



Biathlon NCCP Operations Manual





**National
Coaching
Certification
Program**

PARTNERS IN COACH EDUCATION

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



Coaching Association of Canada
Association canadienne des entraîneurs



Health and
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Contributors

Sheri Adams-Selinger, Sport Development Manager, Biathlon Canada

Clayton Whitman, Performance Pathway Director, Biathlon Canada

Sophie Balogh, Coaching Consultant, Coaching Association of Canada

The Collection, Use, and Disclosure of Personal Information

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

Purpose of this document

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

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

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

Version Control

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

Revision Date	Revisions
2016/05/11	Original document publication.
2026/01/01	New branding, 20202 version of Code of Ethics, changes to PTCR list, 2020 version of NCCP model, minimum age restriction, updated MSM descriptions, added sections 1, 2, 3, 4.5, and 5, updated honorariums.

1. Biathlon Canada and Coach Development

1.1 Mission, Vision and Values

1.1.1 Our Mission

Empower biathletes to thrive at every level.

1.1.2 Our Vision

A clear trail for athletes with big goals.

1.1.3 We Value

Safety. We are all responsible for ensuring that the places where biathlon lives are physically and psychologically safe for everyone involved.

Growth mindset. We believe that everyone in our community can grow their knowledge, skills and abilities through hard work and dedication.

Courage. We are willing to push our perceived boundaries and do hard, difficult, or new things for the sake of bettering ourselves and our sport.

Respect. We show consideration and care for others and our sport. Relationships are paramount, so we listen for contributions and commitment, and we hold ourselves accountable for our impact on the people in Canada's biathlon community.

Fun. Regardless of our role, we infuse joy into what we do.

1.2 Partners in Coach Education

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

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

1.2.1 Coaching Association of Canada (CAC)

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

1.2.2 Provincial/Territorial Coaching Representatives (P/TCR's)

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

- Alberta: Alberta Sport, Physical Activity and Recreation
- British Columbia: viaSport BC
- Manitoba: Sport Manitoba Coaching
- New Brunswick: Coach NB
- Newfoundland and Labrador: Sport Newfoundland and Labrador
- Northwest Territories: Sport North Federation
- Nova Scotia: Communities, Culture and Heritage – Communities, Sport, and Recreation Division

- Nunavut: Sport and Recreation Division
- Ontario: Coaches Association of Ontario
- Prince Edward Island: Sport PEI
- Quebec: Sports Québec
- Saskatchewan: Coaches Association of Saskatchewan
- Yukon: Sport and Recreation, Department of Community Services, Government of Yukon

1.2.3 National Sport Organization (NSO)

Biathlon Canada provides overall leadership and strategic direction for biathlon in Canada. It is responsible for creating and implementing programs and pathways for biathlete and coach development that follow long-term development models and that aligns with the NCCP structure and standards. Specifically, it establishes education resources as well as national standards for coaching and develops coaches to represent Canada at international competitions.

1.2.4 Provincial/Territorial Sport Organizations (P/TSO's)

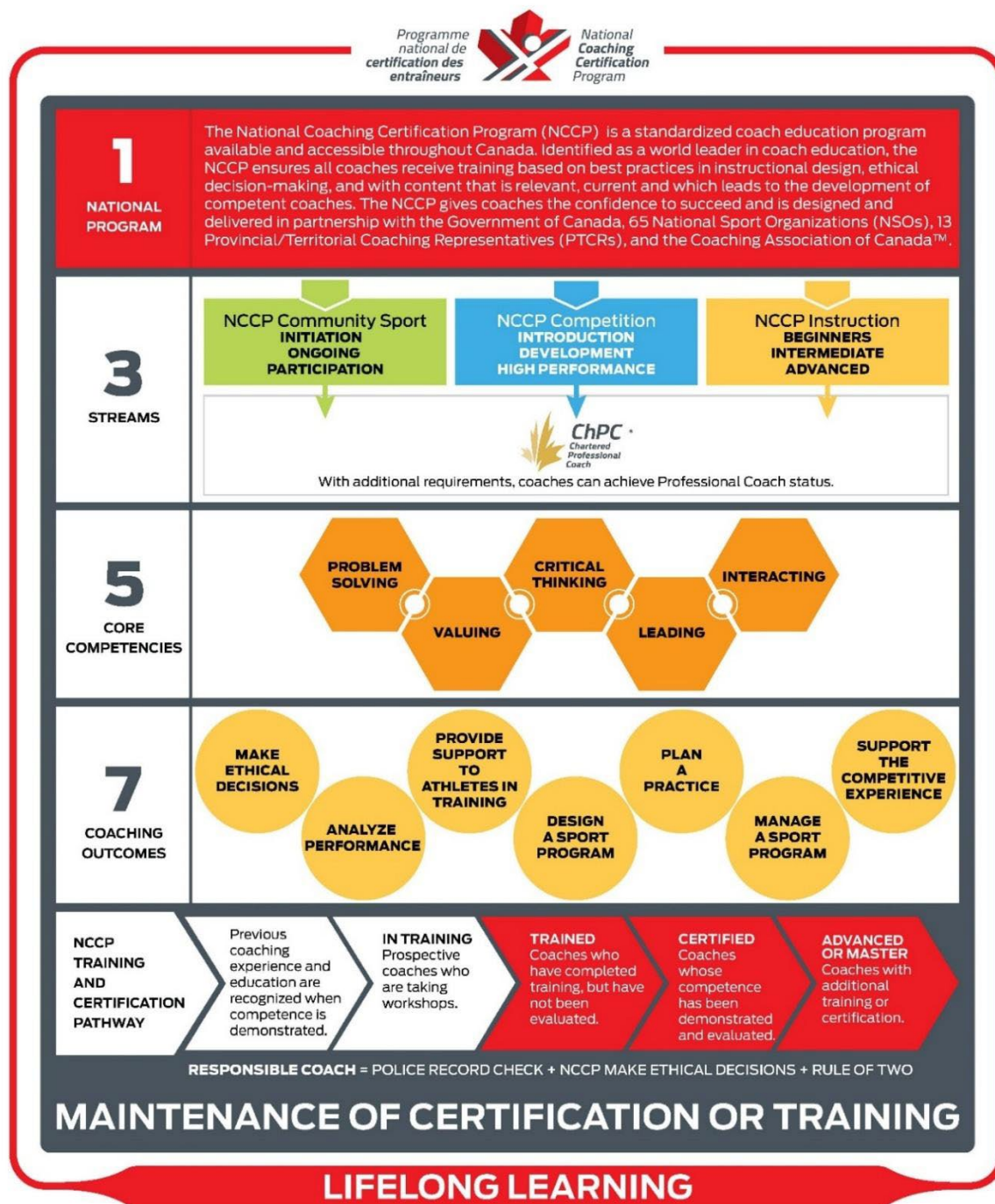
P/TSOs are responsible for the development and delivery of biathlon programming within their respective provinces or territories. Regarding coach development, they are responsible for delivering the coach development programs created by the NSO and for ensuring both community and competitive stream coaches have access to appropriate development pathways and resources.

- Biathlon Alberta
- Biathlon Association of Manitoba
- Biathlon Newfoundland & Labrador
- Biathlon Nouveau-New Brunswick
- Biathlon Nova Scotia
- Biathlon Ontario
- Biathlon Saskatchewan
- Biathlon Society for British Columbia
- Biathlon Yukon
- Fédération québécoise de biathlon
- Nordic Sports PEI
- NWT Biathlon Association

1.2.5 Local Clubs

Local clubs are the foundational units for player and coach development and community engagement. Regarding coach development, they are responsible for delivering biathlon programming and coaching that aligns with the development pathways established by Biathlon Canada and the P/TSOs, as well as recruiting, training and mentoring coaches to ensure high standards of coaching within the club.

2. The NCCP Model



* The Coaching Association of Canada grants the official designation of Chartered Professional Coach (ChPC) to those who have demonstrated their competence as NCCP certified coaches who value the technical and ethical standards of the profession.



2.1 NCCP Streams and Contexts

The NCCP is comprised of three coaching streams. Within each NCCP Coaching stream are NCCP Coaching contexts, which align coaching activities with specific types of participants and their stage of development.

NCCP Stream	NCCP Context	Typical participants stage of development	Typical coach functions
Community Sport Coach	Community Sport – Initiation	Awareness, First involvement, Active Start, Fundamentals, Active for Life	Helping sport participants develop fundamental and basic sport capabilities.
	Community Sport – Ongoing	Active for Life	Helping sport participants develop capabilities for life-long sport and physical activity.
Competition Coach	Competition-Introduction	Learn to Train	Introducing participants to competitive sport – understanding basic rules, tactics, and strategy and refining basic sport capabilities.
	Competition-Development	Train to Train, Train to Compete	Introducing athletes to competitive sport performance with specialized and periodized training and competition plan
	Competition High-Performance	Train to Compete, Train to Win	Helping athletes refine advanced sport capabilities and preparing them for international level competitions.
Instructor	Instruction-Beginners	Awareness, First involvement, Active Start, Fundamentals, Active for Life	Teach basic skills to individuals with very little or no experience in the sport or the activity.
	Instruction – Intermediate	Learn to Train, Train to Train	Help participants refine basic skills, and to introduce a variety of more complex techniques.
	Instruction – Advanced	Train to Compete, Train to Win	Help participants refine advanced skills.

2.1.1 Community Sport



Many people in Canada become involved in coaching on a volunteer and short-term basis, particularly at the community level. The Canadian Sport System should not expect that these individuals can commit to long and expensive training and certification programs without first having the opportunity of experiencing a basic form of coaching and determining whether they wish to be involved more extensively into this sphere of activity.

However, basic training and, in certain sports, certification is necessary to ensure quality sport participation for all participants.

