

December 20, 2016



Cross Country Canada: NCCP Operations Manual





PARTNERS IN COACH EDUCATION

The National Coaching Certification Program is a collaborative program of the Government of Canada, provincial/territorial governments, national/provincial/territorial sport organizations, and the Coaching Association of Canada.



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Table of Contents

Introduction	4
1 Cross Country Canada and NCCP	5
1.1 Mission, Vision, and Values	5
1.2 Partners in Coach Education	6
1.3 Participant Development Model	8
1.4 Coach Development Model and the LTAD.....	9
2 The NCCP Model	10
2.1 Training vs. Certification.....	11
2.2 Contexts	12
2.3 Workshops and Modules.....	14
3 Evaluation and Certification	24
3.1 Objectives	24
3.2 Principles of Evaluation in the NCCP	24
3.3 Outcomes, Criteria, and Evidence	24
3.4 Evaluating Coaches in the NCCP	26
3.5 Certification Standard.....	26
3.6 CCC NCCP equivalency policy	277
3.7 NCCP Database (the Locker)	277
3.8 Administration and Logistics of Evaluation.....	277
3.9 Recognition of Coaching Competence.....	29
4 Coach Developers	311
4.1 Identification and Selection of Coach Developers.....	322
4.2 Learning Facilitator.....	32
4.3 Coach Evaluator.....	366
4.4 Master Coach Developer	400
5 Business Model	433
5.1 Communication	433
5.2 Responsibilities and Planning	44
5.3 Fee Structure, Payment, and Honorarium	46
5.4 Maintenance of Certification and Professional Development.....	47
5.5 Quality Control	49
5.6 Minimum Age Restrictions	49
5.7 Minimum Mandatory Coaching Qualifications.....	49
6 Tools	511
6.1 NCCP Code of Ethics.....	511
6.2 CCC Coach Code of Conduct.....	553
6.3 CCC Coach Developer Code of Conduct.....	515
6.4 CCC Coach Developer application Form	557

December 20, 2016

Annex A

Coach Developer Policy

Annex B

CCC NCCP equivalency policy

Annex C

Locker Delivery Support

The Collection, Use, and Disclosure of Personal Information

The Coaching Association of Canada collects your NCCP qualifications and personal information and shares it with all NCCP partners according to the privacy policy detailed at www.coach.ca. By participating in the NCCP you are providing consent for your information to be gathered and shared as detailed in the privacy policy. If you have any questions or would like to abstain from participating in the NCCP please contact coach@coach.ca.

Introduction

Purpose of this Document

The National Coaching Certification Program (NCCP), launched in 1974 and delivered in partnership with the government of Canada, provincial/territorial governments, and national/provincial/territorial sport organizations, gives coaches the confidence to succeed.

The CAC works with over 65 different National Sport Organizations, including Cross Country Canada, across Canada in the development of sport-specific NCCP training. Currently, there are over 850 workshops available at every level of sport – from 3-hour online introductory workshops for beginner coaches, to weekend workshops for intermediate coaches, to intensive two-year training programs for advanced coaches.

This *Cross Country Canada NCCP Operations Manual* contains guidelines and procedures for successful implementation of the NCCP. It is not intended to replace the *NCCP Policies and Implementation Standards*, nor does it serve as development guidelines.

Version Control

The following outlines the version history of this document, and identifies any notable changes.

Revision Date	Revisions
2015/04/01	Original document publication.
2016/05/11	New multi-sport modules, 2016 version of Code of Ethics, and changes to Coach Developers section
2016/12/14	Sportification of NCCP operations manual

1. CROSS COUNTRY CANADA AND NCCP

1.1 Mission, Vision, and Values

CCC's Mission

Cross-Country Ski de fond Canada is the national sport organization that works with member clubs, divisions, and other partners to coordinate and support the development of cross-country skiing from introductory experience to international excellence through leadership, education, promotion, and training.

CCC's Vision

To inspire a nation to international excellence and podium success, health, and participation.

CCC's Values

It takes an engaged ski community that works together with PRIDE to realize our goals. These values reflect who we are. They guide us. They inspire us. We promise to uphold them.

- **Passion** – We are committed to make a difference at all levels of the sport.
- **Respect** – We believe in providing a safe, fair and fun environment for all participants.
- **Improvement** – We innovate to continuously improve.
- **Driven** – We pursue our goals with absolute determination.
- **Excellence** – We set the bar high to achieve sporting success - fairly and ethically.

1.2 Partners in Coach Education

The CAC, the provincial/territorial NCCP delivery agencies, the National Sport Organizations (NSOs), and the federal-provincial/territorial governments are individually and collectively responsible to:

- Ensure that the NCCP and other coaching and sport leader development programs contribute to a safe and ethical sport experience in all contexts of participation;
- Ensure that the programs integrate into the Canadian Sport For Life framework and follow the principles of Long-Term Athlete Development (LTAD);
- Ensure that coaching and sport leader development programs are available in both French and English;
- Use best efforts to make the program accessible to all, including traditionally underrepresented and/or marginalized populations as referenced in the Canadian Sport Policy and the Federal-Provincial/Territorial Priorities for Collaborative Action;
- Endorse the value of competent coaches and support, along with other stakeholders, higher standards of coaching competencies and working conditions/environments for coaches;
- Actively participate in the resolution of any differences that put the integrity and continuity of the NCCP at risk.

1.2.1 Coaching Association of Canada (CAC)

The Coaching Association of Canada unites stakeholders and partners in its commitment to raising the skills and stature of coaches, and ultimately expanding their reach and influence. Through its programs, the CAC empowers coaches with knowledge and skills, promotes ethics, fosters positive attitudes, builds competence, and increases the credibility and recognition of coaches.

1.2.2 Provincial/Territorial Coaching Representatives (PTCRs)

The Provincial/Territorial Coaching Representatives provide leadership, development, and support in delivering the NCCP.

- Alberta: Alberta Sport Connection
- British Columbia: ViaSport BC
- Manitoba: Coaching Manitoba
- New Brunswick: Coach NB
- Newfoundland and Labrador: Sport Newfoundland and Labrador
- Northwest Territories: Sport North Federation
- Nova Scotia: Department of Health and Wellness, Active Living Branch
- Nunavut: Sport and Recreation Division
- Ontario: Coaches Association of Ontario
- Prince Edward Island: Sport PEI
- Quebec: SportsQuébec
- Saskatchewan: Coaches Association of Saskatchewan
- Yukon: Sport and Recreation, Department of Community Services, Government of Yukon

December 20, 2016

1.2.3 National Sport Organization (NSO)

- Cross Country Canada

1.2.4 Provincial/Territorial Sport Organizations (P/TSOs)

- Cross Country Alberta
- Cross Country British Columbia
- Cross Country Ski Association of Manitoba
- Cross Country New Brunswick
- Cross Country Newfoundland & Labrador
- Northwest Territories Ski Division
- Cross Country Ski Nova Scotia
- Nunavut
- Cross Country Ontario
- Cross Country Prince Edward Island
- PEI
- Cross Country Saskatchewan
- Cross Country Yukon
- Ski de fond Québec

1.3 Participant Development Model (PDM)

STAGES OF DEVELOPMENT	MAIN COMPETITIONS	PROGRAMS and TEAMS
Train to WIN Age 23 +	-Olympics -World championships -World Cup	-National Ski Team (World Cup group)/National Team Dev. Centres
Train to Compete Age 20-23	-U23 World Championships -Continental Cup (NORAM/Europe) -National Championships	-National Ski Team (Senior Dev. group)/National Dev. Centres -HP clubs and university teams -Provincial team
Learn to Compete Age 16-20	-World Junior Championships -NORAM series -Provincial Cup -National Championships	-Junior National Ski Team/National Dev. Centres -Provincial team -HP clubs and university teams
Train to Train Age 13-16	-National Championships -Provincial Cup -Regional circuits	-Provincial team -Provincial development group -Racing clubs -Sport-School program
Learn to Train Age 10-12	-Provincial Cup -Regional racing series -Local races (using ski playground)	-Clubs with racing programs and/or Track Attack -Sport-School program
Fundamentals Age 6-9	-Regional racing series -Local races (using ski playground)	-Clubs delivering Jackrabbit program
Active Start Age 4-5	-Regional racing series -Local races (using ski playground)	-Clubs delivering Bunnyrabbit program

1.4 Coach Development Model and the LTAD

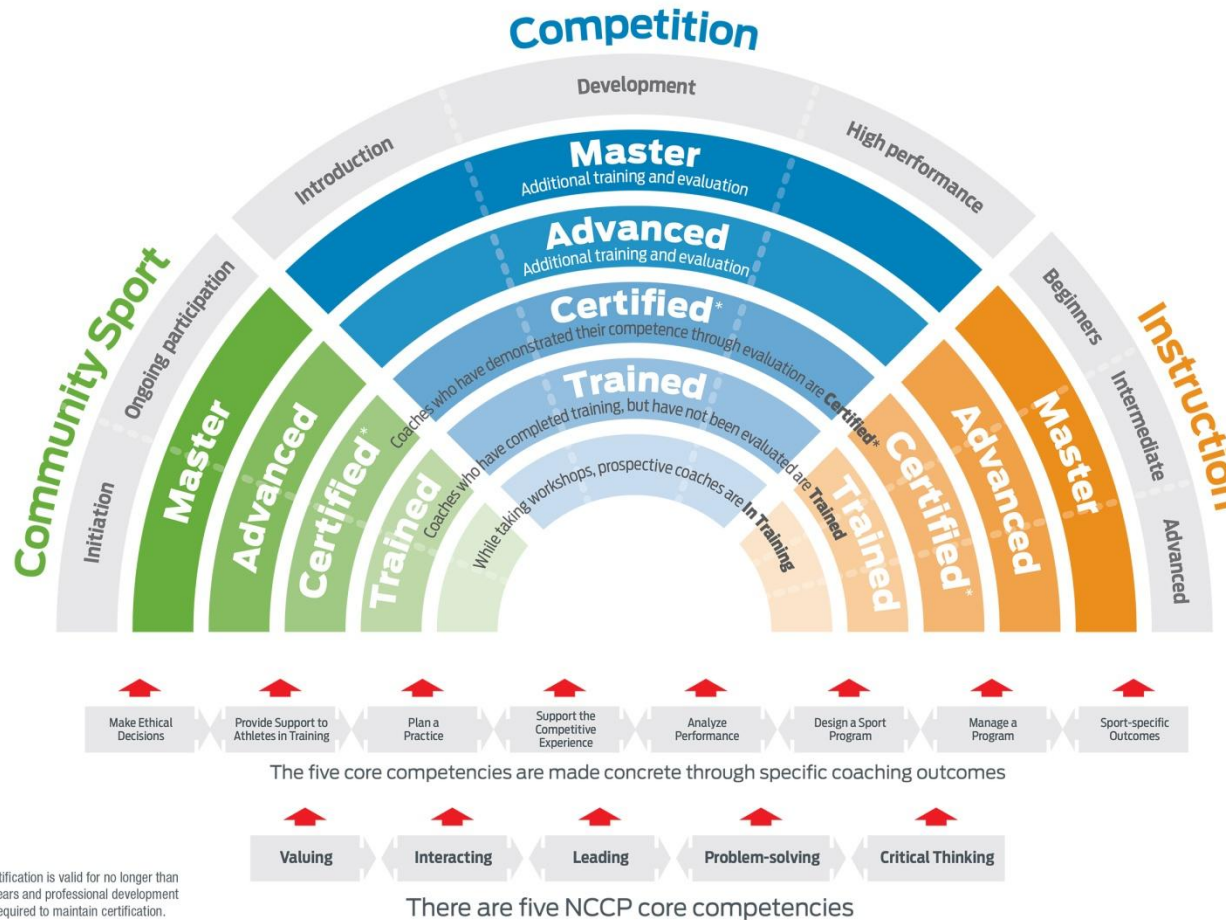
ATHLETE & COACH DEVELOPMENT PROGRESSION		
Athlete Age	LTAD Stage	NCCP Context
23 +/- males 23 +/- females	Training to Win (T2W)	Competition Coaching: High Performance (CCHP)
20 - 23 +/- males 19 - 23 +/- females	Training to Compete (T2C)	Competition Coaching: Development Advanced Gradation (CDAG)
16 - 20 +/- males 15 - 19 +/- females	Learning to Compete (L2C)	Competition Coaching: Development (CCD)
12 - 16 males 11 - 15 females	Training to Train (T2T)	Competition Coaching: Introduction Advanced (CCI – T2T)
9 - 12 males 8 - 11 females	Learning to Train (L2T)	Competition Coaching: Introduction (CCI – L2T)
6 - 9 males 6 - 8 females	FUNdamentals	Community Coaching (CC)
0 - 6	Active Start	Community Coaching: Introduction (ICC)

2. THE NCCP MODEL



National Coaching Certification Program

The Goal: Coaches who can demonstrate their competence



*Certification is valid for no longer than 5 years and professional development is required to maintain certification.

COACH CERTIFICATION

The National Coaching Certification Program certifies coaches who have demonstrated their ability to apply critically important competencies to coaching situations relevant to the stage of athletes they coach. This means that coaches must not only know about coaching but be able to demonstrate their ability to apply this knowledge in the coaching situation.

Coaches can be trained in any of the following eight coaching contexts, which are specific to the type of athlete they are working with, and can progress through to a "Master Coach" level in any context.

COMMUNITY SPORT

The **Community Sport – Initiation** context focuses on participants who are being introduced to a sport. In many sports this is very young children participating in the sport for the first time. In a few sports, initiation into the sport can occur with youth or adults. Participants get involved to meet new friends, have fun, and to learn a new activity. The role of the coach is to ensure a fun and safe environment and to teach the development of some of the "FUNDamentals" stage skills and abilities for participants.

The **Community Sport – Ongoing participation** context is typically for either youth participating in a recreational environment, or masters participants participating for recreation, fitness, and socialization reasons. The participants are in the Active for Life stage of long-term athlete development. The role of the coach is to encourage participants to continue their involvement in the sport.

COMPETITION

The **Competition – Introduction** context is designed for coaches of athletes moving from the FUNDamentals to the Learn to Train and Train to Train stages of long-term athlete development.

The **Competition – Development** context is designed for coaches of athletes ranging from the Train to Train to the Train to Compete stages of long-term athlete development.

The **Competition – High performance** context is typically reserved for coaches of athletes in the Train to Win stage of long-term athlete development although there is the possibility of some phasing in of a Train to Compete athlete into the High Performance level because of the fluidity of the stages of long-term athlete development. Coaches in this context require specific skills and abilities in order to meet the needs of their athletes.

INSTRUCTION

Instructors in the **Instruction – Beginners** context are usually working with participants who are experiencing the sport for the first time through a series of lessons. Typically there's no formalized competition at this level — it's strictly about skill development and there is a short timeframe of interaction between the instructor and the participant.

Instructors in the **Instruction – Intermediate performers** and **Instruction – Advanced performers** contexts are very specialized and are specifically there to assist athletes crossing over from competitive sport to gain enhanced skills, and in some cases, tactical development specific to their sport.

2.1 Training vs. Certification

The NCCP model distinguishes between training and certification. Coaches can participate in training opportunities to acquire or refine the skills and knowledge required for a particular coaching context (i.e. Competition – Introduction) as defined by the sport and be considered “trained”.

To become “certified” in a coaching context, coaches must be evaluated on their demonstrated ability to perform within that context in areas such as program design, practice planning, performance analysis, program management, ethical coaching, support to participants during training, and support to participants in competition.

Certified coaches enjoy the credibility of the sporting community and of the athletes they coach because they have been observed and evaluated “doing” what is required of them as a competent coach in their sport. They are recognized as meeting or exceeding the high standards embraced by more than 65 national sport organizations in Canada. Fostering confidence at all levels of sport, certification is a benefit shared by parents, athletes, sport organizations, and our communities.

NCCP coaches are described as follows:

- In Training** – when they have completed some of the required training for a context;
- Trained** – when they have completed all required training for a context;
- Certified** – when they have completed all evaluation requirements for a context.

For more information please visit: <http://www.coach.ca/trained-vs-certified-s16468>.

