



Coach Hiring and Management Guide

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Introduction

The Coach Hiring and Management Guide is written for the purpose of offering guidelines and assistance to clubs in hiring professional skating coaches in the Skate Canada: Alberta–NWT/Nunavut Section. Please feel free to contact the Coordinator, Coaching and Events with questions regarding the hiring of a coach at skateab2@telus.net or (780) 415 – 0596.

By virtue of their role and responsibilities in the sport, professional coaches maintain a position of leadership within clubs and skating schools and with members and their families. Due to this important role a professional coach plays, it is important that clubs and schools retain professional coaches with the appropriate qualifications, skills and experience, which will help the club or school and its members reach their goals. In order to help ensure that clubs and schools retain professional coaches that match their programming and member needs, it is important for clubs and schools to have a detailed and consistent recruitment process. By using this recruitment process, clubs and schools can help ensure a successful relationship that will benefit their members and contribute to the club or school's success for years to come.

Every coach hired by a Skate Canada member club **must** be **registered annually** with Skate Canada prior to coaching. Once registered, coaches will receive a professional coach membership card, which indicates that their membership dues have been paid, and they have renewed their insurance and liability for the year. Professional membership cards will also indicate the NCCP certification Level of each coach. Without the current membership card, coaches do **not** have insurance or liability coverage through Skate Canada. Therefore, they can potentially risk the safety of the club and skaters. Annually, **every** Skate Canada member club needs to ask every coach for this membership card and keep it on file.

Skate Canada Professional Coach Defined

A Skate Canada professional coach is defined as a person who teaches figure skating or skating as a profession, is a member of Skate Canada and meets the criteria to teach, as determined in Rule 2402 and other provisions that may be stipulated from time to time by the Skate Canada Board of Directors. This job description is a brief statement of responsibilities of a professional club coach. Additional responsibilities may be assigned to meet the needs of Skate Canada member clubs.

Roles and responsibilities of the professional coach:

- To abide by the Skate Canada Coaches Code of Ethics and maintain an up-to-date membership with Skate Canada as a professional coach.
- To be an 'expert' in coaching and figure skating.
- To identify and address potential moral or ethical issues.
- To be competent at guiding parents, preparing skaters, and club Board Members in skating and coaching related matters.
- To be clear, respectful and honest when communicating to skaters, parents and executive members.
- To communicate figure skating skills, instructions and make coaching decisions effectively.
- To work with a team of coaches and resource personnel to ensure that the skater receives the best training possible.
- To assume leadership roles for other coaches when asked or needed.
- To communicate clearly the goals and objectives developed with the skaters, parents and executive members prior to the skating session debut.
- To be up-to-date with Skate Canada rules and rule amendments at all times.
- To be responsible for upgrading skills and knowledge in the sport of figure skating on a regular basis.

- To develop lesson plans in order to improve organizational and management skills.
- To analyze, identify errors and provide constructive feedback to the skaters and parents.
- To identify talented skaters with natural abilities through the use of criteria set in the talent identification and development plan in your club.
- To organize and implement a fun, safe and enjoyable environment to all skaters.
- To administrate first aid actions when required.
- To accept additional responsibilities in a professional manner.
- To train, supervise, assess and evaluate Program Assistants.
- To organize and lead parent information sessions.
- To provide advice on skating matters – e.g. equipment, progression to other programs and future opportunities.

Standards for Professional Coaches

Individuals who coach: Except where these rules permit otherwise, individuals who teach in Skate Canada clubs or skating schools shall be registered with Skate Canada as professional coaching members and must be fully certified as a Primary STARSkate Coach and has completed a BackCheck and hold a valid First Aid Certificate, with the exception of the Primary STARSkate coach certification.

Individuals intending to coach: Individuals intending to teach in a Skate Canada club or skating school are required to complete the Primary STARSkate coach training, a Skate Canada approved BackCheck and hold a valid First Aid Certificate prior to coaching.

Primary STARSkate Coach Certification: Individuals above must attain full certification as a Primary STARSkate coach within two years from the date of completion of the Primary STARSkate Coach training.

Coaches only coaching CanSkate: Skate Canada professional coaches who only coach CanSkate in a Skate Canada club or skating school must complete a BackCheck, hold a valid First Aid Certificate and are required to complete:

- NCCP CanSkate coach training and completed CanSkate assignment (Level 1 Phase 1 Technical).
- Once registered as a Skate Canada CanSkate Coach for **two consecutive years** the coach is now required to become “Certified” as a CanSkate Coach upon successful completion of the following:
 - Observe and reflect on a CanSkate session run by a Mentor Coach
 - Present a CanSkate group lesson plan
 - Provide support to athletes in training by teaching CanSkaters
 - Analyze performance of CanSkaters
 - Make ethical decisions

Coaches only coaching CanPowerSkate: Skate Canada professional coaches who only coach CanPowerSkate in Skate Canada clubs or skating schools must complete a police clearance check, hold a valid First Aid Certificate and are required to complete:

- NCCP – Introduction to Competition Part A or Level 1 Theory.
- NCCP CanSkate Coach Training or Level 2 Theory Hockey Certificate (CHA Intermediate Level), or Level 2 Ringette Certificate.
- NCCP CanPowerSkate coach training and exam.

