



Competition-Coaching Introduction Advanced (T2T)

Step 5:

Race Program Management



**Reference Material
for Dryland Workshop**



PARTNERS IN COACH EDUCATION

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5.1 Communication

5.1.1 Communication tools



The most important tool to the smooth operation of club business is timely, clear and accessible communication to pertinent parties. The first steps to clear club communication are knowing who you are trying to relay information to and what mode is most effective at sending your message. Today there are many effective, inexpensive and quick avenues to communicate information. Popular club communication tools include:

- Email
- Facebook
- Website
- Twitter
- Online Calendar (Google Calendar)
- Online Documents (Google Docs)
- Online Athlete Monitoring Tools (Sport Log, Training Peaks)
- Drop box
- Google Forms
- Surveymonkey
- MailChimp

Regardless of which communication tools your club uses there are some important guidelines to follow to ensure your message reaches the right audience:

- Ensure information is communicated to the right people.
- Ensure privacy is respected.
- Information must be delivered in a timely and predictable manner.

Who is receiving the information

Coaches communicate with many different stakeholders including athletes, parents, other coaches, volunteers, club members etc. Information flow needs to have specified audiences so that the right information is getting to right groups in a timely manner. This process is aided by the correct use of the above communication tools. Information posted on Twitter, Facebook, and websites are generally in the public domain. Information posted through these mediums

should never contain personal information, and only contain limited if any information about club financial details or internal policy. Generally these sources can be used to post pictures, event notices or last minute change of plan information. Email and online tools (Google calendar etc) have controls with regards to who can see the information, and therefore contain more sensitive or club specific information. It is the coach's responsibility to ensure that all appropriate club members who are registered have access to these avenues of communication. This can be done by creating email groups in your email provider, using a service like MailChimp (which manages newsletter subscriptions) or sharing online documents with club members.

Regardless of the mode of communication, information must be presented in a timely and predictable manner. Coaches and officials should set a specific time that information describing upcoming events is sent to club members so they know when they should be expecting information (eg a weekly team email and a monthly club newsletter). The information should also provide enough time for athletes to prepare for the planned events especially if the event occurs at an unusual location or at an unusual time. A week's notice is often enough leeway. Ensuring that information is communicated in this manner will increase participation in events and activities as conflicts can be worked around if enough time is given.

What is Being Communicated: Coaches should email program and training updates to athletes and parents once a week. This email should explain what happened in the past week, expectations for the next week, including weekly practice locations. Upcoming events should also be highlighted. Monthly training locations and time can be posted on Google calendar as well as major team events such as training camps and races. This allows club members to have access to events and key dates when they become available so they can plan in advance.

Dropbox can be used to contain all program documents. This will prevent unnecessary emails and attachments if everything is kept updated in one shared file. Copies of these documents should be posted on the team website. Social media can be used for practice reminders and updates as needed and also be used to post pictures, promote events or sponsors. Presenting club members with reliable and easily accessible information will make any club run more smoothly and ensure maximum participation at all club events. Similarly the same tools should be used to keep volunteers and assistant coaches apprised of club information. Assistant coaches should be kept in the loop of all program decisions and important athlete information so they can be effective in their role.

Summary:

Communication athletes and parents should expect from their coach:

- Club's policy and procedures
- Club and coaches training and racing philosophy
- Location and times of all practices (weekly email, monthly calendar)
- Information about special events and activities (planning emails)
- Information about racing activities (planning emails)
- Any special considerations for an individual (injury, code of conduct issues)

Coaches should also expect athletes and parents to communicate:

- General questions concerns about program, training, special events
- Notification of scheduling conflicts
- Information about health concerns (injury, sickness)
- Log and training reports (see athlete monitoring section)

5.1.2 Athlete Code of Conduct

Athletes representing their club should be models for the club and are expected to conduct himself or herself in a manner that exhibits honor and respect to the team, coaches and officials with whom they interact. As standards of behavior and conduct can vary from organization to organization athletes need to be informed of the expectations placed on them with a clear set of guidelines. Writing these guidelines down and communicating them with the club membership ensures that standards are established and equitably applied across the team. The code of conduct must also outline not just standards of behavior but also disciplinary action required in the case of violations of the code of conduct. An example of a club athlete code of conduct can be found in appendix 3.

5.2 Organizing a Race Trip



Figure 1: Packing 'light' (Photo Credit: Warner Nickerson)

Racing trips represent a large logistical undertaking for coaches and clubs. To spread the load across a number of people it is recommended that parent volunteers be identified to organize trips, fundraisers and special events. If possible there should be one lead volunteer for every event who is responsible for the logistics of the activity. The club board or race committee

should identify an experienced trip organizer who is responsible for running logistics for bigger events and providing new trip organizers with guidance. Once trip organizers are identified they will work with coaches to determine how many athletes will be attending the event and the support staff required to run the activity. There are many variables to be considered when running a trip such as fee collection, transportation, accommodations, chaperones and support, food, and equipment. To help wade through these concerns a comprehensive trip guideline document is provided in appendix 2. Your club will have to determine the rules and regulations that make sense for your team, but this document will provide an excellent template for your club's trip guidelines.

