



# Coach Guidelines

# Coach Selection Process

## **Purpose**

The purpose of this manual is

- 1) to provide Division Coordinators with an overview of the coach selection process,
- 2) to provide coaches with information regarding the Association's philosophy on coaching,
- 3) to outline coach certification requirements and upcoming course information.

This manual may be forwarded to coaches so that the selection process is as transparent as possible and coaching guidelines are broadly understood by coaches, parents and players.

## **Contents:**

- A. Coach Selection Process – Head Coaches
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- D. Guidelines for Coaches - Policies, Role of the Coach, Player and Parent Relations
- E. Certification Requirements

The Coach Coordinator is responsible for receiving coaching applications, coach selection, coach evaluations, and parent/coach conflict resolution. He/she can be contacted by email, [coach@crowfoothockey.com](mailto:coach@crowfoothockey.com). As of 2016, divisional Coach Coordinators have been appointed. [coachtimbits@crowfoothockey.com](mailto:coachtimbits@crowfoothockey.com), [coachnovice@crowfoothockey.com](mailto:coachnovice@crowfoothockey.com), [coachatom@crowfoothockey.com](mailto:coachatom@crowfoothockey.com), [coachpeewee@crowfoothockey.com](mailto:coachpeewee@crowfoothockey.com), [coachbantam@crowfoothockey.com](mailto:coachbantam@crowfoothockey.com), [coachmidget@crowfoothockey.com](mailto:coachmidget@crowfoothockey.com).

Coach coordination falls under the Director of Development. He/she can be reached at: [development@crowfoothockey.com](mailto:development@crowfoothockey.com).

### **A. Coach Selection Process – Head Coaches**

- 1) **Coach Application Form** – A coach application form **must** be filled out **each year** in order to make the coach selection process move as smoothly as possible for the division and coach coordinators. These forms provide key information to the coordinators for use during evaluations and as the teams and coaches are selected. The form must be filled out in its entirety.
- 2) **On-Ice Volunteers** – Coordinators will be requesting on-ice volunteers to assist with executing drills during evaluations. Please request assistance from individuals whom have indicated a desire to coach or act as an assistant coach. This helps to gauge their commitment and allows the Division Coordinators and the Coach Coordinator to assess their interaction with players and approach to practice management. This is particularly of benefit for the Timbits and Novice Divisions where there will be a large contingent of coaches who have not coached in prior years.

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- 3) **Evaluation Session Four** – After the third evaluation, the Division Coordinator will have an indication of the team each player could be placed on. The Coordinator should be considering potential coaches at this time with the objective of making up a short list of possibilities. Please note however, there could still be substantial player movement after evaluation four and five and that placing players on teams according to their skill level is the first priority.
- 4) **Evaluation Five (Exhibition/Coach Pick Game)** – After the teams have been finalized, Division Coordinators should immediately discuss recommended coaches for each team with the Coach Coordinator (note this discussion may also occur prior to the fifth evaluation where it is clear that only one individual is qualified or has expressed desire to be the head coach). The Coach Coordinator’s decision will be final. The Division Coordinator may refer problems in this area to the Coach Coordinator who will consult with the Director of Hockey Operations. Please also note that coaches chosen to preside over the exhibition game will not necessarily be selected to coach the team.
- 5) **Discussion with Coach Coordinators**
- 6) **Coach Interview** – Each individual who has not coached with Crowfoot in prior years may be required to attend a short, informal interview.
- 7) **Coach Notification** – After coaching interviews have been completed the Division Coordinator will notify the coach that he/she has been selected to coach the team. With respect to assistant coaches, it is the policy of Crowfoot Hockey to allow head coaches to select assistants; however, we would encourage selection of the most qualified assistant coaches and where applicable, co-coaching roles may be appropriate. This will largely be a matter for the head coach and the parents to decide.
- 8) **Police Security Check**- Crowfoot Hockey requires all Head and Assistant coaches to submit to a police check. Coaches need not go to the Calgary Police Services directly. Information will be provided as to the volunteer screening process from the Hockey Administrator.

