
Malvern Tigers Coaching Framework

Introduction

- The Malvern Tigers is a local suburban basketball club with more than 600 junior members. Like basketball generally in metropolitan Melbourne, the Malvern Tigers has experienced significant and sustained growth across the membership base for a number of years.
- Summer is currently the busiest season for the Club as membership numbers swell due to an influx of players from the other winter codes. In Summer 2013/14 the Club fielded more than 80 junior teams.
- Fielding more than 80 teams and providing those teams and their players with a positive basketball experience create a significant challenge for the Malvern Tigers. Attracting sufficient numbers of coaches, while maintaining a balance of volunteer parent and paid coaches is an ongoing challenge.
- Coaches are arguably the most important representatives of the Malvern Tigers in that they are often the key factor influencing the level of development and enjoyment a player experiences during a season. In addition, coaches are often regarded as the face of the Club as they influence the perception of the Club held by parents and other stakeholders.
- The continued growth of the membership base and the likely prospect of fielding even more teams in future seasons heightens the current coaching challenge. With the assistance of the Senior Coaches, the Executive Committee has taken the opportunity to review and further enhance the approach to coaching to ensure the Club is well positioned to meet the current and future challenges.
- The purpose of this document is to set out those challenges and the coaching framework by which the Club is addressing them. This document is intended for and available to all junior members of the Malvern Tigers and their parents, and for the current and aspiring coaches on whom the Club depends.

Challenges

The key coaching challenges that the Club faces are:

1. Securing sufficient numbers of coaches to ensure that each junior team has a coach;
2. Ensuring that the coaches are adequately skilled and capable of delivering the basketball experience that the Club strives to provide its members;
 - a. Technical basketball knowledge – understanding of the individual skills and teamwork fundamental relative to the age group being taught;
 - b. Communication and inter-personal skills – ability to engage, encourage, instruct and coach young players as well as the ability to communicate with parents and other stakeholders; and
 - c. Organisation and management – the ability to plan, organise, evaluate, develop and implement in terms of training and match time.
3. From time to time, the Club experiences movement of coaches and other people playing important roles within the coaching framework. At the same time, the administrative burden of running a large and successful basketball club is growing and placing increased demands on existing key roles. The Club needs to replace this leadership and capability and ensure it has capacity to accommodate the increased levels of administration.

Strategy

The Malvern Tigers has addressed these challenges by enhancing the Club's coaching framework. The primary purpose of the coaching framework is to ensure that the Malvern Tigers has the coaching capability to deliver its members with the basketball experience defined (and implied) in the Club's vision.

The objectives of the strategy are to:

1. Provide the Club with access to sufficient coaches to ensure each junior team is assigned a suitably skilled and qualified coach;
2. Provide coaches with development opportunities and support to ensure they have the requisite level of capability to deliver the Club's coaching program; and
3. Ensure the coaching framework is sustainable and has sufficient flexibility to accommodate future growth and other changes.

Coaching Capacity

The Malvern Tigers access coaches from 3 sources:

- i. Parents of members and other volunteers (unpaid);
- ii. Professional Coaches (paid on an hourly rate); and
- iii. Junior Member Coaches (paid on an hourly rate).

The bulk of the coaches are parents of current junior members. This is important because of the cost benefits that it provides and because it reflects the community nature of the Club.

There are a smaller number of paid coaches. These coaches allow the Club to supplement the parent coach numbers but also allow the Club to access a higher level of coaching experience and expertise than might otherwise be the case. A number of these coaches are also able to offer and provide leadership and input beyond just on court coaching.

Junior member coaches currently provide access to additional coaching numbers. They are paid an hourly rate reflecting their expertise and experience. Some of these members will graduate on to other professional coaching roles within the Club. This group has the potential to contribute more to the Club in future years.

Recruitment and Retention

It is important that the Club continues to attract and retain coaches. The Club will achieve this by:

- Continually engaging with the membership base to encourage parents to volunteer;
- Dispelling the myth that extensive basketball experience is required in order to coach your child's team;
- Improve the support mechanisms in place to assist novice parent coaches and communicate/market those support mechanisms;
- Help parent coaches to enjoy their coaching roles;
- Develop a youth coaching program and market the program, particularly to the membership base;
- Improve the support mechanisms in place to assist youth coaches and communicate/market those support mechanisms.
- Provide a development pathway for youth coaches into professional coaching roles with the Club and mentor prospective talent.

Coaching Development & Support

1. Induction – each new coach will be inducted into the Club by a senior Club representative. The induction will provide an overview of the Club, the coaching philosophy, the coaching framework and the coach's roles.
2. Coaching Manual and Guide – at their induction, each new coach will be provided with the Club Coaching Manual. The Manual provides a guide on the Club's coaching philosophy, age group skill levels and key teaching points.

