



Representative Coach Selection Policy

1. INTRODUCTION

The Brisbane Capitals are the elite basketball team of Brisbane Basketball Inc. (BBI). The Capitals are grouped into two programs: Senior Performance Program (NBL1, QSL and QSL-Yth) and Junior Performance Program (U18 - U12); both managed through the Brisbane Capitals Performance Department.

Brisbane Capitals Junior and Senior Representative Teams span the entire participation, development, and performance spectrum and cater for male and female children (U12's) through to older adolescents and adults (NBL1, U18's etc.).

Junior Representative Teams

The Brisbane Capitals Junior Representative Program is a performance program with a specific focus of the preparation of players and coaches (U12 – U18) for competition in South Queensland Junior Basketball Competition (SQJBC) and State Championships.

The Junior Representative Teams form an important part of the Brisbane Capitals Performance Framework; which involves the careful planning and synchronisation of player development, growth, and progression from U12 – NBL1 (dependent on selection). It forms an essential pathway for players and coaches to progress onto State and National Performance Programs. Consequently, the Junior Representative Team Program provides further developmental avenues for our Coaches, as well as Players.

Senior Representative Teams

The National Basketball League – One (NBL1) is a competition for Queensland basketball associations which underpins the WNBL and NBL and provides an elite senior representative competition for our members and entertainment to spectators by showcasing the most talented basketball players within Queensland.

The NBL1 is underpinned by both the Queensland State Leagues (QSL) and Queensland State League – Youth (QSL-Yth) providing a pathway for Queensland players, coaches and officials through the development opportunities senior representative basketball offers. For some this will be the pinnacle of their pathway and for others it will be a stepping stone on their pathway to the WNBL and NBL and National Representation.

2. SELECTION PHILOSOPHY

BBI is committed to selecting coaches, assistant coaches, and team managers who demonstrate the capacity to prepare their respective teams at the representative level. At the junior (U12 - U18) and introductory senior (QSL-Yth) level, the SQJBC and State Championships provide competition at the very highest level in Queensland for those age groups and are of importance and relevance in developing successful players in preparation for Australian Club Championships (U14) and Australian Junior Championships (U16 – U20) and progression to senior representative basketball. At the senior level (NBL1 & QSL), BQ provides a two-tiered statewide competition underpinning the Women's and Men's National Basketball Leagues.

Performance Coach: As there are only 10 Performance Coach for Older Adolescent and Adult positions available (two of each: NBL1, QSL, QSL-Yth, U18 GOLD & U16 GOLD) in the Brisbane Capitals Performance Program, BBI applies a deployment strategy to prevent coaches being appointed to more than one Head Coach position of these teams. This strategy provides BBI's many talented and capable Performance Coaches (and emerging Performance Coaches) the opportunity to lead a team matching their skills and capabilities. This ensures coaching expertise capacity is sufficient to support a robust performance program and plans for sustainable future growth through essential succession planning.

Parent-Coach of GOLD teams: An additional consideration for coach deployment across all the Junior Talent Confirmation teams (U12 – U18 Gold teams) is the consideration to avoid the selection of a coach who has an identified conflict of interest (i.e. parent or sibling). Exceptions to this strategy may occur due to exceptional coaching talent as determined by the Coach Selection Panel, or on occasion of need. BBI considers these deployment considerations as offering a point of difference for the Brisbane Capitals teams for both players and coaches in support of their long-term learning and development requirements.

3. OBJECTIVE

BBI aims to match the experience, skills, knowledge, competence, values and capabilities of the coach with the athlete needs and the coaching context. Every care is taken to avoid deploying coaches who might mistakenly wish to be associated with athletes in the context for which their skills, knowledge and competence are not suited; example: a performance coach who wants to work with athletes in a participation context but does not understand the athlete differences between the two coaching contexts (and vice-versa). Refer Section 12, Appendices Table 1 Coaching Roles and Responsibilities for detailed outline of primary roles as they relate to the coaching context (Participation or Performance).

