

EVALUATION OF THE NEW BRUNSWICK PROFESSIONAL COACHING EMPLOYEMENT PROGRAM (P-CEP)

PREPARED BY BENOIT GIRARDIN, LBB STRATEGIES
FOR THE GOVERNMENT OF NEW BRUNSWICK

JUNE 2016



WWW.LBBSTRATEGIES.COM

MONTREAL OTTAWA ANNECY

TABLE OF CONTENTS

1. INTRODUCTION AND SCOPE OF REVIEW.....	3
2. THE EVALUATION OF THE P-CEP.....	5
3. FUNDING COACHING PROGRAMS AND BEST PRACTICES.....	26
4. CONCLUSION.....	28
5. APPENDIX 1: LIST OF KEY RECOMMENDATIONS.....	29
6. APPENDIX 2: SURVEY RESULTS.....	35

1. INTRODUCTION AND SCOPE OF REVIEW

The Government of New Brunswick (GNB) with the assistance of the Canadian Sport Centre Atlantic (CSCA) decided to perform an independent review and evaluation of the New Brunswick Professional Coach Employment Program (NB P-CEP). Following a public call for proposal, LBB Strategies was selected to assist the GNB and CSCA to perform this mandate. LBB Strategies is an international consultancy firm based in Montreal with offices in Ottawa and Annecy, France, that provides strategic consultancy services for sport, private and public organisations.

LBB's approach to program review is quite straight forward. Through the systematic collection and analysis of relevant information on the P-CEP and New Brunswick sport system garnered through documents and qualitative inputs from NB sport system stakeholders, LBB worked on answering the following questions:

- 1) What is the program's purpose, objectives and expected impact on coaching and in sport in general?
- 2) How well is the program designed, delivered to achieve its goals and making an effective impact on coaching?
- 3) How can we improve the program going forward?

Through this review and analysis of comparable coaching employment or coaching financial support programs such as, for example, the Support 4 Sport Coaching Employment Program in Nova Scotia, the Quebec program of excellence, grants or bursaries programs in other provinces and the consultation of the key organisations linked with the P-CEP, LBB was able to determine the key challenges and make recommendations on the improvement of the P-CEP. The detailed consultation methodology included an online survey and targeted focus group calls administered to those involved with the P-CEP such as P-CEP Coaches, PSOs employing P-CEP coaches, other PSOs who applied in the past or are potentially interested in the P-CEP, Coach NB, Sport NB, Government of NB (Sport and Recreation Branch) and the CSCA. Following the survey and focus group consultation, a face to face review meeting regrouping the key actors involved with the P-CEP was facilitated on May 19, 2016.

This report includes an analysis of the P-CEP particularly around its purpose, intended desired outcomes and impact on NB sport system, its program structure and design.

Detailed Methodology

To perform this review, LBB Strategies conducted a 3 phase process:

ACTIVITIES	TIMELINES	NOTES
PRELIMINARY START-UP MEETING Organise and plan the project	April 2016	Agree on project's terms of references, methodology, timelines, expected outcomes and deliverables, administrative issues, evaluation/review criteria grid
STAGE 1: INFORMATION GATHERING, DISCOVERY AND CONSULTATION	April-May 2016	Documentary review and analysis Survey and phone/web based Interviews and focus groups with selected Coaches, PSOs, CSCA, GNB and other key partners Benchmark analysis of other similar programs
STAGE 2: PROGRAM REVIEW MEETING Organise and facilitate a one-day dynamic program review meeting in Fredericton	May 19, 2016	LBB will moderate a review meeting composed of selected coaches, representatives of the CSCA, PSOs and GNB to discuss the consultation findings and key recommendations for the improvement of the P-CEP
STAGE 3: FILING OF FINAL REPORT	June 2016	Final report filed with the CSCA Follow-up phone or web based meeting to present and discuss the plan

2. THE EVALUATION OF THE P-CEP

2.1 THE PROGRAM'S PURPOSE AND EXPECTED OUTCOMES

To measure a program's relevance and meaningfulness, it is important that the program's purpose and desired outcomes shall be clear and well understood by the sport community and serve to improve the system as a whole. The origin of the P-CEP comes from a need, if not a necessity, to address the issue of coaches' retention in NB. When NB coaches don't find proper employment opportunities and conditions in NB and have to migrate to other provinces if not other countries, the sport system has to address that issue and take action. NB's response to that issue was the creation of the P-CEP.

2.1.1 PROGRAM'S PURPOSE AND INTENT

The 2008 Sport Plan for New Brunswick (the Sport plan) identifies four strategic goals similar to the four pillars of Sport Canada policy; enhance participation, excellence, capacity and interaction. The Sport plan's expression of its best future identifies the importance of the professionalization of coaches. The Sport plan envisions that there should be more professional coaches working in the province. The government of NB believes, in addition to other strategic actions envisioned in the Sport plan, that investing in the employment of coaches will increase the number of NB athletes moving up to national teams thus augmenting NB athletes' opportunities to perform at the international level.

The current published P-CEP mandate is to increase the number of full-time professional coaches working with Canadian Sport for Life (CS4L) Train to Train (T2T) and Train to Compete (T2C) athletes in New Brunswick. Such funding is available to eligible provincial sport organizations to support the hiring of a full-time professional coach.

What did the consultation and discovery reveal on that issue?

When we asked the question about people's understanding of the purpose of the P-CEP, their answers were quite clear and in line with the published program. Their views of the P-CEP purpose were as follow:

- Develop coaches in the sport discipline, to foster growth in athletes at the Train to Compete level and Train to Train levels.
- Improve the athlete development system at the provincial level.
- Increase the number of full-time coaches in the province.
- Ensure that coaches are being properly compensated and the proper coaching methods are being used.
- Increase the number of NB athletes named to National teams.
- Employ coaches to develop more athletes in the National team pathway.
- To provide Professional Coaching to a group of targeted coaches within the province.
- To raise the performance level of New Brunswick athletes (at the LTAD Train to Train and Train to Compete levels)

Therefore, members of NB sport system accurately understand the purpose and objectives of the P-CEP. However, even though the purpose is clear, we are of the view that the P-CEP would generate better returns on investment if it would be part of an overall provincial coaching strategy.

We believe that the P-CEP should not change its purpose and should continue to focus on the hiring of coaches working with the T2T and T2C athletes. With that purpose, we believe that the P-CEP, combined with other strategic investments into NB sport system, will generate a significant impact on sport excellence in NB and, at the end of the day, will inspire NB people to be more active and participate in sports.

NB provincial coaching strategy

We believe the P-CEP shall be an integral component of a more comprehensive strategy around coaching in NB. Best national and international practices suggest that any targeted initiatives around coaching will be more impactful if they are part of a multi-faceted coaching strategy. For instance, Sport New Zealand (SNZ) has developed national strategic plans around community and HP coaching. The community coaching strategic plan ensures that an effective local and regional delivery system for community sport coaches is in place through professional development opportunities, recruitment, transfer of knowledge and mentorship opportunities. The HP coaching plan is developed to ensure the development and improvement of national level and world class coaches. Professionalization programs such as the coach accelerator program, individual support to HP coaches, recruitment and retention of national and

international coaches were developed as part of those coaching strategies. We believe that the SNZ coaching model is a best practice.

We are of the view that NB sport system has to develop its provincial strategy around coaching and that all PSOs shall align with that holistic and strategic approach to coaching. Partners like the Canadian Coaching Association (CCA), CSCA, GNB, Coach NB and targeted PSOs should work together to develop that coaching strategy. Eventually once that coaching strategy is developed, PSO's alignment to that strategy may become an important factor and criteria in the selection of PSOs and coaches for the P-CEP. If this review can be the catalyst for the development of a realistic and comprehensive NB coaching strategy, not only the P-CEP will have improved but the sport system as a whole.

Some of interviewees felt that the program should also support the hiring of development coaches because some sports have a gap at the lower stream of development like at the Learn to Train stage. Some interviewees also felt that the P-CEP should expand its scope and support the hiring of technical leaders within the PSO rather than exclusively coaches. Without a doubt, the technical leadership structure and the development of instructors or developmental coaches are two important issues that need to be addressed in any sport system. The government of NB through its core sport funding and other programmes for PSOs already supports the PSOs in the province.

For that reason, we are of the view that the P-CEP should continue to be a coaching employment program and shall not be used for other PSO technical or administrative positions, even if the PSO needs that kind of support or resources. Therefore, in line with other provincial employment programs like the Quebec QPSE and the Nova Scotia funding program and other provincial coaching grants, the P-CEP shall maintain its current purpose which is to support the hiring of full-time coaches working with T2T and T2C athletes and employed by a well-organized PSO.

2.1.2 PROGRAM'S EXPECTED OUTCOMES

Currently, the P-CEP aims to achieve the following expected outcomes:

- a. Higher numbers of NB Train to Compete athletes achieving success at the national level including selection to junior national teams, top 3 finishes at national championships and Canada Games medals.
- b. Higher numbers of NB Train to Train athletes achieving success at the Regional (Eastern Canada) and national level.
- c. Greater numbers of NB athletes in the Train to Train and Train to Compete stages of development as demonstrated by increased number of entries in appropriate competitions.
- d. Increasing alignment of athlete development pathways with the sport's specific long-term athlete development plans.
- e. Increased number of positive coach mentoring experiences.
- f. Improved recognition of coaching as a career choice as evidenced by the number of NB coaches working towards professional positions.

These outcomes are very well defined. These expected outcomes allow all key NB sport actors, the PSO and the P-CEP coach to focus their effort on achieving those expected or desired outcomes. Those outcomes originate from the NB Sport plan and, if achieved, would allow NB to improve its sport excellence system.

