



# Coach Development Framework





# Introduction

This document outlines the nature of the Mandatory Coaching Standards initiative and addresses the following:

1. The need & benefits of implementation
2. The need for a standardized coach development pathway
3. Potential Issues & solutions
4. Identifying measurable targets
5. Timelines
6. Rewards Program



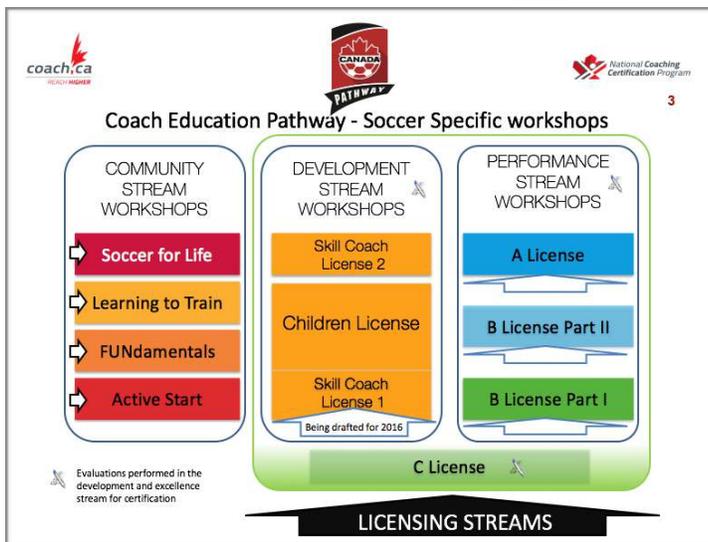


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# Resolving Instability of Community Soccer

## Objectives & Issues



The Canadian Soccer Association (CSA) & Soccer Nova Scotia (SNS) have recently committed to investing in technical leadership through their individual organizations strategic plan. The CSA outline that:

*“The CSA will continue to ensure that our well-established Long-Term Player Development (LTPD) model will remain player-centric and focused on small-sided games designed to improve technical ability, maximize enjoyment, and encourage lifelong participation regardless of age, gender, or ability”.*

In addition, the CSA were specific to the goal of standardizing the country and ensuring all players who participate the game receive appropriately trained coaches:

### PLAYERS

**1.3 Mandate minimum standards of age-appropriate coaching certification for all levels through a rigorous and high-quality qualification and testing curriculum – one that is both affordable and available across the country.**

Soccer Nova Scotia has identified a correlation with CSA and outlined several strategic points that Mandatory Coaching Standards cant assist with achieving:

