

Coaching Development in the Canadian Colleges Athletic Association (CCAA)

A Snapshot in 2011

Executive Summary

Introduction

Each year, CCAA member institutions provide well over 700 coaching opportunities across Canada. Within these coaching positions, individuals can pursue their passion for their sport and develop and enhance their skills to be valuable members of the Canadian sports system. The CCAA prides itself on creating these opportunities for coaches and is committed to ensuring that our student-athletes have access to certified and experienced coaches.

The purpose of this survey was to collect information from the CCAA membership that could be used to determine which areas of coaching development we should be focusing on as part of the 2012-2015 strategic plan and to gather information for sport policy makers and managers at community, provincial, and national levels so that they can make evidence-based decisions when allocating resources towards sport development.

With the information, we sought to gain a better understanding of the coaching landscape at the post-secondary level including the parameters of coaching work, the financial investments that institutions make, and the number of women and men hired in coaching roles in the CCAA and in other areas of the Canadian sport system.

Data was collected using an online survey sent to members within the five Provincial College Athletic Associations (PCAA) across Canada: British Columbia, Alberta, Quebec, Ontario and the Atlantic (Nova Scotia, New Brunswick, Prince Edward Island). Respondents were given the choice of responding to the survey in either English or French. All communications related to the survey were accomplished in a French and English. **Overall, the response rate for the PCAA's was 58.4%.**

The Coaching Data

1. Number of Respondents

- 52 out of 89 CCAA members who compete in CCAA sport programs responded
- Membership represents five Provincial College Athletic Associations (PCAA)

The CCAA supports and serves over 9000 intercollegiate athletes, over 700 coaches, and more than 150 sport administrators. To gain valuable insight into the current landscape, it was imperative that the results reflect the majority of our membership. Overall, the response rate from all five PCAAs combined was 58.4%.

2. Coaching Demographics

- There are well over 700 coaching positions ranging from volunteer to full-time contracts
- Most of the coaches are male; men hold 88% of the head coach positions reported

Table 1: Number of coaches in CCAA			
Sport	Head	Assistant	Total
Soccer Men	50	48	98
Soccer Women	48	46	94
Basketball Men	58	54	112
Basketball Women	53	50	103
Volleyball Men	44	42	86
Volleyball Women	48	45	93
Badminton Mixed	21	23	44
Golf	34	29	63
Cross Country Running	34	29	63
	356	337	693

Source: Question 4 & 5 – 2011 CCAA Coach Development Survey

3. Gender of Coaches

- 81% of head coaches of women’s teams are men
- Women hold 33% of the assistant coach positions (of women’s teams)

Figure 1: Gender of Head Coaches

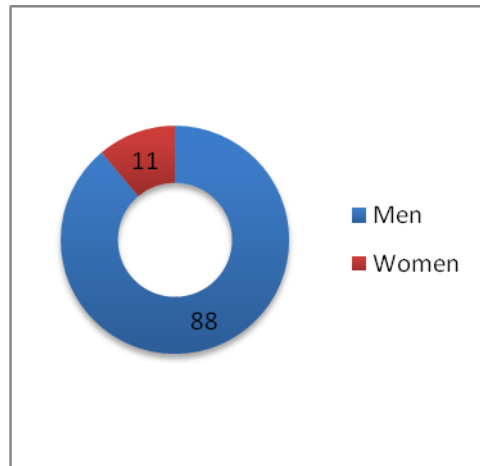
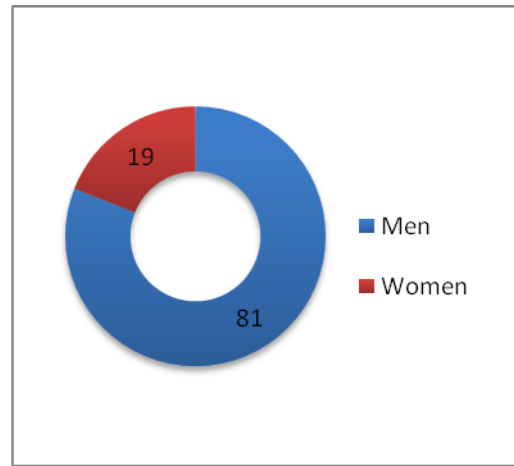


Figure 2: Gender of Head Coach of Women’s Teams



Source: 2011 CCAA Coach Development Survey, question 4.