5.2.1 Trip Budget

With any trip or event it is imperative that transparency to the budget actual is provided to all trip participants. The budget should be distributed to trip participants as a purposed budget before the trip and as actual upon completion of the trip. For all trips accommodations and organization of support are directly determined by the number of participants, therefore it organizationally prudent to ask that participants sign up and commit to trips at least 3 months in advance. Planning in advance in this manner can significantly reduce costs and the appropriate number of support staff can be solicited. If deposits are required (they are highly recommended) use previous trips as an estimate for the cost of current trips. The trip coordinator and treasurer can monitor the over/under of the budget and provide a refund or require a top up per trip or at the end of the year.

| | | | |
|---------------------------------------|------------|--------------------------|----------|
| Support Staff and Athletes | | | |
| Number of Athletes | 16 | Totals | |
| Number of Chaperones | 2 | Accommodation | \$8,580 |
| Number of Coaches | 2 | Transportation | \$2,118 |
| Total | 20 | Coaching expenses | \$360 |
| Accommodations | | Total trip cost | \$11,058 |
| Number of Hotel rooms | 11 | Total per athlete | \$691.13 |
| Cost of room per night | \$156 | Total/athlete/day | \$115.19 |
| Total per night | \$1,716 | | |
| Total accommodation costs | \$8,580 | | |
| Total accommodation cost per athlete | \$536.25 | | |
| Transportation | | | |
| Number of vans (12 passenger) | 2 | | |
| Cost of Van per day | \$114.00 | | |
| Total per day | \$228.00 | | |
| Gas | \$750.00 | | |
| Total transportation costs | \$2,118.00 | | |
| Total transportation cost per athlete | \$132.38 | | |
| Coaching expenses | | | |
| \$30/day/coach | \$360 | | |

Figure 2: Example Provincial Race Budget

5.2.2 Trip Organization 'To Do' list

To build a budget, trip organizers should need a significant amount of information from trip participants, race organizers and venues. The amount of information need to plan a smooth racing trip can be fairly overwhelming, so to aid this process it is recommended that you use a trip organization "To Do" list, such as the one in figure 3 below.

| Organizational Details | Things to Consider |
|---|--|
| Who is going on the trip? | <ul style="list-style-type: none"> • How many athletes? • How many support staff will be required? • How many people need to be recruited to help run a successful event? • What are the roles of the support staff (ie lead coach, trip organizer, support staff etc.)? |
| Where and when is the trip? | <ul style="list-style-type: none"> • What are the departure and return dates? • Where will you be departing from? • How does the location of the trip affect these dates (time change, amount of time need to travel)? |
| What are the transportation considerations? | <ul style="list-style-type: none"> • Does the team need to fly? • Do vehicles need to be rented? • How will team gear (skis, wax boxes) be transported? |
| Where will the team be staying? | <ul style="list-style-type: none"> • Hotel, Condos, Billet? • How far is the venue from the accommodations? • Can the athletes and support staff prepare meals on site or do they have to eat out? |
| What will the event cost? | <ul style="list-style-type: none"> • Based on the answers to the preceding questions develop a budget for the event. • Use previous year's trips to help with estimates. • Solicit for payment before the event takes place. • Provide budget transparency to participants (sample budget above) |
| Communication of trip information. | <ul style="list-style-type: none"> • Once all roles and logistics have been determined all information must be clearly communicated to trip participants, including equipment preparation, training information for course i.e. pre skiing. |
| Onsite logistics | <ul style="list-style-type: none"> • Roles should be determined before departure and a schedule of events established and communicated to all parties. This should include depart times to and from the race site, training information etc. |

Figure 3: Trip organization 'To Do' list

5.2.3 Support Roles

One of the most important aspects of planning a racing trip is determining what the roles of the support staff are and who is travelling on trip. For a large race trip the following roles should be filled:

Lead Coach – Responsible for organizing all waxing and testing equipment for the team, training and ski logistics for the athletes (when and what) and race administrative duties (attending captains meetings, liaise with officials and other coaches). These duties can be delegated to an experienced assistant coach as needed.

Wax Tech – Although usually this responsibility falls to the lead coach, it can be beneficial to differentiate between coaching and waxing personnel at a race. The Wax Tech's primary role is for wax testing and ski selection for athletes. This frees up the coach to work with athletes on strategy and physical preparation.

Trip Organizer – Parent volunteer responsible for all of the trip logistics (transportation, accommodation, budget and recruiting other volunteers) in consultation with the lead coach.

Assistant Coaches - Responsible for aiding the Lead Coach and Wax Tech as needed to ensure the successful athlete and ski preparation.

Volunteers – Any Volunteers with less experience waxing or working with athletes can be taught by more experienced members of the support team to take on roles in the wax room, coordinate on site logistics (bibs, transportation) and work with the athletes. It is always a good idea to help these volunteers learn skills that will allow them to support the more technical aspects of the trip.

5.3 Supporting Athletes at a Race

It is race season, the moment you and your team has been preparing for since the start of May. The athletes are technically, tactically, mentally and physically prepared for racing, but you have a few more hurdles to jump through before your team steps onto the podium.