### SUSTAINABLE CAPACITY

2.1 Support and advocate the development of soccer infrastructure throughout the province

2.1.3 Develop an action plan for infrastructure improvement and long-term development

### DEVELOPING THE GAME

3.5 Increase the quality and quantity of coaches through continued support and promotion of developmental programs

3.5.2 Set target for number of coaches and qualifications

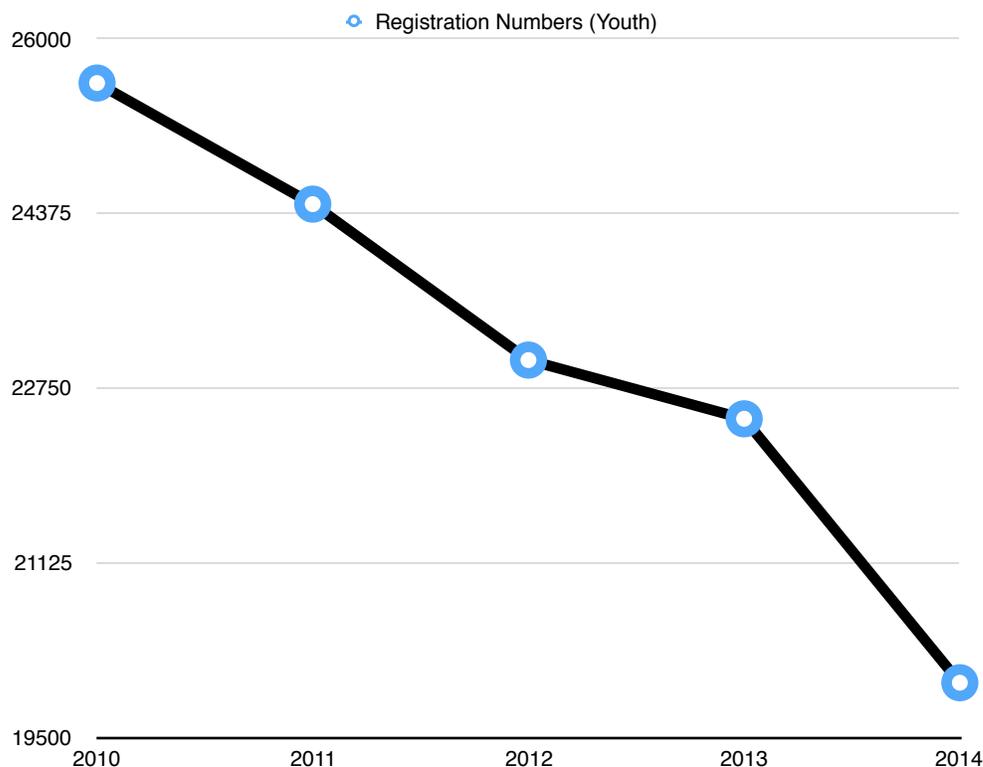


## Statistics Highlighting the Issue

The strategic objectives along with the statistical data shows that we have been losing youth players across Nova Scotia over the past four years (Fig 1 & Fig 2) which is a serious concern that we need to address. In addition, research from the indoor season 2014/15 (Fig 3) and outdoor season 2015/16 (Fig 4) show a worrying percentage (70%) of coaches involved at the youth level who have had no formal coach training. This in conjunction with the rapid loss of players demonstrates and highlights that a relationship between trained coaches & programs needs to be reviewed, This process starts by creating standards that all coaches responsible for leading sessions receive stage appropriate training as outlined by the [Long Term Player Development \(LTPD\) model](#) and [National Coaching Certification program \(NCCP\)](#).

Year	Summer Registration Numbers (U4-U18)
2010	25580
2011	24454
2012	23004
2013	22402
2014	20004

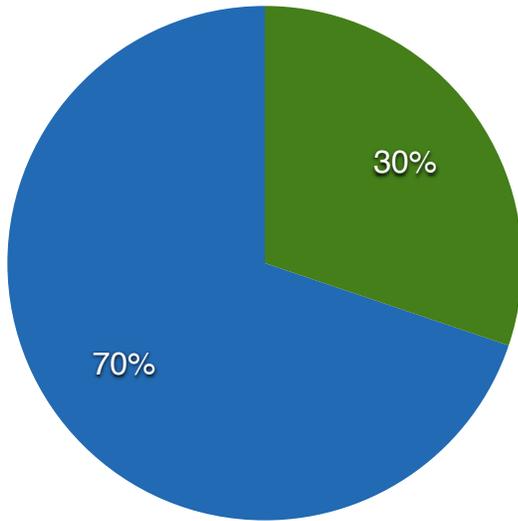
**Table: Outdoor Youth Player Registration 2010-2014 (Fig 1)**



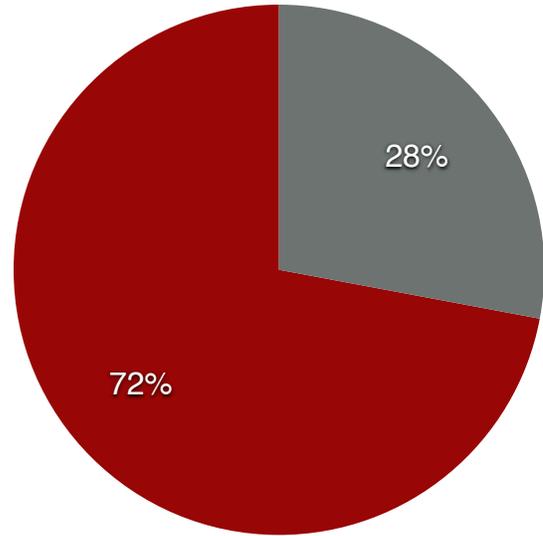
**Graph: Outdoor Youth Player Registration 2010-2014 (Fig 2)**



