

# Technical Planning

- Soccer Nova Scotia





## Table of Contents

<a href="#">Benefits of Planning</a>	Page 3		
<a href="#">Responsibility of Planning</a>	Page 4		
<a href="#">Technical Planning Cycle</a>	Page 5		
<a href="#">Technical Planning Steps Outlined</a>	Pages 6 - 7		
<a href="#">Steps 1 to 3</a>	<a href="#">Steps 4 to 5</a>	Page 6	Page 7
<a href="#">Technical Planning Steps Explained</a>	Pages 8 - 13		
<a href="#">Step 1 - Environmental Scan</a>	<a href="#">Step 2 - Gap Analysis</a>	Page 8	Page 9
<a href="#">Step 3 - Formulation of Plan #1</a>	<a href="#">Step 3 - Formulation of Plan #2</a>	Page 10	Page 11
<a href="#">Step 4 - Implementation of Plan</a>	<a href="#">Step 5 - Evaluation &amp; Revision</a>	Page 12	Page 13
<a href="#">Breaking Down the Planning Framework</a>	Pages 14 - 20		
<a href="#">General Overview of a Pillar from a finished plan</a>	Page 15		
<a href="#">What is a Pillar?</a>	Page 16		
<a href="#">What is a Goal?</a>	Page 17		
<a href="#">What is a Timeline?</a>	Page 18		
<a href="#">What is a Measurable Action Step?</a>	Page 19		
<a href="#">Who is responsible for each action item?</a>	Page 20		
<a href="#">Why Is budgeting necessary?</a>	Page 21		



# What are the benefits of technical planning?

Direction



Accountability



Demonstrated purposeful allocation of resources



Established objective reference point for decision making & communication to membership



Improved ability to anticipate and avoid potential obstacles



Alignment w/ contemporary best practices & Canada Soccer Club Licensing Program



# Who is responsible?

The technical plan is the responsibility of the club's technical lead.

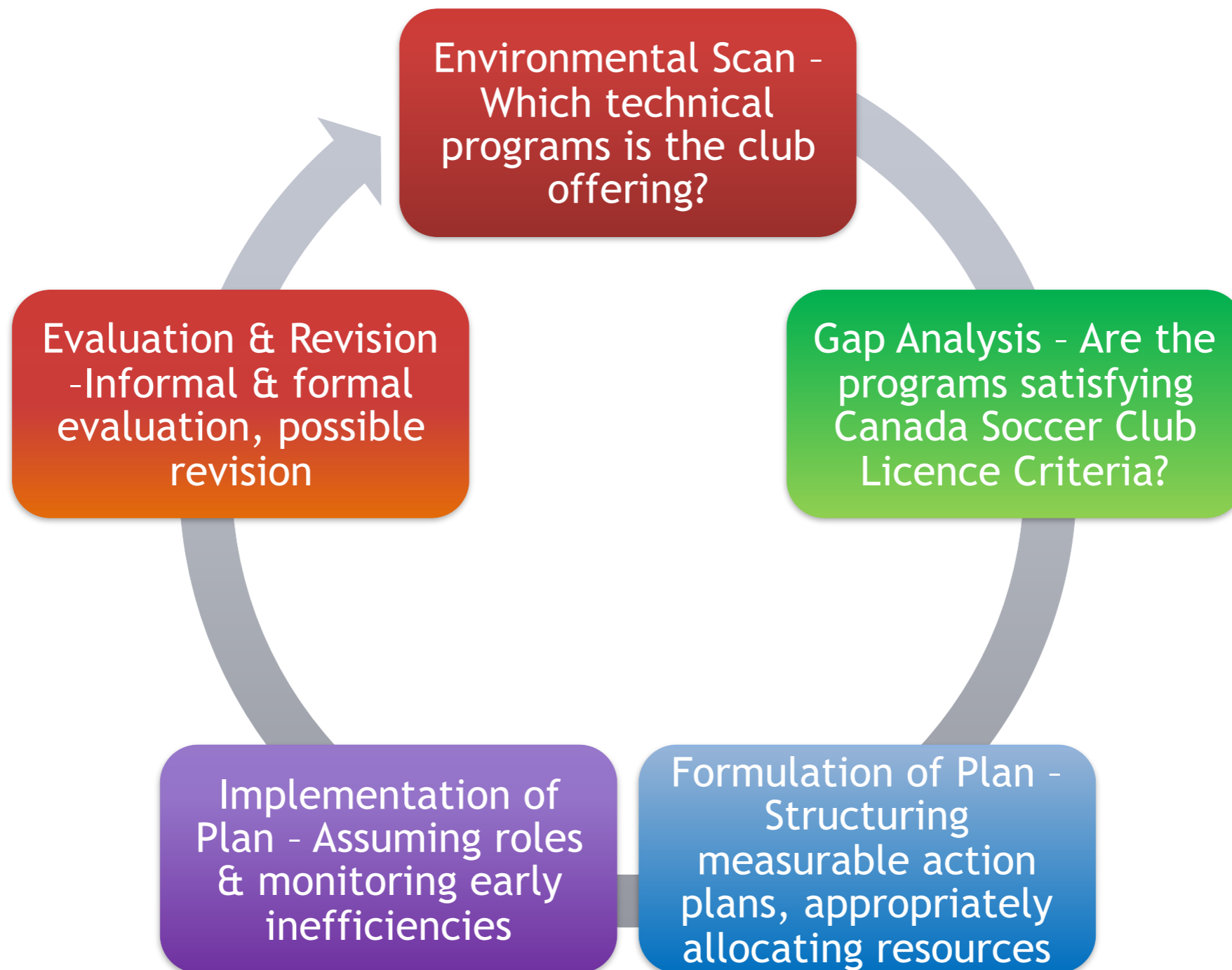
Technical leadership can come from either a professional hire or a volunteer technical committee.

