

Hockey NSW Talent Pathway Strategy

TALENT

PATHWAY TO 2032



Ready4 - Plan, Progress, Perform
C Prideaux April 30th 2022

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INTRODUCTION

With the Olympics taking place in Brisbane on Australian home turf in 2032, the timing couldn't be better to explore the Hockey NSW Talent Pathway with the community and determine what's working and what can be improved.

In July 2021, Josephine Sukkar, ASC Chair said “We must take advantage of the laser-like focus hosting a home Games presents us. It is a chance to drive sport participation, re-invigorate volunteering, elevate our inspiring sporting heroes and continue building our vision for sustainable success across Australian sport.”

Hockey Australia's recent work with Kinlab identified that ‘A home Olympics is a rare event and one that will have a huge impact on the way sport is delivered in this country. The sports that are best able to leverage the ‘Green and Gold runway’ to Brisbane over the next 10 years will be the sports that continue to thrive into the future.’

The Hockey NSW Talent Pathway to 2032 provides a clear strategy that builds on current strengths, addresses areas for improvement, identifies new opportunities and aligns with Hockey Australia's 2032 high performance pathway plan. The Hockey NSW Talent Pathway strategy has been developed to promote an inclusive environment that enables talent identification and development, well-being, progression and performance.

Most importantly, the strategy will support achievement of Hockey NSW's whole of organisation progressive outcomes, positive culture and sustainable future and adapt as insights about performance and community experiences emerge.

Key components include:

- The Strategy - a plan designed to clarify purpose and unite effort to achieve long-term HNSW pathway outcomes
- The Structure - a system of accountability that outlines how certain activities could be managed to achieve pathway outcomes
- Success Measures – indicator areas that will support Hockey NSW to know what's working, what's not, and what to change

Context

Hockey Australia's high-performance ambition is to ensure there are more Australian hockey players, on more podiums more often. However, success to Hockey Australia is more than medals, it is also how teams plan, prepare and play and not just about getting onto the podium. Ideally, success is lived every day through a positive attitude, an unrelenting and professional approach, how people engage and look after one another, and in how the game is played.

Hockey NSW has an important pathway role to play through valued partnerships with Hockey Australia (HA), the New South Wales Institute of Sport (NSWIS) and government as well as local communities of hockey in regional and metropolitan areas that include Clubs, Associations, Academies of Sport, Universities, Schools, Councils and service providers.

Hockey's future operating environment reflects :

- the sport is confirmed on the Olympic program for Paris 2024, LA 2028 and Brisbane 2032
- there is an evolving and dynamic national and international hockey competition landscape with the recent introduction of Hockey One League, Pro League and World Cup 5's
- there is an unprecedented competitive market for talent, particularly in women's team sports (AFLW, Big Bash cricket, Women's football, Rugby 7s) with competitor sports reaching deeper in the pathway with more resources; improved broadcast exposure; and, offering earlier international competition incentives
- there are growing 'professional' expectations from and of hockey 'amateur' athletes, coaches, officials, selectors, managers and service providers
- balancing wellbeing, inclusion, positive culture, enjoyment, retention and sustainability with performance is important
- the worldwide benefit of sport to communities can be fully realised when programs align with United Nations Global Goals for Sustainable Development like Good Health and Well Being; Quality Education; Gender Equality; Reduced Inequalities; Partnerships; Peace and Social Justice

While there are many areas of the Hockey NSW Talent Pathway program that are working well and reflect a committed effort by dedicated players, staff and volunteers over many years, gaps to **optimum performance** of the Hockey NSW Talent Pathway include:

Hockey NSW PRIDE teams are not overtly connected with the Talent Pathway and in some cases are seen as entities that operate outside of Hockey NSW's core business, identity and responsibility.

Broad and consistent talent identification and talent development programs across key age groups for 13's, 14's, 15's, 16's, 17's 18's and 19's+ that prepare players for State Squad / Teams selection and performance are not consistently operating. State selection and non-selection to U13, U15, U18 and U21 Teams therefore dominate the talent identification and development landscape.

There is no planned, consistent and dedicated Goal Keeper, Penalty Corner attack, Penalty Corner defence or 1v1 development program evident across talent ages/stages.

While technical and tactical player development is articulated and delivered well, planned access to holistic expertise is not accessible on a regular basis outside of NSWIS and Regional Academies of Sport (RASi) programs.

There is a huge jump from U15's to U18's State Teams programs which can demotivate athletes and present a 'flight risk' for bottom age U18's.

There is a gender imbalance in coaching, inconsistent access to quality coaching in some areas, and capability gaps that impact holistic athlete development, well-being, inclusion, gender & cultural awareness, the use of feedback loops, issues management and a positive team culture.

Perceived and real conflicts of interest, the perception of bias, fear of retribution and a lack of planned programs that build people's capability are barriers to community trust in Hockey NSW as well as fair and transparent decision making in selection, coaching and management.

Built in mechanisms for learning from mistakes and feedback to inform continuous improvement ('plan, review, do, refine ') are not consistently applied and inherent in the organisation's ways of working or culture. The perception that there are 'just a few unhappy players' or 'troublesome parents' is a barrier to learning and improvement.

Coaches are very sure about their knowledge and understanding of the Pathway. Players perspectives about their experience of the pathway are often opposite to Coaches' perceptions. Parents of athletes are the most unsure cohort amongst these three and often source information from another parent when unsure.

There is no planned and consistent State Teams Manager or Selector on boarding, upskilling and 'on the job' improvement program in place.

Selection criteria and Pathway progression is not communicated as clearly and effectively as it could be.

The Pathway Manager role is highly operational and includes participation focused components and selection process components that increase time demands and role complexity while negatively impacting the role's capacity to lead, plan and collaboratively deliver a holistic talent identification, development, progression and confirmation strategy.

There is clear disagreement about the pros and cons of equal team's competing at the U15 level of National competition with around 60% of Association's polled preferring a State (1sts) and Blues (2nds) approach.

Accountabilities and opportunities through valued partnerships between Hockey NSW and key stakeholders including clubs, Associations, NSWIS, RASi, HA, service providers, schools, government and universities are not always well understood, nurtured and leveraged.

Strategy development and innovation for Hockey NSW to capitalise on hockey's future operating environment is not apparent in the current pathway 'business as usual' way of working.

Unstructured and/or affordable access to turf for community and talent identified players to practice is seen as a barrier to development

The current COD program supports new comers and participation players well however perceived affordability, inconsistencies in the quality of coaching, lack of ongoing relevance for top age talent and formal feedback processes are areas for improvement

Hockey NSW's collective effort with partners as a part of an optimal performance and development ecosystem must therefore ensure:

- future players are delivered to National programs through a clear and aligned player development program
- Hockey NSW's PRIDE teams are recognised as an integral component of the talent pathway
- the PRIDE values, well-being and a positive culture of inclusion apply to everyone involved in Hockey NSW's pathway on and off the field
- athletes and coaches are focused on and are supported with holistic development, achieving their personal best and enjoying their experience
- the base for talent identification is broadened and dedicated age and stage appropriate talent development programs for 13's, 14's, 15's, 16's, 17's, 18's and U19's+ are implemented to provide positive experiences, retain players, increase holistic development opportunities and better prepare players for selection and non-selection as a part of State Teams selection processes
- consistent quality, diversity, equity and greater independence in coaching, management, officiating and selecting is achieved
- targeted initiatives to combat competitor sports reach into pathways, particularly for women, are considered and actioned
- valued partnerships are nurtured, enhanced and celebrated

Talent Pathway to 2032

Key Objectives

1. Align with Hockey Australia's National player development model
2. Position PRIDE Teams, culture and values as an integral part of Hockey NSW's Talent Pathway
3. Promote holistic athlete development, well-being, inclusion and positive experiences
4. Broaden the base for talent identification and talent development programs
5. Increase the pool, diversity, equity, independence and capability of Hockey NSW's Talent Pathway coaches, selectors, managers and officials
6. Target initiatives that optimise Hockey NSW's Talent Pathway through valued partnerships

Ecosystem Drivers

1. Athletes
2. Coaches
3. Program Optimisation
4. Selection and Competition
7. Leadership & Culture
8. Partnerships & Innovation

Athletes

1. Develop well-prepared athletes across five major athlete development domains, age and stage appropriately, aligned with Hockey Australia’s Athlete Development Framework and Big 5:

- o Technically Skilled
- o Tactically Smart
- o Mentally Prepared and Skilled
- o Personal Excellence and Wellbeing on and off the pitch
- o Physical Capacity and Robustness

Hockey NSW will build on the strengths of the past, where principles in the technical and tactical area of athlete development have been successfully shared and delivered. By developing holistic player attributes and creating learning environments where talent identification, talent development, competition and selection take place, players will be supported to develop as people and performers. Athlete success profiles that are age and stage appropriate across five areas of holistic development have been identified and align with Hockey Australia's BIG 5. These aspirational success profiles will guide talent identification and talent development opportunities, as well as informing selection. Success profiles provide a consistent framework for self-reflection and feedback for continuous improvement.

Hockey Australia - National Development Framework

Domain	Level 1	Level 2	Level 3	Level 4	Level 5
Technical
Tactical
Mental
Physical
Personal

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HOCKEY AUSTRALIA PODIUM PERFORMANCE PROFILE FACTORS & ATTRIBUTES

Factor	Attributes
Technically Skilled	...
Tactically Smart	...
Mentally Prepared & Skilled	...
Strongly Motivated & Resilient	...
High Physical Capacity & Robustness	...
Exceptional & Performance Profile	...

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UNDER 15s ATHLETE SUCCESS PROFILE

Domain	Attributes
Technically skilled	...
Tactically smart	...
Mentally prepared and skilled	...
Strongly motivated and resilient	...
High physical capacity and robustness	...