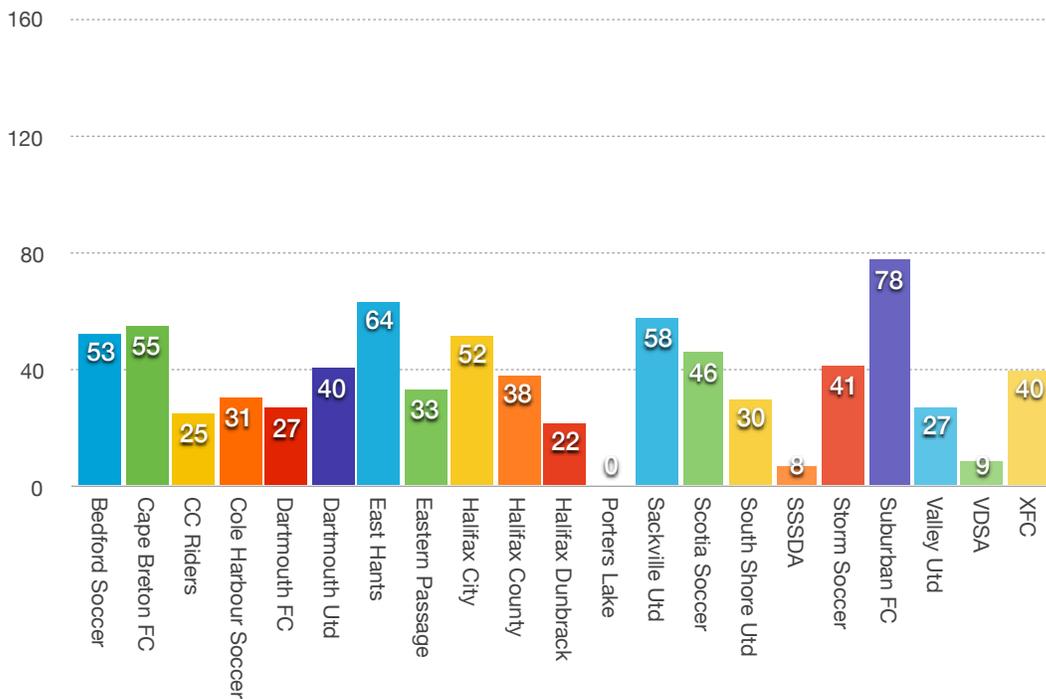
● Percentage Certified   
 ● Percentage Not Certified   
 ● Percentage Certified   
 ● Percentage Not Certified



Percentage of Head Coaches Certified - Indoor 2015/16 (Fig 3)



Percentage of Head Coaches Certified - Outdoor 2015/16 (Fig 4)



Percentage of Certified Coaches by Club - Indoor 2015/16 (Fig 5)



# Shortcomings of Coach Development

## Apathy Towards Coach Education

The level of importance associated with coach education is relatively contemporary and still under developed throughout Nova Scotia. Regardless of the sport and club, coach development is often the least budgeted line of operation, least discussed topic at board meetings & least amount of operational hours that staff focus on. Yet it is the biggest growth factor in player membership and player development, which is the main priority of all sports and clubs across Canada. Therefore, the question that we should be asking is; why would we ignore the following benefits?

- Increase the base of coaches by retaining volunteers due to gaining confidence and enjoying their coaching experience
- Empower volunteers by feeling part of and understanding the clubs mission statement and philosophy
- Better programming due to the improved knowledge of the coach and bigger base of coaches available which creates an appropriate player to coach ratio
- Overall increase and acceleration of player development from coaches who effectively know how to challenge the players
- Increase of player registrations, resulting in an increase in program revenue leading to sustainable programming

The standard practice in Nova Scotia for identifying and selecting coaches needs to be reviewed. It is an after thought and usually results in a parent volunteer being either: a) nervously agreeing to coach with minimal understanding of the game b) being forced into coaching or their child will not have a team. Coach Selection based on a lottery based on a lottery results in players quitting the game and/or having a poor experience.

## Affordability

We have created a standardized price structure for coaching workshops which includes all necessary resources required.