Dance Partners:

- Eligible person status: Eligible person who partner skaters in preparation for and on dance tests, are subject to rule 2202. All partners must abide by the prescribed rates set for partnering as directed by the Board of Directors. See also Rule 4401 (2) – Partners for dance tests. A list of dance partners is available through the Section Office.
- Ineligible or restricted eligible person status: An ineligible or restricted eligible person who partners skaters in preparation for and on a dance test(s), but do not teach in a Skate Canada club or skating school, are not subject to the above standards, provided that their responsibility to such skaters is only as a dance partner and not as a dance coach. This type of partnering is defined as professional dance partner and must be conducted under the general supervision of the skater's dance Coach, who must be a Skate Canada professional coaching member.

Non resident guest coaches: Guest coaches who are a resident of a country other than Canada, who coach or instruct in Skate Canada clubs or skating schools for one continuous period of two months or less, in any one calendar year, are not subject to the provisions of Section 2400.

Policy Statement

The primary objective of Skate Canada is to improve, encourage and advance figure skating and recreational skating on ice (collectively, "skating"). In pursuit of that objective, Skate Canada is mandated to take all the steps necessary, or desirable, to regulate skating throughout Canada, and to provide standards and rules for all skating activities of its members.

In order to help ensure the quality and integrity of our professional coaching membership and the safety and well being of Skate Canada members and their families, Skate Canada requires that all professional coaches must complete a Criminal Record Check online via myBackCheck.com and submit to Skate Canada. This screening policy does not absolve clubs and skating schools from their responsibility of following a detailed recruitment process (including reference checks) for hiring/contracting professional coaches.

Application of Policy

Any individual wishing to become a Skate Canada professional coaching member is required to complete a Criminal Record Check online via myBackCheck.com as requirements of obtaining a professional coaching membership with Skate Canada.

- Professional coaches must submit a myBackCheck every three years, in order to maintain a professional coaching membership. The results of the checks will be returned to Skate Canada and will be considered when processing the professional coach's registration application.
- Professional coaches are responsible for all fees associated with obtaining a Criminal Record Check via myBackCheck.
- Professional coaches have a positive obligation to immediately disclose any circumstances or the occurrence of any events that could reasonably be determined to change the results of the myBackCheck("material event").
- If three years lapse without a professional coaching member submitting a current myBackCheck, their professional coaching membership will be deactivated until the updated checks are received and reviewed.
- Criminal Record Check from sources other than those deemed acceptable (myBackCheck) by Skate Canada will not be considered.

Refusing Membership

Skate Canada reserves the right to refuse a professional coaching membership application or deactivate their professional coaching membership based on the outcome of an individual's Police Clearance Check or the occurrence of a material event.

Accreditation Tags for Coaches

The Accreditation policy for professional coaches was developed by Skate Canada to ensure standards for the coaching community and subsequently promote the integrity of the professional coach. It also helps manage the number of professional coaches at events and ensures the safety of athletes, coaches and the skating family. Please note that the following NCCP certification levels are required for accreditation at the following upcoming events in Canada.

Alberta-NWT/Nunavut STARSkate Runoffs and Championships	Primary STARSkate Certified
BMO Skate Canada: Alberta-NWT/Nunavut Sectionals	ISPC Certified
BMO Skate Canada Western Challenge	ISPC Certified
BMO Skate Canada Junior Nationals	ISPC Certified
BMO Skate Canada Canadian Championships	Level 3 Certified
ISU International Skating Championships	Level 3 Certified
Canada Winter Games	Level 3 Certified
Adult Competitions	ISPC Certified
Synchronized Skating Championships (Junior and Senior)	Level 3 Certified
Novice, Intermediate and Open Synchronized Skating Competitions	ISPC Certified

The chart below depicts the old certification process against the new certification process for coaches.

New NCCP Certification	Old Certification
Primary STARSkate Certified	Level 1 Certified
ISPC Certified	Level 2 Certified
Level 3 Certified	Level 3 Certified

The Process of Hiring a Coach

Set up a Hiring Committee

The club board of directors must first determine the process they would like to follow for the hiring process. The entire club board may be involved (based on the set up of your board) or the club board may decide to appoint a few individuals to form a hiring committee. If a hiring committee is appointed, then details of their responsibilities should be determined and outlined. The hiring committee does not necessarily approve which coaches are hired but the process, as agreed upon by the club board, may be to forward their recommendations to the club board. Ultimately the club board is responsible for the management of the club and should ensure that all steps have been completed by the hiring committee.

Set Timelines

It is important that the club or hiring committee determine a timeline of activities, so that everyone involved in the process understands the timelines to which the committee needs to adhere. The following is a general timeline that can be followed:

- Determine the need to hire a coach by a specific date.
- Determine a due date for applications.
- Determine when to advertise for the vacant position.
- Determine the final date for choosing applicants for interviews.
- Determine dates and times of interviews and notification of prospective coaches.
- Set appropriate deadline date for the coach to approve / decline job offer (a suggested minimum timeline of 24 – 48 hours for the coach to get back to the club).
- Set date for negotiation, if needed.
- Set date for renegotiation, if needed.
- Set date for signing of contract.
- Notify non-successful applicants.