UNDER 18s ATHLETE SUCCESS PROFILE

Domain	Attributes
Technically skilled	...
Tactically smart	...
Mentally prepared and skilled	...
Strongly motivated and resilient	...
High physical capacity and robustness	...

UNDER 21s ATHLETE SUCCESS PROFILE

Domain	Attributes
Technically skilled	...
Tactically smart	...
Mentally prepared and skilled	...
Strongly motivated and resilient	...
High physical capacity and robustness	...

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2. Plan for and provide greater access to holistic expertise

Hockey NSW will explore and improve regional and metro pathway access to services in areas like wellbeing, physical preparation, recovery, nutrition, mental preparation & skills, personal excellence on and off the field through remote delivery and local partnerships, including the RASi network.

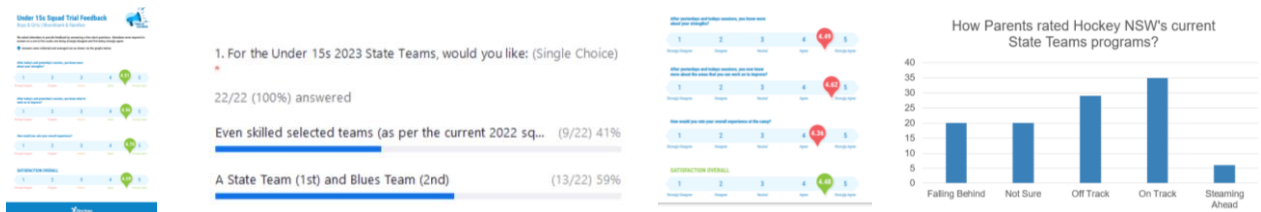
The dedicated role of Hockey NSW Manager Well Being will continue to promote the PRIDE culture, inclusion, well-being and belonging and build capability of athletes, coaches and managers in these areas.

3. Improve the quality of athlete to coach and coach to athlete feedback loops in talent identification, development, competition and selection environments

Hockey NSW will encourage athletes to develop a growth mindset and to learn more about their strengths and areas for improvement as a part of a positive pathway experience in talent identification, development, competition and selection environments. Self-reflection, goal setting, planning, practice and review with local coaching resources are an important part of the feedback and continuous improvement process.

Coaches will be supported to create a positive learning environment that supports athletes to develop and perform at their best, while better supporting athletes to understand their areas of strength and areas for ongoing improvement, aligned with the Big 5 holistic athlete attributes.

Hockey NSW will build in feedback mechanisms and capture and share key learnings from multiple perspectives including athletes, parents, coaches, selectors, managers, Associations and pathway partners to ensure positive athlete experiences, people and performance are central to pathway program planning and delivery.



Success Measures - Athletes

Athlete enjoyment of their Pathway experience

Athlete access to holistic development opportunities

Perceived development of athletes across 5 holistic attribute areas

Use of built-in mechanisms for feedback to inform future planning and delivery of athlete programs

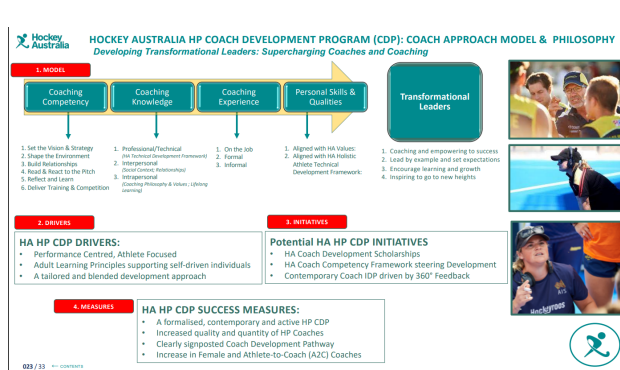
Coaches

1. Develop holistic leaders focused on people and performance who are capable of successfully coaching the whole athlete in talent identification, development, competition and selection environments

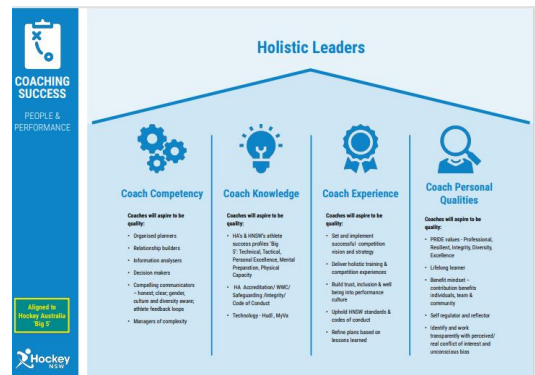
Hockey NSW is committed to supporting coaches to be holistic leaders focused on people and performance. In the past, strong principles in the technical and tactical area of coaching have been successfully developed, shared and delivered. To be holistic leaders, our coaches must be aware of and better understand the competencies, knowledge, experience and personal qualities required by a coach to develop the whole athlete in talent identification, development, competition and selection environments. Hockey NSW has developed an aspirational and easy to understand profile of what a successful coach in NSW looks like.

The aspirational Coach Success profile aligns with Hockey Australia’s performance coaching framework and has been developed to support coaches, athletes and the hockey community to better understand what our future coach identification and development approach will focus on. Coach identification, development and progression will be informed by success profiles in a planned and targeted way, and link closely with existing Coach Accreditation programs.

NB: Consider limited financial contribution for time and expertise



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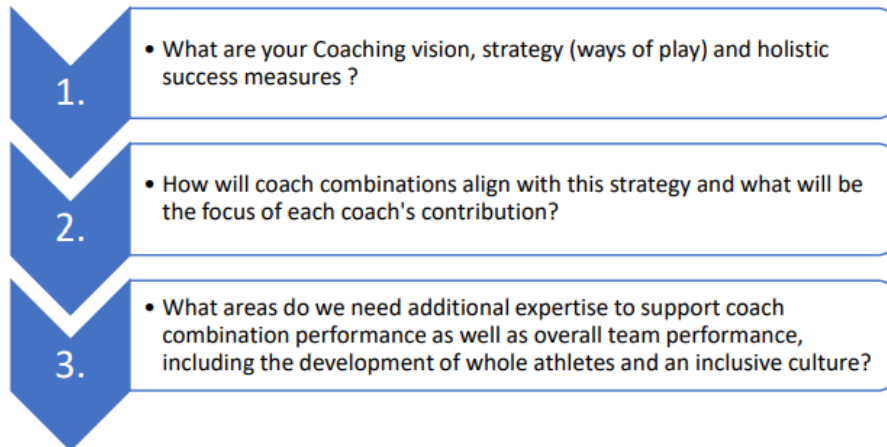
2. Identify and enable consistent quality and broader diversity in coaching

Coaching combinations for male and female State Teams from 13’s to 21’s will better reflect a balance over the coming years with men and women coaching across genders, increasing gender and cultural awareness, and addressing the current imbalance of male to female coaches. Hockey NSW’s Towards 60 project will be a key contributor.

Regions will be encouraged to develop and support coaches to contribute to and progress through Hockey NSW pathway programs including State Teams programs, promoting geographic diversity. Broader and diverse expertise will be included as a part of coach selection panels.

3. Establish dedicated Coach Developer roles and clear nationally aligned Technical Direction

The role of a Coach Developer (CD) is a combination of training the trainer and mentoring, with a focus on supporting the coach on the job. The CD's role is to provide ongoing support, advice and encouragement to the coach in highly competitive environments. The key focus is hands-on helping the coach with the art of coaching people and performance. Research tells us that the best coach development results are likely to come from 'experiential' on-the-job learning. Coaches will generally improve more and faster with support – this is especially important to support gender balance and awareness in coaching. Coach Developer roles will be appointed for targeted National Championship campaigns to assist with the development of State Coaches, individually and in combinations, across key themes as well as specific areas identified with coaches. Adult learning principles and an estimated 80% 'on the job' learning focus will be applied.



Coach Developers will work with the Hockey NSW Pathway Manager, NSWIS Head Coaches, National Technical Pathway Leads and National Coaches to ensure Hockey NSW's Technical direction is clear, relevant and aligned.

NB: Consider limited financial contribution for time and expertise

Success Measures - Coaches

Increased pool with coach identification, development and selection informed by HNSW Success Profile

Gender equity in coach appointments to male and female State Teams and Pathway roles

Regional diversity in coach appointments to male and female State Teams and Pathway roles

Perceived improvement in coach capability and performance individually and in combination

Program Optimisation

1. Increase affordability and reach of Centre of Development (COD) community focused participation and development opportunities

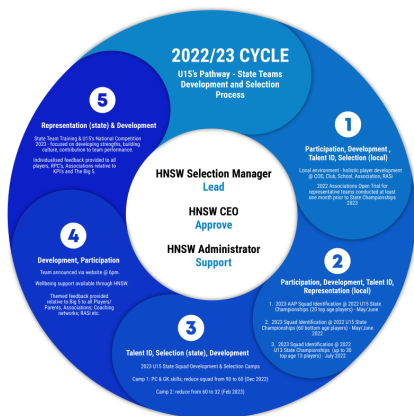
Explore ways of increasing affordability and reach of the Centre of Development (COD) program with Associations and Clubs, continuing the current focus on the development of core hockey skills, inclusive culture and fun game-based experiences. Explore opportunities locally for COD participants to continue to ‘have a go’ on turf and practice with friends outside of structured sessions. Transfer the day-to-day leadership of COD to the Community portfolio and the Regional Challenge to the Events portfolio. Consider aligning outcomes for COD overtly to the United Nations Global Sustainable Development Goals.