- Active Start Workshop - \$30
- FUNdamental Workshop - \$45
- Learning to Train Workshop - \$85
- Soccer for Life Workshop - \$85



## Accessibility

### **RESTRUCTURE OF DELIVERY**

It is vital that this initiative and coach education system, provide coaches with multiple ways of accessing and completing the proposed standards to enhance our game. The system will provide and support access for all coaches. Soccer Nova Scotia is researching and designing the current workshops into a modified E-Learning platform that combines the origin of the course, incorporating the NCCP group learning elements to support flexibility and convenience. This will give the user independence and the ability to set their own schedule within the comfort of their own home to support flexible and convenient learning. All four courses will require coaches to attend an in-person workshop where on-field sessions and debrief of necessary information pertaining to the course is refreshed and understood. The proposal of the hybrid between E-Learning and In-Person workshops is the following:

- Active Start Workshop (U4 & U6) - No change (See Game Leader Program)
- FUNdamental Workshop (U8) - No change (See Game Leader Program)
- Learning to Train Workshop (U10 & U12) - 8hrs (save 6hrs)
- Soccer for Life Workshop (U14-Senior) - 8hrs (save 6hrs)

### **IN PERSON DELIVERY**

With this new platform and proposed process, it is essential that the coaching workshops continue to be offered in its entirety as originally designed for the following reasons:

- Accessibility of technology
- Technologically challenged
- Preferred experience / preference of learning methodology

For more information pertaining to how this will be delivered and achieved, please review the 'Challenges' chapter.

### **GAME LEADER PROGRAM**

With the support of the Ontario Soccer Association and Canadian Soccer Association, Soccer Nova Scotia will be launching a coaching initiative that supports clubs with the implementation of the Preferred Training Model (station approach club program) for Active Start and FUNdamental stage of development (U4-U8).

The Game Leader program will target volunteers who do not want to coach technical sessions but would like to support their local club by being assigned as a group leader and manage the players when they participate at any small sided game stations. Following the matrix of the Preferred Training Model (see fig 5) a player will experience between 25% to 40% of a typical session in a small-sided game.



<b>FOR PLAYERS AT THE ACTIVE START STAGE, TRAINING SESSIONS SHOULD BE 45-60 MINUTES LONG AND COMPRISED OF:</b>			
<b>25%</b> GENERAL MOVEMENT	<b>25%</b> COORDINATION	<b>25%</b> SOCCER TECHNIQUE	<b>25%</b> SMALL-SIDED GAMES
<b>FOR PLAYERS AT THE FUNDAMENTALS STAGE (U-6/U-8 GIRLS; U-6/U-10 BOYS), TRAINING SESSIONS SHOULD BE 60-75 MINUTES LONG AND COMPRISED OF:</b>			
<b>20%</b> GENERAL MOVEMENT	<b>20%</b> COORDINATION	<b>20%</b> SOCCER TECHNIQUE	<b>40%</b> SMALL-SIDED GAMES

### Preferred Training Model Matrix (Fig 6)

The Game Leader program has been designed with accessibility in mind knowing that those volunteers do not require to attend the full workshops due to their involvement in the program. The program will consist of the following requirements:

- Watch a fifteen minute video overviewing a Game Leader's role inc. responsibilities, basic rules, retreat line and tips
- Complete a ten question quiz with three attempts to score 10 out of 10

On completion the coach will receive a certificate and it will be recorded in the Soccer Nova Scotia Coach Centre database.

In order for coaches to register they must follow the same process as outlined later in the document using Coach Centre. The cost of the program is \$10 and can be paid by the coach at the time of registering or invoiced to the club (club code required).

It is essential that all parties understand that this certificate does not replace the existing workshops and does not allow a coach to deliver technical sessions under any circumstance. Coaches must if they want to want to deliver technical or support as an assistant in technical sessions complete the necessary full workshop as outlined in this document.



# Implementation Timeline

## Measurable Objectives & Standards

Effective goals and objectives are written in measurable terms. This means that someone else could read this goal and know specifically what the learning team wanted a student to achieve or demonstrate. Measuring something means performing an action of some type. Two important questions to keep in mind when writing measurable goals and objectives are “What do we want to be able to do?” and “How will we know it has been accomplished?”

The table below (Fig 8) outlines the mandatory coaching standards required to work with a specific age and level of program. In addition, it also outlines additional NCCP modules required to complete a coaches training status from ‘in training’ to ‘trained’ ‘certified’. In short, community workshops are attendance only and status is amended to ‘trained’ once a coach completes the MED + Online Evaluation Workshop whereas the competition stream requires an assessment to become ‘certified’.

## Establishing Target Dates

Each objective should include a target date for achieving that particular objective. Target dates should be far enough in the future to be able to make progress, and close enough to be able to check to see if the program is on track to allow for modifications as necessary.