Community Sport coaching programs can be developed in two contexts:

- **Community Sport – Initiation:** Aimed at coaches working at the community level with either:
 - young children at the Awareness and First involvement, Active Start or Fundamentals stages of development or;
 - older participants being introduced to the sport, at the Awareness and First involvement stages of development ([Long-Term Development – Sport for Life](#)).

The Biathlon Canada Community Coach course includes 10 hours of training that consists of two parts. Part A includes 5 hours of the training that must be taken in-person and 5 hours of the training that can be taken either in-person or virtually. The prerequisite to take the course is completion of a one-hour Introduction to Biathlon Coaching module, which can be taken either in-person or virtually. Athletes will be in the Learn to Train, First Involvement or Active for Life stage of the Long-Term Development Model.

2.1.2 Competition Coach



Typical characteristics of coaches working in the “Competition” stream are:

- They work in a competitive environment where performance outcomes are emphasized
- They guide and support athletes in both training and competitive settings
- They aim to enhance athletes’ performance and long-term development
- They support athletes in their social, physical, mental and sport capabilities development
- They use sport as a tool for holistic individual growth
- They foster positive values and life skills through sport

- They create conditions whereby sport is a positive experience and the athlete's self-esteem is enhanced

Programs at Biathlon Canada for Competition coaches' Training and Certification can be developed in two contexts, each reflecting the major objectives pertaining to the athlete's development, as well as their proficiency level:

- **Competition-Introduction:** This type of coach will, for the most part, be working with pre-adolescents or adolescents, at the Train to Train stages of development. They will teach basic skills and tactics, and prepare athletes for local, regional and provincial level competitions. Athletes will train several times a week on a seasonal or yearly basis to improve their general fitness level, and most of the training is expected to occur through the sport itself. Fun will be an important part of the athletes' sport experience that will provide opportunities to teach values and develop social skills. It can also refer to coaches working with athletes in the Competitive for Life stage of development. The Biathlon Canada Competition-Introduction course is 24 hours, broken into two parts. Part A (12 hours) can be done virtually or in person. Part B (12 hours) must be done in person. Coaches should complete the 1-hour "Introduction to Coaching Biathlon" module before starting the Competition-Introduction course
- **Competition-Development:** This type of coach will, for the most part, be working with young adults at the Train to Compete stages of development. They will help athletes refine basic skills and tactics, teach more advanced skills and tactics, and prepare athletes for provincial, national and sometimes international level competitions. Athletes will train multiple times a week on an annual basis to improve performance. Although having a good time will remain an important part of the athletes' sport experience, the outcome of competitions will be important as the athletes may have to meet pre-determined performance standards. Event/discipline specialization and fitness will also be important at this stage. Sport will provide an opportunity to teach values and ethics and refine social skills. At Biathlon Canada, this is a 44 hour course that includes 15 hours of virtual training and 29 hours of in-person training.

2.2 Training versus Certification in the NCCP

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

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

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

NCCP coaches are described as follows:

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

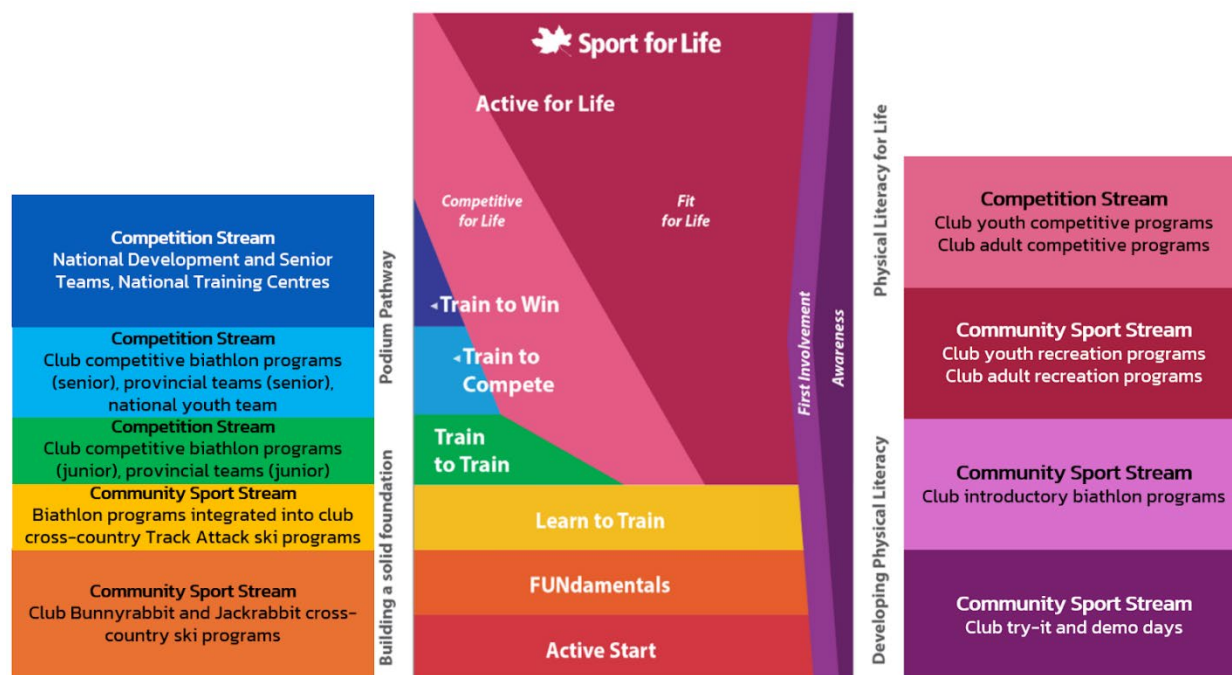
3. Development Models and Pathways

3.1 Coach Development Model (CDM)



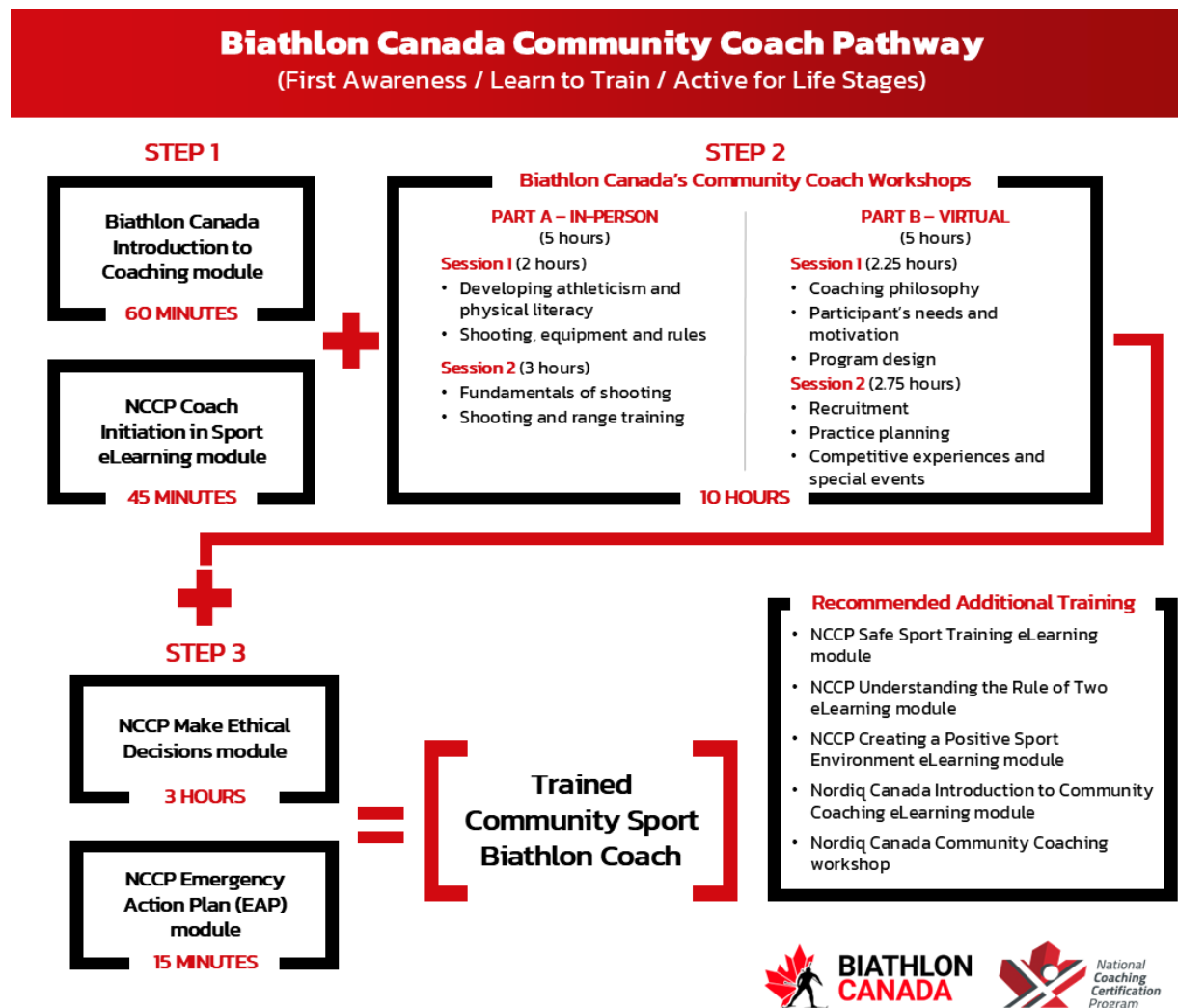
3.2 Participant Development Model

Biathlon Canada's Participant Development Model closely aligns with the Sport for Life Canada Long-Term Development Model for Sport and Physical Activity.