Proper preparation and organization of the activities around a competition can ensure that the athletes on your team perform up to their potential. There have been many instances of athletes being sidelined by disruptions that occurred around the organization of the race or at the race site that had nothing to do with the athlete's fitness or skill. The onus therefore lies on the coach and support team to make sure that athletes receive the information and support they need to avoid these pitfalls. The following section will cover in depth the elements around trip organization and race site athlete preparation, everything you need to consider when supporting athletes at a race.



Race Notice MB Provincial Championships/MB Cup #4/5

Hosted by Kenora Nordic & Biathlon Club

Saturday February 8th & Sunday February 9th

Figure 4 :Race Notices: Important Information to distribute (Photo Credit: Kenora Nordic)

5.3.1 What do athletes need to know before traveling to a race?

Many of these elements are covered above in the organizational to do list on page in the Organizing a Race Trip section, but when planning for a trip the following items should be brought to an athlete's attention before they leave for a race trip.

Race Notice: The athletes should be directed to the race notice for the event. This will give them everything they need to know about their races and the race venue in advance of arriving. Information on technique, distance, dates and start times can be found in race notices. Coaches should read over the entire notice to ensure they are properly prepared for the event and there are no surprises when they arrive to the venue.

Deadline for Registrations: It is not uncommon for athletes at the T2T stage to forget to register for their races before the deadline. This can lead to unnecessary onsite scrambling to register and late fees. Coaches should repeatedly remind athletes to sign up for the event. Often times the registration deadlines occur 3-4 days before the competition, but in case of major events such as nationals this deadline can be a week before the event starts.

General Travel Logistics: In your communication to athletes and parents regarding the race trip participants should be made aware of the departure time/ approximate arrival at race site or accommodations. You should also inform athletes as to how they are getting to the race (drivers and vehicles), and how equipment getting to the race (in vans, trailer etc.)?

Accommodation and Rooming Arrangements: Athletes and parents need to know where they are staying for the event and what amenities are provided.

Coaches' Expectations for the Trip: What are the team goals for the trip, what sort of behavior and roles will be required of the athletes? For example are athletes responsible for preparing meals or cleaning?

Food and Meals: Athletes need to know if meals are included in the trip fee and if they are preparing food them themselves. If this is the case, they need to be made aware of cooking situation at your accommodations. Athlete dietary needs and food allergies should be taken in to consideration if the event will involve communal meals. If athletes are preparing their own

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meals they need to know when they will be going for a grocery run and if there is room to bring food from home.

Equipment: If athletes need to prepare their equipment (for example, wax their skis with a specific wax) before the trip, they need to be informed well in advance of the trip departure. Athletes should also be reminded to inspect equipment in advance and fix or replace any damaged equipment well before they leave for the trip. Finally athletes should be reminded to bring grip waxes that they can use for training.

Procedure for the First Day: Is the team driving directly to the race venue or the accommodations? What type of pre-ski is the team completing (which skis and boots should they have available)? What type of training should athletes be completing? All important questions to answer before athletes leave for the race.

Contact Information: A list of cell phone numbers should be distributed so athletes, coaches and parents can stay in touch over the course of the event.

Cost and Payment for the Trip: The cost for the trip should be communicated well before the start of the race. Payment for the trip should also be collected in advance to allow for easy logistical planning.



Figure 5: Working with athletes before a race (Photo Credit: Peter Lloyd)

5.3.2 Working with Athletes the Day Before the Race:

Upon arrival to a race site coaches are responsible for a number of tasks, the most important of which is the help the athletes in their club prepare for the race. At the T2T stage many athletes are still relatively inexperienced with course reconnaissance and pre race activities

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that are going to help them be successful when racing. The coach therefore has a number of roles to play when working with athletes the day before a race including:

Ski the race course with athletes: Ensure that athletes know their course, have practiced all tricky descents at speed. Skiing the course with athletes is also a good opportunity to help athletes develop their race strategy, and reinforce technique elements they should be focusing on during the race.

Help athletes test skis: Having a good feel when testing skis is a skill that takes time to develop. If athletes are struggling with ski selection, coaches should be available to test athlete skis and provide ski selection advice.

Check athlete equipment: Ensure that skis handed in to be waxed are in good condition and that the binding are working properly.

Race site orientation: Point out key areas for athletes (wax room, lodge, warm up /test track), start finish area.

Daily Schedule: Ensure athletes know the procedure for the rest of the day (team meeting, dinner, tasks to complete) as they leave the race venue.



Figure 6: A well set up wax room (Photo Credit Noah Hoffman)

5.3.3 On Site logistics for a Coach

When arriving at a race site for coaches need to address logistical support for their team besides direct athlete coaching. The following are some considerations for coaches setting up at a race venue:

Where are the waxing facilities: Finding and setting up you wax room is one of the primary tasks for your team when you arrive at a race site. Coaches should check with race officials to see if there is assigned space for waxing. It is important to note that some venues do not provide waxing facilities (this is especially true when racing in the States) or requires reservations for waxing facilities. Read over the race notice carefully to ensure you are prepared for waxing in varying conditions before you arrive at the race site.

Race office/ bibs/officials: Get to know where the race office is and who you can speak with if you have concerns regarding your team.

