

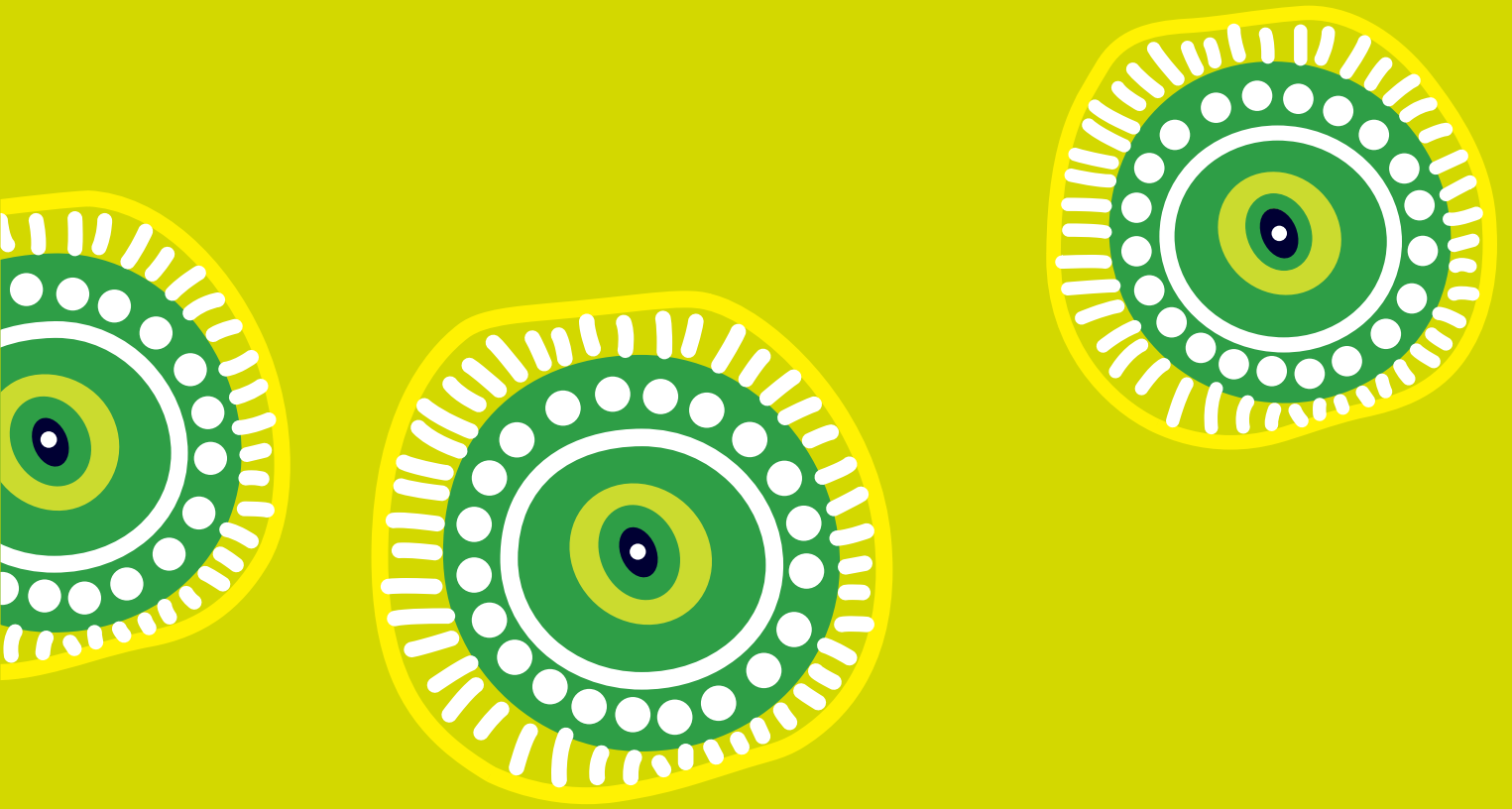
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**Australian Government**  
**Australian Sports Commission**

# Design Principles

A guide to designing modern coaching and officiating  
development frameworks



### **Australian Sports Commission Acknowledgement of Country**

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.



# Design Principles

## A guide to designing modern coaching and officiating development frameworks

The Australian Sports Commission (ASC) has produced design principles to guide sports through a strategic process as they shape their national coaching and officiating development frameworks.

The guide details the environmental, societal and personal growth considerations that are critical in designing or redesigning a contemporary development framework. Use this guide to create a framework which effectively services modern sporting requirements and provides a clear value proposition for change.

### Understanding the model

Use the principles in the outer circle to identify your strategic priorities and consider the elements in the inner circle when developing your frameworks. It is important to understand your organisation's strategic intent for modernising its coaching and officiating development frameworks and consider the costs and risks to implement a robust strategy. It is also important to highlight the benefits and opportunities to modernising at all layers of sport including improved and more diverse recruitment, better retention and new revenue streams.