2. Position Hockey NSW PRIDE as an integral part of Talent Identification and Development using annual State Championships to identify a broader group of PRIDE talent by age. Then, deliver PRIDE age/stage progressive talent development programs linked to PRIDE values and holistic athlete attributes:

- a) PRIDE Talent – 13’s
- b) PRIDE Talent – 14’s
- c) PRIDE Talent – 15’s
- d) PRIDE Talent – 16’s
- e) PRIDE Talent – 17’s
- f) PRIDE Talent – 18’s
- g) PRIDE Futures – 19’s+ (train with @ home PRIDE program players)

Utilise the U/Age State Championships in May/June 2023 to introduce and identify PRIDE Talent Groups and work with Hockey NSW PRIDE, NSWIS, Associations, RPC’s and RASi to deliver age/stage appropriate talent development opportunities inclusive of physical preparation, recovery, nutrition, mental preparation & skills, personal excellence on and off the field prior to Hockey NSW State Teams selection camps in December 2023 and February 2024.

Phase 1: 2022 U/Age State Squad selection cycle for 2023 U/Age State Team selection include combined RPC, Association, RASi feedback prior to State Championships where State Squads will be selected (eg: see U15 & U18 cycles below)



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Phase 2: 2023 U/Age State Championships will identify Pride Talent groups by Age rather than State Squads. Combined RPC, Association, RASi feedback will be requested prior to State Championships to inform Selection processes for PRIDE Talent Group identification. PRIDE Talent Development programs, co-designed with RPC's, Associations, RASi and NSWIS, will be delivered between July and November 2024, in preparation for U/Age State selection camps in December 2023 and February 2024. Feedback from PRIDE Talent Development programs will be requested prior to State selection camps to inform Selection processes for State Teams selection.

PRIDE Talent - Identification & Development 2023 for 2024 State Teams

13's: Talent ID May/June 2023 (50 - 100) - Talent Development program July to November 2023 & Regional Challenge March 2024

14's: Talent ID May/June 2023 (50 - 100) - Talent Development program July to November 2023 & Regional Challenge March 2024

15's: Talent ID May/June 2023 (50 - 100) - Talent Development program July to November 2023 & RASi Games April 2024

16's: Talent ID May 2023 (50 - 100) - Talent Development program July to November 2023

17's: Talent ID May 2023 (50 - 100) - Talent Development program July to November 2023

18's: Talent ID May 2023 (50 - 100) - Talent Development program July to November 2023

PRIDE Combined Age Talent Squad - Talent ID May/June 2023 (To be considered)

State U/Age Teams Squads / Teams - December (60) & February (32) includes feedback from PRIDE Talent programs

3. Include holistic athlete development as a part of a positive and more challenging PRIDE Combined Age experience and adjust the existing AAP structure where relevant

- a) PRIDE Accelerated Talent – 14's
- b) PRIDE Accelerated Talent – 15's
- c) PRIDE Accelerated Talent – 16's
- d) PRIDE Accelerated Talent – 17's
- e) PRIDE Accelerated Talent – 18's

Work with NSWIS, RASi, Associations, Universities, service providers to explore combined talent opportunities inclusive of physical preparation, recovery, nutrition, mental preparation & skills, personal excellence on and off the field for targeted top end talent across PRIDE age talent groups.

4. Create and execute a program for at home PRIDE Squad development with Clubs and NSWIS

Work with NSWIS and Clubs to create and deliver a program for at home non NSWIS/HA categorised PRIDE Squad players and PRIDE Futures – 19's+.

NB: whilst outside the scope of the Pathway to 2032 Strategy, quality competition opportunities in NSW for men and women are critical for PRIDE player development, progression and performance

5. Create and execute a plan for exceptional development of Goal Keeping (GK), Penalty Corner (PC) and 1v1 skills

Work with partners, including HA, NSWIS, RASi, Associations and Clubs, to plan, deliver and monitor a specialist GK and PC skills development and coaching program. This could be managed and delivered as a RASi program across pathway ages and stages or with a specifically targeted age group (e.g.: PRIDE Talent – 15's, 16's, 17's and 18's).

6. Explore opportunities for Hockey NSW coaches, officials and athletes to gain maximum benefit from the Hockey 5's pathway, for Youth Olympics, inaugural 2024 World Cup, ongoing World Cups and potential future additional Olympic hockey medals

Explore the possibility of refocusing the RASi games to include a Hockey 5's event / component for player, coach and officials development – fast 5's, fast action, fast skills with plenty of music, quick turn-around time and modified rules that promote GK/PC/1v1 skills (single and mixed gender components) – targeting PRIDE Talent Group 16's (if RASi games continues to be scheduled at same time as U15 and U18 National Championships).

7. Create digital and technology-based efficiencies for capability building, management of feedback, selection data and communications

Work across the whole of organisation, to create efficient systems and processes for capability building, management and sharing of player to coach and coach to player feedback, coordinating selection data and communicating

Success Measures – Program Optimisation

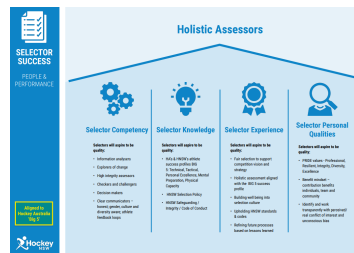
COD affordability and management through Community portfolio
PRIDE Talent groups operating in 2024 supporting a broader base of talent and a holistic development
PRIDE Talent Acceleration Program explored collaboratively with a clear recommendation for future operations
PRIDE @ home and PRIDE 19+ development opportunities created
GK, PC, 1v1 development program commenced
RASi Games refocused to support Hockey 5's – PRIDE Talent Group 16's, coaches and officials
Digital and Technology platforms increase efficiencies in targeted areas

Selection and Competition

1. Greater independence and capability of selectors

Introduce a new role of Hockey NSW Selection Manager, separate to the structured position of Pathways Manager, to oversee Hockey NSW selection of State Teams processes and integrity including:

- annual review and publication of policies, principles, guidelines and resources
- recruitment, development, briefing and debriefing of selection panels for State Championships based on the Hockey NSW Selector Success Profile (talent identification from 2023) and State Teams selection camps (State Squad and Team selection)
- confirmation and communication of holistic attributes that will be the focus of selection prior to events
- provision of themed feedback from State Championships and specific feedback as agreed based on the relevant athlete success profile to players, parents, RPC's, Associations and State Teams Coaches
- clear and measurable outcomes, a review process and capture mechanism for key learnings



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NB: selection panels will consist of up to 4 x selectors with greater independence working directly with 2 x State Teams Head Coaches, when known.

NB: Consider limited financial contribution for time and expertise

2. Deliberate and transparent inclusion of feedback from local community of hockey (RPC's, Associations, RASi) prior to State Championships

Implement a clear and transparent process for local communities of hockey to provide information about holistic player attributes to the Hockey NSW Selection Manager prior to State Championships.

Clearly identify the role and expectations of Associations and provide briefings for:

- local open selection trials informed by Hockey NSW's Success Profile (Big 5)
- local Community of Hockey (RPC's, Associations, RASi) collaboratively determine player rankings informed by Hockey NSW's Success Profile (Big 5) and provided to the Hockey NSW Selection Manager 1 to 2 weeks prior to State Championships
- Association Teams to display PRIDE values and comply with Competition regulations and Codes of Conduct

3. State Teams program purpose – Selection Camps, National Carnivals and National Championship

The Hockey NSW State Teams Program is a key component of the Pathway to 2032. Selected athletes will have the privilege of competing at a National Carnival (U13’s), National Championships (U15’s, U18’s, U21’s) and Hockey One League (Hockey NSW PRIDE). Additional opportunities for selected athletes to compete Nationally include NSW primary (U12’s) and secondary schools (U16’s) competitions.

Hockey NSW State Teams selection experiences will focus on awareness, development and assessment related to holistic player attributes.

Success measures include:

- Athletes better understand their areas of strength
- Athletes better understand their areas for improvement
- Players did their best and enjoyed their experience

Hockey NSW U13 State Teams will be evenly matched and focused on preparation for and participation in the National U13 Carnival.

Success measures for both U13 teams include:

- athletes improve from the 1st training session to the last game of the National Carnival in all 5 areas of the Athlete Success profile
- Team culture is inclusive and reflects PRIDE values, sense of well-being and belonging
- Players did their best and enjoyed their experience

Hockey NSW U15, U18 and U21 State and Blues Teams will be selected with the best eligible players identified in State and next best eligible players in Blues teams. State Teams will focus on preparation for and personal best performance as a part of a team at Age National Championships.

Success measures for teams include:

- athletes improve from the 1st training session to the last game of the Nationals in all 5 areas of the Athlete Success profile
- Team culture is inclusive and reflects PRIDE values, sense of well-being and belonging
- State = Top 2 finish & Blues = Top 5 finish and enjoyed their experience

4. Hockey NSW PRIDE – One League

Clearly position Hockey NSW PRIDE teams as premier, identifiable Hockey NSW State Teams bursting with ‘hockey heroes’ and the PRIDE values. Identify what it takes to win One League based on environmental and teams-based analysis, aligned with Hockey Australia’s data informed ‘Winning at the Olympics’ format (see below).

WINNING AT THE OLYMPIC GAMES:
The ability to excite under pressure in an environment that requires consistently high performance, as well as player and team management to deliver a game to a high level over the course of the competition and the games to meet key strategic goals to qualify for the quarter final.

