



TRI  **THLON**
CANADA



Improving Coaching Climate in the Canadian Triathlon Community

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INTRODUCTION

Coaching is a foundational component of sport. It influences growth of the sport from the grassroots level to the Olympic/Paralympic and World Championship level. Coaching not only influences podium performances in the most elite arenas but is a sports gateway to participation and athlete retention. For the profession of coaching to be successful at all levels in a sport, a robust education system, systemic quality control and continued professional development are necessary.

The current coaching climate in the Canadian triathlon community is lacking in all three. This white paper serves to outline the current triathlon coaching status in Canada, the critical success factors that the coaching community must embrace and the solutions/plans required to implement change.

IDENTIFIED ISSUES

The profession of coaching is underpinned by three key factors: safety, quality (effectiveness) and growth (professional development). The following list identifies the major issues within the coaching community in Canadian triathlon.

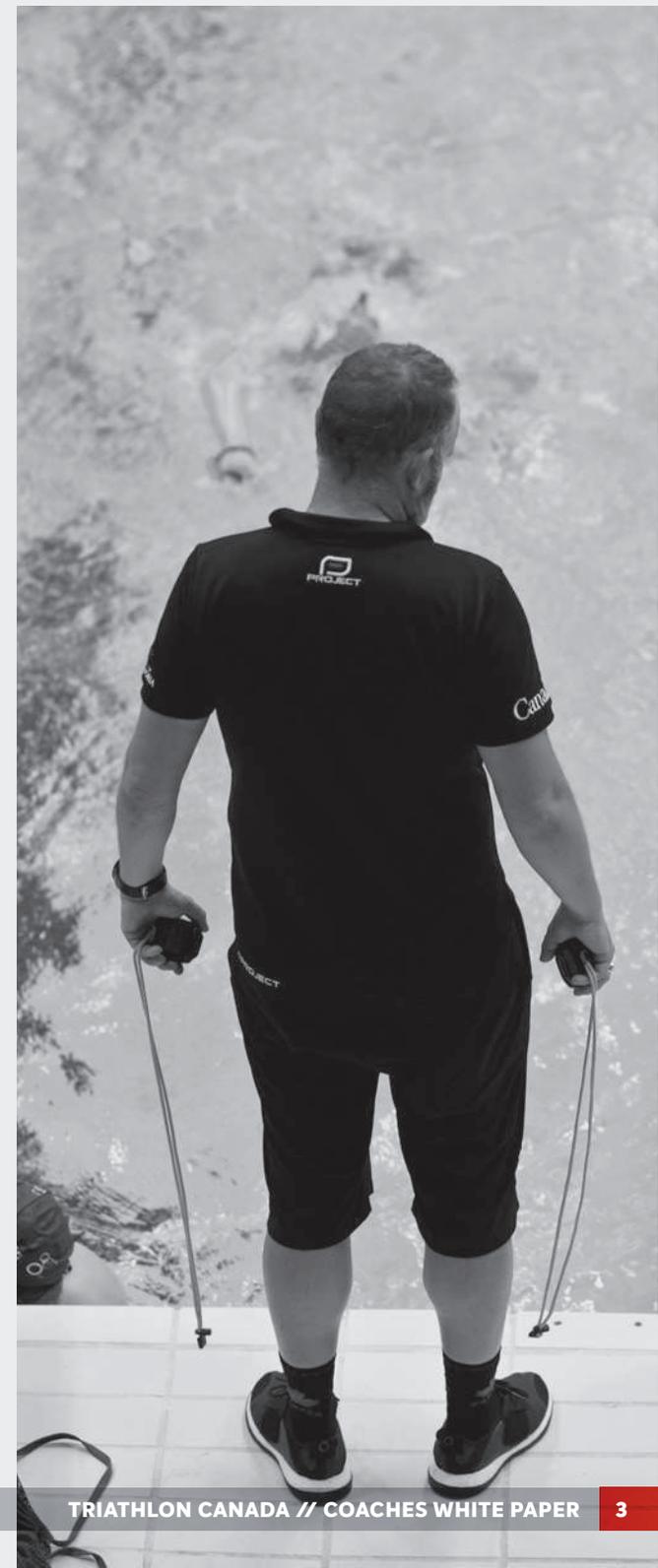
- ✓ Absence of national registration
- ✓ Absence of national minimum standards for coaches at provincially or nationally sanctioned/endorsed events
- ✓ No mandatory criminal background checks
- ✓ No mandatory safety/awareness education for those working with minors or vulnerable populations
- ✓ Lack of knowledge or understanding of the coaching systems within Canada
- ✓ Lack of knowledge of understanding of the governance role of Triathlon Canada
- ✓ Incomplete education pathway for coaches coaching in the competition streams
- ✓ Limited number of learning facilitators and master learning facilitators within the provinces and nationally
- ✓ Lack of PSO empowerment to manage their own coaching development strategy
- ✓ Lack of access to the CAC Locker for managing NCCP data at PSO level
- ✓ Lack of transition/Next Gen coaches (junior through to elite)