If professional staff is hired: the design, implementation, delivery, evaluation, and revision of the technical plan is their responsibility.

In the event of a professional hire there is no need for a technical committee as the professional TD manages all soccer operations and reports directly to, depending on the club structure, either an executive director or an executive committee.



# Technical Planning Cycle





# Technical Planning Steps Outlined

## Step 1 - Environmental Scan

Which technical programs is the club currently operating?

## Step 2 - Gap Analysis

Does the club have the capacity to operate their current programs as outlined by the criteria of their declared-for level within the Canada Soccer Club Licensing Program?

## Step 3 - Formulation of Plan

- Start with the gaps as starting points
- Set objectives/targets for programs
- Targets/objectives should be connected to the desirable classification level of the Canada Soccer Club Licensing Program
- Use Soccer NS tools for support/resources
- Create action plan with timelines, measurables, responsibilities, and cost associated with individual initiatives



# Technical Planning Steps Outlined

## Step 4 - Implementation of Plan

- Program comes to life and is monitored for early inefficiencies
- Roles & responsibilities are assumed & executed

## Step 5 - Evaluation & Revision

- Program is continuously evaluated - informally and formally
- Revised if necessary



# Planning Step #1: Environmental Scan

- Objectives for this step:
  1. Identify which programs the club is currently running?
  2. Identify who is responsible for delivery of existing programming?
  3. Identify if programs are LTPD aligned.
    - Note: Use SNS Tools for support
- After completing this step you should have an understanding of your current programming and whether or not it is LTPD aligned
- This information will form a starting point to continue developing your technical plan

Which combination of programs is the club operating?

- U4 to U12
- U13 to U18
- Senior
- AAA, AA, A, B, & C

Who is responsible for the delivery of those program?

Which stakeholders are critical to the success of the program?

- Players
- Coaches
- Parents
- Technical Leads (Volunteer or Staff)



# Planning Step #2: Gap Analysis - What is the end destination?

- Objectives for this step:
  1. Familiarize with the technical criteria for the declared-for level of CSCLP - the criteria will represent an end state of programming, an end destination
  2. Refer to the findings from Step 1
  3. Identify gaps between starting points (information from Step 1) & end points (technical criteria from the declared-for level of the CSCL)
  4. Start the process of brainstorming as to whether or not the club has the necessary internal resources to reach desired end state - if not, start brainstorming around which strategies (recruitment, development, mentorship, etc.) the club needs to build in order to satisfy the technical criteria within the declared-for level of the CSCLP



