

**NST Support Augmentation and  
HIGH PERFORMANCE COACHING EXPERIENCE  
THROUGH NST/NDC ASSIGNMENTS**

**Preamble**

Cross Country Canada's ("CCC") mission is to seek international excellence. As cross-country skiing is a coach driven sport, this mission cannot be achieved without coaches who are experienced and competent in preparing the future generations of elite international level athletes. In the Canadian context, our club coaches have limited opportunities to acquire coaching experience with athletes at the Training To Compete ("T2C") and Training To Win ("T2W") levels of development, with geography and cost being significant obstacles to be overcome. Therefore, CCC has defined two types of National Ski Team ("NST") and National Development Center ("NDC") practical coaching development opportunities to ensure that the needs of coach development programs are met while also providing extra capacity to the NST and NDCs support teams for specific camps and competition trips.

The NST support augmentation program's primary goal is to enhance the capacity of the NST to field successful athletes and teams for international competitions. For the most part, HPCE opportunities will provide coaches with practical experience with athletes at the T2C and T2W levels and mentoring within the NDC and NST programs.

**Aim**

The aim of this policy is to provide direction for how the requirements for NDC and NST support and the acquisition of international or other high level coaching experience will be managed.

**Authority**

This policy is published under the authority of the CCC High Performance Committee.

**NST Support Augmentation Assignments**

- 1- **Aim.** The primary aim of the NST Support Augmentation Assignments is to ensure that the support provided to NST camps, trips or competitions meets all defined needs and is of the highest possible standard. Providing practical experience opportunities

to developing coaches to complete Competition Development Advanced Gradation (CDAG) practical modules or NCCP Level 4 tasks are secondary aims.

2- **Responsibility.** NST support augmentation assignments are the responsibility of the NST and will be managed by the Director of High Performance (“DHP”).

3- **Factors for Selection.** The following factors will be considered in selecting personnel for augmentation assignments:

- a. The primary factor is the need to create the best possible technical support team for the camp, trip or competition at hand.
- b. In addition, selections will be made with a view to preparing the support teams that will be used at major championships (i.e. World Championships and Olympics/Paralympics). These teams must:
  - 1) be cohesive – all staff work well together;
  - 2) possess all required skill sets; and
  - 3) be familiar to and trusted by the athletes.
- c. Selection must also consider succession planning, so that there is continuity of competent support as personnel retire from active coaching.

4- **Management of NST Augmentation Assignments.** Funding for these assignments will be provided within the NST operational budget. Augmentation tasks will be identified and personnel will be nominated for them by the Head Coach after consultation with the coaching staff. The DHP has final authority over selection. In preparing nominations for NST support augmentation assignments, the Head Coach will normally consult with the Director of Coaching and Athlete Development (DCAD) to determine whether there are individuals on the High Performance Coaching Experience (“HPCE”) list that may qualify.

## **High Performance Coaching Experience Program**

- 1- **Aims.** The primary aim of HPCE assignments is to enrich the overall system and to create a unified approach to high performance coaching within CCC . This goal will be achieved by providing selected developing coaches with national and international coaching opportunities, exposing them to coaching and technical practices consistent with LTAD principles currently employed within the NDC and NST programs. The secondary aim is to supplement the technical support available on NDC and NST camps, trips and competitions.
- 2- **Responsibility.** Overall responsibility for managing the HPCE Program is delegated to the Director of Coach and Athlete Development (“DCAD”). The DCAD manages

this responsibility through the operation of the High Performance Coaching Development Committee (a sub-committee of the HP Committee). The High Performance Coaching Development Committee is established by the HP Committee and is constituted as follows:

- a. Chair – the DCAD or a person delegated by the DCAD.
- b. Secretary – CCC’s Assistant Director of Coaching Development (“ADCD”).
- c. East and West CCC’s HP development coordinators
- d. One representative from or selected by the Coaching and Athlete Development (“CAD”) committee.

