



CHANGING THE

GAME

.....

A Playbook for Girls' Sport in Saskatchewan

Section 3: On the Field of Play: Women as Technical Leaders in Sport



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Introduction

When we think of women in sport, we often think of the athletes on the field. But for sport to truly thrive, we need women in the roles that make the game happen: the coaches drawing up plays, the officials making the calls, and the experts training the next generation of leaders.

This section focuses on Technical Leaders. When we use this term, we are casting a wide net.

We mean:

- Coaches at all levels (head coaches, assistants and co-coaches).
- Officials (referees, umpires, judges).
- Developers (Learning Facilitators, clinicians, mentors and evaluators).
- Technical Leads and High-Performance Directors (staff and volunteers who guide the technical direction of a sport).

Having girls and women in these roles does more than just fill a quota. It changes the culture of the sport. Research shows that girls are happier with their sport experience when they have women as coaches and officials.⁵ Their presence challenges stereotypes and shows boys and girls alike that leadership has no gender.⁵

A Note on Language

Throughout this guide, when we use the word “women,” we are including all women: cisgender women, transgender women, non-binary individuals and Two-Spirit people. Because all individuals deserve to access quality sport.



Continue the Journey

This guide is just one part of the picture. To explore how to support women in other roles within sport, check out the other guides in this series:

- **Section 1:** *On the Field: Creating Programs Where Girls Thrive*
- **Section 2:** *Beyond the Sidelines: A Playbook for Welcoming Women into Sport*
- **Section 4:** *From the Sidelines to the Boardroom: Empowering Women in Sport Leadership*
- **Section 5:** *The Organizational Playbook: Strategies for Growth and Sustainability*

Dig Deeper

This guide is your starting line. To help you keep going, we have gathered a collection of helpful tools, reports, and websites. Check out the “**Dig Deeper: Useful Resources**” section at the end of this guide to find more ways to build your knowledge and take action.

Part 1: The Scoreboard: Why Technical Leadership Matters

The Current Reality

Despite the progress we have seen in participation, women are still under-represented in the technical side of sport.

- The Coaching Gap: While many women play, few move to coaching. In Canada, women make up only 34% of trained coaches. As the level of competition goes up, the number of women goes down, dropping to less than 20% of Canadian coaches at the Olympic level.³
- The “Only” Experience: Many women report being the “only” woman in the room—the only female coach on the tournament floor or the only female official at a clinic.¹³ This isolation makes it harder to stay in the sport.

The “See It to Be It” Factor

Children who see women in technical roles early on are less likely to hold gender biases later in life. Children who have had at least one female coach are three times more likely to see women as capable of being coaches or officials.⁵ But the benefits go beyond just being a role model.

Women coaches and officials often bring a different style of leadership that connects with participants. Research shows that girls specifically report higher satisfaction levels when they have women as coaches and officials.⁵ Women leaders are often rated highly for their ability to build high-quality relationships and focus on the whole person, not just the athlete.



Cultivating Excellence

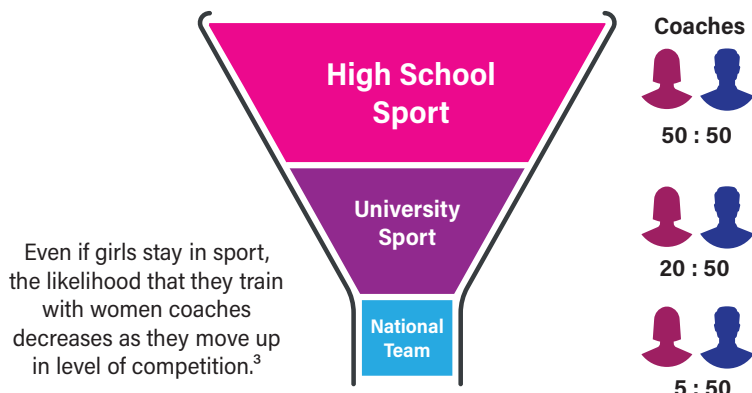
Implement positive coaching strategies both on and off the field with the [Quality Coaching Toolkit: Coaching for Performance in Life and in Sport from the Coaching Association of Canada](#).

This connection is critical for keeping teenagers in sport. We know that girls drop out of sport at higher rates than boys during their teen years. Having a female leader who understands their physical and social experiences can be the key factor that keeps a girl on the team instead of quitting. Research confirms that seeing oneself reflected in leadership positions is essential to keeping girls in sport longer.⁴

Want to learn more about keeping girls in the game? Check out Section 1 of this guide: *On the Field: Creating Programs Where Girls Thrive*.

Busting the “Performance” Myth

A common misconception is that men are better suited to coach high-performance teams because of a perceived “winning instinct.” The data proves this is false. A study of professional soccer leagues found that the gender of the coach had zero impact on a team’s winning percentage.¹² Competence is about skill, training and leadership—not gender.



Part 2: The Obstacles: What Stops Women from Taking the Lead?