NBL1 Teams

NBL1 Head Coaches – refer to *Policy 6.5 Procedures Governing the Hiring of Employees*

All Other Staff Appointments

To select one (1) head coach, at least one (1) assistant coach, and no more than two (2) team managers per representative team from U12 – NBL1 for a period of no more than 12 months, unless otherwise stated in writing. Number of teams is outlined in the *Team Selection Policy 11.1*.

4. ELIGIBILITY CRITERIA

The following is required to determine eligibility for appointment prior to consideration of any selection criteria. Applicants not meeting the following criteria are NOT eligible for appointment.

- 4.1. Must be in possession of a Suitability Card for Child Related Employment (Blue Card) or show evidence that one is in the process of being attained.
- 4.2. Registered coach with BBI
- 4.3. Must sign off on Member Protection, BBI Child Protection and Code of Ethics
- 4.4. Complete Play by the Rules online Child Protection course.
- 4.5. Have a current coach accreditation (as determined by Basketball Queensland Coach Accreditation Framework).
- 4.6. Complete the Conflict-of-Interest Declaration on Application Form

CONFLICT-OF-INTEREST

Applicants for the Head Coach or Assistant Coach must declare if they have a “Conflict of Interest” with any of the players who are eligible for selection in the age group and gender in which they are making application.

A conflict of interest is defined as a person who has a relationship with a player, which may affect their ability to apply the player selection policy objectively and allocate court time appropriately during BQJBC and State Championships. This could be that the applicant:

1. Is a relative of a player (father, mother, brother, sister, etc.) who is eligible for selection in the age group and gender in which the application is being made; or
2. Has a personal relationship (e.g. a personal friend of the family) with a player or players in the age group and gender in which the application is made.

Note: A conflict of interest does not prevent a coach being appointed to an age group, it is simply an acknowledgement. The selection panel on a case-by-case basis when determining the selection of applicants will assess each application identifying a conflict of interest and decide an appropriate course of action to ensure transparency and fairness.

Although BBI prefers coaches of representative teams not to coach their son/daughter, BBI reserves the right to appoint a parent coach if it deems that there are no other suitable coaches to fill the position (and the Performance Program Manager and sub-committee is confident that appropriate systems are in place to ensure the coach can perform his/her coaching duties in an impartial manner).

5. PRE-SELECTION

Coaches may be eligible to be pre-selected at the discretion of the selection panel based, in the opinion of the selectors, on outstanding coaching performance in the previous 18months.

- 5.1. **Conditional Selection:** The selection panel may make the discretionary selection of any coach subject to the coach meeting further conditions. Those further conditions may include completion of all eligibility criteria, or if a parent-coach, it may be dependent on the independent selection of the child to a team. On these occasions, the agreed conditions will be communicated to the coach in question prior to the announcement being made.

6. SELECTION CRITERIA

Coaching is a complex, layered, dynamic, and multi-faceted activity that spans beyond the court and the mere transfer of knowledge from the coach to player and team performance, which impacts on both individual and team performances. Consequently, there is no single objective measure that can be used to compare one coach against another. Although the attributes that affect performance can be defined (as selection criteria), it is impossible to objectively define a set “standard” for these criteria, taking into account athlete needs and coaching context. Therefore, the process of selection requires a selector to subjectively weigh up, assess and define what they believe the standard of an individual coach is, against the criteria. This is a subjective decision tempered by the experience and expertise of the selector. Consequently, ***subjectivity will always remain an unavoidable element of selection.***

Processes and procedures for Brisbane Capitals Representative coach selection are designed to overcome any of the more undesirable elements of subjectivity in selection, such as bias, prejudice, or lack of expertise. Many layers of procedure have been identified to ensure that the negative impact of these elements will have been counteracted prior to a final selection decision being made.

Coaches are eligible to be considered for selection once they have successfully met the Eligibility Criteria set out in Section 4.