Wax testing and warm up areas: It is always a good idea to check these areas out to make sure you know where you will be testing when the race course is closed and where athletes can warm up.

Parking, athlete drop off areas: At large races parking spots close to the stadium can be limited. Make sure you know where you can park for race day and where athletes should collect to be picked up from the venue.

5.3.4 Essential Information Needed at the Coaches/Team Captains Meeting

Coaches meetings are a part of every race, and it is important that athletes receive all necessary information from the coaches meeting so there are no surprises the day of the race. Below is a handy checklist of information for coaches to make sure receive all the necessary information from the coaches meeting.

| Information | Notes |
|---|-------|
| Confirm entries (bring a list of your athletes), ensure athletes are in the right race, and are seeded correctly. | |
| Category start times. | |
| Changes to race distances and courses? | |

| | |
|---|--|
| DNS from club to race officials. | |
| Where/when bibs will be available? Does this location change for sprints? | |
| Weather anticipated (especially if there is a significant change expected). | |
| Course closing times. | |
| Are there designated Coaching zones and feed zones. | |
| Will there be neutral feeds (often in long distances races). | |
| Awards location/time. | |
| Where results will be available? | |
| Are sprint lucky losers by heat time or by qualification time? | |
| Where are the ski testing areas, are coaches allowed on course to test? | |
| Are their timing chips or leg bibs, where are they distributed? | |

Figure 7: Team Captains Meeting Notes



Figure 8: Athletes listening intently at a team meeting (Photo Credit Laurien van der Graff)

5.3.5 Information to Athletes at the Team Meeting

In additions to the information you gathered at the coaches meeting, the following information should be relayed to athletes at your team meeting the night before a race.

Travel Logistics: When and with whom athletes will be traveling to and from the race site; where they need to meet for transport back to the accommodations.

Individual Tactics and Strategies: Coaches should provide athletes with their general thoughts on strategies and tactics for the upcoming race. Once athlete have made their individual race plans, coaches should set aside time to review plans with athletes as needed and help individualize race strategy for athletes based on their personal strengths and weaknesses.

Nutrition and Hydration Strategies: Athletes should be reminded to be mindful of nutrition and hydration strategies on race day. These elements should be included individual race plans and coaches should provide general guidance as to when and what to eat throughout the race day.

Waxing information: Athletes need to know where and when their race skis will be ready to test and what information the waxing team will require from the athletes after they have tested their skis. How do athletes communicate how their skis are working to the support team? Does the team have a specific nomenclature regarding grip and glide characteristics? For example

some teams use a scoring system of 1 to 5 to describe grip and glide. Athletes need to now how to communicate this to their coaches and wax support staff.

Warm Up/Cool Down Routine: This should be refined by the athletes, but coaches should remind athlete of key pointers for their warm up given the race course.

Mental Skills: The team meeting is a great place to remind athletes to execute the mental skills that they've been working on in practice. Coaches should suggest something that athletes can work on for the day such as visualization or anxiety control.

Team Roles for the Competition: Remind athletes to cheer on teammates, competitors, to thank race volunteers and support staff and of any roles that they have to play as part of the team. These rolls could include preparing a meal or cleaning the chalet.

5.3.6 Supporting Athletes at the Race Site (day of race)

On race day coaches still have many roles to play to help athletes with their racing. The following are some of the more common areas coaches need to be aware of.

Ski and Wax Testing: Athletes need to be able to test their classic skis and decide if they are suitable for racing. Helping athletes with wax grip selection is also a crucial part of a classic day for coaches. Coaches need to be available to help athlete make decision on whether they require more grip or glide for their classic skis. This will require coaches to have a solid understanding of their athlete's skis, their technical ability and the club's wax resources. Providing the athletes with confidence in their skis is one of the most important parts of the day for coaches.

Course Review: Check out the stadium and ski parts of the trail to see how the course is set up for the race. Relay any pertinent information to the athletes regarding track condition, signage or speed of the course.

Bibs: Pick them up for the team and ensure that you check that you have everyone's bibs.

Keep Athletes on Task: Work with athletes to ensure that they are executing their warm up plan, staying focused on the race strategies and generally be available to help athletes with game day tactics.

5.3.7 Considerations for Athletes Away from the Race Site

Athlete activities away from the race site are an important part of any race event and can be overlooked when coaches are focused on race venue specific tasks. Coaches are not only responsible for the health and preparedness of athletes, but also their supervision and safety, especially if they are minors. Coaches should keep in mind the following when planning a race trip:

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Provide Supervision: For younger athletes it is important that a parent or support staff volunteers be available at the accommodations for athletes as a contact and to provide supervision for the athletes.

Standards of Cleanliness and Behavior: Before a racing trip expectation of behavior and cleanliness at the accommodations should be communicated to athletes. This can include clean up schedules, meal preparation, guidelines around downtime and recovery. Setting out these tasks in advance and having support staff ensure that athletes are being responsible for their duties can keep the trip running smoothly and athletes racing fast.

Appendix 1: Athlete Document: How to Prepare for a Race Trip.