Remember that the overall goal should be to find a coach that meets the requirements in the job description, so it is important to be flexible with the timelines if necessary.

Prepare a Job description

The next step for the club is to develop a job description. The club should determine the following when developing a job description:

- What NCCP level of coach is required for the club?
- How many hours or days of coaching can the club offer a coach?
- Are there additional responsibilities such as administrative work, assisting with carnivals or test days, or training PA's, that may be required by the coach?
- What types of programs will the coach be expected to coach?

Advertise and Network

Usually, the candidate will not automatically fall into your lap and you are going to have to do a little work to ensure that the club and the coach connect. The best way to ensure the club finds the right person for the club's needs is to advertise and network. Using the job description as a starting point, the hiring committee should create an advertisement and network to ask others if they know someone with the qualifications the club is seeking.

The advertisement should also state that the applicant is expected to respond in writing. Be sure to list a return address for applications and ensure that the correspondence has consistent address information to prevent confusion. Remember that clubs can advertise in the classifieds section of Skate Canada's web site, the Alberta-NWT/Nunavut (or another Section's) newsletter, local newspapers, college or university newspapers and bulletin boards and employment agencies.

While a job advertisement is important, it is best for the hiring committee to supplement the advertisement by using their network of contacts:

- Talk to nearby clubs and ask if they know of any coaches looking to coach, or if they know of any coaches looking for additional coaching hours.
- Inform the Section and/or your Section Coaching Representative to see if they are aware of a coach looking for a coaching position.
- Talk to former skaters to see if they would be interested in pursuing their coaching education through NCCP to help the club in the future.
- Contact employment agencies.

Skate Canada: Alberta-NWT/Nunavut advertises coach wanted advertisements in their monthly newsletter, In the Loop. Please refer to 'In the Loop' and the submission details listed within. You may also advertise in other sections through their respective websites.

Receiving Applications

As the applications come in, the committee needs to evaluate and sort them as per their suitability. If there are multiple applicants, evaluate them based on the criteria in the job description. The best candidate will tailor their resume to demonstrate the skills they have and how those skills satisfy the job description. By doing this, the candidate demonstrates interest and enthusiasm for the position. The best candidate will also have a typed resume and cover letter that is professional in its format and style. A cover letter is a good tool for helping to learn about the person's ability to communicate and relate their skills to the requirements of the vacant position. Finally, the best candidate will, of course, have most or all of the skills and qualifications sought.

If the committee only receives one application they will have to decide if the individual meets their requirements. If the requirements are not met, the committee could continue their search or decide they need to hire a coach immediately. The downsides of hiring an individual that is not right for the job can be costly, time-consuming and can affect the business of your club.

The Interview Process

Once the committee has made some contacts it is a good idea to interview the candidates to confirm their qualifications and assess whether or not they would be a good fit for the club. The committee should contact the applicant(s) they wish to interview and set a date, time and location for the interview. It is always a good idea to draft an interview guide with questions you want to ask the applicant. Doing so will ensure that the interviewer stays focused in the interview, does not forget any questions and is consistent for all of the candidates interviewed.

During the interview:

- Ask the applicant to discuss their skating and coaching background.

- Ask if the candidate works well in a team environment and to describe previous situations where they worked in a team environment and how they think a team environment works.
- Ask how often they upgrade their skills and train themselves and what types of upgrading.
- Ask the candidate to provide examples from their experiences of how they used a particular skill to deal with a specific situation. For example, how would you deal with an unhappy client who is challenging you on billing and organizational practices?
- Review the job description to ensure they are clear on what is expected of them and to be sure they agree with the requirements of the position.
- Communicate how their performance will be evaluated and how often it will be evaluated. (Will the club use customer feedback, or willingness to assist the club in other activities, and will the club evaluate them once a year, twice a year, or more frequently? It is important that the candidate understand what the club will be looking for in their performance. If your club has never done performance evaluations, then now is the time to start!).
- Discuss the type of members in the club to assess whether the candidate is comfortable coaching children of various ages, adults and special needs athletes.
- Allow the candidate to ask questions. The interviewer can then assess their interest level in the position, whether they have done any “background research” in the club, and their communication skills.
- Let the applicant know when the club will be making a decision and set expectations for who will contact whom and when that will be done.

The interviewer should be sure to assess “how” the applicant answers the questions as this will give them insight into the candidate’s personality, professionalism, fit for the position, and communication skills.

Sample Interview Questions

- How would you describe your coaching philosophy?
- Why did you choose coaching as your career?
- Are you participating in the Skate Canada Continued Education program (CEP), and provide an example?
- What is your favourite part of coaching and the part you find most challenging?
- What is your greatest accomplishment as a coach?
- Tell us about a situation that you found to be particularly challenging. How did you handle it and what you would do different?
- What do you do to stay current as a coach, and provide an example?
- How do you balance the needs of competitive skaters and recreational skaters within the same club?
- What have you done in the past to develop program assistants?
- Have you faced the challenge of having too few program assistants, how did you deal with that?
- If you were a parent or executive member in a club, what would you say the priorities of the club should be?
- Tell us about a situation when you and a parent have disagreed and how you handled it?
- What ideas do you have to generate interest and enthusiasm in new skaters?
- Have you ever run into a situation where you felt you could not meet the coaching needs of a skater?
- Have you ever helped organize a competition, test day, club carnival, club fun day etc?
- What is your philosophy on volunteering within the skating club?
- What is your philosophy with on-ice discipline?

