



Coach Developer Operations Manual

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Glossary of Terms

Coach Developer is the umbrella term used to capture the roles in the National Coaching Certification Program (NCCP) that are directly responsible for the development of coaches. These include: Master Coach Developers, Learning Facilitators, and Coach Evaluators.

CAC: Coaching Association of Canada

CD: Coach Developer

CE: Coach Evaluator

FMS: Fundamental Movement Skills

LF: Learning Facilitator

LSO: Local Sport Organization

MCD: Master Coach Developer

NCCP: National Coaching Certification Program

NSO: National Sport Organization

PD: Professional Development

PSO: Provincial Sport Organization

PTCR: Provincial/Territorial Coaching Representative

viaSport's Role

With support from the British Columbia Provincial Government, viaSport is the provincial delivery agent for the NCCP. viaSport is responsible for the following:

- Delivering NCCP [multi-sport modules](#).
- Delivering NCCP Core Training.
 - Learning Facilitator
 - Coach Evaluator
 - Master Coach Developer (formerly Master Learning Facilitator/Master Evaluator)
- Providing, multi-sport MCDs for the training or evaluation or sport-specific Coach Developers.
- Selecting and supporting multi-sport Coach Developers.
- Ensuring that all multi-sport Coach Developers are trained and evaluated to meet the outcomes, criteria and evidence required for each Coach Developer role.
- Ensuring that the appeals process ([on page 8](#)) is available to any Coach Developer who participates in the evaluation process, or would like to appeal the selection process, as outlined.

Any questions regarding the delivery of NCCP programs in British Columbia can be directed to:

coaches@viasport.ca.

Becoming a Learning Facilitator

Background of the Learning Facilitator

The goal of a Learning Facilitator 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. A Learning Facilitator 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.

A Learning Facilitator:

- Demonstrates an understanding of the structure of the NCCP.
- Is knowledgeable and confident with the content and vocabulary of the NCCP.
- Demonstrates knowledge of adult learning principles and their application in instructional practices.
- Effectively facilitates sessions to achieve outcomes in the development of abilities.
- Has an understanding of the administrative roles and responsibilities of all delivery partners within the province.
- Demonstrates an understanding of the role viaSport has in B.C..

Role of a Learning Facilitator:

- To guide the **process** of the course (question, probe, learn).
- To encourage individuals to explore the information.
- To guide the journey, not the destination.
- To encourage participants to explore the content.
- Is responsible for uncovering information (so participants extract their own meaning).
- Represent viaSport in a professional manner as the lead for NCCP multi-sport coach education in B.C.

To qualify for selection as a multi-sport Coach Developer, an individual must:

- Have completed the multi-sport module(s) in which they are applying to facilitate.
- Successfully complete the online evaluation of Make Ethical Decisions.
- Agree in writing to behave in a manner consistent with the NCCP Coach Developer Code of Conduct and demonstrate professionalism as a coach developer.
- Agree to attend and complete the training as outlined below.

It is recommended that Learning Facilitators are:

- Able to speak clearly and communicate professionally.
- Comfortable presenting in front of a group, well spoken, able to keep presentations to time and able to adapt to questions and changes.

- Able to facilitate discussions, actively listen, evoke participation and move discussions along when needed.
- Well prepared, organized and professional.
- Approachable, ethical, responsible and self-confident.

Step 1 – Application Process & Selection

All candidates interested in becoming a multi-sport LF are expected to complete and submit the following information:

- Completed Application Form
- Signed Coaching Association of Canada (CAC) Coach Developer Code of Conduct ([on page 18](#)).

Once the LF Candidate is ready to apply, they complete the online [application form](#).

viaSport will review the applications and related qualifications of the candidates with a committee of appropriate MCDs and select the most qualified candidates. Recognition will be given to coaching experience and level, educational background, prior involvement with the NCCP, facilitation experience and sport development. Those who are not selected as LF candidates and would like to appeal the decisions, may do so in line with the appeals process outlined later in this document.

Note: viaSport has the right to limit the number of LF Candidates selected in regions of the province based on priority and coach context requirements anticipated in that area.

Learning Facilitator candidates will be selected based on demonstration that they are “content experts” and are now prepared to learn how to guide coaches in learning the NCCP content.



Step 2 – NCCP Core Training for LFs

The purpose of NCCP Core Training for LFs is to provide LF Candidates with the basic skills they need to facilitate an NCCP workshop. Core Training for Learning Facilitators is a 6-hour workshop that all Learning Facilitator candidates must take. The workshop introduces Learning Facilitator candidates to the goals and philosophy of the NCCP, teaches them how to facilitate modules, and helps them understand the instructional design of the modules.