Failure to apply for the security check by the set date will mean that the coach is removed from the team. A past criminal record does not automatically mean that the Coach will be removed from the position. In such an instance, Crowfoot Hockey will discuss the matter with the individual and a decision will be made based on the best interests of the children. The results will be kept confidential.

**B. Coach Evaluations**

- 1) **Purpose** – The purpose of the coach evaluations is to ensure the best possible instruction and development of players. As in previous years, coach evaluations will consist primarily of parent and player questionnaires, which have been approved by the Association.
- 2) **Evaluation Process** – Division coordinators are responsible for reminding teams to complete the Coach evaluations. The evaluation form is located on the website at [www.crowfoothockey.com](http://www.crowfoothockey.com) and can be accessed at any time. Team managers are to ensure that the parents are well informed regarding the coach evaluation process and to encourage all parents to complete one. Completed forms can be dropped off anytime in the blue box at the arena.
- 3) **Timing** – The evaluations will be conducted continuously during the season; and encouraged to be done at the conclusion of the exhibition session, just prior to the Christmas break, and second at the end of the season. The purpose of the first review is to provide early feedback, particularly in the case of new coaches, so that we can address developmental issues as soon as possible. We will notify you of the dates as available.
- 4) **Confidentiality** – The coach evaluation process is confidential and results must be forwarded directly to the Coach Coordinator for review. The Coach Coordinator will review the results with the Director of Hockey Operations. Please note that evaluation results should not be discussed with anyone other than the Coach Coordinator and the Director of Hockey Operations.

**C. Coaching Issues**

- 1) **Disagreements** – There are bound to be some disagreements between coaches, parents and players. For the most part, these issues should be dealt with by the Division Coordinator who will be closest to the individuals involved and most familiar with the situation. However, for instances where the Division Coordinator believes there is a deficiency in coaching skills or development of players or where coach-player-parent issues cannot be resolved, these matters should be discussed with the Coach Coordinator for resolution. The Coach Coordinator will ensure that the Director of Hockey Operations is informed. If necessary, continuing difficulties may be forwarded to the Board of Crowfoot Hockey.

**D. Coaches Guidelines**

1) Policies

- (a) It is the intent of Crowfoot Minor Hockey to provide coaches with assistance necessary to develop players and provide teams that are competitive. The Coach Coordinator and the Director of Hockey Operations will be in contact with the Board of Directors. Any concerns felt by coaches should be addressed with these individuals.
- (b) It is the policy of Crowfoot Minor Hockey that equal play is provided to all players on a team. In certain instances a coach may choose to discipline a player by limiting ice time during a game but it is expected that this will not be common practice and it is expected that all players will be treated equally and fairly. Crowfoot will support head coaches that choose to use **reasonable** methods to discipline players for disruptive/dangerous behavior or for non attendance to ice times (See code of conduct/discipline on Page 7).
- (c) It is the expectation of the Board that coaches will foster positive relationships between coaches, teammates, game officials and opponents. Please remember to be positive and make the season a memorable experience for all concerned. Remember- be a role model.
- (d) It is expected that coaches for the Atom age groups and below will rotate player positions until after the seeding round. Every effort should be made to have all the skaters play several games on both forward and defence. Designated goaltenders for Atom should be given the opportunity to play in every game. Atom and above are permitted to “pull” the goalie for an extra attacker, Novice and below are not.

2. Coaching Responsibilities

- (a) Foster positive relationships between coaches, teammates, game officials and opponents.
- (b) Submit written player evaluation forms as requested at the end of the season.
- (c) Be aware of Hockey Calgary’s constitution by-laws and player rules that are handed out to each team at the start of the season. Only use affiliated players as outlined in Hockey Calgary’s by-laws.
- (d) Hockey Calgary requires teams to notify them of game results within 24 hours. Failure to do so may result in the coach being suspended.

