Increasing the Quality of HP Athletes, Coaches and Technical Leaders in Olympic and Paralympic Sport

Sean Scott, OTP Director System Excellence
Vanessa Paun, OTP High Performance Athlete Development
System Excellence - Measure of Success

By 2020 and 2022 we have more Canadian athletes on more Olympic and Paralympic podiums supported by world leading high performance coaches, technical leaders and the Canadian Sport Institute Network.
Building Sustained Podium Success
Strategic Priorities

System Excellence

- High Performance Coaching and Technical Leadership
  - HP Coaching and Technical Leadership Strategy
  - Succession Planning
  - Professional Development

- High Performance Athlete Development
  - HPAD Framework and Plan
  - Podium Pathways and Gold Medal Profiles
  - HPAD Frontline Initiatives

- Canadian Sport Institute Strategy
  - CSI Network Strategy and Investment Framework
  - CSI Sport Programs and Capacity Building
  - System Harmonization
Short-Term Goal 2016-2018

To provide the strategic leadership and expertise in System Excellence to uplift Canadian Olympic and Paralympic high performance sport.
So what is the HPAD Plan?

An evidence based approach centred around creating sustainable/repeatable podium performances

- Custom built, 10yr plan for Canada
- It ensures the systematic development of Olympic/Paralympic Podium Athletes
- It ensures that we have the right athletes in the right sports and that they are given the right support at the right time
- It ensures we utilize our resources in the most efficient and effective manner for the best performance gains
What Does It Comprise Of?

1. Leadership

2. Effective System

3. Harmonisation

Priorities/Activities 2013-2022
The Language

OWN THE PODIUM
HIGH PERFORMANCE ATHLETE DEVELOPMENT

ATHLETE DEVELOPMENT
Development of talented athletes within enhanced environments

ATHLETE IDENTIFICATION
Identification of new athletes based on measurable sport specific parameters

ATHLETE TRANSFER
Transfer of talented athletes from one sport to another, based on significant attributes gained from their previous sporting background.

Athlete Potential
So how does it fit with LTAD?

Own the Podium
HPAD
The When and How with Sports

OTP will be working with sports to create a HPAD Plan *specific* to the sport

- Provide the concept outline of Podium Pathway/GMP
- Outline the development process
- Provide support as and when needed
- Quality assurance of process and pieces of work
The First Critical Piece

PODIUM PATHWAY
Podium Pathway

• Provides a framework while acknowledging that each sport is unique
  • Accounts for sport variations
  • Sets boundaries for High Performance
  • Provide clear roles and responsibilities for stakeholders
• Based on Olympic/Paralympic Medalist evidence, not just Canadian results
• Is a benchmarking tool to help feed decision making
• Comes first and should be completed prior to the Gold Medal Profile
The Skeleton View

PODIUM PATHWAY CONCEPT OVERVIEW

Athlete Identification & Development (-8+ yrs)
Train to Train & Compete

High Performance Athlete Development (HPAD) (-8yrs to -5yrs)
Learn/Train to Win

High Performance (HP) (-4yrs - 0yrs)
Train to Win

Athlete Transfer

NSO/CSI Supported

SPORT SPECIFIC PODIUM PATHWAY GOLD MEDAL PROFILES
# Individual Sport Podium Pathway

## Podium Pathway Example

(1) NSO Medal Target 2016 = "x" medal, 2020 = "x" medal

<table>
<thead>
<tr>
<th></th>
<th>-9 yrs</th>
<th>-8 yrs</th>
<th>-7 yrs</th>
<th>-6 yrs</th>
<th>-5 yrs</th>
<th>-4 yrs</th>
<th>-3 yrs</th>
<th>-2 yrs</th>
<th>-1 yrs</th>
<th>Medal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men’s Performance (2)</strong></td>
<td>Top 4 JWC</td>
<td>Top 3 JWC</td>
<td>Top 6 U/23 WC</td>
<td>Top 3 U/23 WC</td>
<td>Top 3 U/23 WC</td>
<td>Top 10 WC</td>
<td>Top 7 WC</td>
<td>Top 4 WC</td>
<td>Top 4 WC</td>
<td>Medal</td>
</tr>
<tr>
<td><strong>Women’s Performance (2)</strong></td>
<td>Top 4 JWC</td>
<td>Top 3 JWC</td>
<td>Top 5 U/23 WC</td>
<td>Top 3 U/23 WC</td>
<td>Top 3 U/23 WC</td>
<td>Top 9 WC</td>
<td>Top 5 WC</td>
<td>Top 4 WC</td>
<td>Top 3 WC</td>
<td>Medal</td>
</tr>
</tbody>
</table>

| Conversion Rates (3) | 10% | 10% | 20% | 30% | 40% | 40% | 45% | 50% | 60% | Medal |

| Program Level | Development | HP Athlete Development | High Performance |

NB: WC = World Championships, J = Junior
Can be placings, WR or % field based placing
## Individual Sport Podium Pathway cont'd