To recruit more women, we first need to understand why they aren't applying, or why they are leaving.

The Abuse Factor: A Red Card for Officials

For officials, the environment can be hostile. The number one barrier to recruiting and retaining officials is physical or verbal abuse from coaches, parents and spectators.¹⁵ For women, who may already face gender-based harassment in their daily lives, this toxic behaviour is a major reason for quitting.¹¹

Systemic and Cultural Barriers

- **The “Old Boys’ Club”:** Hiring often happens through informal networks. People tend to select people who look and think like them. If the current leaders are men, they are more likely to tap other men for open roles.²
- **Lack of Training:** Many sport administrators have not received training on equity and inclusion. This means they may not recognize the barriers they are accidentally creating.³



Confronting Bias

Learn to identify and neutralize hidden attitudes with [What is Unconscious Bias?](#) from Canadian Women & Sport, which explains the concept and offers strategies to counteract it.

Practical Barriers

- **Cost and Equipment:** Certification clinics, uniforms and equipment are expensive. This is a big barrier for new officials and coaches.¹⁵
- **Time and Family:** Women still carry the bulk of family responsibilities. Coaching schedules that require long weekends away or evening practices can be difficult for mothers with less support.³
- **Safety and Authenticity:** For 2SLGBTQIA+ women, the fear of “coming out” in a sport environment can be paralyzing. Many fear that being their authentic selves will alienate athletes or parents.² Similarly, racialized women may face biases regarding their appearance, such as hair texture or religious attire (like hijabs), which can negatively impact their participation.⁴



Cultural Inclusion

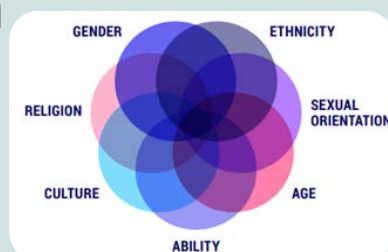
To support female Muslim participants, access the [Hijabi Ballers Toolkit](#) from viaSport British Columbia for practical tools on fostering a truly inclusive environment.

LGBTQ+ Inclusion

Ensure your organization is safe and welcoming for all by utilizing [Leading the Way: Working with LGBTQ Athletes and Coaches](#) from Canadian Women & Sport.

Understanding Intersectionality

Intersectionality means understanding that a person's experience is shaped by many different parts of their identity happening at once. For example, a Black woman does not just experience barriers because she is a woman, or just because she is Black. She experiences unique barriers because she is both a woman and Black. She might deal with sexism and racism at the same time. To be truly inclusive, we need to consider individuals' intersectional realities to support their development as technical leaders.



Part 3: The Recruitment Playbook: Finding the Talent

We cannot wait for women to knock on our door. We need to go out and find them.

Setting the Stage: A Welcoming Environment

Before you start recruiting, you must ensure your club is a place where women like to be.

- **State Your Intentions:** Clearly state out loud—in your newsletters, on your website, and at your Annual General Meeting—that your club is actively working to bring more girls and women into technical roles.
- **Set Targets:** Establish clear goals (Ex. “We want 30% of our coaching staff to be women by 2026”) and measure your progress annually.³
- **Listen First:** Ask the women and girls currently in your organization what you are doing well and what needs to be improved. Listen to what they say, and act on it.

For a deeper dive into organizational change, refer to *Section 5: The Organizational Playbook: Strategies for Growth and Sustainability*.



Measuring Equity

Identify your organization’s strengths and areas for improvement with the [Gender Equity in Coaching Self-Assessment Tool](#) from the Coaching Association of Canada.

Rethinking Who We Recruit

We often look for new technical leaders in the same old places. It’s time to look at “hidden talent pools.”¹

- **Moms:** Mothers often have incredible organization, communication and conflict-resolution skills. As their children get older, they may have more time and a desire to reconnect with sport.¹
- **Students:** High school and university students are excellent resources. They have recent athlete experience and often need volunteer hours or practical experience for their resumes. They make excellent coaches or officials for younger age groups.
- **Teachers:** Teachers already have the teaching skills needed to be excellent developers. They know how to facilitate learning.¹⁷
- **Former Athletes:** Athletes who are retiring from play are prime candidates. They know the game and have the passion. Recruitment keeps them in the sport family.⁵



Retaining Female Talent

To build a stronger, more diverse coaching team, review the [Recruitment and Retention Best Practices for Women in Coaching](#) from the Coaching Association of Canada.

The Power of the “Personal” Ask

Women are far less likely than men to apply for a role just because they saw an open call or a job posting. Research shows that a personal invitation is often the deciding factor.¹⁷

- **Action:** Identify a woman with potential and say, “I think you would be great at this, and here is why. Will you join us?”
- **Ask Again:** If she says no the first time, don’t give up. The timing might be wrong or she might lack confidence. Keep a simple tracking document of who you have asked. Check in again next season. Often, the second or third ask is the one that gets a “yes.”