Quality Soccer  
Provider



PTSO Level 1



PTSO Level 2



National Youth  
Club



# Planning Step #3: Formulation of Plan - Part 1

## Objectives for this step:

1. Reference & familiarize oneself with the framework of a sample technical plan found within this presentation or on Soccer NS's website
2. Reference & familiarize oneself with the available tools and appropriate planning terms
  - Tools:
    - I. Soccer NS Technical Plan
    - II. SNS Planning Tool
  - Planning Terms (detailed explanations can be found within the SNS Excel Planning tool):
    - I. Pillar
    - II. Goals
    - III. Timelines
    - IV. Measurable Action-Steps
    - V. Responsibility
    - VI. Budget Line



# Planning Step #3: Formulation of Plan - Part 2

Objective for this step:

3. Establish pillars
  - Pillars are summaries of goals
4. Establish goals
  - All goals are S-M-A-R-T
5. Establish timelines
  - Timelines are not absolute but are definitely critical to achieving goals
6. Establish measurable action-steps
  - Which steps are to be taken to achieve the end goal?
7. Establish who is responsible for each action step
  - Who is responsible for the action steps?
8. Outline budget impact of each goal
  - Does this goal have an impact on the budget?
  - What is the \$ value assigned to the goal?



# Planning Step #4: Implementation of Planning

Objective for this step:

1. Planning comes to life through the execution of Action-Steps as outlined within the technical plan
2. Execution of planning is monitored for early inefficiencies.
  - This is the early critical reflection time
  - Particularly with respect to communication between those members/staff that have been tasked with independent action items that feed into the same goal
  - How are the early tasks & information being managed and what is the impact that action items have on individual resources and workflow?
  - If there are early inefficiencies how do adjust and learn from them?



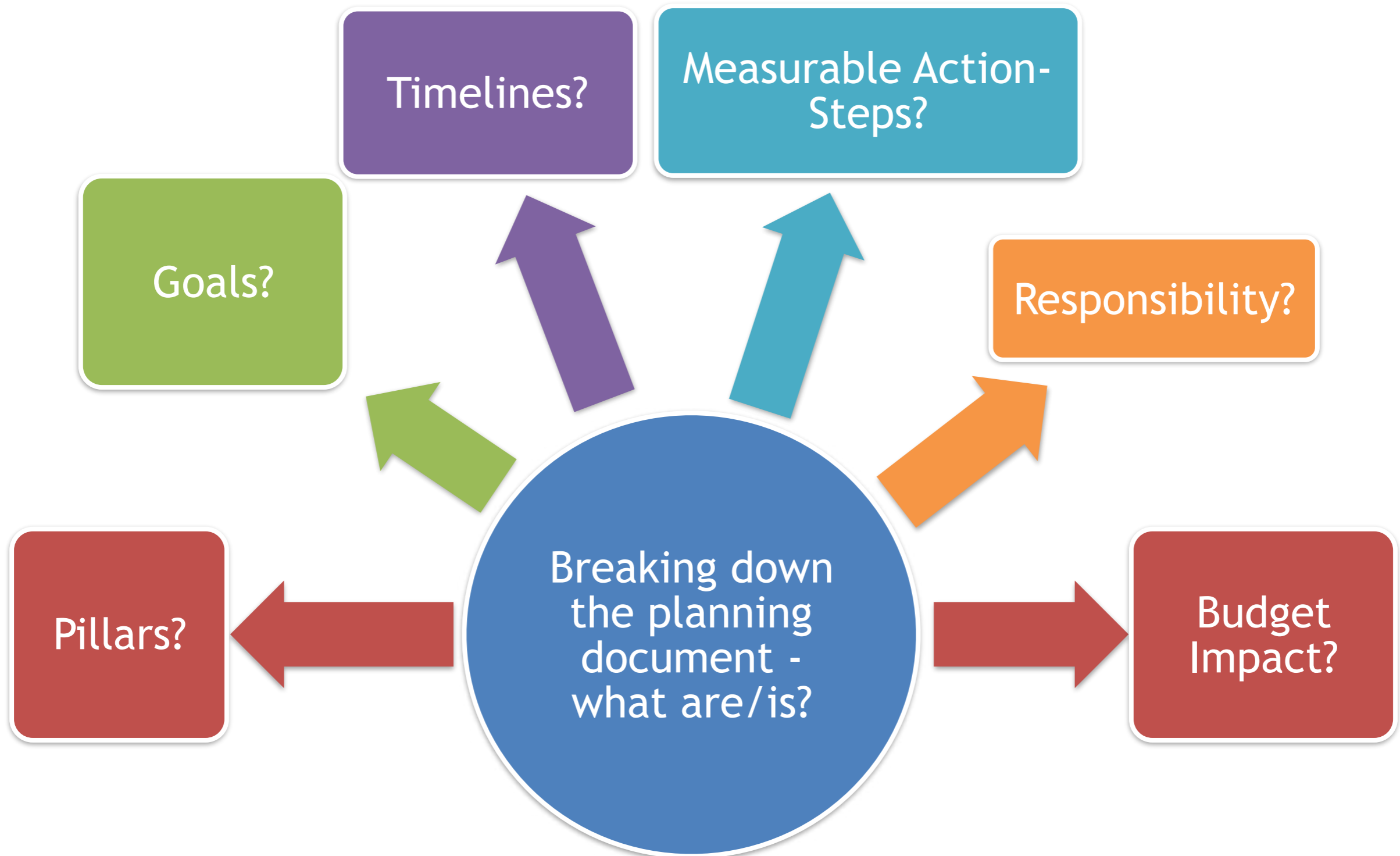
# Planning Step #5: Evaluation & Revision