2.2 Contexts



2.2.1 Community Coaching

You may already coach at the community level or you're thinking about coaching. Often, you're a parent whose child is involved in sport, or a volunteer who works with participants of all ages that are new to a sport.

There are two workshops for community coaches: .

- ❑ **Introduction to Community Coaching (ICC)**

The workshop is designed to teach parents and other beginning coaches how to deliver a series of age-appropriate skill development sessions under the supervision of more experienced coaches.

- ❑ **Community Coaching (CC)**

This workshop is the second step in the NCCP progression. It provides essential training for coaches delivering an effective skill development program to children six to nine years of age (the FUNdamentals stage of skier development).

For more information please visit: <http://cccski.com/Programs/Coaching-Development/National-Coaching-Certification-Program.aspx?lang=en-CA>



2.2.2 Competition

Coaches in the Competition stream usually have previous coaching experience or are former athletes in the sport. They tend to work with athletes over the long term to improve performance, often in preparation for provincial, national, and international competitions.

There are three levels of workshops for competition coaches that reflect the stages of athlete development: Introduction, Development, and High performance.

- ❑ The **Competition – Introduction** context is designed for coaches of athletes moving from the FUNdamentals to the Learn to Train and Train to Train stages of long-term athlete development.
- ❑ The **Competition – Development** context is designed for coaches of athletes ranging from the Train to Train to the Train to Compete stages of long-term athlete development.
- ❑ The **Competition – High performance** context is typically reserved coaches of athletes in the Train to Win stage of long-term athlete development although there is the possibility of some phasing in of a Train to Compete athlete into the High Performance level because of the fluidity of the stages of long-term athlete development. Coaches in this stream require specific skills and abilities in order to meet the needs of their athletes.

For more information please visit: <http://cccski.com/Programs/Coaching-Development/National-Coaching-Certification-Program.aspx?lang=en-CA>



2.2.3 Instruction

Instructors in the Instruction stream must have sport-specific skills and training, whether at the beginner or advanced skill levels. Many are former participants in the sport.

The Instruction stream has three different levels of workshops: Beginners, Intermediate performers, and Advanced performers.

- ❑ Instructors in the **Instruction – Beginners** context are usually working with participants who are experiencing the sport for the first time through a series of lessons. Typically there's no formalized competition at this level – it's strictly about skill development and there is a short timeframe of interaction between the instructor and the participant.
- ❑ Instructors in the **Instruction – Intermediate performers** and **Instruction – Advanced performers** contexts are very specialized and are specifically there to assist athletes crossing over from competitive sport to gain enhanced skills, and in some cases, tactical development specific to their sport.

For more information please visit: <http://www.coach.ca/instructors-s15436>.

For more information please visit: <http://www.coach.ca/where-do-i-fit--s15433>.

2.3 Workshops and Modules

2.3.1 Sport-specific Training

The CAC works with over 65 different National Sport Organizations, including Cross Country Canada, across Canada in the development of sport-specific NCCP training. Currently, there are over 850 workshops available at every level of sport – from 3-hour online introductory workshops for beginner coaches, to weekend workshops for intermediate coaches, to intensive two-year training programs for advanced coaches.

a) Community Coaching Workshops

□ Introduction to Community Coaching (ICC) (10 hours)

The workshop is designed to teach parents and other beginning coaches how to deliver a series of age-appropriate skill development sessions under the supervision of more experienced coaches. The orientation is for skiers of all age groups with an emphasis on working with children under six years of age. Coaches will be taught basic coaching skills, how to teach the fundamentals of technique, growth and development considerations, how to create a motivating learning environment and how to set up a ski playground. There are no prerequisites except enthusiasm and the minimum age requirement of 14 years.

□ Community Coaching (CC) (16 hours)

This workshop is the second step in the NCCP progression. It provides essential training for coaches delivering an effective skill development program to children six to nine years of age (the FUNdamentals stage of skier development). It is designed to train coaches to teach children intermediate technical skills in an enjoyable way so that it is FUN to learn, to select games that reinforce the technical skills being taught, to design and lead on-snow sessions, and to select and prepare equipment for young children. Successful completion of the NCCP Introduction to Community Coaching Workshop is a prerequisite.

b) Competition Coaching Introduction (L2T) Workshops:

□ **CCI (L2T) Dryland Workshop (19 hrs):** This is the third step in the NCCP coach education program. Coaches are taught about developmental age, physical literacy, team building, making ethical decisions, athletic components (aerobic fitness, speed, etc.), nutrition, how to design their own sport program, adventure-based activities (year-round), roller-skiing and planning a practice. Prerequisite: NCCP Community Coaching trained.

□ **CCI (L2T) On-Snow Workshop (16,5 hrs):** This is the second half of the CCI (L2T) program and the fourth step in the NCCP progression. This workshop is designed to train coaches on team management, supporting athletes at a competition, teaching and learning, equipment selection, ski preparation and how to effectively teach intermediate-level ski technique. Successful completion of the NCCP CCI (L2T) Dryland Workshop is a prerequisite.

c) Competition Coaching Introduction Advanced (T2T) Workshops:

□ **CCI-advanced (T2T) Dryland Workshop (18.5 hrs):** This is the fifth step in the NCCP progression. Coaches are taught about growth and maturation, energy systems, training intensities, monitoring and recovery, strength, speed, flexibility, exercise performance and health, roller-skiing and other dryland ski simulation techniques, etc. Prerequisite: CCI (L2T) Coach “trained” status.

- ❑ **CCI-Advanced (T2T) On-Snow Workshop (17.5 hrs):** This is the second half of the CCI-Advanced (T2T) program and the sixth step in the NCCP progression. It is designed to train coaches to develop an effective competition plan for a team, prepare for a competition, support athletes at a competition, teach basic mental skills, refine all ski techniques, test and prepare skis and make ethical decisions. Successful completion of the NCCP CCI-Advanced (T2T) Dryland Workshop is a prerequisite.

d) Competition Development (L2C) training:

❑ **Competition-Development Multi-sport Modules**

- Leading Drug Free Sport (3.5 hrs)
- Managing Conflict (4.5 hrs)
- Coaching and Leading Effectively (10 hrs)
- Psychology of Performance (7 hrs)

These modules are delivered online by the CAC or by provincial multisports organizations or as part of the [Advanced Coaching Diploma](#) delivered National Coaching Institutes. For more information please contact your division coaching coordinator.

❑ **Competition-Development Sport Specific Training**

- Dryland workshop (5 days)
- On-Snow workshop (4 days)
- Coaching Experience (practical coaching experience working with athletes in the L2C stage of development)

❑ **Competition-Development Online Evaluations**

- Leading Drug Free Sport
- Managing Conflict
- Making ethical decisions

e) Competition Coaching Development Advanced Gradation (CDAG) training

The CDAG context is broken down into two steps:

❑ **Advanced Coaching Diploma (ACD)**

The [ACD](#) consists of 18 modules covering the following 4 major themes:

- Coaching Leadership
- Training and Competition Readiness
- Coaching Effectiveness
- Performance Planning

❑ **Sport-specific training and evaluations**

- Sport-specific modules at CCC HP coaching seminar (ex: technique, physiology, psychology, etc)
- Coaching experience working with athletes in the T2C stage of development

For more information please visit <http://cccski.com/Programs/Coaching-Development/National-Coaching-Certification-Program.aspx?lang=en-CA>

2.3.2 Multi-sport Training

Some of these modules have been integrated by Cross Country Canada into our own sport-specific workshops while other sports require their coaches to take them separately through the network of Provincial and Territorial Coaching Representatives.

All of these multi-sport modules can help you reach higher as a coach, and can also be counted towards Maintenance of Certification.

For more information please visit <http://www.coach.ca/multi-sport-training-s15501>.

ABORIGINAL COACHING MODULES



If you work with, or supervise youth of Aboriginal heritage, this workshop is an essential resource. If you wish to understand, relate to, and apply Aboriginal cultural perspectives that will allow you to motivate, inspire, and lead those youth towards a successful and meaningful lifestyle, this workshop was designed for you.

This interactive workshop is available to both Aboriginal and mainstream organizations who have Aboriginal youth in their sport, social, or employment programs. Aboriginal Sport Circle's trained instructors will facilitate discussions which include role playing and group activities to engage all participants. This type of interactive setting has provided a fun, fulfilling, and positive learning experience for both participants and facilitators alike.

The workshop includes unique methods and perspectives not found in mainstream coaching certification programs. It is holistic in its approach and includes teachings of the Medicine Wheel, the four gifts, as well as the values within the four pillars and many other issues that are unique to Aboriginal culture.

The Aboriginal Coaching Modules were designed to provide culturally relevant courses for coaches and people working with Aboriginal youth and athletes.

ADVANCED PRACTICE PLANNING



For individual training sessions to effectively contribute to the overall objectives of an annual training plan, a coach must understand the outcome of each training session and how their cumulative effects will contribute to athletic development.

The Advanced Practice Planning module examines the impact of daily training sequencing, and the manipulations that can affect training outcomes.

This 5-hour module is a great follow-up to the Planning a Practice module. It is recommended that the Performance Planning module be taken before Advanced Practice Planning.

After completing the Advanced Practice Planning module, you will be able to:

- identify the factors that affect practice planning;
- ensure that practice plans are consistent with the microcycles and phases of which they are part;
- sequence exercises in a practice so that their order is consistent with the research on sequencing;
- develop a plan for training athletic abilities over a microcycle;

December 20, 2016

- develop a plan for training technical and tactical abilities over a microcycle; and
- develop a plan for a microcycle that helps athletes taper before a competition.

BASIC MENTAL SKILLS

The Basic Mental Skills module gives you the ability to:

- recognize signs indicating that an athlete may need to improve his/her goal setting, focus, and anxiety control skills; and develop tools to help the athlete to make improvements in these areas;
- run simple guided activities that help athletes improve basic mental skills.

COACHING AND LEADING EFFECTIVELY

The Coaching and Leading Effectively module gives you the skills needed to:

- promote a positive image of sport, and model it to athletes and those supporting their performance;
- deliver clear messages and explanations when communicating with athletes and their supporters;
- identify opportunities to interact with all athletes and use feedback to improve and correct performance and behaviour.

COACHING IN SECONDARY SCHOOLS

This 3-hour workshop is designed to assist in the development of core competencies that will increase your effectiveness as a coach of school sport and help you have a meaningful impact on student-athletes. More specifically, you will be able to:

- apply and integrate Canadian Sport for Life into school sport programming;
- apply an ethical decision-making process to school sport scenarios;
- apply a school sport philosophy and the NCCP Code of Ethics to your school sport program;
- integrate safety standards into school sport coaching;
- manage school sport policies and procedures; and
- apply the roles and responsibilities of a school sport coach.

These workshops are delivered by the School Sport Organizations in the following provinces only:

- BC School Sports <http://www.bcschoolsports.ca/coaching>
- Ontario Federation of School Athletic Associations (OFSAA) <http://www.ofsaa.on.ca/programs/coaching-ontario-schools-cios>
- School Sports Newfoundland Labrador <http://www.schoolsportsnl.ca/high-school/>

DESIGN A BASIC SPORT PROGRAM



Design a Basic Sport Program will teach you to:

- create a sound outline for your sport program that includes competition and training events;
- compare your program to those outlined by the NCCP in terms of long-term athlete development;
- assess the athletic development opportunities your program offers, and identify ways to remedy any weaknesses;
- interpret the information in a sample program, identifying training priorities and objectives at certain periods;
- establish a link between your program's training objectives and the content of practice sessions.

DEVELOPING ATHLETIC ABILITIES



After completing the Developing Athletic Abilities module, you will:

- be able to implement general and sport-specific training protocols and methods to effectively develop or maintain the athletic abilities necessary for your sport;
- know how to apply training principles and variables to training methods that build fitness, endurance, strength, speed and sport-specific conditioning;
- be able to select and adapt testing and training protocols.

INCLUDES: 2 hour online pre-workshop session

EMPOWER +



An incredible addition to our NCCP workshop lineup, Empower + is an intense and thought provoking 4-hour workshop that will teach you how to enhance the well-being of the athletes in your care and be a positive role model in the world of sport.

In an interactive and dynamic learning environment, our expert facilitators will guide you through how to enhance athlete welfare by:

- recognizing the potential for, and presence of maltreatment in sport;
- learning when and how to intervene when you observe or suspect maltreatment.

You will bring your coaching to new heights by:

- implementing the NCCP's renowned six-step decision-making model;
- mastering the art of the difficult conversation; and
- creating a list of key positive athlete development strategies you can implement in your coaching right away.

This NCCP workshop will set you up for success in coaching and in life!

FUNDAMENTAL MOVEMENT SKILLS (FMS)



The Fundamental Movement Skills of throwing, catching, jumping, striking, running, kicking, agility, and balance and coordination, form the basis for future sport skill development and for the life-long enjoyment of physical activity.

The FMS module will give participants the skills to:

- analyze and identify the various stages of development for the fundamental movement skills;
- apply a six-step process to teaching the fundamental movement skills;
- create safe games where children can practise fundamental movement skills.

Learn how to OBSERVE and IMPROVE the fundamental movement skills through the format listed below which is best suited to you and your line of work.

Community Leader

- Target: Recreation leaders, sport camp leaders, etc.
- Format: 8 hour workshop.

High School Leadership

- Target: High school students.
- Format: Composed of 9 lesson plans delivered by the Physical Education Teacher at your school.

LEADING DRUG-FREE SPORT



After taking Leading Drug-free Sport you will be able to:

- fully understand and explain the consequences of using banned substances in sport;
- educate athletes about drug-testing protocols at major competitions;
- encourage athletes to safeguard their sport values and take greater responsibility for their personal actions;
- apply the NCCP Ethical Decision-Making Model to your coaching as it relates to keeping your sport and athletes drug-free.

MAKE ETHICAL DECISIONS (MED)



By successfully completing the Make Ethical Decisions workshop you will be fully equipped to handle virtually any ethical situation with confidence and surety.

MED is one of the NCCP's cornerstone workshops, and leaves coaches with no doubt as to what to do when the going gets tough.

Upon completing the MED module you'll be able to:

- analyze a challenging situation and determine if it has moral, legal or ethical implications;

- apply the NCCP Ethical Decision-Making Model to properly respond to each situation in a way that is consistent with the NCCP Code of Ethics.

MAKING HEAD WAY



After completing the Making Head Way in Sport module, you will understand:

- what to do to prevent concussions;
- how to recognize the signs and symptoms of a concussion;
- what to do when you suspect an athlete has a concussion; and
- how to ensure athletes return to play safely.

MANAGE A SPORT PROGRAM



As coaches begin to take on more responsibility, they are expected to plan and execute tasks that go beyond the delivery of daily training and the management of the daily training environment.

The Manage a Sport Program module provides coaches with the opportunity to plan and interact with program budgeting, setting staff and team expectations, arranging team travel, building athlete agreements, and reporting on athlete/team progress.

This 4-hour module is perfect for any club head coach, provincial team coach, aspiring team manager, or technical administrator.

After completing the Manage a Sport Program module, you will be able to:

- manage administrative aspects of the program and oversee logistics;
- manage staff's roles and responsibilities;
- manage camp and tournament finances and travel; and
- report on athlete progress throughout program.

MANAGING CONFLICT



The Managing Conflict module will allow you to:

- identify common sources of conflict in sport;
- determine which individuals or groups are most likely to find themselves in situations involving conflict;
- learn important skills that will help you prevent and solve conflict resulting from misinformation, miscommunication or misunderstanding;
- develop skills that will empower you to listen and speak effectively in conflict situations while maintaining positive relationships with athletes, parents, officials and other coaches.

MENTORSHIP



The 7-hour Mentorship module is designed to prepare individuals to step into their role as a mentor with clarity of purpose, and confidence in their actions. The training reaffirms and strengthens their abilities and skills as a mentor, while expanding upon the mentor's knowledge of the mentoring process. Completing the training will provide the mentor with standards and protocols for the implementation of mentoring within their coaching community.

By the end of the training, the mentor will:

- understand the concept of mentoring;
- understand the process of cognitive coaching;
- acquire and perform the communication skills required to be an effective mentor; and
- utilize the 3 steps of the mentoring process.

