



**Skate
Manitoba**

Coaching Recruitment and Retention:

A Guide for Clubs and Coaches

August 2023

Introduction

This resource was created to assist with the recruitment and hiring of coaches and contract negotiations between coaches and clubs or skating schools. Please reach out to the Skate Manitoba Coaches Committee for additional information or questions.

Due to their roles and responsibilities in this sport, coaches become leaders in their respective clubs, schools, and for the members and their families. For this reason, it is important to ensure that clubs and schools hire professional coaches, whom have the proper qualifications, skills, and the experience that will help the clubs, schools, and the members reach their goals. To ensure that that clubs and schools hire coaches that fit their programs and the needs of their members, it is crucial that clubs and schools have a detailed and coherent hiring process. By using this guide's hiring process, clubs and schools will ensure that the relationship they establish with new coaches will benefit their members and contribute to the success of the club or school for years to come.

All coaches hired by Skate Canada registered clubs must register annually with Skate Canada before they can begin coaching. Clubs must ensure that their coach is listed as in good standing on the Skate Canada website annually. Without this proof of eligibility, the coach is not covered by Skate Canada's liability insurance. Thus, unregistered coaches put the safety of their club and skaters at risk.

<https://mbskates.ca/wp-content/uploads/2021/03/Checking-In-Good-Standing-for-Coaches-FINAL.pdf>

Definition of Professional Skate Canada Coach

A professional Skate Canada coach is defined as a person teaching / coaching figure skating while also following the criteria to teach /coach as outlined in the rules and, from time to time, other provisions by the governing board of Skate Canada. The following description is a short outline of the responsibilities of a skating club's professional coach:

Role and Responsibilities of Professional Coaches:

- Abide by the Skate Canada Code of Ethics, Safe Sport, and Respect in Sport.
- Maintain in good standing as a Skate Canada coach.
- Be an 'expert' in teaching and skating and follow Skate Canada program standards.
- Demonstrate competencies and the necessary knowledge to guide parents, prepare skaters and members of the club's governing board on the topic of skating and training.
- Be clear, respectful, and honest throughout all communications with skaters, parents, and members of the governing board.

- Be able to transmit figure skating knowledge and skills and take adequate and efficient decisions.
- Work among a team of coaches and other resources to offer the best possible training for skaters.
- Take on the role of mentor for other coaches when asked or when necessary.
- Clearly communicate to parents and executive members of the clubs the goals and objectives developed for the skaters.
- Keep up to date with rules and amendments of Skate Canada.
- Take on the responsibility to strive to improve one's skills and knowledge of Figure Skating.
- Create lesson plans to improve organization and management skills.
- Analyze and understand mistakes and provide constructive feedback to skaters and parents.
- Create learning / coaching environment that is fun, safe, and welcoming to all skaters.
- Provide First Aid when required.
- Train, supervise, and evaluate Program Assistants.
- Provide advice on topics linked to Figure Skating – ex: equipment, progressing towards other skating programs, future opportunities, etc.

Standards for Professional Coaches

People who coach: Coaches must be registered as coach-members with Skate Canada and secure at least a certification of CanSkate or PowerSkate Coach In-Training and be in good standing.

Area of Expertise:

In Training CanSkate Coach	}	Can only coach CanSkate programs
Trained CanSkate Coach		
Certified CanSkate Coach		

In-Training PowerSkate Coach	}	Can only coach PowerSkate programs
Trained PowerSkate Coach		
Certified PowerSkate Coach		

Regional coach in training and above	}	Can coach all programs
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* Clubs and schools should be checking a coach's credentials to assess STAR 1-5 and/or STAR 6-Gold.