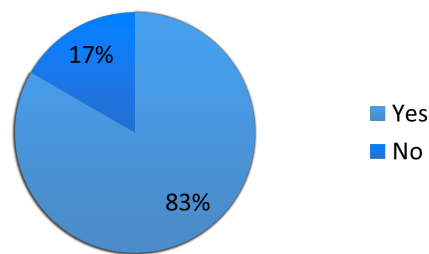
During the consultation, we learned that the expected outcomes shall be revisited. Are these the right outcomes for NB sport system on sport excellence? We don't believe this is our mandate to determine if by focusing on those expected outcomes, more NB athletes will achieve better national or international results. However, it is assumed that if more NB athletes attain the national teams level, more NB athletes may achieve international excellence. In any event, we agree that if full-time coaches work with T2T and T2C athletes, it shall increase eventually the number of NB athletes selected on national teams. That begs an important question. In which sports are NB athletes showing better potential to perform at the national and international levels? We don't have that answer as we did not perform a HP review of NB sport system. That being said, we believe that this question should be answered. The government of NB and members of NB sport system should perform a HP sport system review (sport by

sport) to determine in which sports the best performance potential exists. Similar to HP reviews that NSOs or OTP conduct to assess athletes' podium potential, a similar HP review shall occur in NB in order to identify strengths and gaps in NB sport system and its PSOs. Once that HP review is performed, the NB sport system will be in a better position to identify the targeted sports in which the investments will generate the best returns on sport performance. With that information known and targeted sports identified, the P-CEP program would generate better impact on sport performance or excellence.

Targeted sports

83% of the survey respondents believed that the P-CEP should focus on Olympic/Paralympic disciplines.

The survey question was: *Do you think the P-CEP should prioritize the Olympic and Paralympic targeted sports and/or disciplines?*



We believe that the P-CEP should first and foremost prioritize Olympic and Paralympic disciplines and sports. Until NB has developed its HP strategy and determined its prioritized sports, the focus shall be on those targeted sports including, like in Quebec, on Canada Games sports. That being said, a non Olympic/Paralympic sport organization (Pan-American only sports for example) that is showing evidence of a sustainable and well developed development and performance system shall be considered by the P-CEP if other Olympic or Paralympic sports do not meet or score well on the selection criteria.

In conclusion on the purpose and expected outcomes, the main focus and purpose of the P-CEP should continue to be the hiring of full-time coaches in PSOs that are seriously engaged in bringing NB athletes at the national and international levels. The program's purpose and objectives should be better communicated to all PSOs in the hope that they will use the P-CEP as a motivation to elevate their development and HP standards and system.

2.2 EVALUATION OF THE PROGRAM STRUCTURE

2.2.1 STRENGTHS AND WEAKNESSES OF THE PROGRAM

Through the documentary review and consultation, we were able to identify the following key strengths and weaknesses of the program.

Key strengths and benefits of the P-CEP

For the P-CEP coach	For the Employer (PSO)
<ul style="list-style-type: none">• Stability for professional development• Work in the sport system as a technical leader• Full employment for the coach, mentorship for other coaches working in the province• Financial stability to allow coaches to focus on developing athletes• Creates time that can be spent on sport rather than volunteer time outside of other employment	<ul style="list-style-type: none">• A way to improve the high performance athlete development• Full-time technical resource• Technical leadership• Complement existing offering by the PSO• Build the base of coaching• Financial assistance to hire a professional coach• Consistent training and competitions structure for the athletes• Opportunities to develop more coaches• A dedicated employee• Enhanced technical structure and accountability

Those results reveal that the P-CEP indeed enhances the sport system and improves the daily training environment for the targeted athletes. In addition, coaching is enhanced in NB because the P-CEP provides more opportunities for coaches to work in the province and act as leaders and mentors for other coaches engaged in the system. It also allows PSOs to gain enhanced capacity, technical leadership and professionalism in order to develop their sport in the province.

As far as weaknesses or challenges are concerned, the consultation revealed the following:

Key challenges identified by the P-CEP coaches and PSOs

Coach's challenges	Possible Solutions
Availability of coaches	Travel more to visit clubs and coaches
Unrealistic job description	Provide realistic objectives and deliverables
Clubs and PSO philosophy do not match	Improve communication and transparency, develop a plan
Availability to Athlete	Have athlete train on their own Group meeting at one location/month
Performance funding for athletes under P-CEP coach	A small amount of athlete development funding for P-CEP coach to access as part of their P-CEP status
Limited link with PSO	Regular reporting and interaction with staff and BOD
PSOs' challenges	Possible solutions
Retaining coaches	Offer them challenges to keep them interested and engaged (Professional development and HP opportunities)
Monitor and evaluate coaches' performance	A performance appraisal system (tool-kit that can be used by the PSOs)

For PSOs that applied to the P-CEP and were unsuccessful, they said that the program's weaknesses or challenges were as follow:

Challenges	Solutions
P-CEP not made for athletes that are not located in one community (or part of a centralized training group)	Remove that criteria from the program Allow the coach to travel
The daily training environment requirement is too limiting and not applicable to certain sports who have a different model of training	The daily training group criteria should be more flexible

Funding the position post-P-CEP and funding in general	PSO's plan to keep the position for the long term Create sustainable funding partners
P-CEP mainly working with athletes only	Provincial coach should be working with coaches at the club level to help train and develop the younger age athletes
Application process is too strict	Application should be assessed on the PSO plan to achieve the stated goal of the program not on whether the PSO complies with inflexible criteria

When we asked the PSOs why they did not apply or were unsuccessful, they said:

Why we did not apply?	Why we were unsuccessful?
Criteria were too restrictive and we could not qualify	<ul style="list-style-type: none"> • Unsuccessful because of budgetary problems from GNB • Criteria requiring the daily training environment and a central facility. If we were to make the program fit this criterion, the board felt it would cause conflict amongst our clubs. The criteria do not fit with our reality on the ground. • P-CEP model didn't fit the model that we felt would work best for our athletes/coach.

These findings reveal that the P-CEP is, at the moment, limited to sports that have a centralized daily training group led by the P-CEP coach. It is our view that if the PSO can demonstrate that a decentralized model that offers periodized training sessions works at the national level or in other performing provinces, then that sport should be considered by the P-CEP like other sports who have a centralized daily training group.

That being said, in such decentralized model, the P-CEP coach shall be a) the primary coach for the targeted T2T and T2C athletes and, as such, be responsible for their annual periodization of training and competitions and b) the private club coaches shall become the coaching staff team reporting to the P-CEP head coach. We do not recommend that the P-CEP coach becomes a full-time coach simply responsible for leading or supervising occasional provincial training camps

or travelling at competitions with the provincial team. In this model, there should be a limited number of training hubs where there is a concentration of targeted athletes and ensure that they are regrouped regularly under the technical leadership of the P-CEP coach. In other word, if 2-3 clubs are recognized PSO training centers and are led by the P-CEP coach, acting as the head coach, then we believe that the intent behind the daily training group criteria would be met.

2.2.2 TARGETED COACHES AND EMPLOYERS

Targeted coaches

Currently, the P-CEP targets the hiring of full-time coaches. The P-CEP does not support the hiring of part- time coaches. Only full-time coaches are supported by the P-CEP up to \$30,000 per year by the government of NB (subject to a minimum PSO contribution of \$10,000 towards the coach salary and benefits).

One consideration may be to support two categories of coaches. Similar to the Quebec programme (QPSE), part-time and full-time positions could be considered for the P-CEP. In the QPSE, the full-time coach has to spend 1,800 hours of coaching with targeted athletes whereas the part-time coach has to spend 900 hours a year. The percentage of financial contribution from the GNB and the PSO could be the same whether it's part time or full time coach.

If this option would be offered to part-time coaches, it would encourage emerging PSOs and coaches to benefit from such financial boost to migrate to the full-time status. That being said, we believe that the P-CEP should primarily focus on full-time coaches working with, as primary leader, the targeted athletes. A few part-time positions may be awarded as long as the coach and the PSO demonstrate a plan to meet in a short period of time the criteria for a full-time position. The PSO should demonstrate that the full-time coach will be engaged in coaching activities for about 1,800 hours over a 12-month period and if part-time coaches are accepted, for about 900 hours a year.

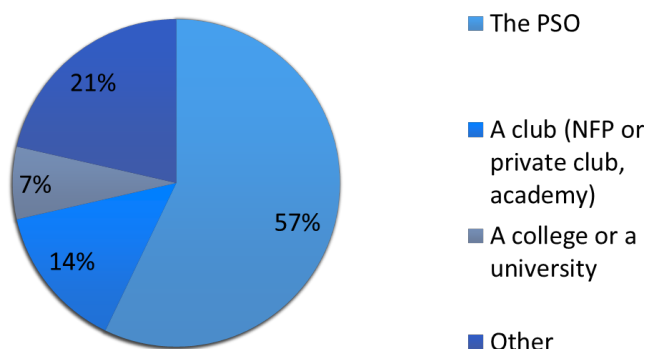
As we discussed earlier about the P-CEP's purpose, only performance coaches involved with T2T and T2C athletes should be supported by the program.

Instructors or development coaches working with lower LTAD athletes shall not be supported by the P-CEP.

The employer

The survey and interviews indicate that the PSO shall be the preferred employer of the P-CEP coach. Some PSOs partner with a club and /or a university in order to offer a better salary and conditions to the full-time P-CEP coach. We find this partnership model interesting as long as the PSO remains the legal employer, that the focus of the coach is to work with a group of targeted T2T and TC2 athletes and that the employee's objectives be well defined and agreed upon by all financial partners.

57% of the respondents said the PSO shall be employer.



We believe that the PSO, as the leader for the LTAD implementation and performance programs in the province and as the recognized governing body for the sport by its NSO and the GNB, shall be the only accepted employer of the P-CEP coach.