Training will include small group tasks, discussions, and debriefs. The emphasis will be on practicing the communication skills required of a mentor.


NUTRITION



After taking the Nutrition module you will be able to:

- determine if foods and beverages consumed by your athletes before, during and after training are adequate;
- offer suggestions for more suitable food and beverage alternatives when necessary;
- gain a better understanding of the best way to promote healthy food choices that are consistent with basic sport nutrition principles to both athletes and their parents.

PERFORMANCE PLANNING



In order to achieve peak performance, an athlete's training program needs to be periodized according to the demands of their sport, as well as their individual development needs. The Performance Planning module allows coaches to reflect on the structure of a yearly plan, and appropriately sequence training and development priorities so as to achieve peak performance.

This 12.5-hour module is a perfect next-step after the Design a Basic Sport Program module. It is recommended that the Performance Planning module be taken before the Advanced Practice Planning module.

After completing the Performance Planning module, you will be able to:

- perform a thorough analysis of the demands of your athletes' sport at the elite (high-performance) level;
- outline a program structure based on training and competition opportunities;
- identify appropriate measures for promoting athlete development within your own program;
- integrate yearly training priorities into your own program;

December 20, 2016

- organize and sequence training priorities and objectives on a weekly basis to optimize adaptations; and
- evaluate the ability of your athletes/team to perform up to their potential in competition.

INCLUDES: approximately 2-hour pre-workshop session


PLANNING A PRACTICE



The Planning a Practice module will give you the skills to:

- organize a well-structured practice plan with safe, age-appropriate activities you've designed to match the proficiency level of participants;
- identify potential risk factors that could impact the sport and practice activities;
- create an emergency action plan;
- identify practice goals and design activities that offer the best training benefits for the athletic skills required in your sport.

PREVENTION AND RECOVERY



After taking Prevention and Recovery you will have the knowledge needed to:

- identify common injuries in your sport and develop appropriate prevention and recovery strategies to keep your athletes injury-free during training and competition;
- offer valuable information and guidance on hydration, nutrition and sleep as they relate to injury prevention;
- choose skills and drills that help athletes perform appropriate warm-ups and cool-downs;
- develop functional evaluations for an athlete's return to play;
- implement recovery and regeneration techniques to help an athlete maintain or return to optimal performance post injury.

PSYCHOLOGY OF PERFORMANCE



Completing Psychology of Performance will allow you to:

- help athletes learn to manage distractions and use visualization techniques to prepare themselves technically and tactically for training and competition;
- learn how to work with athletes or teams to identify performance and process goals related to their ability to focus on performance;
- learn debriefing skills that can be used to help athletes assess their performance in both training and competition.

RESISTANCE TRAINING



A must-have for competitive coaches, this 4-hour dynamic and interactive introductory workshop will teach you how to prevent injuries and increase athlete performance through proven resistance training tools. After finishing this module, you will be able to use resistance exercises that are appropriate to your athletes' stage(s) of development to develop strength. In particular, you will be able to:

- identify appropriate resistance training exercises and sequences of exercises for developing strength; and
- help athletes correctly perform resistance training exercise and monitor their training programs.

TEACHING AND LEARNING



Upon completing the Teaching and Learning module you will be able to:

- assess your own beliefs regarding effective teaching;
- analyze certain coaching situations to determine if they promote learning;
- create conditions that promote learning and self-esteem through:
 - appropriate consideration of the affective, cognitive and motor dimensions of learning;
 - the use of words and methods that relate to an athlete's preferred learning style;
 - a sound organization;
 - active supervision; and
 - the use of well-formulated feedback offered at the right time and with the right frequency;
- use teaching assessment grids to gather objective information on teaching effectiveness, and use this data to develop an action plan to enhance your own effectiveness as a teacher and coach.

3. EVALUATION AND CERTIFICATION

3.1 Objectives

Evaluation in the National Coaching Certification Program (NCCP) is the process used to determine whether coaches meet NCCP coaching standards for certification. This process applies to all coaching contexts in the NCCP. While evaluation for certification is not required in the Community Sport stream, sports in that stream may choose to certify coaches.

3.2 Principles of Evaluation in the NCCP

- Outcomes are the foundation of the NCCP approach to evaluating and certifying coaches.
- Evaluation in the NCCP reflects the ethical coaching practices promoted in the Canadian sport system.
- Evaluation in the NCCP reflects the diversity among sports in a given context.
- Evaluation recognizes and respects individual coaching styles.
- Evaluation in the NCCP is evidence-based.
- The evidence in NCCP evaluations consists of observable coaching behaviour that is used to determine whether a coach meets a given criterion.
- The evidence in NCCP evaluations may come from several sources.
- Evidence demonstrated during an evaluation may not reflect all of the elements or objectives identified in training activities.
- Coaches are fully advised of the evidence that will be used to determine whether they meet a given criterion. This helps them achieve certification.
- Coaches seeking certification are evaluated by NCCP-trained and NCCP-accredited Coach Evaluators.

Additional Points

- Evaluation requirements, procedures, and methods are (1) administratively feasible, (2) professionally acceptable, (3) publicly credible, (4) legally defensible, (5) economically affordable, and (6) reasonably accessible.
- Evaluation is preceded by NCCP training or relevant experience.
- NCCP training activities prepare coaches to meet certification standards.

3.3 Outcomes, Criteria, and Evidence

Evaluation in the NCCP is based on a systematic approach to determining whether coaches meet NCCP standards. This approach has three key components:

- Outcomes
- Criteria
- Evidence

OUTCOMES: These are the overall tasks coaches must be able to perform

There are seven overall tasks that capture what coaches in the NCCP need to be able to do. These are called *NCCP outcomes*, and they are:

- Provide Support to Athletes in Training,
- Make Ethical Decisions
- Plan a Practice
- Analyze Performance
- Support the Competitive Experience
- Design a Sport Program
- Manage a Program

The outcomes that apply in a specific coaching situation depend on the coaching context. National Sport Organizations (NSOs) have the flexibility to add unique outcome(s) should the NCCP outcomes not fully capture coaching tasks in their sport. The quantity of outcomes being evaluated contributes to the NCCP minimum standard for evaluation.

CRITERIA: These are the components of an outcome that will be evaluated

Every outcome is associated with one or more criteria.

Criteria depend on the coaching context. For example, in the Community Sport – Initiation context, the outcome Provide Support to Athletes in Training has one criterion, but in the Competition – Introduction context, it has three criteria.

Criteria *may* be sport-specific. The quantity and quality of criteria associated with a particular outcome contribute to the NCCP minimum standard for evaluation.

EXAMPLE – Provide Support to Athletes in Training Criteria:

- *Community Sport – Initiation context: Lead participants in appropriate activities*
- *Competition – Introduction context: Implement an appropriately structured and organized practice*

EVIDENCE: This is what the Coach Evaluator must observe and measure to confirm that the candidate meets the NCCP standard for each criterion

All criteria are associated with one or more pieces of evidence. Evidence is what the coach actually does. It is *observable and measurable*.

The more evidence the Coach Evaluator must observe and measure, the more demanding the evaluation will be.

Evidence *may* be sport-specific. The quantity and quality of criteria associated with a particular outcome contribute to the NCCP minimum standard for evaluation.

Together with the outcomes and criteria, the evidence is used to determine the NCCP minimum standard for evaluation.

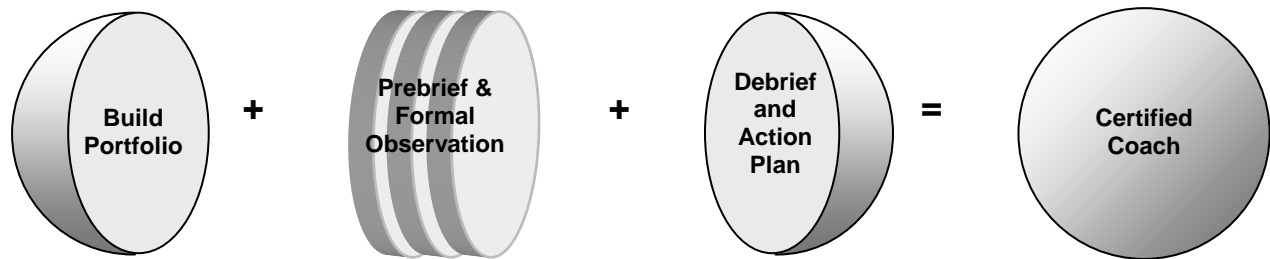
EXAMPLE – Competition – Introduction Criterion and Evidence for the Provide Support to Athletes in Training Outcome

- *Criterion: Implement an appropriately structured and organized practice*
- *Evidence: Deliver a practice that matches the goals identified in the practice plan; activities contribute to development of skills, tactics, or athletic abilities; equipment is available and ready to use*

3.4 Evaluating Coaches in the NCCP

Evaluating coaches in the NCCP evaluation process involves:

- Portfolio evaluation
- Prebrief
- Formal observation
- Debrief
- Action planning
- Reporting/Administration



3.4.1 Portfolio Evaluation

- The portfolio evaluation enables the Coach Evaluator to determine the readiness of the coach candidate for the formal observation.
- The coach must register with its division and submit all required portfolio pieces in advance of a formal observation being scheduled.
- The Coach Evaluator must review the portfolio using the appropriate evaluation tool(s) and then communicate the feedback to the coach in a timely manner.
- Successful completion of the required portfolio pieces will determine readiness for the formal observation.
- Once it is established that the candidate is ready for the formal observation, the Coach Evaluator should notify the division to schedule the formal observation.
- When the formal observation is scheduled, the Coach Evaluator begins the prebrief process.

3.5 Certification Standard

Certification standard refers to the degree to which coaches meet a given criterion. An achievement scale is used to determine whether or not a coach meets or exceeds the minimum standards. CCC uses three levels of standards:

- 1- Exceeds Expectations (EE)
- 2- Meets Expectations (ME)
- 3- Needs Improvement (NI)

Coaches seeking certification for a given context must be evaluated and must achieve “Meets Expectations” for at least 75% of the evidences for each criteria of a specific evaluation.

3.6 CCC NCCP equivalency policy

To acquire NCCP trained and certified statuses, coaches are normally expected to progress through the complete coach development pathway for cross-country skiing, including multi-sport and sport specific training opportunities and evaluations (see <http://www.cccski.com/Programs/Coaching-Development/National-Coaching-Certification-Program.aspx> for details).

In rare cases, CCC's Coaching Development Committee may consider granting a coach candidate "trained" and/or "certification" NCCP statuses or credit them with specific coach training modules in recognition of a coach's alternative (non-NCCP) development pathway to date.

All coaches benefiting from a NCCP equivalency for cross-country skiing will be provided with all Reference Materials for all NCCP contexts or modules for which an equivalency is granted.

Coach candidates that may apply for a NCCP equivalency in cross-country skiing are:

- 1) **Foreign (non-Canadian) coaches** that have an official coaching status awarded by the national coaching certification body of their country of origin;
- 2) **High Performance Athletes** that have been full time members of a Canadian National Development Centre OR the equivalent in another country OR a National Ski Team in the 5 years or less preceding their NCCP equivalency application and for at least 2 years.
- 3) **Coaches with NCCP certified statuses** in sports other than cross-country skiing **OR with university degrees in physical education** or similar programs

For more details see CCC's NCCP equivalency policy under annex B

3.7 NCCP Database (the Locker)

The NCCP Database tracks the outcomes and criteria with a (T) for the criteria that have been trained, and with an (E) for the criteria that have been evaluated. The Database does *not* track evidence.

3.8 Administration and Logistics of Evaluation

There are some administrative aspects that sports should consider when designing evaluation protocols. The following are examples of some of the administrative aspects that sports may consider implementing.

3.8.1 Payment and Honoraria of Evaluations

The following schedule outlines the recommended guidelines regarding the payment of Coach Evaluators if one Coach Evaluator is responsible for facilitating the evaluation process.

CCI-L2T context	Estimated total time*	Fee
<i>Planning and delivering a practice (on-snow)</i>	3 hours	90\$
<i>Designing a seasonal</i>	1 hour	30\$

<i>training plan</i>		
CCI-Advanced T2T context	Estimated total time*	Fee
<i>Delivering a roller ski practice session</i>	3 hours - 3.5 hours (with or without analyzing technique)	90\$ - 105\$
<i>Analyzing ski technique</i>	3 hours (as standalone evaluation)	90\$
<i>Supporting athletes at a competition</i>	12hours	300\$ for 1 coach 400\$ for 2 coaches
<i>Designing a yearly training plan (YTP)</i>	80 minutes	40\$
<i>Managing a sport program</i>	80 minutes	40\$
CCD-L2C context	Estimated total time*	Fee
<i>Monitoring, testing and designing training plans</i>	Done as part of on snow workshop	Included in on snow workshop fees
<i>Analyzing technique</i>	Done as part of on snow workshop	Included in on snow workshop fees
<i>Planning and delivering a practice (on snow or dryland)</i>	3 hours	90\$
<i>Supporting athletes at a competition</i>	12hours	300\$ for 1 coach 400\$ for 2 coaches
<i>Managing a sport program</i>	80 minutes	40\$

*estimated total time for evaluation includes pre-brief, formal evaluation and debrief

NB: generally, CCC evaluators (staff) will perform evaluations by observation (in person) at events that they would also attend in their regular CCC staff role. In these situations, travel and accommodation expenses will be assumed by CCC. Any travel and accommodation costs incurred specifically and only to perform an evaluation will have to be reimbursed by the evaluated coach(es). Applied policies for reimbursement of expenses will be those of the sport governing body managing the evaluation process.

- Upon registering for the evaluation process the coach pays the fee to the appropriate sport governing body (P/TSO or NSO).
- The Coach Evaluator receives payment from the appropriate sport governing body once the evaluation is completed (evaluation form marked) and the evaluation summary is forwarded to the appropriate sport governing body.: one upon completing the marking of

the portfolio evaluation; and the second upon submission of the evaluation documentation, action plan copy, and event entry in the NCCP Database (the Locker).

3.8.2 Reimbursement of travel and other expenses incurred by Coach Developers

Cross Country Canada encourages divisions and clubs to follow CCC's guidelines for the reimbursement of travel and other expenses incurred by Coach Developers as outlined in CCC's Travel and Expense Policy (<http://www.cccski.com/getmedia/a4c34d2b-6d99-48e0-a6f8-ded108b3d937/272TravelandExpensesPolicy.pdf.aspx>). Reimbursement of expenses shall be in addition to payment of honorarium as suggested under 5.3.2.

3.8.3 Appeals and Audits of Evaluations

A coach may appeal an unsuccessful evaluation. The procedure for appeals is:

1. The coach submits a formal written appeal to Cross Country Canada, c/o Coaching Development Coordinator (charris@cccski.com) and pays the appeal fee of \$25 payable to Cross Country Canada.
2. Documentation for the appeal must include the following:
 - a. Letter outlining the Coach's rationale for the appeal.
 - b. The Coach Portfolio for the contested evaluation with the Evaluator's marking template.
 - c. All documentation related to the debriefing procedure and action plan.
3. CCC's Director of Coaching and Athlete Development (DCAD) will review the appeal. If it appears to have merit in light of the documentation provided by the coach, the DCAD will work with CCC's Coaching Development Committee to assign three individuals to a review committee to review the appeal (Coaching Development Committee member, an accredited evaluator from another division, and a certified coach in the same context).
4. Upon completing a review of the documentation, the review committee will provide a report to the DCAD and their recommendation. The committee can overrule the decision of an evaluator, but must provide evidence why the decision was made.
 - a. If an appeal is unsuccessful the coach will need to re-do the failed evaluation with a different evaluator and pay the designated fees. The division or CCC must provide the coach with an alternative evaluator.
 - b. If an appeal is successful, the coach will be granted with successful completion of the contested evaluation.
5. The Review Committee report should outline any factors in the certification process that can be improved, if applicable.

3.9 Recognition of Coaching Competence

The NCCP is a competency-based program based on coaching abilities, meaning the NCCP is a program that certifies coaches based on proven abilities to "DO" certain things deemed important to meet the needs of the participants they coach. The NCCP is competency based, and as a result certification is based upon what a coach is able to demonstrate, not the training they may or may not have undergone.