Coaches' Accreditation for Competitions

Skate Canada has created coaching certification policies to uphold standards of the coaching community and to promote integrity among professional coaches. These standards also help manage the number of professional coaches present at events and guarantees everyone's safety. Please note that certain levels of National Coaching Certification Program (NCCP) certification are required for the accreditation of coaches at events and competitions that take place within Canada. Please visit Skate Canada's website to check certification requirements:

<https://mbskates.ca/wp-content/uploads/2022/06/NEW-Skate-Canada-Coach-Accreditation-2022.pdf>

<https://info.skatecanada.ca/index.php/en-ca/policies/127-coach-accreditation-policy-for-skate-canada-qualifying-events.html>

Procedure to Hire a Coach

Putting Someone in Charge

The governing board of each club or school must outline a procedure to hire a coach. All members of the board, the head coach, and program director may participate in the hiring process, or the board may select people to create a hiring committee. If a hiring committee is selected, their responsibilities must be determined in detail and documented. The hiring committee does not necessarily hold the power to approve which coaches are hired, but instead can provide recommendations as to which coaches are best suited, as outlined in the hiring procedure by the governing board. Overall, each club or school's governing board is responsible for the club or school's management and must ensure that all steps are completed by the hiring committee when it undertakes the process of hiring.

Writing a Job Description

The next step for clubs is to create a description of tasks and qualifications. The club will have to determine the following:

- What NCCP coaching level is required for the club?
- How many hours/days will the club offer for training and teaching?
- Are there additional responsibilities required of the coaches, such as administrative work, helping with the end of year show, music, off-ice, assessment days, or training for the Program Assistant?
- What kind of program or categories will the coach teach or train?

Writing a Contract

All coaches must have a contract with the club where they work. A contract is a tool that will benefit both the coach and the clubs and will help clarify the parameters of the role coaches are meant to fulfill in said club. It is important that the contract be written clearly to ensure that it is easily understood. It is preferable that the contract be looked over by a certified expert who is familiar with contracts and can help ensure that the document is well written. A contract may include as many clauses as necessary, and it is up to the coach and the clubs to make sure that all their individual needs are covered in the contract.

At the very least, all contracts must include the following items:

- What is the duration or end date of the contract? What happens if the coach or club wish to end the terms of the contract prematurely?
- What are the coaching fees and who will they be billed to?
- When will the coach be paid?
- If this is a new coach, is there a probation period? (It is usually a good idea to have a probation period so that the clubs have a chance to evaluate whether the coach fits the needs of the club and fulfills requirements for the work).
- Is the schedule fixed, variable, or 'on demand'? Is there a minimum and/or maximum number of hours or days?
- What rules or policies must the coach abide by?
- What are the job requirements and responsibilities of the coach?
- Who is the designated contact person for the club?

It is always best for both the club and coach to retain a copy of the contract signed by both parties.

<https://mbskates.ca/wp-content/uploads/2021/03/Coaching-Contracts-Things-to-Consider-FINAL.pdf>

Advertising and Networking

Advertising and networking are the best ways for clubs to ensure they find the best suited coach for its needs. Some tips for finding a new coach:

- Ask neighbouring clubs if they know of any coaches looking for employment or extra hours.
- Fill out this online form to have your job posting added to the section website: <https://skatecanada.wufoo.com/forms/gpizw1k0zr3793/>
- Inform the Skate Manitoba Coaches Committee so the announcement can be advertised in the Skate Manitoba Coaches Facebook group.
- Connect with current or former club skaters to inquire if they would be interested in pursuing their NCCP certification.

Interview Process

Once the hiring committee has established a list of potential candidates, it is always a good business practice to meet them for an interview to confirm their qualifications and evaluate whether they are suitable for the position. The committee will have to contact the candidate(s) they wish to interview, select a date and time, as well as a location for the interview. It is strongly suggested that prior to the interview, the committee create an interview guide with questions to ask the candidates. This guarantees that the person in charge of the interview can remain focused on the candidates, avoid forgetting any questions, and be consistent throughout all candidates interviewed.

Example Interview Questions:

- Can you describe your past experience with skating and coaching?
- Do you have experience working in a team setting? What do you view as successful teamwork?
- What kinds of opportunities do you seek out to maintain and improve your coaching competencies? Do you take any additional training or attend seminars?
- How would you describe your coaching philosophy?
- What made you choose to become a coach?
- What is your favourite part of coaching, and what do you find most challenging?
- How do you balance the needs of STAR and Podium pathway skaters within the same club?
- If you were a parent or board member, what would be the priorities for the club?
- What ideas do you have to generate interest and enthusiasm for skaters?
- Have you come across a situation where you couldn't manage a skater's needs? How did you handle it?
- Have you ever helped organize a competition, assessment day, or year-end show?
- What is your philosophy regarding discipline on the ice?

