



## **COACH EDUCATION PROGRAMME DOCUMENT**

# ITU Coach Education Partnership Programme (CEPP) Guide

**Version 1.0f – August 2018**

*A summary of the ITU Coach Education Partnership Programme*

The aim of this document is to provide National Federations (NFs) with an understanding of the options for working with the ITU on Partnership programs regarding delivery of coach education. It currently only covers working with Level 1 courses, an update for Level 2 courses will be produced during 2018.

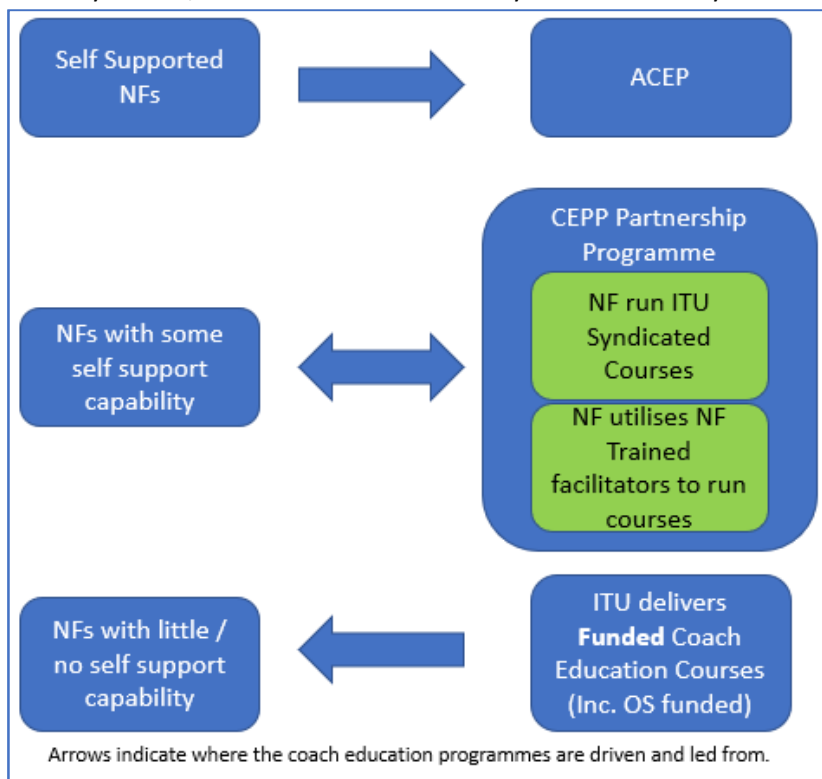
## Wider Context

The relationship between any NF Coach Education activities and the ITU will always vary depending upon the specific NF and what they need. The amount of support requested by the NF, and the amount offered by the ITU will vary.

### Accredited Coach Education Programme (ACEP)

Some NFs are self-supporting and have the resources, skills and capabilities to run their own coach education programmes. The relationship with the ITU for most of these NFs is based around ACEP. ACEP's aims are for the NFs and ITU to share best practice and work together on common issues in the interests of all. Over the longer term it is hoped that some of the outputs from ACEP will filter down and become best practise for the wider community of NFs. It is built on a spirit of sharing and collaboration for the greater good. In terms of what happens in coach education for these NFs, it is driven by the NF themselves.

The ACEP will allow the NF to use ITU Accredited Coaches Education Logo in their courses.



This programme is outside the scope of this guide, see ITU Development [Website](#) for further information on the ACEP Programme and its approach and purpose.

### Coach Education Partnership Programme (CEPP)

The Partnership Programme is focussed on those NFs who don't have full capability to run their own Coach Education. The aim is to provide the support and guidance to be able to run coach education initiatives in their own country to help develop the sport. There are a range of options as to how this can work, and they will vary depending upon the nature, needs and capabilities of the NF.

As an example, the simplest approach is where an NF requests ITU courses to be run in their own country with their own coaches, utilising existing ITU Accredited Facilitators to run courses, but the NF will cover all the costs for running the course.

At the other end of the spectrum in the Partnership Programme, the NF will work with the ITU to develop their own Facilitator workforce and processes, utilising the ITU online Education Hub. The NF will again cover all the setup and ongoing costs of running these courses but will have greater control and flexibility in a variety of areas, such as how many courses they run. This Partnership Programme is the key area covered by this guide. The drive and direction for coach education activities within this programme is a shared concept between the NF and ITU.

