



HIGH PERFORMANCE  
SPORT NEW ZEALAND

# **WOMEN IN HIGH PERFORMANCE SPORT**

TE HAPĀITANGA & RESIDENCY EXPERIENCE

GUIDELINES AND APPLICATION PROCESS

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## **HIGH PERFORMANCE SPORT NZ - WOMEN IN HIGH PERFORMANCE SPORT (WHPS)**

High Performance Sport New Zealand (HPSNZ) partners with National Sporting Organisations (NSOs) to enable and empower world class performances that inspire New Zealanders. To achieve repeatable success for New Zealand we focus on the performance pathways, wellbeing and engagement, and funding and investment. Our organisational values of He Tangata (We stand for the people), Mahi Toa (We strive for the remarkable) and Ngātahi (We're better together) underpin all we do and help guide our commitment to improving gender equity in sport.

To inspire performance every day HPSNZ is committed to facilitating opportunities to enable more women to pursue and succeed in high performance leadership and coaching roles. Building on the success of the 2018 WHPS Pilot Project, HPSNZ has identified WHPS as a strategic priority and has committed to integrating and embedding WHPS into the organisation's ongoing programme of work.

## EVOLUTION OF HPSNZ'S INVESTMENT INTO WHPS

In October 2018 the Women and Girls in Sport and Active Recreation Strategy was launched as a key ministerial priority to improve gender equity. It aims to create a more equitable and inclusive sport and recreation culture for Aotearoa New Zealand, and a system that empowers and supports all women and girls – as active participants, athletes, and leaders. One of the twenty-four strategic objectives of the Women and Girls strategy focused on women in high performance leadership and coaching. The WHPS project identified that, although there is no shortage of talented and capable females wanting to pursue a career in high-performance sport, systemic and structural issues that inhibit their progression, remain.

A range of interconnected and complex challenges prevent women from pursuing and maintaining a career in high performance leadership: a lack of visibility of pathways for women; limited access to hands-on opportunities to develop capabilities; being isolated, undervalued or under-utilised in roles; and limited advocacy for diversity within teams. In December 2018, the HPSNZ Board committed to funding a two-year WHPS Pilot Project to start to address the issue of gender equity in high performance sport leadership and coaching roles.

The Pilot Project reflected the three main principles of the Treaty of Waitangi – partnership, participation, and protection. It was targeted at creating the right environment and opportunities to enable greater representation of women in high performance leadership and coaching positions. It focused on providing opportunities for women, while also growing the talent pool of women in high performance leadership and coaching – and was delivered through three core streams of work focusing on leadership, coaching and the high performance sport working environment.

**In 2019, the Residency Fund pilot was launched as a leadership initiative that provided 18-month workplace employment opportunities in high performance leadership positions. Shortly after the launch of the Residency Fund, Te Hāpaitanga was created as a dedicated holistic coach development initiative designed to enable more females to pursue and maintain a career in high performance coaching. Since the inaugural intake of women in 2020, Te Hāpaitanga has been embedded in the HPSNZ coaching programme, and in 2023 the Residency Fund was reshaped into the Residency Experience to cater for both individual and NSO needs.**

# FUTURE OF WHPS – STRATEGY INITIATIVES 2024 AND BEYOND

WHPS is a key strategic priority within HPSNZ's 2024 Strategy that aims to:

Address the complex barriers women face in high performance sport so they can realise their full potential in safe and supportive environments.

Create stronger people, teams and organisational environments through improved gender equity, diversity, and inclusion.

Demonstrate and promote the valuable contribution women leaders and coaches make to high performance sport in Aotearoa New Zealand.

As HPSNZ looks to 2024 and beyond, WHPS will focus on some key areas in high performance sport: development, work experience, networks, and environments to support the understanding of diversity, equity and inclusion for all people working in high performance by:

Utilising existing leadership and coaching programmes (including Te Hāpaitanga) to ensure women have access to specialised high performance development.

Providing work experience that grows a learning environment of creative difference to shift performance outcomes for all people.

Growing a network of women working in high performance sport who can share contextual knowledge and support more women in coaching and leadership.

# OVERVIEW OF WHPS INITIATIVES

## TE HĀPAITANGA

The act of elevating, lifting and empowering. A holistic coach development initiative designed to enable more women to pursue and maintain a career in high performance coaching. The 18-month initiative provides a range of opportunities for future or emerging women high-performance coaches to test and develop their coaching capability, and to develop new skills to navigate a complex and challenging career in high-performance sport. Central to the vision of Te Hāpaitanga is the integration of emerging women coaches into a community of practice supported by their experienced peers.

- Te Hāpaitanga Connects emerging women coaches with their peers and established women high performance coaches to provide mentoring and inspiration to help navigate a career in high performance coaching.
- Te Hāpaitanga Accelerates the growth and development of emerging women coaches by mitigating current and future challenges to pursuing a career in high performance coaching.
- Te Hāpaitanga Integrates both an identified national sporting organisation (NSO) sponsor and an experienced coach mentor into the women coach's development journey to maximise access to existing resources, knowledge, and experiences.

## THE RESIDENCY EXPERIENCE

The Residency Experience will help bridge the gap between development and 'on the job' real world work experience in leadership and coaching roles that enable the growth of diverse, equitable and inclusive environments in high performance sport. HPSNZ will partner with NSOs to create "Residency Experiences", which builds on experiential learning while in a high performance role designed to ensure individual growth, exposure and opportunity is at the heart of the experience for the women taking part. This initiative creates opportunities for individual women to develop and grow, while also supporting the development of the capability and capacity of their NSOs.