For more strategies on invitation and belonging, see *Section 2: Beyond the Sidelines: A Playbook for Welcoming Women into Sport*.

Helping Athletes Make the Switch

One of the best ways to recruit is to build a bridge between playing and leading. Often, athletes don’t see themselves as leaders because they have never tried it.

- **Create “Try-It” Clinics:** Host a specific clinic for players to learn the basics of officiating or coaching in a fun, low-pressure environment.
- **Mentorship within the Club:** Pair older athletes with younger teams. Have a U18 player help coach a U9 group, or have them officiate a scrimmage. This strengthens your club culture and introduces them to the role early.

Making the Sidelines Accessible for All

Some people with disabilities do not volunteer to coach or officiate because they know from experience that the environment is rarely designed for them. We often check if the field is accessible for athletes, but we forget to check the sidelines for leaders. Here is how you can remove those barriers:

- **The Built Environment:** Ensure the space where a coach or official works is accessible. For example, does a coach using a wheelchair have access to the bench, the scorekeeper’s table or the coaching boat in rowing?
- **Readable Tools:** Small font on scorecards or clipboards can be a major barrier for officials with low vision. Use high-contrast colours and large fonts (12 point or higher). Offer the use of digital tablets where coaches and officials can zoom in to read scores or rosters, rather than forcing them to use paper cards.
- **Technology and Cost:** There are amazing tools available, such as wearable glasses or cameras that connect to an iPad to magnify the playing field. However, this technology is expensive. Consider creating a specific budget line or seeking a grant to help volunteers cover these costs so they can do their job effectively.
- **Ask the Experts:** You don’t have to figure this out alone. Organizations like Canadian National Institute for the Blind (CNIB) or Vision Loss Rehabilitation Canada offer specialists to determine exactly what tools a coach needs to succeed.

The Perfect Match Starts with a Conversation

Don't guess why someone wants to help—ask them. Have a real conversation with the women you want to recruit to understand their motivations.

- **Ask about their goals:** Do they want to build new job skills? Meet new people? Give back to the community?
- **Ask about their strengths:** What are they good at? What do they enjoy doing?
- **Ask about their concerns:** What might stop them from saying “yes”? Is it the time commitment? Do they worry they aren't ready? Discuss these concerns openly and work together to find solutions that reduce those barriers.

When you open up this dialogue, you can find a role that aligns with their interests. This creates a “win-win” situation where the organization gets the help it needs, and the volunteer feels valued and fulfilled.

Micro-Opportunities and Shadowing

Jumping into a full season commitment can be intimidating. Offer “micro-opportunities” to let women dip their toes in the water.

- **Shadowing:** Invite a potential recruit to shadow a coach on the bench for one game or stand with a mentor official during a scrimmage.
- **Working with a Mentor:** Create a role where the new coach runs the practice, or the official referees the game, but a mentor is there to observe, support and debrief with them afterward.
- **Guest Coaching:** Ask a woman to run just one specific drill or session. This builds confidence without the pressure of a full title.

Boosting Confidence to Move Up

We often see women volunteering at the grassroots or younger age levels, but fewer moving up to competitive streams. Women may feel confident coaching eight-year-olds but doubt their ability to coach 16-year-olds, even if they have the skills.

- **Sponsorship:** This is where “sponsorship” comes in. A sponsor is someone in a position of authority who actively speaks up for a woman. They suggest her for roles she might not apply for herself. A sponsor says, “She is ready for this,” and encourages her to try the experience.⁸
- **Encourage Progression:** Actively encourage women to take the next level of certification. Remind them that their leadership skills are valuable at all levels of play.

Recruiting Newcomers to Canada

Newcomers bring diverse experiences but may be unfamiliar with the Canadian sport system.

- **Explain the Role:** Don't assume everyone knows what a “Learning Facilitator” is. Explain the role clearly.
- **Value Their Experience:** A woman who coached or officiated in her home country has valuable skills, even if she doesn't have a Canadian certification yet.
- **Offer Shadowing:** Allow newcomers to shadow a mentor to learn the local rules and culture before taking charge.¹⁰



Engaging Newcomers

To help new Canadians feel at home in your community, look into [Welcome to Canada: Engaging New to Canada Participants in Sport and Physical Activity](#) from Sport for Life. This workshop breaks down common barriers and provides actionable solutions to foster inclusion.