2.2.3 P-CEP ELIGIBILITY CRITERIA FOR THE EMPLOYING PSO

In order to be considered for the P-CEP, a PSO needs to meet the following criteria. Our evaluation of those criteria are as follow:

- **Currently receiving funding from, and meet all of the Sport and Recreation Branch Funding Model I criteria**

This is a basic eligibility criterion. Only funded PSOs shall be eligible for the P-CEP because they already lead and invest in the development of their sport in the province. As funded PSOs, they develop and implement their sport plan both at the recreational, sport development and performance levels. If a PSO does not meet that criterion, it shall not be considered. This criterion should be maintained and PSOs who score better should be prioritized.

- **Have not already received P-CEP funding**

This is an interesting criterion that raises the issue of continuity and sustainability in the coaching position. It presumes that every 4 years, new sports will be supported by the P-CEP. In our view, it does not make sense to change every 4 years and stop investing in P-CEP coach especially if the sport is progressing well towards achieving the P-CEP's expected outcomes. It raises the issue of the P-CEP strategic purpose. Does the P-CEP strive to support as many sports as possible and therefore change its sports every 4 years or does it want to focus on sports that are showing better potential to reach national and international results? If the P-CEP goes with a broader scope, it should then reduce its investment in a sport that has already benefited from the program and decrease its funding for that sport after 4 years with the P-CEP. With that model, there will be part of the P-CEP funding available to new applicants. A word of caution here. If the P-CEP does not invest in the long term or ensure that the PSO invests in the long term hiring of its coach, then the P-CEP investment might not generate the expected outcomes especially in those sports that require more time to develop their athletes.

- **Hire a full-time coach or significantly expand the role of a current coach to become full -time**

This criterion is obviously at the core of the program's purpose which is to hire full-time coaches. It should not be changed unless the P-CEP offers funding for part-time coaches.

- **Demonstrate the financial capacity to provide the contribution towards coach salary, benefits and associated employment costs on an annual basis.**

This is an important criterion. We believe that the PSO shall be in a healthy financial position to almost match the P-CEP governmental funding. We believe that the PSO's contribution towards the coach salary should be higher than \$10,000 and be increased to a minimum of \$15,000 and ideally at par with the GNB (\$30,000), plus benefits and other associated employment costs toward the hiring of the full-time coach. The PSO shall also provide a multi-year plan showing salary increase and benefits and professional development opportunities. In addition to the salary of the coach, the PSO shall develop and allocate a HP budget to support the training and competitions of the targeted athletes in the province. The PSO's financial situation shall demonstrate sound financial management practices and policies.

- **Have a proven athlete development pathway that is aligned with its sport specific long term athlete development plans**

This is a central and key criterion. The PSO needs to have its development and performance pathways fully aligned with the NSO plans in order to bring as many NB athletes as possible to the national team programs. Not only plans have to be developed and aligned but evidence should be provided by the PSO about how it delivers those pathways in the province through programming, club development, revised and improved competitions system, coaching education, talent identification programs, etc. This criterion should deserve more consideration or points in the grading or evaluation of a PSO. Absent of a NSO development and performance pathway, the PSO shall still provide a pathway for the development for its athletes.

- **Demonstrate the ability to properly administer and oversee the position.**

This has been identified as a weakness of the PSO employing the P-CEP coaches. Many PSOs are led and governed by volunteers who don't always have the time, capacity, knowledge or management practices in place to properly administer and oversee the employment issues related to the P-CEP position. The PSO shall adopt a HR policy, provide an organizational chart, clear job descriptions for all its employees (including the P-CEP coach), determine annual P-CEP objectives and performance indicators, monitor and evaluate the coach's performance towards the P-CEP expected outcomes and his/her employment contract. In absence of an executive director or a technical director, the PSO shall have a HR committee composed of at least one HR expert to manage the P-CEP coach on

a regular basis. The HR expert can either be a certified HR professional or a full time employee holding a leadership position in HR. Since the P-CEP is a matched contribution, we believe that the GNB shall ensure that a signed employment contract is fully executed and that the job description and KPIs are well defined and communicated to the P-CEP coach. The employment contract and annual evaluation shall be sent to the GNB or its independent expert advisory committee as part of the P-CEP coach/PSO file.

The current P-CEP coaches found that the job descriptions and expected outcomes are not always clear and well defined. Some PSOs feel that their full-time coach shall do more than just coaching T2T and T2C athletes especially when L2T athletes need better support. Again all those considerations shall be made clear to the funded PSO in order to avoid that the P-CEP coach becomes a *jack of all trade* or technical administrator at the PSO. We are of the view that an independent expert advisory committee shall be created and composed of NB key sports actors like the GNB, the CSCA, CNB and outside experts to assist the P-CEP coaches and PSOs in technical and HR related issues. In addition, sport partners should work together to develop, gather and provide HR tools and resources to PSOs and coaches.

- **Identify a 'day to day' training group of CS4L Train to Train and Train to Compete athletes for whom the P-CEP employee shall be the primary coach**

That's the most contentious issue identified by the interviewees especially for those PSOs who have not been successful with the P-CEP. On one end, we have people firmly believing that only a full-time coach working with, as a primary coach, the centralized training group, shall be supported by the P-CEP. It is the school of thought that you can only develop high performance athletes if they are coached on a full-time basis by a full time experienced coach.

Many sports in Canada favor that centralized approach especially for those sports who have a limited base of performance athletes. That might be the model in many sports but other decentralized models or approaches also produce results. In swimming, for instance, given the important base of performance clubs and swimmers in the country, Swimming Canada (SNC) has favored a decentralized model composed of 3 major national centers. In tennis or in Judo, given that the few HP athletes were spread out in the country, the centralization became the preferred option. Tennis Canada has proven that the

centralization generates results as evidenced by the results and ranking of the ATP and WTA athletes like Milos Raonic and Eugenie Bouchard and the next/gen junior rising star like Felix Auger-Aliassime. Same with Judo Canada with the silver medallist Antoine Valois Fortier and the depth and quality of the senior and next/gen athletes training at the national training center.

Those NB sports who have decentralized training groups suggested that this eligibility criterion shall be soften and adapted on a case by case basis. In that decentralized model, the coach would be acting more as the head-coach working with targeted athletes training in their home clubs. The annual periodization and decisions related to the daily training and competitions would be made by the P-CEP head-coach and regular periodized centralized training sessions would occur under his/her leadership. The head-coach would also be visiting and coaching athletes in their clubs on a regular basis. It is our view that this model could work as long as there are enough T2T and T2C athletes in the identified clubs and the personal coaches accept to be led by the P-CEP head-coach. It should also be a 12-month program and the number of performance clubs shall be limited. Should the P-CEP accept to expand the definition of the daily training group, there should be evidence that such model works at the NSO level or in other performing provinces and that the P-CEP coach will be the real leader of such decentralized program.

- **Are able to hire a coach with a minimum certification of Competition Development Certified or Level III Trained with demonstrated success in developing Train to Train and train to Compete athletes**

Even if the PSO is a well managed organization, it still needs to propose a strong and eligible candidate coach for the P-CEP program.

On this point, in order to ensure the achievement of the P-CEP expected outcomes on the national scene, hiring coaches who have experience and success with the targeted athletes is a key success indicator. Coaches who have not enough experience or interest in working with the T2T and T2C athletes may not be the right choices. The candidate P-CEP coach shall demonstrate that he or she is committed to continued education and certification in HP and engaged in the NSO's HP network and with CNB and the CSCA.

The consultation also revealed the following interesting areas of improvement. The P-CEP candidate coach shall have/be:

- Excellent organization and communication skills
- A role model for other coaches
- A Coach Certified at the Competition Development or T2T level
- Fluently bilingual
- A strong understanding of the sport's technical and performance pathway
- Good relationship and alignment with the NSO
- Demonstrated ability to develop athletes at the specific age group he/she will be working with
- Willing to travel throughout the province
- A robust coaching resume (NCCCP, national championships, experiences, programming and planning)

- **Continue to satisfy the expectations and eligibility criteria for the program**

Indeed, if the PSO and P-CEP coach fail to comply with these criteria while they are supported by the P-CEP, they should be removed from the program.

In conclusion, we believe that these criteria, if revised and improved, are consistent with the program's intent or purpose. However, we believe another criterion shall also be considered.

Recommended additional criterion

- **PSO shall develop and implement a comprehensive coaching plan for both development and performance coaches aligned with their respective NSO strategies and with NB provincial coaching and HP strategies.**

This is, in our view, an important gap in the P-CEP. It is strongly recommended that all employing PSOs (and ideally all PSOs in NB) shall develop and deploy a coaching plan that is aligned with NB provincial coaching and HP plan and with their NSO's LTAD and coaching plans. Such PSO's coaching plans would provide clear pathways for development and HP coaches, an holistic approach to coaching, strategies for the recruitment and retention of coaches, professional development opportunities to support or accelerate the development of coaches, mentorship and sharing of knowledge opportunities. This coaching plan would include an implementation plan demonstrating how the PSO will action and invest in coaching. To ensure optimal impact on a PSO sport system, the coaching plan shall be an integral component of the overarching LTAD implementation strategy.

The survey revealed that funding the position after the 4 years covered by the P-CEP is a key challenge for the PSO. In addition to the coaching plan, a realistic business and financial plan to make the position sustainable shall be developed and executed by the PSO. For example, the Quebec sport excellence program has no limited term and as long as the government budget funds it or until the government policy on excellence changes, coaches in Quebec will continue to have access to that employment funding.

In addition to this discussion on the existing criteria or proposed additional ones, the consultation also revealed the following.

