Lack of clarity and understanding of roles and responsibilities of various stakeholders across the system (state sporting organisation, NTC, Hockey Australia/national program) • Lack of strong leadership of the NTC system – no clear authority or consequences • Limited ‘performance management’ of NTCs • Minimal accountability (measured) of NTC coaches • Limited capacity and capability of the state sporting organisations • State sporting organisation not always informed or understanding • Lack of depth in the women (gap between nationally identified athletes and NTC level) • Centralised program taking best players out of NTC decreases quality of daily training environment • ‘Isolation’ of NTC coaches • Distance away of the national program and accessibility of NTCs to national coaches • Quality and quantity of coaches available for state teams (and lack of funding for them) • Losing fringe 20–25 year olds (affects the quality in state programs) • Difficulty in ‘measuring’ athlete development • Weak succession planning (for coaches) at state and national level

Opportunities	Threats
<ul style="list-style-type: none"> • Stronger and clearer leadership and coordination of NTC system • More integration of NTC programs with national • Mirrored and aligned national and state programs • Clarification of roles, responsibilities and expectations across the system • Stronger measurement, benchmarking of athlete, coach and program progress • Greater input from senior and former players • Use of coaches as specialists within the system • NTC level opportunities to experiment with testing, data, measurements → innovation • Use of NTC programs for specific roles 	<ul style="list-style-type: none"> • Losing players to the Euro-league and increasing overseas opportunities • Decrease in SIS/SAS or AIS support • Loss and/or change of key people affecting the strength of the system • Not optimising the Australian Hockey League (purpose, cost, quality, timing, format) • Decline in quality and quantity of young players coming through

Appendix E: Program logic summary table

STRATEGIES	ASSUMPTIONS	RESOURCES	ACTIVITIES	(Desired) OUTPUTS	SHORT- AND LONG-TERM OUTCOMES	IMPACT
<ul style="list-style-type: none"> • Collective planning and definition of relative roles • National performance management system to outline expectations, measure and assess performance and refine for the future • Better integration and resource use; specialist roles across the system; targeted coach development • Clear development standards, stepped stages • Ensure leadership to coordinate the system 	<ul style="list-style-type: none"> • Identifying potential athletes and providing them with a quality training environment will increase the depth of potential national level athletes, ensuring Australia improves or maintains its standing internationally • A more open and integrated system will be functional and will give coaches greater capacity to facilitate elite player development • That the system can attract and support enough good coaches to deliver development • It is possible to develop a national performance management system that is relevant and that will be utilised by all 	<ul style="list-style-type: none"> • Funding – Australian Sports Commission and Hockey Australia • SIS/SAS programs in every state – resources and expertise • Full-time coaches (6 national, 15 NTC) • Other coaches – state employed, regional, state teams, clubs • Administrators • Venues – international level for every NTC • State associations • Clubs, regional associations, schools • National hockey league • Equipment, videos, DVDs, books, articles, dedicated hockey websites • SSSM services (AIS, SIS/SAS and external) • Access to technology 	<ul style="list-style-type: none"> • Development of four-year agreements, with defined roles and expectations • Development of a practical and relevant national performance management system • Development of a national player development framework • Implementation of a national coach development plan • Employment of a national system leader • Structured and inter-dependent planning and delivery throughout the system • Establish a pool of high performance coaches • Employment of best possible NTC coaches • Identify a SSSM coordinator 	<ul style="list-style-type: none"> • Practical plans (long and short term) that form the basis of all activities • Working national system of measurability, accountability and knowledge of effectiveness for all levels of programs • NTC programs that provide specified daily training environment and SSSM; case management and individual athlete plans; group and individual session • Agreed skills curriculum delivered nationally (state, club and regional levels) • Strong and effective underpinning programs in every state • Enhanced opportunities, education and development of coaches • Enhanced number of highly skilled coaches 	<ul style="list-style-type: none"> • Improved skills at all levels and for all positions • Increased competition for national team spots • All stakeholders understanding their role and contributing to the national outcomes • Increased number, competency and intrinsic satisfaction of coaches at all levels • Enhanced use of individual coach skills • Enhanced value from NTC programs • Better communication and sense of unity across the national program • Increased competition strength and depth across all states providing upwards pressure at all levels of development 	<ul style="list-style-type: none"> • Increased quality and quantity of players available for national teams • Continuing success of national teams and world-leading programs • Hockey maximises outcomes through evidence-based decision making • Optimal contribution from all stakeholders in the system • Excellent opportunities for young athletes and attractiveness of hockey as a team sport of choice • Increased awareness and pride in hockey outside of the sport