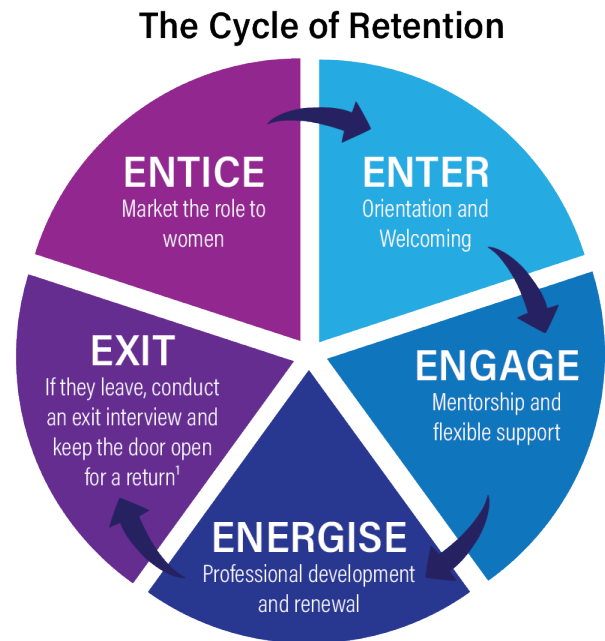
Part 4: The Retention Playbook: Keeping Them in the Game

Recruiting is only the first step. Once a woman joins your team, you need a plan to support her journey.

The First Impression Matters

The first few weeks are critical. If a new official shows up and is ignored or a coach is thrown into practice without a plan, they likely won't return.¹⁴

- **The Welcome Kit:** Provide the essential tools to get them started. Giving a new recruit a whistle, a clipboard and a club shirt removes a barrier and immediately makes them feel like part of the team.
- **Orientation:** Have a formal welcome process. Introduce them to the board and other volunteers. Show them the facilities and explain the “unwritten rules” of the club.¹⁴



Training and Safety

Don't just train them on the rules of the game; train them on how to be safe and successful in your club.

- **Safety & Policy:** Ensure every volunteer completes necessary safety training (like [Respect in Sport](#)). Walk them through your club's specific policies so they know what is expected.
- **Sport-Specific Support:** Offer clinics on the technical aspects of the sport so they feel competent and prepared to lead.



Starting Strong

For those just stepping into a leadership role, the [NCCP Coach Initiation in Sport eLearning](#) from the Coaching Association of Canada is the perfect starting point. It introduces new coaches to essential foundational skills, covering everything from ethics and safety to athlete motivation.

Culturally Responsive Coaching

To better understand and support the unique needs of Indigenous athletes, engage with the [Aboriginal Coaching Modules](#) offered by the Aboriginal Sport Circle. This training tool is essential for creating a culturally inclusive and respectful sport environment.

A Designated Point of Contact

Nothing is more frustrating than having a question and not knowing who to ask.

- **Assign a “Go-To” Person:** Whether it is a head official, a technical director or a volunteer coordinator, make sure every new woman knows exactly who to call for support.
- **Check In Early:** Have this contact person reach out proactively three or four times during the first season just to ask, “How is it going? Do you need anything?”

Meaningful Mentorship

Mentorship is one of the most powerful tools for retention, but it isn't “one size fits all.” It works best when it is intentional.⁷

- **Match Intentionality:** Pair new women with experienced mentors who share similar values. If possible, pair women with women.
- **Define the Relationship:** Is this a formal mentorship to help with technical certification? Or is it an informal relationship to provide a “shoulder to cry on” after a tough game? Both are valuable, but knowing the goal helps.
- **Vertical Mentorship:** This is the traditional model where an experienced leader guides a new recruit. This is great for technical learning.
- **Horizontal (Peer) Mentorship:** Connect women who are at the same level (Ex. all U10 coaches). They can share challenges and support each other, reducing isolation.
- **Look Outside the Club:** For those in small towns or small clubs, you may not have a mentor available locally. Look to neighbouring communities or contact your Provincial Sport Organization (PSO). PSOs often have technical leaders who can provide mentorship remotely.
- **Mentorship Networks:** Sometimes one mentor isn't enough. Create a community where women technical leaders can meet as a group to share experiences and advice.



Building Sustainable Support

To create an environment where women leaders can thrive long-term, utilize the [Female Coach Mentorship Model](#) from the Coaching Association of Canada. This kit provides the necessary framework for creating a sustainable mentorship model designed specifically for women coaches.

Equipping Your Mentors

To ensure your mentors have the practical tools they need to guide others effectively, consult the [Women in Coaching Mentorship Guide for Mentors](#) from the Coaching Association of Canada. It offers essential best practices and exercises to help mentors maximize their impact.

Feedback for Growth

Feedback is essential for growth, but it must be delivered with care. Not all feedback is necessary; focus on what helps the person advance.

- **Build Trust First:** Feedback lands best when there is a foundation of trust. Ensure the coach or official knows you are on their team and want them to succeed.
- **Balance the Message:** Constructive feedback is important, but don't forget to highlight what they are doing well. Positive reinforcement builds confidence.
- **Focus on Development:** Shift the focus from “winning and losing” or “right and wrong calls” to skill development. Ask, “What skills are we building today?” rather than judging the result.

- **Keep it Manageable:** Don't overwhelm them with a long list of corrections. Focus on one or two key areas for improvement at a time.
- **Encourage Self-Reflection:** Often the best feedback comes from within. Ask, "How did you feel about that game?" or "What would you do differently next time?"
- **Peer Coaching:** Encourage coaches and officials to observe and support each other. This creates a safe space for learning to self-evaluate without the pressure of a formal evaluation.