3- **Factors for Selection.** The following factors will be considered in selecting coaches for HPCE assignments:

- a. Applicants must be active coaches and typically (but not exclusively) should possess a Competition-Intro advanced (“T2T”) certification or be in the process of obtaining that level of certification or possess a Level 3 NCCP certification (previous NCCP system). Coaches that are not at this certification level yet but who have extended national level racing experience with some international racing experience as an athlete (resume to be submitted) will also be considered. Selection should favor applicants who lack experience at the T2C and T2W levels and/or are pursuing formal upgrading within the NCCP, as opposed to qualified and experienced coaches who are seeking additional experience.
- b. Coaches who wish to complete specific NCCP CDAG or Level 4 tasks through completing an HPCE assignment will receive priority consideration.
- c. Applicants who have expressed the intent to pursue a career in coaching will receive priority consideration. Coaches who are pursuing accreditation at the National Coaching Institute will receive a high priority.
- d. Selection decisions should serve to either:
  - 1) Reinforce the coaching capacity of full-service clubs with a proven track record of producing elite athletes; or
  - 2) Establish competent coaching in clubs or regions that lack this resource but that have adopted a clear plan to redress this deficiency.
- e. Selection decisions should be supportive of CCC’s corporate commitment to the goal of facilitating the development of female coaches to the highest level. Provided that applications from female coaches satisfy one or more of the factors

named above, their applications will receive priority consideration. Decisions regarding applications from female coaches will be coordinated with the Women's Committee, which retains a list of high potential developing female coaches.

**Management of the HPCE Program.** Funding for these assignments will be provided within the CAD operational budget and the program should, most of the time, have a commercial sponsorship tied to it. Normally, the HPCE program will be limited to opportunities that are affordable within the assigned budget; however, if the situation warrants, opportunities could be jointly funded with clubs, divisions and/or individual coaches.

The High Performance Coaching Development Committee (sub-committee of the HP Committee) develops the annual HPCE plan, selects the coaches who will participate and assesses the results achieved. The NDCs and the NST deliver the opportunities. The detailed procedures through which the program is managed are described below:

- a. The DCAD will consult with the NST and NDC staff and identify the HPCE opportunities that will be available for the next season. This consultation will take place in the spring, normally at the time of the NST and NDC Committee meeting.
- b. The DCAD will advertise the HPCE program for the coming season no later than May 15<sup>th</sup>. The primary means of advertising the program will be through notification of CCC division offices, which in turn will pass the information to their member clubs. The program notice will also be posted on the Notice Board on the CCC web site.
- c. The application process will consist of coaches submitting the application form (annex A) to the DCAD, including their preferred type of HPCE initiative and their availability throughout the year to take part in the HPCE program. Submissions are to reach the DCAD no later than May 31<sup>st</sup>.
- d. The High Performance Coaching Development Committee will review all applications, and will make selection recommendations to the HP committee, including proposed HPCE opportunities for each selected candidate.
- e. Each selected candidate will be contacted by regional HP development coordinators by June 15<sup>th</sup> and be offered a pre-selected opportunity that best meets the coach's learning objectives and availability. If the coach is not able to accept the offered opportunity due to unavailability, the regional HP development coordinators will make all efforts to propose a similar opportunity that meets the coach's needs and availability.

- f. The NDCs and NST will manage delivery of the approved program. The coaches selected for the HPCE program will be contacted by NDC or NST staff to provide additional information regarding the specified HPCE assignment (also referred as “trip”) and to initiate administrative planning. Administrative procedures to be followed by HPCE coaches and the Trip Leader with whom they will work, to include reporting requirements, are specified at Annex B.

**List of Attachments:**

- |         |   |
|---------|---|
| Annex A | HPCE Program Application                  |
| Annex B | HPCE Assignment Administrative Procedures |
| Annex C | HPCE Assignment Trip Leader’s Report      |
| Annex D | HPCE Assignment Athlete Report            |
| Annex E | HPCE Assignment Evaluation                |
| Annex F | HPCE Assignment Summary                   |

**Annex A  
To HPCE through NST Attachments**

**HPCE PROGRAM APPLICATION FORM**

Note: All applications are to be forwarded by coaches to the DCAD (Stephane Barrette: [sbarrette@cccski.com](mailto:sbarrette@cccski.com)) by **--- May 31<sup>st</sup>**.