Coaches must go through the evaluation process for the context in which they are coaching.

December 20, 2016

Evaluation must include the entire evaluation process for the context in which the coach is being certified (including online multi-sport evaluations). This ensures the coach is able to demonstrate the required competencies for the context, and removes the need for the NSO or other partners to “judge” the relevance or rigor of the many different international programs that exist.

Coaches do not receive credit for “training” modules that they do not complete unless they are successful in applying for a NCCP context equivalency (see CCC NCCP equivalency policy under 3.6). All coaches will be able to achieve “certified” status upon a successful evaluation but this only applies in contexts where certified status is available to coaches. This respects and recognizes current coaching competence, which includes Canadian coaches with significant coaching experience or related background, and foreign coaches with approved training and certification.

4. COACH DEVELOPERS

Who coaches the coaches? NCCP Coach Developers do!

According to the International Council for Coaching Excellence (ICCE), Coach Developers “are not simply experienced coaches or transmitters of coaching knowledge – they are trained to develop, support, and challenge coaches to go on honing and improving their knowledge and skills in order to provide positive and effective sport experiences for all participants.” In short, Coach Developers need to be experts in learning, as well as experts in coaching.

NCCP Coach Developers include Learning Facilitators, Coach Evaluators, and Master Coach Developers.

The typical pathway for someone who wants to be a Coach Developer involves the following steps:



Training: Coach Developer candidates must complete rigorous training, and this training is now being made consistent across Canada. The following training is required by all Coach Developers:

- Core Training:** Provides Coach Developers with the skills to perform their role.
- Content-specific Training (sport or multi-sport):** This includes micro-facilitation and/or micro-evaluation which give Coach Developers an opportunity to practise delivery with their peers.
- Co-delivery:** This is a chance for the new Coach Developer to practise with real coaches alongside an experienced Coach Developer.

Once a Coach Developer has all of the above training pieces they are considered “TRAINED”.

Evaluation: Evaluation confirms that the Coach Developer is capable of certain abilities which are deemed important in the training of coaches.

Once a Coach Developer has been evaluated they are considered: “CERTIFIED”.

For more information please visit: <http://www.coach.ca/coach-developer-training-s16933>.

4.1 Identification and Selection of Coach Developers

There are two ways to become a Coach Developer candidate:

- Master Coach Developers (MCDs), Provincial/Territorial Sport Organizations (P/TSOs), and National Sport Organizations (NSOs) can identify Coach Developer candidates.
- Individuals can nominate themselves.

When establishing a pool of candidates, divisions should try to balance the regional training requirements for their division with the need to have appropriate representation of most regions in their division. Many candidates are coaches who are already involved in the NCCP or individuals with backgrounds in physical education, kinesiology, or similar areas of study. The competencies of the Coach Developers are clearly indicated in the Evaluation Tools.

Please ask interested candidates to complete the following application form and to forward it to the division's office. Division Coaching Coordinators should then forward applications with a recommendation to CCC's NCCP Committee. The Committee will review the application and determine whether or not the application will be accepted.

4.2 Learning Facilitator

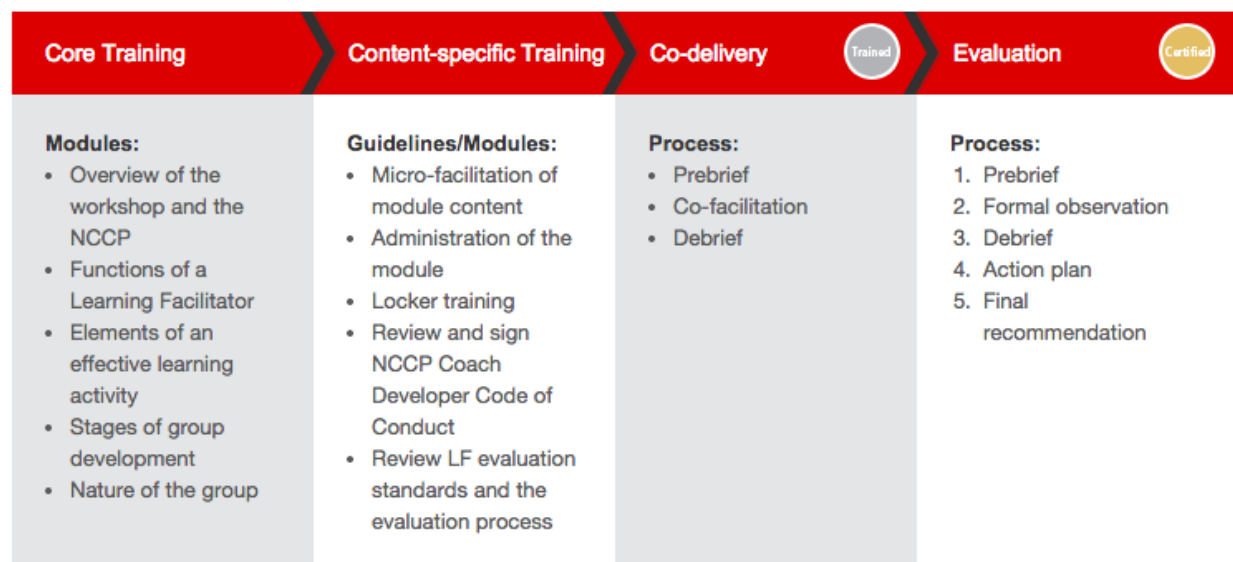
Every NCCP workshop is led by a trained Learning Facilitator (LF) who has undergone a standardized training process. LFs are crucial to the development of skilled, knowledgeable coaches who are then able to develop safer, happier athletes/participants.

The goal of an LF is to effectively facilitate sessions that result in the development of coaches who are able to demonstrate their abilities and meet the standards established for certification. An LF should have the appropriate knowledge, skills, and attitudes to facilitate workshops using the competency-based approach. In addition, they serve as contributing members of the community and ambassadors for the NCCP.

See annex B for complete Coach Developer Policy

4.2.1 How to Become a Learning Facilitator

All Learning Facilitators complete the following steps:



For more information please visit: <http://www.coach.ca/learning-facilitator-p156718>.

4.2.2 Selecting Learning Facilitators

The success of NCCP training rests to a large degree on the quality of the individuals selected as Learning Facilitators. LF selection criteria are customized to each NCCP context:

a) Community Coach (CC) Context

- Candidates must submit a CC Facilitator/Evaluator (LF/E) Application Form
- Applications must be approved first by the division and then by CCC before a candidate can attend a CC LF/E Training Workshop

i. Community Coaching (ICC and CC) Facilitator/Evaluator Standards

- ✓ Minimum requirement: NCCP Community Coaching (CC) certification; recommended standard: NCCP Level 2 certification or CCI-L2T certification
- ✓ Experience working with children up to and including the Learning to Train stage of athlete development (Track Attack)
- ✓ Race experience as a coach at a Regional Cup or Midget Championships level
- ✓ Passed the CC (Community Sport) online evaluation for MED; scored 90% or above
- ✓ Facilitation/teaching skills
- ✓ Has facilitated a minimum of two ICC Workshops before facilitating a CC workshop

b) Competition Coaching: Introduction (CCI-L2T) Context

- Candidates must submit a CCI-L2T Facilitator/Evaluator (LF/E) Application Form
- Applications must be approved first by the division and then by CCC before a candidate can attend a CCI-L2T LF/E Training Workshop

i. CCI-L2T (Dryland) Facilitator/Evaluator Standards

- ✓ Minimum requirement: NCCP CCI-L2T certification; recommended standard: NCCP Level 3 certification or CCI Advanced (T2T) "trained"
- ✓ Experience working with athletes up to and including the Training to Train stage of athlete development; a minimum of three years coaching athletes in the Learning to Train stage
- ✓ Race experience as an athlete or coach at the provincial/territorial cup level
- ✓ Facilitation/teaching skills
- ✓ Passed the CCI (Comp-Intro) online evaluation for MED; scored 90% or above
- ✓ Has facilitated a minimum of two CC Workshops

c) Competition Coaching: Introduction Advanced (CCI - T2T) Context

- Candidates will be recruited by CCC in consultation with their respective divisions
- Candidates must submit a CCI Advanced (T2T) Learning Facilitator Application Form and have it approved by CCC before they can attend a CCI Advanced (T2T) LF Training Workshop

i. CCI Advanced (T2T) Dryland Facilitator Standards

- ✓ Minimum requirement: NCCP CCI Advanced (T2T) certification; recommended standard: NCCP Level 3 certification or CCD (L2C) "trained"
- ✓ Experience working with athletes up to and including the Learning to Compete stage of athlete development; a minimum of five years coaching athletes in the Training to Train stage

December 20, 2016

- ✓ Race experience as an athlete or coach at the National Championship level
- ✓ Facilitation/teaching skills
- ✓ Passed the CCI (Comp-Intro) online evaluation for MED; scored 90% or above
- ✓ Has facilitated a minimum of two CCI-L2T (On-Snow) Workshops
- ✓ Has facilitated a minimum of two CCI Advanced (T2T) Dryland Workshops before facilitating a CCI-T2T on snow workshop

d) Competition Coaching: Development (CCI-L2C) Context

- Candidates will be recruited by CCC

i. CCD (L2C) Facilitator Standards

- ✓ NCCP level 3 certification or CCD certification
- ✓ Experience working with athletes up to and including the Training to Compete stage of athlete development; a minimum of five years coaching athletes in the Learning to Compete stage
- ✓ Race experience as an athlete or coach at the National Championship level
- ✓ Facilitation/teaching skills
- ✓ Passed the CCD (Comp-Dev.) online evaluation for MED; scored 90% or above
- ✓ Has facilitated a minimum of two CCI Advanced (On-Snow) Workshops

4.2.3 Core Training

Core Training for Learning Facilitators is a mandatory component of training for Learning Facilitators. It is recommended that Core Training is completed prior to coming to Content-specific Training.

Core Training can be accessed through the P/TCR in each province or territory.

4.2.4 Content-specific Training

Content-specific Training is a mandatory component of training for Learning Facilitators. Content-specific Training will include a micro-facilitation component of the content that will be delivered.

All Coach Developers must sign the *NCCP Coach Developer Code of Conduct* during Content-specific Training.

Content-specific Training will also include:

- Preparing for a Workshop
- Administration steps
- CCC Coaching Development Diagrams
- LF training steps and maintenance of certification
- Instructions for Facilitating the context specific Workshop

4.2.5 Co-delivery

All Learning Facilitators must co-facilitate a workshop with an experienced Coach Developer prior to facilitating a workshop on their own.

- Co-facilitation should ideally occur within 1 year of Content-specific Training.
- Co-facilitation is part of training and therefore the person being trained should normally not be paid.

- ❑ A Learning Facilitator candidate may be required to co-facilitate a workshop a number of times before facilitating a workshop on their own.

4.2.6 Evaluation

All Learning Facilitators must be evaluated to become certified Learning Facilitators.

- ❑ Learning Facilitators should ideally be evaluated within 1 year after being granted Trained status.
- ❑ Learning Facilitators will ideally be evaluated in person in most cases but may also be evaluated by *video submission if not possible in person*. Learning Facilitators will be evaluated against the CAC Learning Facilitator Outcomes, Criteria, and *Evidence using the standard LF evaluation tool*.
- ❑ *All Learning Facilitators must complete the Make Ethical Decisions online evaluation.*

4.2.7 Maintenance of Certification

All Learning Facilitators are required to attain 20 PD points over 5 years to maintain their certification. For more details see CCC's [maintenance of certification policy](#).

4.2.8 Appeals Process

A Coach Developer may appeal an unsuccessful evaluation. The procedure for appeals is:

1. The Coach Developer submits a formal written appeal to Cross Country Canada, c/o Coaching Development Coordinator (charris@cccski.com) and pays the appeal fee of \$25 payable to Cross Country Canada.
2. Documentation for the appeal must include the following:
 - a. Letter outlining the Coach Developer's rationale for the appeal.
 - b. The Coach Developer Portfolio with the Evaluator's marking template.
 - c. All documentation related to the debriefing procedure and action plan.
3. CCC's Director of Coaching and Athlete Development (DCAD) will review the appeal. If it appears to have merit in light of the documentation provided by the Coach Developer, the DCAD will work with CCC's Coaching Development Committee to assign three individuals to a review committee to review the appeal (Coaching Development Committee member, an accredited evaluator from another division, and a certified coach in the same context).
4. Upon completing a review of the documentation, the review committee will provide a report to the DCAD and their recommendation. The committee can overrule the decision of a Master Coach Developer, but must provide evidence why the decision was made.
 - a. If an appeal is unsuccessful the Coach Developer will need to reapply for evaluation with a different Master Coach Developer. The division or CCC must provide the coach with an alternative MCD.
 - b. If an appeal is successful, the Coach Developer will be granted with successful completion of the Coach Developer evaluation.
5. The Review Committee report should outline any factors in the Coach Developer certification process that can be improved, if applicable.

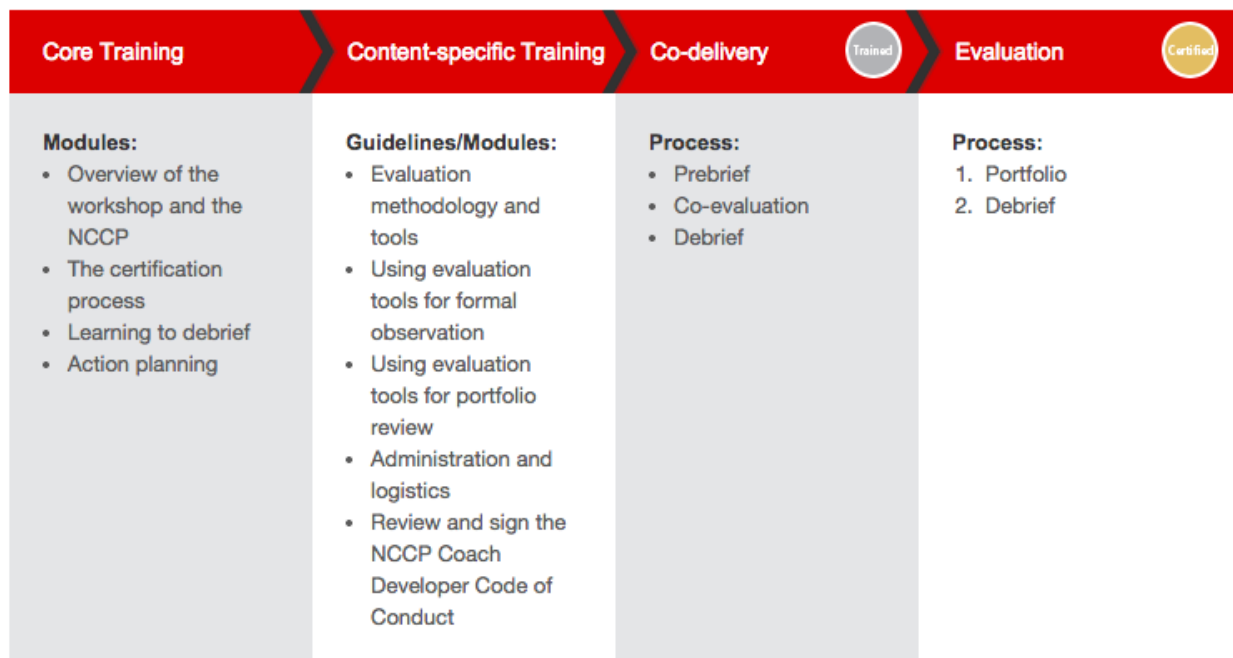
4.3 Coach Evaluator

A Coach Evaluator's role is to contribute to the development of coaches after they have acquired their NCCP training. This includes assessment, evaluation, debriefing, and follow-up with coaches trying to achieve Certified status. Coach Evaluators are experts in the observation process and have in-depth knowledge of the outcomes, criteria, and evidence that comprise the evaluation tools that establish NCCP standards for coaches of a particular sport context. Coach Evaluators act as ambassadors of the NCCP and as a resource to coaches seeking to augment and validate their coaching abilities.

See annex B for complete Coach Developer Policy

4.3.1 How to Become a Coach Evaluator

All Coach Evaluators complete the following steps:



For more information please visit: <http://www.coach.ca/coach-evaluator-p156721>.