STYLE OF PLAY AND PERFORMANCE ENVIRONMENT:	
1.	Maximise the quality and quantity of attacking opportunities through individual and team performance.
2.	Maximise the quality and quantity of defensive opportunities through individual and team performance.
3.	Maximise the quality and quantity of set pieces through individual and team performance.
PODIUM PERFORMANCE PARAMETERS - OVERVIEW	
WINNING - ATTACK:	
1.	GENERATE GOAL SCORING OPPORTUNITIES
2.	CONVERTING GOAL SCORING OPPORTUNITIES WITH HIGH ACCURACY
WINNING - DEFENCE:	
1.	STOP THE GOAL SCORING OPPORTUNITIES AGAINST
2.	PERSONAL GOAL KEEPER - REDUCE OPPRESSION AND ACCURACY
TECHNICAL - WITH THE BALL:	
1.	ADAPTATION UNDER PRESSURE - COMPLETE THE PLAY WITH A HIGH LEVEL OF TECHNICAL PROFICIENCY WITH THE BALL
TECHNICAL - WITHOUT THE BALL:	
1.	ADAPTATION UNDER PRESSURE - COMPLETE THE PLAY WITH A HIGH LEVEL OF TECHNICAL PROFICIENCY WITHOUT BALL
TACTICAL:	
1.	IN THE HEAT OF BATTLE DEMONSTRATE EXCEPTIONAL AND FLEXIBLE TACTICAL ABILITIES
PHYSICAL:	
1.	BE ABLE TO PERFORM WITH A HIGH LEVEL OF PHYSICAL CAPACITY & ENDURANCE
MENTALLY PREPARED AND SKILLED:	
1.	ADAPT TO HIGH PRESSURE ENVIRONMENT AND BE ABLE TO PERFORM WITH A HIGH LEVEL OF TECHNICAL PROFICIENCY AND CAPABILITY TO THRIVE IN HIGH PRESSURE ENVIRONMENTS.
PERSONAL EXCELLENCE:	
1.	ADAPTATION UNDER PRESSURE - COMPLETE THE PLAY WITH A HIGH LEVEL OF TECHNICAL PROFICIENCY WITH THE BALL
WORLD CLASS PERFORMANCE ENVIRONMENT AND PERFORMANCE CULTURE:	
1.	TEAM PLAYERS AND STAFF OPERATE AND ENHANCE A CHALLENGING WHOLE OF TEAM PERFORMANCE CULTURE

Work with NSWIS and Clubs to create and deliver a program for at home non NSWIS/HA categorised PRIDE Squad players and PRIDE Futures – 19's+ informed by what it takes to win.

NB: quality club-based competition opportunities in NSW for men and women are critical for Hockey NSW PRIDE futures and player development, progression and performance

5. Interstate / International competition opportunities

Hockey NSW will explore opportunities for targeted PRIDE Talent 19+ Futures and home-based PRIDE athletes who have missed competition opportunities over the past few years to 'catch up' and/or 'fast-track' through interstate /international competition opportunities, including 11 and 5 a side hockey.

NB: user pay basis unless additional funds are secured

Success Measures – Selection and Competition

Increased selector pool and capability reflecting greater independence

Head Coaches of State Teams working with selectors, when known

Community of Hockey input and PRIDE Talent Group Coach input received prior to State Championships and State Teams Selection Camps

Success of Selection Camps and National Championships assessed against clear and agreed holistic measures

Hockey NSW PRIDE teams promoted in the Pathway as aspirational with PRIDE "hockey heroes" modelling values and behaviours

PRIDE Talent 19+, PRIDE Futures and home-based PRIDE accessed targeted competition opportunities

Leadership & Culture



1. Hockey NSW PRIDE values will be used to promote well-being, inclusion, a positive culture and belonging across the Pathway

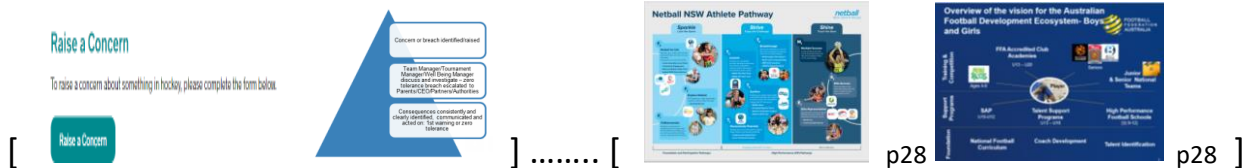
Well-being is every one’s responsibility, and the role of Hockey NSW Well-Being Manager will develop and deliver a tailored and planned program that:

- Prioritises the right holistic content for delivery at the right time and in the most effective way, in consultation with Pathway Manager, Coaches, Coach Developers and RASi
- Builds capability of Pathway athletes, HNSW and State Teams Coaches, Coach Developers and State Teams Managers in prioritised areas
- Builds relationships and educates parents about what it takes to support people and performance, balancing performance with parental connection
- Professionally and expertly supports the management of Well Being, Cultural, and Code of Conduct issues and concerns, escalating as required and aligned with HA’s processes, policies, resources and anonymous options
- Oversees and supports Tournament Managers with well-being and culture awareness
- Member of recruitment panels for State Teams Coaches and Managers
- Includes clear and measurable outcomes, a review process and capture mechanism for key learnings

2. Increase consistency and professionalism of Tournament and Team Management

Create the role of Hockey NSW Tournament Manager to improve Hockey NSW State Teams Management processes and delivery:

- Collaborative development of a Hockey NSW success profile for Team Managers to inform selection and capability building
- Annual review and publication of Tournament Management policies, guidelines and resources
- Assists with recruitment, development, briefing and debriefing of State Teams Managers
- Professionally, confidentially and expertly manages Well Being and Safe Environment concerns, escalating as required, aligned with HA’s processes, policies, resources and anonymous reporting options (see below)
- Includes clear and measurable outcomes, a review process and capture mechanism for key learnings



3. Update, simplify and share the visual Hockey NSW Pathway Framework and Pathway to 2032 strategy

Refine the current Pathway Framework to reflect changes and confirm a simple and clear picture of the Hockey NSW Pathway to 2032 Hockey player talent Identification, development and competition framework then communicate this with the community including Associations, Clubs, Players, Parents, RASi, NSWIS and HA, highlighting changes.

NB: e.g.: Netball NSW Pathway and Football Development Ecosystem (above)

4. Achieve an inclusive safe sporting pathway for all, implementing a zero-tolerance approach to bullying, harassment, exclusion and discrimination

Build awareness and capability about safe sporting environments, diversity, inclusion, privilege, bullying and harassment to promote enjoyable pathway experiences that create a sense of belonging for all. Adopt a zero-tolerance approach to bullying, harassment, exclusion and discrimination.

5. Refine the current Hockey NSW structure and accountabilities in a way that increases the capacity of the Pathway Manager to lead, plan, deliver and review talent identification, development, progression and confirmation programs, working closely with Community, Events and Marketing

Increase capacity, capability and role accountability to ensure Pathways and Community are performing optimally and effectively with each other and Business and Investment areas as well as valued partners.

Role/Position Considerations

How

Hockey NSW Strategic Manager of Pathways and Community – a person to collaboratively develop, oversee and review Pathway and Community strategy, policies, capability building, continuous improvement, enhanced partnerships and sustainability	Create Structured Position
Hockey NSW Manager Pathways – a person to collaboratively lead, plan, deliver and review Talent Identification, Development, Progression and Confirmation programs	Structured Position
Hockey NSW Coordinator/Coach (RPC) – a person to collaboratively plan and deliver Community (x) and Pathway (x) programs with Associations, Clubs and local partners	Structured Positions
Hockey NSW Coordinator State Teams – a person to collaboratively plan and deliver operations, logistics and communications relating to State Teams, supporting the Hockey NSW Pathway Manager, Hockey NSW Selection Manager and Hockey NSW Tournament Manager	Structured Position
Expertise: as required to build capacity, awareness and capability	
Hockey NSW Manager Well Being - a person to collaboratively lead, plan, deliver and review Well Being and Culture	Contract Role
Hockey NSW Tournament Manager - a person to collaboratively update management resources, drive consistency and efficiency, identify, train and provide 'on-the job' support for State Teams Management processes and people	As required
Hockey NSW Selection Manager - a person to update section policy, collaboratively identify, train and oversee the integrity of State Teams Selection processes and people	As required
Hockey NSW Coach Developer - a person to collaboratively contribute to technical direction, identify, develop and provide 'on-the job' support for State Teams Coaches/Combinations	Contract Role
Hockey NSW Member Protection – a person to provide independent expertise about matters of concern and build organisational capability	As required
Hockey NSW Administration / Intern – a Student Intern to provide administration support for Pathways and Community	Internship
Coaches, Managers, Selectors, Officials, Service Providers – a person volunteering or receiving a casual fee/honorarium/per-dium to deliver services as agreed as a part of Hockey NSW planned programs and/or events	As required

Expert Panel and Network Group considerations

Who

<p>Hockey NSW Coach, Manager and Selector Panel – an inclusive panel with diverse expertise to collaboratively identify and select talented and expert Coaches, Managers and Selectors based on Hockey NSW selection principles, success profiles as well as Hockey NSW integrity and risk management considerations.</p> <p><i>NB: Hockey NSW CEO will consider any integrity and performance issues fairly and confidentially, with any appropriate expertise, prior to approval</i></p>	<p>HNSW Selection Manager; HNSW Pathway Manager; HNSW Coach Developer; HNSW Well Being Manager; HNSW Strategic Manager Pathways & Community, NSWIS Hockey Head Coaches (coach selection only)</p>
<p>Hockey NSW Technical Panel – an inclusive panel that meets annually to collaboratively review and refine Hockey NSW’s Technical direction ensuring it is clear, relevant, aligned and communicated.</p>	<p>Coach Developer, HNSW Pathway Manager, NSWIS Head Coaches, HA Technical Pathway Leads and National Coaches</p>
<p>Hockey NSW Pathway Review Panel – an inclusive panel that meets annually to collaboratively review Hockey NSW Pathway performance and partnerships against agreed outcomes, capture key learnings and refine programs</p>	<p>HNSW Strategic Manager Pathways & Community, HNSW Manager Pathways, RASi, NSWIS Hockey Head Coaches, Associations, Hockey NSW Coordinator/Coach (RPC), Hockey NSW Coordinator State Teams, HNSW Well Being Manager</p>
<p>NSWIS Hockey Program Performance Management Group (PPMG) – an NSWIS panel that meets two times a year to collaboratively review NSWIS program and partnership performance, as per NSWIS Hockey Program Partnership Agreement</p>	<p>HNSW CEO, HNSW Strategic Manager Pathways & Community, HNSW Manager Pathways, NSWIS Coaches, NSWIS Hockey Program Manager, NSWIS CEO, HA Technical Pathway Leads, HA Pathway Manager</p>
<p>Hockey Australia Pathway Managers / Technical Leads Network - an HA network that works collaboratively to promote national alignment, awareness, collaboration and professional development</p>	<p>HA Technical Pathway Leads, HA Pathway Manager, HNSW Manager Pathways, Other States Managers Pathways</p>