PREREQUISITES: all applicants must meet the following minimum eligibility criteria:

- 1- To be in the process of obtaining level 3 certification or have past experience as a HP athlete (include resume);
- 2- To have taken part in at least 1 Provincial/Territorial Coaching Experience opportunity (will be validated by division);
- 3- To be actively coaching athletes at the L2C level and/or higher.

Coach's Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone (Res): \_\_\_\_\_ (Work): \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Ski Club: \_\_\_\_\_

Coaching Certification #: CC \_\_\_\_\_

1. Certification Completed: *(Assignments will be awarded to coaches that have completed Comp-int advanced (T2T) or Level 3 certification in priority):*

2. Athletes Presently Coached and Performance Levels:

3. Previous coaching/racing experience in high level skiing or other sport(s), including participation in Provincial Coaching Experience (PCE) opportunities:

4. National level competition coaching experience (Nor Am Canada Cups/Canadian Championships or similar events):

5. Learning objectives sought through an HPCE opportunity:

6. I am interested in the following types of opportunities: (Please list in priority order all types of opportunities you are interested in + your availability for each of them).

<b>Priority</b>	<b>Types of HPCE opportunity</b>	<b>Availability (time of year)</b>
	3 to 7 days, NDC/NST home training program <sup>1</sup>	
	3 to 7 days, NDC/NST dryland training camp <sup>2</sup>	
	3 to 7 days, NDC/NST on snow training camp <sup>3</sup>	
	3 to 7 days, NDC/NST national level race trip <sup>4</sup>	
	±14 days, NDC/NST international race trip <sup>5</sup>	

<sup>1</sup> Home training program is comprised of the daily training sessions that are not ran in a training camp context

<sup>2</sup> Dryland training camps are camps officially planned in the team's official program (YTP) and that involve training at a different location than the team's home base.

<sup>3</sup> On snow training camps are camps officially planned in the team's official program (YTP) and that take place either on glacier during the summer or in November at lower altitude.

<sup>4</sup> National level race trips are planned in the team's official program (YTP) and typically refer to tier 1 domestic competitions (FIS sanctioned)

<sup>5</sup>International race trips are mostly trips included in the NST competition program and typically but not exclusively refer to World junior and U23 championships; World University Games may also be an opportunity offered from time to time on a shared costs basis.

7. Please specify how you will pass the information you learn on to others in the racing community:

8. Please outline your long-term goals in ski coaching and how this assignment will help you progress towards them:

9. Coach's Commitments:

a. I have made appropriate time off arrangements with my employer.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



**Annex B  
To HPCE through NST Attachments**

**HPCE ASSIGNMENT ADMINISTRATIVE PROCEDURES**

**Prior to the Assignment**

**1. HPCE Coach Duties**

- a. Identify three or four specific learning objectives that you have for the opportunity you have been provided with, areas of coaching in which you would like to get more experience and questions you may have of a general nature or relating to the organization of a trip/camp etc. Within the constraints of the assignment, the Trip Leader will endeavor to assist you to reach your objectives.
- b. Forward your Learning Objectives to the Trip Leader prior to the trip/camp, and also forward a copy to your regional HP development coordinator (East or West). This information will be used in the establishment of a learning program (a schedule of how you will work on achieving your objectives) between you and the Trip Leader.
- c. Complete any pre-trip organizational or preparatory tasks assigned to you by the Trip Leader.

**2. Trip Leader Duties**

- a. To work within the trip constraints to help the HPCE coach develop a suitable learning program for the trip that will achieve his/her learning objectives.
- b. To speak with the HPCE coach by telephone explaining the general format of the trip/camp, general duties, specific equipment/clothing needed or other requirements. At this time any transportation details should be finalized.
- c. To forward to the HPCE coach a copy of any materials/information distributed to the athletes for the trip/camp.
- d. To bring on the trip sufficient copies of the necessary forms (e.g. Athlete Reports) to meet the needs of the process as described in this policy.