## THE NETWORK

The Network will continue to provide alternative development opportunities for all who are working in the diversity and inclusion space (including those participating in WHPS initiatives). A platform to connect online or in person, in communities of practice of people who champion diversity and inclusion, where they can share insights and exchange ideas, reflections, and discuss solutions. There will also be hosted workshops that will focus on topics that are determined according to the needs of the group, either the women themselves or NSOs. The opportunity to be part of the WHPS Network will be offered to:

- Applicants who are shortlisted for the Residency Experience and Te Hāpaitanga
- Alumni of the Residency Fund pilot, Residency Experience and Te Hāpaitanga
- NSO Sponsors and Allies supporting WHPS initiatives
- Mentors who are supporting or have supported women in the Residency Fund, Residency Experience and Te Hāpaitanga
- Invited high performance leaders who champion diversity and inclusion outcomes
- HPSNZ staff who are contributing to the integration of diversity and inclusion outcomes

## OVERVIEW OF WHPS INITIATIVES

	<b>Te Hāpaitanga Overview</b>	<b>Residency Experience Overview</b>
<b>Who is it for?</b>	Women who are looking for coach <b>development</b> to elevate their high performance coaching practice	Women who have experienced development opportunities and need work experience through <b>employment</b> in high performance coaching or leadership roles.
<b>Key priorities</b>	<ul style="list-style-type: none"> <li>• Increase the talent pool of women coaches.</li> <li>• Increase the depth of women high performance coaches across the system.</li> </ul>	<ul style="list-style-type: none"> <li>• Support NSOs' succession planning and DEI (Diversity, Equity, and Inclusion) strategies</li> <li>• Create leadership and coaching opportunities for women currently working within the sport sector.</li> <li>• Attract women into high performance leadership from outside the sport sector.</li> </ul>
<b>Approach</b>	Tuakana/Teina model of development within 18-month programme of residentials, and the support of experienced coach mentors	Employment (part-time or full-time) within an NSO for a set timeframe (3 – 24 months). The support of an ally is provided and engagement with peer experiential learning.
<b>Applications</b>	Application must be endorsed by NSO	Applications are accepted separately from individuals and NSOs or individuals may be endorsed by their NSO in a joint application
<b>Funding</b>	Covers programme costs and a maximum of \$15,000 PD funding	Covers salary costs, on boarding and administration costs, and a maximum of \$10,000 PD funding

## WHAT DOES NSO ENDORSEMENT MEAN?

NSOs are a key partner of WHPS initiatives, playing a central role in enabling and facilitating access to hands-on leadership and coaching opportunities. By endorsing an application, the NSO:

- Confirms the woman has high performance leadership/coaching potential,
- Commits to supporting and advocating for the woman for the full term of the initiative,
- Commits to facilitating opportunities to expose the woman to high performance leadership/coaching environments and hands-on leadership/coaching opportunities,
- Nominates an appropriate NSO Ally/Sponsor who will advocate for, and facilitate access to, learning and development opportunities for the woman,
- Has a strategy to support the woman beyond the initiative,
- Commits to scheduled contact with the initiative lead to share the woman's progress,
- Commits to providing an inclusive learning environment where the woman feels safe, valued, and respected,
- If successful, agrees to managing the PD scholarship on behalf of the woman, including facilitating payments as set out in the investment schedule.

## WHPS – WOMEN’S ELIGIBILITY AND SELECTION

### Overview

To be eligible to apply for a WHPS initiative, the individual must:

- Identify as female.
- Be a New Zealand citizen or have been granted permanent resident status.
- Consider themselves ready to be extended in a high performance leadership or coaching environment.

### Selection Criteria

- Individually aspires to pursue a career in high performance leadership and/or coaching.
- Is committed to the initiative for the agreed timeframe for the individual, including attendance at any of the following: induction, workshops, research interviews, network events, residential and showcase of learning event.
- Is committed to their own learning and performance.
- Has work specific qualifications, or sport knowledge appropriate to the leadership or coaching role opportunity.

HPSNZ encourages women to apply for the WHPS Initiatives who:

- Identify as Māori and/or Pasifika.
- Have current childcare responsibilities and wish to contribute to high performance sport in a new capacity.
- Are retired high performance athletes.
- Are working in the sport sector and aspire to work in high performance sport; and/or
- Are ready to explore their fit for high performance leadership because of previous leadership experience in other sectors.

## WHPS INVESTMENT OUTCOMES

The investment outcomes that HPSNZ is seeking from the WHPS initiatives are:

- Establish a pipeline of highly capable women ready to step into leadership and coaching roles in high performance sport.
- Promote leading and coaching in the high performance system as a viable career option for women.
- Achieve a year-on-year increase of women in leadership and coaching roles in high performance sport.
- Provide NSOs with the opportunity to critically assess their workplace culture, values, and behaviours.
- Evolve high performance sport environments to meet the needs of a diverse workforce.
- Empower NSOs to take full advantage of the competitive edge provided by truly integrated diversity and inclusion.



# FUNDING

Successful NSOs will enter into an investment agreement with HPSNZ which sets out the terms and conditions that apply to the provision of any WHPS funding.

Funding will be provided by HPSNZ to the NSO in regular instalments (plus GST) as appropriate. These instalments will be paid in advance and must be spent as described and agreed in the investment schedule and cannot be used by the NSO for any other purpose.

Scholarship funding will be provided by HPSNZ to the NSO as set out in the investment schedule. Funds must be solely used for the provision of the scholarship as described in an investment agreement which sets out the terms and conditions that apply to the provision of funding under each initiative.

Any variations to the use of the funding will need to be agreed in writing by the women, the NSO sponsor or ally and the HPSNZ's initiative lead. Any request for variation must include a justification for the changes. Should the terms of the Investment Schedule not be met (which might include, without limitation, where the expectations of the WHPS initiative are not being met, the women is not receiving the required support and/or the women withdraws from the initiative), HPSNZ may terminate the Investment Schedule and/or may seek that some/all of the funding is reimbursed. Should this occur, HPSNZ may (where applicable and feasible) explore alternative arrangements to manage the investment on behalf of the women.

## HOW CAN IT BE USED?

The scholarship, which will be managed by the NSO, is to be used to enable practical leadership and/or coach development opportunities in high performance. These opportunities need to be aligned to the women's Professional Development Plan (PDP). The funding can be used over an agreed period to:

### TE HĀPAITANGA

#### **\$15,000 professional development funding**

- Supplement the coach's salary to enable more time coaching.
- Fund-paid coaching experience in high-performance programs including costs associated with attendance at national camps, overseas tours, and pinnacle events. This can extend to assisting with costs associated with childcare arrangements.
- Cover the cost of coaching resources or equipment for the scholarship holder.
- Cover the cost of course fees for non-sport specific technical skill acquisition.
- Cover the cost of course fees for sport specific coach qualifications not available through the NSO, for example, international coaching qualifications.

### RESIDENCY EXPERIENCE

#### **Salary and \$10,000 professional development funding**

- Opportunities as outlined in Te Hāpaitanga
- Provide professional development opportunities to grow leadership and/or coaching skillset. Including executive coaching, leadership coaching, and mentoring.
- Fund high performance experiences in high performance programs including costs associated with attendance at national camps, overseas tours, and pinnacle events. This can extend to assisting with costs associated with childcare arrangements.
- Fund development at leadership or high performance conferences, workshops, or seminars.
- Cover the cost of course fees for non-sport specific skillsets required to lead in high performance sport.
- Cover the cost of course fees for qualifications not available through the NSO.