When we asked the question about what should be the criteria to select a PSO, the respondents said:

- It should be a sport discipline with a large group of athletes at the train to compete level
 - *LBB: We agree that those sports should be prioritized whether they are centralized or decentralized.*

- Component of the program dedicated to employers who can present a business plan to self fund the P-CEP coach.
 - *LBB: We agree that those PSOs/sports should be prioritized.*

- More flexibility in the daily training group criterion.
 - *LBB: We agree that all sports who demonstrate a viable and effective HP delivery model should be considered.*

- A strong technical background as a coach educator and a performance coach
 - *LBB: We agree that coaches experienced or trained in HP should be prioritized.*

- Should be a PSO able to show a detailed plan for the coach and predicted outcomes if a coach is hired.
 - *LBB: We agree that the PSO should demonstrate a realist HR/Coaching plan and how this plan will convert into achieving the P-CEP desired outcomes.*

- Ability to manage a staff PSO should have other full time or at least part time staff PSO must be contributing at least 51% of salary/benefits (excluding P-CEP contribution)
 - *LBB: We agree that the PSO should demonstrate its HR plan/policies/practices structure and experience in managing*

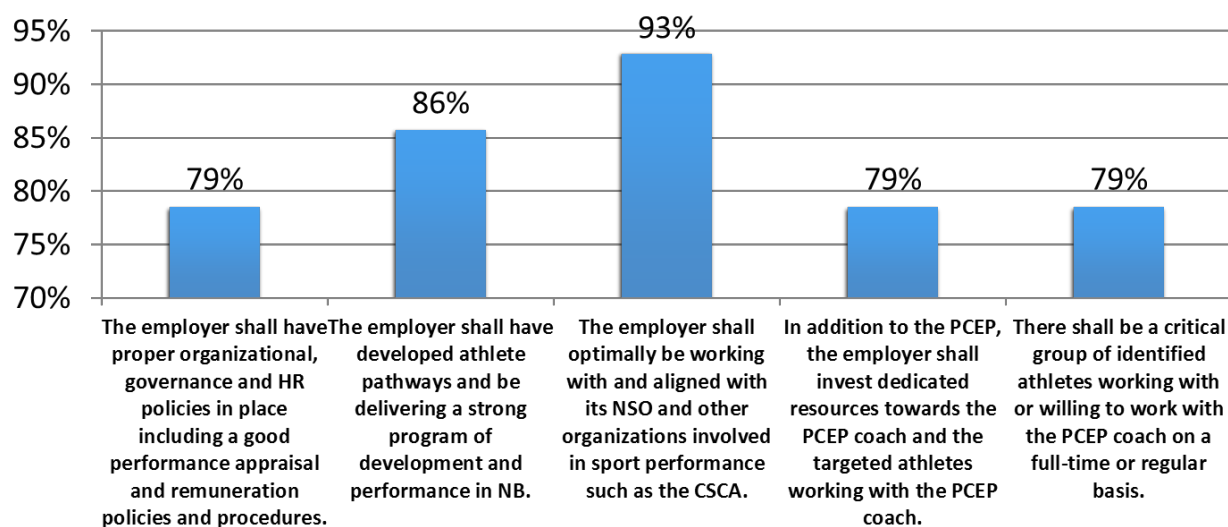
employees and be committed financially to supporting the P-CEP on a long term basis.

- Financially stable.
 - LBB: We agree that PSO should demonstrate its financial capacity by showing positive financial statements and evidence that it has sound financial management practices.

- Clear objectives for P-CEP and the sport itself
 - LBB: We agree that PSO should develop a HP plan and KPIs and show how the P-CEP will contribute to achieving those KPIs.

- A board of people that are passionate, organized and willing to do the work necessary to employ a coach well
 - LBB: We agree that PSO should demonstrate best governance practices to support the hiring and management of the position ensuring that the P-CEP coach will operate in a healthy and respectful working environment with clear objectives.

When we asked the respondents what conditions of success should be in place within the PSO to ensure the optimal impact and effectiveness of the P-CEP position, they responded as follow:



Respondents said (at 93%) that the number one condition of success is that the PSO shall be optimally aligned with its NSO and other organizations involved in sport performance. Clearly that answer reminds the importance of working with

the national team program and coaches to ensure there are more NB athletes making their way to the NSO programs.

The second most important condition of success is (at 86%) that the PSO shall have developed and are delivering development and excellence pathways.

Other conditions of success such as the PSO demonstrating good organizational capacity and effectiveness in governance and HR management, good financial capacity to invest in the P-CEP position and having a critical group of targeted athletes working or willing to work with the P-CEP coach were also considered as equally important conditions of success.

It is very interesting and revealing to see that the respondents find it important that the PSO show strong organizational, sport development and HP programming and planning in order to be considered for the P-CEP program.

In addition to identifying the conditions of success at the PSO level, the respondents said that PSO should also:

- Maintain professional development of the P-CEP coach through opportunities with the NSO and Coach NB
- Offer sufficient travel and communication support to keep in regular contact with each athlete
- Provide a contribution to salary, full benefits package, professional development, for equipment, travel and expenses
- Include P-CEP coaches in strategic planning and activities where their perspective could be of value for the PSO
- Allocate provincial funds to camps and race entry fees for the athletes
- Provide grants for low income athletes to apply for help with membership fees, travel costs, etc.

2.2.4 THE FINANCIAL CONTRIBUTION TOWARDS THE POSITION

At the moment, the P-CEP provides \$30,000 per coach for a period of 4 years and the PSO contributes for a minimum of \$10,000. While this the highest provincial direct government contribution towards the hiring of coaches in Canada, serious considerations shall be given to the sustainability of the position. What will happen after 4 years? What if new sports grow their capacity and show strong evidence that a P-CEP coach would most likely increase the number of NB athletes at the national level? We believe that the PSO shall demonstrate how it will increase its investment in the position year after year up to a point where the

P-CEP's contribution may decrease or become less important. With that funding model, it will open the door to new sports who need more support to accelerate or put in place a sustainable HP structure. It would also encourage and enable PSOs to develop and deploy effective strategies around coaching and revenue generation. We also recommend that the PSO's contribution be at least \$15,000 instead of \$10,000.

2.3 PROGRAM ADMINISTRATION

2.3.1 APPLICATION & SELECTION PROCESS

Firstly, we recommend that the P-CEP applications and decisions shall be made at the same time as the PSO core funding ones. It should be analysed and decided in light of the overall funding application of the PSO.

We recommend that an independent expert advisory committee (IEAC) composed of HP and HR experts shall determine which applicants are deemed successful. We believe that selection decisions and yearly evaluation shall be transferred to the IEAC and not made by the GNB. This committee shall be composed of representatives from the GNB, CSCA, CNB, a LTAD or HP expert and an HR expert. Either the GNB or the CSCA shall lead and assist the IEAC. The application shall provide, in addition to the information provided on the application form, evidence that the relevant and requested plans and policies are in place and implemented. Separate interviews with the coach and the PSO leader shall complement the application and documentary analysis. An interview grid shall be developed in line with the eligibility criteria and used by the IEAC.

When we asked how roles and responsibilities shall be shared, interviewees said:

GNB	CSCA	Sport organization / employer	Other
<ul style="list-style-type: none"> Decide PSOs receiving P-CEP Monitor those PSOs 's funding, program delivery Yearly evaluation of distribution of funds Governance 	<ul style="list-style-type: none"> Training and resources to Olympic/ Paralympic sports Manager of program Partner with GNB on HP programming Grants for athletes, sport specific 	<ul style="list-style-type: none"> Offer guidelines to develop the sport Employ / manage P-CEP coach as effectively as possible Management of job deliverables Funding Manage an optimal and 	<ul style="list-style-type: none"> Individual clubs: funding and management of deliverables in some cases Coach NB: coach certification and education services

<p>policies</p> <ul style="list-style-type: none"> • Revision of program 	<p>science support for the athletes</p>	<p>quality daily Training environment</p>	
---	---	---	--

2.3.2 YEARLY MONITORING AND EVALUATION

Operational monitoring

We recommend that the IEAC evaluates the PSOs and P-CEP coaches at least twice a year through standardized progress reports provided by the PSO and P-CEP coach. A formal evaluation should occur at the end of the year and KPIs and goals shall be determined for the following year.

We are of the view that the GNB shall delegate the administration of the P-CEP to the IEAC and give it the authority and resources to fulfill its duties. We believe that the GNB shall let the sport system manage this program and make changes to the program based on IEAC recommendations. The IEAC, in addition, to selecting the candidates and evaluating them, shall make recommendation on the types of HP and HR resources to be made available to PSOs and coaches.

3 FUNDING COACHING PROGRAMS AND BEST PRACTICES

We have studied and researched other programs existing in Canada or abroad. Firstly, aside from the Nova Scotia employment program and the Quebec program on sport excellence, most of the provincial coaching support programs are grants or bursaries offered in support of professional development, women in coaching or travel subsidies. The 2 programs that are the most relevant to the P-CEP are the NS employment program and the Quebec sport excellence program.

Program	Nature	Notes
British Columbia	No real dedicated program	
Saskatchewan	HP coach development grant	Support to ACD, travel, apprenticeship opportunities, conferences and workshops
Manitoba	Grey Cup legacy	Scholarships (\$1,500), seminars (\$4,000), residence programs (\$3,000), internships (\$1,500),
	HP coaches' assistance	\$250-500 for educational activities Women to watch, \$500 per month (\$6,000 per year)
Québec	Quebec program of excellence	Number of hours working as a primary coach with targeted excellence, elite and releve athletes, Up to \$25,000 per coach/year
Nova Scotia	Support 4 sport employment professional development	

The best practice: The Quebec program of excellence (QPE)

The Quebec program of excellence (QPE)'s mandate is to enhance the performance of Quebec athletes on the national and international scene. To

achieve that mandate, the QPE funds the hiring a full-time coach that shall be the first person responsible for the annual periodized plan of training and competitions of the targeted athletes and assist them during the majority of training sessions and lead them on a regular basis at competitions.