The highest proportion of women head coaches leading women’s teams was women’s basketball with 26.53%. This was followed by women’s volleyball at 17.39% and in third-place was women’s soccer at 14.58%. These figures represent the paucity of women head coaches in the

CCAA and further support the necessity for developmental programs such as the Female Apprentice Coach Program (FACP) to provide female coaches with support and opportunities to advance their knowledge, skill and most importantly, level of experience.

Table 2: Gender of head coaches at each institution				
	Male	Female	Response Count	% of females
Soccer Men	50	0	50	
Soccer Women	41	7	48	14.58
Basketball Men	58	0	53	
Basketball Women	39	13	49	26.53
Volleyball Men	43	0	39	
Volleyball Women	38	8	46	17.39
Badminton Mixed	21	2	23	
Golf	29	5	34	
Cross Country Running	22	9	31	

Source: Question 4 – 2011 CCAA Coach Development Survey

4. Coach Recruitment

- College websites are the number-one ranked method used to recruit head coaches
- 76% of members ask colleagues for recommendations to hire assistant coaches

5. Coach Certification

The CCAA supports the values of coaching education through the implementation of policies around minimum levels of certification for head and assistant coaches at national championships. According to Article 7, section 5.6.1 and 5.6.3 of the CCAA Operating Code it states that, ‘Head Coaches participating in the CCAA Championships shall be certified Level II NCCP Coaches, and it is ‘Recommended Assistant Coaches participating in the CCAA Championships be certified Level I NCCP coaches’. Also, if coaches have been a head coach for five years, it is recommended that they acquire Level III but if only in the position for over three years, Level II.

From the survey, the following was noted:

Head Coaches

- Most head coaches (51.7%) hold a minimum level 2 NCCP certification
- Leading in commitment to certification are women’s volleyball coaches, with 60.5% of surveyed coaches holding a Level III NCCP or higher.

- Men’s and women’s soccer coaches are the second highest qualified, with 69% and 79% respectively holding an NCCP Level III or higher. Men’s and women’s basketball and men’s volleyball average Level I – II

Assistant Coaches

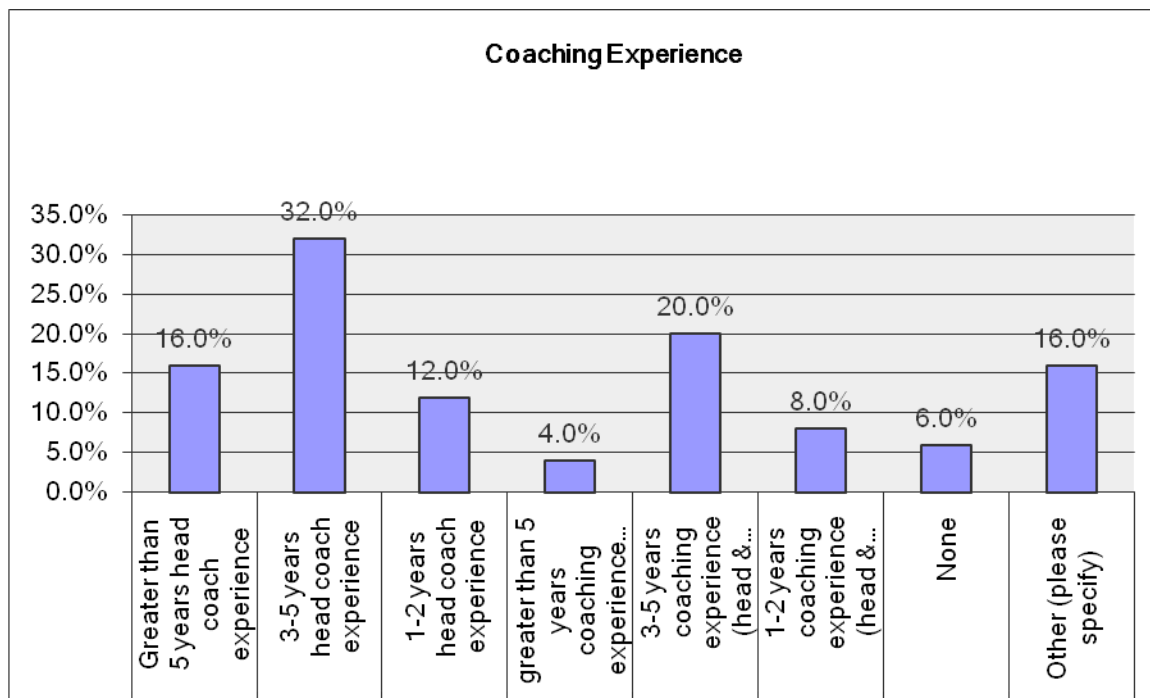
- 64% of members surveyed do not require certification for assistant coaches.