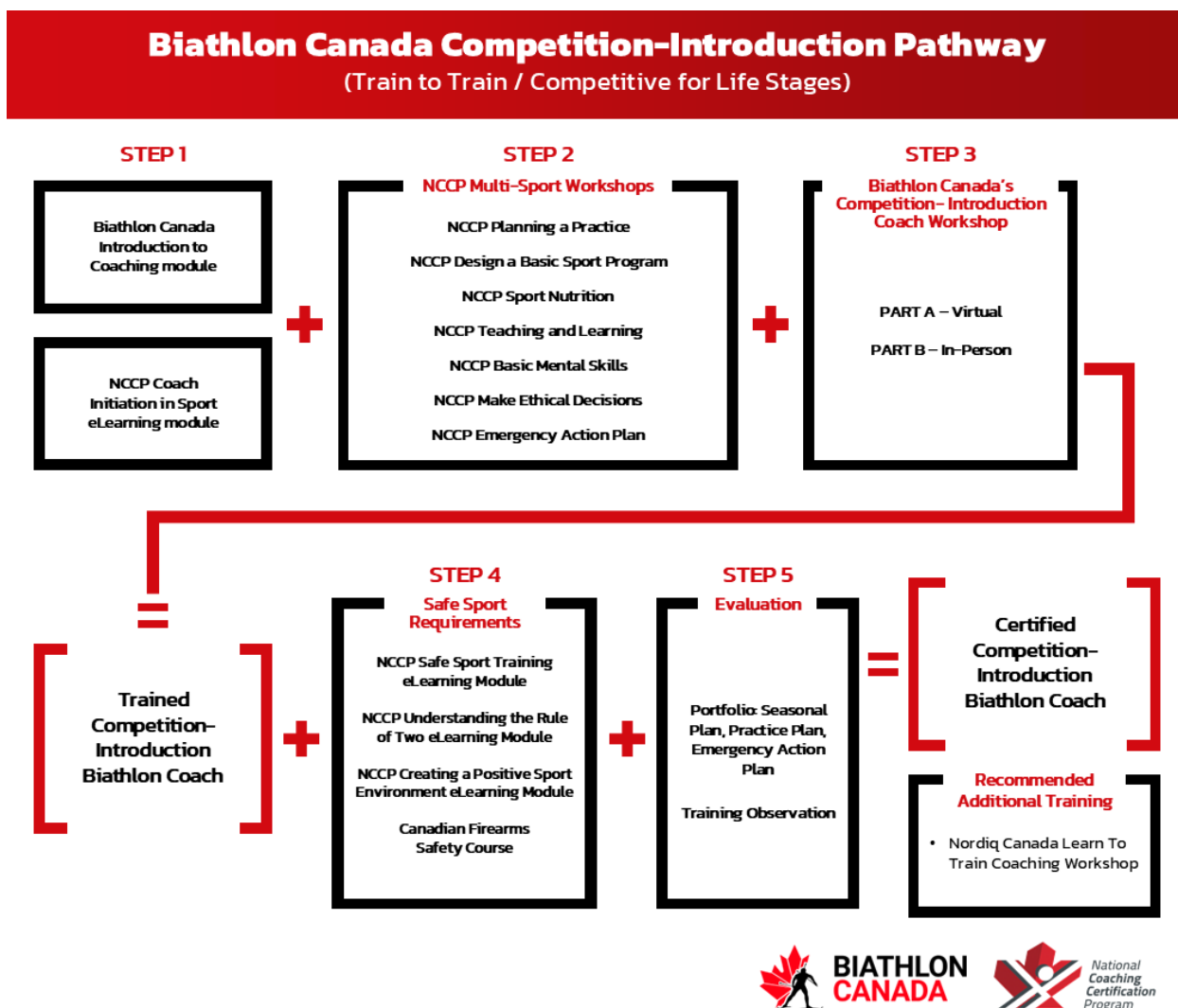


3.3 Coach Development Pathways

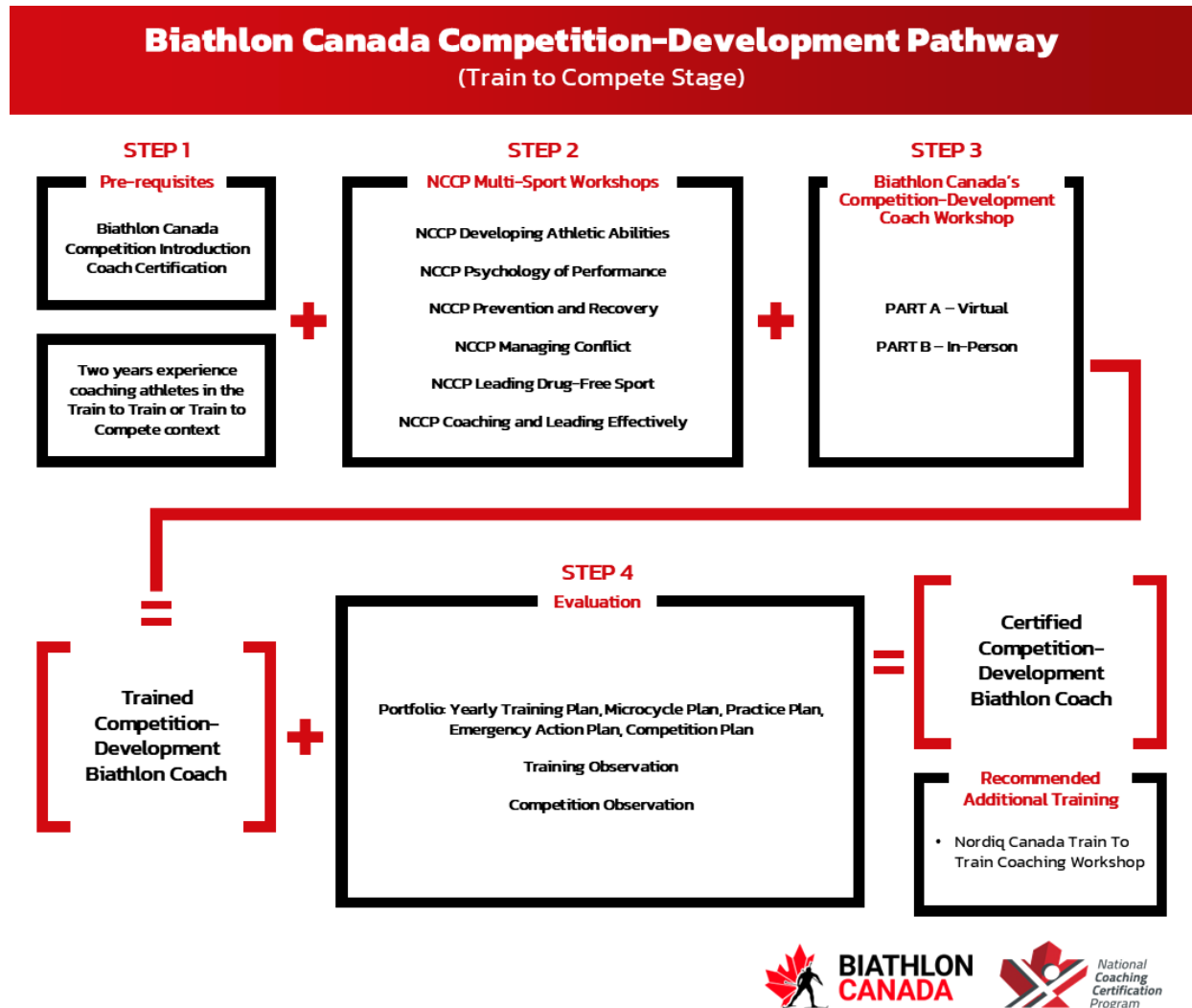
3.3.1 The Community - Initiation Coach Pathway



3.3.2 The Competition - Introduction Coach Pathway



3.3.3 The Competition - Development Coach Pathway



4. NCCP Training

4.1 Sport Specific Training

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

4.1.1 Biathlon Canada's Community Coach:

- Developing physical literacy
- Shooting equipment and rules
- Fundamentals of shooting
- Shooting and range training
- Creating a coaching philosophy
- Participants' needs and motivations
- Program design
- Recruitment
- Practice planning
- Competitive experiences and special events

4.1.2 Biathlon Canada Competition-Introduction:

- Setting the scene
- Creating the training environment
- Designing a seasonal plan
- Supporting the competitive experience
- Equipment
- Supporting the athlete in training
- Analyzing technique

4.1.3 Biathlon Canada Competition-Development:

- Setting the scene
- Sport analysis of biathlon
- Foundations of physiology for biathlon
- Gold Medal Profile sport psychology
- Athlete monitoring, testing and altitude
- Tactical skills for biathlon
- Race and tour support

- Selections, programs and recruitment
- Long-term athlete development for biathlon
- Gap analysis and the Gold Medal Profile
- Foundations of Yearly Training Plans
- Advanced practice planning
- Advanced waxing and wax team protocols
- Technical shooting
- Ski technique
- Strength training

4.2 Multi-sport Training

Multi-sport modules consist of generic coach educational components that meet NCCP standards and provide training toward certain outcomes and criteria. Coaches take the multi-sport modules from a multi-sport environment. [Provincial/Territorial Coaching Representatives](#) are responsible for delivering the NCCP multi-sport modules within their respective jurisdictions. For more information please visit: [Training Modules | Coaching Association of Canada | Association canadienne des entraîneurs](#)

5. NCCP Evaluation and Certification

5.1 Objectives

Evaluation in the NCCP is the process used to determine whether coaches meet NCCP context-specific coaching standards for certification. The evidence in NCCP evaluations consists of observable coaching behaviour that is used to determine whether a coach meets a given criterion. It is preceded by NCCP training or relevant experience.

Coaches seeking certification must contact their Provincial/Territorial sport organization.

5.2 Recognition of Coaching Competence

The NCCP is a competency-based program based on coaching outcomes, meaning the NCCP is a program that certifies coaches based on proven abilities to “DO” certain things deemed important to meet the needs of the participants they coach. The NCCP is

competency based, and as a result certification is based upon what a coach can demonstrate, not the training they may or may not have undergone.