This is our view one of the best practice in Canada. Firstly, the QPE was created to enhance the performance of Quebec athletes on the national and international scene. This is the same goal as the P-CEP at least for the national portion of it.

The QPE contains 2 categories of support: category 1 focuses on sports or disciplines that are already engaged in HP whereas category 2 focuses on emerging sports or disciplines. In its definition section, the QPE defines **coaches active with athletes engaged in an excellence pathway** as follow:

“It means coaches who lead, on a regular basis, in training and in competitions, the athletes engaged in an excellence pathway and that have a minimum certification level 3, a certification or training in competition/development or any superior certification of the NCCP. “

The QPE also defines **coach eligible for support as employed coaches** as follows:

“It means a coach that has a minimum certification level 3, a certification in competition/development or any superior certification of the NCCP. The targeted coaches shall be actively engaged in sport coaching at least 1,800 hours per year to be considered full-time or at least 900 hours per year to be considered part-time. The full or part-time coach has to be the first person responsible for the annual periodized plan of training and competitions of the targeted athletes, assist them during the majority of training sessions and lead them on a regular basis at competitions. For the full-time coach, his or her work with athletes shall be his or her principal job. A coach that has a part-time job outside of coaching or is a full-time student cannot be considered as a full-time coach. An excellence athlete cannot be considered as a full-time coach either. If the coach is an employee of a federation, his/her coaching tasks on the field of play have to be predominant in his/her job.”

Under the QPE, the PSO will be selected for support based on the following criteria. The government of Quebec considers the following:

- 1) The PSO has to develop a development model of excellence similar to the national LTAD.
- 2) Level of interest of the sport in investing into excellence.

- 3) Be a discipline officially recognized as part of the Olympic, Paralympic or Canada Games.
- 4) Demonstrate a high probability of placing in the top 3 at a Canadian championship comprising a minimum of 5 provinces or territories.
- 5) Have a sufficient high level of athletes engaged in the pathway to excellence

The coach employment support is available to club, regional training center or PSO coaches.

- a. For a full-time club or regional association coach the maximal financial assistance is \$15,000 and the minimum is \$5,000.
- b. For a part-time club or regional association coach the maximal financial assistance is \$5,000 and the minimum is \$3,500.
- c. For a full-time national training centre or PSO coach the maximum financial assistance is \$25,000 and the minimum is \$5,000.
- d. The financial assistance is paid in 2 installments. The first payment of 25% is made based on the previous year grant. The balance is paid after receiving the PSO's report of activities and financial audited statements.

What we like and learn for that program

The QPE sets clear benchmarks in terms of real coaching work and hours (1,800 hours for a full time coach and 900 hours for a part-time coach).

This program also focuses on Olympic, Paralympic and Canada Games disciplines and on those PSOs that are showing evidence of a strong engagement towards sport excellence. The program also allows flexibility for full or part-time positions. We also like the fact that this funding program is part of a more holistic approach to sport excellence and not considered separately from the core PSO funding support.

4 CONCLUSION

In conclusion, the P-CEP should be maintained and enhanced since it is a core strategy to enhance NB sport system. After just a few years of existence, the P-CEP has matured and shall continue to evolve and eventually become an integral component of a provincial multi-sport strategy around high performance and coaching. PSOs that qualify for the P-CEP shall elevate their technical and organizational standards of excellence. The P-CEP is not only empowering coaches to better develop and train the next generation of national team athletes but is also a catalyst for the enhancement of PSOs and the NB sport system as a whole.

Appendix 1: List of the key recommendations

- 1.** We believe the P-CEP shall be an integral component of a more comprehensive strategy around coaching in NB. Best national and international practices suggest that any targeted initiatives around coaching will be more impactful if they are part of a multi-facet coaching strategy.
- 2.** We are of the view that NB sport system has to develop its provincial strategy around coaching and that all PSOs shall align with that holistic and strategic approach to coaching. Partners like the Canadian Coaching Association (CCA), CSCA, GNB, Coach NB and targeted PSOs should work together to develop that coaching strategy. Eventually once that coaching strategy is developed, PSO's alignment to that strategy may become an important factor and criteria in the selection of PSOs and coaches for the P-CEP.
- 3.** We are of the view that the P-CEP should continue to be a coaching employment program and shall not be used for other PSO technical or administrative positions, even if the PSO needs that kind of support or resources. Therefore, in line with other provincial employment programs like the Quebec QPSE and the Nova Scotia funding program and other provincial coaching grants, the P-CEP shall maintain its current purpose which is to support the hiring of full-time coaches working with T2T and T2C athletes and employed by a well-organized PSO.
- 4.** The government of NB and members of NB sport system should perform a HP sport system review (sport by sport) to determine in which sports the best performance potential exists. Similar to HP reviews that NSOs or OTP conduct to assess athletes' podium potential, a similar HP review shall occur in NB in order to identify strengths and gaps in NB sport system and its PSOs. Once that HP review is performed, the NB sport system will be in a better position to identify the targeted sports in which the investments will generate the best returns on sport performance. With that information

known and targeted sports identified, the P-CEP program would generate better impact on sport performance or excellence.

5. We believe that the P-CEP should first and foremost prioritize Olympic and Paralympic disciplines and sports. Until NB will have developed its HP strategy and determine its prioritized sports, the focus shall be on those targeted sports including, like in Quebec, on Canada Games sports. That being said, a non-Olympic/Paralympic sport organization (Pan-American only sports for example) that is showing evidence of a sustainable and well developed development and performance system shall be considered by the P-CEP if other Olympic or Paralympic sports do not meet or score well on the selection criteria.
6. In conclusion on the purpose and expected outcomes, the main focus and purpose of the P-CEP should continue to be the hiring of full-time coaches in PSOs that are seriously engaged in bringing NB athletes at the national and international levels. The program's purpose and objectives should be better communicated to all PSOs in the hope that they will use the P-CEP as a motivation to elevate their development and HP standards and system.
7. We believe that the P-CEP should primarily focus on full-time coaches working with, as primary leader, the targeted athletes. A few part-time positions may be awarded as long as the coach and the PSO demonstrate a plan to meet in a short period of time the criteria for a full-time position. The PSO should demonstrate that the full-time coach will be engaged in coaching activities for about 1,800 hours over a 12-month period and if part-time coaches are accepted, for about 900 hours a year.
8. As we discussed earlier about the P-CEP's purpose, only performance coaches involved with T2T and T2C athletes should be supported by the program. Instructors or development coaches working with lower LTAD athletes shall not be supported by the P-CEP.
9. We believe that the PSO, as the leader for the LTAD implementation and performance programs in the province and as the recognized governing body for the sport by its NSO and the GNB, shall be the only accepted employer of the P-CEP coach.

10. Only funded PSOs shall be eligible for the P-CEP because they already lead and invest in the development of their sport in the province.
11. We believe that the PSO shall be in a healthy financial position to almost match the P-CEP governmental funding. We believe that the PSO's contribution towards the coach salary should be higher than \$10,000 and be increased to a minimum of \$15,000 and ideally at par with the GNB (\$30,000), plus benefits and other associated employment costs toward the hiring of the full-time coach. The PSO shall also provide a multi-year plan showing salary increase and benefits and professional development opportunities. In addition to the salary of the coach, the PSO shall develop and allocate a HP budget to support the training and competitions of the targeted athletes in the province.
12. The PSO needs to have its development and performance pathways fully aligned with the NSO plans in order to bring as many NB athletes as possible to the national team programs. Not only plans have to be developed and aligned but evidence should be provided by the PSO about how it delivers those pathways in the province through programming, club development, revised and improved competitions system, coaching education, talent identification programs, etc.
13. The PSO shall adopt a HR policy, provide an organizational chart, clear job descriptions for all its employees (including the P-CEP coach), determine annual P-CEP objectives and performance indicators, monitor and evaluate the coach's performance towards the P-CEP expected outcomes and his/her employment contract. In absence of an executive director or a technical director, the PSO shall have a HR committee composed of at least one HR expert to manage the P-CEP coach on a regular basis. The HR expert can either be a certified HR professional or a full time employee holding a leadership position in HR. Since the P-CEP is a matched contribution, we believe that the GNB shall ensure that a signed employment contract is fully executed and that the job description and KPIs are well defined and communicated to the P-CEP coach. The employment contract and annual evaluation shall be sent to the GNB or its independent expert advisory committee as part of the P-CEP coach/PSO file.

- 14.** We are of the view that an independent expert advisory committee shall be created and composed of NB key sports actors like the GNB, the CSCA, CNB and outside experts to assist the P-CEP coaches and PSOs in technical and HR related issues. In addition, sport partners should work together to develop, gather and provide HR tools and resources to PSOs and coaches.
- 15.** Those NB sports who have decentralized training groups suggested that this eligibility criterion should be softened and adapted on a case by case basis. In that decentralized model, the coach would be acting more as the head-coach working with targeted athletes training in their home clubs. The annual periodization and decisions related to the daily training and competitions would be made by the P-CEP head-coach and regular periodized centralized training sessions would occur under his/her leadership. The head-coach would also be visiting and coaching athletes in their clubs on a regular basis. It is our view that this model could work as long as there are enough T2T and T2C athletes in the identified clubs and the personal coaches accept to be led by the P-CEP head-coach. It should also be a 12-month program and the number of performance clubs shall be limited. Should the P-CEP accept to expand the definition of the daily training group, there should be evidence that such model works at the NSO level or in other performing provinces and that the P-CEP coach will be the real leader of such decentralized program.
- 16.** On this point, in order to ensure the achievement of the P-CEP expected outcomes on the national scene, hiring coaches who have experience and success with the targeted athletes is a key success indicator. Coaches who have not enough experience or interest in working with the T2T and T2C athletes may not be the right choices. The candidate P-CEP coach shall demonstrate that he or she is committed to continued education and certification in HP and engaged in the NSO's HP network and with CNB and the CSCA.
- 17.** It is strongly recommended that all employing PSOs (and ideally all PSOs in NB) shall develop and deploy a coaching plan that is aligned with NB provincial coaching and HP plan and with their NSO's LTAD and coaching plans. Such PSO's coaching plan would provide clear pathways for development and HP coaches, an holistic approach to coaching, strategies for the recruitment and retention of coaches, professional

development opportunities to support or accelerate the development of coaches, mentorship and sharing of knowledge opportunities. This coaching plan would include an implementation plan demonstrating how the PSO will take action and invest in coaching. To ensure optimal impact on a PSO sport system, the coaching plan shall be an integral component of the overarching LTAD implementation strategy.

