



## QUEST FOR GOLD - COACH WAGE SUBSIDY PARTNERSHIP ENHANCING COACH EMPLOYMENT OPPORTUNITIES IN ONTARIO

### INTRODUCTION

With funding support from Ontario's **Quest for Gold Lottery--Enhanced Coaching** program, the **Coaches Association of Ontario (CAO)** is able to continue its successful program that is designed to increase opportunities for sustainable full-time coach employment in Ontario.

This program is already a proven game changer for sport programs, communities and for Ontario coaches. As Canada's largest province, we want to create more opportunities for highly trained and educated coaches to apply their knowledge and expertise as a head coach or lead program coach as a full-time occupation. Communities and athletes benefit significantly.

Coaches are fundamental to the growth and sustainability of community sport. They can have an enormous positive effect on the development of Ontario's youth and the quality of sport and recreation programs.

### AVAILABLE FUNDING

Based on a successful application and agreement to recruit and hire a coach on a multi-year full-time employment contract, Provincial Sport Organizations or their member clubs, or facility or centre affiliates, will be awarded up to a maximum of **\$60,000** paid out in annual contributions over 3 years. This funding can only be used as a wage subsidy toward the full-time coach salary. The position must be a **new, full-time**, full year and provide the employed coach a group benefits package.

Quest for Gold Contribution	Employer Contribution	Total Coach Salary Package
YEAR 1 \$25,000	\$20 -25k +	\$40k or more + benefits
YEAR 2 \$20,000	\$25-30k +	\$40k or more + benefits
YEAR 3 \$15,000	\$30-35k +	\$40k or more + benefits

### TIMEFRAME

The timeline for this program is long-term and multi-year. The funding partnership is expected to span over 3 years (not less than 36 months of continuous employment) with an anticipated start of an agreement in the fall or spring to accommodate summer and winter sports. Employers are expected to budget and plan to sustain the full salary support for Year 4 and 5. This is a **one-time "seed" funding** commitment. Employers who have received QfG Salary support in the past are not eligible for repeat funding.

BUILDING LEADERSHIP

BUILDING CAPACITY

BUILDING AN ACTIVE ONTARIO





## ELIGIBLE EMPLOYER PARTNERS

The Coaching position must fall under the supervision and responsibility of an appropriate reporting evaluation structure, with a job description and multi-year job contract with an incorporated entity.

Provincial Sport Organizations (PSOs) that represent Canada Games Sports, Olympic or Paralympic Sport or Ontario Youth Games Sports are eligible to become employers. An “employer” can also be a PSO-supported facility, a regional centre of excellence, a University or College, a PSO member league or club as long as there is a formal affiliation with the PSO and a written partner agreement regarding accountability for this program funding. Previous QfG Coach Salary Grant recipients (e.g. hired Coaches and employers) are not eligible.

### Program Goals

- To build capacity in the sport sector through employment of coaches in lead roles actively coaching.
- To increase the number of full-time career opportunities for knowledgeable coaches in amateur sport in Ontario.
- To increase the performance of Ontario athletes in Canada Games and Pan/Parapan Am Games by providing greater access to full-time dedicated coaching.
- To reward through paid employment opportunities, coaching knowledge, expertise and a commitment and dedication to coaching as a career.
- Increase sharing and collaboration on initiatives that develop coaches from the regional level to the provincial and national level and increase the number of Ontario coaches representing Canada at international competitions.

## PROGRAM GUIDELINES

**Coach Position:** The position must be new. None of the QfG wage subsidy can be used to subsidize an existing full-time coaching salary. The purpose of the program is to build additional program capacity in the Ontario sport sector through newly created full-time positions. The Coach position must be full-time, continuous 12-months for 3 years. Coaches who may have been hired under this program for a previous grant recipient employer are not eligible for this support under a new grant with a different employer. This is **one time seed funding** for both employers and hired coaches. Standard employment conditions to be applied for vacation and compensating time off as required by the sport season and in agreement with the employed coach. The duties assigned to the employed coach, must be primarily focused on active coaching (50% of time or more) vs. program administration or other activities. The primary base of coaching activity must be in Ontario.

**Eligible & Ineligible Expenses:** Quest for Gold (QfG) Funding in this program can only be used toward the payment of the new coach’s salary and benefits. Ineligible expenses include recruitment & selection costs, relocation costs, travel & accommodation, professional development, office space and services (rent, phone, computer, supplies, etc.) or offsetting an existing staff position or program costs. Any other form of non-financial compensation for the





employed coach is the responsibility of the employer and must come from other sources. Unused QfG wage subsidy funds, or funds used for purposes other than the coach's salary must be returned to the Coaches Association of Ontario.