The environmental, societal and personal growth considerations in the inner circle will inform how you operationalise your coaching and officiating development frameworks. It's important to recognise that all of these considerations are interconnected and reliant on each other. Also, consider impacts and dependencies from other business areas and continuously reflect on each principle to remain relevant to modern societal expectations.





## Plan for success – strategic priorities and business requirements

If you are developing a brand-new framework, start by scoping the current sporting landscape and consider each step in the process on the outer circle of the model. If your sporting organisation is in the process of redesigning or reshaping an existing framework, start at the relevant element. It is important to note that all sports are unique, and some principles and steps will be more or less important on your organisation's improvement journey.



### Scope the current landscape

**What:** Examine the requirements and characteristics of your coaches and officials based on business capability and capacity.

**Why:** To provide effective development opportunities, you need to know what is happening in your sport environments and with your stakeholders, and the modern sporting requirements.

**How:** Create a picture of the requirements and characteristics using a variety of methods, such as speaking with different stakeholders or scanning available research.



### Use research and data

**What:** Design bespoke development opportunities for your coaches and officials that is grounded in, and led by, reliable and relevant research and data.

**Why:** Using current, high-quality research and data to inform development of your framework ensures it will be appropriate and align with the needs of your coaches and officials.

**How:** Identify what research and data other sporting organisations have used in developing their frameworks and if relevant apply to your context.



### Ensure business alignment

**What:** Use your strategic plan to guide and inform your development framework.

**Why:** To ensure alignment between organisational objectives and your plans for developing your coaches and officials.

**How:** Collaborate with key stakeholders to develop and map the organisation's objectives to operational requirements of the sport.



### Engage key stakeholders

**What:** Connect with key partners to co-design the framework, support the operations and assist with change management.

**Why:** Involving others in each step of the process provides a chance for new ideas, perspectives, experiences and feedback, to better inform how the plan comes to life.

**How:** Include those in and outside your organisation in the design, development and review of your framework.



## Audit current offerings

**What:** Identify and evaluate the current resource offerings available to your coaches and officials.

**Why:** Knowing what you currently offer, and recognising the intent, allows you to identify what needs to be updated, modified or created.

**How:** Conduct a gaps analysis based on the current aggregated resources and identify requirements to service the new framework.

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## Develop the new framework

**What:** Design the framework based on the modern sporting requirements you identified to support coaches and officials to service current and future needs.

**Why:** Empowering coaches and officials with development relevant to their context, helps them create quality, demand driven community sporting environments.

**How:** Incorporate all the elements to inform the plan for success, by creating a draft framework in collaboration with stakeholders.

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## Set appropriate timelines and measures

**What:** Place deliverables into a sequential plan, identify the desired impacts and the methods to measure success.

**Why:** It is important to create efficiencies and clear responsibilities across your organisation and stakeholders to ensure visibility and accountability when operationalising the framework.

**How:** Identify achievable milestones, roles and responsibilities. Establish your success measures, the tools to measure them and when you'll use them.

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## Operationalise new framework

**What:** Start implementing the new framework and provide targeted support for different coaching and officiating functions.

**Why:** Support is key to effectively servicing the bespoke requirements of modern participant and community needs.

**How:** Coordinate stakeholders to play their role in supporting a customisable system, which includes multiple ways of engaging with development opportunities that is accessible for a diverse workforce.

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## Review and refine framework

**What:** Continually monitor and assess progress against the desired impacts and adjust the framework as needed to ensure sport is measuring the things that matter.

**Why:** The sporting landscape will continue to evolve and therefore key to remaining relevant is servicing current and future requirements.

**How:** Measure effectiveness of the new framework against the current desired impacts. Update measures of success where required, based on evolving trends.



## Environment, societal and personal growth considerations



### Recognise modern participant motivations and requirements

Develop a process to understand the range of motivations people have for participating in your sport. Determine the existing environments where participant engagement, enjoyment and retention are highest.

Identify success measures through the lens of the participant. This may include any of the following: enjoyment, connection, sense of belonging, continual improvement, confidence, health and wellbeing, competition or performing in national or international events.

Be adaptable to service changing participant motivations as confidence and competence grow, their relationship with the sport matures, the impact of friends evolves or their focus shifts from social engagement to competition.

Ensure coaches and officials have easy access to appropriate and relevant development opportunities, supporting them to interact with participants on their terms. Consider the needs of the participant, their background, ability, preferred communication and engagement methods. Consider alternative formats and adaptations to create accessible environments for all.