The best part about the ski season is travelling to different places to ski on different trails, seeing new towns and meeting new people when you are there. Preparing for trips is not hard, but there is a lot of stuff to remember to ensure that you get the most out of the trip. The following is a list of actions you can take and equipment you should bring when planning for a ski trip.

DAYS BEFORE:

- **SLEEP:** get adequate sleep the week leading up to the event, at least 8hrs per night.
- **PREP SKIS:** any base work on the skis should be done before you leave.
- **RECOVERY:** easy skiing for the day(s) prior to the race.
- **EQUIPMENT:** Check all equipment and fix or replace equipment before you leave.
- **FOOD:** Eat healthy with lots of carbohydrates starting 2 nights before departure.
- **PACK:** This takes more time than you think, so get started two days before you leave by washing clothes, and pack as much as you can in the days leading up to the race. You don't want to have to stay up late to pack.

AT THE RACE SITE (day before race)

- **Get to know the course**

It is always the athlete's responsibility to know where they are going. Course marshals are not supposed to give directions and if they give incorrect directions it is still up to the athlete to take the right course. Usually the course is well marked. Skiers should ski their full racecourse, or depending upon the length of the race, parts of the course prior to the event. Coaches are always available to ski and review the course, particularly for less experienced skiers.

NIGHT BEFORE RACE:

- **HAND IN SKIS TO WAX TEAM:** Make sure you hand in clean, scraped and well labeled skis to the wax team.
- **DINNER:** Have a dinner of complex carbohydrate (i.e.. pasta, brown rice) foods you are familiar with and lots of water. The water you drink now will help you in the race tomorrow.
- **CHECKLIST:** Before you go to sleep collect and prepare ALL your gear.
- Prepare prerace and race plans

AT RACE SITE

- **GET BIB:** They won't let you race without one
- **WARM UP:** Follow your warm up routine (ask a coach before race season to help you develop one)
- **TEST WAX:** Changes to wax can always be made, but you have to test it first (see waxing policy).

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- RACE: Follow your race plan
- COOL DOWN: Eat, drink (see nutrition section) and go for an easy 15-30min ski.

Packing For A Ski Race

The Must-Haves

- Skate and Classic skiing equipment (both warm-up and race skis)
- Boots (ski and winter)
- Gloves/Hats both for skiing and walking around outside (at least two pairs of ski gloves)
- Ski clothes, this includes racing suit, warm-ups (jacket and pants), buff, tights, fleece/warm layer (tops and bottoms).
- Long underwear or lifa (at least two pair)
- Socks (lots of them), underwear (windbriefs)
- Apres ski wear (pants, t-shirt, hoodies etc)
- Winter jacket
- Water bottle/bottle holder
- Daypack (large)
- Money
- Toiletries
- Health Card
- Snacks
- Homework
- Running Shoes

Stuff that you may want

- Camera
- Board or card game (as long as it's easy to pack)
- Book to read
- Headlamp
- Music
- Recovery drink mix
- Heart Rate Monitor
- Sunscreen
- Sunglasses

Remember clothes get wet while skiing and it's much easier to change into new clothes then to dry them out.

What you need at the race site

You don't need to bring everything from home or the hotel to the race site. Here's a list of things you should have:

- Race skis (if not already with coaches)
- Warm up skis
- Poles

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- Boots (make sure they are dry)
- Race Clothes (race suit, warm ups and base layers)
- Goggles or racing glasses
- Food and Water (a good size meal and food/water you can carry)
- Winter Jacket (it gets cold waiting around for all those medals)
- Winter boots or Neos (see above)
- Extra Gloves
- Change of clothes
- Music (something to help you relax or get pumped)

Appendix 2: Trip Guidelines

Requirements and Guidelines for Out of Town Trips

-----Ski Club

Note: Unless otherwise stated, the duties listed below are the responsibility of the Trip Coordinator working with the trip Lead Coach.

I. Adult Supervision

1. Requirements

- a) Minimum 2 coaches in addition to adult volunteers.
- b) Minimum adult to racer ratio of 1:3 with van transport and up to 1:5 with bus transport, with coaches included as adults in the ratio, and rounding up as necessary to ensure the minimum adult to racer ratio is attained.
- c) Racers will fully cover all transportation, food and accommodation costs for paid coaches and non-parent volunteers.
- d) All volunteers are to supervise and assist with meal preparation and kitchen clean-up. Athletes must also assist with these tasks.

2. Guidelines

- a) Volunteers and coaches are to be assigned specific duties before the commencement of the trip ie. Wax support, meal support, athlete transport, with some overlap and flexibility as necessary.
- b) Coach and volunteer transportation and accommodation expenses are subsidized 100% by racers, unless the trip is one that is particularly expensive (eg. Whistler, Whitehorse) in which case parent volunteers *may* have to pay for their own food.
- c) If responsibility must be shared because an adult cannot be on duty full-time, then the team will cover only the applicable share of his/her accommodation and travel costs, pro-rated for the percentage of the trip that the volunteer is available for full-time duty.
- d) Meal plans should be prepared in advance of the trip. Priority should be placed on home cooked meals rather than eating in restaurants in order to minimize food costs and maximize nutrition.
- e) Parents not able to attend on the trip should be solicited in advance to provide prepared meals, muffins, and snacks, and will be fully reimbursed for their grocery expenses out of the trip budget. Plan well with frozen foods – large lasagnes can take a long time to defrost (days). Ask parents sending meals to send them in frozen Ziploc bags. Duty rosters and schedules for meal preparation and clean up, as well as for wax support should be prepared in advance of the trip. Post these schedules in every

chalet and in the wax tent so athletes and volunteers can readily check their assignments.