Club Checklist before Making an Offer

Name of Coach: _____

Program they are being hired to Coach: _____

CanSkate Trained Coach: (Completion of CanSkate Course and assignment)

- Current First Aid
- Current Skate Canada Coaching Membership Card
- CanSkate Assignment Certificate
- myBackCheck

* This coach can **only** teach at the CanSkate Level

Primary STARSkate Trained Coach: (This includes completion of CanSkate Course, Home Study and Primary STARSkate Course)

- Current First Aid
- Current Skate Canada Coaching Membership Card
- NCCP Coaching Card or a letter from the Section Office stating that all technical requirements are complete*
- myBackCheck

* This coach is **not** a Primary STARSkate certified coach but can be hired to coach at the STARSkate Level. Once a coach takes their Primary STARSkate (Phase 3) course, they have **two** years to become Primary STARSkate Certified.

Primary STARSkate Certified Professional Coach:

- Current First Aid
- Current Skate Canada Coaching Membership Card
- NCCP Coaching Card or a letter from the Section Office stating that all requirements have been completed to be Primary STARSkate Certified, Intermediate STARSkate Provincial Coach (ISPC) Certified, Level 3 Certified, etc.
- myBackCheck

Prepare a Contract

All coaches, including those only coaching private lesson skaters, should have contracts with the clubs in which they coach. A contract is a tool that will benefit both coaches and clubs and help them clarify the parameters of the role the coach is expected to fulfill. It is important that the contract be written clearly so that it can be easily understood. Ultimately, it is best to have the contract reviewed by a “duly certified expert” who is knowledgeable regarding contracts and can help ensure the document is well-written. A contract can include as many clauses as necessary, and it is up to the coach and the club to ensure that all of their individual needs are addressed within the contract.

Checklist of Items to Consider in a Contract

Although many contracts are oral, it is always a good idea to have some written agreement in place. A written contract can be as simple or as detailed as necessary. The format of the contract can be casual (such as a letter of offer from the club to the employee), or formal (a written contract, signed by both sides). What matters most is that it is clearly written, easy to understand, and accurate, not how “formal” or “legalistic” it is. Before developing the contract consider whether the coach is an employee or contractor. Refer to the section, The Club and Coach Relationship on page 15. This checklist is provided to point out some of the features you may wish to consider including in a contract. Remember, there is employment standards legislation in your province or territory that imposes certain vacation, holiday, minimum wage and other entitlements for most employees that you must abide by, whether or not you specifically mention these in an employment contract. As with any contract, if you have questions or concerns about how it should be written, and what effect it will have, you should obtain the advice of duly qualified experts, before you sign on the dotted line.

At the very least, every written employment contract should set out the following details:

- Term – Length of contract; is there a fixed end date; or is it indefinite and open-ended?
- Status - Is it for full-time, part-time or casual (occasional) work?
- Wages - What is the wage; is it calculated hourly, weekly, annually; when is it paid?
- Probation – If it is a new coach, is there an initial probationary term? (It is usually a good idea to have a probationary term, to give the club a chance to evaluate whether the coach is a good fit and suitable for the job).
- Early Termination of Contract- If the contract has a fixed end date, what happens if the employer wants to end the contract early? (Remember, employment standards legislation may impose relevant entitlements which you must abide by).

Other Features to Consider in a Contract

Some coaching contracts contain some or all of the following details:

- Vacation - What vacation pay and vacation time will be granted to the coach? Is it the same as, or more favourable than, any entitlement the coach will have under employment standards legislation?
Sample: You will be provided with vacation leave and/or vacation pay, and statutory holidays. Vacation would only apply if the coach is considered an employee.
- Benefits - What are the benefits, if any? (Most employment standards legislation does not require an employer to offer paid sick leave, dental or medical benefits, disability or life insurance, and so forth. However, most employment standards legislation does impose certain pregnancy, maternity and parental leave benefits and rights for certain employees).
Sample (full-time): As a coach, you will be eligible to participate in our standard employee benefit package, as described in the enclosed brochure from Great West Life.
Sample (casual): As a coach, you are not eligible to participate in our employee benefits package.
- Work Schedule - Will it be fixed, variable, or on an “as called” basis? Will there be a minimum or maximum number of days or hours? Is it pre-set, or to be established between the club and the

coach from time to time?

- Rules and Policies - Are there certain club or Skate Canada rules and policies that the coach must follow? (If these are written, you may wish to at least mention them. If they are unwritten, you should consider including a basic outline of the rule or policy, to ensure the employee is aware of it.)
- Job Description/Job Requirements - Are the requirements of the job quite specific and detailed, or are they more general?
- Contact Person - You may wish to direct the coach to address questions or concerns about the contract, which arise before or after signing, to a specific contact person at the club. (Remember, to be properly enforceable, the coach contract should be finalized and signed before the coach starts work!)
Sample: If you have any questions or concerns regarding the contract, please contact (Insert club contact) at (800) 123 - 4567, so that we can resolve any concerns before you accept this offer.
- Acceptance and Acknowledgement - It is a good idea to have the employee “sign-off”, so that you each have a fully signed copy in case a question or problem arises in the future.
Sample: To indicate your acceptance of this offer, please sign the Acknowledgement and Acceptance below and return a signed copy to (Insert club contact). Keep the enclosed duplicate of this letter, for your own records.

