



Creating Program Excellence

Supporting Athletes – Developing Coaches

Mansfield Racing Program 2017-18

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Mansfield Racing Programs – Creating Program Excellence

The membership wants children and youth programs which are excellent. They want programs that are safe, fun and skill development based. They want programs that their kids love to take part in and which promote core values of family, friendship, inclusiveness, fitness, outdoor activities and the community of Mansfield.

It is the responsibility of the Racing Program to design and implement programs which meet the membership's expectations.

Coaches are in the critical role – they are the ones with the opportunity, the responsibility, and the challenge to deliver programs which meet the membership's expectations. The engagement of the Age Group Lead Coaches is going to be essential in meeting these expectations.

(i) [See Assessment of LC 2017 and Revised Age Group Lead Coaches Job Description](#)

Coaches need support to be successful in meeting/exceeding the membership's expectations.

What support do our coaches need to succeed?

- (1) Training, mentorship, specific objectives, daily/weekend plans,
- (2) Practice opportunities, feedback & guidance,
- (3) Resources – session planning aids/apps, gate training equipment & course setting aids ,
- (4) Responsibility & accountability,
- (5) Recognition & reward,
- (6) Support for advanced “Trained” and “Certified” status with Alpine Canada/CSCF.

Starting Point - Training Outcomes for Coaches

Learning is a complex process which results in a change in skill(s), a change in knowledge, a change in behaviour, a change in attitudes and beliefs.

Learning takes place in the physical, cognitive and affective domains.

Learning as change can take place by design, by discovery, by experience, by accident, and by reflection.

Learning as a result of a deliberate/planned program and activities, which is what our coaches are directed/expected to do, is best facilitated by having clearly stated “Learning Objectives” and a means to bring about the desired changes/achieved objectives.

(ii) (iii) [See Skier Development Plan – Age Group Benchmarks](#)

This is the approach we need to take when training our coaches and athletes.

Coaches need to...

- (1) Know their communication and relationship building strengths and weaknesses –coaches need to be prepared to learn and use new ways to communicate and relate,
- (2) Know how to ski, how to assess skiing performances, how to re-direct performance based on sound biomechanical principles and proven tactics at specific age groups,
- (3) Know their athletes – know the benchmarks of their age group and where each individual is in their development relative to the benchmarks,
- (4) Have a collection of proven skill introduction and development exercises which have been mastered and can be introduced to athletes,
- (5) Plan success – follow the plan – be specific within global objectives – manage time,
- (6) Be active– take the lead – model goals and expectations by their own performance.

How can we help our coaches achieve and measure their success?

- (1) **Preseason Training** – to meet the memberships expectations we need to invest the time, energy and money necessary to fully train coaches – the majority of our coaches each year are young and inexperienced; consequently, comprehensive training needs to happen each year – in addition to the one all staff training day there should be three days of specific coach training prior to the start of the racing programs.
- (2) **Weekly Sessions and Mentorship** under the direction of Senior Coaches (HC & LC's)
(iii) [See attached Coaching Development Syllabus](#)
- (3) **Planning Instruments** – Age Group Benchmarks, Seasonal Objectives and Daily Session Plans
(iv) [See Attached Summary of Age Group Benchmarks and Coaching Session Plan](#)
- (4) **Performance Review** and Action Plans
(v) [See attached Coaching Performance Review](#)
- (5) **Alpine Canada/CSCF Training, Mentoring and Evaluation** – to ensure our coaches are able to achieve their annual Alpine Canada licensing requirements and are encouraged to advance their Certification status we need to offer on-going professional development (as outlined above) and formalized ACA/CSCF Mentoring and Evaluation at the Entry Level and Development Level.
(vi) [See attached Summary of Coach Education 2017](#)

Appendixes:

(i) Assessment of the Coaching Staff 2017 – The Broad Strokes

This season we introduced a number of changes to the structure and operations of the coaching staff.

Most notably was the introduction of the age group Lead Coach position. Each age group had one coach (two in the case of the U12 program) to assumed this role. The Job Description is attached.

We had mixed results with this initiative. Some of the Lead Coaches took the role very seriously and made all efforts to fulfill the outlined expectations while others saw it as an opportunity to act autonomously and otherwise did not embrace the role.

What did succeed well was the role most LC's took in working with the coaches in their group to plan the daily activities for their teams. However, rarely did this make its way onto the snow where the LC's were expected to hold technical sessions related to the planned activities for their team or ski/coaching improvement for the younger coaches in their age group. Too often the planning stayed on the table in the Chili Shack. Coaches were given a template and asked to develop their daily training plans accordingly. This meant establishing a "Learning Outcome" for their team and activities to accomplish the Outcome. (See attached Session Plan.) Once the coaches began to understand how this process works, understanding how activities are not Outcomes but rather means to achieve Outcomes they began to have much more success with their training sessions; consequently, the kids in the programs progressed more quickly.