### PODIUM PATHWAY

Sport = "x" Medal Target, "1" Medal 2016 Olympics

<table>
<thead>
<tr>
<th></th>
<th>-9yrs</th>
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<tr>
<td><strong>Men's</strong></td>
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<td>Top 4</td>
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<tr>
<td><strong>Conversion</strong></td>
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<td>10%</td>
<td>15%</td>
<td>15%</td>
<td>20%</td>
<td>30%</td>
<td>31%</td>
<td>33%</td>
<td>40%</td>
<td>50%</td>
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<tr>
<td><strong>Number of</strong></td>
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<td></td>
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<tr>
<td>Athletes Required</td>
<td>10</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>2</td>
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<td><strong>Current Number of</strong></td>
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<td></td>
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<tr>
<td>Athletes Tracking</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td>2016</td>
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The total number and quality of athletes can be determined by sport. Performance targets of NSO's can be tracked and monitored.
**Individual Sport Podium Pathway cont’d**

**PODIUM PATHWAY EXAMPLE**

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<td>40%</td>
<td>45%</td>
<td>50%</td>
<td>60%</td>
<td>Medal</td>
</tr>
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**Program Level**

- Development
- HP Athlete Development
- High Performance

NB: WC = World Championships, J = Junior
Can be placings, WR or % field based placing
Team Sport Podium Pathway

4 Key Pieces

1. Style/s of play required to win/podium
2. Player number & quality required in order to deliver the style of play
   (Succession Plan & Gold Medal Profile)
3. Team qualities required to deliver the style of play
4. Underpinning programs capable of delivering players with the required qualities
GOLD MEDAL PROFILE

The blueprint for the development of a podium athlete

more specifically....

It outlines the factors that drive successful performance and are specific to an event/position/program level
Strategic Priority

• Develop 2014-2022 High Performance Coaching and Technical Leadership Strategic Action Plan for Canada
Canada’s Coaching Strategy

Community Coaching Plan

HP Coaching and Technical Leadership Plan
2012 Report HP Coaching

“Not enough well-trained potential medalist athletes nor the quality or quantity of world-class coaches required to develop current and future podium potential athletes.”
## Finishes at Olympic Games
**Top-8, Top-5 & Top-3**

<table>
<thead>
<tr>
<th>Olympic Games</th>
<th>Canadian Top-8</th>
<th>Canadian Top-5</th>
<th>Canadian Top-3</th>
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<tbody>
<tr>
<td>2012</td>
<td>59</td>
<td>35</td>
<td>18</td>
</tr>
<tr>
<td>2008</td>
<td>59</td>
<td>34</td>
<td>18</td>
</tr>
<tr>
<td>2004</td>
<td>60</td>
<td>35</td>
<td>12</td>
</tr>
<tr>
<td>2000</td>
<td>56</td>
<td>35</td>
<td>14</td>
</tr>
<tr>
<td>1996</td>
<td>54</td>
<td>36</td>
<td>22</td>
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</table>
## Investment

<table>
<thead>
<tr>
<th></th>
<th>2004/05</th>
<th>2012/13</th>
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<tbody>
<tr>
<td><strong>Salaries and Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sport Canada Core (All Sports)</td>
<td>$8.3M</td>
<td>$4.7M</td>
</tr>
<tr>
<td>OTP Enhanced Excellence (Targeted Sports)</td>
<td>$0</td>
<td>$16.5M</td>
</tr>
<tr>
<td><strong>Total Salaries and Benefits</strong></td>
<td>$8.3M</td>
<td>$21.2M</td>
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<tr>
<td><strong>Education and Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sport Canada – Coaches of Canada</td>
<td>$0</td>
<td>$350K</td>
</tr>
<tr>
<td>Sport Canada – Coaching Association of Canada (NCCP)</td>
<td>$4.4M</td>
<td>$4.4M</td>
</tr>
<tr>
<td>OTP Enhanced Pro-D (Targeted Sports)</td>
<td>$0</td>
<td>$1.25M</td>
</tr>
<tr>
<td><strong>Total Education and Services</strong></td>
<td>$4.4M</td>
<td>$6M</td>
</tr>
<tr>
<td><strong>Investment by Sport Canada and OTP</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$12.7M</td>
<td>$27.2M</td>
</tr>
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</table>
HP Coaching – Employment Status (Sport Canada Supported)
High Performance Director Classification