6. Coach Experience

- 35% of members require 3-5 years head coach experience when hiring head coaches
- 19% require 3-5 years coaching experience (head coach or assistant coach)
- 62% of the respondents don't require any prior coaching experience from their assistant coaches
- 96.4% of head coaches and 90.9% of assistant coaches also coach in other areas of the Canadian sport system

The chart below indicates the array of qualifications/coaching experience required by member institutions for a head coach.

Figure 3: Previous Coaching Experience of Coach Candidates



7. Coach Employment and Salary

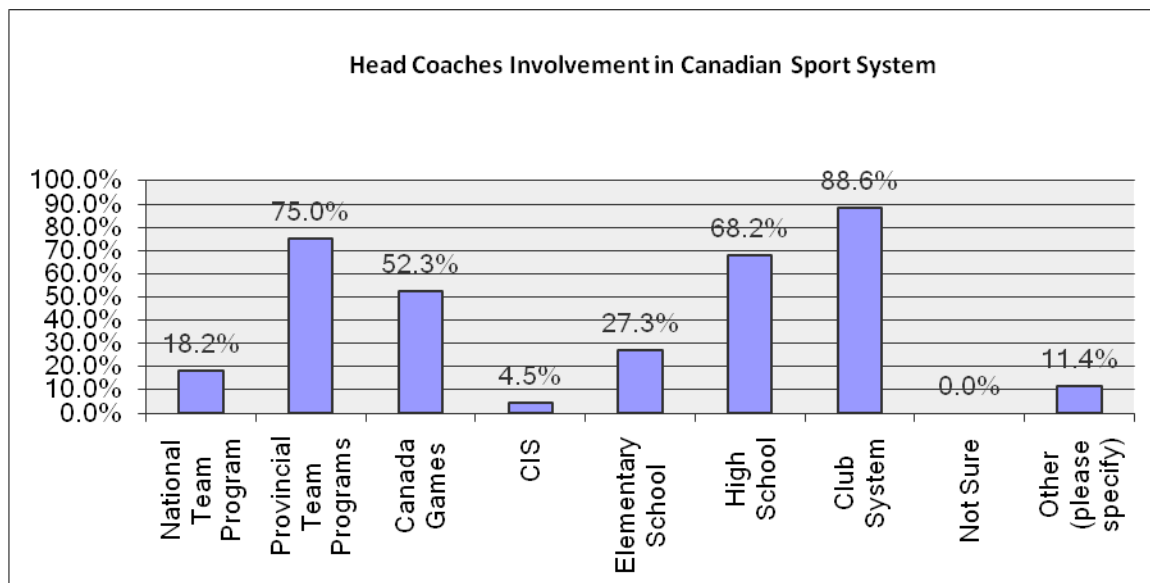
- 62% of head coaches are paid less than \$10,000 per year
- Full-time coaches are mostly seen in men's (7%) and women's (4%) basketball and men's volleyball (11%)