Success Measures – Leadership and Culture

Hockey NSW Well Being Manager successfully developed and delivered planned program promoting well-being, inclusion, a positive culture and belonging across the Pathway

National Championship and State Team Management success profile created, training delivered, and service provided reflects consistency, confidentiality and capability

Hockey NSW Pathway information is consistent, clear and accessible to Community

HNSW structure sufficiently supports achievement of Pathway to 2032 strategy, and broader organisational outcomes in a sustainable way

HNSW Pathway is strengthened by collaborative and inclusive panels and network engagement

Pathway issues, concerns and complaints managed confidentially and professionally, aligned with values, national Codes of Conduct and processes

Zero tolerance for safeguarding breaches

Partnerships and Innovation

1. Nurture and Enhance key partnerships

Build capability and ways of working that promote collaboration, consultation, co-design and pro-active communication with key pathway partners and other agencies including:

- Government – Federal, State and Local, Hockey Australia; NSWIS; FIH and OHF; Sydney Olympic Park Authority (SOPA), State Sports Centre (SSC) ; Other Sports ; Sponsors / Investors

2. Establish partnerships with Universities for sport related placements in Sport Science; Wellness; Nutrition; Psychology; Sport Administration and Management; Technology; Communications; Events

Establish placement opportunities with targeted University/ies in areas including Sport Science, Health, Nutrition, Psychology, Sport Management, Technology, Communications, Events to build capacity and capability

3. Co-design targeted talent projects that enhance pathway programs with local partners including Sport & Recreation, NSWIS, RASi, Associations, Clubs and Universities linked to 2032 Olympic and other relevant funding-based opportunities

Identify and enable targeted projects with local Clubs, Associations, and key partners that enhance pathway opportunities and competition performance.

4. Align Hockey NSW Pathway outcomes with United Nations Sustainable Development Goals, highlighting the global relevance of hockey to contribute to stronger, healthier and more inclusive communities

Align with relevant United Nations Sustainable Development Goals and share ‘stories of change’ with hockey and the broader international Sport for Development community



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Success Measures – Partnerships and Innovation

Partnership relevance and effectiveness ratings
University ‘Interns’ and enhanced grants-based Pathway projects activated
Alignment and promotion of Hockey Pathway contribution with UN Sustainable Development Goals



Attachments:

Hockey Australia Player Development Framework

Hockey Australia - National Development Framework											
STEM Stages	NON - ELITE (Foundation Movement)			PRE - ELITE (Potential to be elite)				ELITE (Senior International)			
Phase & Descriptions	F 1	F 2	F 3	T 1	T 2	T 3	T 4	E 1	E 2	M 1	
	Basic Movement Foundations	Extension, Refinement of Movement Foundations	Sport-specific Commitment and/or Competition	Demonstration of Potential	Talent Verification	Practicing and Achieving	Breakthrough & Reward	Senior National Representation	Podium Success	Sustained Success at E2	
An Athlete is:											
	Learning the fundamentals of object control and interception including hitting a ball with a hockey stick, running & agility etc.	Participating in organised hockey related activities like Hookin2Hockey to develop hockey specific skills. Participating in unorganised hockey of home, school or the local hockey field.	Playing grade hockey for a local club and attending organised coaching sessions in the club environment.	Talent spotted at Regional Under-age Championships or nominated by local club and invited to try out for State/Territory based developmental squad.	Confirmed as a potential talent for State/Territory & National Futures Groups	Committed to daily training and competition within State/Territory or National Futures developmental program.	National Development Squad member or a National Junior Squad member and the recipient of an HAHP or NTC supported scholarship.	HAHP or National Development Squad and representing Australia or Australia A in key international events: Olympics, World Cup, Commonwealth Games and World League.	A member of the Hockeyroos or Kookaburras and a winner of a medal at the Olympics, Commonwealth Games or Senior World Cups.	An integral and longstanding member of the National team, winning multiple medals at the Olympics, World Cup and World League.	
HA Category:	Junior Participation			Potential Emerging	Emerging		Development	Podium Potential	Podium		
				State identified athlete with the ability to progress to Futures and emerging athlete status within 1-3 years.	Nationally identified athlete with potential to progress to National Junior squad within 2 years and Development Athlete Status within 4-7 years. Nationally identified athlete targeted for immediate JWC campaign and JWC competition, with the potential to progress to National Development Squad within 1-3 years, and Development Athlete Status within 4-7 years. NTC/State/Territory identified athlete with potential to progress to National Junior squad/ Futures within 2 years and Development Athlete Status within 4 years.		HA selected member of the Development Squad capable of reaching Senior Squad status within 1-3 years. NTC/State/Territory identified athlete with potential to progress to Development and/or Senior squad within 1-3 years.		HA selected member of the National Squad competing at International level in benchmark and/or other international events and capable of maintaining performance at this level.		
Competition:	Junior Participation			Potential Emerging	Emerging		Development	Podium Potential	Podium		
	Participation in hockey activities focused on the fun and enjoyment of movement and physical activities with peers. Activities are designed to acquire the basic skills and movement patterns required to play hockey, and apply them in an active and stimulating environment. The primary program is Hookin2Hockey.			Participants enter their first competition pathway in the club environment. The key objectives are sound execution of basic skills, the understanding of defensive and attacking tactics, the manipulation of time and space, and the development of workload capacity while integrating socially into club activities.		Senior club competition provides a competition base for a broad range of participants across the spectrum of development. This includes a transition point from junior to senior competition, consolidation of basic skills and structures for senior athletes, and a week in, week out competition environment for the elite cohort.		Domestic High Performance competition integrating development, podium potential and podium athletes to a defined Championship preparation structure which closely replicated international competition. Allows for a high competition standard of domestic exposure to current and potential hockey participants.		Representation of Australia or Australia A in key international events: Olympics, Senior World Championships/World Cup, Championship Trophy.	
Coaching:	Junior Participation			Potential Emerging	Emerging		Development	Podium Potential	Podium		
	Education of coaches enabling them to create an engaging environment where young players can develop their love of the game in a safe, enjoyable learning environment. Coaches have the ability to coach the core skills and to identify technical weaknesses and correct them as a normal part of training. Coaches are also able to develop basic concepts that assist players to play small games based around game sense concepts.			Identification of coaches with the potential to progress into a more advanced training environment. Coaches have the ability to: <ul style="list-style-type: none"> Identify and correct fundamental movement patterns within technical skills. Coaches can instruct on foundation tactical structures and formations within training sessions and games. Introduced to evidenced based coaching techniques and basic sport science theory. 		Targeted coach development with the potential of transitioning into the high performance environment. Coaches have the ability to: <ul style="list-style-type: none"> Identify and correct fine motor skills. Identify and correct subtle tactical adjustments throughout training sessions and games. Developing a range of evidenced based coaching techniques and a developing range of sport science theory. Developing skills in longer term program development and displaying leadership characteristics. 		Identification of future National Team coaches. Opportunities to coach Junior National Squads and for assistant positions within the Senior National Team. Coaches have the ability to: <ul style="list-style-type: none"> Identify and provide technical instruction on advanced skills within the training and competition environment. Identify and provide instruction on advanced formations and tactics within the training and competition environment. Knowledge of a range of applied evidenced based coaching techniques and an understanding of range of sport science theory, and when to apply it. Clear understanding of long term program development and leadership characteristics. 		Mastery coaches who can read and refine skills within high performing athletes. Coaches have the ability to: <ul style="list-style-type: none"> Articulate quality information to athletes and coaches in a highly stressful environment. Educate and up skill developing coaches into the international competition environment. Provide clear direction and leadership on technical developments and trends as they develop within the international competitive environment. Clear leadership and instruction on advanced formations and tactics within the international competition environment. Knowledge resourcing ability of a range of applied evidenced based coaching techniques and an understanding of range of sport science theories, and when to apply. Construction of long term program development and the ability to engage lead and influence a variety of stakeholders. 	