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- (e) Must have one member of staff with Coaching Certification, one member with Canadian Hockey Safety Program and one member that has taken Speak Out Program (see section E of this document). For Pee Wee and above, must have one member certified in the Checking component.
- (f) Submit copies of all game sheets to Hockey Calgary when travel permits are issued.
- (g) Acquire a travel permit when playing in any tournament or exhibition game outside the city limits of Calgary. A Travel permit must be obtained for any practices held outside the city. This is done through the team's assigned account issued by Hockey Calgary.
- (h) Utilize a team manager to ensure off-ice duties are accomplished such as team photos and to notify parents of Crowfoot's volunteer policy.
- (i) Ensure players wear all necessary equipment at practice and games including mouth guards and neck guards as mandated by Hockey Calgary.
- (j) Jerseys must be in possession of team representative (parent). Players are not allowed to have game Jerseys in their equipment bag. Automatic forfeiture of equipment deposit if this policy is abused.
- (k) Return all equipment specified at the conclusion of hockey season. All jerseys are to be on hangers (one per jersey), cleaned, all facing the same direction, sequenced from the smallest to the largest number.
- (l) Establish a code of conduct that includes a progressive discipline procedure and communicate it to everyone.
- (m) Immediately report all suspensions and major penalties to the Director of Hockey Operations for Crowfoot Hockey.
- (n) Only **registered** players and coaches, and assistant coaches or parent volunteers approved by the coaching coordinator, and registered affiliate players (listed affiliates are usually published after evaluations in late October) are allowed on the ice with a team during practices and games unless expressly approved by the Director of Hockey Operations. For **unregistered** players, this applies during the evaluation period also and no player may skate with a team he or she has not been listed with, without the express permission of the Division Coordinator or the Director of Hockey Operations.

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### 3. Player Conduct

- (a) I will respect my parents, my teammates, my coaches, my opponents, the referees.
- (b) I will listen to my coach and do my best at all practices.
- (c) I will listen to my coach and do my best at all games.
- (d) Practices are mandatory.
- (e) As an important part of this team, I will come prepared and on time to each practice and game. If I absolutely cannot make it, I will phone a coach well prior to the practice or game.

### 4. Code of Conduct Discipline

- (a) I will take responsibility for my own conduct. I will always have the choice as to how I will behave. My coaches have nothing to do with how I act. If I choose to ignore the Code of Conduct the following will apply:
  - First discipline breach – a warning
  - Second discipline breach – sit out one period
  - Third discipline breach – sit out one game
  - Fourth discipline breach – may be asked to leave.

\*At any time in the process, at the request of the head coach, a player, parent or coach may be subject to a hearing in front of the Crowfoot Hockey Disciplinary Committee. This committee may recommend anything from a warning to expulsion from hockey.

## **ROLE OF THE COACH**

1. Understand the reasons players and coaches participate.
2. Recognize three approaches to coaching – self, task and social.
3. Identify your coaching approach and your reasons for coaching.
4. Understand the components of a coaching philosophy.

### Hockey Facts

- 83% of kids are out of hockey by age 15.
- 68% of players say that the coach is the most important element.
- 524,000 hockey playing kids in Canada, 12,000 in Calgary.
- 0.004% of these kids will play in the NHL.

The reason players and coaches participate are:

Players:

- Excellence (improve their skills, learn new skills, excel at hockey)
- Affiliation (making new friends, participating with friends, team gatherings)
- Sensation (excitement of the game, doing new drills in practice, the feelings of skating smoothly, body contact)
- Success (recognition, trophies, winning)

Coaches:

- Meeting the needs of the player
- Reflecting optimal physical, psychological and social development of players
- Need to be an effective leader, teacher and organizer
- Encourage and support players
- Coach enthusiastically
- Express genuine concern for the players' total development and well-being
- **The players' decisions about long-term participation in sport are largely determined by the type of impact you the coach have on them.**

A Sound Coaching Philosophy includes:

- Being an effective teacher
- Being an effective leader for your players and support staff (assistant coaches and manager)
- Be a model of sportsmanship
- Delegate responsibilities to players and support staff
- Develop in your players respect for teammates and officials
- Develop self-respect in your players.