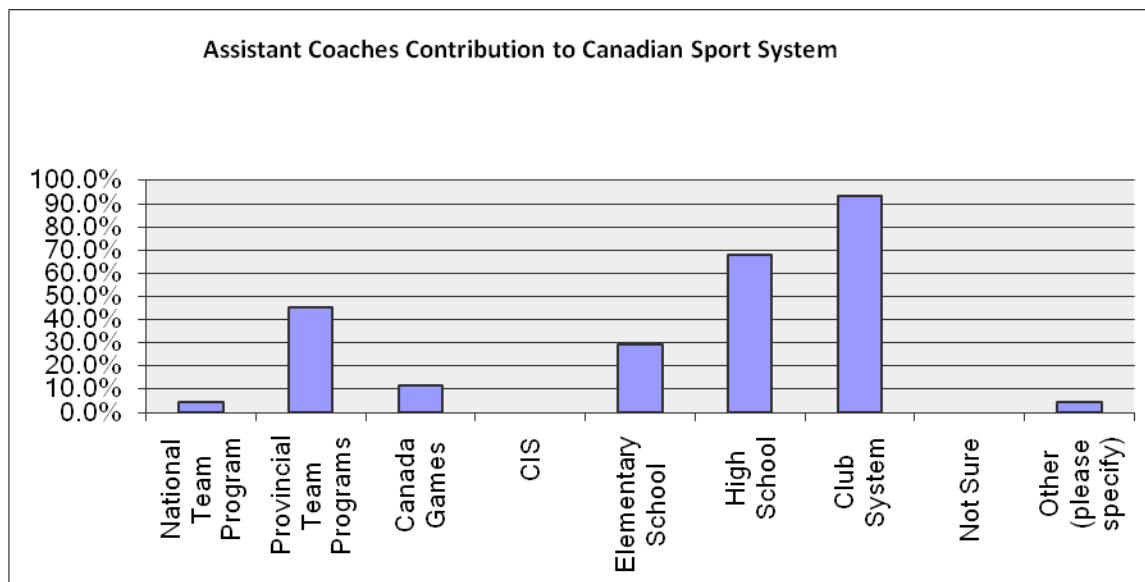
Figure 5: Head Coach Salaries in the CCAA

Sport	>\$10K	% >\$10K	<\$10K	% <\$10K	\$0	Total Responses
Soccer Men	11	22%	39	78%		50
Soccer Women	12	25%	36	75%		48
Basketball Men	33	57%	25	43%		58
Basketball Women	28	53%	25	47%		53
Volleyball Men	25	57%	19	43%		44
Volleyball Women	23	48%	24	50%	1	48
Badminton Mixed	2	10%	19	90%		21
Golf	2	6%	28	82%	4	34
X-Country Running	1	3%	27	79%	6	34

8. Coaching Contribution to Canadian Sport System

The following tables outline the involvement of the CCAA head coaches and assistant coaches in the Canadian sport system.





Discussion and Summary

1. Coaching Development in the Canadian Colleges Athletic Association (CCAA)

In the CCAA's last three-year plan, coaching development was identified as a strategic area for action and planning. The results of this survey indicate at least three areas of concern remain that must be considered in coaching development in the next three-year plan. These areas of concern include gender imbalance in head coach positions, certification levels and requirements of current coaches, and coaching remuneration.

Gender Imbalance in Head Coach Positions

The CCAA Female Coach Apprenticeship Program that has been functioning for the past seven years has intended to create coaching opportunities and professional development for women so that the number of women in head coach positions would increase across CCAA sports. Although it appears that the program has increased the number of women in assistant coach positions, it is clear that women are significantly under-represented in head coach positions in the CCAA (only 11% of head coaches are women). Although there is a higher percentage of women in assistant coach positions, it appears that they are not applying for or selected to head coach positions. The reports indicated that 67% of the members that responded require between 1-5 years of head coach experience in a head coach hiring process. Therefore, a gap exists for a woman in an assistant coach position and access to a head coach position as that qualification cannot be met.

The methods of head coach recruitment revealed in this survey may also require further consideration. Most administrators ask colleagues for recommendations, advertise on college websites or place advertisements in newspapers. Perhaps these methods overlook candidates that exist within member institutions and eliminate the possibilities of a "grow-your-own" head coach from the assistant rank.