Flexible Structures and Financial Support

To keep women in these roles, we may need to take a unique, non-traditional approach by adjusting roles to fit their lives.

- **Co-Coaching:** Allow two people (or a mixed team) to share one coaching role. This splits the time commitment and ensures coverage if a child is sick or work is busy.⁹
- **Childcare Support:** Even if you can't organize on-site childcare, consider offering a cash rebate to cover the cost of a babysitter during certification clinics or long tournaments.
- **Rebates for Equipment:** Acknowledge the commitment of your officials. Offer a rebate program—for example, if an official works 10 games, pay back the cost of their certification course or uniform.

Advancement is Retention

If women feel they have reached the ceiling of what they can do, they may be more likely to leave. Growth is a key part of retention.

- **Show the Pathway:** Actively present opportunities for growth. Encourage them to apply for the Saskatchewan Games, Tony Cote First Nations Games, provincial team programming, or Canada Games.
- **Create Micro-Experiences:** Sometimes there isn't a permanent role available for someone looking to grow. Create small projects or short-term experiences—like leading a specific tournament committee or managing a weekend clinic—so they can build new skills and gain leadership experience without needing a new job title.
- **Professional Development:** Fund or subsidize their attendance at advanced coaching conferences or officiating workshops.
- **Support the Journey:** Sometimes your club won't have the advancement opportunities internally. That's okay. Support them—publicly and financially—to go where the opportunities are. Help send them to advanced clinics or national events.



Celebrating Excellence

To honour the hard work and dedication within your community, explore the [Saskatchewan Sport Awards](#) from Sask Sport. This program offers a meaningful way to acknowledge outstanding athletes, coaches, volunteers and inspiring those who use sport to inspire others.

Recognition and Connection

Feeling valued is a huge driver of retention.

- **Celebrate Them:** Use your website and social media to post profiles of your women coaches and officials. Nominate them for Provincial Sport Organization awards or Saskatchewan Sport awards.
- **Honorariums:** If possible, provide honorariums or thank-you gifts to acknowledge the time they invest.
- **The “Second Season” Ask:** Many volunteers drop off after year one. Make a personal connection before the start of their second season. Remind them that their contributions were valuable and that you specifically want them back.

Zero Tolerance for Abuse and Maltreatment

You cannot retain officials if they are being abused. You must create a safe environment.

- **Post Your Code:** Clearly display Codes of Conduct in your venues so everyone knows that bad behaviour is not tolerated.
- **Clear Reporting Process:** Ensure every official knows exactly how to file a report if they experience abuse. Make the process simple and safe.
- **Support Resources:** If an official experiences maltreatment, have resources ready. This could include a debriefing session with a senior official or access to mental health support.
- **Active Management:** Empower convenors to remove abusive spectators immediately. Stand behind your officials when they make tough calls.¹⁵
- **Bystander Intervention:** Equip your board and administrative volunteers with Bystander Intervention training so they know how to step in when they see abuse happening.
- **Strict Zero Tolerance:** Institute a zero-tolerance policy. This means infractions are dealt with immediately and consistently, no questions asked.



Championing Inclusion

To ensure every athlete feels safe and valued, check out the [Anti-Racism in Coaching](#) module from the Coaching Association of Canada. This eLearning resource empowers coaches with the knowledge they need to better support racialized participants.

What is Bystander Intervention?

Bystander intervention is when a person who witnesses a problem (like harassment or abuse) steps in to stop it or support the victim. It shifts the culture from “not my problem” to “we look out for each other.” For example, if a parent is yelling at a female official, a trained bystander (like a board member) might step in to de-escalate the parent or check on the official to make sure she is okay.¹⁶

Part 5: The Developers: Shaping the Culture

There is a specific group of technical leaders who have a massive impact: The Developers. These support the learning and assess the competencies of coaches and officials. They include:

- Learning Facilitators (who teach the courses).
- Coach/Official Evaluators (who assess and certify).
- Clinicians and Mentors (who guide development).
- Master Coach Developers (who train the Facilitators and Evaluators).⁸

These individuals are the **first touch point** for almost every new coach or official entering the system. What they say, how they act and the environment they create sets the tone for whether a woman feels she belongs in that space or not.

Why We Need Women Here

Developers are the gatekeepers of sport culture. When a woman stands at the front of the room to teach a coaching course or lead an officials' clinic, she immediately signals that women belong in authority. Furthermore, women coaches often feel more comfortable and "safe" being evaluated by other women.¹⁷ Women developers understand the unique challenges women face—from juggling childcare to navigating male-dominated spaces—and can offer relevant, empathetic support.¹⁷

Equipping All Developers

Because the majority of developers are currently men, they are essential allies in this work. It is important to equip these men with the specific tools and understanding they need to support female coaches and officials effectively.