Coaches must go through the evaluation process for the context in which they are coaching. Evaluation must include the entire evaluation process for the context in which the coach is being certified (including online multi-sport evaluations). This ensures the coach can demonstrate the required competencies for the context and removes the need for the National Sport Organization or other partners to “judge” the relevance or rigor of the many different international programs that exist.

Coaches do not receive credit for “training” modules that they do not complete but will be able to achieve “certified” status upon a successful evaluation. This only applies in contexts where certified status is available to coaches. There is no such thing as “equivalency”.

This respects and recognizes current coaching competence, which includes Canadian coaches with significant coaching experience or related background, and foreign coaches with approved training and certification.

5.2.1 Evaluation Achievement

Achievement Level	Evidence
Highly Effective	• Teach/mentor other coaches • Methods are used as a model within the sport • Recommend actions or procedures that can contribute to enhancing established practices • Use creative/innovative methods or strategies • Use highly individualized methods or strategies • Select and apply appropriate coaching strategies in complex situations
Above Standard	• Implement reflecting learning from past experience • Forecast and make appropriate preventative adjustments • Use a variety of coaching strategies
NCCP Standard for Core Certification	• Demonstrate all required evidence for the criteria
Needs Improvement	• Work incomplete • Required evidence is missing

	- Put athletes at risk by not addressing factors/situations or addressing them incorrectly - Demonstrate behaviours that are not in accordance with the NCCP Code of Ethics
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5.2.2 At a Glance Tables

5.2.2.1 Community Sport - Initiation

NCCP Outcome: Make Ethical Decisions		
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability
Apply a six-step ethical decision-making process	T	NCCP Make Ethical Decisions
NCCP Outcome: Provide Support to Athletes in Training		
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability
Lead participants in appropriate activities	T	NCCP Coach Initiation in Sport Biathlon Canada Introduction to Coaching Module Biathlon Canada's Community Coach Workshops – Part A
NCCP Outcome: Plan a Practice		
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability
Plan activities in a safe practice environment	T	NCCP Emergency Action Plan Biathlon Canada's Community Coach Workshops – Part B

5.2.2.2 Competition Introduction

NCCP Outcome: Make Ethical Decisions			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Apply a six-step ethical decision-making process	T/E	NCCP Make Ethical Decisions	Required: Successful completion of NCCP Make Ethical Decisions
NCCP Outcome: Provide Support to Athletes in Training			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Ensure that the practice environment is safe	T/E	NCCP Emergency Action Plan Biathlon Canada's Competition-Introduction Part A	Required: - Submit Emergency Action Plan for evaluation - Formal in-person or video observation of coach working with Train to Train level athletes/participants
Implement an appropriately structured and organized practice	T/E	NCCP Teaching and Learning Biathlon Canada's Competition-Introduction Part A	Required Formal in-person or video observation of coach working with Train to Train level athletes/participants
Make interventions that enhance	T/E		

learning and that are aimed at improving the athlete's performance		Biathlon Canada's Competition-Introduction Part B	
NCCP Outcome: Plan a Practice			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Identify logistics and appropriate background information for practice	T/E	NCCP Planning a Practice Biathlon Canada's Competition-Introduction Part A	Required • Submit one practice plan for evaluation • Formal in-person or video observation of coach working with Train to Train level athletes/participants
Identify appropriate activities in each part of the practice	T/E	NCCP Planning a Practice Biathlon Canada's Competition-Introduction Part A Biathlon Canada's Competition-Introduction Part B	
Design an emergency action plan	T/E	NCCP Emergency Action Plan Biathlon Canada's Competition-Introduction Part A	Required: • Submit Emergency Action Plan for evaluation
NCCP Outcome: Design a Basic Sport Program			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Outline program structure based on available	T/E	NCCP Design a Basic Sport Program	Required: • Submit a seasonal plan for evaluation

training and competition opportunities		Biathlon Canada's Competition-Introduction Part A	
Identify program measures to promote athlete development	T/E		
Develop practice plans that integrate seasonal training priorities	T/E		

5.2.2.3 Competition Development

NCCP Outcome: Make Ethical Decisions			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Apply a six-step ethical decision-making process	T/E	NCCP Make Ethical Decisions	Required: Successful completion of NCCP Make Ethical Decisions
NCCP Outcome: Provide Support to Athletes in Training			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Ensure that the practice	T/E	Biathlon Canada's Competition Development Coach	Required Formal in-person or video observation of

environment is safe		Workshop – Part A & B	coach working with Train to Compete level athletes during training
Implement an appropriately structured and organized practice	T/E	NCCP Teaching and Learning	
Make interventions that enhance learning and that are aimed at improving the athlete’s performance	T/E	Biathlon Canada’s Competition Development Coach Workshop - Part A & B	
Make adjustments to practice based on athletes’ response to the training tasks	T/E	NCCP Planning a Practice NCCP Developing Athletic Abilities Biathlon Canada’s Competition Development Coach Workshop – Part A & B	
Implement protocols and methods that contribute to the development of athletic abilities relevant to biathlon	T/E	NCCP Developing Athletic Abilities Biathlon Canada’s Competition Development Coach Workshop – Part A & B	
NCCP Outcome: Plan a Practice			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies

Identify logistics and appropriate background information for practice or training camp	T/E	NCCP Planning a Practice	Required • Submit one practice plan for evaluation • Formal in-person or video observation of coach working with Train to Compete athletes during training
Identify appropriate activities in each part of the practice	T/E	NCCP Developing Athletic Abilities Biathlon Canada's Competition Development Coach Workshop – Part A & B	
Design and sequence activities appropriately within the practice to enhance performance or create optimal adaptations	T/E	NCCP Planning a Practice Biathlon Canada's Competition Development Coach Workshop – Part A & B	
Design an emergency action plan	T/E	NCCP Emergency Action Plan	Required: • Submit an emergency action plan for evaluation
NCCP Outcome: Design a Sport Program			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Outline program structure based on training and competition opportunities	T/E	NCCP Performance Planning NCCP Developing Athletic Abilities	Required: • Submit of a Yearly Training Plan for evaluation • Submit a Microcycle Plan for evaluation
Identify appropriate	T/E	Biathlon Canada's Competition	

measures to promote athlete development		Development Coach Workshop – Part A & B	
Integrate yearly training priorities into the program	T/E		
Organize and sequence training priorities and objectives on a weekly basis to optimize adaptation	T/E		
NCCP Outcome: Analyze Performance			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Detect technical elements that have to be improved or refined to enhance performance and/or to prevent injuries	T/E	NCCP Prevention and Recovery Biathlon Canada’s Competition Development Coach Workshop – Part A & B	Required: • Formal in-person or video observation of coach working with Train to Compete athletes during training and in-competition.
Correct technical elements that have to be improved or refined to enhance performance and/or to prevent injuries	T/E		

Detect tactical elements that have to be improved or refined to enhance performance	T/E		
Correct tactical elements that have to be improved or refined to enhance performance	T/E		
NCCP Outcome: Support the Competitive Experience			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Implement procedures that promote readiness for performance pre-competition	T/E	NCCP Coaching and Leading Effectively NCCP Psychology of Performance	Required: • Submit a Competition Plan for evaluation • Formal observation of coach coaching Train to Compete athlete(s) during competition
Make decisions and interventions that promote sport-specific performance during competition	T/E	NCCP Prevention and Recovery NCCP Performance Planning Biathlon Canada's Competition Development Coach Workshop – Part A & B	
Use the competitive experience in a meaningful manner to further athletes' development	T/E		

after competition			
Outcome: Manage a Biathlon Program			
NCCP Criterion	NSO Training (T) / Evaluation (E) Requirements	Training Availability	Evaluation Methodologies
Take appropriate measures to promote drug-free sport	T/E	NCCP Leading Drug Free Sport	Required Completion of NCCP Leading Drug Free Sport Online Evaluation
Develop strategies to address and resolve conflicts in sport	T/E	NCCP Managing Conflict	Required: Completion of NCCP Managing Conflict Online Evaluation
Manage administrative aspects of the program and oversee logistics	T/E	NCCP Coaching and Leading Effectively Biathlon Canada's Competition Development Coach Workshop – Part A & B	Required Formal observation of coach coaching Train to Compete athlete(s) during training and in competition

6. Coach Developers

Who coaches the coaches? NCCP Coach Developers do!

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

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

All Coach Developers should complete the training and certification pathway as a measure of system quality assurance.

The Qualified to Deliver list on a Coach Developer transcript in the Locker indicates the module(s) a Coach Developer can deliver independently. This means the Coach Developer has achieved a trained or certified status.

A trained Coach Developer status requires the following:

- NCCP Make Ethical Decisions
- Core Training, of the Coach Developer outcomes specific to the role (Learning Facilitator, Coach Evaluator or Master Coach Developer)
- Content-Specific Training for the module(s) content a Coach Developer is being trained to deliver
- A Co-Delivery, of the Coach Developer outcomes specific to the role (Learning Facilitator, Coach Evaluator or Master Coach Developer)

A certified Coach Developer status requires the following:

- An Evaluation of the Coach Developer outcomes specific to the role (Learning Facilitator, Coach Evaluator, Master Coach Developer)

Once a Coach Developer has achieved a trained or certified status in a role, only Content-Specific Training needs to be completed to have additional modules added to their Qualified to Deliver list. Only one co-delivery is required per role.

6.1 Coach Developer Roles

6.1.1 Learning Facilitator

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

Learning-Facilitators act as ambassadors of the NCCP. Their role is to effectively facilitate sessions that result in the development of coaches who can 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.

6.1.2 Coach Evaluator

A Coach Evaluator's role is to contribute to the development of coaches through assessment, evaluation, debriefing, and follow-up with coaches trying to achieve Certified status. Coach Evaluators are experts in the observation process and have in-depth knowledge of the outcomes, criteria, and evidence that comprise the evaluation tools establishing the NCCP standards for coaches of a particular sport context.