Certification of Head and Assistant Coaches in the CCAA

Almost half (48%) of the head coaches noted in the survey are certified at Level III or higher. The survey results also indicate that about 37% of head coaches are certified at Level I or II and that 15% have no certification at all. Since the CCAA requires that coaching at a national championship requires at least one Level II coach on staff, these last percentages seem surprising. This could be explained by the difficulty in hiring a coach with higher certification in a particular locale, or it may indicate that scheduling professional development courses for coaches is a difficult process as the certification courses seem to be difficult to find. This is certainly the experience of apprentice coaches in the Female Coach Apprenticeship Program (FACP). Because professional development is a requirement of the funding, certification is important. Some NCCP courses are scheduled but cancelled due to limited enrolment, some are scheduled on competition weekends, and many are in locations that are not accessible. Perhaps more on-line options are required.

In any event, the CCAA sees a need for continued emphasis on coach education and access to certification possibilities.

2. Coaching Remuneration

The survey revealed an array of employment contracts for head coaches in the CCAA from full-time head coaches to volunteers. Only 3% of head coaches are employed full-time for coaching duties only. A further 10% are employed full-time but have other work responsibilities aside from their head coach position. A majority (about 63%) of head coaches are hired on a part-time basis and paid less than \$10,000 for their coaching duties. This is a significant factor when considering the time and energy that is required for a head coach position. For activities that last through the academic year (and often into the May-August time period when considering recruitment and skill development), this remuneration can be seen as extremely low. In fact, the use of the term 'honorarium' can be seen as very descriptive as this form of payment is not intended to relate to the job requirements, but offer a gesture of thanks for the work. For head coaches at a collegiate level, this could be seen as an unusual circumstance since a high level of competition would require the services of a professional coach. In this case, we have many who are functioning as professional coaches but who are not being compensated in an appropriate manner. This has potential to cause turnover in head coaching positions and could be seen as a deterrent for those interested in pursuing a coaching career in the CCAA. Because of budget constraints in post-secondary education, this issue seems particularly unsolvable, but must remain at the forefront to ensure that competent coaching occurs within the Association.

3. CCAA Coaches and their Involvement in the Canadian Sport System

Aside from the head coaches providing expertise and leadership within the CCAA, this survey reveals that an astonishing 96% also coach within the other segments of the Canadian sport system [National Sport Organizations (NSO)], Provincial Sport Organizations (PSO), Canada Games, Canadian Interuniversity Sports (CIS), elementary schools, junior high schools,

high schools, or club system]. This immense contribution to the development of athletes in Canada cannot be understated. As well, the financial contribution (albeit limited by budget constraints) to the coaches of the collegiate post-secondary system is a significant incentive for the head coaches that continues growth and a level of experience that is valuable in many other areas of the sport process in this country.

94% of the members surveyed reported that their assistant coaches also contribute to coaching requirements in other segments of the Canadian sport system as well. Together, these percentages are *very* significant.

4. Influence of the CCAA Female Apprentice Coach Program (FACP)

Over half of the survey respondents were involved in the FACP in the past six years with 23 female apprentices involved in their programs. Over half of these apprentices were involved in both the collegiate program and other areas of the sport system (NSO, PSO, Canada Games, school system and club system). Of the respondents who involved apprentices in their programs, 35% reported that one or two of their assistant coaches were formerly apprentices in the FACP. If the apprentices from their programs were now not part of their programs, they are mostly coaching in the school or club systems and mostly in assistant coaching roles. The efforts of the CCAA to prepare female head coaches seem to work to place women in assistant coach positions, but the requirements sought for head coach positions often require head coach experience which they do not have. This gap must be addressed to increase the number of women in head coach positions.

Also of note in this program is the effort and expertise of the mentor coach who guides the apprentice through the coaching process. This contribution to coaching development in the CCAA and the sport system generally is significant.

5. Coach Preparation in the CCAA for the Canadian Sport System

As mentioned earlier, the CCAA provides an environment which encourages coaching education and professional development. The respondents have indicated that fully 48% of the head coaches are certified at Level III or higher and that 37% are certified at Level I or II. The survey also revealed that about 61% of assistant coaches in the CCAA are certified at Level I or II. Facilitating this amount of coach education and certification combined with the involvement of most of these coaches in other aspects of the Canadian sport system means that the CCAA provides extraordinary contributions to coaching development across the country.

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