## Communication

Effective communication with players includes:

- Rules/Consequences
  - Ask players for input
  - Negotiables/non-negotiables
- Expectations of players
  - Practices are mandatory
- For on-ice meetings, regardless of age – players come in on 1 or 2 knees
- Use a whistle
  - 1 – start, 2 – continue, 3 – start next group, 1 long – gather players in,
  - 2 long – stop the drill
- Relate drill to game situation

## CROWFOOT HOCKEY COACHES GUIDELINES

- Ask players what they see
- Ask if you've missed anything
- Demonstrate drills, be patient
- Find teaching moments, positive commentary
- Coach is the actor
  - Position of control, active listening
  - Captivate
  - Controlled, relaxed atmosphere
- Pre-Game speeches
  - Convey technical point
  - Team related point
  - Fun, humour, motivation
  - Display line ups

Effective communication includes:

- Understanding when and why parent meetings should be held
  - Beginning of season after player selections, mid season and post season
  - Your coaching philosophy, details of your program, your expectations of Parents and players
- Seeking parent cooperation
  - Fundraising, your value system (rules – consequences, negotiables/non-negotiables)
  - Your definition of winning
- Understanding the role of the referee and developing a mutually respectful relationship
- Identify roles of support staff (assistant coaches and manager)
  - Practices and games
- Recognize means of ensuring a harmonious relationship with support staff
- Understand the roles of administrators (Association Coordinators, league and Association Presidents, etc)

### YEARLY PLAN

Have a direction and plan for the year.

- Be re-active, flexible and adaptive.
- Teach fundamentals.
- 3 components to the season:
  - Pre-season, in-season, post-season
    - Progressive skills and drills
    - Technical conditioning – cross training
    - Tapering physical component
  - Prioritize each component.

Your yearly plan should include:

- Physical Plan
  - Establish an aerobic base, energy systems, game ready conditioning

## CROWFOOT HOCKEY COACHES GUIDELINES

- Mental Plan
  - Setting goals and objectives
  - Creating team name, slogan and definitions
- Technical Plan
  - Introduce skills; improve execution of passing, shooting and puck control
- Tactical Plan
  - Team play focus
  - Offensive and defensive zones
  - Systems – 2,2,1 or 1,2,2 or 4 + 1

### GROWTH AND DEVELOPMENT

Know the overall profile of your team identifying the physical, mental, social and emotional makeup.

#### Physical

- Average height and weight – size discrepancies
- Level of coordination
- Consistent physically – motor skills and endurance

#### Mental

- Can they pay attention and concentrate?
- Vocabulary
- Abstract thinkers – X's and O's
- Thinking and understanding

#### Social

- How do they interact with others?
- How important is peer influence?
- Sense of belonging, attractive, cool?
- Parents, girls, distractions, drugs?

#### Emotional

- Feelings and Attitude
- Can they accept criticism?
- How do they react? Fragile?

Know the key characteristics of the four growth and development stages of players. By identifying and understanding the main characteristics of each of these developmental stages, you will be able to meet the needs of the athlete.

- Pre Adolescence (up to 11 years)
- Early Adolescence (11 – 13 years)
- Middle Adolescence (14 – 16 years)
- Late Adolescence (17 – 19 years)

## **PRACTICE PLANNING**

### **MAXIMUM DEVELOPMENT – MINIMUM ICE TIME**

#### **HOCKEY FACTS:**

- One effective 60 minute practice = 11 games to simulate the amount of skill repetition
- One continuous hour of puck control = 150 – 200 games of puck possession
- Player has puck possession for 8 – 20 seconds per game
- 99% of the game is played away from the puck
- In the NHL:
  - 95% of passes made backwards are successful, 14% of forward passes are successful
  - Avoid traffic and pressure
  - Puck moves from one team to the other over 400 times a game
  - Over 50% are unforced

Listed below are several keys to a successful practice.