BACKGROUND

Triathlon Canada in conjunction with the Canadian Coaches Association (CAC) and their National Coaching Certification Program (NCCP) have developed and evolved the current iteration of the Triathlon Canada coaching education program (TCCEP). Though the current model has met all the NCCP requirements, there has been a gradual erosion of the core principle by coach developers due in part to Triathlon Canada's lack of capacity over the past 5 years to oversee and monitor the quality and delivery of our coaching education program.

Assessment of the current TCCEP has identified the following points.

- ✓ Community Coach education levels are adequate for the current needs of the community
- ✓ Competition Coach education levels are limited to Competition Intro
- ✓ Competition Intro education accessibility is limited by number of available and qualified learning facilitators
- ✓ Evaluation process for Competition Intro is not defined and communicated to the community
- ✓ Evaluation process for Competition Intro is lacking in quality assurance and consistency
- ✓ Competition Dev education levels are currently in a discretionary format within TCCEP
- ✓ Evaluation process for Competition Dev certification is not defined and is limited by resources
- ✓ No Competition Dev learning facilitators or evaluators
- ✓ Learning facilitators are not working within the CAC guidelines; said guidelines are not understood or empowered to be enforced by Provincial Sport Organizations (PSO's)
- ✓ Lack of paratriathlon education and awareness in the TCCEP



In addition, the provincial regulation and requirements of triathlon coaches is inconsistent and not in line with other sports. A key component of this is the risk to athletes associated with a lack of coach regulation. With the growing number of legal and criminal cases against coaches/sport organizations in other sports with similar athlete demographics, the level of risk is very high within the Canadian triathlon community.

Lastly, the coaching community in Canadian triathlon has grown in conjunction with the meteoric rise of the sport of triathlon through the past two decades. However, this growth has been population based and not system based. The high number of online coaches, non-NCCP trained coaches in contrast to the absence or minimal number of Competition Dev and High Performance coaches is a reflection of the lack of a career pathway for coaches. The result has been a proliferation of business based coaches as opposed to career based coaches. This dichotomy has been the major cause of a lack of a critical mass of coaches driving the development of a robust coach education program. The declining performance outcomes for Canadian triathlon over the last decade also reflects the continued absence of high level coach education and coaching in Canada.

SOLUTIONS

Improving the coaching climate in the Canadian triathlon community will require an adoption of multiple strategic plans that will address the three key fundamentals of coaching: safety (community and individual), quality assurance and professional development.

COMMUNITY SAFETY

The Coaching Association of Canada with their partners in Sport Canada have identified that all sports continually assess their coaching education and registration system. The CAC has provided sports with thorough plans to implement a higher level of safety throughout their community via the Responsible Coaching Movement. Triathlon Canada will adopt the following plans to begin the implementation of a high level of safety for our athlete community.



NSO ORGANIZATIONS WILL BEGIN TO IMPLEMENT THE FOLLOWING PLANS TO ALIGN WITH TRIATHLON CANADA.