NSO funding for the resident's salary will be available to support Residency Experiences (pro rata to the timeframe agreed) in accordance with the following:

- Resident salary costs up to \$90,000 per annum for the Residency Experience
- NSO on boarding costs up to 10% of salary costs per annum
- NSO additional admin support of up to 5% of salary costs per annum (this can be used to assist with the resident recruitment process as required).

## HOW IT CANNOT BE USED

### TE HĀPAITANGA

#### **\$15,000 professional development funding**

- Supplement the salary of scholarship holders who are already receiving a full-time salary.
- Purchase equipment such as computers, phones, and IT software.
- Purchase coaching resources and equipment for NSOs.
- Cover general administrative and management costs of NSO.
- Cover costs associated with salaries for NSO staff.

### RESIDENCY EXPERIENCE

#### **Salary and \$10,000 professional developing funding**

- Top up a part time salary for existing employment responsibilities, where there is no elevation in leadership responsibilities.
- General administrative and management costs associated with supporting the placement.
- Positions that already receiving funding support through funding investment schedules with HPSNZ and Sport NZ core investments.
- Staff training that is funded by the NSO as part of its standard business practices, for example, workplace safety training, first aid training etc.

## REPORTING REQUIREMENTS AND ACQUITTAL PROCESS

NSOs and the women are accountable for funds received through the scholarship and must adhere to all conditions of the scholarship set out in the investment schedule. The NSO and the women will be required to complete reports at the agreed milestones appropriate to the initiative, including a funding acquittal, at the end of the initiative. Unspent funds (incl GST) will need to be returned to HPSNZ within four weeks of submitting the final acquittal.

## ADDITIONAL SUPPORT FOR NSOS

NSOs involved in WHPS initiatives will be able to access additional assistance from HPSNZ to support their diversity and inclusion strategies, policies, and practices. Where appropriate this assistance will be undertaken in collaboration with Sport NZ, and may include, but is not limited to,

- Collective Leadership Assessments for high performance team group cohesion.
- Support for diversity, equity and inclusion, and unconscious bias training for employees.
- Developing and/or implementing a diversity and inclusion strategy.
- Reviewing recruitment and retention strategies and other relevant HR policies.
- Undertaking a gender pay gap assessment and, if where a gap exists, exploring strategies to address it.
- Participation in HPSNZ led networking opportunities; and support to embed an inclusive culture.

## RESEARCH AND EVALUATION

HPSNZ will evaluate the WHPS initiatives to measure the impact of the initiatives and how well they have met the objectives and outcomes of the WHPS broad objectives. Leaders, coaches, NSOs, allies, and mentors will be required to support this research and evaluation process.

Appendix 1 provides information on the anticipated outcomes, impacts and system shifts of Te Hāpaitanga.

Appendix 2 provides timing for the research and evaluation interviews and surveys.

## ADDITIONAL INFORMATION

Before completing an application, please read the following information regarding HPSNZ's obligations in relation to the information you will provide with your application. You should only proceed if you are happy to comply with these requirements.

### Official Information Act 1982

The Official Information Act 1982 (OIA) covers how HPSNZ's must handle requests for its official information. Applications for funding are among the documents that can be requested under the OIA. The general expectation, as expressed by the Chief Ombudsman, is for official information to be released (either pro-actively or in response to a request), unless there are clear grounds to withhold it. Personal information provided with your application may be of a type that will not be released.

### Privacy Act 2020

The Privacy Act 2020 covers how HPSNZ's collects and stores personal information, including personal information provided with applications for funding, and what procedures are required to protect the security of that information. It also covers how long we can keep personal information, what the personal information can be used for and when it can be disclosed. Personal information provided as part of the Wellbeing Investment process is collected by HPSNZ and may be used for the purposes of:

- assessing the application;
- conducting identity checks;
- supporting and evaluating the initiatives proposed; and
- supporting and evaluating HPSNZ's Wellbeing Investment funding and Wellbeing-associated projects.

Accuracy of Your Information: It is the responsibility of the applicant(s) to ensure that all information contained in the application is accurate.

# WHPS - TE HĀPAITANGA: TARGETED COACH DEVELOPMENT

## WHAT DEVELOPMENT WILL TE HĀPAITANGA INCLUDE?

### Individual Needs Analysis

An individual needs analysis to guide and inform development focus throughout the initiative. and a coaching 360 will be completed to guide and inform the coach's development focus throughout the initiative

### Immersive Professional Practice Residentials

Five, two-day residential workshops to develop targeted personal and professional capabilities in a collective learning environment that is challenging and growth promoting

### Partnership with Practice Mentors

Partnership with experienced high performance coaches who will provide mentoring support, including guided observation and feedback

### Financial Support

Te Hāpaitanga scholarships valued at \$15,000 per coach to alleviate barriers and facilitate access to hands-on coaching opportunities

### Access to a Peer Network

The evolution of a support network and community of practice with performance and high performance coaches and leaders.

### Designated NSO Sponsor

A targeted NSO Sponsor who will advocate for, and facilitate access to, learning and development and hands-on coaching opportunities

### Guidance and support from Programme Lead

The Te Hāpaitanga Lead will provide on-going support and guidance to coaches, practice mentors, NSO Sponsors and other contributors

## WHAT IS THE INDIVIDUAL NEEDS ANALYSIS?

Coaches will undergo a formal needs analysis and coaching 360 process to inform their Professional Development Plan (PDP). The Te Hāpaitanga Scholarship and Professional Practice Residentials will support the implementation of the PDP.

## WHAT WILL PROFESSIONAL PRACTICE RESIDENTIALS INCLUDE?

The professional practice residentials will be tailored to the coach cohort and will include group and individual work, cross sport learning, specialist and applied learning opportunities, and specialist guest facilitators. Four key themes run throughout the workshops:

### Identity

Knowing who I am, what I stand on and for; ensuring my leadership is integrity filled, powerful and authentic.

### Connection

Lies at the heart of a coach's true value in the high performance setting – with self and with others, for groups and for the system.  
Ko Au, Ko Koe Ko Matou Ko Tatou.