Objective for this step:

1. Establish proper reporting policies & procedures for evaluation of plan effectiveness
  - Evaluation happens informally and formally
  - Evaluation can be qualitative or quantitative
  - Most effective evaluation of programming takes into account the experience of all stakeholders the programming is designed to affect
    - Players
    - Parents
    - Club volunteers/staff
    - External partners
2. Establish & use evaluation metrics that evaluate the effectiveness of plan implementation vs results
  - The objective here is to measure the effect that the planning process and implementation of plan have had on workflow and organizational resources.



# Breaking down the planning document





## GRASSROOTS & COMMUNITY

Pillar



To provide a better soccer experience for 99% of the membership

1. Implement player pools that allow player movement based on development.
2. Understand the status of LTPD in Nova Scotia resulting in recommendations for improvement.
3. Be a national leader in implementing Canada Soccer's club license program.

### GOAL 1

Implement player pools to support non-linear development

#### Timeline:

- Commencement: November 2017
- Completion: August 2018

#### Measurable:

- Educate technical staff on player pools and Skill Centre programs
- Re-write policies and procedures to assist implement
- Strategy to educate and promote importance of player pools vs teams

#### Who:

- Primary: Director of Soccer Development, Grassroots Development Officer & Program administrator
- Stakeholders: Regional/Club Technical Directors

### GOAL 2

Ensure LTPD standards are being adhered to across Nova Scotia

#### Timeline:

- Commencement: May 2018
- Completion: August 2021

#### Measurable:

- Strategy to obtain information
- Collect information
- Recommendation for areas of focus
- Provide support tools

#### Who:

- Primary: Grassroots Development Officer
- Stakeholders: Regional/Club Technical Directors

### GOAL 3

Educate & support all members with the Canada Soccer club license program

#### Timeline:

- Commencement: July 2017
- Completion: August 2021

#### Measurable:

- Provide feedback to Canada Soccer
- Strategy on how to educate & communicate
- Strategy to implement
- Support regional/club technical directors on technical competencies

#### Who:

- Primary: Director of Soccer Development & Grassroots Development Officer
- Stakeholders: Public & Relations & Marketing Coordinator, Regional/Club Technical Directors & Administrators