- 18.** In addition to the coaching plan, a realistic business and financial plan to make the position sustainable shall be developed and executed by the PSO. For example, the Quebec sport excellence program has no limited term and as long as the government budget funds it or until the government policy on excellence changes, coaches in Quebec will continue to have access to that employment funding. We believe that the PSO shall demonstrate how it will increase its investment in the position year after year up to a point where the P-CEP's contribution may decrease or become less important. With that funding model, it will open the door to new sports who need more support to accelerate or put in place a sustainable HP structure. It would also encourage and enable PSOs to develop and deploy effective strategies around coaching and revenue generation. We also recommend that the PSO's contribution be at least \$15,000 instead of \$10,000.
- 19.** Firstly, we recommend that the P-CEP applications and decisions shall be made at the same time as the PSO core funding ones. It should be analysed and decided in light of the overall funding application of the PSO.
- 20.** We recommend that an independent expert advisory committee (IEAC) composed of HP and HR experts shall determine which applicants are deemed successful. We believe that selection decisions and yearly evaluation shall be transferred to the IEAC and not made by the GNB. This committee shall be composed of representatives from the GNB, CSCA, CNB, a LTAD or HP expert and an HR expert. Either the GNB or the CSCA shall lead and assist the IEAC. The application shall provide, in addition to the information provided on the application form, evidence that the relevant and requested plans and policies are in place and implemented. Separate interviews with the coach and the PSO leader shall complement

the application and documentary analysis. An interview grid shall be developed in line with the eligibility criteria and used by the IEAC.

- 21.** We recommend that the IEAC evaluates the PSOs and P-CEP coaches at least twice a year through standardized progress reports provided by the PSO and P-CEP coach. A formal evaluation should occur at the end of the year and KPIs and goals shall be determined for the following year.
- 22.** We are of the view that the GNB shall delegate the administration of the P-CEP to the IEAC and give it the authority and resources to fulfill its duties. We believe that the GNB shall let the sport system manage this program and make changes to the program based on IEAC recommendations. The IEAC, in addition, to selecting the candidates and evaluating them, shall make recommendation on the types of HP and HR resources to be made available to PSOs and coaches.

Appendix 2: Survey results

NEW BRUNSWICK PROFESSIONAL COACH EMPLOYMENT PROGRAM PROGRAM REVIEW SURVEY RESULTS

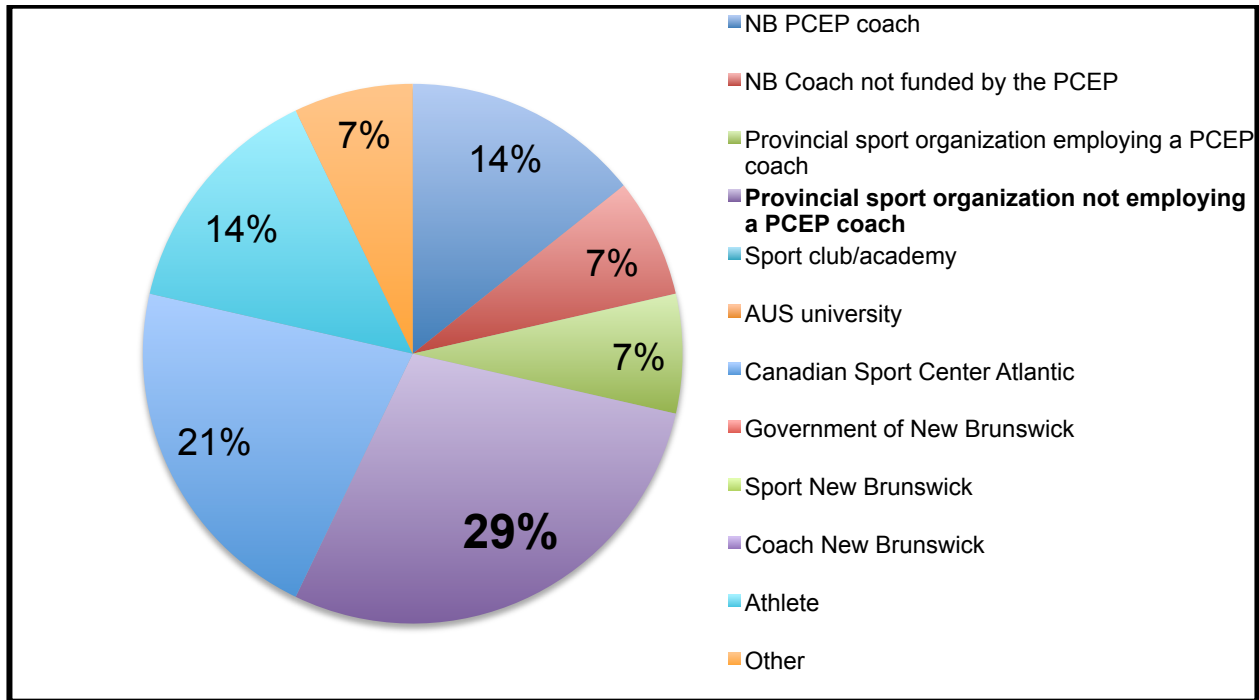
LBB Strategies was mandated by the Canadian Sport Centre Atlantic (CSCA), as commissioned by the Government of New Brunswick (GNB), to perform an evaluation of the Professional Coach Employment Program (P-CEP).

To conduct a thorough analysis of the P-CEP, LBB requested the valuable inputs of the community through an online survey.

A survey was launched on May 2016. It stayed open two (2) weeks to gather responses. 16 respondents completed the survey. Eight sports were represented through this survey, which are football, cross-country, volleyball, swimming, rowing, speed skating and athletics.

1. DEMOGRAPHICS

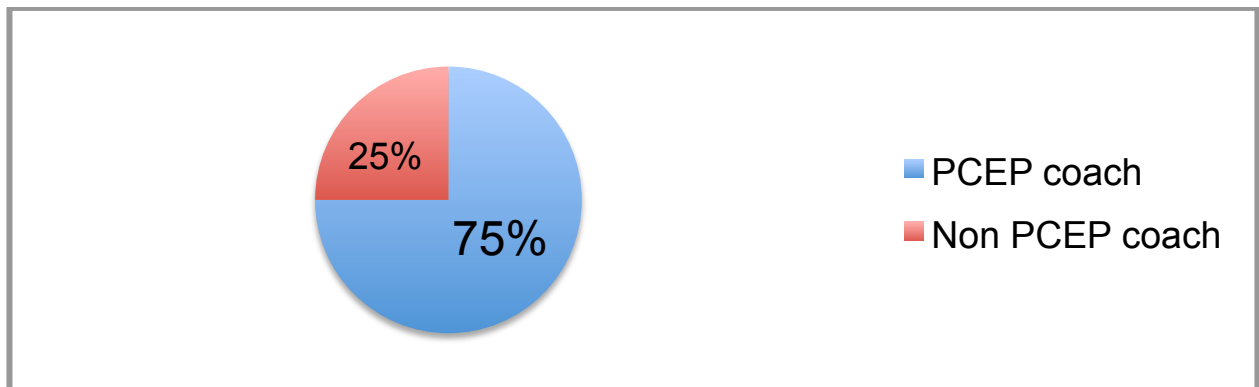
Q1: What organization do you represent within NB sport system?



29% respondents who completed the survey were from a provincial sport organization, not employing a P-CEP coach. On the other hand, 21% respondents were from the Canadian Sport Center Atlantic. A same number of NB P-CEP coach and respondents from a sport club also completed the survey.

2. CERTIFICATION

Q2: If you are a coach (P-CEP or non P-CEP) what is your level of NCCP certification?

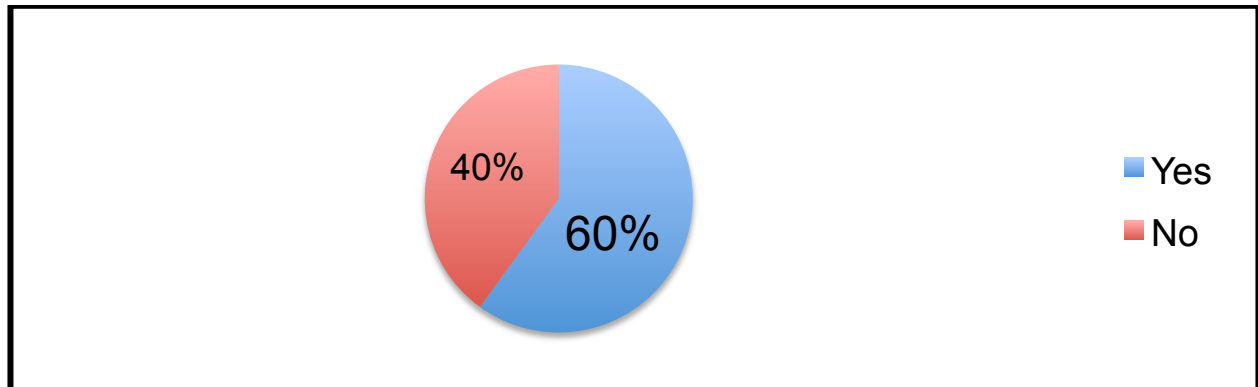


The respondents who completed the online survey were not P-CEP coach (75%).