Brisbane Capitals Performance Program uses the following five (5) selection criteria as a basis of coach selection – Character, Coaching Knowledge, Player Outcomes, Coaching Ability (in respect to Context) and Coaching Competencies.

SUBJECTIVITY IS AN UNAVOIDABLE ELEMENT OF SELECTION TO A BRISBANE CAPITALS REPRESENTATIVE TEAM

6.1 Character

There are a range of personal qualities that an individual should possess in order to be considered to steward a Brisbane Capitals representative team. Whilst there is no one ideal personality profile, there should be congruence between the Brisbane Capitals values and that of each coach in the program.

6.2 Coaching Knowledge (Incl. Professional, Interpersonal, and Intrapersonal)

Basketball specific technical skills are a mandatory requirement of a coach, but technical skills and knowledge alone will not secure a candidate a coaching role. Coaching is a complex, reciprocally influential process based on systems of social interactions. Therefore, the individual should be able to effectively articulate, present and teach the skills required to the playing group. The ability to maximize player and team outcomes rests not only on extensive professional and interpersonal knowledge, but also on constant introspection, review and revision of one’s coaching practices for congruence to coaching philosophy.

6.3 Player Outcomes

Coaches have a crucial role in providing optimal learning environments in which players feel supported. Effective coaching should result in positive changes in all four (4) types of athlete

outcomes (confidence, competence, connection and character). Coaches should be continually developing expertise in the development of individual athletes in each of these areas.

6.3.1 Competence

Coaches committed to developing the players' integrity, values, personal growth and **holistic basketball development**.

6.3.2 Confidence

Build effective coach-athlete relationships and effective communication (linked with inter-personal knowledge)

6.3.3 Connection

Develop an effective sporting environment that supports the basic needs of every athlete to belong to the social group whose members are mutually supportive (Team Building).

6.3.4 Character

Link sporting experiences for which social values are learned and transferred into real life situations. Respect for the sport and others (morality), integrity, empathy and responsibility.

6.4 Coaching Capability relevant to Context

Consideration of the unique settings in which coaches endeavor to improve athlete outcomes is necessary to factor. The Brisbane Capitals encompasses the full spectrum of player participation and performance from children (aged 9 years) to adults. The teams compete in Basketball Queensland's highest competitions for each age group which include provision of State Championships (U12 – U18) and a National Club Championship (U14) as well as elite senior representative competitions (NBL1). Each teams needs and considerations are unique to the environment with which they prepare and compete.

6.5 Coaching Competencies

The following criteria is set to outline the areas of knowledge that underpin the functional (meet the needs of a specific situation) and task (perform specific duties) competence of the coach to do the job across the primary responsibilities outlined in the relevant position descriptions (refer forms 6.2a,b,c &d). Refer to Section 12. Appendices, Table 2 Levels of Competency and Responsibility for Respective Coaching Roles.

6.5.1 Set a Vision and Strategy

Based on needs, players stage of development, and the organisational and social context of the team. An ability to demonstrate Leadership and drive a Culture that pursues the development and growth of player's character and performance is vitally important.

6.5.2 Shape the Environment

Given the breadth of the coach's role, there is an increasing emphasis on managing people and leveraging the skills of others within BBI and the immediate community.

6.5.3 Build Relationships

Build positive relationships with players and others associated with the team, including personnel at clubs and schools, BBI, the Capitals, and parent groups. The coach is responsible for engaging in, contributing to and influencing the organisational context through the creation of respectful working relationships.

6.5.4 Conduct practices and prepare for and manage competitions

The coach organises suitable and challenging practices as they relate to the player needs and context; using effective techniques (e.g. practice design, demonstration, observation,

correction, feedback) to promote learning and improvement. The coach prepares for targeted competitions and also oversees and manages the players in the competitions.

6.5.5 Read and react to the field

The coach has a history of observing and responding to events appropriately, including all on and off court matters. Effective decision making is essential to fulfilling this function and should be developed in all stages of coach development.