Appendix F: Summary of national training centre programs in each state

	ACTAS	NSWIS	NTIS	QAS	SASI	TIS	VIS	WAIS
Target athlete group	<ul style="list-style-type: none"> • Prime focus national squad athletes • Development of potential to progress to national level • Raise the standard of ACT representative teams and develop an effective feeder group • Age from 16 involved in representative teams from U18 up 	Male and female senior elite and elite development athletes	U21 male and female	<ul style="list-style-type: none"> • Athletes selected in senior, development and/or junior national squads • Athletes in Australian Hockey League squad may also be on scholarship during Australian Hockey League season 	<ul style="list-style-type: none"> • ID and developing athletes capable of achieving national squad selection • Development of junior talented players up to U21 level • Supporting the daily training environment of open national athletes when they are not in camp at the AIS 	<ul style="list-style-type: none"> • Athletes selected in senior, development and/or junior national squads • Athletes with the potential to be selected in national squads 	<ul style="list-style-type: none"> • Male: National squad (senior, development, junior); plus: national league squad, U21, U18 state team • Female: National squads, nationally identified athletes – 'Potential to achieve success at national and international level' 	<ul style="list-style-type: none"> • WA athletes selected in national senior, development and junior squads • WA athletes with the potential to be selected in national squads
Maximum number of scholarships	<ul style="list-style-type: none"> • 14 male full scholarships • 14 female full scholarships 	Male and female each: <ul style="list-style-type: none"> • 20 (maximum) gold, silver and bronze scholarships • Associate scholarships as required • Emerging athletes (20 regional and 5 metro) 	<ul style="list-style-type: none"> • 7 male and 7 female and/or total 14 squad athletes • 10 male and 10 female U21 associates = NT U21 team • 3 male and 3 female U25 associates 	As determined by Joint Management Committee	<ul style="list-style-type: none"> • Approximately 20 (10 male and 10 female) full scholarships • Approximately 20 (10 male and 10 female) associate scholarships • Plus national and development squad members in Perth 	As determined by Joint Management Committee	As determined by Joint Management Committee	As determined by Joint Management Committee

	ACTAS	NSWIS	NTIS	QAS	SASI	TIS	VIS	WAIS
Actual scholarships	<ul style="list-style-type: none"> Male: 2 national squad and 14 development players Female: 2 national squad and 13 development players 	<ul style="list-style-type: none"> Male: 23 total, including 5 associate (4 associate are gold/national squad) Female: 16 total, including 3 associate (gold/national squad) 	<ul style="list-style-type: none"> National squad (based in Perth) 15 development (16–19 years) 	56 listed athletes total	<ul style="list-style-type: none"> Male: 13 full (3 based in Perth), 3 associate Female: 12 full (1 in Perth) 	National squad members plus target group, (7–8) plus coach's discretion (not TIS)	<ul style="list-style-type: none"> Male: 22 athletes Female: 16 athletes 	<ul style="list-style-type: none"> Male: 4 national squad, 4 development squad, 10 U21 development athletes Female: 6 national squad, 6 junior squad, 2 development squad, 5 development athletes
Key performance indicators – senior, international and national	<p>ACTAS athletes will contribute to achieving national senior targets, including:</p> <ul style="list-style-type: none"> 3 ACTAS in national women's squad 2 ACTAS in national men's squad 2 ACTAS in national women's team 1 ACTAS in national men's team <p>Selection to AIS as part of national programs</p> <ul style="list-style-type: none"> 2 ACTAS selected for AIS full-time 	<p>2008 Males</p> <ul style="list-style-type: none"> 4 NSWIS athletes contributing to a win at the Oceania Olympic Qualifier NSWIS athletes contributing to a top 3 placing at the Olympic Games (August, Beijing) 4 NSWIS athletes contributing to a top 3 placing at the Champions Trophy <p>2008 Females</p> <ul style="list-style-type: none"> 3 NSWIS athletes contributing to a win at the Oceania Olympic Qualifier NSWIS athletes contributing to a 	<p>2 athletes selected in Australian senior team (2008)</p> <p>Number of athletes selected in:</p> <ul style="list-style-type: none"> Australian national development squad = 2 AIS full time = 2 AIS part time = 2 	<p>Males</p> <ul style="list-style-type: none"> QAS athletes to make up 25–30 per cent of national squads <p>Females</p> <ul style="list-style-type: none"> QAS athletes to make up 25–30 per cent of national squads 	<p>Target for major competition:</p> <ul style="list-style-type: none"> 2008 Olympic Games: 2 female, 4 male National senior: 12 female, 12 male 	<ul style="list-style-type: none"> Number of athletes in the national senior squad Individual player improvement assessed by national coaches 	<ul style="list-style-type: none"> Number of athletes in the national senior squad Individual player improvement assessed by national coaches 	<p>Target for major competition:</p> <ul style="list-style-type: none"> 2008 Olympic Games: 3 females, 3 males