It is recommended that Core Training be completed before content specific training.

For sport specific Coach Developers, core training is delivered by viaSport Coach Developers. However, sport specific training is delivered by the respective PSO/NSO. Please contact the provincial sport organization for more information.

Step 3 – Multi-Sport Content Specific Training

Content-specific training teaches Coach Developers how to deliver the content of a particular workshop, for example -- Prevention and Recovery. The workshop-specific training includes micro-facilitation or micro-evaluation. Content-specific training is closed to only those who have been selected as LF candidates by viaSport. All content-specific training will be organized by viaSport (events not sanctioned by viaSport run by MCDs will not be recognized or approved).

Step 4 –Co-delivery

Co-delivery is the opportunity to practice with coaches in a workshop setting with the support of an experienced Coach Developer.

Co-delivery must be initiated by the LF. The LF must locate a course that he/she will be able to attend and determine the facilitator leading the course. It is recommended the LF check with viaSport before arranging the co-facilitation. The new LF will be responsible to contact the mentor LF to determine if a co-facilitation is appropriate for the course, and will then arrange how course content will be divided. The LF will not be paid for his/her co-facilitation or travel (unless otherwise arranged), as this is a part of his/her training.

It is recommended that co-delivery take place within one year of receiving training. A Learning Facilitator may be required to co-deliver multiple times before delivering a workshop on their own.

Once a Coach Developer has all of the above training pieces they are considered **Trained** and may deliver courses independently.

Co-facilitation of each module the LF intends on facilitating is mandatory for all LFs, regardless of background or geography..

Step 5 – Evaluation for Certification

Trained LFs will be evaluated on their ability to effectively deliver and facilitate the program content. MCDs will use the CAC Coach Developer Evaluation tool to conduct the evaluation of an LF.

A new LF will have two years from the time he/she is trained (all trainings complete, and a successful co-facilitation) to become certified. LFs who have not completed their co-facilitations within the two year window will be removed from viaSport 'active' lists, unless an arrangement can be made between the LF and

viaSport. Evaluations must be requested by the LF, to viaSport. viaSport will cover the cost of the first evaluation, however if a subsequent evaluation is needed, the LF must pay the cost him/herself.

Once a Coach Developer has been successfully evaluated they are considered **Certified**.

After the LF is fully certified, it will be his/her own responsibility to ensure the requirements for maintenance of certification are met.

Current LFs have until January 1, 2017 to receive a successful evaluation, necessary for certification. Evaluations must be initiated by the LF. Those who do not complete a successful evaluation by this date will be considered 'inactive', and may be required to complete additional training, or co-facilitations to regain 'active' status.

LFs who achieve a successful evaluation will start their cycle for maintenance of certification, and will be responsible to ensure they are meeting requirements.

viaSport requires all multi-sport Coach Developers to complete all steps as part of the Coach Developer pathway to deliver NCCP multi-sport modules in B.C..

Appeals Process - Evaluations

A Coach Developer who wishes to appeal the outcome of a CD Selection or an Evaluation must do so within one month of the selection or two months of the evaluation, for review by a technical committee.

Application for an appeal must include the following:

- A letter from the individual outlining the grounds for which the appeal is based on.
- All related documentation:
 - Selection: All related communications
 - Evaluation: Documents or communications including prebrief and debriefing procedure and action plan, as well as the observation tool
- For evaluations, if available, a video tape of the Coach Developer facilitating the module in question.
- The appeal fee (the cost of an appeal is \$300), payable in cash or cheque to viaSport. This fee is non-refundable, regardless of the outcome of the appeal.

Acceptable grounds for appeal are:
<ul style="list-style-type: none">• The evaluator made a decision without authority under the rules of viaSport and CAC;• The evaluator failed to follow procedures as laid out in the rules of viaSport and CAC;

- The evaluator was biased; or
- The evaluator made a decision that was grossly unreasonable.

Upon completing the review, a report will be provided by the technical committee with their findings. If an appeal is unsuccessful for an evaluation, the Coach Developer will need to apply for another evaluation at their expense. If the appeal is successful and a second formal observation is warranted, viaSport will provide the Coach Developer with a different MCD and will pay the cost of the second evaluation.

viaSport Technical Committee will be formed upon each appeal and will consist of:

- 1 Members from the Coach Advisory Group.
- 1 Staff from Coaching Association of Canada.
- 2 MCD from a sport/content specific context (viaSport will draw on MCDs from other provinces, if necessary).

