

## QUEST FOR GOLD

### **Post Secondary Institution Female Coach Wage Subsidy Partnerships**

*Employment program with a heavy emphasis on mentorship*

#### **Program Description**

This program is designed to assist Post Secondary Institutions (PSIs) in selecting and hiring a developing coach within their varsity sport structure to work with a more experienced Mentor Coach. This program will provide support to both the Mentor and Apprentice coach over the course of 2 years.

The Apprentice Coach receives financial support, guidance and education from the PSI and Mentor Coach throughout the years as the Assistant Coach.

The Mentor Coach receives guidance, direction, and education from the PSI, Athletic Director and Coaches Association of Ontario throughout the years as the Mentor Coach (MC).

The program is intended to be structured specifically to meet the needs of each Apprentice Assistant Coach (AAC) selected to the program, with the expectation that many of the following items will be addressed:

- Developing a coaching philosophy
- Practice and skill observation and development
- Seasonal/yearly training and competition plan development
- Teaching sport-specific tactics and strategies
- Supervision mechanisms
- Recruitment cycles
- Talent Identification
- Selection Process
- Supporting the student athlete
- Other items such as coordinating training camps, planning a competitive tour, etc., as applicable.

#### **Purpose of the Post Secondary Institutions (PSI) Female Coach Wage Subsidy Program**

- To assist PSI in developing female coaches who will become eligible head coaches for varsity programs in the near future.
- To provide apprentice coaches with the opportunity to work with an experienced mentor coach.
- To facilitate an increase in training and professional development opportunities provided to developmental level coaches.
- To provide a broader pool of female coaches with qualifications and experience that meets the requirements for being hired as head coaches in the post secondary sport system.
- To provide support, resources and financial assistance to the Mentor and Apprentice Coaches working in the Mentorship Program.
- Creating a framework for PSIs to hire and compensate more coaches



- To build capacity in the sport sector through the development of coaches in lead roles actively coaching.
- To increase the number of career coach opportunities for knowledgeable coaches in amateur sport in Ontario.
- 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 and none of the Quest for Gold (QfG) subsidy can be used to subsidize an existing assistant coaching salary. The purpose of the program is to build additional program capacity in the Ontario sport sector through newly created coaching positions. The Coach position must be continuous 12-months for 2 years (funded) or more (no funding after 2<sup>nd</sup> year from CAO QfG). 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: 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 competitive recruitment and hiring process including both provincial and Canada wide channels. However, funding is for female selections. Upon selection, every coach and employer will sign a minimum of 2 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 MC and AAC are required to complete reports on progress 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 by the employer.

## Eligibility

### Employer Eligibility

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.

An “employer” for this program is a Post Secondary Institution (PSI) called a University or College, or their athletic department’s organization.

### Coach Eligibility

Apprentice Assistant Coach (AAC):

Ontario coaches with some NCCP training within their sport, or a current student within the field of human kinetics, physical education, coaching, kinesiology or another appropriate program and/or at least two years of coaching experience.

Example AAC Responsibilities:

- Participate in training sessions with MC
- Participate in monthly meetings with MC (via telephone or in person)
- Complete a weekly journal/log book of Apprenticeship experiences
- Complete tasks assigned by MC

\*Increase responsibilities year to year

Mentor Coach (MC):

Must have a minimum full NCCP Competition Development Trained, Level 3 certification or sport equivalent in the new NCCP.

The PSI applicant is responsible for identifying and selecting MC, it can be the same person. The number of mentor coaches is not limited, but for the purposes of this program one primary mentor must be identified as main contact and responsible for producing annual reports and communication purposes.

Example of Responsibilities of MC:

- Provide opportunities for the AAC to learn/observe/lead
- Conduct monthly meetings with AAC (via telephone or in person)
- Observe and provide feedback during practice and game sessions
- Be a sounding board for the AAC when questions/concerns arise
- Enable the AAC to have more responsibilities year to year
- Attend NCCP Mentoring module

### **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 2-year employment contract/agreement with an individual coach for the provision of assistant coaching services. Prior to hiring, the employer must conduct a criminal background check and obtain on file a letter of clearance.

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 primary employer does not have direct access to a Group Benefits Plan, the Coaches Association of Ontario through a special arrangement is able to introduce employers to our Group Plan broker to meet this obligation.

Based in Ontario: The employer agrees to provide the coach a home base for working with the athletes when in Ontario. 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.

Mentorship Plan: The employer is responsible for executing a mentorship program, which includes selection of mentor(s) and overseeing the creation and implementation of that mentor's plan. The success of the program will be determined by the quality of the experience and development of the AAC. A couple examples of a mentor are: the current head coach or the athletic director. The mentor must be required to complete the NCCP Mentoring module.

Evaluation & Reporting: At the end of year 1 of the AAC's contract, the employer is 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 apprentice coach progress (NCCP completion, achievements to date, responsibility progression, yearly plans, learning plans, etc.). In the 2<sup>nd</sup> year of the program, the employer will submit a plan for sustaining the salary support for year 3 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 dedicated coach. Should a coach leave the position, before the start of the second year, the employer should recruit and try to fill the vacancy to minimize any gap in service to the organization and program. Should the coach leave the position after the 2<sup>nd</sup> year starts the program will be terminated. Contributions from the QfG Female Coach 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 2<sup>nd</sup> year of the 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 Apprentice Assistant 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.