### Adapt for modern sporting environments

Define requirements to create physically and psychologically safe, fun and inclusive sporting environments. Consider generic non-negotiables, individual participant requirements and requirements specific to the sport.

Provide and support ongoing and bespoke personal development opportunities for your workforce, to increase capability, confidence and competence.

Create a modern support system to complement multiple motivations, abilities and accessibility needs.



### Identify compliance requirements

Safeguard both the workforce and the participant through appropriate education, resources and compulsory safeguarding requirements to ensure everyone involved in the sporting environment is protected.

Consider organisational and sport specific needs based on leadership roles and responsibilities, the nature of the sport, values, governance, location, insurance and culture.

Embed Play by the Rules and Sport Integrity Australia content and programs to ensure the sport prioritises and aligns with local, state and national legislation requirements to importantly support quality safe sporting environments.

Underpin compliance requirements with robust and meaningful operational policies, procedures and reporting. Commit to regular reviews to ensure the framework stays relevant as societal needs and expectations change, protect the physical and psychological safety of your stakeholders and to ensure the framework continues to comply with safety policies and laws.



## Sports specific skills, knowledge and application

Identify sport-specific skills and knowledge to support participant growth, confidence and competence to participate, compete and/or perform in sport. This information should underpin coaching and officiating practice, be implemented in the context of the sport and measured in competition. This should include application of skills in line with rules, regulations and the positive, fair spirit and values of sport and appropriate for the environment.

Map competencies for learners, social participants and competitors to help inform personal growth journeys, talent systems and performance requirements.

Recognise the requirements of the participants' personal development through a holistic skill model that incorporates skills, games sense and decision-making appropriate to the varied sporting and performance environments.

Connect the skills, competitions and testing environments, through clearly defined and identified pathway markers. Ensure development and execution of skills is based on the latest rules and regulations that service the environment is the participants are playing or competing in.

Ensure the framework is adaptable and agile to enable the scalable adoption of new regulations or requirements mandated by the sport, designed to improve the quality of the environment, support safety or enhance the quality of the experience.



## Build localised supportive workforce environments

Develop skills to enable social learning by identifying functions that support problem solving, such as mentoring, assessing, facilitating and developing others in practice. Encourage and enable a broad, engaging and diverse model of development which is guided by contextual relevance informed by sporting environments.

Encourage self-guided discovery using reflective practice to address environmentally specific issues, problems and opportunities.

Re-imagine recruitment messages to support the growth of a modern workforce that reflects the broader Australian population. Redefine roles into a more modern role, function or shared responsibility arrangement, to remove the burden and burn out of your existing workforce.

Pro-actively recruit, educate, train and develop a workforce pre-emptively to service potential demand. Expand the capacity and capability of the workforce and the community that supports them, to be skilled and prepared to create modern environments that support quality, demand driven participant experiences.

Retain workforces through ongoing support and a function maturation model that provides sustainability and maintains localised IP for the benefit of newly recruited workforces.



## Development delivery methods

Identify the optimal sport operating model to support with scaled delivery based on sport capability and capacity.

Scale the delivery of content to ensure complementing blended learning options to support holistic development.

Explore different development options to complement formal learning. Develop flexible and varied approaches to recognise the effectiveness of coaching and officiating practice to service bespoke environments.

Measure education, development and resource engagement, satisfaction and impact and design initiatives to use this data to inform continual improvement.



### Ongoing personal development opportunities

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Emphasise ongoing personal development opportunities, which align to your sporting environments, participant motivations and sport offerings.

Maintain ongoing connection with and between coaches and officials to understand their current and emerging learning needs, motivations and challenges, encourage knowledge sharing and collaborative problem-solving.

Foster effective coaching and officiating practices through ongoing, blended, personal development opportunities, integrated with formal, informal and social learning. Maximise efficiencies through leveraging existing modern approach resources.

Optimise your framework through ongoing review and refinement to ensure your sport is agile, adaptive and remains relevant as social and participation trends evolve.



### Monitor, evaluate and remain adaptable

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Commit to a formal review practice to continually evolve the development frameworks. Ensure the metrics focus on the effectiveness of coaches and officials and the individuals' own versions of success rather than the number of coaches and officials.

Remain connected and committed to being informed by research and data. Proactively implement required changes to ensure your organisation continues to provide modern education and development.

Innovate to ensure quality data capture aligns to the core purpose of the modernised approach. This might include mapping retention and measuring quality of experience.

Celebrate and recognise what has been successful in supporting the workforce to deliver high quality sporting environments for participants to thrive in sport.

## More information

Explore more resources, tools and templates on the ASC's [Coaching](#) and [Officiating](#) webpage or get in contact with the Coaching and Officiating Team at [coaching\\_and\\_officiating@ausport.gov.au](mailto:coaching_and_officiating@ausport.gov.au)





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