PHASE 1: RESPONSIBLE COACHING MOVEMENT RECOMMENDED IMPLEMENTATION CHART

Each NSO is encouraged to implement realistic changes based on their individual state of readiness, in order to be successful in the long-term. These changes may or may not include the actions outlined in the chart below.

NATIONAL SPORT ORGANIZATIONS	RESPONSIBLE COACHING MOVEMENT	RULE OF TWO	BACKGROUND SCREENING	ETHICAL BEHAVIOUR
2017-2018	<p>NSO signs RCM Pledge.</p> <p>NSO commits to facilitating a workshop (with CAC support) on the RCM at the 2017 AGM (or other annual event).</p> <p>NSO conducts an audit of internal practices for 2017 AGM (or other annual event). Report may include:</p> <ul style="list-style-type: none"> • Code of Conduct • Coach Agreements • Policies & Procedures 	<p>NSO invokes a policy whereby all National Team sanctioned training camps and competitions with minor athletes will require 2 adults in coaching/supervisory roles. One coach/volunteer must reflect the genders of the athletes participating or be of an appropriate identity in relation to the athlete(s)*.</p>	<p>All National Team coaches are screened as an eligibility requirement for working with minor athletes.</p> <p>All coaching job advertisements require screening as a condition of employment (contractual, volunteer, or otherwise).</p>	<p>All National Team coaches are required to complete the Respect Group training or other comparable training within the year.</p>
2017-2018	<p>NSO presents internal practices audit to 2017/2018 AGM (or other annual event)</p> <p>NSO hosts facilitated workshop for PTSO's and produces report incorporating finalized action plan for implementing the RCM</p>	<p>NSO collaborates with PTSO's to develop action plan for implementing the Rule of Two within the club/community sport system</p> <p>NSO presents action plan for Rule of Two implementation to 2018 AGM (or other annual event)</p>	<p>NSO works to create an action plan for screening at the club/community level</p>	<p>NSO endorses the implementation of Respect in Sport training or other comparable training for coaches and volunteers</p> <p>All National Team coaches have successfully completed the CAC <i>Making Ethical Decisions</i> online evaluation</p> <p>NSO endorses a 1-800 hotline for reporting unethical behaviour</p>
2018-2020	<p>NSO reports annually on action plan activities</p> <p>NSO report annually on RCM compliance summarizing NSO compliance and PTSO compliance reports</p>	<p>NSO produces compliance report on Rule of Two practices</p>	<p>NSO produces compliance report on screening</p>	<p>NSO reviews ethical training requirements</p>

* Organizations are encouraged to ensure that those individuals in supervisory roles are appropriate for, and acceptable to, the individual athlete. Further information on creating a safe and inclusive environment can be found at <http://cces.ca/gender-inclusivity>.

PTSO ORGANIZATIONS WILL BEGIN TO IMPLEMENT THE FOLLOWING PLANS TO ALIGN WITH TRIATHLON CANADA.

PHASE 1: RESPONSIBLE COACHING MOVEMENT RECOMMENDED IMPLEMENTATION CHART

Each PTSO is encouraged to implement realistic changes based on their individual state of readiness, in order to be successful in the long-term. These changes may or may not include the actions outlined in the chart below.