6.5.6 Learn and Reflect

The coach evaluates the program as a whole as well as each practice and competition. Evaluation and reflection underpin a process of ongoing learning and professional development. The coach also supports efforts to educate and develop other coaches.

7. SELECTION PROCEDURE

Senior Teams – NBL1 Only

Refer to Policy and Procedures Governing the Hiring of Employees (Policy 6.5)

Junior & Senior Teams – U12, U14, U16, U18, QSL-Yth & QSL

7.1 Applications made available via Brisbane Capitals website and distributed throughout basketball community

7.1.1 Completed applications received at Brisbane Capitals by closing date

7.1.2 Acknowledgement of application provided to the applicant

7.1.3 Applications checked for compliance with eligibility criteria and listed for presentation to Selection Panel

7.2 Selection Panel considers eligible applications. Selection Panel consists of up to three (3) members: Performance Program Director and two independent selectors.

7.3 BBI undertakes a process of a mix of application and selections based on knowledge of candidates and past performance where appropriate. Should multiple suitable candidates be in considerations, Selection Panel maybe short-list for interview if required.

7.3.1 Interviews conducted if required.

7.4 BBI reserves the right to directly appoint to any coaching position.

7.4.1 Assistant Coaches selection (see below)

7.5 Coach recommendations by the selection panel submitted to BBI Board for ratification.

7.6 Candidates (both successful and unsuccessful) notified via email or phone.

7.7 Successful applicants must agree (signed agreement) to abide by conditions of appointment

7.8 Successful applicants will be posted on BBI web site.

Appointment of Support Staff (Including: Assistant Coaches, Team Managers, Video Personnel)

- Once the Head Coach for the age group is selected, the Selection Panel in consultation with the Head Coach will perform Assistant Coach appointments
- The coach must seek approval from the Performance Program Director for any events, trainings, tours or games outside of the standard Player/Team Development Policy Calendar.
- BBI reserves the right not to make an appointment to any position where it deems that there is not a suitable applicant or for any other special circumstances
- BBI reserves the right to re-open applications for any positions if it decides not to make an appointment after the first round of applicants are considered
- If an appointed coach to any position withdraws, BBI reserves the right to either immediately appoint a replacement or to re-open applications

8. ANNOUNCEMENT OF SELECTION

Successful applicants notified by email or phone and provided an induction pack including:

- Letter of Appointment and Position Description
- Capitals Team Performance Plan, Athlete Development Model, and Game Model
- Season and Session Planning Guide
- Trial Resource, Team Selection Policy, Performance Program Planner

9. REQUIREMENTS AFTER SELECTION

All coaches must agree to the following requirements if appointed to the position of Brisbane Capitals Representative Team Coach. (Failure to comply with these conditions may lead to termination of the coaching appointment)

All Coaches

- Will adhere to the relevant Coach's Code of Conduct including BQs and BBIs.
- Are required to attend two (2) weeks of Domestic Club Games (for their relevant age bracket) for the purpose of player assessment prior to the selection trials.
 - Additional events include, but are not limited to: School competitions, club development programs, state, and national competition and events.
- Will conduct a minimum of three (3) team selection trial sessions (unless otherwise advised) over the period designated by the Performance Program Director.
- Abide by, and carry out the current Brisbane Capitals Team Selection Policy.
- Adhere to all BBI, BQ and BA policies, guidelines, and procedures, including:
 - Member Protection By-Laws (BA)
 - Child Protection (BBI)
 - Codes of Behaviour, Conduct, and Ethics (BBI, BQ, BA)
 - Anti-Doping Policy (BA)
 - Player Transfer (BBI, BQ)
 - Social Media (BBI)
 - Recommendations for weekly training environment (WTE) and
 - Athlete workload considerations as outlined in the Athlete Development Model (see: Coaches Manual)
- Coaches will be expected to meet all requirements of the Brisbane Capitals Representative Coach Selection Policy (attendance at coach review/development workshop meeting, provide regular player evaluation/feedback etc.)
- Attend all game requirements for Brisbane Capitals teams (including SQJBC, QSL-Yth & QSL competition, tournaments, and State Championships as it relates to the team) and pay costs associated with each event, i.e., pay own personal expenses (excluding State Championships – financial assistance will be provided by the Association where possible for state championships)
- Coaches are expected to attend the appropriate State Championships with their team.
- Should any coach have a grievance or problem with any individual or organisation inside or outside their Brisbane Capitals Representative Team, which cannot be immediately resolved amicably with the involved party directly, they must first discuss the matter with the Performance Program Director in the first instance and in the event, it cannot be resolved at this level the matter will be dealt with by the General Manager.