### Learning

Because coaches need to understand how to learn to win, how to get better at coaching to win and how their athletes and teams are learning about winning.

### Performance

All the above relates back to this theme. We get better at our craft to lift performance.

This learning experience will be tied together and guided by the practice mentors and the Tuakana/Teina theme that integrates the development and keeps forming it into a community of practice.

## TE HĀPAITANGA SATELLITE GROUP

HPSNZ established the Te Hāpaitanga Satellite Group to provide alternative coach development opportunities for women who had applied but did not make it through to the final group. This opportunity is now offered to women who:

- Applied for Te Hāpaitanga but were unsuccessful.
- NSO identified emerging women coaches.
- Women who want coaching growth and development but can't commit to the full Te Hāpaitanga initiative.

The Satellite Group connects predominately online and will provide a virtual platform for a community of women coaches to share insights and to exchange ideas, reflections, and discuss solutions. The online sessions will focus on discrete topics based on the needs of the group and, while topics will be focused on foundation coaching concepts, the sessions will follow the principles consistent with Te Hāpaitanga including participant engagement, social construction and participant sharing of knowledge, experience, and expertise. Guest coaches who are performing at the highest level will also be invited to join the sessions to offer insights into their experiences.

## WHO CAN APPLY?

The Initiative is open to women who:

- are currently coaching in paid (full-time, part-time or contract) and unpaid coaching positions, or who are not currently coaching but have been identified by their NSO as a potential high performance coach;
- have been identified by their NSO as a potential high performance coach but is not currently coaching regularly (for example retiring or retired elite athlete, a woman who has left coaching but is interested in returning); and/or
- are currently coaching athletes on the pre-high performance pathway (as defined by HPSNZ's coach pathway).

Successful applications will need to demonstrate that they meet the eligibility and selection criteria.

## TE HĀPAITANGA APPLICATION PROCESS

Applications will open annually in October. All applications must:

- Be submitted by the applying coach using the Te Hāpaitanga Application link on HPSNZ's Careers website.
- Include a video (up to six minutes) as outlined in the application form.
- Include a current curriculum vitae.
- Ensure their NSO has completed the Endorsement Form.

It is important to acknowledge that all women cannot be placed into Te Hāpaitanga. This is not a reflection of the capability of the women who apply. If applicants are not successful in securing a place in Te Hāpaitanga they will be welcomed into the Satellite Group and the WHPS Network opportunities and be encouraged to apply for Te Hāpaitanga again in the future.

## CONTACT DETAILS

Any questions about Te Hāpaitanga, including the application and selection process, should be directed to:

Te Hāpaitanga email: [whpscoaching@hpsnz.org.nz](mailto:whpscoaching@hpsnz.org.nz)

### **Jody Cameron**

Te Hāpaitanga Programme Leader  
021 312

## WHPS – RESIDENCY EXPERIENCE: WORK PLACEMENT

The Residency Experience seeks to provide a range of fixed term employment opportunities within NSOs as well as wider experiential learning facilitated by HPSNZ. Funding for salaries is available to support:

- The creation of new internships or support for existing employment opportunities to be elevated with more leadership responsibility.
- Providing secondments or adding capacity to high performance leadership or coaching teams
- Leadership of specified impact project for the NSOs strategic objectives

These employment opportunities can be:

- Part time or full time
- A fixed term ranging between 3 months, 6 months, 12 months, 18 months and up until a maximum of 24 months.
- Access to cross-sport contextual learning opportunities to encourage innovative thinking within a wider high performance network.
- Invitation to join the WHPS Network.



## WHAT POSITIONS WILL THE RESIDENCY EXPERIENCE SUPPORT?

The Residency Experience will fund high performance leadership, coaching or impact project positions that met the following criteria:

HP LEADER	HP COACH	IMPACT PROJECT
<ul style="list-style-type: none"><li>• The position is full time. Part time positions will be considered where there is a demonstrated benefit to the resident and the NSO.</li><li>• The position fulfils a demonstrated need/requirement for the NSOs high performance programme.</li><li>• The position is focused on the outcomes of the NSOs high performance programme.</li><li>• The position has a direct reporting line to the high performance director (or equivalent), the CEO or the Board, as appropriate to the NSOs organisational structure.</li><li>• The position provides opportunities for the resident to develop leadership capacity and capabilities in the high performance system. Priority should be given to developing the capabilities related to the key components of a High Performance Director role:<ul style="list-style-type: none"><li>– Lead development of HP vision and strategy</li><li>– Lead HP programme, people, and team culture</li><li>– Lead key stakeholders</li><li>– Manage HP finances/commercial</li><li>– Implement operational systems to enable strategy</li></ul></li></ul>	<ul style="list-style-type: none"><li>• The position is full time. Part time positions will be considered where there is a demonstrated benefit to the resident and the NSO.</li><li>• The position fulfils a demonstrated need/requirement for the NSOs high performance programme.</li><li>• The position is focused on the outcomes of the NSOs high performance programme.</li><li>• The position has a direct reporting line to a senior high performance coach and/or high performance director (or equivalent), as appropriate to the NSOs organisational structure.</li><li>• The position provides opportunity for the resident to develop high performance coaching capacity and capabilities. Priority should be given to supporting competencies that relate to:<ul style="list-style-type: none"><li>– Leading a performance environment and culture</li><li>– Leading people and getting the best out of others</li><li>– Managing the systems and processes required to deliver performance</li><li>– Hands on coaching in training and competition environments</li><li>– The professional demands of HP Sport</li></ul></li></ul>	<ul style="list-style-type: none"><li>• The position is full time. Part time positions will be considered where there is a demonstrated benefit to the resident and the NSO.</li><li>• The position addresses a specific question/ need/ requirement that will impact the NSOs high performance programme.</li><li>• The position is focused on addressing a performance gap requiring a particular focus that related to the outcomes of the NSOs high performance programme.</li><li>• The position has a direct reporting line to a high performance director (or equivalent), senior high performance coach, CEO or the board, as appropriate to the NSOs organisational structure.</li><li>• The position provides opportunity for the resident to develop high performance leadership or coaching capacity and capabilities. Priority should be given to supporting competencies that relate to:<ul style="list-style-type: none"><li>– Lead research or development of a project that impacts HP strategy.</li><li>– Lead research or development of a project that impacts professional demands of HP sport</li><li>– Leading a project that will impact performance environment and culture</li><li>– Leading people’s engagement with an impact project to get the best out of others</li><li>– Lead a project with key stakeholders that impacts performance outcomes.</li><li>– Lead a project that impacts the quality of systems and processes required to deliver performance</li><li>– Lead a project that includes hands on coaching in training and competition environments</li></ul></li></ul>