PROVINCIAL/ TERRITORIAL SPORT ORGANIZATIONS	RESPONSIBLE COACHING MOVEMENT	RULE OF TWO	BACKGROUND SCREENING	ETHICAL BEHAVIOUR
2017-2018	<p>PTSO signs RCM Pledge.</p> <p>PTSO commits to engaging clubs in discussions on the RCM at the 2017 AGM (or other annual event).</p> <p>PTSO conducts an audit of internal practices for 2017 AGM (or other annual event). Report may include:</p> <ul style="list-style-type: none"> • Code of Conduct • Coach Agreements • Policies & Procedures 	<p>PTSO invokes a policy whereby all Provincial Team sanctioned training camps and competitions with minor athletes will require 2 adults in coaching/supervisory roles. One coach/volunteer must reflect the genders of the athletes participating or be of an appropriate identity in relation to the athlete(s)*.</p>	<p>All Provincial Team coaches are screened as an eligibility requirement for working with minor athletes.</p> <p>All coaching job advertisements require screening as a condition of employment (contractual, volunteer, or otherwise).</p>	<p>All Provincial Team coaches are required to complete the Respect Group training or other comparable training within the year.</p>
2017-2018	<p>PTSO presents internal practices audit to 2017/2018 AGM (or other annual event)</p> <p>PTSO hosts facilitated workshop for PTSOs and produces report incorporating finalized action plan for implementing the RCM</p>	<p>PTSO facilitates club discussions on way to implement the Rule of Two at 2017/2018 AGM (or other annual event)</p>	<p>PTSO works NSO and clubs to create an action plan for screening at the club/community level</p>	<p>PTSO endorses the implementation of Respect in Sport training or other comparable training for coaches and volunteers</p> <p>All Provincial Team coaches have successfully completed the CAC <i>Making Ethical Decisions</i> online evaluation</p> <p>PTSO endorses a 1-800 hotline for reporting unethical behaviour</p>
2018-2020	<p>PTSO reports annually on action plan activities</p> <p>PTSO report annually on RCM compliance</p>	<p>PTSO produces compliance report on Rule of Two practices</p>	<p>PTSO produces compliance report on screening</p>	<p>PTSO reviews ethical training requirements</p>

* Organizations are encouraged to ensure that those individuals in supervisory roles are appropriate for, and acceptable to, the individual athlete. Further information on creating a safe and inclusive environment can be found at <http://cces.ca/gender-inclusivity>.

CLUBS WILL BEGIN TO IMPLEMENT THE FOLLOWING PLAN TO ALIGN WITH PSO'S AND TRIATHLON CANADA.

PHASE 1: RESPONSIBLE COACHING MOVEMENT RECOMMENDED IMPLEMENTATION CHART

Each organization is encouraged to implement realistic changes based on their individual state of readiness, in order to be successful in the long-term. These changes may or may not include the actions outlined in the chart below.

CLUB/ COMMUNITY SPORT ORGANIZATIONS	RESPONSIBLE COACHING MOVEMENT	RULE OF TWO	BACKGROUND SCREENING	ETHICAL BEHAVIOUR
2017-2018	<p>Club/Community Sport Organization signs RCM Pledge.</p> <p>Club/CSO conducts an audit of internal practices for 2017 AGM (or other annual event). Report may include:</p> <ul style="list-style-type: none"> • Code of Conduct • Coach Agreements • Policies & Procedures 	<p>Club/CSO invokes a policy whereby every effort will be made to ensure that all sanctioned training camps and competitions with minor athletes will require 2 adults in coaching/supervisory roles. One coach/volunteer must reflect the genders of the athletes participating or be of an appropriate identity in relation to the athlete(s)*.</p>		<p>All Club/CSO coaches are required to complete the Respect Group training or other comparable training within the year.</p>
2017-2018	<p>Club/CSO presents internal practices audit to 2017/2018 AGM (or other annual event)</p>	<p>Club/CSO actively participates in PTSO discussions regarding Rule of Two implementation</p>	<p>Club/CSO works PTSO to create an action plan for screening at the club/community level</p>	<p>Club/CSO endorses the implementation of Respect in Sport training for coaches and volunteers</p> <p>All Club/CSO coaches have successfully completed the CAC Making Ethical Decisions online evaluation</p>
2018-2020	<p>Club/CSO produces compliance report on RCM actions</p> <p>Club/CSO report annually on RCM compliance</p>	<p>Club/CSO produces compliance report on Rule of Two practices</p>	<p>Club/CSO produces compliance report on screening</p>	<p>Club/CSO reviews ethical training requirements</p>

* Organizations are encouraged to ensure that those individuals in supervisory roles are appropriate for, and acceptable to, the individual athlete. Further information on creating a safe and inclusive environment can be found at <http://cces.ca/gender-inclusivity>.