**Recruiting & Hiring:** All positions must be filled by a transparent recruitment and hiring process including both provincial and Canada wide channels. The position must be open to both genders. Upon selection, every coach and employer will sign a three year contract/employment agreement includes role and program responsibilities, salary & benefits, reporting relationship and performance appraisals. A copy of the multi-year signed contract must be filed with the CAO.

**Reporting:** Both the Employer and Coach are required to complete an annual progress report on goals and coaching results. This must be signed and submitted in writing to the Coaches Association of Ontario. Any mid-year changes to the employment contract on file (e.g. maternity leave, termination, hours, change in scope or location, etc.) must be reported to the CAO immediately.

## CRITERIA FOR SELECTION

For the program in 2018-2019, there is funding available for up to three (3) Coach Wage Subsidy Partnerships that can be funded. There is a possibility of more positions being funded if additional fund from QfG becomes available near the end of the fiscal year, but there is no guarantee. All applications received will be ranked using the following criteria:

Minimum Requirements:

- Only complete, signed applications will be considered.
- Be an eligible employer, meeting the sport eligibility requirements as per the Quest for Gold Enhanced Coaching Program. Eligible sports are listed on QfG website.

Assessment Criteria to be used in the ranking of employer applications:

- Scope of Work in the Job Description (e.g. not less than 50% of time spent on active coaching).
- Program Need. Regional and Provincial impact on sport capacity growth and excellence.
- Probability of sustaining the salary beyond the initial 3 years based on the number of partners, stakeholders involved and PSO Board demonstrated commitment to coach development.
- Factors described in the work environment such as level of employer commitment to annual Professional Development, opportunities for hired coach involvement in Board discussions and planning for sport development, LTAD committees, input to program budget, consultation, reporting relationship clearly defined.
- Involvement and level of support from the Provincial Sport Organization (PSO). *\*\* This is important. Talk to your PSO about your plans well in advance of applying. \*\**
- The Employer's experience as an employer in the sport community.
- A solid budget plan for 5 years. (Initial 3 years of the grant, plus 2 years to sustain following.)
- Diversity of sport and employment context. Each year, consideration will be given to including a small, medium and a large sport, a team sport and an individual sport, summer and winter sports, and different types of facility settings, such as a post-secondary school, a centre of excellence or high performance, a municipality, and a club or a league.
- Sports that have not participated in the program since its inception in Ontario will be ranked higher than existing participating sports. Current QfG Coach Salary Subsidy employers are listed on QfG website.





Upon receipt at the CAO office, all applications will be acknowledged. Initial screening will be for completeness of information and meeting of minimum eligibility requirements. Applications from previous grant recipients will only be considered for screening if the total number of applications is below the number of spots available. All applications must be signed by authorized officials from the employer organization before the application can be reviewed.

## APPLICATION SELECTION PROCESS

A committee will meet to discuss all eligible applications and rank them according to how well they meet or exceed the criteria. Using the information provided by the applicant organization, the committee will make an educated judgment on the probability of long term success for a sustainable coach employment situation.

Even if not selected in the first wave, all completed applications meeting the requirements will be retained on file for the funding year. If more funding from QfG Enhanced Coaching becomes available to the CAO for this program employers may be contacted in order of ranking of their application by the committee to activate the Coach Wage Subsidy Partnership later within the funding year. The funding year ends March 31.

## EMPLOYER OBLIGATIONS

**Recruitment:** Employers must agree to recruit, select and hire a coach using an open, competitive process. Hiring decisions must be made following notification of the grant. No funds can be used for existing or previously filled positions. All costs and resources to undertake the recruitment phase will be the responsibility of the employer. Upon request, the employer must be able to produce documentation about this process, who was involved, the number of applicants, dates of interviews, interview questions used, where it was advertised, etc. *\*\* This is important. \*\**

**Contract:** The Employer must agree to enter into a formal written 3-year employment contract/agreement with an individual coach for the provision of full-time coaching services. Prior to hiring, the Employer must conduct a criminal background check and obtain on file a letter of clearance.

**Based in Ontario:** The Employer agrees to provide a base of operations for the coach and their program within the Province of Ontario working with Ontario athletes. The primary duties of coaching activity must take place in Ontario. For example, six months in Europe or Florida is not acceptable, however, a two-week training camp at the Calgary Oval, or several weeks attending international competitions with Ontario athletes is acceptable.

**Benefits Program:** The employer must agree to provide the employed coach with continuous benefits coverage through a standard group plan (e.g. medical, dental, basic life insurance) and submit all applicable mandatory employment tax deductions as required. (E.g. CPP, UI, EI). If the PSO or primary employer, does not have direct access to a Group Benefits Plan, the Coaches Association of Ontario can refer its Group Plan to the employer in hope to meet this obligation.