Making an Offer

After all of the interviews are complete, the committee will need to decide if they have an applicant that meets their requirements. If they do, they should call that individual back, present their offer and request a time for the coach to meet with someone on the committee to sign the new contract. If there is not a candidate that meets the job description, keep looking and interviewing, or modify the job description to better suit the type of individual that can meet the club’s needs.

Remember that **only** Skate Canada professional coaches are permitted to coach in a Skate Canada member club. This is important because the National Coaching Certification Program (NCCP) ensures that an individual wanting to become a coach has a minimum base of coaching knowledge. This minimum base of knowledge means that the coach has the basic building blocks to coach and lead our skating programs. Having a qualified coach is important for satisfying the parents and skaters in your club and important for ensuring they return next season.

Performance Feedback

Be Proactive:

- Discuss expectations at the beginning of each season.
- Decide on performance measurements in advance
- Encourage regular discussion
- Meet regularly for discussion on any potential concerns and if there are any barriers to the coach meeting expectations that perhaps can be removed/resolved.

Annual Review Meeting:

- Preparation:
 - Collect data
 - Measure data against performance measurements
 - Consider the entire review period
 - Make written notes
 - Set a date and time, private location for review
- Conducting the Meeting
 - State the purpose of the meeting
 - Explain the process
 - Confirm all objectives
 - Credit achievements
 - Raise concerns
 - Get coach's input
 - Solve problems
 - Set new objectives

Pitfalls to avoid:

- Superficial discussions
- Becoming defensive or argumentative
- Dwelling on past deficiencies
- Discussing personality traits and attitudes
- Dwelling on weaknesses, faults or shortcomings
- Dwelling on isolated incidents
- Comparing Coaches with one another or yourself
- Interrupting
- Talking down to the coach
- Talking about yourself
- Excessively poor evaluations due to a personal dislike for the Coach
- Excessively positive evaluations for fear of disagreement or argument
- Opinions, impressions and feelings (use facts)

Things to remember:

- Everyone deserves feedback
- Behaviours are either appropriate or inappropriate depending on the situation
- Inappropriate behaviour that is not corrected is assumed to be appropriate and therefore will continue.

The Club and Coach Relationship

The Distinction between Employee and Contractor

There are numerous distinctions between a Contractor relationship and an Employee relationship. In a true Contractor relationship, ordinarily there is a written contract that identifies the obligations between the club and the coach, and ordinarily, the law does not impose "extra" obligations on either side. (A contractor relationship can exist where the contract is merely verbal, but it is less common, and it is preferable to have a written contract to assist in proving the intent of the club and coach.)

In contrast, in a true Employee relationship, there may or may not be any written contract, but numerous "extra" obligations are imposed by the law. That "law" may be statutory (legislative rules and regulations, such as those governing income tax, Employment Insurance, the Canada Pension Plan, employment standards, human rights, and so forth) or it may be "common law" (case law rules which are developed and evolve over time as a result of decisions by judges hearing cases).

The most obvious distinction in terms of its impact on a club, is that with a Contractor, the Contractor is ordinarily responsible to report all income and pay any consequential income tax, employment insurance, CPP, and other similar statutory deductions. In contrast, with an Employee, the club is required to make source deductions for income tax, EI, and CPP; the club is required to make regular reports on the wages paid and the source deductions withheld; and the club is required to remit the source deductions to the various statutory authorities.

Employee vs. Contractor: Scrutiny by Governmental Agencies

In part because more and more employers are using independent contracts as an alternative to traditional staffing arrangements, it appears that certain authorized government bodies are increasingly inclined to look behind Contractor arrangements, and to make their own independent assessment as to whether the relationship is truly a Contractor or an Employee relationship. This kind of review is not unique to the club/coach relationship. The potential for review arises whenever any employer or service-user decides to contract with another person for services on an "independent contractor" basis. Such reviews are commonly triggered when a problem develops between the service-user and the service-provider (for example, when a contract is terminated under what the Contractor feels are unfair circumstances), or when a Contractor tries to obtain Employment Insurance Benefits. Such reviews can be triggered by a club or coach seeking specific information or guidance from the government agency.

However, such reviews can also occur without any obvious trigger (as a result of a random audit by Revenue Canada, for example). There are various statutory and common law obligations which arise when a Coach is an Employee instead of a Contractor. For example, each of the provinces and territories have employment standards legislation, health tax and occupational safety legislation, human rights codes which impose certain obligations in relation to employment, and so forth. Therefore, whether a club/coach relationship is truly a Contractor one, or is truly an Employee one, will make a difference to both the club and the coach, in terms of what obligations each of them have toward each other, and in terms of what extra obligations they each have to "third parties" such as Revenue Canada Agency.