## WHO CAN APPLY?

Please note that Residency Experience applications are competitive and will be assessed against the respective eligibility and selection criteria set out below:

### INDIVIDUAL APPLICATION

Please refer to the eligibility and selection criteria on page 8 of these guidelines. If individual applicants do not have NSO endorsement, WHPS individual selection panel may seek to:

- Confirm the applying resident does not work or volunteer in the NSO.
- Confirm the applying resident is a potential leader in high performance. (HP Coaches should be endorsed by their NSO)
- Confirm the residency experience will match individual needs of the applicant.
- Facilitate the matching of the resident with a NSO for a suitable real world work placement opportunity in the high performance sport sector.
- Facilitate the discussions with the NSO to ensure the commitments required throughout the endorsement process are understood and agreed.

Application process is outlined in Appendix 4 and 5 of these guidelines.

### JOINT APPLICATION

NSOs are a key partner of the initiative, playing a central role in enabling residencies in leadership and coaching and facilitating access to real world employment opportunities. Endorsement creates lines of communication regarding the Residency Experience to ensure mutually beneficial outcomes for all.

To submit a joint application form, the Individual must discuss the following with their NSO to gain NSO endorsement:

- A strategy (included in NSO succession planning) to support the resident beyond the timeframe of the residency experience.
- The individual applicant and NSO agree to their roles and responsibilities as outlined on page 18 of these guidelines.

Application process is outlined in Appendix 4 and 6 of these guidelines.

ELIGIBILITY	SELECTION
<p>To be eligible to apply for a Residency Experience, the joint application must:</p> <ul style="list-style-type: none"> <li>• Demonstrate alignment between the aspirations of both the NSO and individual candidate, and the WHPS objectives.</li> <li>• Meet the eligibility requirements for both the NSO Application and Individual Application as outlined.</li> </ul>	<ul style="list-style-type: none"> <li>• Is endorsed by their current employer and/or NSO as being a potential leader and/or coach in high performance sport<sup>1</sup> (refer below to Applications with no NSO Endorsement if not)</li> <li>• The ability of the individual to demonstrate the Individual Application Selection Criteria.</li> <li>• The ability of the NSO to demonstrate the NSO Application Selection Criteria</li> </ul>

<sup>1</sup> Note NSO endorsement requirements will be considered by the HPSNZ individual selection panel during the application process. If in doubt – seek an endorsement.



## NSO APPLICATION

Opportunity to create capacity within an NSO by recruiting a woman into a new coaching or leadership role.  
Application process is outlined in Appendix 7 of these guidelines.

ELIGIBILITY	SELECTION	
<p>To be eligible to apply for a Residency Experience, the NSO must:</p> <ul style="list-style-type: none"> <li>• Be committed to creating the right environment and opportunities to enable greater representation of women in high performance.</li> <li>• Be a podium or aspirational sport as identified in Appendix 3.</li> <li>• Ensure application relates to opportunities for women within their high performance programme.</li> <li>• Have strategic objectives that aim to address the issue of gender equity in high performance sport leadership and coaching.</li> <li>• Have integration of a diverse cohort of leaders as part of their high performance strategy.</li> <li>• Have women in high performance sport objectives highlighted within their succession planning for leadership and coaching.</li> <li>• Be willing to engage in WHPS Network events to collaborate on the creation of stronger people, teams, and organisational HP environments.</li> <li>• Nominate an existing leader within the NSO who will advocate, and facilitate access to learning and development opportunities, for the resident. This person must understand the commitment required, which includes engaging with HPSNZ’s WHPS Lead to support the resident and supporting the successful transition of the resident into the NSO environment and high performance context.</li> </ul>	Assessment Criteria	Weighting %
	Capability, capacity, and commitment of the NSO to support the proposed residency experience for the specified timeframe, including: <ul style="list-style-type: none"> <li>• the supervision and support structures in place.</li> <li>• a demonstration of inclusive behaviours and practices.</li> <li>• a commitment to sustained workplace diversity and inclusion.</li> </ul>	20
	The extent to which the residency position will impact on the development of skills, knowledge, and leadership or coaching capabilities of the Resident.	20
	The extent to which the residency experience position will contribute to the achievement of the Residency investment outcomes (refer to page 11).	20
	The extent to which the residency experience position meets the Criteria for Residency Positions outlined on page 10.	15
	The extent to which the residency experience position will benefit the NSO, specifically the outcomes of the NSOs high performance programme.	15
	The extent to which the residency experience position can be sustained beyond the initial specified timeframe for investment.	10

### ADDITIONAL SUPPORT FOR RESIDENTS

It is HPSNZ’s intention to minimise the barriers women may face throughout the Residency Experience. Residents can apply for access to a set allowance to help alleviate obstacles associated with specific circumstances that create barriers to attendance and involvement at the wider growth and development opportunities facilitated by HPSNZ, such as professional practice workshops, huis, networking, or key events within the Residency Experience. This set allowance will consider all requests, including from residents who are required to take leave without pay, or have childcare or whānau responsibilities.