4.3.2 Selecting Coach Evaluators

The success of any evaluation program rests to a large degree on the quality of the individuals selected as Coach Evaluators. Clearly, it is critical that quality control be exerted when appointing someone as a Coach Evaluator, as not everyone possesses the experience, skills, or attitudes to be effective in this position.

a) Common Coach Evaluator Characteristics

- Credibility with peers in the cross-country ski community.
- High ethical standards and leadership skills.
- Recognized technical and coaching expertise in cross-country skiing.
- Recognized coaching experience in cross-country skiing.
- A desire to see the NCCP coach certification as well as cross-country skiing grow.
- A commitment of time and energy to the evaluation process.
- Proven guiding and facilitation skills.

- ❑ The ability to be critically reflective and ask questions.
- ❑ The ability to listen actively to the candidate.

b) Common Coach Evaluator Accreditation

All Evaluators must successfully complete CCC Evaluator training. Training will ensure that evaluators:

- ❑ are thoroughly familiar with the specific CCC policies and procedures that are in place for coach certification and coach evaluation;
- ❑ are thoroughly familiar with the criteria, evidence, and standards required for a coach to successfully complete the evaluation in the outcomes that they will be accredited to evaluate,
- ❑ are efficient at using the tools and methods that enable the gathering of the evidence when evaluating a criterion;
- ❑ can provide a consistent judgment when asked to evaluate a variety of coaching situations that present similar characteristics;
- ❑ can render a judgment comparable to that of a group of other Evaluators when asked to evaluate a given coaching situation or product;
- ❑ can effectively implement and facilitate an on-site coach observation, including the debriefing phase that follows;
- ❑ are thoroughly familiar with the administrative procedures that are necessary to update coach evaluation records in the CAC database;
- ❑ are thoroughly familiar with the two LTAD stages that correspond to the NCCP context that they are evaluators for.

c) Coach Evaluator Qualifications

i. CCI-T2T Coach Evaluator Qualifications

- ✓ Minimum of CCD-L2C trained coaches status and CCI-T2T certified coaches
- ✓ Scored 90% or above in the NCCP Make Ethical Decisions online evaluation for the Comp-Intro. context.
- ✓ Evaluators that do “observation” evaluations are required to have a minimum of five years of coaching experience with T2T athletes
- ✓ Evaluators that do “portfolio” evaluations are required to be Learning Facilitators (LF) within the CCI- T2T context for cross-country skiing

ii. CCD-L2C Coach Evaluator Qualifications

- ✓ Minimum of CCD-L2C certified coach status or NCCP level 4 certified
- ✓ Scored 90% or above in the NCCP Make Ethical Decisions online evaluation of the Comp-Dev. context;
- ✓ Evaluators that do “observation” evaluations are required to have a minimum of five years of coaching experience with L2C athletes
- ✓ Evaluators that do “portfolio” evaluations are required to be Learning Facilitators (LF) within the CCD-L2C context for cross-country skiing

iii. CDAG-T2C Coach Evaluator and Mentor Qualifications

- Candidates will be recruited by CCC as need arises to fill the mentorship and evaluation requirements of the CDAG program. At the same time an application form and general

call for interest in becoming a CDAG mentor or evaluator will be posted on CCC's website to ensure all interested candidates are able to apply.

- ✓ Minimum of CCD-L2C certified coach status or NCCP level 4 certified
- ✓ Scored 90% or above in the NCCP Make Ethical Decisions online evaluation of the Comp-Dev. context;
- ✓ A minimum of five years experience coaching athletes at the Training to Compete stage
- ✓ Previous work mentoring developing coaches
- ✓ **Completion of the Coaching Association of Canada mentorship module**

4.3.3 Core Training

Core Training for Coach Evaluators is a mandatory component of training for Coach Evaluators. It is recommended that Core Training is completed prior to coming to Content-specific Training. Core Training can be accessed through the P/TCR in each province or territory.

4.3.4 Content-specific Training

Content-specific Training is a mandatory component of training for Coach Evaluators. Content-specific Training will include a micro-evaluation component, using sport-specific evaluation tools.

All Coach Developers must sign the *NCCP Coach Developer Code of Conduct* during Content-specific Training.

Content-specific Training will also include:

- Content-specific Training is typically a one day training to prepare Coach Evaluators for the tools they will use in evaluation. It is integrated to the LF training for the same context up to CCI-L2T. CCI-T2T CE training can be either delivered through a formal CE workshop or by mentoring (by a MCE). CCD-L2C and CDAG CE training is only delivered through mentoring by CCC staff.

4.3.5 Co-delivery

All Coach Evaluators must co-evaluate with an experienced Coach Developer prior to performing an evaluation on their own.

- Co-evaluation should ideally occur within 1 year of Content-specific Training.
- Co-evaluation is part of training and therefore the person being trained will usually not be paid.
- A Coach Evaluator candidate may be required to perform co-evaluation a number of times before performing an evaluation on their own.

4.3.6 Evaluation

All Coach Evaluators must be evaluated to become a certified Coach Evaluator.

- Coach Evaluators should ideally be evaluated within 1 year after being granted Trained status.
- Coach Evaluators will be evaluated by submitting a portfolio as per CAC standards.
- All Coach Evaluators must complete the Make Ethical Decisions online evaluation.

4.3.7 Maintenance of Certification

All Coach Evaluators are required to attain 20 PD points over 5 years to maintain their certification. For more details see CCC's [maintenance of certification policy](#).

4.3.8 Appeals Process

A Coach Developer may appeal an unsuccessful evaluation. The procedure for appeals is:

1. The Coach Developer submits a formal written appeal to Cross Country Canada, c/o Coaching Development Coordinator (charris@cccski.com) and pays the appeal fee of \$25 payable to Cross Country Canada.
2. Documentation for the appeal must include the following:
 - a. Letter outlining the Coach Developer's rationale for the appeal.
 - b. The Coach Developer Portfolio with the Evaluator's marking template.
 - c. All documentation related to the debriefing procedure and action plan.
3. CCC's Director of Coaching and Athlete Development (DCAD) will review the appeal. If it appears to have merit in light of the documentation provided by the Coach Developer, the DCAD will work with CCC's Coaching Development Committee to assign three individuals to a review committee to review the appeal (Coaching Development Committee member, an accredited evaluator from another division, and a certified Coach Developer in the same context).
4. Upon completing a review of the documentation, the review committee will provide a report to the DCAD and their recommendation. The committee can overrule the decision of a Master Coach Developer, but must provide evidence why the decision was made.
 - a. If an appeal is unsuccessful the Coach Developer will need to reapply for evaluation with a different Master Coach Developer. The division or CCC must provide the coach with an alternative MCD.
 - b. If an appeal is successful, the Coach Developer will be granted with successful completion of the Coach Developer evaluation.
5. The Review Committee report should outline any factors in the Coach Developer certification process that can be improved, if applicable.

4.4 Master Coach Developer

The role of the Master Coach Developer (MCD) is to train, to evaluate, to support, and to mentor Coach Developers, i.e. Learning Facilitators (LFs), Coach Evaluators (CEs), and other MCDs. In addition, MCDs play a key role in promoting the NCCP.

Master Coach Developers must possess adequate knowledge and expertise in facilitation to assist in training Coach Developers and to lead workshops and professional development experiences for Coach Developers.

It is expected that Master Coach Developers will have more responsibility in a supportive role with Coach Developers during workshops, evaluations, and in Coach Developer development. MCDs should be willing and able to lend support to Coach Developers, program administrators, and delivery host agencies.

See annex B for complete Coach Developer Policy

4.4.1 How to Become a Master Coach Developer

All Master Coach Developers complete the following steps:



For more information please visit: <http://www.coach.ca/master-coach-developer-p156720>.

4.4.2 Selecting Master Coach Developers

Each body responsible for the training and selection of its own Master Coach Developers. The criteria for the selection of MCDs vary from governing body to governing body. While the specifics may vary, MCDs usually:

- Have five years of experience as a Learning Facilitator and/or Coach Evaluator;
- Are Certified as a Learning Facilitator and/or Coach Evaluator;
- Have successfully completed the Make Ethical Decisions online evaluation;
- Are trained or educated in an area related to coaching or coach education;
- Have experience in coaching or a specific sport.

The duties of an MCD usually include:

- Helping with selection of the Learning Facilitators, Coach Evaluators, and other Master Coach Developers
- Training of the Learning Facilitators, Coach Evaluators, and other Master Coach Developers
- Evaluation of the Learning Facilitators, Coach Evaluators, and other Master Coach Developers
- Mentoring of the Learning Facilitators, Coach Evaluators, and other Master Coach Developers

4.4.3 Core Training

Core Training for Learning Facilitators, Core Training for Coach Evaluators, and Core Training for Master Coach Developers are mandatory components of training for Master Coach Developers. It is recommended that all Core Training is completed prior to coming to Content-specific Training.

Core Training can be accessed through the P/TCR in each province or territory.

4.4.4 Content-specific Training

Content-specific Training is a mandatory component of training for Master Coach Developers. Content-specific Training will include a micro-facilitation and/or a micro-evaluation component of the content that will be delivered. All Coach Developers must sign the *NCCP Coach Developer Code of Conduct* during Content-specific Training.

Content-specific Training will also include:

- Review of Coach Developer training, mentoring and evaluation processes, including LF and CE workshop agendas

4.4.5 Co-delivery

All Master Coach Developers must co-facilitate Learning Facilitator training and/or Coach Evaluator training with an experienced Coach Developer prior to facilitating training on their own.

- Co-facilitation should ideally occur within 1 year of Content-specific Training.
- Co-facilitation is part of training and therefore the person being trained will usually not be paid.
- A Master Coach Developer candidate may be required to co-facilitate training a number of times before facilitating training on their own.

4.4.6 Evaluation

All Master Coach Developers must be evaluated to become a certified Master Coach Developer.

- Master Coach Developers should ideally be evaluated within 1 year after being credited with MCD trained status.
- Master Coach Developers will be evaluated by formal observation and submitting a portfolio.

December 20, 2016

- ❑ All Master Coach Developers must complete the Make Ethical Decisions online evaluation.

4.4.7 Maintenance of Certification

All Master Coach Developers are required to attain 20 PD points over 5 years to maintain their certification. For more details see CCC's [maintenance of certification policy](#)

4.4.8 Appeals Process

A Master Coach Developer may appeal an unsuccessful evaluation. The procedure for appeals is:

1. The Master Coach Developer (MCD) submits a formal written appeal to Cross Country Canada, c/o Coaching Development Coordinator (charris@cccski.com) and pays the appeal fee of \$25 payable to Cross Country Canada.
2. Documentation for the appeal must include the following:
 - a. Letter outlining the MCD's rationale for the appeal.
 - b. The MCD Portfolio with the Evaluator's marking template.
 - c. All documentation related to the debriefing procedure and action plan.
3. CCC's Director of Coaching and Athlete Development (DCAD) will review the appeal. If it appears to have merit in light of the documentation provided by the MCD, the DCAD will work with CCC's Coaching Development Committee to assign three individuals to a review committee to review the appeal (Coaching Development Committee member, an accredited evaluator from another division, and a certified MCD in the same context).
4. Upon completing a review of the documentation, the review committee will provide a report to the DCAD and their recommendation. The committee can overrule the decision of a Master Coach Developer Evaluator, but must provide evidence why the decision was made.
 - a. If an appeal is unsuccessful the MCD will need to reapply for evaluation with a different MCD evaluator. The division or CCC must provide the coach with an alternative MCD evaluator.
 - b. If an appeal is successful, the MCD will be granted with successful completion of the MCD evaluation.
5. The Review Committee report should outline any factors in the MCD certification process that can be improved, if applicable.

5. BUSINESS MODEL

5.1 Communication

5.1.1 Inclusivity, Accessibility, and Official Languages

All components of the NCCP should be accessible to and inclusive of: any gender, visible minorities, the aboriginal community, and of persons with a disability. The language and content should be appropriate for the varied target groups. In addition, all materials for each context must be launched simultaneously in both official languages, following final approval.

5.1.2 Copyright

The CAC must hold co-copyright with the respective NSO on all materials produced by the NSO with CAC financial support. The principles of this agreement are as follows:

- The NSO must ensure to provide all copyright warnings for the user;
- The NSO must include and use the approved NCCP recognition guidelines. The CAC will provide the NSO with the materials in electronic format (or camera-ready artwork) in both official languages, for incorporation into NSO final materials;
- World co-copyright is held jointly by the respective NSO and the CAC with a corresponding credit line to the NSO;
- The NSO may distribute and sell non-integrated materials as it sees fit and will retain 100% of any income it receives from its own sale of materials. The sale of integrated materials will be governed by stipulations in the memorandum of agreement signed by the CAC and the NSO;
- The CAC may, at its discretion, use the materials in composite products related to coach education.

5.1.3 Identification and Credit

All NCCP materials produced require the following:

- Use of the coach.ca and NCCP logos on the title page or screen of all NCCP materials;
- Proper credit given to the Government of Canada;
- Clear acknowledgment of the NSO and CAC co-copyright for materials developed with CAC financial support, and sole NSO copyright for materials developed without CAC financial support;
- Use of the phrase "Printed in Canada" on all printed materials;
- Materials from other sources be properly credited;
- Version number and production date.

The following statement must appear in the credits:

"The National Coaching Certification Program is a collaborative program of the Government of Canada, the provincial/territorial governments, the national/provincial/territorial sport organizations, and the Coaching Association of Canada."

Please contact your Coaching Consultant to access a template that includes these statements.

The following statement must appear in the Coach Resources (workbooks):

The Collection, Use, and Disclosure of Personal Information

“The Coaching Association of Canada collects your NCCP qualifications and personal information and shares it with all NCCP partners according to the privacy policy detailed at www.coach.ca. By participating in the NCCP you are providing consent for your information to be gathered and shared as detailed in the privacy policy. If you have any questions or would like to abstain from participating in the NCCP please contact coach@coach.ca.”

CAC permissions must be obtained for re-printed materials including content, photos, and illustrations.

5.2 Responsibilities and Planning

5.2.1 National Sport Organization (NSO)

Cross Country Canada is responsible for:

- a) Designing and providing all NCCP materials for cross country skiing
- b) Organizing and delivering CCD-L2C workshops in collaboration with host divisions
- c) Planning of CCI-T2T workshops with divisions
- d) Training and certifying all MCD
- e) Coordinating CD training and evaluation with divisions
- f) Providing assistance with Locker training to Division Coaching Coordinators (DCCs)
- g) Assisting division coaching coordinators with Locker entries
- h) Approving NCCP and PD events in the Locker
- i) Answer enquiries from DCCs,

5.2.2 Provincial/Territorial Sport Organizations (P/TSOs)

Divisions are responsible for:

- a) Planning and scheduling of NCCP workshops to meet coach training needs in their divisions
- b) Organizing coaches and CD evaluations
- c) Coordinating CD training and evaluation with CCC based on division's needs
- d) Planning and recording of events in the Locker, including crediting coaches for training and evaluation activities
- e) Answer enquiries from coaches or club officials, or redirect them to CCC Coaching Coordinator (charris@ccski.com)
- f) Planning and recording PD events in the Locker

5.2.3 Local Club

The **Club Coaching Coordinator** is responsible for making local arrangements for hosting a NCCP Workshop. Prior to the workshop, either the Learning Facilitator or the Division Office should provide the Club Coaching Coordinator with an information sheet outlining his/her responsibilities.

Sample Information Sheet:

1. The first step in coordinating a workshop is to contact your **Division Office** at: ph: (XXX) XXX-XXXX or email XXXXXX. Arrange a date for your workshop. Your Division will then

appoint the Learning Facilitator (LF) and notify you of his/her name, email address and telephone number.