**Evaluation & Reporting:** At the end of 1 year of the Coach's contract, the Employer and Coach are expected to submit a Progress Report to the CAO indicating the dollar amount of wages paid, the date of completion of a Probation Period Performance Review, a statement about the athletes coached (program, level, number, achievements to date). At the end of two years, the employer and Coach will complete a second Progress Report and be available to participate in a focus group discussion with the CAO. In the 3<sup>rd</sup> year of the program, the Employer will submit a plan for sustaining the salary support for year 4 and year 5 independent of the Quest for Gold Lottery funding, or an explanation of why the position will be discontinued.

**Acknowledgement of Quest for Gold: Enhanced Coaching Support:** The employer will acknowledge in communications wherever appropriate, words such as "this Coach Salary is in part funded with support from the Quest for Gold Lottery."

**Early termination:** The CAO recognizes this is a long term program and circumstances involving employees and programs are not always predictable. Its intention is to make an impact on sport participation and achieving excellence through a long sustained multi-year cycle of leadership provided by a full-time dedicated coach. Should a coach leave the position, before the end of the three years, the employer should recruit and try to fill the vacancy to minimize any gap in full-time service to the organization and program. Contributions from the QfG Wage Subsidy will be adjusted accordingly to reflect the wage gap in actual amounts paid if a vacancy occurs between the start and end of the 3-year contract relating to the coach originally hired.

**Other Funding Sources:** The employer portion of the annual coach's salary may be pooled from a combination of different sources. (e.g. NSF, PSO, club) All contributing sources must be identified and those organizations with contributions over \$10,000 must also sign the application. The designated "lead" employer organization will ultimately be responsible for any employer liabilities and ongoing payment of the salary in the event of a default of one of the contributing partners.

## EMPLOYED COACH OBLIGATIONS

**Membership:** In addition to meeting the employer's qualifications for employment, the coach hired within this program, must be a member of the Coaches Association of Ontario and sign against the Coaches Code of Ethical Conduct.

**NCCP Certification:** Must have completed the required level of NCCP training and certification as set by the governing sport body to coach at the level to be assigned.

**Participation in Feedback Session:** Between the second and third year, the hired coach may be invited attend and participate in a group feedback meeting with the other coaches employed through this program to suggest improvements, changes, and provide comments for future program development.

**Reporting:** Must complete and submit a Progress Report to the CAO at the end of the each year on hours coaches, athletes coached, areas of responsibility and goals met as well as confirming all obligations of the employer have been met. (E.g. group benefits and focus on coaching).

**One-Time Funding:** Must not have been a recipient of QfG Coach Salary support with a previous employer. The intent is to increase the capacity and develop full-time career opportunities for more coaches.





## HOW TO APPLY

To simplify the process and supply the required information to adequately assess the employer's eligibility and compliance with the intent of the QfG program's stated goals, the CAO has developed an Application Form for employers to complete. The application form is downloadable at [www.coachesontario.ca/qfg](http://www.coachesontario.ca/qfg) under the "Funding Options" menu item.

While non-PSOs are eligible to apply as the primary employer, non-PSOs must also include in addition to the items listed below, a signed and written endorsement from their PSO declaring their formal affiliation and copy of an agreement to partner outlining the obligations of each party. The PSOs must also include a description of their involvement and expectations of the employer and full-time coach. Question B.2 requests a description of the alignment with the PSO goals and priorities of this hiring.

### Checklist of Information Required in Application:

- Employer Profile
- Statement of Opportunity, Expectations and Impact
- Scope of Work, Environment and Reporting Structure
- Compensation - Salary & Benefits package being offered
- Candidate Search & Recruitment plan (e.g. When, Where, Who, How)
- Screening Policy for this position (e.g. Code of Ethical Conduct, Background Checks)
- Budget for the position – 3 Years (template provided) including funding sources to meet salary & benefit support obligations beyond 3 years.
- Coach Job Description complete with qualifications
- Letter of endorsement and involvement from the Provincial Sport Organization.
- Signed by an individual authorized to commit employers funding and signed by all contributing partners if providing more than \$10,000 to fund the position.

Applications can be mailed, faxed or emailed to the Coaches Association of Ontario.

Attention: Susan Kitchen, Executive Director

Email: [susan@coachesontario.ca](mailto:susan@coachesontario.ca)

Coaches Association of Ontario  
Suite 200 A – 1 Concorde Gate  
Toronto, ON M3C 3N6

Fax: 416-426-7331

Questions about the program can be addressed to Susan Kitchen at 416-426-7088.

The CAO will be accepting applications the following date January 20, 2017.

Application Due:	Number of Spaces	Employer notified by:	Coach to be hired by:
October 29, 2018	Up to 3	November 23, 2018	Jan 4, 2019

Employers to be awarded a QfG Coach Wage Subsidy will be notified in writing and instructed to begin the recruitment process. Coaches must not be hired into the new position prior to notification.

