



CANOE KAYAK
ONTARIO
SPRINT

CKO Sprint Summit Series

CTL Recruitment & Retention

January 25, 2024

Agenda

- Goals
- Peer Sharing
- Research
 - Seasonal staff
 - Sources of Stress
 - WIC
 - Pathway & Compensation
- Resources & Opportunities
- Next Steps



Goals

- Better understand the challenges in CTL recruitment & retention
- Sharing of practices on how to overcome those challenges
- Build our capacity to recruit & retain coaches in Ontario



- Breakout Rooms – 20’-30’
 - Learning for each other
 - Appoint 1 person to share key points with main group

Discussion

1. Who are we targeting for CTL Recruitment & Retention?
2. What are the challenges clubs face?
3. What are clubs doing to overcome those challenges?
4. What tools, resources, support are needed?

Peer Sharing

Seasonal Staff

Obstacle	Possible Solutions
Athlete/Coach fatigue & burnout	Work schedule that allows athletes to recover btw training & coaching
A/C missing work due to their own competitions	Modify M/F work schedule to reflect capacity, hire additional staff to cover
Limited work in May/June for seasonal staff	Target non coaching tasks in May/June
	Apply for CSJ & SEO grants
Athlete transition into Coaching	Fit for Life (A4L) programs for U16+, CPCC's 'Healthy Living Program' – modified HP program, CKO Sprint's NxStage Program

Sources of Stress

Obstacle	Possible Solutions
<p>Performance</p> <ul style="list-style-type: none">• Pressure from self & others to meet unrealistic targets	<ul style="list-style-type: none">• Set 4-5 core yearly objectives at the beginning of the year
<p>Parent Relationships</p> <ul style="list-style-type: none">• Trust & communication• Parent behavior	<ul style="list-style-type: none">• Athlete, coach, parent code of conduct• Parent liaison to manage conflict• People management training
<p>Club/Organization Relationships</p> <ul style="list-style-type: none">• Funding for PD• Compensation• Job insecurity• Being judged solely on performance of athletes	<ul style="list-style-type: none">• PD budget (tied into performance review)<ul style="list-style-type: none">• CTL PD funding• ACP• Coach Mentoring Program• Compensation grid template• Contract and duties templates• Performance reviews based on core objectives - metrics include on & off water performances and PD - goal is to understand where improvements are needed<ul style="list-style-type: none">• Resource hub

Sources of Stress

Obstacle	Possible Solutions
<p>Personal</p> <ul style="list-style-type: none">• Burnout (high points of stress in the year)• High demand during competition season	<ul style="list-style-type: none">• Plan for high points of stress in the year and modify workload• Use a system to identify health concerns b/4 burnout & provide support• Set blackout periods• Identify staff/volunteer who can provide additional support when needed
<ul style="list-style-type: none">• Conflicting demands with family	<ul style="list-style-type: none">• Provide opportunities for families to travel with staff, child-care support, flexible work hours
<ul style="list-style-type: none">• Health Issues	<ul style="list-style-type: none">• Provide benefits package• Encourage healthy living - Fit for Life• New CKO Sprint MPC, nutrition & Coach to Coach support

Women in CTL Roles

Obstacle	Possible Solutions
<p>Although female athletes represent about 50% of the Ontario and National Team, and about 50% of CanoeKids & Comp Intro trained coaches are female, only about 38% of program/club leads are female. This aligns with CAO's 2023 Coaching Report where Ontarians take up coaching close to a gender balanced rate, however, only 38% of coaches with 3-5 yrs. experience are female, and only 34% with 6+ yrs. experience. At Ontario Team camps/competitions only about 29% of coaches are female.</p>	<p>Increase the representation and experiences of women CTLs</p> <ul style="list-style-type: none">• Girls in Sport CB workshop• ACD• Women in Coaching Project - observation & immersion at ON Team training camps/competitions, and national championships
Investment vs. retention	<p>Seek to understand the experiences of women who are, want to be, or have been in CTL roles within Canoe Kayak</p> <ul style="list-style-type: none">• Women in Coaching audit <p>Mitigate sources of stress</p>

Invest in CTLs = Time + Creativity + \$

Recruit	Retain
<p>Start Within</p> <ul style="list-style-type: none"> • Train existing coaches & members 	<p>Mitigate Stressors</p> <ul style="list-style-type: none"> • Develop strategies to manage stressors
<p>Always Be Looking</p> <ul style="list-style-type: none"> • Provide learning opportunities prior to athlete transition phase • Know your long-term needs • Plan for CTL turnover 	<p>Be Willing To Pay</p> <ul style="list-style-type: none"> • Compensation and PD budget based on competencies, experience, NCCP certification, non-sport specific certification, PD
<p>Activity Recruit</p> <ul style="list-style-type: none"> • Recruit based on long-term needs 	<p>Celebrate Success</p> <ul style="list-style-type: none"> • Highlight their efforts • The power of thank you
<p>Tell Your Story</p> <ul style="list-style-type: none"> • Inspire CTLs to be part of the vision & emphasis their role in reaching goals 	<p>Build Their Competencies</p> <ul style="list-style-type: none"> • Complete gap analysis & develop plan to address gaps
<p>Promote Long-Term Plan of Support</p> <ul style="list-style-type: none"> • Transition from athlete/student • Progression in pathway (learning & compensation) 	<p>Make Them Part of the Team</p> <ul style="list-style-type: none"> • Create Team environment • Have a voice in programming / operations • Make them feel valued • Succession planning • Knowledge transfer role from experienced staff
<p>Understand Your Blind Spots</p> <ul style="list-style-type: none"> • What are the barriers to entry? • Debrief with current staff 	

CTL Excellence Pathway

Obstacle	Possible Solutions
Current coach pathway based on upwards progression of NCCP certification, and to a lesser degree, the athlete's you coach	Draft pathway based on identified competencies, experience, NCCP certification, non-sport specific certification, PD
Lack of industry compensation standards	Compensation grid template based on competency, experience, certification, PD <ul style="list-style-type: none">• BOD compensation survey

Resources & Opportunities

Health & Wellness

- [Mental Health and Sport Resource Hub | Coach](#)
 - [CCMHS Self-Care Plan](#)
- [AIS wellness & health check](#)

Recruit & Retain

- [CAO Coaching Report](#)
- [SportNZ Coaching Toolkit](#)
- [CKO Sprint's CTL Excellence Pathway & Compensation Grid template](#)
- [CKO Sprint's NxStage Program](#) (athlete transition from HP Sport support)

Support

- [CAO NCCP Coach Bursary](#)
- [CAO Funding for Coach Salaries](#) – 3 yr. program

Women in CTL Roles

- [CAC Women in Coaching](#) strategies
- NT Development Coach, KC Dalton ['The Athlete to Coach' Webinar Series](#)

Building Competencies

- [British Canoeing Coach Self-Analysis](#) – interactive tool with considerations for targeted learning
- CAO approved [Human Kinetics](#) courses and self-directed learning.
 - S&C
 - Stretching & flexibility
 - Injury prevention
 - Nutrition
 - Youth movement skills
 - Sport management

Next Steps



Activities

- BOD Compensation survey
- BOD/CTL feedback on Excellence Pathway & compensation grid
- Women in CTL Audit
- Resource Hub
 - Health & Wellness
 - Professional Standards
- MPC & Nutrition support
- Coach Mentoring Programs

- Coach to Coach support
- Coach Check-ins
- NxStage Program

Events

- Feb 4th - Ontario Cup - Ski Race (Gatineau & Barrie)
- Feb 22nd - Summit Series - Person-Athlete-Performance pillars