- Coaches will maintain regular contact with the Performance Program Director providing and receiving feedback, advice, input and development.
- Coaches will at all times act in a manner that upholds the reputation of the Brisbane Capitals Representative Program.
- Coaches will not, as a Brisbane Basketball Inc. volunteer, or on behalf of Brisbane Basketball Inc., issue any verbal or written comments in reply to any criticism of their Representative Team, the Brisbane Capitals Performance Program, or Brisbane Basketball Inc. without first gaining the approval of the Performance Program Director.
- Coaches are not to use the position of Brisbane Capitals representative coach in recruiting players into a third-party program. Should a player approach a coach for advice on a “best path to follow”, the coach can refer the player to the Brisbane Basketball Inc., Performance Program Director
- Coaches are required to, at all times, work cooperatively with, and provide support for their Rep Team Manager in the carrying out of the manager’s duties.
- Where practicable, it is advisable that coaches continue to actively coach in Brisbane Basketball Inc. Programs throughout the year of their appointment (Brisbane Capitals Performance Programs and club competitions).
- Head Coach will work actively with the Assistant Coach to make their experience with the Capitals Representative Program worthwhile, to maximise their benefit to the team and to assist in their coaching development.
- U14, U16 & U18 GOLD Head Coach will be required to provide a Team Preparation and Training Plan to the Performance Program Director for approval.
- The GOLD Team Head Coach will undertake the planning and leadership of the trial and selection process of their respective age group until teams are selected paying attention to the accrual of evidence for selection/non selection.
- Coaches must be in a position to respond to an evaluation query.
- Head Coach will write a report on their team’s preparation for, and performance at, the relevant competition (SQJBC, QSL, QSL-Yth) and State Championships (if applicable).

10. APPEAL PROCESS

Any appeal concerning the Brisbane Capitals Performance Program will be heard by the BBI Appeal Panel. The decision of the Appeal Panel will be final. The sole grounds for any appeal are that the selection policy was not properly followed and / or implemented.

Refer to BBI’s Appeal and Dispute Policy 2.10

11. POWER TO AMEND

This policy may be amended or supplemented by the Brisbane Basketball Inc. Board at its discretion in order to achieve the above objective and specifically where matters arise which, in the sole opinion of the BBI Board, have not been provided for in this policy or where the literal application of this policy would not achieve the above objective. Any variation or amendment must be in writing given by the General Manager on behalf of BBI who will endeavor to give as much notice as possible to all persons affected by any amendment or supplement to this policy.