Coach Evaluators act as ambassadors of the NCCP and as a resource to coaches seeking to augment and validate their coaching abilities.

6.1.3 Master Coach Developer

The role of the Master Coach Developer is to train, to evaluate, to support, and to mentor Coach Developers, i.e. Learning Facilitators, Coach Evaluators, and other Master Coach Developers. In addition, Master Coach Developers play a key role in promoting the NCCP. Their duties usually include:

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

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

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

6.2 Recruitment

There are two ways to become a Coach Developer candidate:

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

Biathlon Canada, in conjunction with the Provincial/Territorial Sport Organizations, ensure that the needs are being shared and planned for on an annual basis. Biathlon Canada will provide leadership in ensuring that each province always has the support they need to train and certify their coaches.

The pool of Coach Developers should balance the regional training requirements for the sport with the need to have appropriate representation of all regions in Canada, in both official languages. Many candidates are coaches who are already involved in the NCCP or individuals with backgrounds in physical education, kinesiology, or similar areas of study.

Individuals who nominate themselves first complete an expression of interest survey created by Biathlon Canada. Those that are accepted are sent the template for the Letter of Self-nomination and are asked to fill in this letter and submit it to their Provincial/Territorial Sport Organization or National Sport Organization, along with their resume.

6.2.1 Identification and Selection of Coach Developers

The competencies of the Coach Developers are clearly indicated in the Evaluation Tools provided on coach.ca for each role. All Coach Developers are expected to adhere to the NCCP Code of Ethics and demonstrate a desire to see the coach certification system as well as the sport grow. Coach Developers must have credibility or social capital, knowledge of sport and the sport system, they must manage relationships, focus on the learner, manage themselves, and continue their own personal learning to positively affect coach development (Barz, Côté & Martin, 2022). Specific characteristics expected for the different Coach Developers roles are outlined in the next table.

NCCP Coach Developers Characteristics

Coach Evaluator	○ A minimum of 3 years of coaching experience in the context in which evaluation takes place. ○ Successfully completed the NCCP Make Ethical Decisions training and/or evaluation requirements. ○ Credibility with their peers. ○ High ethical standards and leadership skills. ○ Desire to see the coach certification system as well as the sport grow. ○ Time and energy to commit to the evaluation process. ○ Proven guiding and facilitation skills. ○ Ability to be critically reflective and ask questions; and ○ Ability to listen actively to the candidate. ○ Biathlon coaching in multiple contexts is preferred including community; provincial; national and international. ○ Has demonstrated expert knowledge of safety, skiing, shooting, athlete's physical, mental, technical, and tactical development in relation to all stages and ages of the Long-term Athlete Development Model.
Learning Facilitator	○ Trained or certified in the context they are delivering in. ○ Good communicators: can speak clearly and communicate professionally. ○ Good presenters: are comfortable presenting in front of a group, are well spoken, can keep presentations to time limits, and are able to adapt to questions and changes. ○ Good facilitators: can facilitate discussions, actively listen, evoke participation, and move discussions along when need be. ○ Good organizers: are well prepared, organized, and professional. ○ Also: approachable, ethical, responsible, and self-confident. ○ A minimum of 3 years biathlon coaching experience in the context in which facilitation takes place.

	○ Biathlon coaching in multiple contexts is preferred including community; provincial; national and international. ○ Can demonstrate basic competency in performing the skills of safety, shooting and skiing. ○ Has demonstrated expert knowledge of safety, skiing, shooting, athlete physical, mental, technical, and tactical development in relation to all stages and ages of the Long-Term Athlete Development Model.
Master Coach Developer	○ Have the characteristics expected from Learning Facilitators and Coach Evaluators. ○ Have five years of experience as a Learning Facilitator and/or Coach Evaluator. ○ Are Certified as a Learning Facilitator and/or Coach Evaluator. ○ Biathlon coaching in multiple contexts is required including community; provincial; national and international. ○ Has demonstrated expert knowledge of safety, skiing, shooting, athlete's physical, mental, technical, and tactical development in relation to all stages and ages of biathlete. ○ Competition-Development certification in biathlon. ○ Experience in guiding or mentoring coaches, preferably in biathlon. ○ Knowledge of the NCCP coach training system. ○ Regularly stays informed on biathlon competitions at all levels, news, trends and networking.

6.3 How to become a Coach Developer

All Coach Developers must complete NCCP Make Ethical Decisions and the following steps:



All NCCP Coach Developers must complete NCCP Make Ethical Decisions

6.3.1 Core Training

Core Training is a mandatory component of training for each Coach Developer role. It is recommended that Core Training is completed prior to Content-specific Training and can be accessed through the [Provincial/Territorial Coaching Representative](#) in each province or territory. The table below identifies all components of the Core Training for each role.

Core Training components

Core Training for Coach Evaluators	○ Overview of the workshop and the NCCP ○ The certification process ○ Learning to debrief ○ Action planning
Core Training for Learning Facilitator	○ Overview of the workshop and the NCCP ○ Functions of a Learning Facilitator ○ Elements of an effective learning activity ○ Stages of group development ○ Nature of the group
Core Training for Master Coach Developers	○ Core Training for Learning Facilitators ○ Core Training for Coach Evaluators ○ Core Training for Master Coach Developers

6.3.2 Content-specific Training

Content-specific Training is a mandatory component of training for Learning Facilitators. It can be accessed through Biathlon Canada. The table below identifies all Content-Specific Training components for each role.

Content-Specific Training components

Coach Evaluators	○ Prepare Coach Evaluators for the tools they will use in evaluations. ○ One-day training is required for each coaching context (Competition-Introduction and Competition-Development). ○ Biathlon Canada oversees the selection, training, and evaluation of Coach Evaluators through a Master Coach Developer. ○ For information on how to begin this process, the candidate should contact the Sport Development Manager at Biathlon Canada.
Learning Facilitator	○ Content-specific Training is training to prepare Learning Facilitators for the content they will deliver. ○ One-day training is required to train Learning Facilitators for Community Sport ○ Two-day training is required to train Learning Facilitators for Competition Introduction ○ Four-day training is required to train Learning Facilitators for Competition-Development. ○ Biathlon Canada oversees the selection, training, and evaluation of Learning Facilitators through a Master Coach Developer. ○ For information on how to begin this process, the candidate should contact the Sport Development Manager at Biathlon Canada.
Master Coach Developers	○ Content-specific Training is a 1-day training to prepare Master Coach Developers for the content they will deliver. ○ Content-specific training will include working groups to update coaching development materials. ○ Biathlon Canada oversees the selection, training, and evaluation of MCDs.

- | | |
|--|--|
| | <ul style="list-style-type: none">○ One-day training is required for each coaching context (Community, Competition Introduction, and Competition-Development). |
|--|--|

Content-Specific Training for Coach Evaluator is a one-day training.

Content-Specific Training for Learning-Facilitator is a one-to-four-day training depending on the context.

Content-Specific Training for Master Coach Developer is a one-day training.

6.3.3 Co-Delivery

Informal co-delivery has long been a part of successful coaching. Less experienced coaches have acquired essential coaching knowledge and skills by watching more experienced coaches in action, performing similar coaching tasks, and getting feedback from their more experienced colleagues. All coach developers must co-deliver as part of their training. This step is part of training and therefore the person being trained will not be paid. A Coach Developer candidate may be required to co-facilitate a workshop a number of times before facilitating a workshop on their own. **Successful co-delivery is required only once per role** and involves:

- Prebrief
- Successful Co-facilitation
- Debrief

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

- Co-evaluation will ideally occur within 6 weeks of Content-specific Training.
- Co-evaluation is part of training and therefore the person being trained will not be paid.
- A Coach Evaluator candidate may be required to perform co-evaluation a number of times before performing an evaluation on their own.

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

- Co-facilitation will ideally occur within 6 weeks of Content-specific Training.
- Co-facilitation is part of training and therefore the person being trained will not be paid.
- A Learning Facilitator candidate may be required to co-facilitate a workshop a number of times before facilitating a workshop on their own.

Master Coach Developers must co-deliver Learning Facilitator training or Coach Evaluator training with an experienced Master Coach Developer prior to training or evaluating other Coach Developers on their own.

- Co-facilitation will ideally occur within 6 months of Content-specific Training.
- Co-facilitation is part of training and therefore the person being trained will not be paid.
- A Master Coach Developer candidate may be required to co-facilitate training a number of times before facilitating training on their own.

6.3.4 Evaluation

All Coach Developers must be evaluated to become certified. The process involves:

- Prebrief
- Formal observation
- Debrief
- Action plan
- Final recommendation

Coach Evaluators

- Coach Evaluators should be evaluated after 2-4 coach evaluations and within 2 years of content specific evaluator training.
- Coach Evaluators will be evaluated by submitting a portfolio to Biathlon Canada's [Sport Development Manager](#).
- All Coach Evaluators must complete NCCP Make Ethical Decisions.
- Coach Evaluators must be current registered participants with Biathlon Canada.

Learning Facilitators

- Learning Facilitators should be evaluated after delivering 2-4 workshops and within 2 years of content-specific training.
- When possible, Learning Facilitators will be evaluated in person, which will be organized through Biathlon Canada's [Sport Development Manager](#).
- Learning Facilitators will be evaluated against the CAC Learning Facilitator Outcomes, Criteria, and Evidence.
- All Learning Facilitators must complete NCCP Make Ethical Decisions.
- Learning Facilitators must be current registered participants with Biathlon Canada.
- Learning Facilitators of Competition-Introduction and Competition-Development courses must have a current Possession Acquisition Licence.

Master Coach Developers

- Master Coach Developers will ideally be evaluated after delivering one LF/E workshop and within 6 months of the first delivery.
- Master Coach Developers will be evaluated by submitting a portfolio. When it is possible a Master Coach Developer will be evaluated in person and is to be organized through the [Sport Development Manager](#).
- All Master Coach Developers must complete the Make Ethical Decisions online evaluation.
- Learning Facilitators must be current registered participants with Biathlon Canada.