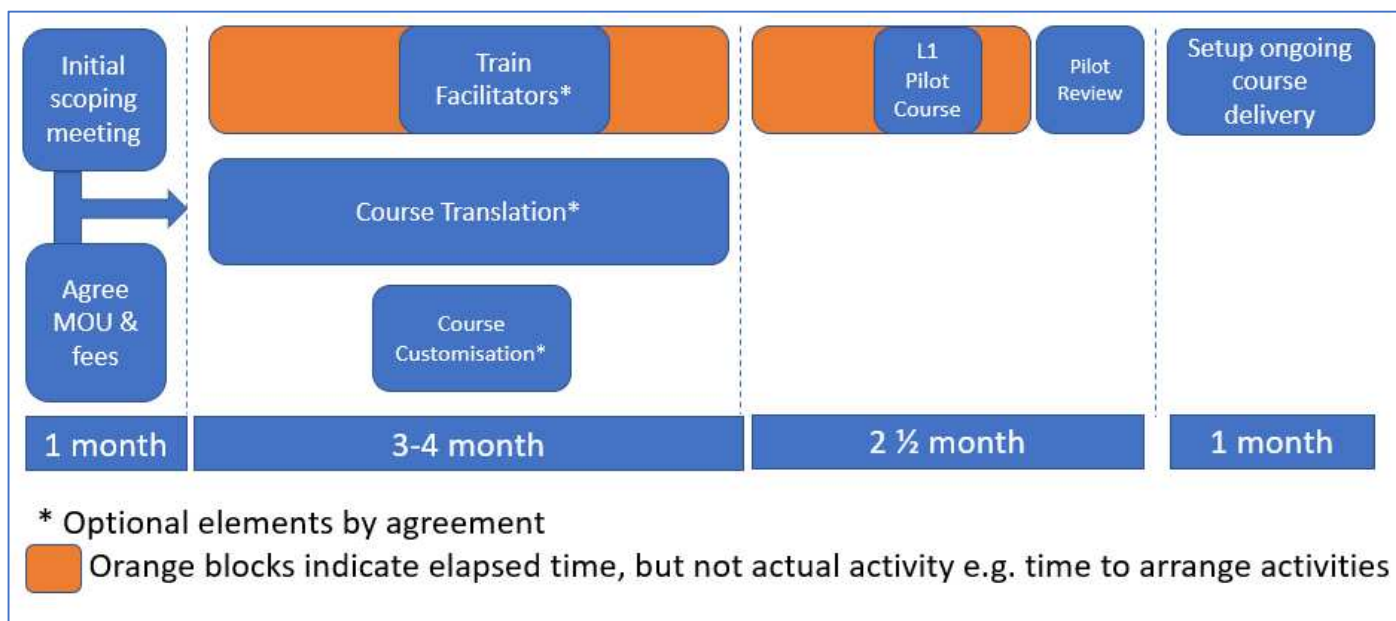
### Funded Courses

The final group of NFs is those who don't have the resources to cover the costs of putting on courses. These NFs can apply to have courses in their country, subject to various funding, for example ITU Funding and/or Olympic Solidarity

(OS) Funding. Courses run in one country will usually be open to coaches from a variety of different NFs, usually from NFs who are geographically close by. There is usually a limit to the number of coaches from the host NF. The approach and organisation of these courses is driven by the ITU. These coach education courses and initiatives are outside the scope of this document. These courses are those that most NFs will be familiar with and associate with the ITU Coach Education Programme.

## Process and Timescales

The process for entering into a partnership, is fundamentally the same, although due to the options for delivery and different contexts will mean that there is a degree of variability depending upon which specific approach is taken. The following diagram provides a rough outline of a possible timeline for implementation, note this option shows opting for all the optional elements which will extend the implementation timescales.



### Phase 1 - Agree approach

The first stage is to reach an agreement on the approach. Fundamentally this requires working through this document and making some fixed decisions on what options will be taken.

The output of this stage is a Memorandum of Understanding (MOU) \ Contract, which agrees how to proceed and the fees and financial and organisational responsibilities for all involved at each stage.

This stage generally will require a couple of meetings and potentially some review and investigation of NF capabilities. The elapsed time for this process may take approximately 1 month. The main aim is to ensure that the impacts of different options are fully understood, and the best approach is taken for the NF.