# ROLES AND RESPONSIBILITIES

RESIDENT	NSOS	HPSNZ
<ul style="list-style-type: none"> <li>• Commit to a Residency Experience position in an NSO for the agreed timeframe.</li> <li>• Deliver on the objectives and requirements of the Residency Experience, as set out in the role description.</li> <li>• Participate in and contribute personal insight to the cohort's wider development during the Residency Experience. This includes but not limited to, engaging in professional practice workshops, huis, networking, or key events e.g., showcase of learning event.</li> <li>• Regularly meet with the NSO ally (as agreed) to transition into high performance environment successfully.</li> <li>• Take ownership over the development and implementation of a personalised professional development plan.</li> <li>• Meet the terms and conditions of their employment contract, including reporting and evaluation requirements.</li> <li>• Meet with the WHPS Lead as requested to complete any reflection and evaluative requirements.</li> <li>• Beyond the Residency Experience agree to contribute to the WHPS network and future cohort's development as an ally, mentor, or mentee.</li> </ul>	<ul style="list-style-type: none"> <li>• Commit to the design and provision of the residency experience position (based on mutually beneficial need) for the agreed timeframe.</li> <li>• Nominate an NSO ally who takes responsibility for the resident during their Residency Experience. Ensure the NSO ally has the capacity and capability to support and advocate for the resident the resident on a day-to-day basis. This includes but is not limited to;             <ol style="list-style-type: none"> <li>i. Facilitating access to the allies HP networks, learning and development opportunities, and further workplace requirements.</li> <li>ii. Facilitating the exposure to, and/or involvement in strategic decision making processes and networking opportunities.</li> <li>iii. Facilitate the exposure to, and/or involvement in hands-on leadership and coaching opportunities in high performance.</li> <li>iv. Commits to quarterly contact with the WHPS Lead to share the resident's progress and complete any reflection and evaluative requirements.</li> <li>v. Attend network opportunities for professional development in best practice for diversity and inclusion alongside NSO leaders.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility of the resident's wellbeing needs to align with fixed term employment responsibilities.</li> <li>• Provide an inclusive working environment in which the resident feels safe, valued, and respected.</li> <li>• Demonstrate an ongoing commitment to workplace diversity, including, but not limited to, the development and/or implementation of an organisational diversity and inclusion strategy.</li> <li>• Demonstrate the sustainability of the resident beyond the agreed funded timeframe if granted a Residency Experience. This may include a succession planning strategy.</li> <li>• If successful, agrees to supporting the \$10,000 scholarship PD plan, including all opportunities it provides.</li> </ul> <ul style="list-style-type: none"> <li>• Provide support to NSOs to ensure they have the necessary skills, capabilities and supportive environments required for the resident to succeed in their role.</li> <li>• Provide support to the residents and the NSO allies to ensure that are best placed to carry out their roles and responsibilities.</li> <li>• Administer and facilitate the wider peer learning opportunities for the Residency Experience cohort.</li> <li>• Provide additional networking opportunities for the residents and the participating NSOs.</li> <li>• Administer individual leadership coaching for residents.</li> <li>• Provide timely administration of funding investment payments.</li> <li>• Manage the monitoring and evaluation of the Residency Experience and fund in accordance with the broader WHPS research and evaluation framework.</li> </ul>

## RESIDENCY EXPERIENCE APPLICATION PROCESS – INDIVIDUAL APPLICATION

Individuals can apply to be selected for a Residency Experience by:

- Submitting an individual application form using the residency application link on HPSNZ's careers website <https://careers.hpsnz.org.nz/home>
- Include a current curriculum vitae; and
- Include a video (up to 10 mins) as outlined in the individual's application form.

It is important to acknowledge that all individuals cannot be placed into a Residency Experience. This is not a reflection of the capability of the women who apply. The process of matching individual candidates needs with the right placement experience is an important process which could take months to complete. If applicants are not successful in securing a Residency Experience after the induction workshop, they will be welcomed into the WHPS Network opportunities and be encouraged to apply for the Residency Experience again in the future.

## RECRUITMENT PROCESS FOR SUCCESSFUL NSOS

Successful NSOs who apply for the Residency Experience without an endorsed individual will be responsible for recruiting the resident for the approved Residency Experience. This process must be completed through an open and transparent public application process and align with DEI best practice<sup>2</sup>. A representative from HPSNZ, who will be determined in partnership between HPSNZ and the NSO, is required to be part of the recruitment selection panel for the Residency Experience.

All promotion by the NSO about the recruitment process must acknowledge the position as being a 'HPSNZ Women in High Performance Sport Residency Experience' position. HPSNZ will also promote the recruitment process through online channels and networks.

Where required, HPSNZ can assist NSOs to undertake the recruitment process. This support will be determined once successful applications have been short-listed.

## CONTACT DETAILS

Any questions about the Residency Experience, including the application process can be directed to Helene Wilson, Women in High Performance Sport Lead

[helene.wilson@hpsnz.org.nz](mailto:helene.wilson@hpsnz.org.nz)

+64 21 865 495

<sup>2</sup> Individual applicants for the Residency Experience who are a suitable match for an advertised NSO position will be supported by the WHPS Lead to apply for the Residency Experience position through the public application process.

## APPENDIX 1 – TE HĀPAITANGA PATHWAY TO IMPACT FRAMEWORK

The outcomes, impact and system shifts anticipated as a result of Te Hāpaitanga.

System Shifts	Impact	Outcome
<p><b>From:</b> Limited learning opportunities to test, share and develop practice.</p> <p><b>To:</b> Extended range of learning opportunities designed to grow capability and confidence.</p>	Emerging female coaches consistently demonstrate the capability to actively pursue a career in high-performance coaching.	<p><b>Capability:</b> Increased personal and professional capability resulting in improved quality of practice.</p> <p><b>Confidence:</b> Increased confidence and belief to overcome current and future challenges.</p>
<p><b>From:</b> An often isolated and <b>underutilized</b> group of female coaches.</p> <p><b>To:</b> A community of practice sharing and developing knowledge to enhance performance impact.</p>	Female performance and high-performance coaches have formed a community of practice to share knowledge, insight, and experience.	<b>Connection:</b> Increased connection and established support network with female coaching peers and NSO supporters.
<p><b>From:</b> Lack of visibility, awareness and acknowledgement of female performance and <b>high-performance</b> coaches.</p> <p><b>To:</b> Female coaches are visible, acknowledged and celebrated for achieving excellence in their practice.</p>	Greater visibility, awareness, and acknowledgement of female coaching talent across the high-performance system.	<b>Visibility:</b> Increased visibility and awareness of female coaches throughout the high-performance community.
<p><b>From:</b> Low representation of women employed and retained in <b>high-performance</b> coaching roles.</p> <p><b>To:</b> Women prepared to take their place in coaching <b>high-performance</b> sport in Aotearoa.</p>	More female coaches are competing for high-performance coaching roles.	<b>Value:</b> Female performance and high-performance coaches are valued for the quality of their practice.