Fees for Training

New multi-sport LFs will be required to pay the cost of training once accepted as an LF candidate. The fee may include Core Training for LFs, content specific training, and one evaluation. These rates may vary so please check with viaSport for a quote.

However, if a LF completes the Coach Developer Pathway and is certified on their first evaluation within two years of being trained, the evaluation fee will be returned.

Becoming a Master Coach Developer

Role of the Master Coach Developer

The role of the Master Coach Developer is to train, evaluate, support and mentor Learning Facilitators and Coach Evaluators. In a multi-sport context, MCDs will primarily work with LFs. MCDs must possess adequate knowledge and expertise in facilitation to assist in training CDs.

MCDs should be willing and able to lend support to CDs, program administrators and delivery agencies.

Master Coach Developers must:

- Be selected by viaSport, when viaSport puts out a call for MCD applicants.
- Have 5+ years of experience as a LF.
- Be a certified LF.
- Complete each of the three Core Trainings (Learning Facilitator, Coach Evaluator and Master Coach Developer).
- Complete all required content training and appropriate co-deliveries.

Master Coach Developers must also be evaluated to become certified. MCDs will be evaluated by submitting a portfolio. MCDs reviewing portfolios for other MCDs will be paid \$100, directly from the MCD wanting to become certified.

Maintenance of Certification

The Coaching Association of Canada and viaSport recognize the value of having certified NCCP coaches and Coach Developers that are engaged in Professional Development (PD) programs which reinforce the values of lifelong learning and sharing amongst the coaching community.

In order for Coach Developers to maintain their certification they are required to attain a minimum of 20 professional development points over a five year period.

Coach Developers can earn PD credits by taking NCCP courses, attending a conference, participating in non-NCCP coach training, actively coaching and facilitating.

viaSport requires facilitation at minimum of one course every two years in order to remain an active Learning Facilitator. Facilitators who have not delivered courses in two years will be removed from viaSport active lists.

At any time, with or without notice, a LF may be observed by a representative of viaSport or an affiliated organization, for the purposes of quality assurance.

If an LF is found to be performing below the expected level of quality, viaSport may remove the LF from the active facilitation list until an action plan is completed.

Coach Developer Promotion and Internal Tracking

viaSport will maintain several lists of multi-sport Coach Developers in B.C..

- Gold List (public)= viaSport endorsed (successful co-facilitation), active (facilitation in the last two years), certified LFs
- Silver List (public) = viaSport endorsed (successful co-facilitation), active (facilitation in the last two years), trained LFs
- Bronze List (internal) = viaSport identified, content-training within the last two years, in-training LFs
- Master Coach Developer List (internal) = viaSport identified, trained or certified MCDs
- Post-Secondary Instructors (internal) = viaSport approved post-secondary instructors, delivering NCCP content in a post-secondary context
- FMS Secondary School Teachers (internal) = viaSport approved secondary school teachers, delivering FMS content in a secondary school context
- Master Internal (internal) = All LFs in B.C. (in-training, trained or certified) qualified to deliver NCCP
- Inactive LFs (internal) = All LFs in B.C. who were previously on one or more of the above lists

CDs may be on more than one list at any given time. LFs must become certified within two years of achieving trained status, or the LF will be removed from the Silver list. If an LF is removed from a public list for not delivering courses in more than two years, he/she may still deliver courses, and will be re-added upon request after re-engaging. If an LF has become inactive and has not maintained professional development credits over five years, he/she must re-engage in a co-facilitation to regain active status.

Evaluations for certification must be initiated by the LF, to viaSport. Incentives for certification include:

- Public recognition of the LF (i.e. viaSport shirt, public announcement of achievement)
- Retention of a place on the public/promoted viaSport LF lists
- Opportunities to work directly with viaSport and regional partners on special projects
- Access to viaSport gear for purchase (if available)

Out of Province Coach Developers

Coach Developers from out of province wishing to facilitate/evaluate in B.C. either temporarily or permanently must first receive permission from viaSport. viaSport will contact the previous PTCR to ensure the CD is in good standing and is endorsed by that PTCR. No qualifications or statuses should be removed if

the CD is not permitted to facilitate/evaluate, as the CD should still be able to maintain his/her certification through other maintenance activities.