Much more time needs to be spent in the preseason coaching/developing the staff on how to plan and achieve learning outcomes....

To meet this objective I have prepared a strategy to Create Program Excellence to better support for our athletes and their families by improving our approach to and practices with developing coaches.

A second aspect of the LC role which worked well was in regard to communication with parents and athletes. Most of our LC did a very good job reaching out and responding to parent requests for information. We do need to broaden the communication loop to ensure that when LC's are communicating with parents and athletes the RA and Head Coach are copied and when the RA and HC are likewise communicating with parents the appropriate LC is copied. This is necessary to avoid conflicting or contrary information – to ensure all parties are informed and to avoid needless repetition/miss information

(i) Age Group Lead Coaches – Job Description – Revised April 2017

How to – high-lighted in blue

- (1) Lead Coaches will work with the HC to establish and promote the overall and age specific Program Benchmarks – see attached
- (2) LC's will be responsible and report to the HC – **the HC and all LC's will meet weekly – Sunday afternoon** - and maintain on-going communication to plan and prepare for the coming week(s).
- (3) **LC's will review (on Sunday afternoons) the Hill Space requirements for the coming week with the HC** with the end goal of satisfying each age groups/teams requirements for appropriate training. All parties must agree that the “advanced plans” need to be flexible, to accommodate unforeseen events, such as, but not limited to: “lack of snow”, un-skiable terrain, extreme cold & frostbite issues, rain, snowmaking requirements and snowmaking opportunity windows, race schedule changes by Alpine Ontario, other events requiring hill space, and overall available hill space for general membership. The HC and hill management will have final and ultimate discretion. **Approved Hill Space assignments for the up-coming week will be emailed to all coaching staff on Sunday evenings and posted to the club website.**
- (4) LC's will **supervise, guide and mentor** the other coaches in their age group (i.e., TS, U8, U10, U12, U14, U16/U19/FIS) to ensure they are prepared and delivering appropriate and engaging program to their athletes/team. This will include **conducting on snow sessions with the coaches in their age group(s), (according to the seasonal session plan worked out with the HC) and working with them during training hours to create and manage training environments/activities which promote safety, fun and skill development. Lead coaches of different age groups should endeavor to work together during morning session times to encourage developmental consistency across age groups. The LC and the HC will develop a Season Session Plan to be implemented.**
- (5) LC's will ensure the coaches in their age group are conducting themselves in a professional and caring manner at all times by fulfilling their role and responsibilities as outlined in the Coaches' Handbook and as reviewed by the HC and senior staff. **This will require direct observation, feedback and action plans.**
- (6) LC's will coordinate with their respective team managers, to determine the best methods of communication to the parents. **The LC will be the first point of contact for team parents in their age group** with questions and concerns that cannot be addressed by the immediate coach or manager. The LC should, in most cases, deal with all issues before it reaches the HC. **Issues, responses and any action plans are to be reviewed/reported to the HC.**

- (7) **LC's will communicate with team managers and parents** to ensure managers and parents are aware of the overall and age specific Program Benchmarks and approaches and methodologies used to engage children (young athletes) in successfully attaining these Benchmarks.
- (8) **Communication between Race Administrator, Lead Coaches, Team Managers and race families: when the RA is communicating with the race families and or Team Manager regarding race schedules, notices, and entries the RA will cc the Lead Coaches on these communications and when the Lead Coaches are similarly communicating with race families and Team Managers they will cc the RA.**
- (9) LC's should be prepared to host/speak at any age-specific Parent-Meetings, such as the traditional "Meet the Coaches".
- (10) **LC's will facilitate and coordinate mid-season and end of season review and reporting of each child/athlete** by their team coaches to each child/athletes' parents.
- (11) LC's will work with the HC to conduct mid-season and end of season **staff performance reviews – these reviews are focused and directed toward mentoring and supporting all coaches to become better at what we do. All staff will be asked to do self-review and reflection.**
- (12) LC's must be **aware and knowledgeable of all program opportunities** (events, races, camps, provincials, Whistler Cup, etc) and be able **to keep Jr Coaches and parents updated** in a timely manner on all activities.