There are several different pathways for NFs to choose from, some paths are just matter of choice, others will only be available if certain conditions are in place:

- NF runs standard ITU Courses**  
 The NF provides funding and resources to put on standard ITU Courses, they are delivered by accredited ITU Facilitators, using standard ITU course resources, and operate in an existing 'Standard ITU delivery language', currently English and Spanish (note over time this may extend to other commonly used languages). In effect it is a standard ITU course, but the NF covers all the costs of the course. The main point to note here, is that organising times and dates of the course may be dependent upon availability of ITU Accredited Facilitators.
- NF fully tailored courses**  
 The NF organises and delivers its own courses, using ITU online resources. The NF can utilise its own Facilitators, but they will need to have been through a process to ensure they are appropriately skilled. The course can also be run in a language of the NFs choosing, however if they want the course materials in that language then the NF will need to have organised most of the translation exercise. There is also a small

amount of tailoring of the course that is possible, such as changing from a 5-day block delivery to weekend delivery, or other options depending upon what suits the coaches in this country. ITU will need to approve the final content of the course, to guarantee the basic content is respected, this will allow them to have ITU Education logo in all the certificates.

- **Partially tailored courses**

Here an NF can opt for one or more elements of customisation. ITU needs to approve the final content of the courses.

OUTCOME: Agreement as to how to proceed, which path, and financial and resource agreements.

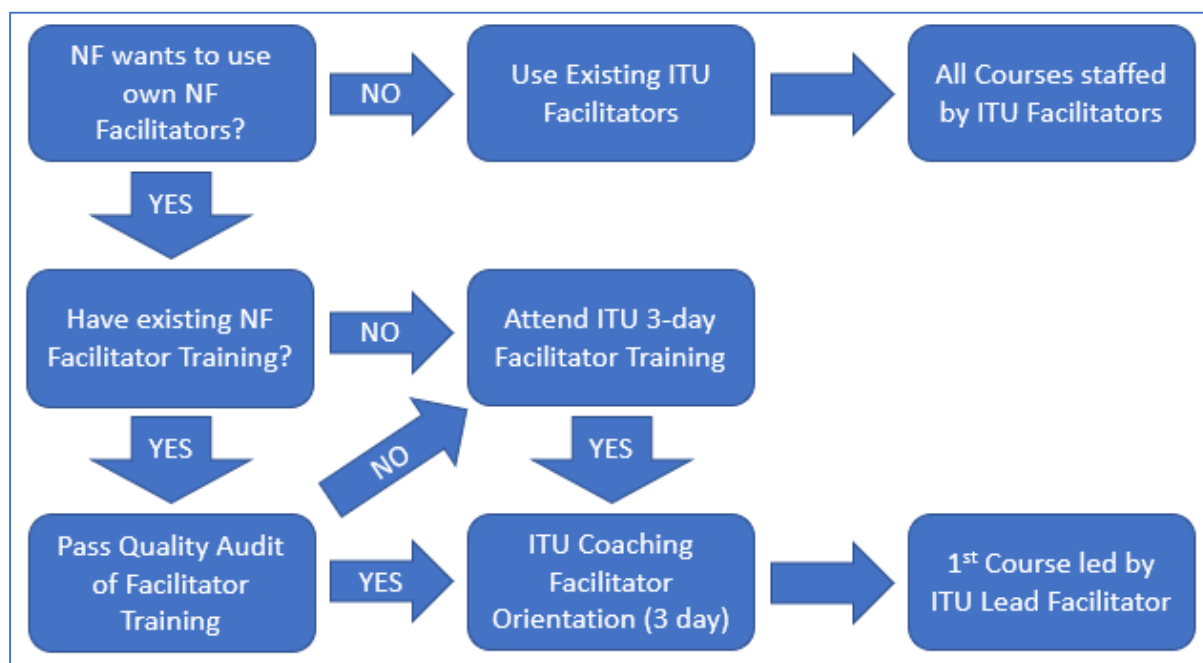
## Phase 2 – Determine optional elements

This phase has three optional elements, depending upon which path the NF wishes to follow, and what is agreed as suitable given available resources.

### Facilitator Training and Orientation

All CEPP courses must be delivered by appropriately skilled and qualified coaches. The simplest approach is to use existing ITU Accredited Facilitators. The limitations with this approach are availability of these facilitators, and it is beneficial to have NF Facilitators delivering courses, to develop wider network of people in Triathlon in that NF and because they may better understand the needs and context of local coaches.