- f) All receipts for groceries should be provided to the Trip Coordinator as expenses are incurred and, at the latest, within one week of the trip's end.

II. Transportation

1. Requirements

- a) Private vehicles used for the purpose of transporting athletes, coaches and volunteers on team trips **must** be equipped with winter tires, **must** be insured, and **must** be in good working order suitable for winter driving conditions. It is the responsibility of parents who are providing their vehicle for the use of team trips to ensure their vehicle meets these safety and insurance requirements. It is recommended that parents using their private vehicles to transport athletes carry \$2,000,000 liability coverage for their own protection.
- b) By no later than September 30 of each year all athletes and coaches as well as all parents of participants in club trips **must** sign the attached Acknowledgement and Consent form. **Without exception, any athlete who has not signed the form, or whose parents have not signed the form, will not be permitted to participate in any club trips.**
- c) If a private vehicle belonging to parents who are not accompanying the athletes on the trip is used for the trip and driven by a volunteer adult accompanying the group, both the parent lending the vehicle and the volunteer driving the vehicle must understand and agree that this is an entirely private arrangement between them. The Club will not be responsible for any damages caused to the vehicle borrowed for use during a Club trip, and that they will not involve the club in any related disputes between them. The Trip-Coordinator will not request or suggest vehicle exchange.
- d) The Club will not pay for the cost of repairs to private vehicles used on trips.
- e) Team equipment and luggage are to be transported by a rental transport van equipped with winter tires and a metal wall between the cargo section and the passenger section to ensure driver and passenger safety.
- f) If rental vehicles are used, only the insured driver designated in the rental contract may drive the vehicle, and a copy of driver's licence and proof of insurance coverage is required from the rental vehicle driver. Trip Coordinator must obtain verbal confirmation from parents driving rental vehicles that they are properly licensed and insured, and obtain verbal confirmation from rental agency that vehicles are equipped with winter tires.
- g) Athletes must not transport other athletes during race trips unless all athletes in the vehicle are over the age of 18. In the case where all athletes are over the age of 18 parents should be made aware of who the athlete is travelling with.
- h) These transport safety requirements must be followed during trip travel:
 - o seat belts must be worn

- frequent breaks (every 2 -3 hours) should be taken to prevent fatigue
- no use of cellular phones when driving
- respect speed limits and reduce speed in snowy conditions
- have 1 or 2 spare adult drivers available on each trip to take over the driving if required
- be aware of hazardous road conditions and be willing to change plans and routes as required.

2. Guidelines

- a) Private vehicles should be used for team trips whenever possible to reduce costs. For trips longer than 6 hours in duration (ie Rimouski, Timmins, Sault St Marie), transportation in an appropriate sized bus should be considered. Collaboration with other local ski clubs will help to reduce costs.
- b) All parent and private vehicles should be full of gas at the beginning of the trip, and should be filled up immediately on return from the trip. All gas expenses should be provided to the trip coordinator within one week of the trip's conclusion.
- c) The owner of any vehicle used on a Club trip will be reimbursed \$100 for the wear and tear on the vehicle resulting from use of the vehicle on a trip.
- d) Rental mini-van(s) (1driver, 5 athletes) may be rented if there are insufficient private vehicles available, provided they are equipped with winter tires. Where vans with winter tires are not available all-season tires are permitted.
- e) Payment for rental passenger van or cargo van may be made by club cheque or personal credit card.
- f) All receipts (van rental, fuel etc.) should be submitted to Trip Coordinator within one week of return.
- g) In the case that poor weather is being forecast during travel times, the trip coordinators should check the Environment Canada web site to determine if there are any warnings posted. Travel SHOULD be postponed if there are severe warnings in effect. Furthermore, Trip Coordinators should check with the highway safety divisions of the OPP and SQ to determine if there are road closures. In there are road closures, the trip coordinator MUST postpone the trip and/or consider cancellation.
- h) Ensure that all adults within the group have a list of each other's cell phone numbers, in case of breakdown.
- i) Prepare transportation roster, based on an understanding of how many passengers each vehicle can hold (see spreadsheet).
- j) Arrange rides to and from race site in consultation with coaches and athletes on training day. Following the coaches meeting and subsequent team meeting, establish a race-day departure schedule with coaches, drivers and athletes; post the schedule.
- k) Arrange return rides following the races.
- l) Make arrangements for a grocery run, if required.

- m) For trips involving air travel, the Trip Coordinator should determine ideal arrival and departure times for the athletes, and then will research lowest cost options. Trip coordinator recommends flight options, and plans for travel booking either as a group or on an individual basis. Trip coordinator will make rental van bookings according to the recommended arrival times. Note that some airlines (Air Canada) request that you notify them at the time of booking that you are travelling with ski equipment.
- n) On the return trip, notify parents via email (BlackBerry is a wonderful thing!) when the team is approximately 1 hour from the return meeting spot. Note that all athletes are required to help unload trailers in an orderly fashion to help speed the process.