NCCP Certification: By end of year 2, coach must have completed the required NCCP training and certification as set by the governing sport body to coach at the PSI.

Participation in Feedback Session: After year 1 and 2, the hired coach may be invited to participate in a group feedback meeting and/or survey with the other coaches employed through this program to suggest improvements, changes, and provide comments for future program development.

Reporting: At the end of year 2 of the Coach's contract, the Coach is expected to submit a progress report to the employer and CAO indicating the hours coached, athletes coached, NCCP completion, achievements to date, responsibility progression, yearly plans, learning plans 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 PSI Female Coach Wage Subsidy support with a previous employer. The intent is to increase the capacity and develop career opportunities for more coaches.

## Mentor Coach Obligations

Membership: In addition to meeting the employer's/PSI's qualifications for employment, the MC within this program must be a member of the Coaches Association of Ontario.

NCCP Certification: The MC must have completed the required NCCP training and certification as set by the governing sport body to coach at the PSI.

Participation in Feedback Session: After year 1 and 2, the MC may be invited to participate in a group feedback meeting and/or survey with the coaches through this program to suggest improvements, changes, and provide comments for future program development.

Reporting: At the end of year 2 of the Coach's contract, the MC is expected to submit a progress report to the Employer and CAO indicating a statement about the apprentice coach progress (NCCP completion, achievements to date, responsibility progression, yearly plans, learning plans, etc.). In the 2<sup>nd</sup> year of the program, the employer will submit a summary of their assessment of the AAC's and execution of the mentorship plan.

Mentorship Plan: The MC is responsible for creating and executing a mentorship program. The program plan may include input from the PSI. The MC is responsible for the implementation of the plan. The success of the program will be determined by the quality of the experience and development of the AAC based on the execution and support of the mentor. The mentorship plan will need to be submitted to the CAO along with the employment contract.

## Criteria for Selection

There is funding available for up to 2 PSI Female Coach Wage Subsidy Partnerships that can be funded. All applications received will be ranked using the following minimum criteria:

- Only complete, signed applications will be considered.
- Be an eligible employer by 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 the mentorship partnership lasting 2 years.
- Probability of sustaining the assistant coach salary beyond the initial 2 years.
- Probability of seeing progression of the female assistant apprentice becoming a head coach.
- Factors described in the work environment.
- A solid budget plan for 2-3 years.
- 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, and summer and winter sports.
- 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.
- Mentorship plan draft.
- Mentor training and mentor compensation provided by employer.
- Community of practice for mentors and apprentices.
- Athletic Director involvement.
- PSO/NSO connection.
- AAC changes from year to year in growth, responsibility, and progression.

### Application Selection Process

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.

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, all completed applications meeting the requirements will be retained on file for funding years. 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 Post

Secondary Institution Female Coach Wage Subsidy Partnerships later within the funding year. The funding year ends March 31.

**Available Funding**

Based on a successful application and agreement to recruit and hire an apprentice assistant female coach on a multi-year employment contract, Universities /College program affiliates, will be awarded up to a maximum of **\$20,000** paid out in annual contributions over 2 years. This funding can only be used as a wage subsidy toward the PSI assistant coach salary. The position must be new, full year and provide the employed coach a group benefits package.

QfG Support	Employer Contribution	Financial Commitments
YEAR 1 \$20,000	\$10k or more	\$30k or more + benefits
YEAR 2 \$20,000	\$10k or more	\$30k or more + benefits
YEAR 3 \$0	100%	100%

**How to Apply**

Applications will only be accepted from PSIs  
 The apprentice coach’s sport must meet the Quest for Gold funding eligibility criteria.  
 PSI is a college or university.  
 The college or university that is able to apply is in Ontario.

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)

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)
  - o Includes AAC Job Description
- Screening Policy for this position (e.g. Code of Ethical Conduct, Background Checks)
- Budget for the position – 2-3 Years (template provided) including funding sources to meet salary & benefit support obligations beyond 2 years.
- Mentor Coach Profile, Job Description and Qualifications
- Mentorship Plan Draft
- 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.

The CAO will be accepting applications until June 3, 2016 at 5:00pm.



Application Due:	Number of Spaces	Employer notified by:	Coach to be hired by:
April 28, 2017	2	May 12, 2017	June 30, 2017

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

Attention: Jeremy Cross, Director, Coach Development  
 Coaches Association of Ontario  
 Suite 200 A – 1 Concorde Gate  
 Toronto, ON M3C 3N6

Email: [jeremy@coachesontario.ca](mailto:jeremy@coachesontario.ca)  
 Fax: 416-426-7331

*All Employer Applications received by the CAO will be acknowledged with a confirmation of receipt.*

The Coaches Association of Ontario gratefully acknowledges the support of the QUEST FOR GOLD LOTTERY to support the development of Ontario’s coaches and increase opportunities for learning and sharing of knowledge. The lottery is administered by the Ontario Lottery and Gaming Commission. The Quest for Gold: Enhanced Coaching Funding Program is a program of the Ministry of Tourism, Culture and Sport.

More information about other QfG: Enhanced Coaching programs in Ontario can be found at [www.coachesontario.ca/qfg](http://www.coachesontario.ca/qfg)