If NF facilitators are required then this needs to be discussed and work out the best approach, which may include a review of NF facilitator training. The following flowchart outlines the key steps and decision points:



If the NF already has trained Facilitators, then there is a review process that needs to take place to ensure the training and capabilities of the NF Facilitators is consistent with ITU Requirements. This will usually include a discussion/meeting to review the training provision and what it includes. The following is a brief overview of the expectations of a Facilitator Training Course (adapted from ICCE Coach Developer Framework version 1.1):

- Facilitation skills in a formal learning situation (courses)
  - Communicate with individuals and groups, build rapport, present clearly, using appropriate language and non-verbal aspects.
  - Accelerate the learning of coaches, understand learning models and principles, create and maintain supportive/positive learning environment, encourage and develop reflective skills in learners.
  - Adopt learner centred approach, based on needs analysis of learners, adopt appropriate solutions that meet the needs of individuals within a group setting.

- Use a range of delivery styles and methods appropriately, review impact of different approaches, differentiate between push and pull learning, select and use a range of delivery methods to optimise learning.
- Use questioning, listening and reviewing skills, provide constructive feedback to enhance learning.
- Plan, lead and review micro-coaching practical sessions, structure sessions to optimise learning, identify ways to check if learning has taken place.
- Assess Coaches using a range of methods
  - Manage assessment activities, both face to face and online, set-up an environment that supports assessment to aid learning, analyse evidence from a range of sources, provide feedback, assist in action planning, complete appropriate assessment documentation.
  - Ensure quality assurance of assessments.
- Provide Leadership for the course, and with individuals on their personal development.
  - Assess and develop own practice.
  - Support co-facilitators throughout course.

If the NF Facilitator training doesn't meet the key requirements, then the Facilitators will need to attend an ITU Facilitator Training Course and the NF will cover the costs of attendance at this course. If there are sufficient facilitators then it may be possible to run a bespoke ITU Facilitator course for the NF at a venue of their choosing, but they would be expected to cover all the costs of the course. The advantage of a bespoke course run solely for the NF is they may save on travel and accommodation costs? In either case, organising this course may take more time than expected due to availability of those delivering the course.

In either case there will be the need for a 3-day coach education orientation course, this can be run in the NF location, but the NF will need to pay for flights, accommodation and cost of lead facilitator. This course is to ensure all facilitators are familiar with the ITU Coach Education Platform and the approach and style of delivery required for the ITU Coach Education Courses. It can also cover any questions/gaps in knowledge missed during the Facilitator training.

### Course Customisation

There is a limited amount of customisation of the standard ITU course that is possible. The customisation is aimed at making the course more applicable to the NF, its coaches and the context in which they operate, NOT to change the general ethos, key concepts or underpinning ideas of the course.

Current customisations available –

- **Modification of PowerPoint Presentations** – ITU allows NFs to modify some of the images used in the PowerPoint presentations to make them more appropriate to the NFs members. It should be noted that image changes, should still consider and portray appropriate gender and cultural diversity and maintain the ethos of the ITU in general. Modified NF PowerPoint presentations must be shared with ITU for review – These should be stored in the Shared online storage area.
- **Change in Delivery format** - The Standard Level 1 course is 5 consecutive days. For international courses, where many participants are travelling, often by plane, it makes sense to run courses this way to minimise travel costs. It is possible however to run the course as a 4-day course, spread over two weekends, usually separated by 3-4 weeks. This approach is more suitable if many of the coaches have jobs that mean it is difficult to come to courses for 5 consecutive days. The reduction in the number of days is possible as coaches can be asked to ensure some tasks are done in between the two weekends. It should be noted that if the NF uses ITU accredited Facilitators they will have to pay for all travel and accommodation and a per diem travelling day amount, which may influence the decision from a costing basis.
- **Certificates** - NFs can create their own Certificates using Moodle Certificate Plug In, simple certificate tool in Moodle as part of the course, here will be a different version for each NF, with their own logo added and ITU Accredited logo. ITU can provide a template version. The NF can add the ITU Logo to their certificates. A copy of a NF Certificate must be shared with ITU, so that there is general awareness of acceptable certificate format. The NF must take appropriate steps to ensure that the integrity of the certificates is maintained and there isn't the ability of run-qualified coaches to create their own versions.

- **Accreditation** - Some NFs may wish to accredit the course with national coaching agency or National Olympic Committee for example. It will be possible for NFs to add additional requirements into the course, in addition to the standard course to enable them to meet these criteria. There may be a bespoke cost to do so however. It is not possible to remove a standard element from the course. This is usually used where some additional NF requirement require for example a 1<sup>st</sup> Aid certificate to be submitted, or a NF or National Anti-Doping Agency certificate to be achieved for example. The collection and organisation of this content would not be included in the Online Learning Hub currently, the NF Administrator would need to check and organise tracking of this information. This content would sit in a Grid item called National Federation Unique resources, this may come at an additional cost.