Hockey Australia Player Success Profile

HOCKEY AUSTRALIA PODIUM PERFORMANCE PROFILE FACTORS & ATTRIBUTES




Technically Skilled	Tactically Smart	Mentally Prepared & Skilled	Striving for Personal Excellence On and Off the pitch	High Physical Capacity & Robustness	Experiential & Performance Profile																																	
<p>Australian Hockey Players complete the play with a high level of technical proficiency on and off the ball</p> <ul style="list-style-type: none"> • First Touch: controls the ball and positioned for next action in one movement. • Accurate Passers with a wide array of distribution skills • Clean Tacklers • High Completion Rate • Ability to create an advantage by eliminating with skill or on receipt of possession. • World Class Finishing Skills • Bilaterally Balanced: possess the ability to execute skills on both sides of the body 	<p>In the heat of battle demonstrate exceptional Tactical abilities:</p> <ul style="list-style-type: none"> • Strategically intelligent • Adept to implementing and combating multiple playing styles and structures • Competent: in both attacking and defensive concepts: individual, group, and team. • Exceptional Risk Managers: Can control and identify risk on and off the ball • Know the Rules for own and teams advantage 	<p>Australian Hockey Players with high level mental skills, processing and capability:</p> <ul style="list-style-type: none"> • Confident to Perform • Composed Under Pressure • Psychologically Flexible • Psychologically Proficient: Effective users of psychological performance strategies and coping skills • Determined, Dedicated and Mentally Tough • Clear & Quick Thinkers • Self-Aware and can Self-Regulate • Growth Mindset and Highly Coachable 	<p>Australian Hockey Players demonstrate:</p> <ul style="list-style-type: none"> • A commitment to dual careers • Managing Performance and Study/Work Priorities • Career, Education, Financial & Planning skills to manage Dual Careers • Committed to Personal Development & Wellbeing • Excellent two-way communication skills • Embraces and demonstrates HA Values • Contributes to the promotion of Hockey and the legacy of the game 	<p>Australian Hockey Players have the ability to perform:</p> <ul style="list-style-type: none"> • High level aerobic endurance and efficiency • Speed over 10m and 40m • Relative and Maximal Strength • Dynamic movement & control (AAA) • Exceptional training capacity – physically capable of managing the rigors of training and preparation. • Optimally Fuelled for Peak Performance (DTE & Comp) • Immense work ethic 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>EXP. AVERAGES</th> <th>F</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>OLYMPIC AVERAGE AGE (ALL)</td> <td>26.2</td> <td>27.5</td> </tr> <tr> <td>OLYMPIC AVERAGE CAPS</td> <td>109.5</td> <td>190.4</td> </tr> <tr> <td>OLYMPIC MEDALIST - AVE AGE</td> <td>26.2</td> <td>26.8</td> </tr> <tr> <td>OLYMPIC MEDALIST - AVE CAPS</td> <td>118.3</td> <td>199.4</td> </tr> <tr> <td>AUSTRALIAN OLYMPIC AVE AGE</td> <td>28.22</td> <td>27.41</td> </tr> <tr> <td>AUSTRALIAN OLYMPIC AVE CAPS</td> <td>102.7</td> <td>161.6</td> </tr> <tr> <td>AUS OLYMPIC TEAM - AVE AGE DEBUT</td> <td>20.2</td> <td>20.4</td> </tr> <tr> <td>AUS NS SQUAD - AVE AGE DEBUT</td> <td>20.9</td> <td>21.2</td> </tr> <tr> <td>AUSTRALIAN NSS GK's - DEBUT AGE</td> <td>21.25</td> <td>25.7</td> </tr> <tr> <td>AUSTRALIAN TEAM AVE TENURE (Yrs)</td> <td>5.3</td> <td>6.2</td> </tr> </tbody> </table>	EXP. AVERAGES	F	M	OLYMPIC AVERAGE AGE (ALL)	26.2	27.5	OLYMPIC AVERAGE CAPS	109.5	190.4	OLYMPIC MEDALIST - AVE AGE	26.2	26.8	OLYMPIC MEDALIST - AVE CAPS	118.3	199.4	AUSTRALIAN OLYMPIC AVE AGE	28.22	27.41	AUSTRALIAN OLYMPIC AVE CAPS	102.7	161.6	AUS OLYMPIC TEAM - AVE AGE DEBUT	20.2	20.4	AUS NS SQUAD - AVE AGE DEBUT	20.9	21.2	AUSTRALIAN NSS GK's - DEBUT AGE	21.25	25.7	AUSTRALIAN TEAM AVE TENURE (Yrs)	5.3	6.2
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Hockey NSW U18 Player Success Profile

UNDER 18s


ATHLETE SUCCESS PROFILE




Technically skilled




Tactically smart



Mentally prepared and skilled




Striving for personal excellence on and off the pitch




High physical capacity and robustness

Hockey NSW players should aspire to develop the following areas

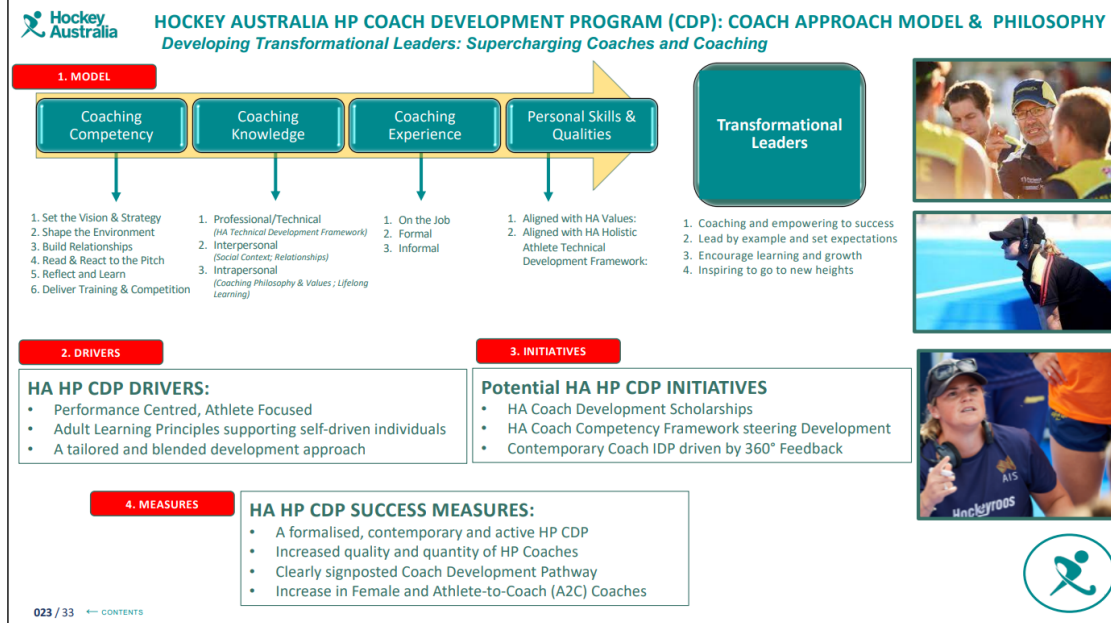
<p>Field Players</p> <ul style="list-style-type: none"> • Able to receive on both sides of body. Mobile, open, SOB, foot work, leading • Have a variety of passing techniques that are accurate and effective • Receive under pressure in limited space and management of space • Dispossession: line pressure, win contests to gain possession, body position • Elimination: vision, engage defender, create 2v1, 3v2, create space for pass • Defensive options: P2P (player 2 player) and zonal, out letting, IFT • High completion rate appropriate to age group • Positive outcomes in attack and defensive circles 	<p>Goal Keepers</p> <ul style="list-style-type: none"> • Set position; balanced and appropriate • 2nd and 3rd phase foot saves • 2nd and 3rd phase hand saves • Sliding and diving; situational decision making on when to use • Agile: foot work and ability to get up off the ground effectively and quickly • 1v1 shoot outs: apply rules and technique • Understand and lead set plays • Resilience and positivity under in pressure situations 	<ul style="list-style-type: none"> • Effectively communicate on the field (verbal/non-verbal) • Understands strategic ways of play: what's best for the team • Positional and structural adaptability • Understand what we do has consequences for the team and when to take appropriate risks • Using rules to advantage team outcomes 	<ul style="list-style-type: none"> • Able to handle and perform in competitive situations • Committed and determined to personal and team success • Develop self-awareness and self-reflection skills • Able to make a decision and understand its impact on others • Recognise and deal with pressure: use toolkit • Holistic growth and application on and off the field • Growth mindset and highly coachable • Set goals and have flexibility to deal with the uncontrollable • Find enjoyment in what you do and have balance away from hockey 	<ul style="list-style-type: none"> • Role model the Hockey NSW PRIDE values; Professional, Resilient, Integrity, Diversity, Excellence • Confidence to drive conversations feedback • Strive for personal best • Make contributions that benefits others; team orientated, respectful, grateful, helpful • Wellbeing; know how to look after yourself • PRIDE in performance and outcomes • Education, social and athletic balance • Self-regulation: social media, appropriate behaviour • Share experiences effectively with family and community 	<ul style="list-style-type: none"> • Quality preparation • Developed a work ethic that helps create a consistent performance • Understand the importance of recovery and injury prevention • Understand and apply hydration and nutrition requirements • Field players: Develop functional movements, core strength, speed and endurance • GKs: strength, agility and speed focus
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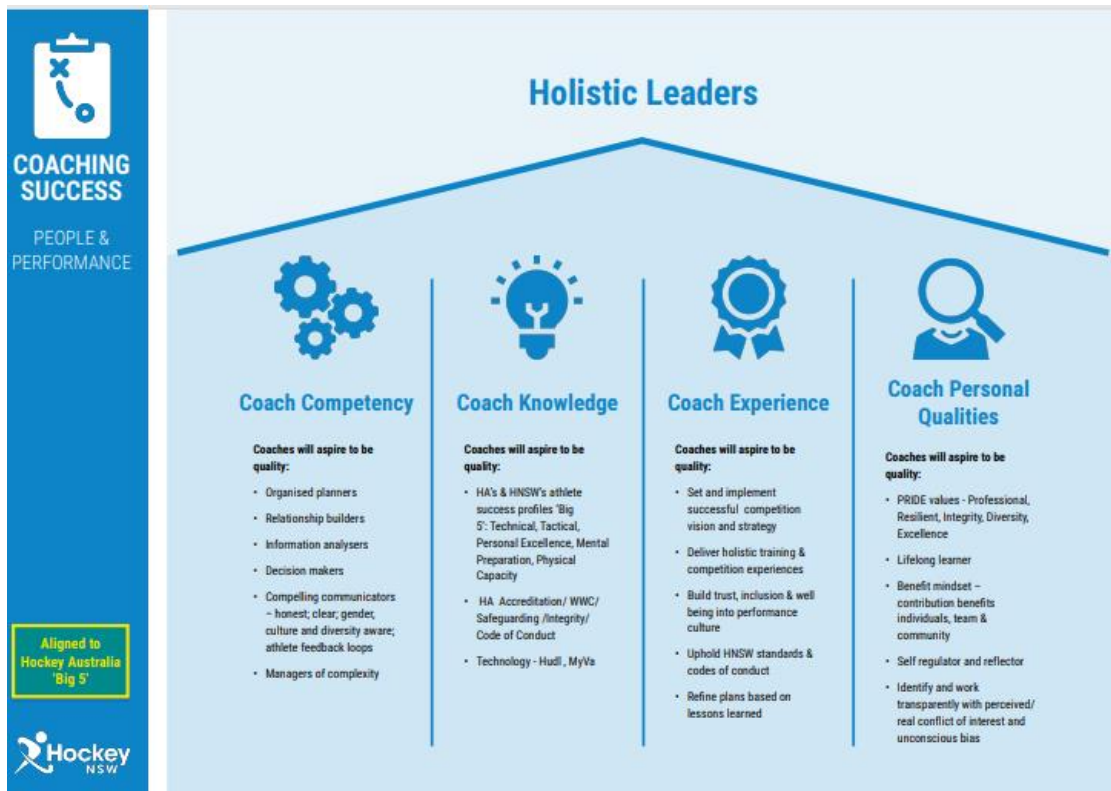
Aligned to Hockey Australia 'Big 5'