(incomplete information to be filled in by the Division)

- A minimum of X participants is required for a NCCP Workshop. The workshop registration fee is \$XX.00 per person. The club must therefore guarantee a minimum payment of \$XXX.00 for the workshop. If less than X participants show up, the cost of holding the course is still \$XXX.00.
(incomplete information to be filled in by the Division)
- Ideally, for a good learning situation, the class size should be 8 to 10. The **maximum** number of participants for a Workshop is 14.
- Your Division will cover the expenses of the LF (honorarium, meals, travel, and accommodations) and the workshop materials. The host club is responsible for the cost of the meeting room, equipment rental (digital projector, screen, flip chart, etc.), payment for the workshop and the provision of refreshments, unless agreed otherwise.
- Your club may be asked to arrange a billet for the LF in order to keep the workshop costs down.
- Note that the length of the workshop is XX hours.
- Possible ways to recruit participants to your workshop include: promote it in your club newsletter or on your club web site; create computer-generated posters and post them in a local mall, club day lodge, sporting goods store, recreation centre, or school; promote it in your community newspaper, radio etc.
- In advance of the workshop notify all participants which day they may require ski striding, ski walking and roller ski equipment. There are a number of reasons for doing this ahead of time. One reason is that some of the participants may not own equipment and this will give them time to borrow/rent what they need. Don't forget to confirm which equipment will be used on which day with the LF prior to doing this.
- Answer enquiries and take registrations (and possibly registration fees depending on the situation) in advance of the workshop.
- Arrange for appropriate locations for the roller ski, ski walking and ski striding sessions. Find out from the LF what is needed in order to create the conditions for the best possible workshop. Don't take short cuts with this aspect of the course arrangements. The more carefully you prepare, the more the participants will benefit.
- Arrange for a suitable classroom. The location must meet proper classroom standards (i.e. sufficient room for the size of the group, good lighting), plus have space for breakout group sessions, strength training exercises, etc. The sessions must be free from outside interference.
- Arrange for the use of audio visual equipment: a digital projector, screen, flip chart, etc. Your LF may bring some of this equipment, so the first step is to consult with him/her to see what is needed from you and what the LF plans to bring.
- Contact the LF ahead of time and assist him/her with accommodations or billet arrangements, and provide local directions.

- Arrange for the audio visual equipment (digital projector, flip chart, etc.) requested by the LF.
- Assist the LF to get set up and started on the day of the workshop.
- Arrange for refreshments for coffee breaks.

5.2.4 Succession Planning of Coach Developers

CCC will assess needs for all CD roles towards divisions on a regular basis to plan for ongoing training and updating of CDs.

5.2.5 Recruitment, Retention, and Recognition of Coach Developers

Coach Developers are trained to develop, support, and challenge coaches to go on honing and improving their knowledge and skills in order to provide positive and effective sport experiences for all participants. They are experts in learning, as well as experts in coaching and as such are vital components of a striving sport system.

Given the critical role that CD play, their recruitment, retention and recognition should not be taken for granted. CCC encourages divisions to constantly assess current and future CD needs in their division in order to adopt adequate CD recruitment and retention strategies. In that regard, recognition of your CDs can be a determining factor in being successful in your recruitment and retention of CDs. Different strategies can be effective for recognition such as yearly awards, “CD of the month” recognition in newsletters, website, etc.

As well, you will have better chances of recruiting and retaining CDs if you treat them well. This goes from offering reasonable and competitive remuneration and expense reimbursement policies to involving them in the decision processes affecting the delivery of the NCCP by asking and listening to their feedback.

5.3 Fee Structure, Payment, and Honorarium

5.3.1 CCC recommended Workshop Registration Fees

ICC Workshop fee	\$75
CC Workshop fee	\$100
CCI L2T Dryland workshop fee	\$150
CCI L2T On snow workshop fee	\$150
CCI T2T Dryland workshop fee	\$175
CCI T2T On snow workshop fee	\$175
CCD L2C dryland workshop fee	\$400
CCD L2C on snow workshop fee	\$400

5.3.2 CCC recommended Coach Developer Honorarium

ICC LF fee	\$250
CC LF fee	\$500
CCI L2T Dryland LF fee	\$600
CCI L2T On snow LF fee	\$600

CCI T2T Dryland LF fee	\$600
CCI T2T On snow LF fee	\$600
CCD L2C Dryland LF fee	\$1,200
CCD L2C On snow LF fee	\$1,200

5.3.3 Reimbursement of travel and other expenses incurred by Coach Developers

Cross Country Canada encourages divisions and clubs to follow CCC’s guidelines for the reimbursement of travel and other expenses incurred by Coach Developers as outlined in CCC’s Travel and Expense Policy (<http://www.cccski.com/getmedia/a4c34d2b-6d99-48e0-a6f8-ded108b3d937/272TravelandExpensesPolicy.pdf.aspx>). Reimbursement of expenses shall be in addition to payment of honorarium as suggested under 5.3.2.

5.4 Maintenance of Certification and Professional Development

The Coaching Association of Canada and its partners recognize the value of having certified NCCP coaches that are engaged in Professional Development programs which reinforce the values of lifelong learning and sharing amongst the coaching community.

In order for NCCP coaches to maintain their certified status, they will be required to obtain Professional Development (PD) points. PD points can be earned through a multitude of activities that coaches already participate in, including: national and provincial sport organization conferences and workshops, eLearning modules, NCCP workshops, coach mentorship programs, and active coaching. In most cases coaches are already earning their required PD points – Maintenance of Certification Status is simply the introduction of tracking these points and recognizing coaches for their efforts.

Maintenance of certification is essential to:

- Ensuring coaches stay current with new coaching practices and knowledge;
- Maintaining the integrity of the NCCP;
- Maintaining consistency with the standards of other professions;
- Reinforcing the values of lifelong learning and continuous improvement.

Certification within the NCCP shall be valid for a maximum period. The concept of “life-span of NCCP certification” shall apply to coaches who:

- Are already certified according to the standards of the Levels-NCCP.
- Are certified according to the standards of the Levels-NCCP while it is still in effect.
- Are certified according to the standards of an NCCP context’s core certification and gradations.

Maintenance of certification must be based on active coaching and professional development.

Minimum Professional Development credits required at the end of the five (5) year period for renewal of certification:	
Context (includes any gradation)	Total points required
Community Coaching	10 points

Competition – Introduction (including Comp.-Intro. Advanced)	20 points
Competition – Development	30 points

Example: If a coach gets certified in the Competition-Introduction context in April 2014, the period for renewal of certification in that context will start on January 1st 2015. The coach will therefore need to earn 20 points by January 1st 2020 to renew his or her Competition-Introduction certification status for another five years.

- 1.1.1. PD points earned by coaches will be credited to each of the contexts in which coaches are certified
- 1.1.2. PD credit is available in all of the following activity categories, within the limits described:

	Activity Category	Points	Limitations
Sport-specific	Active coaching	1 point/year for every season coached (self-reported by coaches)	To a maximum of 5 points for the certification renewal period
	NCCP coach training workshops	5 points/NCCP outcome trained during the workshop (see list of outcomes per workshop below)	No maximum or minimum
	NCCP LF or evaluator training workshop	5 points/training module	No maximum or minimum
	NCCP evaluation	5 points/outcome evaluated	No maximum or minimum
	Non-NCCP activity delivered by a NCCP partner (NSO, PSO, NCI) and approved by CCC	1 point/hour of activity up to 3 points maximum (NB: includes participation in CCC operational committees)	No maximum or minimum
	Re-evaluation in context	100% of the points required for PD credit in the context	No other PD is required if coach chooses re-evaluation
Multi-sport	NCCP activity	5 points/training module or evaluation event	No maximum or minimum
	Non-NCCP activity delivered by a NCCP partner (NSO, PSO, NCI) and approved by CCC	1 point/hour of activity up to 3 points maximum	To a maximum of 50% of required PD credit for the context in the certification renewal period

For more information please see CCC's [Maintenance of Certification Policy](#)

5.5 Quality Control

5.5.1 Facilitation and Coach Evaluation Feedback

It is important to collect feedback from participants after each Coach Evaluation activity or NCCP workshops for quality control purposes. Specific feedback forms can be found at the end of Coach Workbooks and Evaluator Guides and are designed to collect feedback on both the performance of the LF or CE (Coach Evaluator) and the process as a whole.

5.5.2 Program Monitoring, Evaluation, Revision and Update Cycle

CCC's Coaching Development Committee assists CCC's Coaching and Athlete Development Director in monitoring and evaluating programs on an ongoing basis dependant on feedback from participants, changes in policies or athlete development programs and the advent of new findings in the athlete and coach development world.

Revisions will be planned and executed accordingly without a fixed cycle.

5.6 Minimum Age Restrictions

- Coaches must be a minimum of 14 years of age on the first day of an ICC Workshop in order to participate in that course. Although it is not a requirement, CCC strongly suggests, when possible, that coaches that are 14 or 15 years of age (U16) participate in workshops specifically targeting this age group in order to allow the learning facilitator to adapt his/her facilitation to the learning profile that characterizes U16 coaches. These coaches' learning experience will be enhanced by an adapted facilitation style as opposed to trying to adapt to a class made up of more mature adults with a very different background;
- Coaches must be a minimum of 16 years of age on the first day of a CCI - L2T (Dryland) Workshop to participate in that course;
- The minimum age for designating a coach as NCCP "in training", "trained", and "certified" is 16 years of age. Therefore U16 coaches that have completed ICC and CC Workshops will be recognized on the CAC Database with the status indicator "Under 16". Roll-over to the appropriate post-16 status indicator will happen automatically upon their 16th birthday.

5.7 Minimum Mandatory Coaching Qualifications

Please note that there are liability insurance implications associated with policies that establish standards of practice.

A principle of athlete development is that "every athlete is entitled to competent coaching". To improve the minimum standard of coaching throughout our athlete development system, CCC has in place established standards for coaching qualifications. **These standards are also needed to prepare our sport system to meet the minimum coaching qualifications required for Canada Winter Games and other events such as Provincial Winter Games.**

- Coaches must be active NCCP Community Coaches "in training" in order to supervise, instruct or coach ski activities for children six years of age and younger, or assist with the supervising, instructing or coaching of ski activities for children six to nine years of age; and

December 20, 2016

- Coaches must be active, "trained" NCCP Community Coaches in order to supervise, instruct or coach ski activities for children six to nine years of age, or assist with the supervising, instructing or coaching of ski activities for children nine to sixteen years of age; and
- Coaches must be active NCCP CCI coaches "in training"* in order to supervise, instruct or coach ski activities for children nine to sixteen years of age; and
- Coaches under sixteen years of age (U16) that have completed the ICC Workshop can only assist with ski activities for children six years of age and younger, under the supervision of a qualified coach 16 years of age or older; and
- Coaches under sixteen year of age (U16) that have completed the CC Workshop can only assist with ski activities for children nine years of age and younger, under the supervision of a qualified coach 16 or older.

NB: *In this policy the concept of "assisting" applies only to coaching related activities and means that any person qualified to assist in coaching related activities must be subject to meaningful and vigilant supervision of a coach that is qualified in accordance with this policy. Parents, chaperones and other individuals who are present to ensure the safety and comfort of participants or to provide other services are deemed not to be "assisting" for the purposes of this policy, so long as their primary purpose for attendance is not providing coaching or instruction with respect to ski related activities.*

6. TOOLS

6.1 NCCP Code of Ethics



NCCP Code of Ethics



What is a Code of Ethics?

A code of ethics defines what is considered good and right behaviour. It reflects the values held by a group. These values are usually organized into a series of core principles that contain standards of behaviour expected of members while they perform their duties. It can also be used as a benchmark to assess whether certain behaviours are acceptable.

Why a Code of Ethics in Coaching?

Core coaching values have been formalized and expressed as a series of principles in the *NCCP Code of Ethics*. These principles can be thought of as a set of behavioural expectations regarding participation in sport, coaching athletes or teams, and administering sports.

The *NCCP Code of Ethics* can help coaches to evaluate issues arising within sport because it represents a reference for what constitutes both "the good and right thing to do". For example, the code of ethics helps coaches make balanced decisions about achieving personal or team goals and the means by which these goals are attained.

Values Underpinning the *NCCP Code of Ethics*

The *NCCP Code of Ethics* deals with the fundamental values of safety, responsible coaching, engaging in relations with integrity, respecting athletes, and honouring sport. These values are expressed as 5 core ethical principles.

1. Physical safety and health of athletes
2. Coaching responsibly
3. Integrity in relations with others
4. Respect of athletes
5. Honouring sport

The following chart provides a description of each principle and outlines some implications for coaches.



NCCP Code of Ethics



Ethical Principles and Their Corresponding Behaviours/Expectations

Principle	Standards of Behaviour Expected of Coaches
Physical safety and health of athletes	Ensure that training or competition site is safe at all times
	Be prepared to act quickly and appropriately in case of emergency
	Avoid placing athletes in situations presenting unnecessary risk or that are beyond their level
	Strive to preserve the present and future health and well-being of athletes
Coaching responsibly	Make wise use of the authority of the position and make decisions in the interest of athletes
	Foster self-esteem among athletes
	Avoid deriving personal advantage for a situation or decision
	Know one's limitations in terms of knowledge and skills when making decisions, giving instructions or taking action
	Honour commitments, word given, and agreed objectives
Integrity in relations with others	Maintain confidentiality and privacy of personal information and use it appropriately
	Avoid situations that may affect objectivity or impartiality of coaching duties
	Abstain from all behaviours considered to be harassment or inappropriate relations with an athlete
Respect	Always ensure decisions are taken equitably
	Ensure that everyone is treated equally, regardless of age, ancestry, colour, race, citizenship, ethnic origin, place of origin, language, creed, religion, athletic potential, disability, family status, marital status, gender identity, gender expression, sex, and sexual orientation
	Preserve the dignity of each person in interacting with others
Honouring sport	Respect the principles, rules, and policies in force
	Strictly observe and ensure observance of all regulations
	Aim to compete fairly
	Maintain dignity in all circumstances and exercise self-control
	Respect officials and accept their decisions without questioning their integrity



6.2 CCC COACHES CODE OF CONDUCT

Preamble

The athlete/coach relationship is a privileged one. Coaches play a critical role in the personal as well as athletic development of their athletes. They must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. Coaches must also recognize that they are conduits through which the values and goals of a sport organization are channelled. Thus, how athletes regard their sport is often dependent on the behaviour of the coach. The following Code of Conduct has been developed to aid coaches in achieving a level of behaviour that will allow them to assist their athletes in becoming well-rounded, self-confident and productive human beings.

Coaches' Responsibilities

1. Coaches have a responsibility to:
 - a. treat everyone fairly within the context of their activity, regardless of gender, place of origin, colour, sexual orientation, religion, political belief or economic status;
 - b. direct comments or criticism at the performance rather than the athlete;
 - c. consistently display high personal standards and project a favourable image of their sport and of coaching. For example, coaches should:
 - i. refrain from public criticism of fellow coaches, especially when speaking to the media or recruiting athletes;
 - ii. abstain from the use of tobacco products while in the presence of their athletes and discourage their use by athletes;
 - iii. abstain from drinking alcoholic beverages when working with athletes;
 - iv. refrain from encouraging the use of alcohol in conjunction with athletic events or victory celebrations at the playing site, and
 - v. refrain from the use of profane, insulting, harassing or otherwise offensive language in the conduct of their duties;
 - d. ensure that the activity being undertaken is suitable for the age, experience, ability and fitness level of the athletes and educate athletes as to their responsibilities in contributing to a safe environment;
 - e. communicate and cooperate with registered medical practitioners in the diagnosis, treatment and management of their athletes' medical and psychological problems. Consider the athletes' future health and well being as foremost when making decisions regarding an injured athlete's ability to continue playing or training;
 - f. recognize and accept when to refer athletes to other coaches or sport specialists. Allow athletes' goals to take precedence over their own;
 - g. regularly seek ways of increasing professional development and self-awareness;
 - h. treat opponents and officials with due respect, both in victory and defeat and encourage athletes to act accordingly. Actively encourage athletes to uphold the rules of their sport and the spirit of such rules;

- i. in the case of minors, communicate and cooperate with the athletes' parents or legal guardians, involving them in management decisions pertaining to their children's development; and
- j. in an educational institution, be aware of the academic pressures placed on student-athletes and conduct practices and games in a manner so as to allow academic success.