	ACTAS	NSWIS	NTIS	QAS	SASI	TIS	VIS	WAIS
	female scholarships <ul style="list-style-type: none"> 2 ACTAS selected for AIS full-time male scholarships 	top 3 placing at the Olympic Games (August, Beijing) <ul style="list-style-type: none"> 3 NSWIS athletes contributing to a top 3 placing at the Champions Trophy 						
Key performance indicators – underage international and national	ACTAS athletes will contribute to achieving national underage targets including: <ul style="list-style-type: none"> 1 in men's and women's development squad in men's and women's junior talent squad 3 males and females in Junior World Cup squad 2 males and females in Junior World Cup team 	2008 Males <ul style="list-style-type: none"> NSWIS athletes contributing to a win at the Junior World Cup Qualifier v New Zealand (Australia) 2008 Females <ul style="list-style-type: none"> 3 NSWIS athletes contributing to a win at the Junior World Cup Qualifier v NZ (Australia) 	2008 Number of athletes selected in: <ul style="list-style-type: none"> Junior World Cup = 4 Australian U21 squad = 4 Australian junior squad = 4 Australian U18 TID = 4 		Target: <ul style="list-style-type: none"> 2008 Junior World Cup Qualifiers: 2 females, 3 males National junior: 10 females, 6 males 	<ul style="list-style-type: none"> Number of athletes in the national development squad, Junior World Cup squad and national junior squad Individual player improvement assessed by national coaches 	<ul style="list-style-type: none"> Number of athletes in the national development squad, Junior World Cup squad and national junior squad Individual player improvement assessed by national coaches 	Target: 2008 Junior World Cup qualifiers: 2 females, 2 males
NTC staffing	2 x head coach: males and females; Hockey Australia employed	2 x head coach: males and females; NSWIS employed 1 x regional coach; NSWIS employed	1 x head coach (men); full time; NTIS employed Honorariums for assistant coaches and specialist coaches.	2 x head coach: males and females; QAS employed	1 x head coach (dual); SASI employed	1 x head coach (oversees whole system); TIS employed 1 x coach; TIS employed	2 x head coach: males and females; VIS employed	2 x head coach: males and females; WAIS employed

	ACTAS	NSWIS	NTIS	QAS	SASI	TIS	VIS	WAIS
State association high performance staff	<ul style="list-style-type: none"> • None. Funding towards second NTC coach • High performance committee in place 	<ul style="list-style-type: none"> • NSW game development manager • (Plus 1 full-time, 2 part-time development staff) • High performance committee (game development manager, plus 3 NSWIS coaches) • 7 regional academies (part time) 	Game development officer (has been acting executive officer until recently)	<ul style="list-style-type: none"> • State coaching manager • 15 regional coaches/development officers (10 full time, 5 part time) 	<ul style="list-style-type: none"> • Game development manager • State development officer 	<ul style="list-style-type: none"> • 2 x state development officers – south and north • Scholarship coach 	<ul style="list-style-type: none"> • Development manager • High performance committee but does not include NTC coaches 	<ul style="list-style-type: none"> • High performance manager • High performance and coaching committee
NSO Funding per annum (2005-08)	70,000	145,000	33,000	125,000 (agreement says 115,000)	60,000	35,000	90,000	105,000
SIS/SAS cash	53,500	125,000	Employ NTIS-NTC coach plus operational budget (124,000 in 2006-07)	94,300 women, 106,500 men (128,250 women, 143,250 men)	40,000	139,000-110,000	\$114,000 men \$99,500 women (2008 figures)	119,000 (varied through cycle and varied men and women)
SIS/SAS services	174,298		18,000	110,592 each men and women (42,300 women, 37,500 men)				25,000
State sporting organisation cash	61,800	20,000	0	0 (10000)	5000 plus office	17,000	10,000	10,000
Total	359,598	290,000		546,984 (476,300)	105,000	191,000 - 162,000	100,000	259,000

	ACTAS	NSWIS	NTIS	QAS	SASI	TIS	VIS	WAIS
Underpinning program	Local junior competitions and state schools U16 competition are feeder groups monitored for talent identification	Male and female athletes 14–18 years of age. Divided into 3 tiers: <ul style="list-style-type: none"> • Tier A: Identified athletes with the potential for Junior World Cup selection and athletes competing at All Schools and U18 national titles • Tier B: U16–U18 state squad/team athletes • Tier C: U16 athletes from NSW regional academies with the potential to progress to NSWIS scholarships 	<ul style="list-style-type: none"> • NTIS head coach and support coaches assisting teams, coaches, clubs • 2 x trips to Alice Springs • NTIS regional coach to be supported financially • Delineation between NTC and state underpinning not clear 	<ul style="list-style-type: none"> • Direct feeder to the NTC program • Designated qualified coaches, delivering training programs (skills acquisition) • Off-field services with appropriate partners, including strength and conditioning and sports science • Athletes are one step away from QAS selection (target group 12–23 years) • Strong regional program 	<p>Aim: Enhance standard of hockey in South Australia. Pathways groups – 14 to 19 years of age.</p> <p>Program being reshaped under new NTC coach and new state association personnel</p>	<ul style="list-style-type: none"> • Increase the base of elite athletes • Identify and develop athletes with the potential to be selected in national squads • Assist the technical (skill) development of identified athletes • Assist the development of state/regional coaches who are working with identified athletes • Good regional and Hobart programs 	<ul style="list-style-type: none"> • Increase the base of elite athletes • Identify and develop athletes with the potential to be selected in national squads • Assist the technical (skill) development of identified athletes • Vic Sticks program • Links and understanding not clear between NTC and state body 	<p>As VIS 3 points, plus:</p> <ul style="list-style-type: none"> • Provide coach education initiatives in line with program partner objectives • Competition available starts at age 11 leading into U13 • 15 regional championships, talent squads (16–25 years) and underage state teams