#### **PREPARE YOURSELF AND YOUR COACHING STAFF**

- Use a set practice form and file them
- Know the drill sequence
- Energize the practice
- Include the goaltenders

#### **PROVIDE PRACTICE RULES**

- Player input
- Whistle Rule (fun instead of punishment)
  - 1 – start, 2 – continue, 3 – start next group, 1 long – gather players in
  - 2 long – stop drill

#### **CREATE A POSITIVE LEARNING ENVIRONMENT**

- Positive talk and positive gestures
- Talk to every player every practice
- Provide feedback throughout practices
- Relate drill to related game situation
- Ask players what they see
- Ask if you've missed anything
- Demonstrate drills, be patient
- Find teaching moments, positive commentary

#### **BALANCE INDIVIDUAL SKILL WITH SMALL GROUP/TEAM PLAY WORK**

- Vary on the formations/alignments
- Use stations

**INCORPORATE CHALLENGES AND FUN GAMES**

- Open and close with a bang
- Fun skills together
- Use games as team building
- Competitive challenge practices

**HAVE TEACHING AIDS AVAILABLE**

- Ropes – tires – pylons – arena boards – spray paint – balls - chairs

**CONDUCT A WARM-UP AND CONDITION YOUR TEAM OFF THE ICE**

- Stretch as a group
- Vary conditioning
- Drills may simulate conditioning needs

**INCLUDE GOALTENDERS**

- Proper stretching
- Telescoping – forward and back
- Shuffles – side to side
- Letter Drills – movement drills
- Up/Downs – alternate legs
- Save selection including Poke checks and Sweep checks.

**PARENT RELATIONS**

First and foremost, it is important to make as early contact as possible and make your expectations simple and clear. A parents handbook is a great tool to help lay out the groundwork for the year.

As early as possible, have an informal parents' party. Most business can be covered in a relaxed setting and the parents can have some fun and get to know each other. This usually works better than the parents "meeting" which can be too stiff and formal. Parents should not feel as if they are being lectured.

Be as open as possible with parents at all times. Parents must realize there are proper times to bring up concerns (not in front of the team in the dressing room right after a game for example), but parents should feel like they can come to you at some point each time the team plays or practices.

Always project the image of being concerned with their child. They should feel you are their child's number one advocate. If you have to work too hard at this, perhaps you are in the wrong position.

## CROWFOOT HOCKEY COACHES GUIDELINES

Don't let problems simmer! It is in your best interest to make the first contact if you are having trouble with a child. Most problems can be rectified with a calm and relaxed phone call to a parent soon after any incident.

Encourage parents to **NOT** make discouraging or disparaging remarks about coaches, referees, opponents, other parents or teammates at any time – especially in the presence of players.

Finally, realize that despite all your best efforts – you can't please everyone, but you can be calm and open with all parents.