The person(s) interviewing should remember to:

- Go through the position description and ensure expectations are clear to the candidate and that they agree with the requirements.
- Explain how the candidate's performance will be evaluated and how often these evaluations will take place.
- Discuss all programs offered by the club to assess the candidate's comfort level with coaching different ages and abilities.
- Allow the candidate to ask questions.

- Let the candidate know when the club is expected to make a decision and contact candidates.

Club Checklist Before Making an Offer

Name of coach: _____

Program for which the coach will be hired: _____

CanSkate Coach*

- ❖ CanSkate In-Training (minimum)
- ❖ Coach member in good standing with Skate Canada

* This coach can only teach the CanSkate program. There is a 3-year time-limit once course has been taken to become certified at this level.

PowerSkate Coach**

- ❖ PowerSkate In-Training (minimum)
- ❖ Coach member in good standing with Skate Canada

** This coach can only teach the PowerSkate program. There is a 3-year time-limit once the course has been taken to become certified at this level.

Regional Coach

- ❖ Regional Coach Status In-Training (minimum)
- ❖ Coach member in good standing with Skate Canada

*** This coach can teach all STAR and Podium pathway programs. There is a 3-year time-limit once coach has taken their course to become certified at this level.

Make a Job Offer

Once all the interviews have been completed, the board will decide if one of the candidates meets the requirements of the position. If so, a member of the board will get in touch with the candidate, make them an offer, and ask for a meeting date to sign a contract with the club. If not, continue to search and interview or modify the job description to better match the type of individual who can meet the needs of the club.

Remember that only Skate Canada coaches in good standing can teach at a Skate Canada member club. This is important because the National Coaching Certification Program (NCCP) ensures that a person wishing to become a coach has a minimum of coaching knowledge. This minimum knowledge base means the coach has the basics to coach and lead our skating programs. Having a qualified coach is important to keep parents and skaters in your club happy and to keep them coming back the following year.

Management of Coaching Staff

Performance Feedback

It is important to foster effective communication between clubs and coaches. Clubs and schools should have a plan for how to provide feedback to coaches. Below are some tips on providing feedback to coaches.

Giving Feedback

- ❖ Be proactive:
 - Discuss expectations at the start of each season.
 - Decide in advance on performance measures.
 - Determine when an annual (or more frequent) review meeting will take place and who will be involved.
 - Decide if and how the club will collect skater/parent feedback to include.
 - Encourage frequent discussions.
 - Regular meetings to discuss if there are any concerns and if there are any obstacles that can perhaps be removed/resolved so that the coach meets expectations.

Annual Review Meeting

- ❖ Preparation
 - Collect the information
 - Analyze insights against performance metrics
 - Consider the entire evaluation period
 - Take notes in writing
 - Plan the date, time, and reserve a private place for the assessment
- ❖ Lead the Meeting
 - State the purpose of the meeting
 - Explain the process
 - Confirm all objectives
 - Indicate the positives
 - Raise concerns
 - Get the coach's opinion
 - Troubleshoot
 - Set new goals

Pitfalls to Avoid

- Superficial discussions
- Become defensive or argumentative
- Dwell on past deficiencies

- Discuss personality traits and attitudes
- Dwell on weaknesses, faults, or shortcomings
- Dwell on isolated incidents
- Compare trainers with each other or with you
- Interrupt
- Belittle the coach
- Talk about yourself
- Excessively poor ratings due to a personal dislike of the coach
- Overly positive reviews for fear of disagreement or argument
- Opinions, impressions, and feelings (use facts)

Things to Remember

- Everyone deserves feedback
- Behaviors are appropriate or inappropriate depending on the situation
- Inappropriate behavior that is not corrected will be recognized as appropriate, therefore will not change

Fee Guidelines

Factors Affecting Coaching Rates

The Suggested Hourly Rate Grid has been established to provide direction and guidance to clubs, coaches, and skaters. The suggested rate of pay is a general starting point for negotiations, intended to provide generally accepted rates. There are many factors that can affect the rate of pay, and contracts should be negotiated taking these into account on a case-by-case basis. The rates in the fee grid are basic hourly rates only. Coaches usually charge for other services provided.