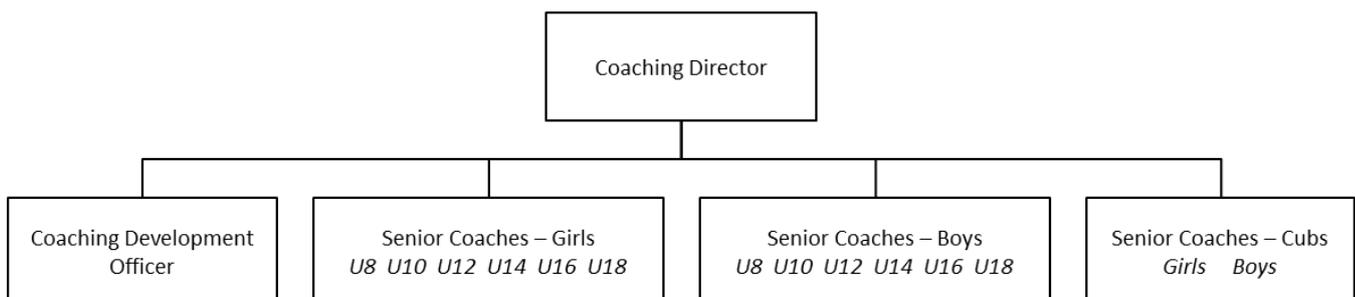
3. New Season Briefings – each season the Club will conduct a briefing session which is mandatory for all coaches to attend. The session will be used to welcome and thank coaches, provide a guide to the forth coming season, reinforce key messages and Club protocols and address any concerns or questions that coaches might have.
4. Coaching Development Clinics – periodically the Club will provide clinics for coaches to develop their coaching skills and techniques. Attendance at certain clinics may be compulsory for some coaches, in particular Junior Member Coaches. Where the Club mandates attendance, professional and junior coaches will be paid their normal hourly rates to attend.
5. Coaching Courses and Certification – the Club will organise and from time to time fund attendance and participation in recognised coaching courses for nominated coaches. While the Club may elect to fund the cost of the course, the Club will not pay professional or junior coaches for their time to attend.
6. Junior Member Coaching Program – the Club will formalise and implement a coaching program aimed at attracting and developing coaches from the junior player ranks. The program will cover the technical, inter-personal and organisational requirements of coaching.
7. Coaching Evaluation – an evaluation program will be implemented which involves the assessment of coaches in terms of their suitability to coach particular age groups, their performance in any particular season, their future development and their support requirements. Key aspects of the evaluation program are:
 - Ideally, senior members of the Club will conduct evaluations, attending at least one training session, attending at least one game and having discussions with the coach during the course of a season.
 - The process is intended to allow the Club to provide coaches with feedback and tailor support both in terms of meeting the objectives for a season and longer term objectives;
 - The process will also help the Club get the best alignment of coaches with particular teams when it comes to future team selection; and
 - The Junior Member Coaching Program will have specific evaluation criteria and consist of more frequent evaluation sessions.

Structure and Roles

While conditions continue to change and the Club is currently experiencing growth, there is also the constant change of people involved with the Club. It is important therefore that the model is flexible to adapt to changing conditions and to changes in the resources available to the Club at any given point in time.

This can be achieved to some degree by modifying roles and responsibilities to reflect needs, capabilities and capacity as required.

Given the current situation and the anticipated changes scheduled to occur at the end of the current season, the Club will implement following roles and structure.



Role	Responsibilities ¹
Coaching Director	<ul style="list-style-type: none"> • Scope – covers all junior coaching requirements (Boys and Girls). • Recruitment and management of all coaches and coaching positions. • Allocation of coaches to particular teams and development of the training roster/schedule. • Oversight of the Junior Member Coaching Program. • Participation in Coach Evaluations. • Member of the Executive Committee.
Coaching Development Officer	<ul style="list-style-type: none"> • Scope - covers all junior coaching requirements (Boys and Girls from U8-U18). • Develops a Coaching Development Program. • Runs development coaching clinics for Junior Member Coaches. • Mentors Junior Member Coaches as directed by the Coaching Director, which includes training session and in-game support and feedback. • Runs clinics for novice parent coaches (and other coaches). • In consultation with Senior Coaches, participates in the development of coaching guides for different age groups. • Participates in the coaching evaluation process. • Maintains the Malvern Tigers Coaching Manual (Guide).
Senior Coaches – Girls and Boys	<ul style="list-style-type: none"> • Coaches the highest ranked team in the Age Group.² • Liaises with the Membership Officer, the Age Group Coordinator and other Club representatives to select teams. • Leads / facilitates the player evaluation process including assessment training sessions. • In consultation with the Coaching Development Officer develops coaching guides for the age groups they are responsible for. • Assists coaches to conduct team/player assessments and develop coaching plans for the season. • Participates in the coaching evaluation process. • Mentors Junior Member Coaches as directed by the Coaching Director, which includes training session and in-game support and feedback. • Liaise with players, parents, Age Group Coordinators, Team Managers, the Coaching Director, the Coaching Development Officer, coaches and other stakeholders as required.
Senior Coaches – Cubs	<ul style="list-style-type: none"> • Run the Cubs Clinics on Sunday afternoons as agreed with the Club. • Manage and direct assistant coaches to achieve the Cubs Program Objectives. • Liaise with cubs, parents, coaches and other stakeholders as required.

¹ All coaching roles are expected to uphold and support the Club’s vision, coaching philosophy and values.

² Senior Coaches may also coach other teams in the same or other Age Groups, and may be the Senior Coach for more than one Age Group