## Translate course

The ITU Online Level 1 Courses and supporting deliverables are by default available in English and Spanish. Over time this is expected to grow and potentially include French by default. There may also be other languages added if other NFs go through this process.

There is a wide range of materials that need to be translated and this process should not be underestimated in terms of time and effort. Translation activities must be completed before organising the first pilot course.

The ITU Online Hub has an automatic google translate option. This option translates all text and course instructions; however, it does have the usual issues of inaccuracies associated with a generic translation, especially relevant due to the technical and coaching specific nature of the content. It also won't translate any images that have embedded text. These images can be replaced with the appropriate language embedded but only as part of a wholesale translation of the course.

If a full bespoke translation is required then NF should conduct the work for all translation, but it still requires a substantial amount of work from ITU Contractors to implement on.

- **Video Subtitles** – there are nearly 200 ITU Coaching videos, hosted on YouTube and Vimeo (SwimSmooth). It is possible to create language specific closed captions (subtitles) for these videos. ITU can provide English versions of the text. These will however need to be reviewed and translated by a translator supplied by the NF. A small subset of these videos need a hard-coded translation embedding for playing on courses.
- **Moodle books** - The online written tasks and images are the most significant part of the courses. There is approximately 150,000 words to translate. NF will have to provide a translator to undertake this work. Translator will be provided with Microsoft Word documents for each section and will have to return an updated version, where each page is duplicated in the NF language, which appears on the next page, adjacent to the English version. It is assumed that translation will be from English to the new version. If translation needs to take place from another version other than English this will need to be approved.
- **Assessment Tasks** - The structure of the Online Education Hub defaults to English. For all the online guidance and tasks, a word document will be provided with the English versions. This needs to be translated and returned in the same way as the Moodle books. This is significantly less work, but still is estimated to be 5000 words.
- **Support documents and forms** - The Online Education Hub has a lot of resources, including session plans, forms and templates. These will need to be translated and then reviewed and formatted correctly. There are currently 24 documents and forms, plus 22 example session plans to translate.
- **Course workbooks and PowerPoint presentations** – These are generally significantly simpler and less volume to translate, but it should be noted that there are some embedded videos in the presentations, which will require hard coded subtitles to be created, as the YouTube versions cannot be relied upon during course delivery due to Internet Connectivity issues that are often experienced.

Note: A translator supplied by the NF must have sufficient language skills and Triathlon coaching knowledge. They are usually best drawn from existing Coaching or Technical Officials or those who have been the ITU training for either role. The translator needs to be approved by ITU.

There is an expectation and requirement for translation work to be of a high standard to present a professional image of the ITU and NF, and a suitable learning environment for coaches.

All translated documents, even when the translation is done by the NF, will be put at the disposal of the ITU who could use these materials for courses run in underdeveloped NFs.

If an NF makes use of translations done by another NF, because they have a shared language, they will be expected to meet some of the costs of this original translation.

## Run pilot course

Before organising the first pilot course all translation and modification work should be complete. This is mainly because the course relies on all candidates having access to and completing a lot of pre-course readings and activities, which could be compromised if the translation activities are not complete.

## Train NF Administrator

An administrator for the NF should be trained by ITU Moodle expert. Their role would mostly be to collate users and send spreadsheet CSV files for uploading to ITU Moodle Expert. They will be given a specific role within the ITU Education HUB, which will provide them with the access to see and track the progress of their coaches on the NF course from an Administration perspective.

Data collection of candidate information to upload to Moodle, a shared spreadsheet system will be explained to NF Administrator and this will be used to collect and upload candidate information. This is an activity that should only take an hour or two to complete and is included within the overall costing element.

## Facilitators

The first course should always have as a minimum one ITU Lead Facilitator delivering or present for the duration of the course. The NF will be responsible for paying the Facilitator at the standard ITU rate for the course and covering their travel and accommodation expenses in line with Standard ITU rates.

## Data

ITU will keep coach data as required to maintain their entry with the ITU Education Hub (Moodle platform) for the purposes of the coaches reviewing their course assignments and any course content they wish to review. The ITU will not keep a separate database of coach information for courses that are not directly run by the ITU. The NF should maintain their own data and records of coaches they have certified. NFs should at all times maintain appropriate levels of security and privacy with regard to coach's information and adhere to any applicable legislation, such as GDPR.

The NF should provide ITU with the number of the certified coaches at each Level on annual basis.

Full details, costings and contractual information is available on request.