III. Accommodation

1. Requirements

- a) Moderately priced and close to the race site, preferably within 15min and no more than 30min drive from the race site.

2. Guidelines

- a) Book early (at least 3months in advance – discounts often apply for early bookings). Expect to reserve with a personal credit card.
- b) Quiet and clean (non-smoking).
- c) Kitchen facilities where possible – Chalets are often the best suited to accommodating a large group.
- d) Understand and communicate clearly to the group what's included, e.g. ask about dishwashers, laundry facilities, bedding, towels, kitchen towels, etc.
- e) Check cancellation policy, and ensure the deposit is refundable on reasonable terms.
- f) Request wax room if none is provided at the race site.
- g) 1 person/bed as a general rule however 2/bed will be allowed to reduce costs only with consent of the athletes involved and their parents.
- h) Room assignments by the Trip Coordinator in consultation with the Lead Coach for the trip. Athletes are expected to be willing to share a room with any team member of the same gender.
- i) Prepare room assignment list, in consultation with the lead coach. Try to ensure that there is at least one food/logistics parent in each chalet to act as guardian. Post room list in each chalet. Trip coordinator should ensure that each athlete has acceptable and fair accommodations. In the event of illness, try to isolate the ill athlete. If need be, the parent volunteer may need to give up their space to another athlete and try to find suitable accommodations on couches, etc.
- j) Trip Coordinator is to look after all on-site arrangements with hotel: Registration, Room assignments, Payment of bills and return of keys, Wax room and clean up arrangements.

- k) Adult volunteers should tour the halls as required, ensure rest times are respected and remind racers of gender room policy (keeps doors open with visitors of opposite sex).
- l) Athletes recovering from an illness or feeling unwell should check with the coach to determine the advisability of attending the trip. If an athlete becomes ill during a trip every effort should be made to ensure that she or he will not infect others.

IV. Trip Budgets, Fees and Payment

1. Requirements

- a) Commitment and payment of non-refundable trip fee deposits are required at the parents' meeting held each September and athletes will not be allowed to participate in the group trip arrangements if fees are not paid in full by the specified deadline for payment. Based on the number of deposit cheques received, each trip organizer will be committing to a corresponding level of accommodations, vehicle rentals, food catering (as applicable), and support team numbers. Many of these arrangements are not able to be changed at a later date without cost and/or considerable volunteer time.

For these reasons, no refunds will be issued once the September fee deposit payment deadline has passed. Only in circumstances where an athlete cancels out of a trip due to serious illness or injury or a family emergency, or because the athlete has qualified for a higher level race (eg. World Juniors) that conflicts with a race for which a deposit has been paid, best efforts will be made to reimburse an athlete for as much as possible of the deposit fees paid, without adding cost to the other athletes confirmed on a trip. Where club has set qualification criteria that athletes need to meet in order to attend a particular race (eg. Nationals), an athlete's deposit will be fully refunded if the club determines in advance of a race that the athlete has not met the criteria and therefore can not attend the race.

To the extent that the trip costs turn out to be lower than the deposit cheques provided, club will issue ONE cheque at the end of the year for all funds left-over from the trip deposits.

- b) Payment of race registration fees and applicable licence fees are the separate responsibility of athletes and their parents and are not included within the trip budget.
- c) Wax expenses and equipment purchases are not to be reimbursed from the trip budget. Wax and equipment expenses are to be reimbursed from the Racing Program Budget following the Racing Program Procedures for expenses.
- d) Final trip accounting must be emailed by the Trip Coordinator to all trip participants, the Treasurer and the Race Program Director within three weeks of return from the trip. This trip accounting applies for all club sanctioned team trips.
- e) The Trip Coordinator will centralize the trip accounting process by gathering all receipts from the coaches and volunteers and submitting the receipts, a copy of the online expense claim form(s) and the final accounting spreadsheet to the Treasurer in one organized package.

2. Guidelines

- a) Prepare trip spreadsheet for effective and transparent revenue/expense analysis (master available from Racing Program Director or Quebec and Ontario Travel Coordinators).
- b) Trip fees for 3-day weekend races where air travel is not required should generally not exceed \$300.00 (Quebec) to \$350.00 (Ontario).
- c) If there are athletes receiving wax support only, the cost is \$25 per day (cover pro-rated share of coaches and wax support team expenses) and include in the overall spreadsheet.
- d) The Trip Coordinator may personally reimburse all coaches and volunteers for their expenses and gather their receipts at the end of the trip and then submit one online expense claim for reimbursement to the trip coordinator in order to simplify the expense claim and reimbursement processes OR the Trip Coordinator may submit an online expense claim on behalf of each volunteer.
- e) Racers' cheques should be delivered by Trip Coordinator to Race Committee Treasurer by October so that club cheques can be prepared for: Team registration, Accommodation and Transportation or to reimburse the trip co-ordinator for expenses incurred on behalf of the group.
- f) Cost per athlete to be tabulated as soon as possible post-trip so that final trip refund or cost collection (as applicable) can be entered in the central spreadsheet used to calculate the amount of the year end refund cheque to be issued to each athlete.
- g) All receipts (van rental, fuel, groceries etc.) should be submitted to Trip Coordinator within one week of return.
- h) Reimbursement cheques in relation to expense claims should be issued within three weeks of return from trip.