12. APPENDICES

Table 1: Coaching Roles and Responsibilities

	PARTICIPATION			PERFORMANCE		
	Assistant Coach	Coach (Children)	Coach (Adolescents and Adults)	Assistant Coach	Coach (Young Adolescents)	Coach (Older Adolescents and Adults)
	Under 12 Talent Development Teams Under 14 Talent Development Teams Under 16 Talent Development Teams	Under 18 Talent Development Teams		Under 14 Talent Confirmation Teams Under 16 Talent Development and Confirmation Teams Under 18 Talent Development Teams	Under 18 Talent Confirmation Under 21 SBL QBL	
Main Roles	Conducts basic coaching sessions.	Plans, leads and evaluates coaching sessions and blocks of sessions		Conducts intermediate and advanced coaching sessions or specific technical skills	Plans, leads and evaluates coaching sessions and season independently	Plans, leads and evaluates sessions, season and multi-annual programs with input from experts and others
		Leads own sessions, but will work under supervision as part of a programs coaching staff			Works independently and plays a leading role within the structure of the program	Works independently and oversees the entire section of the program assigned.
	Encourages engagement of pre-coaches	Supports coaching assistance and pre-coaches in their development		Encourages engagement of pre-coaches	Supports and manages the development of less experienced coaches	Oversees and supports the development of other coaches that they're assigned.
Competences	Basic Knowledge	Extended Knowledge		Extended Knowledge	Extended and integrated knowledge	Extended broad, current and integrated knowledge
	Cognitive practical competencies required to perform basic coaching functions, with guidance	Cognitive and practical competencies to perform coaching functions independently with an open yet structured environment		Cognitive practical competencies required to perform advanced coaching functions, with guidance	Specialised practical competencies to perform advanced coaching functions independently with a changing environment	Wide spectrum of competencies to perform coaching functions to an advanced level within a changing environment
	Ability to carry out basic evaluation of results leading to low level corrections	Ability to carry out a basic evaluation of results leading to simple changes in practice and athlete outcomes		Ability to carry out evaluation of results leading to mid to high level corrections	Ability to carry out an advanced evaluation of results, consider alternative courses of action leading to comprehensive, creative and at times innovative changes and solutions	Ability to carry out an all encompassing evaluation of results, considering research, varying criteria, circumstances and leading to comprehensive, creative and innovative solutions.

Adapted from the International Sport Coaching Framework, Version 1.2 (2013)

Table 2: Levels of Competency and Responsibility for Respective Coaching Roles
 Note: * denotes level on a scale of 0 (lowest) to 4 (highest)

Functional Areas	Competency Area	PARTICIPATION			PERFORMANCE		
		Assistant Coach	Coach (children)	Coach (adolescents and adults)	Assistant Coach	Coach (Younger Adolescents)	Coach (Older Adolescents and Adults)
Set the Vision	Understand the big picture	*	**	***	**	***	****
	Align and govern	*	**	***	**	***	****
	Analyse needs	*	**	***	**	***	****
	Set the vision		*	***	**	***	****
	Develop the strategy		*	***	**	***	****
Shape the Environment	Create action plan		*	***	**	***	****
	Organise setting and personnel	*	***	***	**	***	****
	ID and recruit athletes, staff and resources	*	**	***	**	***	****
	Safeguard participants	***	***	****	***	****	****
	Develop progress makers		*	***	**	***	****
Build relationships	Lead and Influence		*	***	**	***	****
	Manage		**	****	***	****	****
	Manage relationships	*	**	***	**	***	****
	Be an educator		*	***	**	***	****
Conduct practices, structure competition and competition strategy	Guide Practice	*	**	***	**	***	****
	Competition Strategies	*	**	***	**	***	****
	Structure competition	*	**	***	**	***	****
Read and react to the field	Observe	*	**	****	***	****	****
	Make decisions and adjust	*	**	****	***	****	****
	Record and evaluate	*	**	****	***	****	****
Learn and reflect	Evaluate session and program	*	**	***	**	***	****
	Self-reflect and self-monitor	*	**	***	**	***	****
	Engage in professional development	*	**	***	**	***	****
	Innovate		*	**	*	**	****

Adapted from the International Sport Coaching Framework, Version 1.2 (2013)

Appendix A - Brisbane Capitals: Performance Model



Key:
LTAD – Long Term Athlete Development Model
DMSP – Development Model for Sport Participation
SEL – Selected players
Senior – 18 years and older
O.A. – Older Adolescents

L2T – Learn to Train
L2C – Learn to Compete
L2W – Learn to Win

T2T – Train to Train
T2C – Train to Compete
T2W – Train to Win