Pillar

Timeline

Measurable  
Action-  
Items

Goals

Responsibility



# Pillars

## GRASSROOTS & COMMUNITY

### Pillar



**To provide a better soccer experience for 99% of the membership**

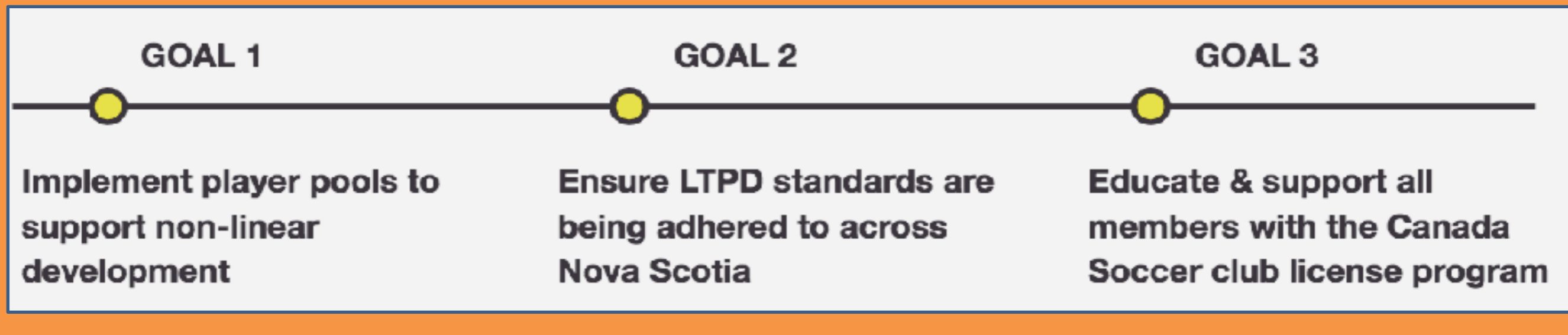
1. Implement player pools that allow player movement based on development.
2. Understand the status of LTPD in Nova Scotia resulting in recommendations for improvement.
3. Be a national leader in implementing Canada Soccer's club license program.

What is a planning pillar?

- A pillar supports the plan through the achievement of similar goals
- As well, a planning pillar connects similar goals to a strategic direction of the organization
  - In the event that the organization has a strategic plan
- The outcome the Grassroots & Community pillar aims to achieve here is:  
*to promote a better soccer experience for 99% of the membership*



# Goals



## What is a goal?

- A goal is a broad outcome an organization might have outlined as necessary to achieve
- Goals should be S-M-A-R-T
  - Specific-Measurable-Attainable-Realistic-Timebound
- In this example the outlined 3 goals aim to: *promote a better soccer experience for 99% of the membership* through
  1. Implementing player pools ...
  2. Ensure LTPD standards...
  3. Educating & supporting all members with the ....



# Timelines

**Timeline:**

- Commencement: November 2017
- Completion: August 2018

**Timeline:**

- Commencement: May 2018
- Completion: August 2021

**Timeline:**

- Commencement: July 2017
- Completion: August 2021

## What are timelines?

- Timelines are critical to achieving goals, or at the very least, if a particular goal is not satisfied by the predetermined timeline it allows the organization to reflect on the process that resulted in that non-satisfaction
- In this case the timelines outline the starting time of each goal and the end date of when each goal is to be achieved



# Measurable Action Items

## Measurable:

- Educate technical staff on player pools and Skill Centre programs
- Re-write policies and procedures to assist implement
- Strategy to educate and promote importance of player pools vs teams

## What are measurable action items?

- Action items are the underlying objectives of goals
- In this example, satisfying the 3 objectives will achieve the goal of *implementing player pools and supporting non-linear development*
- It's important to note that the process of achieving measurable goals is consistently evaluated i.e. even if these 3 objectives were to be satisfied the organization would still reflect if their goal was effectively achieved



# Responsibility

## Who:

- Primary: Director of Soccer Development, Grassroots Development Officer & Program administrator
- Stakeholders: Regional/Club Technical Directors

## Why is responsibility important?

- Assigning measurable & actionable items to a staff and/or volunteers ensures that individuals have clear instructions as to what their role within achieving specific objectives and goals are
- It is important to note that clarity of instruction & process allows individuals to feel that their effort is achieving positive & tangible results for their organization. Thus, reducing subjective decision making and burnout
- Even though the Technical Director is responsible for the overall development of the Technical plan, certain measurable items will require staff/ volunteers outside of the technical department in order to be satisfied



# Budget Line

Why is budgeting important & who is responsible for development of a technical budget?

- The technical director is responsible for the development of a technical budget. The TD works along side the ED/Executive Committee in order to finalize a reasonable budget that does not put the organization at risk.
- Budgeting is important because it allows the organization to develop quality programming without putting the organization at risk while keeping the planning process and the delivery of programs realistic.