The Effect of a Written Contract

Even where there is a written contract which clearly specifies that the relationship is a Contractor one, that contract will not prevent the various statutory bodies (Revenue Canada Agency, EI, CPP, employment standards boards, and so forth) from subjecting the relationship to additional scrutiny. This does not mean that what the club and coach agree to on paper is irrelevant. The terms and intent expressed in the written contract will form a starting point in any inquiry into the true nature of the relationship. However, the presence or absence of particular contractual provisions in a written agreement will never serve to prove conclusively whether the relationship is a Contractor or an Employee relationship. There are certain contractual provisions that are mutually exclusive to Contractor and Employee agreements. There are other contractual provisions which are just as likely to be found in both Contractor and Employee agreements. Some Contractor or Employee contracts are very comprehensive; others are sparse or deal only with specific aspects of the relationship, etc.

Furthermore, the statutory bodies and the common law do not always approach this inquiry in exactly the same way, nor do they necessarily focus on exactly the same criteria. It is theoretically possible that an employment standards board can find an Employee relationship between a particular club and coach, when in the same circumstances Revenue Canada Agency would find a true Contractor relationship. The statutory bodies and the common law place much more emphasis on all of the relevant facts and circumstances of the relationship, than they do on the exact wording of the contract between the club and the coach. The statutory bodies will therefore look behind that "paper", and will scrutinise a wide range of factors and circumstances relevant to the club/coach relationship. For this reason, it is impossible for one standardised Contractor agreement to be accepted by Revenue Canada Agency without question, and it is equally impossible for one agreement to point conclusively to a Contractor relationship that all statutory bodies will accept.

Other Relevant Factors and Circumstances

There is no single test or fixed list of questions which a club and coach can apply to determine if their arrangement will qualify as a true Contractor relationship. The inquiry into the relationship between the club and coach can be very broad and wide ranging. The inquiry takes into account the club's overall structure, purpose and internal operations, and the coach's individual circumstances. The inquiry also takes into account as the manner in which the club/coach relationship is supposed to function, and the manner in which it actually does function. All of the relevant information; including but certainly not limited to any past and current written agreements, will be reviewed to determine whether the coach is, in fact, a Contractor or an Employee.

Fee Guideline

Categories

CanSkate / PowerSkate: It is essential that the coach and club work together to arrive at a reasonable rate for a CanSkate /CanPowerSkate session based on a 1-hour session (i.e. The norm session: 45 minutes on-ice / 15 minutes off-ice prep). Getting organized for any type of lesson (i.e. - CanSkate/PowerSkate - group/private) needs to take place before arriving at the rink and follow up needs to happen right after a lesson/session. For a CanSkate / PowerSkate session, a professional coach needs to base their fee on one full hour (60 minutes) of work and that includes: planning and delivering lessons, talking to your parents/skaters, and other coaches, prior to, and after a CanSkate / PowerSkate session, review CanSkate / PowerSkate progress sheets, lesson records/notes, recap the current lesson taught in preparation for the next lesson, etc. All of these are crucial Skate Canada program delivery areas for which the Skate Canada professional coach is responsible and accountable.

Group STARSkate: As in CanSkate, there are many programming areas a coach is expected to fulfill. Offering quality instructions to skaters via **group lessons** will not only ease the transition from CanSkate but it will also provide skaters and parents with an affordable way to continue in a sport that is within their budget. Parents are often discouraged by the perceived (and often real) high costs of private lessons, as well as the perceived time commitment. Group lessons are a simple, logical, and affordable lesson format. STARSkate provides an opportunity for personal growth and the development of important life skills such as goal setting, self-discipline, time management, coping strategies to deal with success and failure, confidence and healthy lifestyle. Make it happen for your skaters at a reasonable price. By offering group lessons, clubs can keep more coaches busy, more of the time, and it can be more financially viable per hour.

Private Lesson (STARSkate / Competitive Stream): Private lessons quite often begin in this phase. Coaches set a private lesson coaching rate and this can be expected to be a point of discussion with the club during contract negotiation annually.

Remember your customers have invested money in your club, so they deserve the utmost of customer care. When a customer is provided with simple and accurate information up front, they are better equipped to make informed decisions about their child's participation in the sport. Not only will they appreciate getting the information without having to seek it out (sometimes it's not that obvious where to find answers) this will increase customer confidence and trust in the club.

Recommended Coaching Fee Guidelines

Factors affecting coaching fees: Several factors need to be considered prior to setting and communicating initial coaching fees. A combination of NCCP certification level or current status (i.e. Level 1 Phase 1 CanSkate coach), years of coaching experience, highest STARSkate test level achieved, competitive skating background, college or university degree in sport science related fields, and geographical area (cost of living will have an impact) all need to be well thought-out when setting a coaching fee, or often referred as a coaching rate.