INDIVIDUAL SAFETY

Triathlon Canada is in discussions with the CAC on their new Registered Coach status. It is based on the CAC's current Chartered Professional Coach (ChPC) status. CAC is currently working on a one-page info sheet for review and guidance by the NSO's. Triathlon Canada will mandate a Registered status (timeline TBD) for all coaches in Canada that will be:

- ✓ Attending any provincial or national sanctioned events; allowing access into the transition zone or designated restricted zones
- ✓ Wanting endorsement and community recognition from the NSO and PSO as a Registered Coach
- ✓ Pursuing ANY level of NCCP coaching certification
- ✓ Participating in any NSO or PSO endorsed events, camps or major games
- ✓ Acquiring PSO membership with insurance packages

In conjunction with the CAC Responsible Coaching guidelines, Triathlon Canada is recommending the following requirements for the Registered Coach status in Canada:

- ✓ Mandatory criminal back ground checks
- ✓ Mandatory vulnerable populations education modules for the Community Youth coaching streams
- ✓ Minimum hours of in-the-field coaching requirements (no exclusive online coaches will be awarded Registered Coach status)

Through these strategies Triathlon Canada expects the following outcomes:

- ✓ Community accessible registration database of qualified coaches with consistent standards that meet the Responsible Coaching movement of the CAC along with the Registered Coach status
- ✓ Community awareness of lowered risk of harm in being coached by a Triathlon Canada Registered Coach
- ✓ Consistent minimal standard of coach education to support Triathlon Canada's continued development of the TCCEP

QUALITY ASSURANCE

Triathlon Canada has identified key issues within the TCCEP that are affecting the quality of coaching:

- ✓ **Confusion and inconsistency within the coach developer pathway**
- ✓ **Lack of coach developers**
- ✓ **Lack of evaluators**
- ✓ **Lack of sport specific modules**

To address these key issues Triathlon Canada is proposing the following (effective immediately):

- ✓ **Incorporate the management and direction of the coach developer and evaluator pathway into the Triathlon Canada mandate**
- ✓ **Utilize the CAC rules and regulations regarding inter-sport coach developers to maximize educational opportunities**
- ✓ **Communicate to PSO's the coach developer pathway as directed by the CAC**
- ✓ **Communicate to PSO's the evaluator pathway as directed by the CAC**
- ✓ **Allow coach developers to be evaluators in the go forward**

As with any regulated profession, quality begins with minimum standards, a code of ethics and registration. With the aforementioned safety plan, Triathlon Canada can begin with a community plan to set the minimum standards. The next steps are to align the education system with the registration system. The Community coaching streams as outlined by the NCCP are satisfactory for the current level of interest in coaching at that level. To align with the registration plans the following changes can be easily implemented by Triathlon Canada and its' provincial partners.

The Competition coaching streams have the largest gaps in the TCCEP. The current TCCEP is limited by the ability to deliver the modules and evaluate coaches. Effective immediately, Triathlon Canada will unbundle the current TCCEP education modules into Triathlon specific and NCCP modules. The NCCP multisport modules will be utilized as the foundational base for the education requirements. In conjunction with the CAC, Triathlon Canada will determine the number of multisport modules required for each level. Currently, Triathlon Canada proposes the following multisport modules (to be finalized with CAC).

The addition of the Community certified designation will align closely with the adoption of the CAC Responsible Coaching guidelines. This will allow for efficiencies in evaluating applications for certification. No evaluators will be needed to determine the Community certified designation (which will automatically provide Registered Coach status) as it will be process driven.

The sport specific module requirements are a more complex issue. However, Triathlon Canada has confirmed with the CAC that the following proposed solutions can assist in increasing the efficiency of module delivery:

- ✓ **Run, bike, swim specific modules can be taken through third party deliverables (other NSO modules, Learn to Race, Sport Med BC, CASEM) as approved by Triathlon Canada and CAC**
- ✓ **Credit transfers for completed sport specific modules from other NSO's are approved by CAC**
- ✓ **Credit transfers for completed modules from other organizations (SportMed BC, CASEM, CSEP etc) can be evaluated and approved by CAC and Triathlon Canada**

The following sport specific modules are proposed by Triathlon Canada.