(ii) Skier Development Plan – Summary of Age Group Benchmarks

Age Group	Technical Benchmarks	Tactical Benchmarks	Training/Race Events
U8	Centered Stance w Arms Forward	Turn high on rise line & to the gate	GS w Stubbies or Jr Panelled Gates
	Vertical Movement Hip & Knee Joints - Deep Flexion		Super Slalom w Stubbies
	Parallel Pivoting/Skidding/Steering		Slalom 4 - 8 meters
	Timed Pole Plant		GS 14 - 18 meters
U10	Quiet/Stable upper body	Classic style for all gates	GS w Stubbies or Jr Panelled Gates
	Forward momentum of body mass	Body close - feet away from gate	Panelled Slalom w Jr Panelled Gates
	Vertical Movement Angle, Knee & Hip - Full Vertical ROM	Direction through turning pole fall line	Stubbie Slalom w open gates & hairpins
	Lateral Movement - Parallel Edging		Slalom 4 - 9 meters
	Quickness of pivoting - turning feet		GS 14 - 18 meters
	Anticipation (looking ahead) leads to Separation		
	Balanced in uneven terrain - moguls/ruts		
	Pole plant for timing of direction of mass		
U12	Turn Initiation <u>w</u> lateral movement	Skis in fall line above the gate	GS w Jr Panelled gates or 27 mm gates
	Separation natural to turn shape	GS shoulder brush w back bone parallel to gate	Panelled Slalom
	Active knees and ankles	Slalom moving above & inside of corridor	Slalom with stubbies or Jr gates
	"Tilt the skis before turning them"	Intro to Cross Blocking	Slalom 6 - 9 meters
	Weights & Carves outside ski from fall line	Terrain appropriate line selection	GS 16 - 22 meters
	Pole action specific to turn size & shape		
U14	Athletic Movements = Dynamic Balance	Training focus is speed in all events	GS, Slalom and intro to Speed - SG element training
	Joints move in correct sequence for power	Power Start	GS & Slalom 27 mm gates
	Early lateral platform in GS & SI	Turn shape based on terrain and course set	Full courses simulations - timed training runs
	Lower joint movement to create ski impulse	Deepening move inside SI corridor	Slalom 8 - 10 meters
	Precise steering legs and feet	Quick off the turn - before tails pass the gate	GS 15 - 25 meters
	Weights & Carves outside ski into fall line	Full combinations	
	Gliding, Tucking and Jumping	Ability to select & adjust different line in course	
	GS pole touch - Slalom blocking pole plant		
U16/U18	Refinement of fundamentals	Emergence of individual style/strategies	Complex and challenging sets - steep terrain
	Agility and reaction speed	Mastery of line selection/adaptation	GS w 27 mm Gates
	Adjusting impulse <u>w</u> strength & speed (power)		Slalom with 27mm U16 M/F & U18 F
	Produce speed with line and turn shape		Slalom with 30 mm U18 M
			U16 Slalom 8 - 11 meters, GS 20 -27 meters

(iii) Skier Development Plan – Age Group Benchmarks

Age Group	Equipment	Ancillary Skills & Knowledge	Notes
U8	Soft properly fit Boots		Free skiing should represent 70% of the on snow time Once a skier has achieved the benchmarks for their age group you look to the next age group for your development direction - keep skiers progressing by training them in the challenge zone Maximum 5 races FS 70% Drills/Train Courses 20% Competitions 10%
	1 Pair of Skis	Skier Right of Way	
	1 Pair of Poles	Proper lift use conduct	
	Helmet & Googles	Correct passage of gates	
		Cooperation with team mates and coaches	
		Proper use of equipment	
U10	Soft properly fit Boots	Basic competition rules	Free skiing should represent 2/3 of the amount of time on snow Technical skills are more important than tactical ones at this age and can only be mastered in free ski or specific free skill drill environments Maximum 7 races FS 60% Drills/Train Courses 25% Competitions 15%
	1 Pair of Skis	Introduction to Inspection skills - general features	
	1 Pair of Poles	Correct passage of gates in slalom hairpins	
	Helmet & Googles	Importance of team training - cooperation	
	No shin guards	Importance of food and rest	
	No pole guards	Basic care of equipment	
	No DH Suit	Multi Sport in off season	
U12	Soft properly fit Boots	Advanced rules - Reruns, DSQ's	Free skiing should continue to represent 2/3 of time on snow Performance will be significantly influenced by the condition of the athlete's equipment - proper fitting boots, correct selection of skis and length of poles, sharp and waxed skis Maximum 10 races FS 50% Drills/Train Courses 30% Competitions 20%
	1 pair of skis	Advanced inspection skills - terrain, rhythm, speed	
	2 pair of poles - GS & SI	Slalom Combinations	
	Shin guards	Basic ski tuning and waxing - diamond stone	
	Pole guards for SI poles	Importance of nutrition and fitness	
	Chin guard for helmet	Multi & Ski specific sports in off season	
	DH Suit		
U14	Alignment assessment for boots	Intro use of training journal & seasonal goals	Introduction to Speed should only be done under the direction of a CSCF Speed Certified Coach to ensure safety and proper progression. Maximum 14 tech races and 6 Speed starts - domestic races only FS 35% Drills/Train Courses 40% Competitions 25%
	2 pairs of skis - GS and Slalom	Time management - balancing school and sport	
	Access to SG skis - rental	Intro visualization & recall for inspection	
	Back Protector for GS and Speed	Advanced ski tuning - edge profiling	
		Base structuring & waxing for speed	
		Alpine ski fitness program in off season	
U16/U18	Personalized & refined	Focus on personal best results - lowering pts profile	U18 athletes should be training and racing in FIS courses in terms of gate dimensions, number of combinations and number of gates. U16 Maximum 18 tech starts U18 Maximum 25 tech starts
	FIS Standards for Age	U18 performance to win	
		Full year alpine fitness program	