- **Training for Men:** Male developers must be equipped with the skills and knowledge to work effectively with women. They should receive training on gender equity and understand the specific barriers women experience.
- **Supportive Evaluation:** Evaluators should be trained to provide feedback that is constructive and supportive, recognizing that women may face different pressures than their male counterparts.

Recruiting Developers

To get more women into these advanced roles:

- **Shoulder Tapping:** Existing developers should actively identify promising women in their courses and encourage them to become evaluators or facilitators.¹⁷
- **Look for Educators:** Look for women in your community who are professional educators. They already possess the skill set to guide learning.

Conclusion: A Commitment to Lasting Change

Changing the face of technical leadership requires effort, but the playbook is clear. We need to stop waiting for women to show up and start actively inviting them in. We need to create environments where officials are safe from abuse, where mothers have the supports to participate if they choose, and where mentorship is the standard, not the exception.

Whether it is handing a new coach her first whistle or helping an experienced official reach the national level, every step matters. By investing in women as technical leaders, we aren't just helping them; we are improving the quality, safety and enjoyment of sport for every single participant in Saskatchewan.

For a full list of tools to help you succeed, browse the Resources section on the next page.

Feature 1

Aiming for Equity: How Biathlon Canada is Empowering Women Coaches

Biathlon is a thrilling winter sport that mixes cross-country skiing with rifle shooting. While many women compete, biathlon coaching has traditionally been dominated by men. Biathlon Canada knew this needed to change.

In 2020, the organization prioritized gender equity. The work continued and with a second round of gender equity funding from Sport Canada in 2024, they launched the Women in Coaching Development Grant. The goal was to open doors and give women direct support to succeed.

When designing the grant, Biathlon Canada discussed how they could support a broader range of coaches. As a result, the program was built to support new coaches just starting out, as well as experienced, high-level coaches who wanted to sharpen their skills.

To make this work for everyone, Biathlon Canada used a flexible funding model. Rather than telling coaches how to spend the money, they asked applicants to propose what they needed. This covered everything from mentorship to physiology or rifle maintenance.

Sheri Adams-Selinger, a coach from Regina, is a perfect example of this success. Sheri is already a certified coach, but she wanted to keep growing. She used the grant to help cover tuition for the Advanced Coaching Diploma.

The financial support gave Sheri the “space to focus” on her learning. It allowed her to connect with a mentor and grow the confidence to explore new opportunities. Because she was able to access this high-level training, she opened the door to a new career path. Today, she serves as the Sport Development Manager for Biathlon Canada.

Sheri believes the program shows that Biathlon Canada truly understands female coaches’ needs and the value and unique perspectives women bring to the table.

The grant starts with individual coaches, but the resulting impact will ripple through the entire biathlon community. Athletes will receive enhanced support; they may stay in the sport longer. They may transition to coaching themselves.

When female coaches are given the chance to upgrade their skills—whether in nutrition, adaptive sport coaching or technical equipment—they gain respect and confidence. This allows them to step up and provide better support to their athletes and other teams. By investing in women, Biathlon Canada is creating a more inclusive, welcoming and skilled community where everyone has the chance to thrive.



Photos Credit: Sheri Adams-Selinger and Biathlon Canada

Dig Deeper: Resources

The following resources can help you continue learning.

Advancing Gender Equity in Coaching

[Gender Equity in Coaching \(GEiC\) Program](#) – Canadian Women & Sport – A grant program to help organizations improve gender equity in coaching through education and action.

[Gender Equity in Coaching Self-Assessment Tool](#) – Coaching Association of Canada – A tool to find your organization's strengths and areas for improvement in gender equity.

[Female Coach Mentorship Model](#) – Coaching Association of Canada – A kit for creating a sustainable mentorship model for women coaches.

[Recruitment and Retention Best Practices for Women in Coaching](#) – Coaching Association of Canada – Recommendations for supporting women coaches based on input from women in the field.

[Canadian Journal for Women in Coaching](#) – Coaching Association of Canada – Providing accurate information to help create a positive environment for women coaches.

[National Coaches Week](#) – Coaching Association of Canada – A campaign to celebrate the positive impact coaches have on athletes and communities.

[Saskatchewan Sport Awards](#) – Sask Sport – Awards to acknowledge outstanding coaches, volunteers, and inspiring individuals.

Coach Development, Mentorship, and Apprenticeship

[Mentorship Resources](#) – Coaching Association of Canada – Guides, tools, and templates for effective coach mentorship.

[NCCP Mentorship Module](#) – Coaching Association of Canada – Training for mentors on standards and protocols for mentoring other coaches.

[Model for Communities of Practice](#) – Coaching Association of Canada – A step-by-step approach to building a community focused on long-term change.

[High Performance Woman in Coaching Mentorship Program](#) – Coaching Association of Canada – Support and mentoring for high-performance women coaches.