Coaching Imperatives

2. Coaches must:

- a. ensure the safety of the athletes with whom they work;
- b. at no time become intimately and/or sexually involved with their athletes. This includes requests for sexual favours or threat of reprisal for the rejection of such requests;
- c. respect their athletes' dignity. Verbal or physical behaviours that constitute harassment or abuse are unacceptable (the CCC definition of harassment, and the associated policy for harassment prevention and for investigation of alleged incidents can be found at <http://www.cccski.com/getmedia/4e17fda9-aaf2-4010-9de4-2255e9987c82/18HarassmentPolicy.pdf.aspx>);
- d. never advocate or condone the use of drugs or other banned performance enhancing substances; and
- e. never provide under-age athletes with alcohol.

Coaches' Attestation

- 3. This CCC Coaches Code of Conduct has been developed to be consistent with the Coaches Code of Ethics (Principles and Ethical Standards) promulgated by the Coaching Association of Canada. Divisions and Clubs of CCC are encouraged to require their coaches and ski leaders to sign the attestation below, as confirmation that they understand and will comply with the undertakings herein:

I have read and understand the above statements and agree to conduct myself in a manner that demonstrates the standards established in this CCC Coaches Code of Conduct and the Coaching Code of Ethics (Principles and Ethical Standards) available from the Coaching Association of Canada.

Coach name: _____ Signature: _____

Witness name: _____ Signature: _____

Date: _____



6.3 CCC COACH DEVELOPER CODE OF CONDUCT

It is expected that every LF will read, understand, and sign the following Code of Conduct:

PREAMBLE

In my role as an LF/Evaluator or both in workshops or evaluation events of the National Coaching Certification Program (NCCP) for Cross Country Canada (CCC) I, _____ expressly agree to conduct myself in a manner consistent with this Code of Conduct. My failure to abide by this Code of Conduct can result in sanctions being imposed, including the revocation of my LF/Evaluator Certification Status.

CODE OF CONDUCT

I shall:

Training

1. Successfully participate in all LF and/or Evaluator training and evaluation components and be granted a LF/ Evaluator certification. (i.e. LF Pathway).

Goals and Key Personnel Support

2. Align with the common objectives, goals and directives of Cross Country Canada as they service the membership at large.
3. Adhere to the prescribed curriculum and prescribed method of delivery of CCC NCCP workshops, professional development modules and evaluations.
3. Avoid discrediting specific sponsors, suppliers, employers, and/or other partners.
4. Support key personnel and systems of the NCCP and partner organizations (Coaching Association of Canada, Sport Canada, Provincial/Territorial Governments, National Sport Organizations, Provincial Sport Organizations).

NCCP Code of Ethics

5. Demonstrate ethical behaviour at all times and commit to the NCCP Code of Ethics (attached).

Professional Development

6. Attend required professional development and continuously seek to improve personal abilities and performance on a regular basis.

Workshop Behaviour

7. Exhibit exemplary professional behaviour at workshops and/or evaluation sites.
8. Approach problems and issues (technical and non-technical) in a professional and respectful manner seeking solutions that support due process.
9. Place the best interest of the coaches taking part in the workshops/evaluation events ahead of my personal interests.

Harassment

10. Refrain from all forms of harassment: physical, emotional, mental, or sexual.

For the purposes of this Code of Conduct, sexual harassment includes either or both of the following:

- The use of power or authority in an attempt to coerce another person to engage in or tolerate sexual activity. Such uses of power include explicit or implicit threats of reprisals for non-compliance or promises of reward for compliance;
- Engaging in deliberate or repeated unsolicited sexually oriented comments, anecdotes, gestures, or touching, that:
 - Are offensive and unwelcome,
 - Create an offensive, hostile, or intimidating environment and can be reasonably expected to be harmful to the recipient or teammates.

RESPONSIBILITY

If there is disagreement or misalignment on issues, it is the responsibility of the LF/Evaluator to seek alignment with the objectives, goals and directives of Cross Country Canada.

Please be advised that Cross Country Canada's Board of Directors will take the necessary disciplinary action should any material breach of the Code of Conduct occur.

I hereby declare having read the above and understand and accept the terms and conditions outlined.

Name (Please print)

Signature

Date



er 20, 2016



6.4 Coach Developer Application Form

NB: please review LF selection criteria prior to completing an application

Candidate's Name: _____

Address: _____

Telephone # _____ Email: _____

NCCP #: _____ Club Name: _____

Please be advised of my interest in becoming a Coach Developer, in the following role

- Learning Facilitator
- Coach Evaluator
- Master Coach Developer

for the following contexts and/or workshops: _____

1. NCCP Training (provide details):
2. Other related teaching experience/training (education degree etc.):
3. Coaching experience working with athletes (specify stage of development). Please explain briefly and provide details as to club/location.
4. Experience with competitive cross-country skiing: (athlete, coach, race organizer). Please explain briefly and provide details as to club/location.
5. Experience facilitating NCCP Workshops. Please provide the location and dates
6. Describe what you perceive to be the role of a Coach Developer.
7. Describe the skills, abilities, and characteristics of an effective Coach Developer.

December 20, 2016

8. What strengths do you bring to the position of Coach Developer?

9. What skills and abilities do you think you need to develop to become an effective Coach Developer?

10. In your own words, describe the structure of the NCCP.

11. What are the five core competencies outlined in the NCCP?

12. In your own words, what is the role of the Coach Developer in developing these competencies?

13. Define:
 - Outcome:
 - Criteria:
 - Evidence:

(Division Recommendation):

With this letter, I have enclosed an application form that demonstrates my experience in and commitments to sport and particularly to cross country skiing.

I am ready to begin or continue my Coach Developer training and evaluation process in the hope of receiving my Coach Developer certification.

I would be pleased if you would forward my name as a Coach Developer candidate. Please contact me if you require further information or have any questions about my application.

Signed

Dated

Please forward this form to your Division office.

Annex A: Coach Developer Policy

1. Principles

- 1.1 In the competency-based National Coaching Certification Program (NCCP), facilitating, training, teaching, assessing, mentoring, and evaluating require different skills and competencies than delivering content.
- 1.2 Competency-based education is as applicable to the development of Coach Developers as it is to the development of coaches.
- 1.3 The development of Coach Developers must reflect the NCCP's competency-based approach to coach education and training. This approach begins by identifying the needs of learners and then determining what Coach Developers must be able to do to meet these needs.
- 1.4 Coach Developers in all sports and in all provinces/territories must have comparable minimum competence once certified.
- 1.5 Certified Coach Developers must maintain currency and participate in professional development.
- 1.6 Coach Developers must behave in a manner consistent with the *NCCP Coach Developer Code of Conduct* and demonstrate professionalism as a coach educator.

2. Policy Statement

- 2.1 The identification and selection of Coach Developers is based on a standardized process that the governing organization defines and communicates.
 - a) The governing organization is the NSO for sport-specific Coach Developers and the Provincial/Territorial Delivery Agency for multi-sport Coach Developers.
- 2.2 To qualify for selection as a Coach Developer, an individual must have successfully completed the online evaluation of Make Ethical Decisions AND successfully demonstrated his or her competency by completing the relevant role-specific pathway. The Coach Developer roles and their pathways are as follows:
 - a) Learning Facilitators (LFs):
 - i. Complete the NCCP Core Training for Learning Facilitators
 - ii. Complete all required content-specific Training for Learning Facilitators
 - iii. Complete a co-delivery with another Learning Facilitator or a Master Coach Developer and be assessed on that co-delivery
 - iv. Undergo an evaluation of their LF competencies
 - b) Coach Evaluators (CEs):
 - i. Complete the NCCP Core Training for Coach Evaluators
 - ii. Complete all required content-specific Training for Coach Evaluators
 - iii. Complete a co-delivery with another Coach Evaluator or a Master Coach Developer and be assessed on that co-delivery
 - iv. Undergo an evaluation of their Coach Evaluator competencies
 - c) Master Coach Developers (MCDs):

December 20, 2016

- i. Complete the NCCP Core Training for Learning Facilitators, Core Training for Coach Evaluators, and Core Training for Master Coach Developers
 - ii. Complete all required content-specific Training for Master Coach Developers
 - iii. Complete a co-delivery with another Master Coach Developer and be assessed on that co-delivery
 - iv. Undergo an evaluation of their Master Coach Developer competencies
- 2.3 The governing organization may set prerequisites for the selection of Coach Developers that are additional to the minimum training and evaluation requirements identified in 2.2.
- 2.4 NCCP Core Training for Coach Developers is required once per role.
- 2.5 NCCP Evaluation for Coach Developers is required once per role.
- 2.6 Once a Coach Developer has completed the pathway, they are required to complete the relevant content-specific training and co-delivery to have new modules or contexts added to their “Qualified to Deliver” in the Locker.
- 2.7 Coach Developers must have achieved a minimum of Trained status to deliver any NCCP material alone.
- 2.8 Coach Developers are required to complete professional development to maintain their Certified status. Refer to *Policy on renewal of Certification and Professional Development*.

3. Glossary

- 3.1 **Coach Developer (CD):** The umbrella term for the roles in the NCCP that are directly responsible for the in-person development of coaches.
- 3.2 **Coach Evaluator (CE):** One of the roles directly responsible for the development of coaches in the NCCP. Coach Evaluators use NCCP approved tools to evaluate coaches for certification.
- 3.3 **Learning Facilitator (LF):** One of the roles directly responsible for the development of coaches in the NCCP. Learning Facilitators facilitate coach-education workshops and other learning opportunities in the NCCP.
- 3.4 **Master Coach Developer (MCD):** One of the roles directly responsible for the development of coaches in the NCCP. Master Coach Developers provide leadership and quality assurance of NCCP workshops; design and deliver coach-education workshops and evaluations. They support, train, and evaluate Learning Facilitators and Coach Evaluators.
- 3.5 **Qualified to Deliver:** This is the list of modules that a Coach Developer has completed the required training process for and is able to deliver. The governing organization has the responsibility to select Coach Developers who are qualified to deliver NCCP content.

4. Implementation Standards

4.1 AUTHORITY

CAC is responsible for:

- a) Developing and documenting outcomes, criteria, and evidence for Coach Developers.
- b) Providing recommendations for identifying and selecting Coach Developers in each role.
- c) Developing NCCP Core Training for all Coach Developer roles.
- d) Developing templates for the training materials for all Coach Developer roles, as well as recommended supporting material.
- e) Developing guidelines for the co-facilitation and co-evaluation required for each Coach Developer role.
- f) Developing the evaluation guides and recommended supporting materials for Coach Developers in each role.
- g) Ensuring that all training and evaluation requirements for each Coach Developer role, as well as templates and recommended supporting materials, are available in both official languages.
- h) Providing the ability to track completion of training, co-delivery, evaluation, status, and qualified to deliver tracking of Coach Developers in the Locker.

CCC is responsible for:

- a) Ensuring that all sport-specific Coach Developers are trained and evaluated to meet the outcomes, criteria, and evidence required for each Coach Developer role.
- b) Determining additional sport-specific prerequisites and procedures for identifying and selecting Coach Developers in each role.
- c) Ensuring that all training and evaluation requirements for each Coach Developer role are available in both official languages.
- d) Ensuring that an appeals process is available to any Coach Developer who participates in the evaluation process.
- e) Ensuring that all Coach Developers agree in writing to behave in a manner consistent with the *NCCP Coach Developer Code of Conduct*.
- f) Covering the travel costs, honoraria, and expenses of multi-sport Master Coach Developers who train sport-specific Learning Facilitators.
- g) Entering and maintaining accurate data tracking in the Locker for all sport-specific events, including completion of training, co-delivery, and evaluation.
- h) Updating and supporting Coach Developers on an ongoing basis. This may include but is not limited to professional development opportunities, audits, or additional evaluations.

Divisions are responsible for:

- a) Ensuring that all multi-sport Coach Developers are trained and evaluated to meet the outcomes, criteria, and evidence required for each Coach Developer role.
- b) Determining additional multi-sport prerequisites and procedures for identifying and selecting Coach Developers in each role.
- c) Ensuring that all training and evaluation requirements for Coach Developer role are available in both official languages.
- d) Ensuring that an appeals process is available to any Coach Developer who participates in the evaluation process.
- e) Ensuring that all Coach Developers agree in writing to behave in a manner consistent with the *NCCP Coach Developer Code of Conduct*.
- f) Providing, as needed, multi-sport Master Coach Developers for the training or evaluation of sport-specific Coach Developers.
- g) Delivering NCCP Core Training for Coach Developers as needed.
- h) Entering and maintaining accurate data tracking in the Locker for all Core Training events.
- i) Entering and maintaining accurate data tracking in the Locker for all multi-sport events including completion of training, co-delivery, and evaluation.
- j) Updating and supporting Coach Developers on an ongoing basis. This may include but is not limited to professional development opportunities, audits, or additional evaluations.



1. Overview

To acquire NCCP trained and certified statuses, coaches are normally expected to progress through the complete coach development pathway for cross-country skiing, including multi-sport and sport specific training opportunities and evaluations (see <http://www.cccski.com/Programs/Coaching-Development/National-Coaching-Certification-Program.aspx> for details).

In rare cases, CCC's Coaching Development Committee may consider granting a coach candidate "trained" and/or "certification" NCCP statuses or credit them with specific coach training modules in recognition of a coach's alternative (non-NCCP) development pathway to date.

All coaches benefiting from a NCCP equivalency for cross-country skiing will be provided with all Reference Materials for all NCCP contexts or modules for which an equivalency is granted.

Coach candidates that may apply for a NCCP equivalency in cross-country skiing are:

- 4) **Foreign (non-Canadian) coaches** that have an official coaching status awarded by the national coaching certification body of their country of origin;
- 5) **High Performance Athletes** that have been full time members of a Canadian National Development Centre OR the equivalent in another country OR a National Ski Team in the 5 years or less preceding their NCCP equivalency application and for at least 2 years.
- 6) **Coaches with NCCP certified statuses** in sports other than cross-country skiing **OR with university degrees in physical education** or similar programs

2. Equivalency criteria and requirements

a. Foreign Coaches

Foreign (non-Canadian) coaches that have an official coaching status awarded by the national coaching certification body of their country of origin may apply for NCCP equivalency.

The equivalency may be granted based on an assessment of the individual's training and experience as compared to NCCP training/certification standards.

To apply, foreign coaches are required to provide the following items:

- ✓ Equivalency Application Form (see Appendix A)
- ✓ A cover letter indicating the candidate's short and long term goals and a summary of coaching background and experience
- ✓ A Curriculum Vitae including a detailed transcript of training and certification credits awarded by the national coaching certification body of their country of origin
- ✓ Signed CCC coaches' code of conduct (see Appendix B)
- ✓ \$50.00 Equivalency application fee

December 20, 2016

b. High Performance athletes

High Performance Athletes that have been full time members of a Canadian National Development Centre OR the equivalent in another country OR a National Ski Team in the 5 years or less preceding their NCCP equivalency application and for at least 2 years may apply for NCCP equivalency.

To apply, eligible high performance athletes are required to provide the following items:

- ✓ Equivalency Application Form (see Appendix A)
- ✓ A cover letter indicating the candidate's short and long term goals and a summary of training and racing background
- ✓ A Curriculum Vitae including, if applicable, past and current coaching experience in an official coaching role with a club or team
- ✓ Signed CCC coaches' code of conduct (see Appendix B)
- ✓ \$50.00 Equivalency application fee

c. Other coaches or university graduates

Coaches with NCCP statuses in sports other than cross-country skiing **OR with university degrees in physical education** or similar programs may apply for NCCP equivalency.

To apply, these candidates are required to provide the following items:

- ✓ Equivalency Application Form (see Appendix A)
- ✓ A cover letter indicating the candidate's short and long term goals and a summary of training and racing background and/or coaching background
- ✓ A Curriculum Vitae including, if applicable, the university degree achieved and past and current coaching experience in an official coaching role with a club or team
- ✓ Signed CCC coaches' code of conduct (see Appendix B)
- ✓ \$50.00 Equivalency application fee



Equivalency Application Form

NAME: _____ PHONE #: _____

E-MAIL ADDRESS: _____

MAILING ADDRESS: _____

Birth Date: Month _____ Day _____ Year _____.