A target date is set when the objective is reviewed and revised. At this time, revisions should be documented and, if necessary, a new objective and target date set. An objective that is not achieved may simply be an indicator that the initiative needs to be revised. For example, a prerequisite skill is missing, other strategies or materials are needed or a learning facilitator was absent for a period of time. Consistent monitoring and revision of objectives and target dates demonstrates the ongoing attention to setting realistic expectations and providing relevant instruction toward achieving the set goals.

Soccer Nova Scotia feel it is appropriate to meet mandatory coaching standards over a gradual process allowing the clubs to develop and identify areas for improvement that need addressing annually (Fig 7). Due to the nature of resources available and current infrastructure of programming. The following four year plan has been created:

## Four Year Plan

	2016	2017	2018	2019
<b>HRM</b>	60%	80%	90%	100%
<b>Rural Nova Scotia</b>	50%	70%	90%	100%

**Table Outlining Date & Targets Based on Location (Fig 7)**



Age of Players	Required Sport Specific Workshop & Status	Required Multi Sport Requirements
U4 & U6 (Recreation)	Active Start (Community)	MED + Online Evaluation (Recommended)
U8 (Recreation)	FUNDamentals (Community)	MED + Online Evaluation (Recommended)
U10 & U12 (Recreation)	Learning to Train (Community)	MED + Online Evaluation (Mandatory)
U12 (Academy)	Head Coach - B License Part 1 - Evaluated (Competition) Assistant Coach - C License - Trained (Competition)	MED + Online Evaluation NCCP Competition Introduction Advance: Nutrition / Design a sport program (B License)
U14 - Senior (Recreation)	Soccer for Life (Community)	MED + Online Evaluation (Mandatory)
U14 - Senior (Tier One)	C License (Competition) Tier One - Certified (Evaluated)	MED + Online Evaluation (Mandatory)
Provincial Program	B License Part 1 - Evaluated (Competition)	MED + Online Evaluation NCCP Competition Introduction Advance: Nutrition / Design a sport program

**Trained = Completed the workshop**

**Evaluated = Assessed the Coach & Passed**

### Soccer Nova Scotia Mandatory Coaching Standards (Fig 8)



# E-Learning

## Contemporary Learning

One of the main benefits of E-Learning is being able to do the learning on your own time, at your own pace and in your own environment.



**It's cost effective and saves time**



**Learning 24/7, anywhere**



**It makes tracking of course progress a breeze**



**It's discreet**

\*Note - This is under development for Learning to Train & Soccer for Life workshops and scheduled to launch by the end of 2016.



## Process

The framework of a coach from the beginning of their workshop experience, to completing the course and being trained, will change and Soccer Nova Scotia will incur more administrative responsibilities in regards to setting up and governing the online platform.

1. Untrained coach registers for a workshop using a new platform online [CoachCentre.ca](http://CoachCentre.ca) registration page and secure their place in the course by paying online\*. Coaches who do not have a Coach Centre profile must register before they can enrol in a course. Coaches who have taken the new community workshops in the last five years will have to [activate their account](#) as it would of been uploaded from the Locker ([video tutorial available](#)).

**\*Note - Starting in 2016 coaches will pay online through the new Coach Centre platform confirming their place in the course. Soccer Nova Scotia will administer the necessary costs and issue the region who delivers the course a cheque, minus the related costs.**

**It is recommended that the coaches make payment online and gets reimbursed by the club after completion of the workshop. If a club would like to be invoiced for their coaches, they must opt in using the system then setup a private code for the club. Once completed this code must be passed on to the students that clubs have approved to pay for. When they register and enter their club code, SNS will invoice the club directly for the workshop fee**

2. Soccer Nova Scotia will automatically receive confirmation of registration and payment and the coach will show up in the class list which the learning facilitator can access.
3. When coaches have attended the workshop, the learning facilitator will record the attendance in Coach Centre and graduate the students.
4. Once a coach has graduated, they will be able to access a certificate in Coach Centre and Soccer Nova Scotia will upload the training on NCCP the Locker.



Process of Coaches Training  
(Fig 9)



# Coach Database

## Who is Coaching our Players?

One of the major issues with achieving the initiative of Mandatory Coaching Standards is being able to know who are coaching our players across the province. Once the research began on the current numbers of trained coaches, it was apparent the regional associations and the provincial association had no record of who was coaching players regardless of the level. In addition, to this information not being available and more concerning, was the reality that most coaches did not have any form of training (outlined in earlier chapters) or appropriate volunteer screening checks. Therefore, the process of the initiative has highlighted the need to review the process of tracking coaches who are active season-to-season.