## APPENDIX 2 – RESEARCH INTERVIEW/SURVEY TIMING

### TE HĀPAITANGA RESEARCH

Research will be conducted at:

1. Beginning of cohort
2. 6-9 months into initiative
3. At the end of the cohort

### RESIDENCY EXPERIENCE RESEARCH

Research will be conducted at:

1. Beginning of cohort
2. 6-9 months into initiative
3. 12-18 months into initiative
4. At the end of the cohort

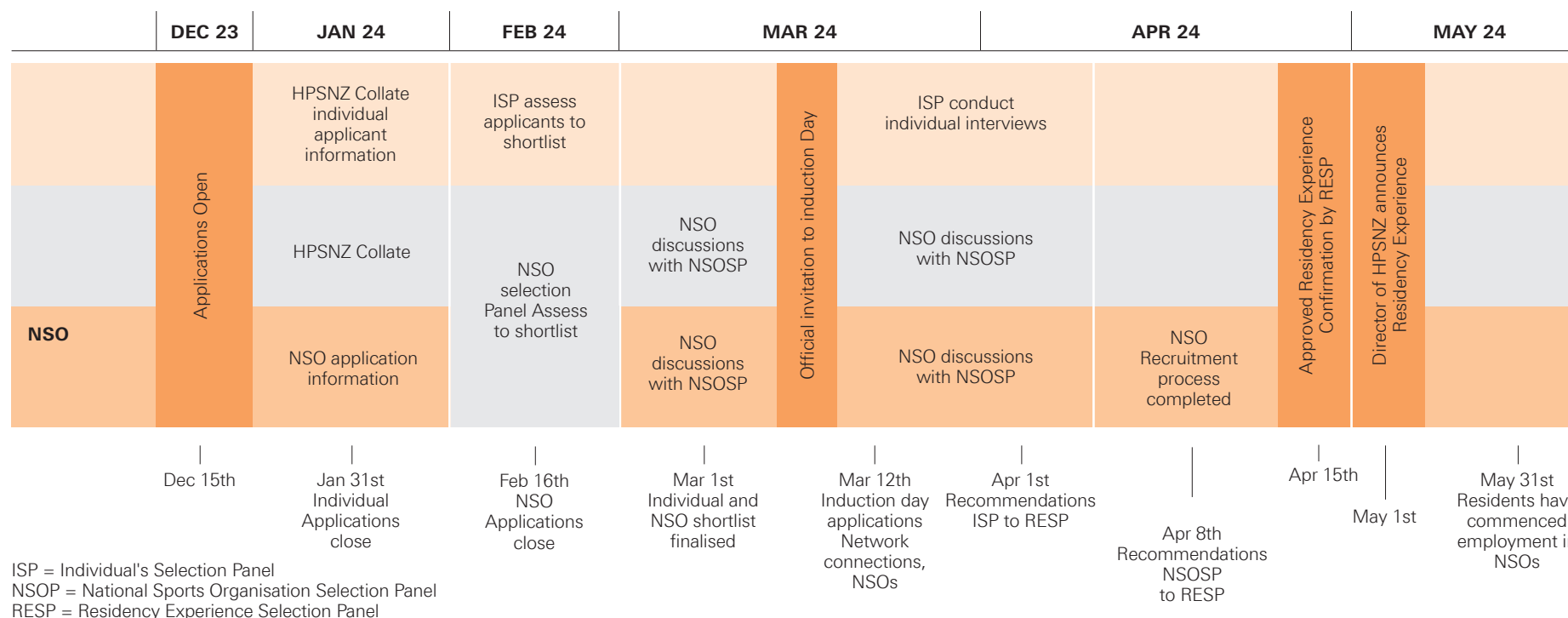
## APPENDIX 3 – ELIGIBLE NSOs

The following national sport organisations (NSOs) are the target sports for the Women in High Performance Sport Residency Experience. These NSOs have been selected as they are currently receiving funding investment from High Performance Sport New Zealand.

Athletics	Para Cycling	Bowls	Golf	Rugby League	Surfing	Water Polo
Canoe Racing	Rowing	Boxing	Gymnastics	Shooting	Swimming	Weightlifting
Cycling	Rugby Sevens	Canoe Slalom	Hockey	Shooting Para Sport	Tennis	
Equestrian Sports - Eventing	Snow Sports	Climbing	Ice Speed Sating	Skateboarding	Touch	
Netball	Swimming	Cricket	Motorcycling	Softball	Triathlon	
Para Alpine	Yachting	Diving	Para Canoe Racing	Squash	Volleyball	
Para Athletics	Badminton	Football	Para Waka Ama	Surf Life Saving	Waka Ama	

## APPENDIX 4 – VISUAL TIMELINE – RESIDENCY EXPERIENCE APPLICATIONS

### APPLICATION TIMELINE



## APPENDIX 5 – RESIDENCY EXPERIENCE APPLICATION – INDIVIDUAL APPLICATION

Please refer to Appendix 4 for a visual timeline of all application processes. When applying for the residency experience as an individual applicant, the following process will apply:

Process	Milestone	Key Date
1. Eligible individuals are invited to apply for a Residency Experience by submitting an individual application form, CV and video on the HPSNZ careers website.	Applications open/close	11 December 2022 – 31 January 2024
2. All applications will undergo an assessment against the eligibility and selection criteria and will be short-listed by a WHPS individuals selection panel (ISP). The ISP will comprise of HPSNZ and external representatives with suitable expertise and experience.	First shortlisting of individual applications	by 1 March 2024
3. A shortlist of applicants will be invited to a WHPS induction workshop to complete individual needs analysis and scope deeper thinking for an individualised professional development plan.	Induction Day Invitation	by 5 March 2024
4. Shortlisted individuals attend a WHPS Welcome/Induction/Networking drinks & nibbles to meet other women and NSOs supporting the Residency Experience.	WHPS Welcome, Induction Day & Networking	12 March 2024
5. Following the induction day, the individual's selection panel will conduct interviews with shortlisted individuals who have submitted an individual or endorsed application.	Interviews	by 1 April 2024
6. Individuals will be recommended to the residency experience selection panel (RESP) to facilitate the process of either matching applicants with NSOs (for secondment) or preparation for a recruitment process if they are not endorsed applications <sup>3</sup> .	Recommendation processes	by 1 April 2024
7. Recommended Residency Experiences are finalised by the RESP. RESP will ensure the WHPS objectives are met, and the Residency Experience is a mutually beneficial opportunity. The RESP may request additional information from the applicant, or other referees to help inform their final decision.	Confirmation of Residency Experiences	15 April 2024
8. The RESP will make recommendations to HPSNZ's Director of High Performance for final approval and announcements.	Announcement of successful Residency positions and recipients	by 1 May 2024
9. Successful applicants will collaborate with their respective NSO ally and the WHPS leader to finalise their support network, PD plan and their scholarship funding proposal.	Support structures and role agreements	
10. Funding Agreements are signed between NSOs and HPSNZ.	Investment agreements and funding processed; Employment contracts signed	by 31 May 2024
11. Employment Agreement signed between the Resident and the NSO.		