FS 20% Drills/Train Courses 50% Competitions 30%

(iv) Coach Development Workshop – 2018 Syllabus – Draft One

- (1) Achieving Learning Objectives – what and how do athletes take it home?
- (2) Learning Styles – Coaching Strategies - Are you listening/seeing/feeling?
- (3) Assessing What?
Skill/Ski Performance – what skill(s) produces what results?
What do you look at – how can you tell?
- (4) Questioning for discovery & understanding not judging
- (5) Equipment - What do your athletes need/have – is it working for them?
- (6) Course Setting – Basic Drill Courses/Exercises – TS, U8, U10
Creating/Controlling Turn Size and Shape
60 Degree Turns – 1/3 Rule
- (7) Course Setting – Development Level Courses – U12, U14, U16, U19/FIS
Understanding and using terrain to challenge athletes
Whole – Part – Whole Sets
Full Sets
- (8) Course Setting – Speed
- (9) ACA/CSCF Technical Reference & Age Group Benchmarks (Attached)
 - (i) Athletic Ready – COM – Using all the joints
 - (ii) Movement – ROM – Flexion/Extension/Rotation/Lateral
 - (iii) Shin Pressure & Active Feet – Steering & Shaping
 - (iv) Platform – Outside Ski from top to bottom
 - (v) Separation & Edge Angles
 - (vi) Parallel – What ???
 - (vii) Poles – not an accessory!

Date:

Session Leader:

Skill Focus:

Goal/Learning Outcome:

Drills/Exercises:

Terrain:

Safety Considerations:

(vi) **Coaching Performance Review 2016-2017**

Each member of the coaching staff will undertake a personal assessment of their coaching performance and will review this assessment with their Lead Coach at mid-season and at season's end.

A summary of the age group coaching performances will be prepared by the age group Lead Coaches and will be reviewed by each Lead Coach and the Head Coach.

Coaching Performance Goals

Communication & Intervention w athletes

Athlete Rapport & Team Building

Development & Implementation of Training Plans

Course Setting – Drills & Races

Personal Ski Improvement

Professional Development/Advancement

Coaching Performance Evidences

Communication & Intervention w athletes

Athlete Rapport & Team Building

Development & Implementation of Training Plans

Course Setting – Drills & Races

Personal Ski Improvement

Professional Development/Advancement

Coach Action Plan

Date:

Coach

Lead Coach

(vii) Summary of Coach Education courses/certifications at Mansfield 2017

Twenty seven Mansfield coaches and/or members took part in either an Entry Level or Development Level course offered at Mansfield with Alpine Canada/Canadian Ski Coaches Federation.

- (1) January 2 to 6, 2017 we hosted an Alpine Canada/CSCF Development Level Course – there were seven Mansfield coaches on this course and all of them passed and acquired their DL Trained status.
- (2) March 24 to 26, 2017 we hosted an Alpine Canada/CSCF Entry Level Course – there were 13 Mansfield members and or staff on this course and all them passed and acquired their EL Trained status.
- (3) Through the winter I Evaluated 5 EL Trained coaches all of whom succeeded in acquiring their EL Certified status.
- (4) Two of our DL Trained coaches were Evaluated this season and both of them succeeded in acquiring their DL Certified status.
- (5) In September 2016 I took part in a number of NCCP courses/workshops training to become a Master Coach Developer which enables me to Facilitate and Evaluate NCCP and ACA/CSCF coaching course at the EL, DL and PL (Levels 1,2,3)