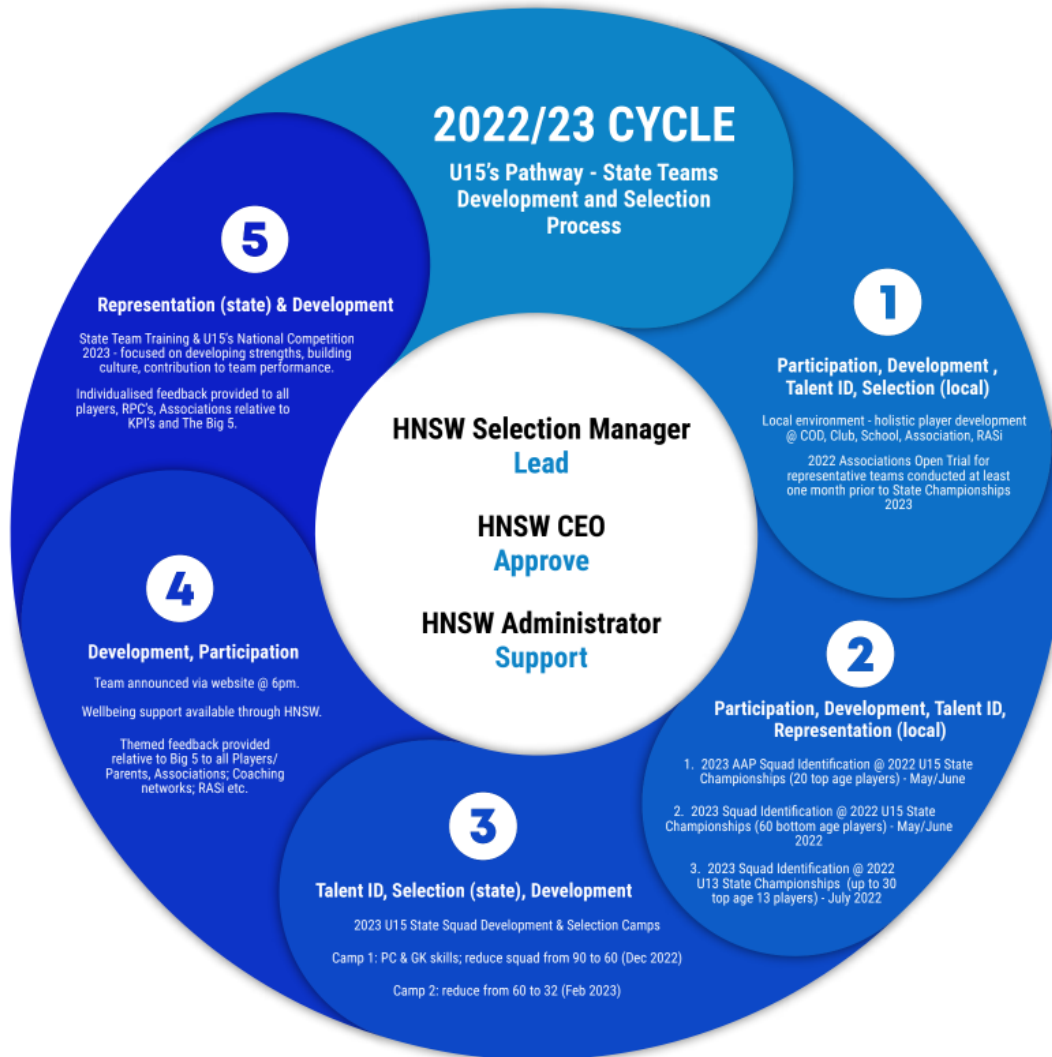
Hockey Australia Coach Development Framework