Workshop Procedures

Host Agency

A host agency is the delivery agent of one or more multi-sport modules within the province. A hosting agency may be a regional sport centre, municipal recreation department, provincial sport organization, university/college or a community recreation centre. The host agency is responsible for the following:

- Scheduling a date and securing a facility for the course.
- Contacting and paying Learning Facilitators.
- Promoting the course to local coaches.
- Coordinating registration.
- Working with the Learning Facilitator to ensure the course participants have been entered into The Locker (the NCCP database).

Course Materials

Coach workbooks and reference materials are a mandatory component of all NCCP multi-sport workshops, and enough printed materials for each participant must be provided. All NCCP course materials are copyrighted and cannot be published, modified, or copied.

Materials are to be ordered online by the Host Agency using the [Course Application and Material Request Form](#). It is recommended that the order is placed no less than five business days prior to the start of the workshop. There are no refunds given on unused materials.

Learning Facilitator Guides and CAC Materials

The Learning Facilitator Guides are designed to be followed, and standard CAC PowerPoint presentations are expected to be used. LFs may not alter CAC materials in any way.

While you are able to take leisure and creativity in the way you facilitate, the content and the learning objectives are not negotiable. All of the NCCP modules are designed with specific teaching models in mind and need to be kept to this consistency. Regardless of which LF a coach takes their training from, the coach should receive the same training and information under the same structure.

It is not to say that other programs and concepts are not valuable, but this specific program has intended outcomes based on the delivery method. This is not something that is to be adapted, and a reason why the NCCP is so strict on the delivery of their programs.

Ratio Recommendations

The optimal class size is between 6 – 20 participants. This encourages quality discussions and break out activities between coaches. If the class size exceeds 20 participants, a second learning facilitator should be arranged, either splitting the groups in two, or running as one large group (if the LFs agree this is an appropriate approach).

Age Requirements

The minimum age for participation in the Fundamental Movement Skills and Competition-Introduction multi-sport modules in B.C. is 14 years of age. For the Competition Development modules, the minimum age is 16. It is the responsibility of the Host Agency to review registrations to ensure that all participants meet the minimum age requirements. Participants under the age of 14 cannot be given credit for attending these workshops.

Facility Guidelines

Suggested:

- Classroom space with good lighting.
- Tables and chairs for each participant.
- LCD projector and screen or television for display of PowerPoint.
- Flipchart or whiteboard.
- Additional space to move around for activities or practical application.
- Accessible for persons with disabilities

The Locker

As per CAC guidelines, all course records are done electronically. Each LF will be responsible for completing Locker (NCCP Database) training with CAC. All LFs will be responsible for entering their own courses in the Locker, in a timely manner (maximum 10 business days after the delivery), unless otherwise arranged.

Note that submitting the event information as soon as possible after each course will ensure that viaSport and the Coaching Association of Canada receives the appropriate information in a timely manner and the coaches are credited appropriately.

Please make sure all events are fully completed with all relevant information (i.e. coach date of birth and email address, etc.). Incomplete events in the Locker will not be accepted.

Course Evaluation

All course evaluations are now completed using the [online evaluation form](#). LFs are responsible for sending this to all participants to complete after the workshop. If you do not have access to participant's emails, please forward the link to the host.

Facilitation Fees and Expenses

The host agency is responsible for payment of the LF. LFs are independent contractors, and are permitted to charge what they deem fair for their time and services. viaSport recommends the following amounts:

- FMS: \$35-\$45/hour.
- Comp-Intro: \$40-\$50/hour.
- Comp-Dev: \$60-70/hour.
- Coach Developer:
- Mileage: \$0.50/km, for travel over 40km.
- Rental car/flights/ferry: Reasonable rates (if applicable).
- Accommodation: Reasonable rates(if applicable).
- Meals: Maximum \$40/day (\$8 breakfast, \$12 lunch, \$20 dinner).

Travel, meals and any additional expenses (ie – photocopying) must be agreed upon by the host agency prior to the workshop.

Communication

- LFs will be responsible for communicating directly with host organizations, and with coaches, depending on the structure and expectation of the host organization.
- LFs are expected to communicate about each course they will be delivering with viaSport.
- LFs are expected to respect coaches' privacy when communicating with groups, ensuring contact information is not visible to others, unless otherwise arranged.
- ViaSport will provide LFs with the most up to date electronic versions of resources in the shared DropBox folder. Printed copies of any resources can be requested.
- LFs are responsible for keeping up to date on NCCP products and policies.
- LFs are responsible for communicating directly with viaSport, should any course issues arise.