6.3.5 Lifelong Learning and Maintenance of Certification

All Coach Developers are required to attain 20 Professional Development points over 5 years to maintain their certification. Coach Developers are also required to participate in Coach Developer update sessions provided by Biathlon Canada.

6.4 Retention and Recognition

In Biathlon, we recognize how critical the Coach Developer role is. Specific factors have been identified to help retain Coach Developers:

- Belonging
- Feeling that the learning culture aligns with their own
- Supportive relationships from the organization
- Opportunities to learn from other experienced Coach Developers in the workforce
- Opportunities to regularly contribute to coach development
- Alignment with organizational values and actions

In this perspective, the following strategies are used by Biathlon Canada to retain and recognize Coach Developers value and retain their expertise.

6.4.1 Recruitment

There is a need to train more LFs and Coach Evaluators to continue to run Biathlon Canada's coaching workshops nationwide and have our trained coaches become certified. The Coach Development Committee will aid in the creation, implementation and evaluation of this process.

The Coach Development Committee will work closely with the P/TSOs to gauge their needs and provide viable options to achieve the goals the P/TSO and Biathlon Canada have set forth in regard to training and certifying LFs and Coach Evaluators. This will involve creating calendars of when and where courses will be offered, setting provincial goals as to how many LFs and Coach Evaluators each province requires and developing a communication strategy to have the information surrounding these courses readily available to potential candidates. Through this

process adequate representation of LFs and Coach Evaluators throughout the country will be maintained.

The Coach Development Committee will work closely with Biathlon Canada's [Sport Development Manager](#) to identify potential opportunities to have new LFs and Coach Evaluators trained at regional events, including but not limited to, National, regional and provincial camps, national or regional coach conferences, and club exchanges.

The LF and Coach Evaluator training program itself will be reviewed by Biathlon Canada's [Sport Development Manager](#), MCD's and MCD candidates every three years, in conjunction with the revisions to the Community Coach, Competition-Introduction and Competition-Development streams.

6.4.2 Retention

Biathlon Canada's Sport Development Manager and the Coach Development Committee will work closely with the P/TSOs to ensure that all of their LFs and Coach Evaluators are staying active and that they are also accumulating the proper amount of PD points to maintain their certification.

Further, Biathlon Canada will review the honorarium guidance in this document every two years to ensure they are adjusted for inflation and remain competitive.

6.4.3 Recognition

Biathlon Canada will continue to celebrate coaching excellence through its Annual Awards program, which includes awards for Male and Female Coaches of the Year. While nominations for these awards are solicited from the community at large, Biathlon Canada will also reach out to its Coach Developers requesting them to provide nominations for these awards. Furthermore, Biathlon Canada will encourage PTSO's and clubs to nominate biathlon coaches for provincial or national awards programs set by the Coaches Association of Canada and the P/TCR's.

Biathlon Canada will also participate in National Coaches Week to recognize and celebrate the contributions of our coaches and Coach Developers.

7. NCCP Administration

7.1 Responsibilities and Planning

7.1.1 National Sport Organization

Biathlon Canada will identify and designate a roster of personnel to carry out the objectives of the NCCP. These personnel include:

- Biathlon Canada's Sport Development Manager
- MCD's

Biathlon Canada, in cooperation with the P/TSO's will identify a roster of personnel to carry out the objectives of the NCCP. These personnel include:

- P/TSO staff liaisons
- Coach Developers

Biathlon Canada will recruit and develop this roster of training personnel by seeking candidates with the demonstrated core competencies of valuing, leading, interacting, problem-solving and critical thinking skills. These candidates will form the Coach Development Committee and will be responsible for coordinating the activities of the coach and athlete frameworks and the planning process and report to Biathlon Canada's Sport Development Manager. Biathlon Canada's Sport Development Manager will be responsible for managing the communication plan and reporting on the progress of coach education efforts to Biathlon Canada stakeholders.

7.1.2 Provincial/Territorial Sport Organizations

The P/TSO's will be responsible for the same activities within the provincial associations as Biathlon Canada. They will act in a leadership role within the province and will monitor the progress of coaching education programs, reporting to Biathlon Canada's Sport Development Manager any difficulties, recommendations for improvement or challenges related to implementing the programs. They will manage and coordinate the activities in collaboration with Biathlon Canada.

7.1.3 The Locker (the NCCP Database)

P/TSO's have the primary responsibility to organize NCCP workshops for Community Sport and Competition-Introduction and thus are responsible for creating the events in the Locker. Biathlon Canada is responsible for the delivery of the Competition-Development workshop and will create these events in the Locker.

The "Organization" should be the P/TSO which is organizing the event. The Locker can collect course fees, and it is the P/TSO's responsibility to work with the Coaches Association of Canada to set this up. If the P/TSO is unable to set up their Locker account to receive payments, they can either use another method to collect payment or they can request that Biathlon Canada set up the event on their behalf. Biathlon Canada will charge a fee of \$25 per course to administer the Locker in this manner on behalf of the P/TSO's.

Once a workshop has been delivered, the Coach Developer must either independently or collaboratively with the P/TSO:

- Ensure that all of the participants who successfully completed the workshop have been added as "Attendees" in the Locker event.
- Write a Private Note in the Locker Event confirming all participants met the prerequisites and are registered with Biathlon Canada.
- Confirm with Biathlon Canada which organization will be responsible for paying the per person workshop fee by writing a Private Note in the Locker Event.
- Submit the Locker Event for approval by Biathlon Canada.

Biathlon Canada will then send the invoice for the per person workshop fee, and approve the Locker Event.

Detailed steps for Locker administration are included in the NCCP Workshops and Evaluations Playbook on [Biathlon Canada's Sport Development](#) webpage.

7.2 Minimum Age Restrictions

The *NCCP Policy and Implementation Standards* document indicates that the Policy on Minimum Age is as follows:

10.2. Policy Statement

10.2.1. The minimum age for the designation for a coach as NCCP "Certified" is 16 years of age.

10.2.2. Persons younger than 16 and older than 14 may enroll in and complete NCCP or NCCP qualifying education opportunities, where a National Sport Organization:

- a) Plans to offer NCCP or NCCP qualifying development opportunities to persons younger than 16 years of age;
- b) Agrees to provide these opportunities within the framework of the NCCP.
- c) Agrees to maintain the records on the NCCP Database.

10.2.3. The Provincial/Territorial government or designated delivery agency may authorize enrolment in multi-sport modules.

10.2.4. Any person younger than 16 and older than 14 will be designated on the CAC Database with an underage status indicator.

10.3. Implementation Standards

10.3.1. Authority

The CAC is responsible for:

- Maintaining the records of persons younger than 16 and ensuring the roll-over to the appropriate status indicator upon their 16th birthday.
- Informing and educating all partners on the possible use and application of the underage status indicator.

Biathlon Canada is responsible for:

- Determining whether to allow 14- and 15-year-olds to access sport-specific NCCP events.
- Publicly communicating their position on the participation of 14- and 15-year-olds in sport-specific NCCP events on their websites.

Provincial/Territorial Delivery Agencies are responsible for:

- Determining whether to allow 14- and 15-year-olds to access multi-sport NCCP events.
- Publicly displaying their position on the participation of individuals under the age of 16 in the multi-sport modules on their websites.
- Notifying the CAC of their position.

7.3 Multi-Sport Master Coach Developer Support to Sports

Sports are responsible for certifying coaches and Coach Developers. However, capacity can be enhanced through a partnership with the Provincial/Territorial Coaching Representatives multi-sport Master Coach Developers. This includes:

Co-Evaluation of coaches

- Ranging from 10:90% or 90:10%, anywhere in between for Sport and Multi-sport coach evaluator. There is no option for 100% evaluation through multi-sport. The Provincial/Territorial Coaching Representative role is to add value to sport-specific Coach Evaluation, not replace it.

Coach Developer Evaluations

- Evaluations of Learning Facilitators – Including a pre-brief, on site observation, debrief and action plan.
- Evaluations of Coach Evaluators – Including collecting, marking, debriefing the coach evaluator's portfolio, and creating an action plan. On site observation is optional.
- Evaluations of Master Coach Developers – Including collecting, marking, debriefing the Master Coach Developer's portfolio, and creating an action plan. On site observation is optional.

Coach Developer Mentorship

- General support and guidance from a Master Coach Developer to assist Coach Developers excel in their roles. This type of support can take many forms, including supporting sport specific content training delivery.

7.3.1 Collaborative Process

The collaborative process for Multi-Sport Coach Developer support will be different in every Province/Territory and sport depending on existing capacity and expertise. However, the first step is always for the National Sport Organization and/or the Provincial/Territorial Sport Organization to request support from the Provincial/Territorial Coaching Representative of the jurisdiction in which the support would take place. From there, all parties collaborate to reach the identified outcomes. The National Sport Organization and/or Provincial/Territorial Sport Organization are responsible to then process the event in the Locker.

7.3.2 Funding Implications

National Sport Organizations and/or Provincial/Territorial Sport Organizations are responsible for funding and covering the fees of the Provincial/Territorial Coaching Representative Master Coach Developers.

7.4 Appeals and Audits of Evaluations

7.4.1 Appeals

Coaches are able to appeal an unsuccessful evaluation by following Biathlon Canada's [Dispute Resolution and Appeal Policy](#).

The cost to launch the appeals process by an unsuccessful candidate is \$325.

If an appeal is unsuccessful, the coach may need to re-engage in the evaluation process or complete specific areas for improvement. If another formal observation is warranted, then it must be completed with a different Coach Evaluator and include the payment of designated fees. Biathlon Canada will provide the coach with an alternative Coach Evaluator.