Suggested minimum hourly rates for certified coaches in Skate Canada: Alberta-NWT/Nunavut:

1. The attached are suggested minimum hourly rates of pay for certified coaches. This guideline was established by Skate Canada: Alberta-NWT/Nunavut for the purpose of providing some direction and guidance to the coach, the club, and to skating parents. Rates included in this document are a range of fees determined by survey within the Skate Canada: Alberta-NWT/Nunavut Section. Minimum hourly rates are a suggested **starting point** for negotiation and should be agreed upon by contract.
2. An advantage of this rate scale is that it provides for recognition of the National Coaching Certification Program (NCCP) and its promotion. **Note:** Before a coach can **start** coaching they must have obtained their NCCP CanSkate Certificate, First Aid, Police Clearance Check and register with Skate Canada as a coach.
3. The rates in the pay scale are based on the coaches NCCP certification level, personal skating experience, level of skaters coached and personal test levels attained. However, there may be other factors that increase the rate of pay and these must be considered.
 - Coach's level of Education
 - Coach's personal competitive experience (Regional, Sectionals, Challenge, National, World, Olympic and other significant Championship events)
 - Coach's level of experience in coaching competitive and test levels
 - Coach's Continuous Education Program Level (CEP) – Bronze, Silver, Gold
 - Geographical area (cost of living differences)
 - Coach's expertise in specialty areas

The rates in the pay scale are minimum, base hourly coaching rates only. Coaches typically charge for other services provided. Coaching fees and other compensation should be included in a contract between the club and the coach on an annual basis. Coaches should make parents aware of all fees and charges in advance. The included pay scales only make sense when read in conjunction with the explanations and charts provided. Please remember, these are suggested guidelines intended to provide some generally accepted **MINIMUM** rates. They can be used to serve as a starting point. As individual circumstances differ, so should the coaching fees. For a starting point a coach who matches the majority (3 of 5) in any category should fit into that category. For example, a coach passed Gold Skating Skills, Novice Competitive, Gold Dance, and no Pairs tests or Gold Interpretive would fit into the Category V.

	Category I	Category II	Category III	Category IV	Category V	Category VI
Skating Skills	Passed Jr. Bronze	Passed Sr. Bronze	Passed Jr. Silver	Passed Sr. Silver	Passed Gold	
Freeskate	Passed Jr. Bronze	Passed Sr. Bronze or Juvenile Competitive	Passed Jr. Silver or Pre-Novice Competitive	Passed Sr. Silver or Novice or Junior Competitive	Passed Gold or Senior Competitive	Passed Senior Competitive and Competed at International Level
Dance	Passed complete Jr. Bronze	Passed complete Sr. Bronze	Passed complete Jr. Silver	Passed complete Sr. Silver	Passed complete Gold or Diamond	Passed Senior Competitive and Competed at International Level
Pairs	Not passed Juvenile Competitive Pairs	Passed Pre-Novice Competitive Pairs	Passed Novice Competitive Pairs	Passed Jr. Competitive Pairs	Passed Sr. Competitive Pairs	Passed Senior Competitive and Competed at International Level
Interpretive	Not passed Introductory	Passed Introductory	Passed Bronze	Passed Silver	Passed Gold	

* For coaches who do not fit within the grid above, due to international tests, it is suggested that the coach and club negotiate a fee based on equivalences and experience.

Suggested Minimum Hourly Rates of Pay Chart

CanSkate Certified						
Level 1 Part A Theory Course , Level 1 Technical Phase 1 CanSkate Certificate, Current First Aid, Registered Skate Canada CanSkate Coach						
Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	23.78	24.86	25.94	27.62	28.10	36.75
3-5	24.86	25.94	27.02	28.10	29.18	38.91
6-10	25.94	27.02	28.10	29.18	30.26	41.07
11-15	29.00	32.43	33.51	34.59	35.67	43.24
16-20	32.43	33.51	34.59	35.67	36.75	45.40
20-30	33.51	34.59	35.67	36.75	37.83	47.56
30+	Must be negotiated					

NCCP Primary STARSkate Trained Coach – (Partial Level 1 Certified)						
CanSkate Certified, + Level 1 Technical Phase 3 Course and Working on Level 1 Phase 4 Primary STARSkate Practical						
Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	24.86	25.94	27.62	28.10	29.18	37.83
3-5	25.94	27.62	28.10	29.18	30.26	40.21
6-10	27.62	28.10	29.18	30.26	31.34	42.15
11-15	28.10	29.18	30.26	31.34	32.43	44.32
16-20	29.18	30.26	31.34	32.43	33.51	46.48
20-30	30.26	31.34	32.43	33.51	34.59	48.64
30+	Must be negotiated					

NCCP Primary STARSkate Certified (Level 1 Certified)						
Theory, Technical, Practical and Current First Aid						
Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	25.94	28.10	30.26	32.43	34.59	43.24
3-5	28.10	30.26	32.43	34.59	36.75	45.40
6-10	30.26	32.43	34.59	36.75	38.91	47.56
11-15	32.43	34.59	36.75	38.91	41.07	49.72
16-20	34.59	36.75	38.91	41.07	43.24	51.88
20-30	36.75	38.91	41.07	43.24	45.40	54.05
30+	Must be negotiated					

NCCP Partial ISPC Intermediate STARSkate / Provincial Coach

Level 1 Certified, Introduction to Competition Part B Theory, ISPC Home Study, Sport Science Course, Stroking & Skating Skills Course, + 1 of Singles, Pairs or Ice Dance ISPC Courses + be working in ISPC Evaluations

Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	28.10	30.26	32.43	34.59	36.75	45.40
3-5	30.26	32.43	34.59	36.75	38.91	47.56
6-10	32.43	34.59	36.75	38.91	41.07	49.72
11-15	34.59	36.75	38.91	41.07	43.24	51.88
16-20	36.75	38.91	41.07	43.24	45.40	54.05
20-30	38.91	41.07	43.24	45.40	47.56	56.21
30+	Must be negotiated					

NCCP Intermediate STARSkate / Provincial Coach Certified in at least on discipline

Theory, Technical, Practical and Current First Aid

Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	30.26	32.43	34.59	36.75	38.91	44.00
3-5	32.43	34.59	36.75	38.91	41.07	49.72
6-10	34.59	36.75	38.91	41.07	43.24	51.88
11-15	36.75	38.91	41.07	43.24	45.40	54.05
16-20	38.91	41.07	43.24	45.40	47.56	56.21
20-30	41.07	43.24	45.40	47.56	49.72	58.37
30+	Must be negotiated					

NCCP Partial Level 3

ISPC Certified, Level 3 Theory, Level 3 General Subjects, + 1 of Singles, Pairs or Ice Dance ISPC Courses

Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	32.43	34.59	36.75	38.91	41.07	49.72
3-5	34.59	36.75	38.91	41.07	43.24	51.88
6-10	36.75	38.91	41.07	43.24	45.40	54.04
11-15	38.91	41.07	43.24	45.40	47.56	56.21
16-20	41.07	43.24	45.40	47.56	49.72	58.37
20-30	43.24	45.40	47.56	49.72	51.88	60.53
30+	Must be negotiated					

NCCP Level 3 Certified						
Theory, Technical, Practical and Current First Aid						
Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	34.59	36.75	38.91	41.07	43.24	51.88
3-5	36.75	38.91	41.07	43.24	45.40	54.05
6-10	38.91	41.07	43.24	45.40	47.56	56.21
11-15	41.07	43.24	45.40	47.56	49.72	58.37
16-20	43.24	45.40	47.56	49.72	51.88	60.53
20-30	45.40	47.56	49.72	51.88	54.05	62.59
30+	Must be negotiated					

NCCP Partial Level 4 Certified						
Level III Certified + 3 or more Level IV tasks completed						
Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	36.75	38.91	41.07	43.24	45.40	54.05
3-5	38.91	41.07	43.24	45.40	47.56	56.21
6-10	41.07	43.24	45.40	47.56	49.72	58.37
11-15	43.24	45.40	47.56	49.72	51.88	60.53
16-20	45.40	47.56	49.72	51.88	54.05	62.59
20-30	47.56	49.72	51.88	54.05	56.21	64.86
30+	Must be negotiated					

NCCP Level 4 Certified						
Years of Coaching	Category					
	I	II	III	IV	V	VI
0-2	38.91	41.07	43.24	45.40	47.56	56.21
3-5	41.07	43.24	45.40	47.56	49.72	58.37
6-10	43.24	45.40	47.56	49.72	51.88	60.53
11-15	45.40	47.56	49.72	51.88	54.05	62.59
16-20	47.56	49.72	51.88	54.05	56.21	64.86
20-30	49.72	51.88	54.05	56.21	58.00	67.02
30+	Must be negotiated					

If a coach's situation does not fit within the above guideline, it is to be negotiated with the coach and the club depending on the situation.

Typical Expenses and Acceptable Rates Guide

Private Lessons	Base fee as listed in the pay scale. One lesson is considered to be 15 minutes in duration.
Semi-Private Lesson * (2-3 skaters)	Due to extra time spent planning, organizing and administering group and semi-private lessons, skaters can expect a fee increase. Base fee as listed in the pay scale + \$2.00 minimum per skater. One lesson is considered to be 15 minutes in duration.
Group Lessons * (4-8 skaters) STARSkate Private	Base fee as listed in the pay scale + 2.00 minimum per skater. One lesson is considered to be 15 minutes in duration.
Group Lessons: (4-10 skaters) CanSkate / CanPowerSkate	Base fee as listed in the pay scale + 4.00 per hour.
Ice Shows / Carnivals	Base fee for off-ice preparation work should be negotiated with the club. This includes services such as music preparation, production, casting, scripting and planning. On Ice – Base fee as listed in the pay scale + 8.00 per hour.
Tests	Freestyle – 1 lesson for each part of test (minimum). Dance – 1 lesson per dance (minimum). Skating Skills – 2 lessons (minimum). Competitive – 2 lessons (minimum). Interpretive – 1 lesson (minimum).
Dance Partnering	Partner - \$10.00 per dance (minimum) based on experience. Coach – One lesson per dance (for partnering student). All other coach and partner expenses incurred are divided equally among skaters participating.
Competition	Skaters should expect to pay coach expenses when traveling to competitions. It is common practice to divide these expenses among all skaters attending. Coach expenses may include: travel, food, accommodation and missed lesson time. Competition fees should be negotiated prior to travel. Practice Ice and events – Minimum 2 lesson fees per event entered.
Music Selection and Recording	Suggested Cost: \$10.00 per 30 seconds Duplications: 1 lesson fee + cost of blank tape / CD

* Note: Group and Semi-Private lessons are more due to the extra time spent planning, organizing and administering lessons and billings.