### CoachCentre.ca

Soccer Nova Scotia have purchased an online platform by E2E called CoachCentre. Its primary role is to assist with the management and facilitation of running coaching workshops, which has been outlined in a previous chapter. However, its second function is the ability to keep an accessible, easy to use platform for tracking club coaches basic personal information, age/gender/level of the program they coach, level of current training and valid volunteer screening documents.

Each member club will receive a personal login specifically for their club and they must enter their coaches ([video tutorial available](#)) information for both indoor and the outdoor seasons. Clubs who are non-compliant outlining their coaches by the specific season deadline will result in a meeting with Soccer NS.

- Indoor Season - October 31st.
- Outdoor Season - July 1st.

**E2E Sports Coach Centre**

User Name: Mike Whyatt | User Type: Coach, Facilitator | Organization: Soccer Nova Scotia | Log Out

My Profile | My Certification | My Documentation | High Performance | Facilitator

**Outstanding Evaluation**  
You have outstanding evaluations. [Click here to view details](#)

News | Courses

Which course should I register for?

Course: All Courses | District: All Districts | Host: All Hosts | Start: 2016-02-09 | End: [ ]

[ Search ]

**Your current courses**  
You are currently registered for the following course(s).  
You are not currently registered for any courses.

**Available Courses**  
Click on a course number to view full details on a course.  
Private courses are intended for an association's members and only those people who know the private code will be able to register.

#	Host	Course	Date	City	Session	Places	LF	MLF
View 11	Soccer Nova Scotia	Provincial B License	2016-04-01	Halifax	Open	23	Register	Mike Whyatt
View 13	Highland	Active Start	2016-04-08	Stellarton	Open	30	Register	Ninoslav Kovacevic   Mike Whyatt
View 14	Highland	Fundamentals	2016-04-09	Stellarton	Open	30	Register	Ninoslav Kovacevic   Mike Whyatt
View 22	Soccer Nova Scotia	Goalkeeper Level 1	2016-04-14	Halifax	Open	0	Full	Mike Hudson   Mike Whyatt
View 9	Soccer Nova Scotia	C License	2016-04-16	Halifax	Open	17	Register	Mike Whyatt
View 40	Valley	Fundamentals	2016-04-16	Bridgetown	Open	30	Register	Dara Ramirez
View 12	Soccer Nova Scotia	Provincial B License	2016-05-01	Antigonish	Open	24	Register	Ninoslav Kovacevic   Mike Whyatt
View 32	Halifax District	Fundamentals	2016-05-01	Halifax	Open	27	Register	Mike Hudson



## Policing

Each regional association will be responsible for ensuring that their clubs have entered their coaches and will be given a regional wide login, which can access all their member clubs. In addition, Soccer Nova Scotia will have provincial wide access which can search for coaches in the following: Gender, Age, Tier & Role (Fig 10). Furthermore Soccer Nova Scotia will complete unannounced checks on clubs to ensure the quality and safety of the players is not at risk.

The screenshot displays the 'ESE Sports Coach Centre' interface. At the top right, a user profile shows 'User Name: Mike Whyatt', 'User Type: Provincial', and 'Organization: Soccer Nova Scotia'. The navigation menu includes 'Home', 'Setup', 'Course Management', 'Finance', 'Proxy', 'Coaches', 'Game Leader Program', 'Registration', 'News', 'Contact', and 'Tests'. The main section is 'REGISTRATION SEARCH' with the following filters:

- Registration Period: Indoor 2015/16
- Club: All Clubs
- Gender:  Male,  Female
- Age Group:  Under 4,  Under 5,  Under 6,  Under 7,  Under 8,  Under 9,  Under 10,  Under 11,  Under 12,  Under 13,  Under 14,  Under 15,  Under 16,  Under 17,  Under 18,  Senior
- Coaching Level:  Mini Foundation,  Mini Academy,  Tier 1,  Tier 2A,  Tier 2B,  Tier 2C,  Tier 3
- Coach Position:  Club Technical Director,  Team or Program Head Coach,  Team or Program Assistant Coach

Buttons at the bottom include 'Check All', 'Uncheck All', and 'Search'.

**Coach Centre Report Tool (Fig 10)**

## ID CARD

Soccer Nova Scotia will require coaches who are coaching in the performance stream 'Coach Identification Cards'. These cards will be checked by officials prior to the start of the game to ensure coaches meet the coaching standards required to compete at this level. This will be mandatory for coaches participating in the Soccer Nova Scotia Academy U12 Program and NSSL Leagues.