**During the Assignment**

**3. Trip Leader and HPCE Coach Duties**

- a. There should be an initial meeting between the Trip Leader and HPCE Coach to review the learning objectives and learning plan and how they may be achieved through the trip itinerary. The HPCE coach should be involved in a variety of

aspects of the trip activities and also work with assistant coaches, technicians and medical/paramedical personnel.

- b. The HPCE coach will be involved in Team meetings and activities.
- c. When feasible, the Trip Leader should have a daily meeting with the HPCE coach to review progress and revisit the learning objectives, plan the next day etc.

### **After the Assignment**

#### **4. Trip Leader Duties**

- a. The Trip Leader is to meet with the HPCE coach near the end of the trip to go over an evaluation of his/her performance on the trip, where to improve, etc. (form for HPCE Assignment Trip Leader Report at Annex C). The form should be signed by the HPCE coach. This feedback should include information obtained from other personnel as appropriate (e.g. Head Technician) and the Athlete Reports (form at Annex D). The Trip Leader will submit the completed Report to the regional HP development coordinator (East or West), who will forward copies to the parent division office and the High Performance Coaching Development Committee for information.
- b. When the HPCE assignment is related to the completion of a NCCP CDAG or Level 4 task, additional reports may be required of the Trip Leader, athletes on the trip and/or the HPCE coach. The DCAD will provide direction for this reporting in advance of the trip.

#### **5. HPCE Coach Duties**

- a. The HPCE coach is to meet with the Trip Leader near the end of the trip/camp to discuss his/her general evaluation of the HPCE opportunity.
- b. Within two weeks of the end of the assignment, the HPCE coach must provide the following reports to the regional HP development coordinator (East or West) :
  - 1) HPCE Assignment Evaluation (form at Annex E) – an analytical assessment of the HPCE opportunity, to be distributed by the regional HP development coordinator (East or West) to the DCAD, the parent division office and the High Performance Coaching Development Committee for information.

HPCE Assignment Summary (form at Annex F) – a general trip description, including three most valuable lessons learned, suitable for posting on the CCC web site for the benefit of the coaching community at large.

**Annex C**  
**To HPCE through NST Attachments**

**HPCE ASSIGNMENT TRIP LEADER’S REPORT**

Note: This Report is to be completed by the Trip Leader and discussed with the HPCE coach at the end of the assignment. The Report is to include input from other staff on the trip/camp, and is to be accompanied by completed Athlete Reports. The completed Report, signed by both the Trip Leader and the HPCE coach, is to be submitted to the regional HP development coordinator (East or West).

HPCE Coach: \_\_\_\_\_

Trip/Camp: \_\_\_\_\_

Dates: \_\_\_\_\_

Trip Leader: \_\_\_\_\_

1. Rank the coach on each item. Use the following scale.

	(Poor)		(Average)			(Very Good)			
	1	2	3	4	5	6	7		
Communication			1	2	3	4	5	6	7
Attitude			1	2	3	4	5	6	7
Judgment			1	2	3	4	5	6	7
Organization			1	2	3	4	5	6	7
Technical Help			1	2	3	4	5	6	7

2. Please give examples for any ratings of 3 and below, and 7.

3. What should the coach improve and how?

4. Has the coach improved since the last assignment?

Trip Leader's Signature: \_\_\_\_\_

HPCE Coach's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Annex D  
To HPCE through NST Attachments**

**HPCE ASSIGNMENT ATHLETE REPORT**

HPCE assignments are arranged to help develop CCC coaches. As such, you are requested to fill out a detailed evaluation on the performance of the HPCE coach who accompanied your camp/trip, and return it to the Trip Leader when requested.

CCC wishes to retain a high standard in its Coaching Certification Program so that Canadian skiers can be effectively supported in the achievement of their skiing objectives. Your detailed and constructive feedback is a critical component in this process. Please feel free to provide additional comments that may not be asked for in the questionnaire.

Note that some questions may not be applicable depending on your involvement with the coach on the trip. Please mark N/A for these questions.