The Suggested Hourly Rate Grid accounts for NCCP certification level and years of coaching experience. A benefit of this fee grid is that it provides recognition and promotion of the National Coaching Certification Program. Other factors to consider are:

- The level of education of the coach
- Education, training, or certification in a relevant field
- Level reached/assessments passed by coach as a skater
- The level reached by skaters trained by the coach
- Coach's personal competition experience
- Coach's level of experience in training and competition
- Geographical area (cost of living)
- Coach's expertise in specialized areas
- Other benefits or compensation from the club
- The program or service being offered
- Whether additional services are charged separately or included in the hourly rate

Level of Skating (as a coach and/or skater) Categories

A coach should be coded according to their assessments passed as an athlete, or according to the assessments passed by skaters while they were coaching them. A coach can claim a test higher than their own as a skater, only if the skater has passed all assessments below the highest assessment passed while coached by them. Example: A coach who has a skater who has passed all Freeskate assessments with them except the Star 9 assessment, can only claim the Star 8 assessment.

The coach must have passed the majority of the assessments on the list to belong to the category.

CATEGORY I: (the Suggested Hourly Rate Grid reflects this category)

Note: to register for the CanSkate Coach training, you must have a minimum of one Star 5 assessment (Junior Bronze) and for the "Regional Coach" training, you must

have a complete Star 6 (Senior Bronze), or a complete Star 5 Freeskate (Junior Bronze) and another complete STAR 5 assessment.

CATEGORY II:

- Has passed the Star 5 Skills Assessment (Junior Bronze)
- Has passed the Star 5 Freeskate Assessment (Junior Bronze)
- Has passed the Star 5 Dance Assessment (Junior Bronze)
- Has passed the Star 5 Artistic Assessment (Introductory Interpretive)

CATEGORY III:

- Has passed the Star 8 Skills Assessment (Junior Silver)
- Has passed the Star 8 Freeskate Assessment (Junior Silver)
- Has passed the Star 7 Dance Assessment (Junior Silver)
- Has passed the Star 7 Artistic Assessment (Bronze Interpretive)

CATEGORY IV:

- Has passed the Star 10 Skills Assessment (Senior Silver)
- Has passed the Star 10 Freeskate Assessment (Senior Silver)
- Has passed the Star 9 Dance Assessment (Senior Silver)
- Has passed the Star 9 Artistic Assessment (Silver Interpretive)

CATEGORY V:

- Has passed the Gold Skills Assessment
- Has passed the Gold Freeskate Assessment
- Has passed the Gold Dance Assessment
- Has passed the Gold Artistic Assessment (Gold Interpretive)

Category I	Base Rate
Category II	Base Rate
Category III	+ \$ 1.00 / hour
Category IV	+ \$ 2.00 / hour
Category V	+ \$ 3.00 / hour

Program/Services Offered

CanSkate / PowerSkate:

For a CanSkate or PowerSkate session, a professional coach must base their fee on a full hour (60 minutes) of work including: 45 (CanSkate) or 50 (PowerSkate) minutes on ice, planning and giving lessons, talking to parents/skaters and other coaches before and after a session, reviewing progress sheets, summarizing lessons, recap of current lesson in preparation for next lesson, etc. All these areas are core Skate Canada

program delivery areas for which the Skate Canada Professional Coach is responsible and accountable.

STAR 1-5 Program Group Lessons:

As with the CanSkate program, there are several planning tasks that a coach is expected to accomplish. Providing quality instruction to skaters through group lessons will not only make the transition from CanSkate easier, but it will also provide skaters and parents with an affordable way to continue in a sport that is within their budget. Parents are often discouraged by the perceived (and often real) high costs of private lessons, as well as the practice time commitment. Group lessons are a simple, logical, and affordable lesson format. STARSkate provides an opportunity for personal development and the development of essential skills such as goal setting, self-discipline, time management, coping strategies for success and failure, confidence, and a healthy lifestyle. Make it happen for your skaters at a reasonable price. By offering group lessons, clubs can keep more coaches busy, for more time, and they can be more financially viable per hour.

Note: Due to the extra hours spent organizing and administering group and semi-private lessons, and billings, skaters can expect an increase in fees.

Private Lessons (STARSkate/Podium pathway):

Private lessons often begin at this stage. Coaches set an hourly rate for private lessons, and this can be a point of discussion with the club when negotiating the contract each year.