Evaluation for the Competition coach is identified as a key bottleneck in the system. Triathlon Canada, in consultation with the CAC, will direct the process of coach developers also becoming evaluators. This will be through the NCCP developer and evaluator courses providing the minimum standards and Triathlon Canada directing the outcome measures. Additionally, Triathlon Canada is aware that the utilization of inter-sport coach developers will greatly increase efficiencies in this process. This process will effectively increase the number of coach developers and evaluators in the next two years.

Utilizing these proposed strategies Triathlon Canada will:

- ✓ **Clarify for coaches the education pathway for coaches, coach developers and evaluators**
- ✓ **Clarify for PSO's the guidelines, rules and regulations as defined by the CAC for coach developers**
- ✓ **Clarify for all stakeholders the CAC requirement of NSO's to govern, direct and program their education system**
- ✓ **Increase the number of available coach developers and evaluators**

PROFESSIONAL DEVELOPMENT

Professional development (PD) requirements are a fundamental component of all regulated professions. Triathlon in Canada can be a leader in this field by implementing a robust and innovative PD system. Through the use of registration renewal periods, self-reporting and directed PD, along with mandatory PD subjects, triathlon coaches in Canada can continue to develop their skillsets and knowledge. This will ensure that athlete community is receiving the most up to date coaching implementations that maximize their athletic potential, limit injuries and achieve their performance goals.

The PD system will be approved by the CAC and governed by Triathlon Canada through directing the educational assets in each province. The PD system will also provide exposure to educational opportunities outside of the triathlon community through other NSO's, the sport science and medicine community in addition to the international coaching community.

The credit system will align with the current CAC credit system. Triathlon Canada will determine the timeline and minimum required credits in consult with PSO's and CAC. However, the content will allow for a more self-directed system. In addition to formal courses and conferences, the following activities will be considered for PD credits.

- / Active Coaching
- / IPP/Gap analysis completion and submission to PSO and/or NSO
- / Yearly submissions of YTP to PSO and/or NSO
- / Collaboration on implementation and submission of Triathlon Canada recommended testing protocols
- / Research initiatives
- / Nomination to and attendance at Triathlon Canada supported mentorship opportunities, camps or events

- / Hours committed to completion of the CAC ChPC designation

- / Submission of reports in consult with Triathlon Canada approved sport science and medicine practitioners

Utilizing these proposed strategies Triathlon Canada will:

- / Allow coaches to increase their knowledge specific to their athlete base

- / Adapt to the resource restrictions (time and money) provided for PD

- / Increase available PD opportunities

- / Allow for innovation in the PD process

- / Facilitate the adoption of Triathlon Canada best practices and protocols

FUTURE CONSIDERATIONS

Due to the diverse event base, athlete profiles and competition structures, Triathlon Canada recognizes that the TCCEP will need to evolve beyond the current CAC model of Olympic/Paralympic streams. Triathlon Canada will work with expert groups to help develop the TCCEP to capture the needs of multisport (as defined by the sport of triathlon) coaches, increase para-triathlon specific education, and continually evolve professional development opportunities. By creating a solid foundation that supports the safety within our sport, minimum entry standards and a less prohibitive TCCEP, constant growth can be achieved.



Eugene Liang, High Performance Director

CONCLUSION

The coaching climate in Canadian triathlon is stalled. It is hindered by cultural dynamics along with a convoluted education process. The result is a limited number of world class coaches, professional coaching opportunities and lack of performance. Triathlon Canada, through feedback from the triathlon community, has identified key issues that need to be addressed immediately to resolve the current coaching climate.

By adapting best practice models from other NSO's and governing bodies, Triathlon Canada will focus on safety, quality assurance and professional development to build a foundation on which to foster the coaching climate. Viewing coaching as a profession and developing it as such, Triathlon Canada is confident that coaches from all levels will clearly see a career pathway that can be financially viable as well as performance driven. Lastly, by regulating the coaching profession, Triathlon Canada is adhering to its' governance mandate. In doing so it will protect and foster its' most valuable assets; coaches and athletes.