- LFs are not permitted to use viaSport, CAC, or NCCP logos without permission and proper branding guidelines adhered to.

Home Study

ViaSport is committed to offering an alternative delivery option for B.C. coaches who are unable to attend a scheduled classroom workshop in the NCCP multi-sport courses. Home Study allows coaches to receive the same credentials as workshop trained coaches using the NCCP reference manual and a modified coach workbook. The coach is able to complete the course work individually over a set timeframe (3 months). Coaches interested in taking courses through this program can visit the [viaSport website](#) for more information.

Coaches must register for Home Study through ViaSport. Upon registration, viaSport will assign a qualified “tutor” to provide individual marking, written feedback and communicate pass or incomplete status to the coach and to ViaSport.

Learning Facilitators are hired as tutors to provide guidance to the program participants and mark their coach workbooks. Please note there is separate documentation on the guidelines for Home Study Learning Facilitators.

In order to qualify to become a tutor, the learning facilitator must:

- Be selected by viaSport
- Be in good standing with viaSport & CAC.
- Be a certified multi-sport LF
- Adhere to same guidelines for Learning Facilitators above (including but not limited to signing a Code of Conduct and completing NCCP Locker Training).

In addition to the normal LF guidelines, home study tutors will be required to:

- Submit social insurance number (SIN) to viaSport for tax purposes.
- Use viaSport email account exclusively for all communication with home study participants.
- Check their viaSport home study email account at least once per week.
- Answer queries, questions and provide guidance and support to home study registered course candidates toward successful completion of Coach Workbook.
- Mark workbooks within a timely manner (10 business days of issued receipt).
- Process courses in the Locker in a timely manner (monthly).
- Follow the process below once the marking is complete and the materials sent in by the coach are deemed sufficient to be granted ‘complete’ status:
 - Send a confirmation email and marked coach workbook with feedback to the coach.
 - Log on to the NCCP Locker and submit course and participant information.
 - Send monthly invoice to viaSport (coaches@viasport.ca) for processing.

- Liaise with viaSport on administrative items pertaining to list of registered coaches.
- Provide feedback and input on program materials, tools and process for marking, and administrative procedures for continuous improvement.
- Provide ongoing communication to ensure participant completes module within 3 months of registering. For extenuating circumstances, ViaSport and the tutor may approve extensions. If an extension has not been requested, the coach will have to reapply to the program.
- Ensure any or all fees for services relating to the NCCP marking process are between the Home Study coach and viaSport. Negotiating additional fees for this service, for example, accelerated or fast track marking, is not allowed. Our intent is that the quality, service level and accessibility to marking services will remain consistent and accessible for all coaches in B.C..
- Provide viaSport two weeks' notice of any vacation and/or instances when the tutor will not be checking emails. While away, other qualified tutors may be selected to take on marking materials as needed. In the case that more than one LF is involved in the marking of one workbook, the LF who completes the marking and submits the Locker event will be the LF paid for that module. Two LFs will not be paid for the same module, unless it was previously agreed upon to share the marking fee. If another LF will not be responsible for checking the homestudy account, the LF is responsible to put an away message on, for the duration of the time away. This needs to be communicated to viaSport prior to taking place.
- Agree to not, at any time, disclose to any third party any personal information (home address, telephone), concerning the coach candidate participating in this program prior, during or after completion of the marking process.

Compensation Rate Schedule

Compensation for services is predetermined and per registered coach participant in the program. Anticipated work to be performed at each stage will fluctuate over different seasons and by individual coach learning needs. Some coach candidates will require assistance to complete the workbook and other candidates will simply submit the Coach workbook for marking.

The tutor will be compensated at the completion of each workbook that is marked.

- Competition Introduction Modules - \$45 per registered coach.
- Competition Development Modules:
 - Leading Drug Free Sport & Managing Conflict - \$65 per registered coach
 - Coaching & Leading, Developing Athletic Abilities, Prevention & Recovery, Psychology of Performance - \$75 per registered coach

A T4A will be issued by viaSport for services over \$500 within a calendar year.

Appendices

Appendix A: NCCP Coach Developer Code of Conduct

http://viasport.ca/sites/default/files/Coach%20Developer%20Code%20of%20Conduct_0.pdf

Appendix B: CAC LF Standard Operating Procedures Document

http://viasport.ca/sites/default/files/English_LF_Standard_Operating_Procedures.pdf

Appendix C: Locker Tips

<http://viasport.ca/sites/default/files/Locker%20Tips.pdf>