TIMING	ACTIVITY	RESPONSIBILITY
SEPTEMBER/ OCTOBER	<ul style="list-style-type: none"> <li>● evaluation of players skill level</li> <li>● highlight individual player development needs</li> <li>● set expectation of high tempo for practice &amp; games</li> <li>● develop a fun atmosphere</li> <li>● develop a strong work ethic</li> <li>● work on sportsmanship; how to win &amp; how to lose</li> <li>● conditioning, conditioning, conditioning</li> <li>● develop attitude of you play as you practice</li> <li>● begin to develop team approach; 1 for all and all for 1</li> <li>● set individual player and team expectations</li> <li>● set team goals</li> <li>● team building activities</li> <li>● set discipline activities</li> <li>● respect is developed in the early stages</li> <li>● the Head Coach is in charge</li> <li>● majority of ice slots are used for practice</li> <li>● minimal exhibition games</li> <li>● parents party and meeting with coaches to review expectation and team direction, &amp; parent involvement</li> <li>● give opportunity to all players on leadership</li> <li>● specific goaltending drills</li> </ul>	<ul style="list-style-type: none"> <li>- coaching staff</li> <li>- coaching staff</li> <li>- head coach</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- head coach</li> <li>- head coach</li> <li>- coaches and players</li> <li>- head coach</li> <li>- coaching staff</li> <li>- head coach</li> <li>- head coach</li> <li>- coaches and players</li> <li>- head coach</li> <li>- head coach</li> <li>- manager</li> <li>- manager/head coach</li> <li>- coaching staff</li> <li>- players</li> <li>- head coach</li> <li>- coaching staff</li> </ul>
NOVEMBER/ DECEMBER	<ul style="list-style-type: none"> <li>● increase emphasis on team play</li> <li>● continuation of fun and work ethic</li> <li>● update results vs. goals</li> <li>● individual discussion as required</li> <li>● sportsmanship continued to be a high priority</li> <li>● continuation of discipline as required</li> <li>● coaches appointment of captain and assistants</li> <li>● specific goaltending drills</li> <li>● tournaments</li> </ul>	<ul style="list-style-type: none"> <li>- coaching staff</li> <li>- coaching staff</li> <li>- coaches &amp; players</li> <li>- head coach</li> <li>- head coach</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- head coach</li> <li>- manager</li> </ul>
JANUARY/ FEBRUARY/ MARCH	<ul style="list-style-type: none"> <li>● strategy development</li> <li>● fun and work ethic continued</li> <li>● increase motivation and excitement level</li> </ul>	<ul style="list-style-type: none"> <li>- head coach</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- head coach</li> </ul>

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	<ul style="list-style-type: none"> <li>● review of goal achievement</li> <li>● specific goaltending drills</li> <li>● individual sessions, review growth to date and further expectations in final months of season</li> <li>● team session – strategy discussions, focus &amp; motivation</li> <li>● continued focus on teamwork</li> <li>● tournament</li> <li>● wind up party</li> </ul>	<ul style="list-style-type: none"> <li>- head coach</li> <li>- head coach</li> <li>- coaching staff</li> <li>- coaching staff</li> <li>- manager</li> <li>- manager</li> </ul>
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Note: All meetings between coach(es) and players will be held at practice on the players' bench in the presence of another coach. Best practice is to document all information shared at the meeting.

### **E. HOCKEY CALGARY/ALBERTA COACH CERTIFICATION REQUIREMENT**

**Coach Respect In Sport – Mandatory Activity Leader online course for all roster listed coaches.**

<https://ha.respectgroupinc.com/>

**Coach Level 1** – Mandatory for coaches at the Timbits, Novice and House League level regardless of other levels Coach Certifications you may have.

**COACH LEVEL 2**– Mandatory for coaches at the Atom division & above.

The online Coach '1/2 is to be completed before attending the clinic above clinics.

**DEVELOPMENT 1 or HIGH PERMORMANCE 1** – Mandatory for coaches PeeWee Div 1 Head Coach.

**Hockey Canada Safety Program** – Mandatory for every team registered. One coach registered to the team must complete this online course and that coach **MUST** be on the bench for all games. No equivalency course/clinic is accepted. Safety Certification is valid for three hockey seasons and will then need to be re-certified. It is strongly recommended that all members of the Bench Staff possess the Safety Qualification.

<https://www.hockeyalberta.ca/coaches/clinic-information/hockey-canada-safety-program/>

**Checking Skills** - Mandatory for all Head Coaches at the Atom level and above. There is an online component plus a clinic for this certification.

#### ***Clinic Registration and Reimbursement:***

For information, dates and registration of these Coach clinics, this is the link:

<https://ehockey.hockeycanada.ca/ehockey/ClinicGroupList.aspx?OID=4>

Crowfoot Hockey will reimburse all individuals who complete the certification clinics. Drop off the clinic receipt in the Arena lobby blue box, or email [admin@crowfoothockey.com](mailto:admin@crowfoothockey.com). Indicate on the receipt which division and team you are with (e.g. Novice 2) and your mailing address. The reimbursement cheque will be mailed to you in approximately two weeks.

As Crowfoot Hockey believes in building a strong and large base of coaches, any member can take a coach clinic and be reimbursed, ie, you do not have to be named on the team roster.