3 a) Residency Experiences will only be granted if the NSO agrees to the responsibilities of supporting a resident. b) Individual applications will only be granted if we can match a suitable NSO with individual applicant for secondment. c) Individual applications will be supported by WHPS lead in preparation for NSO recruitment processes as appropriate

## APPENDIX 6 – RESIDENCY EXPERIENCE APPLICATION – JOINT APPLICATION

An NSO and an individual can make a joint application to provide the individual with elevated leadership responsibilities, secondment opportunity or leadership opportunity for a specified impact project for a 3 - 24 month term. Please refer to Appendix 4 for a visual timeline of all application processes. The following process will apply:

Process	Milestone	Key Date
1. a) Eligible individuals, with their NSOs are invited to apply for a Residency Experience by submitting a joint application form, CV and video on the HPSNZ careers website (by January 31st, 2024) b) Individuals and NSOs must meet to discuss individual development needs and the NSO opportunities that the Residency Experience may provide c) Eligible NSOs apply for funding under the Women in High Performance Sport Residency Experience, using the NSO Residency Experience Application Form (by February 16th, 2024)	Applications open/close	11 December 2023 – 16 February 2024
2. a) All applications will undergo an assessment against the eligibility and selection criteria and will be short-listed by the WHPS individual's selection panel (ISP). This shortlist will be invited to a WHPS induction workshop to support individual needs analysis and the scoping of deeper thinking for an individualised professional development plan. b) A WHPS NSO selection panel (NSOSP) will be convened to assess and shortlist the NSO applications. The NSOSP may request additional information from the NSO to support its application as part of the assessment process.	Shortlisting of successful joint applications and Invitations to Induction	by 1 March 2024
3. Shortlisted individuals will attend a WHPS Welcome/Induction/ Networking to meet other women and NSOs supporting the Residency Experience. NSOs will be invited to attend the WHPS welcome/networking drinks and nibbles to meet individual and endorsed applicants for the Residency Experience.	WHPS Welcome & Networking	12 March 2024
4. Following the induction day, the ISP will conduct interviews with shortlisted individuals who have submitted an endorsed joint application.	Interviews	by 1 April 2024
5. Recommendations from the NSOSP and the ISP who have submitted joint applications will be submitted to the Residency Experience Selection panel (RESP) for the final approval process of all applications.	Recommendation process	between 1 – 8 April 2024
6. NSO and individual applications will be assessed separately against the selection criteria and then be reviewed by the RESP based on the recommendations from the NSOSP and ISP processes have been completed. RESP will ensure the WHPS objectives are met, and the Residency Experience is a mutually beneficial opportunity. The RESP may request additional information from the applicant, the NSO or other referees to help inform their final decision.	Confirmation of Residency Experiences	by 15 April 2024
7. A final decision on funding, including support for the Resident, will be made by HPSNZ's Director of High Performance.	Announcement of successful Residency positions and recipients	by 1 May 2024
8. Successful applicants will work with their respective NSO ally and the WHPS leader to finalise their support network, PD plan and their scholarship funding proposal.	Support structures and role agreements	by 31 May 2024
9. Funding Agreements are signed between NSOs and HPSNZ. 10. Employment Agreement signed between the Resident and the NSO.	Investment agreements and funding processed; Employment contracts signed	by 31 May 2024
11. Professional Development Plans to be developed by Resident in collaboration with NSO supervisor and HPSNZ WHPS Lead.		

## APPENDIX 7 – RESIDENCY EXPERIENCE APPLICATION – NSO APPLICATION

NSOs can apply to create a new internship or apply with an existing employment opportunity in leadership/coaching or an impact project for a 3 - 24 month term. Please refer to Appendix 4 for a visual timeline of all application processes. The following process will apply to NSO applications:

Process	Milestone	Key Date
1. Eligible NSOs are invited to apply for funding under the Women in High Performance Sport Residency Experience, using the NSO Residency Experience Application Form	Applications open/close	11 December 2023 – 16 February 2024
2. A WHPS NSO selection panel (NSOSP) will be convened to assess and short list the NSO applications. The NSOSP will comprise of HPSNZ and external representatives with suitable expertise and experience. The NSOSP may request additional information from the NSO to support its application as part of the assessment process.	Shortlisting of successful residency fund position descriptions	by 1 Mar 2024
3. Recommended NSOs will be given to the Residency Experience Selection panel (RESP) as part of the final approval process of all applications – Individual, NSO and Joint. (Refer to step 7) NSOs will be advised in writing about the success of their Residency Experience proposal to allow recruitment processes to begin.	Recommendations to Residency Experience Panel	by 12 Mar 2024
4. NSOs invited to a WHPS welcome/networking drinks and nibbles to meet individual and endorsed applicants for the Residency Experience.	WHPS Welcome & Networking	12 Mar 2024
5. Short listed NSO <sup>4</sup> applications will undertake an open recruitment process to fill the residency experience position. HPSNZ will be able to provide support for this process as required. WHPS Lead will facilitate potential applicants from shortlisted individual applications to apply as appropriate.	Recommendation process	by 8 April 2024
6. NSOs will advise the RESP of the outcome of their recruitment process. The RESP may request additional information from the NSO or other referees to help inform their final decision about all applications.	Recommendations	
7. NSO applications will be reviewed by the RESP based on the recommendations from the recruitment and NSOSP processes. RESP will ensure the WHPS objectives are met, and the Residency Experience is a mutually beneficial opportunity. The RESP may request additional information from the NSO or other referees to help inform their final decision.	Confirmation of Residency Experiences	by 15 April 2024
8. The RESP will make recommendations to HPSNZ's Director of High Performance for final approval on funding and support for the resident.	Announcement of successful Residency positions and recipients	by 1 May 2024
9. Successful NSOs will appoint an NSO ally who will collaborate with their resident and the WHPS leader to finalise their support network, PD plan and their scholarship funding proposal.	Support structures and role agreements	
10. Funding Agreements are signed between NSOs and HPSNZ.	Investment agreements and funding processed;	by 31 May 2024
11. Employment Agreement signed between the Resident and the NSO.	Employment contracts signed	

4 Note - Funding for short-listed NSOs will not be guaranteed until after a successful recruitment process has been completed and the final decisions of the residency experience panel.





**HIGH PERFORMANCE  
SPORT NEW ZEALAND**

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