Number of HPDs

2012
- 14% (16%) yellow
- 35% (35%) red
- 16% (grey)

2013
- 24% (green)
- 47% (yellow)
- 20% (red)
- 9% (grey)
HP Coaching Report - Priorities

• quantity and quality of HP Coaches required for sustainable HP success
• coordinated comprehensive provincial support for HP Coaches
• build the talent pool of HP Coaches
• quality professional development opportunities
• improve Technical Leadership
High Performance Coaching &
Technical Leadership – Competitor
Country Review
History

- **UK** – World Class Coaching Elite Program started August 2012 – first intake *April 2013*

- **Netherlands** – Master Coach in Sports – started *April 2013 - 2016*; Earlier pilot for 15 – 20 coaches

- **Norway** - High Performance Cross-sport coaching program – *2012 – 2014*
History cont’d

• **France** - Diplôme d'Etat Supérieur, INSEP, **2009**
• **NZ** – H.P. Coaching Strategy **2011**
• **Australia** – H.P. Strategy “Winning Edge”- Centre for Performance Coaching and Leadership – Start **April 2013**
Vision

• **UK**: “for coaches in British high-performance sport to be the best in the world”

• **Norway, Netherlands, France** – not specified

• **NZ** – “New Zealand athletes and coaches winning on the world stage”

• **Aus.** – (H.P. strategy): “Game plan for moving from world class to world best”
## Program Management

<table>
<thead>
<tr>
<th>Country</th>
<th>H.P. Coach &amp; Leadership</th>
<th>Community Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>UK Sport</td>
<td>Sports coach UK</td>
</tr>
<tr>
<td>NO</td>
<td>Olympiatoppen</td>
<td>National Sport Federations</td>
</tr>
<tr>
<td>NL</td>
<td>NOC/NSF – National Olympic Committee, National Sport Federation</td>
<td>National Sport Federations (Level 1 – 4), University (x2) + NOC/NSF Level 5</td>
</tr>
<tr>
<td>NZ</td>
<td>High Performance Sport New Zealand</td>
<td>Sport NZ Community Sport Team</td>
</tr>
<tr>
<td>AU</td>
<td>Australian Institute of Sport</td>
<td>National Coaching Accreditation Scheme (NCAS) managed through the Participation &amp; Sustainable sports Division of Aus. Sports Commission</td>
</tr>
<tr>
<td>FR</td>
<td>INSEP - l'Institut National du Sport, de l'Expertise et de la Performance</td>
<td>Ministry of Youth and Sports</td>
</tr>
</tbody>
</table>
UK Coach Development Path

World Class Coaching
Aus. – Coach & Leadership Development

- Centre for Performance Coaching and Leadership (cross-sport)
  - Intake April 2013 – 15 coaches, 15 leaders enrolled & funded
  - Two years – labs, projects, mentors, individual assessments, reflection – Coach - “Coach & Leader” “Knowledge Seeker” “Athlete Manager”; Leader – Leadership, Strategy Innovation
  - Labs at Melbourne U. Business School/AIS
  - Open Program – more flexible, both coaches & leaders
  - H.P. Sport Conference annually
Strategic Framework

Provincial and Canada Games HP Coaches and Technical Leaders

Athlete ID & Dev.
12 - 9yrs to podium
Train to Train
Train to Compete

Provincial Priorities

NSOs' HP Coaching and Technical Leadership Plans

Targeted Aspiring HP Coaches and Technical Leaders

HP Athlete Dev.
8 - 5yrs to podium
Learning to Win

Targeted HP Coaches and Technical Leaders

High Performance Athletes
4 - 0yrs to podium
Train to Win

Shared National/ Provincial Priorities

National Priorities

Partner Roles/Responsibilities?

Sport Specific Profiles of World Leading High Performance Coaches and Technical Leaders

HP Targets

Summer Winter Olympic Paralympic
Continuous Pro-D Process

1. HP Coach Review
   By HPD

2. Knowledge Transfer

3. Informal and Formal Learning

4. Pro-D Plan Activities
   - Univ/Coll
   - Mentorship
   - Unmediated Learning
   - Seminars & Conferences
   - Best Practices

5. Individual Professional Development Plan

6. Skills Audit
   Key Performance Measures (KPIs)
Effective Professional Development

- Foster - Informal Unmediated Learning (On-the-Job, Mentoring, Experience)
- Redefine Role – Formal Mediated Learning
Key Factors for Success

• Leadership of the High Performance Director
• Sport Specific - World Leading Profile (KPIs)
• Integration of HP Coaching and Technical Leadership Plan within broader NSO HP Plan
• Alignment with HP Athlete Podium Pathway
• Embrace Continuous Pro-D Philosophy
• Foster Unmediated Learning
Thank You