[Women in Coaching Canada Games Apprenticeship Program](#) – Coaches Association of Saskatchewan – A program sending women coaches to the Canada Games for practical experience.

[Canada Games Aboriginal Apprenticeship Program](#) – Coaches Association of Saskatchewan – A program sending Indigenous coaches to the Canada Games for professional development.

[BIPOC Mentorship Program](#) – Inclusion in Canadian Sports Network – Increasing opportunities for Black, Indigenous, and People of Colour coaches.

[Saskatchewan Coaching Academy](#) – Sask Sport – An intensive weekend program for coaches to complete NCCP training modules.

[Coach Development Grant](#) – Coaches Association of Saskatchewan – Financial support for coaches attending professional development.

[Indigenous Coaches and Officials Program](#) – Coaches Association of Saskatchewan – Training

opportunities for Indigenous peoples to become coaches or officials.

[NCCP Advanced Coaching Diploma](#) – Coaching Association of Canada – Helping coaches prepare athletes for success at provincial, national and international levels.

[Coach Visitation Program](#) – Coaches Association of Saskatchewan – Helps organizations bring in national experts to work with local coaches.

[High Performance Coach Development Grant](#) – Coaches Association of Saskatchewan – Support for coaches working with high-performance athletes to upgrade their skills.

[Officials Visitation Program](#) – Coaches Association of Saskatchewan – Financial help to bring experts to the province for officials' training.

[Officials Professional Development Grant](#) – Sask Sport – Assistance for officials to enhance their skills through workshops and conferences.

[Women in Coaching Mentorship Guide for Mentees](#) - Coaching Association of Canada - Best practices and exercises for the mentee coach.

[Women in Coaching Mentorship Guide for Sport Administrators](#) - Coaching Association of Canada - Best practices and exercises for administrators managing mentorships.

[Women in Coaching Mentorship Guide for Mentors](#) - Coaching Association of Canada - Best practices and exercises for mentors.

Foundational Coaching & Officials Training

[NCCP Coach Initiation in Sport eLearning](#) – Coaching Association of Canada - Introduces new coaches to foundational skills like ethics, motivation, and safety.

[NCCP Make Ethical Decisions Module](#) – Coaching Association of Canada – Training and evaluation on making ethical choices in sport.

[NCCP Design a Basic Sport Program Module](#) – Coaching Association of Canada – Teaches coaches how to structure programs and plan practices.

[NCCP Creating a Positive Sport Environment](#) – Coaching Association of Canada - Teaches participant-centered coaching to protect participants from harm.

[Coaching in Canada eLearning](#) – Coaching Association of Canada – Supports international coaches in adapting their methods to the Canadian context.

[Quality Coaching Toolkit: Coaching for Performance in Life and in Sport](#) – Coaching Association of Canada – Tools for implementing positive coaching practices.

[Long-Term Officials Development Guidelines](#) – Sport for Life – A resource to support the development of quality officials' programs.

Partnerships and Volunteer Management

[Building Meaningful Partnerships](#) – Jumpstart – A visual guide to building partnerships in sport organizations.

[Recruitment and Retention of Volunteers](#) – Sport for Life - Key information on how to find, train, and keep volunteers.

Equity, Diversity, Inclusion, and Anti-Racism

[A Quick Guide for Accessibility, Inclusion, and Quality Participation](#) – Canadian Disability Participation Project – Describes accessibility, inclusion, and quality participation.

[What is Intersectionality?](#) – Canadian Women & Sport – Describes intersectionality and how to apply it to gender equity.

[Organization Reflection: Intersectionality](#) – Canadian Women & Sport – Exercise to check if diverse experiences are represented in decision-making.

[What is Unconscious Bias?](#) – Canadian Women & Sport – Describes unconscious bias and how to counteract it.

[Intercultural Skills in Sport Toolbox](#) – Coaching Association of Canada - Resources for engaging with participants from varying cultural backgrounds.

[Inclusive Language Guide](#) – Jumpstart – A guide to creating belonging using inclusive language.

[Anti-Racism in Coaching](#) – Coaching Association of Canada - eLearning to help coaches support racialized participants.

[Play Fair. An Anti-Racism in Sports Toolkit](#) – Inclusion in Canadian Sports Network - Designed to address and combat racism in sports.

[Anti-Racism Training – Recreation](#) – Sport Nova Scotia – eLearning on racism within the recreation sector.

[Anti-Racism in Sport for Youth](#) – Sport Nova Scotia – An anti-racism eLearning for youth.

[Anti-Racism in Sports for Parents](#) – Sport Nova Scotia – Outlines the role of racism in sports and how to be an ally.

[Black Leaders in Sports Day](#) – Inclusion in Canadian Sports Network – Dedicated to the development of equitable leadership pathways.

[Inclusion in Canadian Sports Network](#) – A not-for-profit supporting racial equity in Canadian sports.

[Cultural Calendar & Observations](#) - Jumpstart – A guide for important cultural days for planning the season.