Q3: Are you in a certification process at the moment? Which one?

As part of the respondents who completed the survey, a certain amount of coaches was in the process of completing a certification program. These programs are competitive development, performance coach, Rosetta Stone language training, high performance coaching and technical leadership.

Q4: Have you been involved in a coaching education program such as the CSC advanced coaching diploma (ACD) or other coaching programs?



The majority of respondents who completed the survey have been involved in a coaching education program through their pathway (60%).

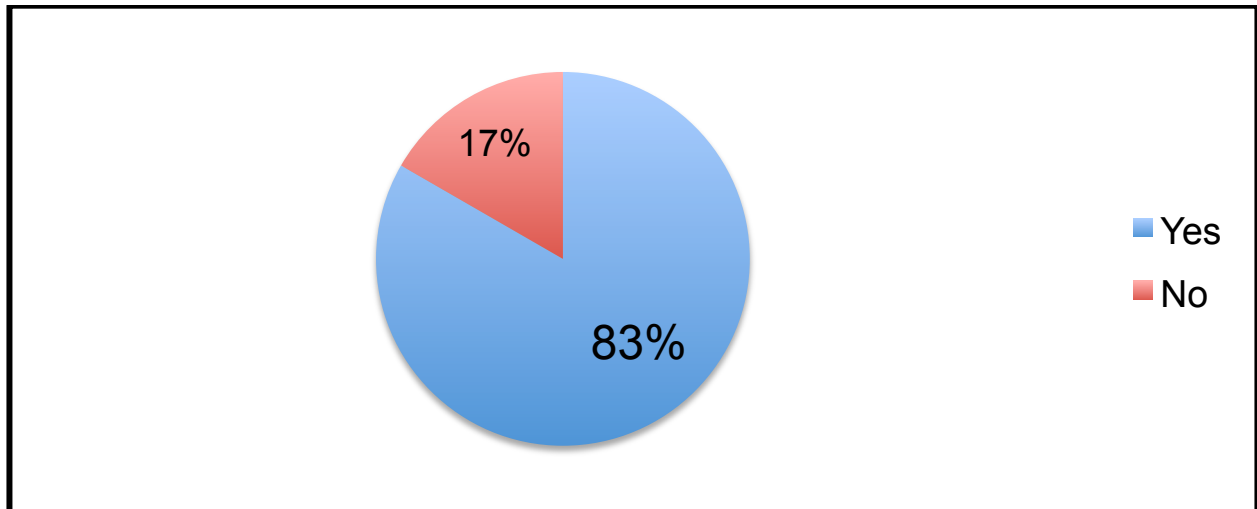
3. PURPOSE OF THE P-CEP

Q5: What is your understanding of the purpose and goals of the P-CEP?

The majority of the respondents agree that the main purpose of the P-CEP program is to serve coaches and ultimately athletes. Some respondents mention that the purpose of the P-CEP is to develop coaches in the sport discipline. Other argues that the goal is to ensure proper compensation for coaches and increase the number of full-time coaches. On the other hand, respondents believe that the purpose of the program is to further the athlete development system at the provincial level. Furthermore, some respondents mention that the goal of the P-CEP is to raise the performance bar for athletes and increase the number of athletes from New Brunswick on the National teams.

4. THE P-CEP PROGRAM

Q6: Do you think the P-CEP should prioritize the Olympic and Paralympic targeted sports and/or disciplines?



The majority (**83%**) of respondents believe that the P-CEP should prioritize the Olympic and Paralympic targeted sports and/or disciplines.

Q7: In your opinion, what are the key benefits and positive impacts the P-CEP brings to the coach and the employing organization?

According to the respondents, the key benefits and positive impacts the P-CEP brings to a P-CEP coach is full employment, which means financial stability as well as stability for professional development. Another benefit is the opportunity to be considered a technical leader in the sport and the experience.

On the other hand, the key benefits and positive impacts for the employer is the opportunity to further the development of athlete and the development of the sport. Also, the P-CEP allows the employer the opportunity to have technical leadership within their organization. The program helps in building the base of coaches. It also provided financial assistance to employer.

Q8: If you are an employer of a P-CEP coach, why did you apply for the P-CEP and why do you think you were selected?

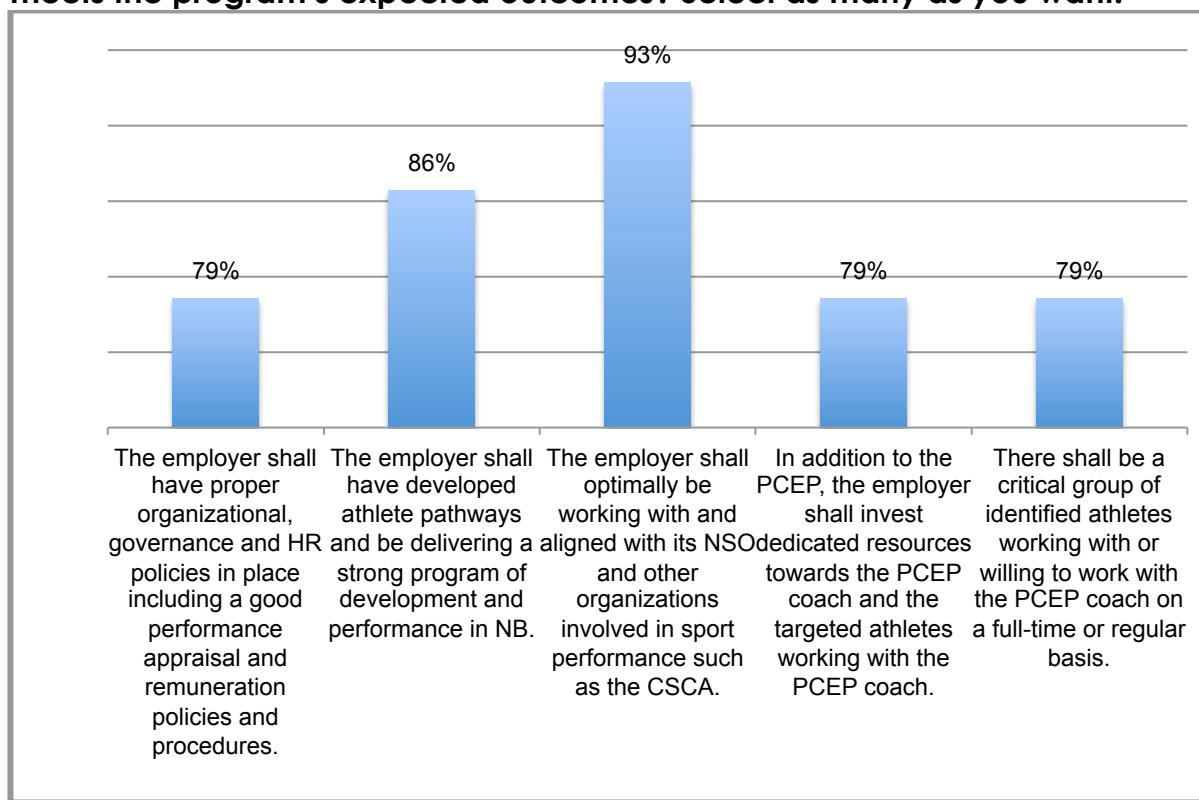
The employers who applied to the P-CEP mentioned that the reasons they applied were to develop their skills, to support the sport and to fill a void in the provincial leadership. Based on the number of employers who applied to the P-CEP, the number that was selected believe they were based on their background in the sport and their organizational skills.

Q9: If you are a PSO not currently employing a P-CEP coach, why did you not apply for the P-CEP or if you applied, why were you unsuccessful?

The respondents who did not apply to the P-CEP mentioned that they did not do so, because the criteria were too restrictive to qualify.

On the other hand, the respondents who were unsuccessful in their application to the P-CEP believe they were not so due to budgetary problems. Others mention that they were not able to into certain criteria, such as the requirement of a daily training environment and a central facility. Finally, other respondents answered that the P-CEP model did not fit for their athletes and coaches.

Q10: What conditions of success should be in place within the employing sport organization in order to ensure that the P-CEP brings added value to the sport and meets the program’s expected outcomes? Select as many as you want!



The vast majority of respondents believe the employer shall optimally be working with and aligned with its NSO and other organizations involved in sport performance, such as CSCA (93%). Respondents' mention that the program should be tailored fit to the individual sport. They also highlighted that to have the best conditions of success, the employer needs to provide the coaches with the resources to achieve athlete success.