7.4.2 Audits

The audit of coach evaluations is a critical process that ensures the quality and effectiveness of coaching services. It involves systematically assessing the coaching program's structure and outcomes to identify strengths and weaknesses. The intent of the process is to optimize coaching initiatives, foster continuous improvement and ensure that coaching strategies align with organizational goals. It creates a feedback loop, enhances accountability and helps drive results.

Biathlon Canada will assign a Master Coach Developer (MCD) to conduct a bi-annual audit of coach evaluations on a regular schedule. The MCD will follow an objective process to assess the quality of coach evaluations based on the evidence gathered by the Coach Evaluator and will make recommendations to improve quality and coach outcomes, which could include (but is not limited to) recommendations around coach training materials, evaluation materials, Coach Developer training, or the evaluation process.

Documentation for an audit might include the following:

- The coach candidate portfolio with the Coach Evaluator's completed Evaluation Toolkit.
- A video tape of the coach candidate's practice session, or all templates used during the observation by the Coach Evaluator.

- All documentation related to the formal evaluation(s), debriefing procedure and action plan.

Upon completing the review, a report outlining critical factors in the evaluation process that can be improved or required by the coach candidate or Coach Evaluator will be created.

7.5 Business Model

7.5.1 Communication

Biathlon Canada attends the monthly partner call with the CAC and also has a monthly call with its CAC Consultant to stay current on activities and projects undertaken by the CAC.

Biathlon Canada has an annual meeting with each Division and the agenda includes coach development. Biathlon Canada shares updates on coach development materials and the Division shares information on its plans for coach development for the coming year.

Biathlon Canada provides periodic updates to the biathlon community about the status of coach development projects through:

- Email to Division contacts
- Mighty Networks

Divisions are requested to inform the biathlon community about coaching courses they are organizing through Mighty Networks.

7.5.2 NCCP administration fees

Biathlon Canada collects course fees from Provincial/Territorial Sport Organizations to support ongoing NCCP course development and maintenance. The course fee structure is found [here](#). Biathlon Canada invoices for the course fee upon the course being approved in the Locker.

7.5.3 Workshop fees

Workshop registration fees will be set at the discretion of the host committee.

7.5.4 Payment and Honoraria of Coach Developers

The host committee is responsible for setting or negotiating the honoraria rate with its Coach Developers and paying the Coach Developer. The following subsections outlines suggested honoraria based on research of the rates of multi-sport Learning Facilitators across the country:

7.5.5.1 Learning Facilitators

Biathlon Canada's **suggested** Learning Facilitators fees are:

- Introduction to Coaching Biathlon - \$70
- Community Coach Part A - \$340
- Community Coach Part B - \$340
- Competition-Introduction Part A - \$810
- Competition-Introduction Part B - \$810
- Competition-Development Virtual Workshop delivery = \$1,170 for delivery of the entire virtual workshop
- Competition-Development in-person Workshop delivery \$780 per day delivered.
- Coach Developer courses - \$960 per 8 hours/day delivered.

The above rates are inclusive of the time to prepare for the workshops and conduct basic follow-up.

Travel days will be paid in addition to the workshop fees. All travel related costs including transportation, food (see Biathlon Canada's per diem rates) and accommodation must be covered for the Learning Facilitator. Note that the standard of travel, accommodation, meals, etc., that is envisioned is "reasonable," rather than "extravagant" and that the host organization should approve travel costs before they are incurred.

The host organization is expected to ensure coverage of the above costs and fees. Fees and expenses are often covered through a combination of participant fees, the host club, and the host Province/Territory Sport Organization.

7.5.5.2 Coach Evaluators

Biathlon Canada's **suggested** Coach Evaluator fees are as follows and include preparations for the evaluation, prebrief and debrief:

- Competition-Introduction evaluation - \$325 per evaluation
- Competition-Development evaluation - \$500 per evaluation.

Travel days will be paid in addition to the evaluation fees. All travel-related costs including transportation, food (see Biathlon Canada's per diem rates) and accommodations must be covered for the Coach Evaluator. Note that the standard of travel, accommodation, meals, etc., that is envisioned is "reasonable," rather than "extravagant" and that the host organization should approve travel costs before they are incurred.

The host organization is expected to ensure coverage of the above costs and fees. Fees and expenses are often covered through a combination of participant fees, host club, and host Province/Territory Sport Organization.

7.5.5.3 Master Coach Developers

Biathlon Canada's **suggested** Master Coach Developer fees are:

- Biathlon Canada Coach Developer courses - \$960 per 8 hours/day delivered. This rate is inclusive of the time for preparations, follow-up and basic mentoring.
- \$325 per evaluation. Preparations for the evaluations, prebriefs, and debriefs are included in the fees paid for the evaluation.

Travel days will be paid in addition to the workshop fees. All travel related costs including transportation, food (see Biathlon Canada's per diem rates) and accommodation must be covered for the Learning Facilitator. Note that the standard of travel, accommodation, meals, etc., that is envisioned is "reasonable," rather than "extravagant" and that the host organization should approve travel costs before they are incurred.

The host organization with Biathlon Canada is expected to ensure coverage of the above costs and fees. Fees and expenses are often covered through a combination of participant fees, host club and the MCD's home club, host and MCD's home Province/Territory Sport Organization, and Biathlon Canada.

7.6 Maintenance of Certification and Professional Development

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

For NCCP coaches to maintain their certified status, they will be required to obtain Professional Development points. Professional Development points can be earned through a multitude of activities that coaches already participate in, including National and Provincial/Territorial Sport Organization conferences and workshops, eLearning modules, NCCP workshops, coach mentorship programs, and active coaching. In most cases, coaches are already earning their required Professional Development points – Maintenance of Certification Status is simply the introduction of tracking these points and recognizing coaches for their efforts.

Maintenance of certification is essential to:

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

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

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

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

Minimum Professional Development credits required based on the period for renewal of certification

Context (includes any gradation)	5 years
Community Sport	10 points
Competition – Introduction	20 points
Competition – Development	30 points
Coach Developers	20 points

Professional development opportunities and points allocations for Multisport activity

Active Category	Points	Limitations
NCCP activity	5 points/training module or evaluation event	No maximum or minimum
Non-NCCP activity	1 point/hour of activity up to 3 points maximum	To a maximum of 50% of the required Professional Development credit for the context in a certification renewal period

Professional development opportunities and points allocations for sport specific activity

Active Category	Points	Limitations
Active Coaching	1 point/year for every season coached OR 1 point/year for learning Facilitator or Evaluator activity	To a maximum number of points equal to the number of years of the certification renewal period, e.g. 3 points, if certification period is 3 years
NCCP Activity	5 points/training module or evaluation event	No maximum or minimum
Non-NCCP Activity	1 point/hour of activity up to 3 hours maximum	No minimum or maximum
Coach self-directed activity	3 points for the valid certification period	Maximum of 3 points for certification renewal period
Re-evaluation in context	100% of the points required for Professional Development credit in the context	No other Professional Development is required if coach chooses re-evaluation

7.7 Quality Control

7.7.1 Program Monitoring and Evaluation

Biathlon Canada will conduct a bi-annual quality review of its programs and its resource requirements. The quality review will consider the following:

- The results of any program review conducted by the Coaching Association of Canada and/or funding agencies such as Sport Canada.
- Any recommendations for improvements by stakeholders involved in delivery of programs or affected by the training programs.
- Feedback forms received from coaches and facilitators at the end of the courses.
- Suggestions for facilitator training improvements as suggested by course evaluations.
- Funding requirements for additional recruitment and training of personnel.
- Requirements for the training and development of personnel to meet the linguistic and geographic profiles of P/TSO's.
- Reports to the number of workshops conducted, number of coaches participating, the roster of active LF's and CE's, number of evaluations completed together with recommendations and suggestions arising from completed evaluation forms during the past year.

Biathlon Canada will review and adopt improvements as developed by the National Coaching Certification Program on a continuous basis. The principles of continuous improvement and professional development for coaches shall be applied.

7.7.2 Revision and Update Cycle

Biathlon Canada, with the help of the Coach Development Committee, will revise its NCCP programs using a 4 year cycle, as follows:

Year 1	Community Coach
Year 2	Competition-Development
	Audit of Coach Evaluations
Year 3	Competition-Introduction
Year 4	Coach Developer, including Evaluation Tool updates

	Audit of Coach Evaluations
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The Coach Development Committee will hold two-year terms. Coach Developer Update Sessions and Coach Developer expression of interest activities will be conducted annually.

The flow of coach development activities throughout the season will be as follows:

Month	Activities	Rationale
April	MCD training, including updates of NCCP training materials as per the bi-annual schedule above	Aligns with the timing of the Nordic Sports Coaches Conference or Biathlon Canada Coaches Conference.
June	Coach Developer Updates	Time after MCD training to update materials, before beginning the bulk of the season's training cycle.
July	LF and CE training + Opportunities for CE's in training to co-deliver evaluations and become fully trained.	Corresponds to summer training camp schedule. Ensures MCD's in-training can deliver within 6 months of taking the course.
August to March	Coach Training and Evaluations	Aligns to when new coaches are being on-boarded by their clubs. Ensures LF's and CE's can co-deliver within 6 weeks of taking the course.
October to November	Coach Development Committee nominations	Timing aligns to when PTSO's hold their Board meetings.
March	Audit of Coach Evaluations	Most evaluations for the season should be complete. Input into MCD training.

7.8 Succession Planning

New National Sport Organization and PTSOs staff and volunteers supporting NCCP delivery must be introduced to the program and provided with the necessary resources.