Remember that your customers have invested money in your club, so they deserve the utmost care. When a skater/parent receives simple, accurate information in advance, they are better equipped to make informed decisions about their participation in the sport. Not only will they be happy to get the information without having to look for it (sometimes it's not obvious where to find answers), but it will increase the customer's trust in the club.

Synchronized Skating:

Synchronized skating is a discipline that includes a group of 6 to 24 skaters depending on the category. In addition, depending on the level of the skaters, the parents are often present during the various training sessions. It must be taken into consideration that the management of skaters and parents is unique in synchronized skating since it is a team sport. If competition is the goal of a skating season, all steps to get there are the primary responsibility of the coach. Planning, organization is an addition to the usual training tasks of the coach.

Note: The fee rates allocated for the preparation and/or editing of the music and the creation of the choreography must be negotiated with the club.

Suggested Hourly Rate Grid

NCCP Status	0-2 years	3-5 years	6-8 years	9-12 years	13-15 years	15-18 years	19-21 years	22-25 years	26+ years
CanSkate or PowerSkate In-Training	16								
CanSkate or PowerSkate Trained	17								
CanSkate or PowerSkate Certified	18	20	22	24	26	28	30	32	34
Regional In-Training	19	21	23	25	27	29	31	33	35
Regional Trained	21	23	25	27	29	31	33	35	37
Regional Certified	23	25	27	29	31	33	35	37	39
Provincial In-Training		27	29	31	33	35	37	39	41
Provincial Trained		29	31	33	35	37	39	41	43
Provincial Certified		31	33	35	37	39	41	43	45
National In-Training		33	35	37	39	41	43	45	47
National Trained		35	37	39	41	43	45	47	49
National Certified		37	39	41	43	45	47	49	51

- ❖ A coach who has participated as an athlete in the Senior World Championships and/or the Olympic Games: add \$5/hour.
- ❖ A coach who participated as an athlete in the Junior World Championships: add \$4/hour.
- ❖ A coach who participated as an athlete in the Junior/Senior Canadian Championships: add \$2/hour.

OR

- ❖ A coach (all disciplines combined) who has accompanied an athlete or a team (choose the best option):
 - At the Senior World Championships or Olympic Games: add \$15/hour.
 - At the Junior World Championships: add \$10/hour.
 - At Senior/Junior Grand Prix competitions: add \$8/hour.
 - At Canadian Championships: add \$5/hour.

Typical Expenses and Acceptable Fees

CanSkate Group Session	Base Rate + \$2.00
PowerSkate Group Session	Base Rate + \$4.00
STARSkate Group (2-8 skaters)	Base Rate + \$2.00/hour per skater
STARSkate Private Lesson	Base Rate
Synchronized Skating	Base Rate + \$8.00
Program Assistant Training	Base Rate OR Flat rate negotiated between club and coach.
Ice Show/Carnival	Off ice: Base salary for preparation will have to be negotiated with the club. This includes the preparation of the music, the choreography, the formation of the groups, the planning. On ice: Base salary + \$4.00 per hour.
Assessments	One 15-minute lesson (1/4 base rate) per each part of an assessment.
Dance Partner	One 15-minute lesson (1/4 base rate) per dance.
Competitions	Practice and Events - 2 lessons (30 minutes) per registered event per skater.
Choreography and Music	Some coaches may charge a flat rate for choreography and music cutting, base rate for time spent, or an amount per second of program.

All fees should be disclosed to the club/skater in advance of services

Travel Expenses

Travel expenses should be negotiated between the club and coach prior to departure. Coaches should be compensated for all travel expenses to attend competitions, assessment days, and other events by either the club or skaters.

Meals	Actual cost or per diem, divided by all skaters or paid for by the club
Lodging	Actual cost divided by all skaters or paid for by the club
Transportation (airfare, rental car, bus, train, etc.)	Actual cost divided by all skaters or paid for by the club
Mileage (if driving self)	Negotiated between club and coach and dependant on price of gas. A minimum of \$0.48/km is suggested for the 2023-34 season.
Other	Other travel expenses should be negotiated with consideration given to length of trip, missed lesson time, time off work, etc.