Thanks for your help!

**Coach Evaluation:**

HPCE Coach's Name: \_\_\_\_\_

Trip/Camp: \_\_\_\_\_

Dates: \_\_\_\_\_

Please evaluate the coach's performance according to the following questions. Elaborate as appropriate and provide concrete suggestions on how the coach can improve in weak areas.

1. Please indicate your feelings regarding the coach's understanding of your requirements as a competitive skier.

2. Where applicable, please comment on the coach's ability to provide technical support during the trip/camp:

- a. Waxing or other equipment support/preparation:
- b. Splits:
- c. Blood lactate samples:
- d. Technique feedback:
- e. Other:

3. Where applicable please comment on the coach's ability to provide organizational support during the trip:

- a. Transportation to race and training site:
- b. Team meetings:
- c. Provision of race information/bibs and/or training information, etc:
- d. General organization (meals, schedule, training opportunities, etc.):
- e. Other:

5. Please comment on the degree of communication that you had with the coach during the trip and your feelings with regard to his/her communication with other athletes:

- a. Very good:
- b. Adequate:
- c. Not adequate:

6. Does the coach have a positive and supportive attitude? Please explain where appropriate, providing examples:

- a. Very much:

b. Average:

c. Not at all:

7. Does the coach set a positive example in actions and appearance? Please comment where appropriate, providing examples:

a. Very much:

b. Average:

c. Not at all:

8. What areas should the coach work on to improve? Provide specific suggestions, if appropriate:

9. Would you recommend the coach for future assignments and at what level?

**Annex E**  
**To HPCE through NST Attachments**

**HPCE ASSIGNMENT EVALUATION**  
**(To be completed by the HPCE Coach)**

Note: The content is to be discussed with the Trip Leader prior to the end of the trip/camp. No later than two weeks after the end of the assignment, the completed Evaluation is to be submitted to the regional HP development coordinator (East or West), with subsequent distribution limited to the High Performance Coaching Development Committee, the NST Head Coach and the Division Coaching Coordinator.

HPCE Coach: \_\_\_\_\_

Trip/Camp: \_\_\_\_\_

Dates: \_\_\_\_\_

Trip Leader: \_\_\_\_\_

Please consider the following questions carefully and make comments where necessary:

1. What were the Team goals of the trip?
2. Were the goals achieved? What could be improved for next time?
3. How did you feel regarding your ability to handle the assignment?
4. List your Learning Objectives for the Assignment and indicate whether you believe that you achieved them:



5. What other notable lessons did you learn that may not have been related to your learning objectives?

6. How do you rate the overall organization and planning for the trip/camp? What were the strengths and weaknesses? What would you do differently next time if you were the Trip Leader?

7. How were the transportation, accommodation and food arrangements? What you try to improve for next time if you were the Trip Leader?

8. How were the training and competition facilities? What could have been improved? How was the proximity between the training and residence facilities? Was this appropriate?

9. What problems/challenges were encountered by you and how did you deal with these situations?

10. What problems were encountered by the Trip Leader and how were they dealt with? What would you have done if you were the Trip Leader?

11. What changes, if any, would you recommend for the future for improving the effectiveness of this kind of trip/camp as an HPCE assignment?

HPCE Coach's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Annex F**  
**To HPCE through NST Attachments**

**HPCE ASSIGNMENT SUMMARY**

Note: The HPCE coach is requested to provide a general description of the experience acquired during the assignment. The summary is to be in narrative form and should include the coach's assessment of the three most valuable lessons learned on the camp/trip. It should be written with a view to providing information that will be of interest to the CCC coaching community at large. The completed HPCE Assignment Summary is to be submitted to the regional HP development coordinator (East or West) within two weeks of the end of the assignment, and will be posted on the CCC web site and distributed as part of a year end package to the sponsor of the HPCE program. The HPCE coach is encouraged to take photos during the assignment and include them in their report to enhance the web posting.

HPCE Coach: \_\_\_\_\_

Trip/Camp: \_\_\_\_\_

Dates: \_\_\_\_\_