All coaches who complete the C License or B License Part 1 will automatically receive a card as part of their registration fee. For any coach who has an existing license, must submit and complete the Coaching ID Card application along with a fee of \$10.



**Coach ID Card (Fig 11)**



# Challenges

## Identifying and Finding the Solutions

### ***Setting goals is the first step... achieving them is the second step.***

It's important to understand that every goal comes with a plethora of land-mines that are attached to that goal. We must surpass these obstacles, challenges and problems in order to get to our end goal. Unless we successfully overcome them, we will fail to learn the valuable lessons that are required to help us achieve and maintain our goal.

The challenges that face us with implementing mandatory coaching standards have been universally agreed as:

### **ACCESSIBILITY OF THE COMMUNITY WORKSHOPS**

- Solution 1 - Provide an online E-Learning platform (In production with completion expected by the end of 2016).
- Solution 2 - Provide year round workshops (Completed - Offered all workshops this indoor season in HRM).
- Solution 3 - Provide a modified 'Game Leader' E-Learning course for coaches who want to support clubs in the implementation on the Canadian Soccer Association 'Preferred Training Model'. This training allows coaches to supervise being able to supervise small sided game stations but not the delivery of analytical sessions (Completed and available for summer 2016).
- Solution 4 - For communities who cannot meet the NCCP minimum requirement of ten coaches to run a workshop, create a Nova Scotia adapted workshop for the four community courses that can be delivered over the length of a season through mentorship and E-Learning (2017).

### **DEADLINE DATE FOR COACHES TO HAVE ATTENDED THE COMMUNITY WORKSHOP**

- Solution - Align the date with the current player deadline date of July 1st (Summer 2016)

### **AFFORDABILITY OF THE COMMUNITY WORKSHOPS**

- Stage 1 - Create a Nova Scotia standardized fee (as outlined in previous chapters).
- Stage 2 - Soccer Nova Scotia regions to research a financial model for offering workshops free of charge (In progress).

### **A STRATEGY WITH THE ASSISTANCE OF POLICING AND ENSURING REGIONS AND CLUBS ARE MEETING THE MANDATORY COACHING STANDARDS INITIATIVE**

- Stage 1 - Continue to use the Soccer Nova Scotia active coaching database via Microsoft Excel Spreadsheet (Summer 2015).
- Stage 2 - Purchase an online platform for recording active coaches. (Completed and used successfully for the indoor season 2015/16)



# Reward Scheme

## Benefits

### Step 1 - Identify an external incentive

- Sport Nova Scotia - PSO Project (Pending)
- Umbro - Buy one get one (Confirmed)
  - Equipment - Balls x 10, Ball Sack, Soft Discs, Speedy Pump, Soccer Planner (40 packages)
  - Full kit - Shirt, Shorts & Socks (18x2 packages)

Retail value for equipment package is \$380 + tax & kit package is \$1,547.46 + tax

### Step 2 - Identify the internal incentive

- Trained & Confident Coaches
  - Retain Coaches
- Better Programs
  - Improved Player Experience & Enjoyment
  - Accelerate Player Learning & Development
  - Retain Players

### Step 3 - Identify the penalties (worst case scenario)

- Support from Soccer Nova Scotia and regional association
- Club removed from Provincial Championships if no improvement/growth over first two years of the initiative or clubs do not enter active coaches via Coach Centre system in year one

## Lottery Process

Formula - Every ten (10) coaches associated to a different team or program in the club who have trained status will result in the club receiving an entry into the lottery:

### Example

- **20 teams that include a head coach and assistant = 40 registered active coaches**
- **50% of those coaches are trained = 20 coaches**
- **20 coaches = Two entries into the lottery**



## Summary

Soccer Nova Scotia outlined the contemporary relationship between coach development and player membership. This fundamentally impacts the players with the quality and safety of their soccer experience. Through consistent costs, standardized registration/recording of coaches and highlighting the benefits of delivery through online platforms, Soccer Nova Scotia & regional associations will assist with supporting clubs and coaches with affordability and accessibility of initial or continued training. In addition, outlining key performance indicators for clubs along with identifying the internal and external benefits should motivate clubs to make this necessary initiative a priority in their clubs future.