7.8.1 Onboarding National Sport Organization coaching staff and volunteers to the NCCP

First and foremost, it is important to ensure the CAC coaching consultant assigned to the sport can connect rapidly with a new coaching lead at the National Sport Organization level. The CAC coaching consultant will help guide them through the different resources. As it relates to the NCCP, new coaching lead at the National Sport Organization must be introduced to:

- The CAC and its role
- The CAC mandate agreement
- The NCCP structure
- The NCCP Policies and Implementation Standards
- The NCCP Compendium
- Support to Sport funding and claim process
- Partner meetings
- The Locker
- Partners Protected area on www.coach.ca
- This NCCP Biathlon Canada Operational Manual

7.8.1 Onboarding Provincial/Territorial Sport Organization coaching staff and volunteers to the NCCP

A new coaching lead at the Provincial/Territorial Sport Organization level will be guided through the NCCP by their National Sport Organization coaching lead. They should be introduced to:

- The CAC and its role
- The CAC mandate agreement
- The NCCP structure
- The NCCP Policies and Implementation Standards
- The NCCP Compendium
- The Locker
- This NCCP Biathlon Operational Manual

8. Tools

8.1 NCCP Code of Ethics



¹ "Participants" include but are not limited to athletes, opponents, parents, other coaches, volunteers, administrators, officials and medical/IST irrespective of race, ancestry, place of origin, colour, religion, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, or physical or mental ability (Source of inclusivity statement: Canadian Centre for Ethics in Sport (CCES)).



National
Coaching
Certification
Program

NCCP Code of Ethics



Leadership and professionalism

This principle considers the inherent power and authority that a coach holds.

Ethical standards of behaviour

- ▶ Understand the authority that comes with your position and make decisions that are in the best interest of all participants
- ▶ Share your knowledge and experience openly
- ▶ Maintain the athlete-centered approach to coaching so that every participant's well being is a priority
- ▶ Be a positive role model
- ▶ Maintain confidentiality and privacy of participants' personal information



Health and safety

This principle considers the mental, emotional, physical health and safety of all participants.

Ethical standards of behaviour

- ▶ Recognize and minimize vulnerable situations to ensure the safety of participants
- ▶ Prioritize a holistic approach when planning and delivering training and competition
- ▶ Advocate for, and ensure appropriate supervision of participants, including the Rule of Two
- ▶ Participate in education and training to stay current on practices to ensure the continued safety of your participants
- ▶ Understand the scope of your role and skills and call upon others with specialized skills when needed to support your participants



Respect and integrity

This principle considers respect and integrity, which are the rights of all participants.

Ethical standards of behaviour

- ▶ Provide equitable opportunity and access for all
- ▶ Establish a respectful and inclusive sport environment where all participants can raise questions or concerns
- ▶ Obey the rules and participate honestly and respectfully
- ▶ Be open, transparent and accountable for your actions
- ▶ Maintain objectivity when interacting with all participants



Rule of Two

The Rule of Two is a leading practice to ensure a safe sport environment for all. The goal of the Rule of Two is to ensure all interactions and communications are open, observable, and justifiable. The purpose is to protect participants and coaches. When following the Rule of Two, two responsible adults (a coach, parent, or screened volunteer) are present with a participant. There may be exceptions in emergency situations. Check with your sport organization as to how the Rule of Two is enforced.



Contact

Questions related to the NCCP Code of Ethics design may be directed to the Chief Operating Officer at the Coaching Association of Canada. Send an email to coach@coach.ca or call 613-235-5000 ext. 1.

For complaints related to Registered Coaches or Chartered Professional Coaches, refer to the Coaching Association of Canada's Code of Conduct.

8.2 NCCP Biathlon Coach Developer Code of Conduct

In my role as a Coach Developer in the National Coaching Certification Program (NCCP) for Biathlon Canada (governing organization), I, [Click or tap here to enter text.](#) (my name and NCCP#), expressly agree to be bound by and conduct myself in a manner consistent with this Code of Conduct, as well as any other relevant and applicable policies, including, without limitation, the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS).

I understand that if I fail to follow this Code of Conduct, I may be subject to disciplinary sanctions (consequences or penalties), including, without limitation, losing my Coach Developer certification status.

Code of Conduct

I shall:

- Participate in all required training and evaluation components of the Coach Developer pathway.
- Support the common goals and objectives of Biathlon Canada (governing organization) as it serves the membership at large.
- Avoid discrediting specific sponsors, suppliers, employers, or other partners.
- Support key personnel and systems of the NCCP and partner organizations.
- Demonstrate ethical behaviour and always respect the NCCP Code of Ethics.
- Attend all professional development required for my growth as a Coach Developer and continuously seek to improve my personal abilities and performance.
- Exhibit exemplary professional behaviour at workshops or evaluation sites.
- Approach technical and non-technical problems and issues in a professional and respectful manner, seeking solutions that support due process.
- Place the best interest of those taking part in the workshops and evaluation events ahead of my personal interests.

Refrain from all forms of Prohibited Behaviour or Maltreatment, as those terms are defined in the UCCMS, as amended from time to time, including, without limitation, any form of physical, psychological or sexual maltreatment, as defined in the UCCMS.

Responsibility

If there's disagreement or misalignment on issues, it's the responsibility of the Coach Developer to seek alignment with the objectives, goals and directives of Biathlon Canada (governing organization).

In the event of any breach of the UCCMS, this Code of Conduct or any other applicable conduct rules or policies that apply to me, I may be subject to disciplinary action pursuant to Biathlon Canada (governing organization)'s relevant and applicable policies and procedures.

I hereby declare that I've read the above and understand and accept the terms and conditions outlined.

Click or tap here to enter text.

Name

Signature

Click or tap to enter a date.

Date

8.3 Template for Coach Developer Self-Nomination Letter

Date Click or tap to enter a date.

City and Province/Territory or residence Click or tap here to enter text.

Name Click or tap here to enter text.

NCCP# Click or tap here to enter text.

Dear Click or tap here to enter text., (Provincial/Territorial Sport Organization,
Provincial/Territorial Coaching Representative),

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

- ☐ Learning Facilitator
- ☐ Coach Evaluator
- ☐ Master Coach Developer

for the following contexts and/or workshops

- ☐ Community Coach
- ☐ Competition-Introduction
- ☐ Competition-Development
- ☐ Learning Facilitator
- ☐ Coach Evaluator

With this letter, I have enclosed an application form that demonstrates my experience in and commitments to sport and particularly to Biathlon (sport name). I am ready to begin the Coach Developer training and evaluation process in the hope of receiving my Coach Developer certification.

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

Signature

Click or tap here to enter text.

Email address

Click or tap to enter a date.

Date

Click or tap here to enter text.

Primary phone number

Encl.: Résumé
Letter(s) of Support

8.4 Template for Coach Developer Application Form

Date Click or tap to enter a date.

City and Province/Territory or residence Click or tap here to enter text.

Name Click or tap here to enter text.

NCCP# Click or tap here to enter text.

Languages Click or tap here to enter text.

Application Checklist:

- ☐ Cover letter
- ☐ Completed Coach Developer Application Form
- ☐ Completed Letter/Preliminary Coach Developer Worksheet
- ☐ Completed NCCP Make Ethical Decisions
- ☐ Résumé of your coaching experience, education and achievements
- ☐ Names and phone numbers for 2 references

Declaration

I hereby certify that the information I have provided with this application is true and complete.

	<u>Click or tap to enter a date.</u>
Signature	Date
<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>
Email address	Primary phone number

8.5 Template for Coach Developer Letter/Preliminary Worksheet

Date Click or tap to enter a date.

City and Province/Territory or residence Click or tap here to enter text.

Name Click or tap here to enter text.

NCCP# Click or tap here to enter text.

Dear Coach Developer Candidate,

We are delighted that you expressed an interest in becoming a Coach Developer. The purpose of the Coach Developer Preliminary Worksheet included in this letter is twofold:

1. To learn more about you
2. To give you an opportunity to learn more about the NCCP

Please submit the answers to the questions below with the rest of the documents when you submit your application package.

1. Describe what you perceive to be the role of a Coach Developer.
2. Describe the skills, abilities, and characteristics of an effective Coach Developer.
3. What experience do you have working in adult education?
4. What strengths do you bring to the position of Coach Developer?
5. What skills and abilities do you think you need to develop to become an effective Coach Developer?

6. In your own words, describe the structure of the NCCP.
7. What are the five core competencies outlined in the NCCP?
8. In your own words, what is the role of the Coach Developer in developing these competencies?
9. Define:
 - Outcome:
 - Criteria:
 - Evidence:
10. In your own words, outline the purpose of Coach Developer training.

8.6 Template for Feedback Form

It is important to get feedback from participants to help us to improve our NCCP programs and quality of our coaches. The course you have just completed has been designed to provide you with skills and knowledge to become a more effective coach. Your feedback on the content presented and the ability of the course host to deliver this course will assist us in ensuring that the level of coach education is maintained at the highest level. Please take a moment to complete this short evaluation. All commentary will be held confidential.

Coach Developer name: Click or tap here to enter text.

Date: Click or tap to enter a date.

Workshop: Click or tap here to enter text.

Location: _____

1 Did not meet expectations

2 Below Expectations

3 Met Expectations

4 Above Expectations

5 Exceeded Expectations

Technical

_____ The registration process was simple and easy to complete

_____ The technology used was easy to navigate and effective

_____ The price of the course reflected the quality of service provided

Additional Comments

Course Content and Materials

- _____ The course materials were easy to follow
- _____ The course content reflected the course description and goals
- _____ The course content provided the information necessary to be a better coach

Additional Comments**Coach Developer**

- _____ The facilitator was available for questions
- _____ The facilitator was knowledgeable on the course material
- _____ The facilitator enabled me to reflect on ways that I might improve as a coach

Additional Comments**Overall Impression**

- _____ I enjoyed taking the course
- _____ This course provided me with valuable tools and resources that I can use in my coaching endeavours
- _____ I would recommend this course to other coaches

Please list 3 positive aspects related to any area of the course

Is there anything you would recommend changing, adding or omitting from this course?

Additional Comments



National
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Visit coach.ca, the resource and information hub for coaches in Canada. Check your coaching transcript in the Locker, access valuable eLearning coaching modules, and get practical coaching tips that you can use today from the Coaching Association of Canada.



Coaching Association of Canada
Association canadienne des entraîneurs