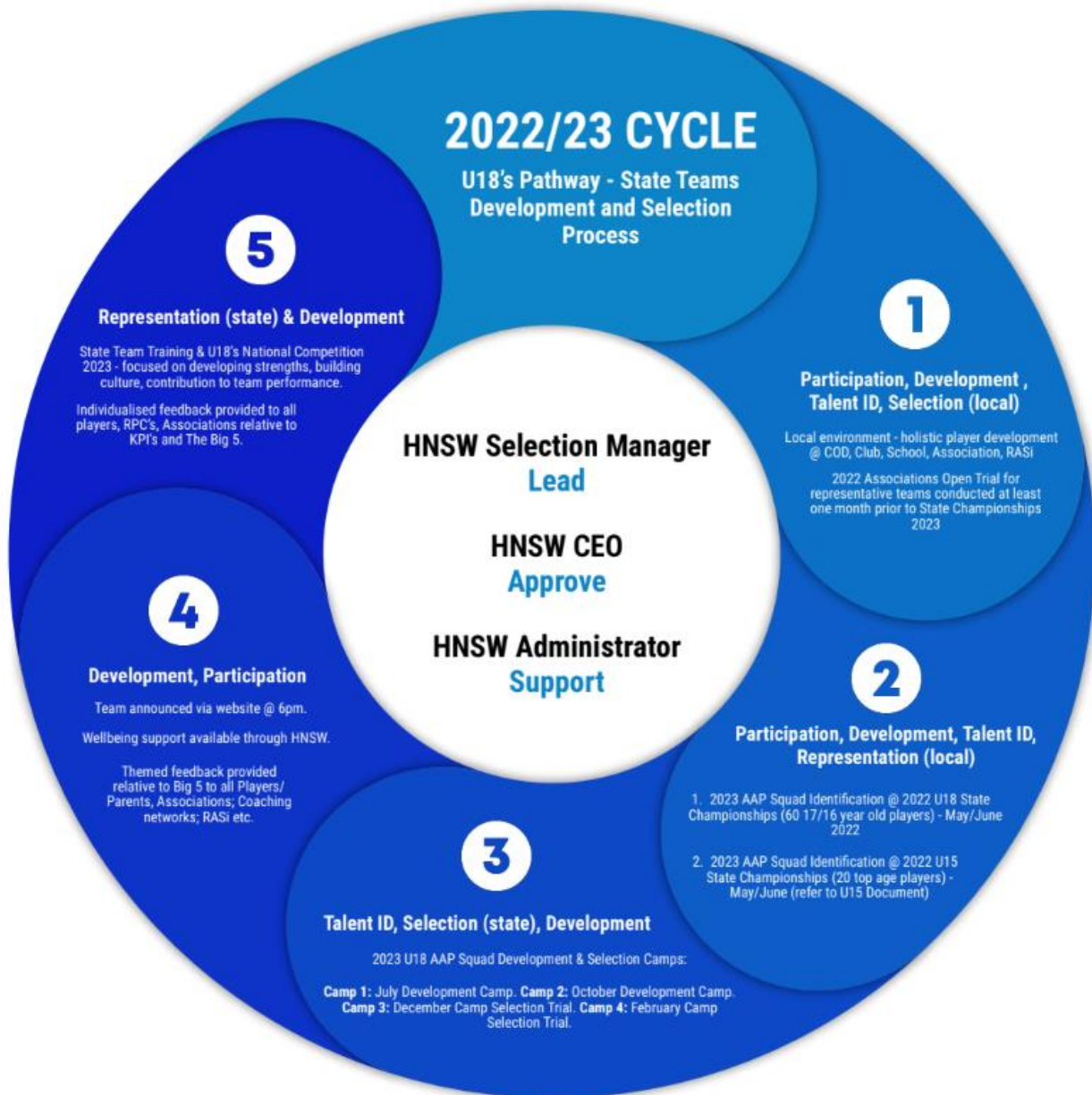
Hockey NSW Coach Success Profile



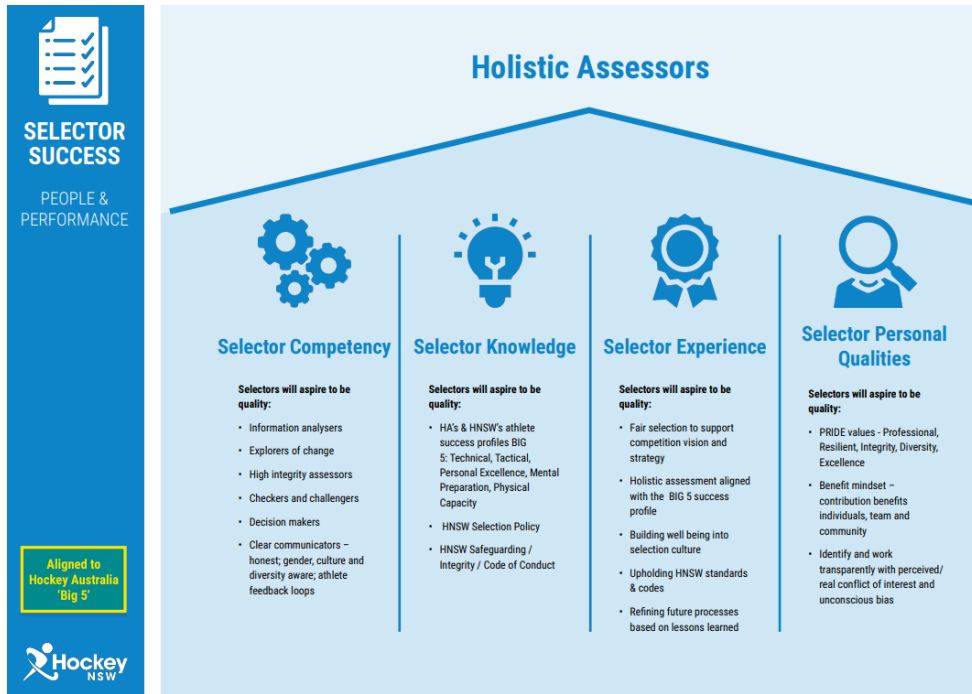
Hockey NSW 2022/23 State Teams Development and Selection Cycle – U15’s



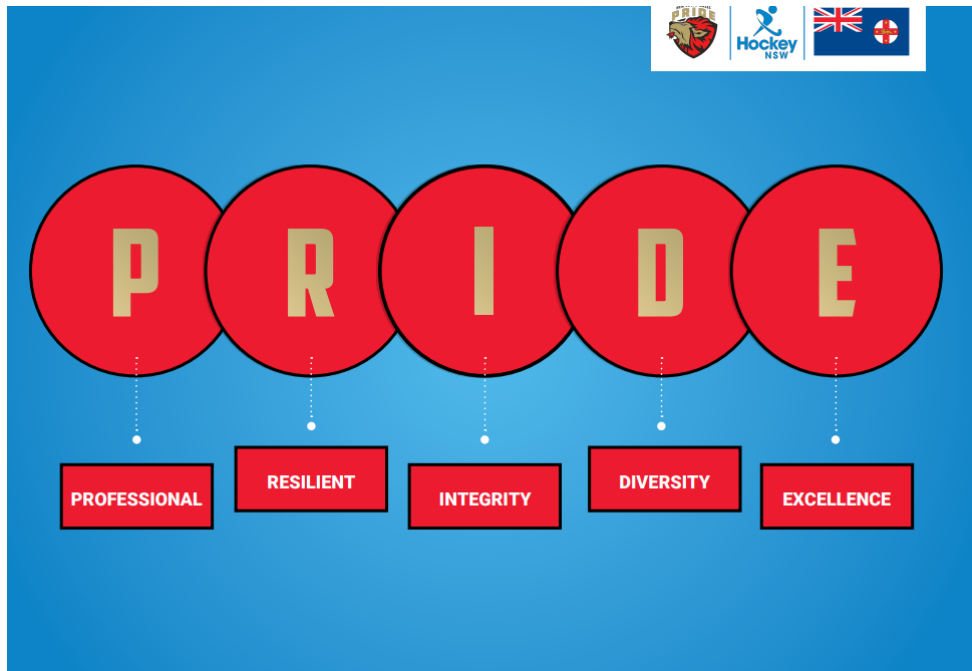
Hockey NSW 2022/23 State Teams Development and Selection Cycle – U18’s



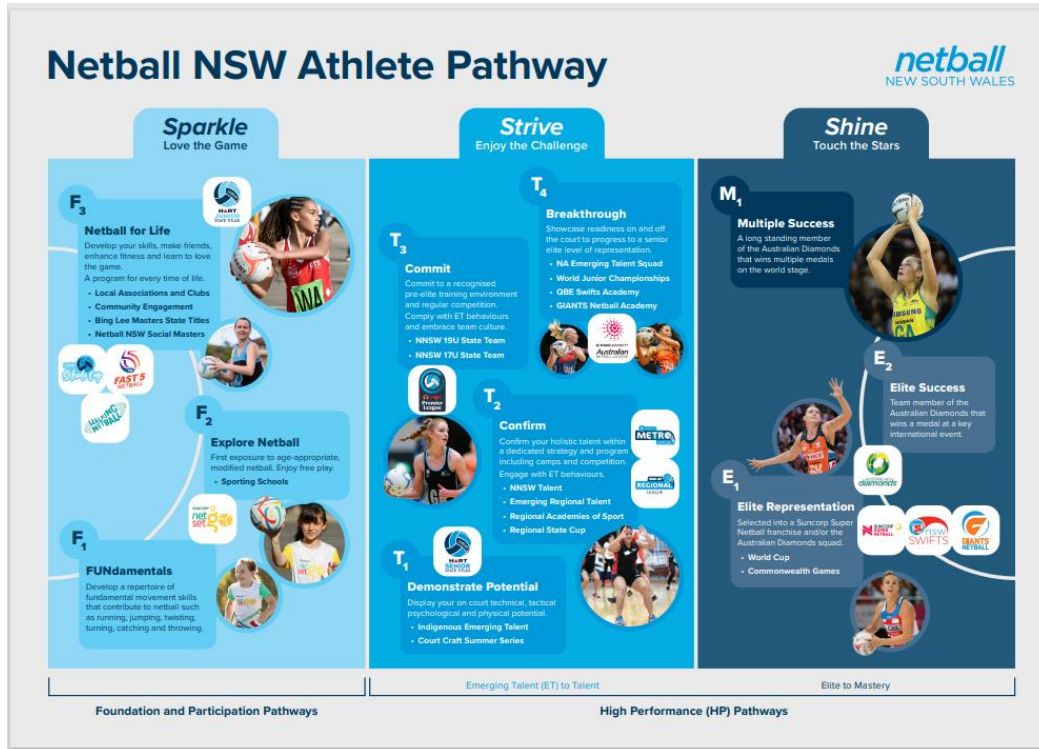
Hockey NSW Selector Success Profile



Hockey NSW PRIDE values



Examples of like sports Pathway and Ecosystem visuals



Hockey Australia’s Winning at the Olympics Format

WINNING AT THE OLYMPIC GAMES:

The ability to execute under pressure in an environment that requires consistently high performances as well as player and team management to deliver 8 games in 13 days over the entirety of the competition (and five games in seven days during round play to qualify the the quarter-finals).

<p>STYLE of PLAY and PERFORMANCE ENVIRONMENT: Develop a style of play within an elite performance environment that:</p> <ul style="list-style-type: none"> • maximizes the quantity and quality of Attacking Opportunities For; and • minimizes quantity and quality of Opposition Opportunities Against • promotes and fosters team and athlete success on and off the pitch in all performance domains.
<p align="center">PODIUM PERFORMANCE PARAMETERS - OVERVIEW</p>
<p>WINNING – ATTACK:</p> <ul style="list-style-type: none"> • GENERATING GOAL SCORING OPPORTUNITIES • CONVERTING GOAL SCORING OPPORTUNITIES with HIGH ACCURACY
<p>WINNING – DEFENCE</p> <ul style="list-style-type: none"> • LIMITING GOAL SCORING OPPORTUNITIES AGAINST • REDUCING GOALS AGAINST = REDUCING OPPOSITION CONVERSIONS and ACCURACY
<p>TECHNICAL – WITH THE BALL:</p> <ul style="list-style-type: none"> • AUSTRALIAN HOCKEY PLAYERS COMPLETE THE PLAY WITH A HIGH LEVEL OF TECHNICAL PROFICIENCY WITH THE BALL
<p>TECHNICAL – WITHOUT THE BALL:</p> <ul style="list-style-type: none"> • AUSTRALIAN HOCKEY PLAYERS COMPLETE THE PLAY WITH A HIGH LEVEL OF TECHNICAL PROFICIENCY WITHOUT BALL
<p>TACTICAL:</p> <ul style="list-style-type: none"> • IN THE HEAT OF BATTLE DEMONSTRATE EXCEPTIONAL and FLEXIBLE TACTICAL ABILITIES
<p>PHYSICAL</p> <ul style="list-style-type: none"> • PLAYERS HAVE THE ABILITY TO PERFORM WITH A HIGH LEVEL OF PHYSICAL CAPACITY & ROBUSTNESS
<p>MENTALLY PREPARED AND SKILLED:</p> <ul style="list-style-type: none"> • PLAYERS POSSESSES HIGH LEVEL MENTAL SKILLS, PROCESSING AND CAPABILITY TO THRIVE IN HIGH PRESSURE ENVIRONMENTS.
<p>PERSONAL EXCELLENCE:</p> <ul style="list-style-type: none"> • AUSTRALIAN HOCKEY PLAYERS DEMONSTRATE AND ARE SUPPORTED IN THEIR QUEST FOR SUCCESS ON AND OFF THE PITCH.
<p>WORLD CLASS PERFORMANCE ENVIRONMENT and PERFORMANCE CULTURE:</p> <ul style="list-style-type: none"> • TEAMS, PLAYERS AND STAFF OPERATE AND EMBRACE A CHALLENGING WHOLE OF TEAM PERFORMANCE CULTURE

United Nations Global Goals for Sustainable Development