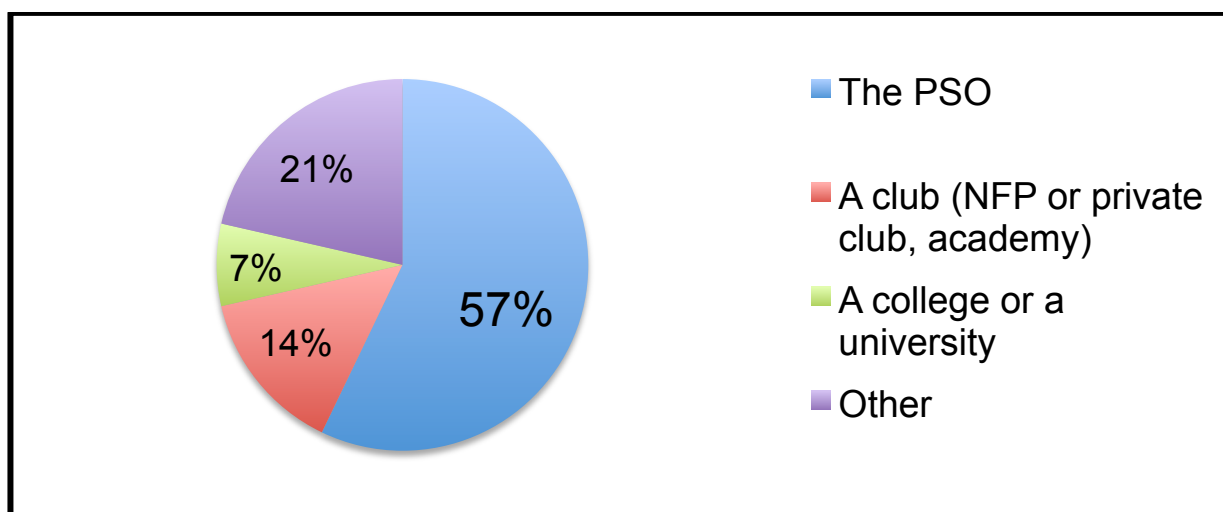
Q11: What should be the criteria for selecting a P-CEP coach?

Multiple criteria were highlighted by the respondents, either objective or subjective. Some of the objective criteria are the certification level (T2T level or Competitive development level) and the coaches' resume. The more subjective criteria include organizational and communication skills, knowledge of the sport's pathway, flexibility and relationship with the National Sport Organization.

Q12: What should be the criteria for selecting the employer of a P-CEP coach?

The criteria to select the employer of a P-CEP coach should be the one who provides a business plan to fund the coach. The employer should be able to provide a detailed plan for the coach and predicted outcomes for the future hired coach. The employer should be financially stable. The employer should also be flexible in the DTE. Finally, the employer should be able to provide a large pool of athletes in a certain sport/discipline.

Q13: Who would/should be the best employer for your P-CEP coach?



The vast majority of respondents believe that the Provincial Sport Organization is the best employer for the P-CEP coach (**57%**). As complimentary information, respondents mention that in an ideal world, a performance focused organization with resources and contact in the community would have the best ability to align with the sports system and systemically reduce gaps and objectively attack performance.

5. CHALLENGES AND SOLUTIONS OF THE P-CEP

Q14: For P-CEP coaches, what are the critical challenges (maximum 5) you faced with the P-CEP and what solutions do you propose to address these challenges?

One of the main challenges regard availabilities of coaches and athletes. The solution proposed for coaches would be to provide coaches with the opportunity to visit clubs and community/local coaches. As for athletes, the solution would be to allow them to train on their own and offer them monthly opportunity to regroup and train in the same location.

Another challenge is the alignment between the vision of the clubs and the province. The solutions' proposed is to improve the communications between the two actors and be more transparent in their communications.

Furthermore, a challenge identified by the respondents is the cost of equipment. The respondents suggest that the Provincial Sport Organization should be buying the equipment for the usage of the P-CEP coaches.

Finally, the respondents acknowledged that the performance funding for athlete's system is not ideal and that the criteria to access this funding should be reviewed to be less restrictive and consider the reality of the province.

Q15: For P-CEP employers, what are the critical challenges (maximum 5) you faced with the P-CEP and what solutions do you propose to address these challenges?

The respondents identified two challenges of the P-CEP employers. The first challenge is retention of coaches. The solution would be to offer employers challenges to keep them focused. The second challenge is the ability to monitor the employees. The respondents proposed that a spreadsheet should be provided to track job profile to the P-CEP employers.

Q16: For other organizations who were unsuccessful or did not apply to the P-CEP, what are the key issues/challenges with the P-CEP and what solutions do you propose?

The first challenge identified regards location, such as location of athletes and daily training environment. The solutions suggested by the respondents would be to allow P-CEP coach to travel in some regions that are further that the Center identified. The respondents also suggested that flexibility into daily training environment should be offered.

The second challenge is funding. A solution proposed would be for employers to provide business plan to keep coaches position for a long period of time. Another solution would be to create sustainable funding partners.

A third challenge regards the working relationships between P-CEP coach and athletes. The solution suggested by the respondents would be to develop collaboration tools between P-CEP coach and club level coaches to support local coaches in developing young athletes.

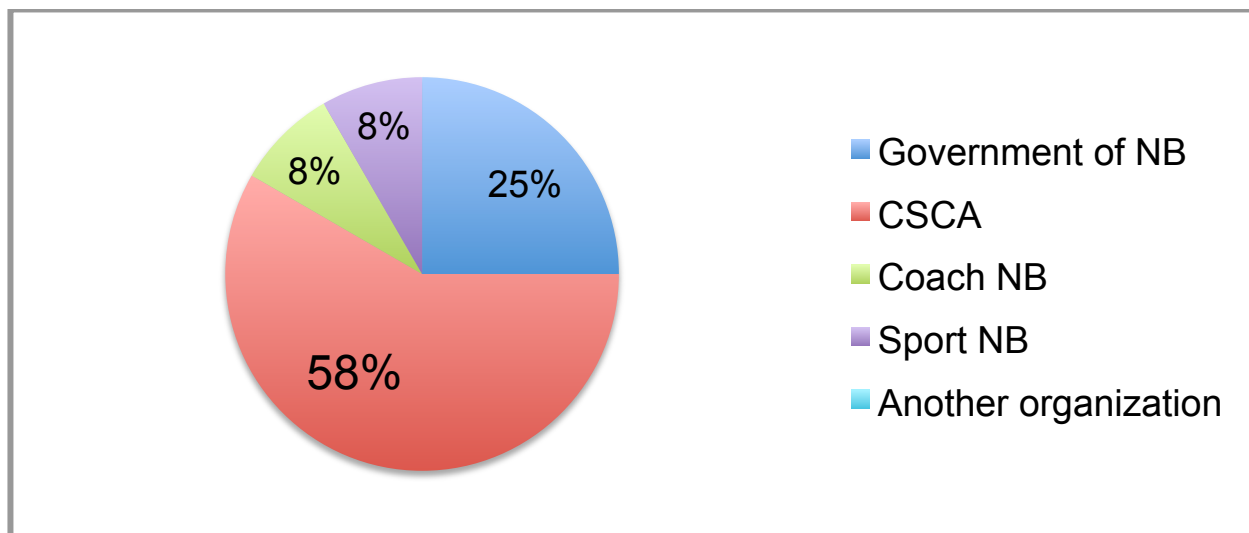
A final challenge is the restrictive application process of the P-CEP. The solution of the respondents would be to assess application based on their planning to achieve the goals they set and not to achieve the criteria of the program.

Q17: What other resources should be invested by the employer to optimize the added value of the P-CEP towards the development of athletes?

The respondents identify few resources that the employer should invest in to optimize the added value of the P-CEP. The first one is to maintain professional development of the P-CEP coach through opportunities with the NSO and Coach New Brunswick. Another resource is to support coaches through funding of travels and development of communication tools to reach a greater number of coaches. A third resource identified by the respondents would be for employer to contribute to the salary and a benefits package for the P-CEP coaches. Another resource would be to include P-CEP coaches into the strategic planning process of the employer, since their technical leadership would be beneficial for the organization of the employer. Finally, funding to athletes should be provided to allow them to attend training, camps and competitions.

6. MANAGEMENT OF THE P-CEP

Q18: Who should be the manager of the P-CEP (responsible for the general administration, evaluation of the P-CEP and the selection of candidates)?



The majority of respondents believe that the Canadian Sport Center Atlantic should be managing the P-CEP program (**58%**). A quarter of respondents think that the program should be managed by the Government of New Brunswick.

Q19: In your view, what is the current role of the following organizations involved with the P-CEP?

The role of the Government New Brunswick

According to the respondents, the role of the Provincial Government is to decide which PSO is receiving the P-CEP. Once selected, the role is to monitor the PSO integration of the P-CEP. The respondents also believe that the Government should be responsible to fund the program. The Government should also develop governance policies for others to use.

The Canadian Sport Center Atlantic

The respondents believe that the role of the CSCA is to manage the P-CEP program. It should partner with the Government of New Brunswick to fund and lead the program. The respondents think that the role of the program is also to select the coach who has access to the program. Finally, the role of the CSCA, according to the respondents, is to fund athletes and support them with sport sciences' support system.

The Sport organization / employer

The role of the employer is to employ and manage the P-CEP coach as effectively as possible and fund the activities of the P-CEP coach. The employer should provide guidelines to develop the sport as well as providing an optimal training environment for athletes.

Other

Some respondents identify that individual clubs should contribute to the P-CEP. Their role would be to fund and manage the deliverables of the P-CEP coach in specific occasions. Other respondents highlight that Coach New Brunswick should play an active role in the P-CEP. They should provide certification and education services.

Q20: What are the things we need to do in NB, in addition to improving the P-CEP, to ensure that the NB puts more athletes on National team programs?

One of the areas of improvement is to develop a sports school system where some schools are designed to focus on one or two sports and specialized in them. Another way to improve the P-CEP would be to ensure and enforce the NBIAA to

have only trained coaches at the High school level. An idea mentioned by the respondents is to hold regional events such as maritime summer games. Respondents also identify alignment as an area of improvement, in terms of pathways, programs, talent identification and development. A final and important area of improvement is funding to athletes and coaches, which would further the objective to get more athletes on the National level.

Q21: With regards to the P-CEP, do you have any other comments or ideas you would like to share with us?

The majority of respondents confirm that the purpose of the P-CEP is important and should be further developed. Respondents mention that a component of P-CEP should be made available to clubs. Also, one of the recommendations would be to create a "team" atmosphere for the coaches, which would improve the current environment.