Inclusion for Disability and 2SLGBTQIA+

[Sport Modifications Guide](#) – Saskatchewan Blind Sports Association – A guide for modifying sports for people who are blind or partially sighted.

[Axis to Access](#) – Saskatchewan Arts Alliance – A living document on accessibility in the province of Saskatchewan.

[Transathlete.com](#) - Information about trans inclusion in athletics.

[Leading the Way: Working with LGBTQ Athletes and Coaches](#) – Canadian Women & Sport - Resource for making sport welcoming for LGBTQ individuals.

[2SLGBTQI Sports Inclusion: Playbook to Breaking Down Barriers](#) – Egale Canada - Tips on fostering a more inclusive sport environment.

[Policy Guidance: 2SLGBTQI+ Inclusion](#) – viaSport British Columbia - Supports organizations in developing inclusive policies.

[NCCP Coaching Athletes with a Disability](#) – Coaching Association of Canada – eLearning for coaches new to coaching athletes with a disability.

[Coaching Kids of All Abilities](#) – Jumpstart - Helps leaders create inclusive environments for kids of all abilities.

[No Accidental Champions: Long-Term Development for All 3.1](#) – Sport for Life – Opportunities and challenges for persons with disabilities in sport.

[Special Olympics Quality Sport Checklist](#) – Special Olympics Canada – Defines elements of quality sport experiences.

[Long-Term Athlete Development: Supporting Quality Sport Experiences 2.0](#) – Special Olympics Canada – Model for athletes with intellectual disabilities.

[Inclusive Physical Literacy](#) – Sport for Life - eLearning on physical literacy for participants with disabilities.

[Coaching Athletes Who Are Deaf or Hard of Hearing](#) – Sport Manitoba - Information for coaching D/HH athletes.

[Evidence-Informed Recommendations: Tips and Tricks for Developing and Disseminating Physical Activity Information for Families of Children with Disabilities](#) – Sport Canada, Active Living Alliance & Canadian Disability Participation Project - Tips for sharing info with families of children with disabilities.

[Inclusive Playgrounds Playbook](#) – Jumpstart – Blueprint for developing inclusive play spaces.

[Physical Accessibility Evaluation](#) – Jumpstart – Evaluates accessibility of facilities.

[Building Welcoming Sport Environments](#) - viaSport British Columbia - Recommendations on 2SLGBTQ+ issues.

[2SLGBTQ+ Inclusion Policy Resources – Sport and Rec](#) - Sport Manitoba - Guidance for safe, equitable spaces.

[Training Athletes with a Physical Disability](#) - Canadian Sport for Life - Supports athletes with a disability through Long-Term Development.

Inclusion for Indigenous and Newcomer Communities

[Aboriginal Sport Circle](#) - Canada's national voice for Aboriginal sport.

[Indigenous Sport for Life: Long-Term Participant Development Pathway 1.2](#) – Aboriginal Sport Circle & Sport for Life - Framework responding to Indigenous peoples' needs.

[Indigenous Long-Term Participant Development Pathway](#) – Sport Organization Guide – Sport for Life - Sport for Life - Guide for collaboration with the Indigenous sport system.

[Indigenous Long-term Participant Development Pathway Workshop](#) – Aboriginal Sport Centre - Workshop on supporting Indigenous participants.

[Aboriginal Coaching Modules](#) – Aboriginal Sport Circle - Training tool for coaches of Indigenous athletes.

[Stepping Stones to Indigenous Sport and Physical Activity Participation](#) – Aboriginal Sport Circle – eLearning for culturally grounded programming.

[Aboriginal Apprentice Coaching Program](#) – Aboriginal Sport Centre – Professional development for Aboriginal apprentice coaches.

[First Nation Elder Protocol](#) – Coaching Association of Canada – Understanding processes of inviting and thanking Elders.

[How to Take Part in a First Nations Round Dance](#) – Coaching Association of Canada – How-to for a traditional celebration.

[Indigenous Communities: Active for Life](#) – Sport for Life & Aboriginal Sport Circle - Equips local champions to create sustainable sport programs.

[Indigenous Communities: Active for Life Workshop](#) – Aboriginal Sport Centre - Support for developing sustainable quality sport programs.

[Welcome to Canada: Engaging New to Canada Participants in Sport and Physical Activity](#) – Sport for Life - Workshop on barriers and solutions for newcomers.

[Cultural Awareness in Youth Sport](#) – Sport for Life - eLearning on modeling cultural awareness.

[Hijabi Ballers Toolkit](#) – viaSport British Columbia - Tools for inclusive practices for female Muslim participants.

[Faith on Ice: How Canadian Coaches Can Support Muslim Athletes During Ramadan](#) – Winnipeg Newcomer Sport Academy - Guidance for supporting Muslim athletes.

[Sport for Life for Every New-to-Canada Participant 2.2](#) - Sport for Life - Outlines barriers and solutions for newcomers.

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