6.3.1 Please check items of either sections below:

I am applying as a coach with foreign coaching credentials and my application includes the following items:

- ✓ A cover letter indicating the candidate's short and long term goals and a summary of coaching background and experience
- ✓ A Curriculum Vitae including a detailed transcript of training and certification credits awarded by the national coaching certification body of their country of origin
- ✓ Signed CCC coaches' code of conduct (appendix B)
- ✓ \$50.00 Equivalency application fee (cheque made to Cross Country Canada)

I am applying as a coach with HP athlete experience, OR
 I am applying as a certified coach in an other sport, OR
 I am applying as a university graduate in phys. ed. or similar program and my application includes the following items:

- ✓ A cover letter indicating the candidate's short and long term goals and a summary of training and racing background and/or coaching background
- ✓ A Curriculum Vitae including, if applicable, the university degree achieved and past and current coaching experience in an official coaching role with a club or team
- ✓ Signed CCC coaches' code of conduct (see Appendix B)
- ✓ \$50.00 Equivalency application fee (cheque made to Cross Country Canada)

I would like to initiate coach training for the following context: _____

Signature of Applicant: _____ Date: _____

Submit application and payment to:

Cross Country Canada/CAD

100-1995 Olympic Way
Canmore, AB
T1W 2T6



Annex C:
**The Next Evolution of the
Locker:**
Locker Delivery Support



April 2015

THE NEXT EVOLUTION OF THE LOCKER

Locker Delivery Support

In this Document:

- Introduction to Locker Delivery Support
- Calendar and Scheduling 5
- Registration 9
- Notifications 12
- Financial Services 14
- Availability 16

Introduction to Locker Delivery Support

The Locker, launched in January 2011, was developed to meet the technology needs of Canada's coaches and the organizations that deliver coach education across the country. Since that time, there has been great adoption of the system from across partners of the National Coaching Certification Program (NCCP), and coaches have benefitted as a result. To further support the needs of NCCP delivery, new Locker services are now available through Locker delivery support.

The Coaching Association of Canada (CAC) has turned the Locker into a complete online registration portal for any NCCP partner delivering NCCP events, as well as their own Professional Development (PD) events. A multitude of features have been added which allow the system to be flexible enough to meet the varying needs and business models of all NCCP delivery agents, and to therefore enhance the delivery of the NCCP.

All of these features come with email and phone support for users by the CAC Coach and Partner Services team. These Locker enhancements have been developed to further support the partnership in their NCCP delivery. Locker delivery support is not a profit-generating initiative. While there are no up-front costs of any kind, operational costs for the system itself and the staff who manage it are recouped on a per use basis of \$5 per person per registration.

So what does this mean in a nutshell?

Everything you need to deliver the NCCP is now available in the Locker!

Highlights include:

- A customized events calendar visible to your coaches which can be put on your website;
- Bilingual functionality for administrators and coaches;
- Full financial event management through the Locker, including payment and refunds;
- Configurable notifications for administrators and coaches;
- Create and distribute coupons for your events (% off, free, etc.).

I Want to Learn More!

The CAC is supporting NCCP partners who have completed their NCCP core program development by providing Locker delivery support.

NCCP Partners interested in accessing the Locker's new service and features must do the following:

- Carefully read the following document to determine if the Locker's new feature is of interest;
- Contact your CAC Coaching consultant to express interest and discuss capacity and best timing to adopt the new system; and
- Be willing to undergo training prior to your adoption of the new system.

CALENDAR AND SCHEDULING

Easy for you and your coaches

The Locker's turnkey system has made NCCP delivery simple. Plan and schedule your deliveries in one place so they appear on a calendar in the Locker and on your website automatically. Make it simple for your coaches to find the training they want, including both multi-sport training and sport-specific training. New system functionality for scheduling and sharing your NCCP events include the following:

- A calendar of events is available as an embeddable inline frame, a tool that can be displayed easily on your website, while also hosted in the Locker and visible to your coaches (See Figure 2).
- Access to this calendar is unrestricted, i.e. there is no need to have a Locker account to see it. Partners will have the ability to gate it as they see fit. For example, calendar access could be provided only via the members section of your website.
- The calendar can be filtered by months and region. For example, you could choose to display only events in Manitoba in July.
- The calendar can be filtered by NCCP contexts. This could allow, for example, two calendars to be displayed on one page: one for Community Sport – Initiation workshops and one for Competition – Introduction workshops.
- The filters can be pre-selected by the Partner, or can be made available to the coach registering for the training.
- Custom information can be added for each event such as added text and graphics for an improved layout.
- Ability to communicate more information to coaches looking to register for your events. Plan your events with greater flexibility to match how you deliver your workshops. (See Figures 1, 2, and 3).



Atlantic NCCP Weekend

When

MAY 9 - MAY 10, 2015

Registration

MARCH 13 - MAY 1, 2015

Community Center
123 Smith rd
Halifax, NS CA



A weekend workshop where you can complete three core NCCP modules:

- Make Ethical Decisions
- Teaching and Learning
- Developing Athletic Abilities

Note: Developing Athletic Abilities is a full day workshop on the second day.

REGISTER NOW

MAYBE LATER

SATURDAY, MAY 9TH, 2015

TIME	SESSION		CAPACITY	LOCATION	FACILITATOR(S)
9:00 AM - 12:15 PM	Make Ethical Decisions	details	100	Community Center	Lorraine Lafrenière
1:00 PM - 3:30 PM	Teaching and Learning	details	100	Community Center	Neale Gillespie

SUNDAY, MAY 10TH, 2015

TIME	SESSION		CAPACITY	LOCATION	FACILITATOR(S)
10:00 AM - 3:00 PM	Developing Athletic Abilities	details	100	Community Center	Lorraine Lafrenière Neale Gillespie

Figure 1: Communicate more information to coaches looking to register for your events.

CoachingNS March 23, 2015

Home | Login

- Home
- NCCP
- PNCE en français
- Funding
- NCCP Classroom Courses
- Resources
- Women in Coaching
- NCCP Home-Study
- High Five Leadership Training
- Nova Scotia Outdoor Leadership
- Canada Sport for Life (CS4L)
- Provincial Sport Organizations
- National Coaching Institute
- Partners
- Contact Information

NCCP WORKSHOPS

1	2	3	4	5	6	7 (1) Core Training for LFs
8	9	10	11 (1) Podium Performance Seminar	12	13 (1) Competition Introduction Position Coach Workshop	14
15	16	17	18	19	20	21
22	23	24	25	26	27 (1) Run, Jump, Throw LF Training	28 (1) Core Training for MLFs
29	30	31	1	2	3	4

Figure 2: Integrate your calendar of events from the Locker directly into your website.

FILTER April 2015 Nova Scotia [plan for free](#) | [use delivery support](#) ?

All sports All contexts All audiences

29	30	31	1 (1) St FX - Fundamental Movement Skills - Community Leader	2 (1) St FX - Fundamental Movement Skills - Community Leader	3 (1) St FX - Fundamental Movement Skills - Community Leader	4 (1) St FX - Fundamental Movement Skills - Community Leader
5 (1) St FX - Fundamental Movement Skills - Community Leader	6 (1) St FX - Fundamental Movement Skills - Community Leader	7 (1) St FX - Fundamental Movement Skills - Community Leader	8	9	10	11
12	13	14	15	16	17 (2) Make Ethical Decisions Competition Introduction modules	18 (1) Competition Introduction modules
19 (1) Competition Introduction modules	20	21	22	23	24 (2) Competition Introduction modules Soccer for Life Workshop	25 (2) Competition Introduction modules Soccer for Life Workshop
26 (1) Soccer for Life Workshop	27	28	29	30	1	2

APRIL 2015

2-FEB-2015 - 7-APR-2015
[St FX - Fundamental Movement Skills - Community Leader](#)
 Antigonish, NS

17-APR-2015 - 19-APR-2015
 Competition Introduction modules
 La Butte, NS
 Registration: Friday, April 10, 2015 to Friday, April 17, 2015

17-APR-2015
 Make Ethical Decisions
 Bridgewater, NS
 Registration: Tuesday, April 07, 2015 to Friday, April 17, 2015

24-APR-2015 - 25-APR-2015
 Competition Introduction modules
 Vtel, NS
 Registration: Friday, April 10, 2015 to Friday, April 24, 2015

24-APR-2015 - 26-APR-2015
[Soccer for Life Workshop](#)
 Kentville, NS

Figure 3: Another example of the calendar, this time with the filters available to the user (as opposed to pre-selected).

REGISTRATION

Complete online registration and payment system

Your coaches will be able to register for events (workshops, clinics, PD, conferences) by providing their NCCP#. Alternatively, individuals who are new to the NCCP can create a new account at the time of registration and be provided an NCCP#.

Customise your delivery rules to match your business

Now available to you are a whole set of controls for the online registration system that will allow you to manage your specific event registration needs. Registration system controls include:

- No date is set in the calendar until a minimum number of people have expressed interest in attending, allowing you to only run events when you reach that minimum (See Figure 3);
- Set a limit to the number of available spaces for an event, or for sessions within an event, to prevent over-registration (See Figure 4);
- Set the open and close-out dates for registration after which no one may register;
- Create and place events on the calendar purely for informational purposes, for which they cannot be registered;
- Create events that do not appear on the calendar but can be registered for through a private link you control.

The screenshot displays a web interface for configuring an event. It is divided into three main sections: EVENT, PROPOSAL, and REGISTRATION. The EVENT section includes fields for Name (Atlantic NCCP Weekend), Organization (CoachingNS), Language (English), and Date (2015-05-09 to 2015-05-10). The PROPOSAL section includes Cut-off and Registrant Min (0). The REGISTRATION section includes Opens (2015-03-13), Closes (2015-05-01), and Registrant Max (20).

EVENT	PROPOSAL	REGISTRATION
Name *	Cut-off	Opens
Organization *	Registrant Min	Closes
Language		Registrant Max
Date		

Figure 4: Set up your delivery for one or more days and set registrant limits.

Payment at registration handled by the Locker

- Registration for your event(s) can be paid for by credit card (Visa, MasterCard, American Express). All registrations will be subject to a 3% transaction fee and a \$5 flat per user fee. The \$5 user fee is charged for each individual registration to a calendar event (it is not charged to every module or session within a multi-session event).

e.g. For a \$100 event registration cost, \$3 would go to the credit card payment provider, \$5 to the CAC for operating the system, and \$92 to the delivery authority.

For a \$200 event registration cost, \$6 would go to the credit card payment provider, \$5 to the CAC for operating the system, and \$189 to the delivery authority.

- The payment for the event can be linked to another payment system should you prefer to use a different payment handler, rather than the one provided by the Locker. In this case, confirmation of payment and management of the attendee list is the responsibility of the delivery authority. In this case there would be no transaction fee and only a \$5 flat per user fee.
- An event can be offered for free to the coach (offered as a cost of \$0, or with the option to use a voucher that covers the full cost to the coach). In this case there would be no transaction fee and only a \$5 flat per user fee.
- When payment is handled through the Locker, the \$5 fee is collected from the transaction and the remainder is remitted. When there is no payment, either because it is free, or the payment is handled outside the Locker, the \$5 fee is invoiced back to the delivery authority.
- The total cost of the event can vary based on options selected at registration. For example, an event may have an option for merchandise or parking which would affect the price (See Figure 5). Similarly, a conference may have an optional social event which would affect the price.

PRODUCTS add a product				
NAME	FOR	TYPE	PRICE	INVENTORY
Atlantic NCCP Weekend	Atlantic NCCP Weekend	Admittance	100\$	20 / 20
T-shirt	Atlantic NCCP Weekend	Merchandise	20\$	30 / 30
Parking	Atlantic NCCP Weekend	Parking	5\$	10 / 10

Figure 5 Set up a variety of product options payable at registration.

NOTIFICATIONS

Configure notifications from the Locker to match your coach needs

The Locker offers unique control notifications for every unique event to handle your needs and your coaches' preferences. You have the ability to adjust the notification configuration depending on your unique needs such as workshops, evaluations, and conferences. You can vary the messages you and your coaches will receive (See Figure 6). You also have the ability to send a Locker email, with your personal message, to all coaches registered to an event from the Locker.

For administrators, controls include:

- Notification of new registrations;
- Notification of the threshold being met (minimum attendee numbers, maximum attendee numbers);
- Notification of public interest for events.

For coaches, controls include:

- Confirmation of registration and receipt after payment;
- Notification of event cancellation or modification;
- Notification of run dates for events that only run when a minimum number of registrants are reached;
- Notification that an event of interest is being made available;
- Ad-hoc notification (i.e. email to all registrants);
- Reminder of an event at a set time (i.e. a week before the event);
- Notification of successful attendance and crediting of the NCCP transcript.



FINANCIAL	NOTIFICATIONS
PAYMENT	STAFF
<input checked="" type="checkbox"/> Allow payment through the Locker	<input checked="" type="checkbox"/> Notify staff of a new registration
<input type="checkbox"/> Allow payment at the door	<input checked="" type="checkbox"/> Notify staff when registration thresholds are met
ORDERS	<input checked="" type="checkbox"/> Notify staff of public interest for event
<input type="checkbox"/> Create default tickets for each session automatically	REGISTRANTS
<input type="checkbox"/> Allow backorders	<input checked="" type="checkbox"/> Confirm registration and send receipt after payment
	<input checked="" type="checkbox"/> Notify registrants when event date is modified
	<input checked="" type="checkbox"/> Notify registrants when event location is modified
	<input checked="" type="checkbox"/> Notify registrants when event is cancelled
	<input type="checkbox"/> Remind registrants before the event: <input type="text" value="5"/> days
	<input checked="" type="checkbox"/> Notify attendees of successful attendance and crediting of the NCCP transcript

Figure 6: Choose the financial and notification options for your events.

FINANCIAL SERVICES

Easy financial services dealing with remittance and invoices

The Locker now has functionality to offer full financial event management including payment and refunds. It offers the flexibility for you to select the payment and financial services which best meet your needs.

- When payment for delivery is handled by the Locker, funds will be remitted to the delivery authority on a quarterly basis. Remittance between different delivery agencies within a delivery authority (i.e. PSOs) is to be handled by the delivery authority unless otherwise agreed to with the CAC.
- When payment for delivery is not handled by the Locker, an invoice to cover the per-user fees will be submitted to the delivery authority on a quarterly basis.
- The system has the functionality to process refunds.
- A breakdown report of attendees and events will accompany all remittances and invoices.

Comprehensive system for coupons, promotions, and vouchers

When payment handling is done through the Locker, you can issue coupons that affect the cost of an event to the attendee. You decide how many times the coupon can be used, applicable to what products and events, and for what value (See Figure 7).

- Coupons can be for a fixed dollar amount or a percentage off (between 0%- 100%).
- Coupons and vouchers are issued with a specific code which the user redeems at the time of registration.
- Coupons are inventoried and their use can be limited. For example, a 50% coupon that can be redeemed 20 times; a \$5 coupon that can be redeemed 1000 times; a 100% off coupon that can be redeemed 10 times. You decide the value for each and how often they can be redeemed.
- Coupons have expiry dates that disable them on a given date.

Name	Early bird	AVAILABILITY	
Code Prefix	EB	Total	20
Discount	10 % ▾	Per customer	1
Max discount (\$)	15	REPORTING	
Stackable	No ▾	Cost (\$)	
Description	10% off your registration, up to \$15, when you register before March 31st.	Product Code	

APPLY TO	
NAME	FOR
ADMITTANCE	
<input checked="" type="checkbox"/> Atlantic NCCP Weekend	Atlantic NCCP Weekend
MERCHANDISE	
<input type="checkbox"/> T-shirt	Atlantic NCCP Weekend
PARKING	
<input checked="" type="checkbox"/> Parking	Atlantic NCCP Weekend
MEAL	
No products of this type	

Figure 7: Create and distribute coupons or vouchers to help promote your events.

AVAILABILITY

Locker delivery support is a service available only to partners who have completed the transition.

Yes – I am interested in accessing Locker delivery support!

Whom do I contact?

NCCP partners who have completed their NCCP core program development, and are interested in accessing Locker delivery support are asked to contact their CAC Coaching consultant to initiate the process.

Where can I find more information?

Additional information is available in the partner section of coach.ca. Frequently Asked Questions (FAQs) are included for partners interested to learn more about the functionality and accessibility of the new system.

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