V. Forms, Scheduling and Administrative Matters

1. Requirements

Two weeks prior to departure contact Quebec/Ontario Travel Coordinator to obtain the trip binder with Medical Releases, Waivers, Acknowledgement and Consent forms, and Code of Conduct Agreements. An athlete who has not signed one of the above-noted required forms will not be permitted to travel with the club on any trip.

2. Guidelines

- a) The coach will send out reminders to parents and athletes to look after their own race registrations prior to the registration deadline.
- b) Collect and distribute volunteers' cell phone numbers, other contact numbers, directions/map to motel and race, room assignment list to all adults.

VI. Team Meetings and Race Site Duties

1. Requirements

- a) Provide any outstanding registration fees/forms to Race Secretary (can usually be done on training day).
- b) Designate one volunteer to pick up team bibs from registration area and make available to athletes from some central location determined the night before at the team meeting.
- c) Request at least three copies of start list (sometimes made available at coaches' meeting)

2. Guidelines

- a) Team meetings provide time for coaches to review routine with athletes: Skiers arrive at race site, Collect warm up skis and bib, Do a warm up, Return at prescribed time to wax area to collect race skis (normally 30min before start time).
- b) Any required information bullets (hotel/transportation etc.).
- c) Finalize and post the race day departure schedule in conjunction with drivers.
- d) Discuss with coaches required volunteer support on race day; this is subject to change, but may include someone at the wax area to communicate athlete feedback if coach is occupied, someone at the start with extra poles and skis, and others at various places along the course.
- e) Deliver coffee/hot chocolate and lunches to members of the wax support team in the wax tent.
- f) Volunteer at start area should do a visual check of all racers for correct bib and OK equipment; be visible so athletes can ask for assistance if they require it.
- g) Whenever possible, all skiers should be met at finish; do visual check to make sure athlete is OK.
- h) Provide LOTS of encouragement.
- i) Have FUN

VII. Wax and Equipment Coordinator Duties - Lead Coach

1. Requirements

- a) Make arrangements to pick up the rental cargo transport truck from the rental shop.
- b) Ensure that wax supplies and equipment necessary for race support are transported with the group to the race site.

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- c) Make all wax and equipment purchases, in consultation with the head coaches and within the annual budget established for wax and equipment purchases by the Race Program Committee, respecting Racing Program purchasing procedures.
- d) Submit all receipts for wax and equipment purchases to the Treasurer for reimbursement from the Racing Program budget, following the Racing Program Procedures for expenses.

2. Guidelines

- a) The cargo truck normally stays at the race site at all times to store the team's equipment.
- b) Responsible to ensure that all wax and ski equipment is securely and neatly stored away at the end of each race day, and is responsible for the maintaining possession of the keys to the cargo van.
- c) Prepare a schedule for the wax support volunteers so that all volunteers assigned to wax support will know when they are expected to be present in the wax room and on duty prior to and during the races.
- d) Assign duties to wax support volunteers and ensure gas masks are used in wax room when necessary.

Appendix 3: Super Nordic Athlete Code of Conduct - U18

Super Nordic's racing team requires a general code of conduct to create the best possible environment for the athletes and the coaches in which to strive for excellence. During the course of trips, team leaders will have to make decisions based on their experience and training that they feel are best for individual athletes and the team. These decisions may range from seeding and relay team selection to possible withdrawal from events due to illness or unsafe conditions. Accepting the following guidelines and understanding the rules will allow everyone to perform at an optimum level.

Guidelines Athletes should always demonstrate good sportsmanship and show respect for other competitors, officials and themselves, by:

1. avoiding interference with other competitors during training or competition
2. striving to be positive and supportive of others
3. working as a cooperative member of the team
4. being responsible for the care and maintenance of their own equipment
5. behaving in a way that reflects favorably on our sport, our division, our club, our sponsors, as well as on our families and others who support us.

Rules

Athletes must abide by the rules of Cross Country Canada:

1. Smoking and involvement with non-prescription drugs or banned doping substances is prohibited. Athletes—in consultation with their coaches—have a responsibility to be aware of and avoid the use of performance enhancing substances. If unsure of the effect of a medication, athletes should check with their coaches. Prescribed medications from doctor MUST be registered with the coaches prior to entering a competition. 2
2. Possession or consumption of alcohol by junior athletes is strictly forbidden during team trips.
3. Any extra costs incurred by an athlete i.e. damage to accommodations, damaged or lost equipment will be the responsibility of the athlete.
4. If room visits involve persons less than 18 years of age, doors are to be open allowing clear view of the room and occupants.
5. There shall be no visiting in rooms during quiet hours or after curfew.
6. All team members must confirm with one of the coaching/support staff that they are aware of and are in concurrence with their whereabouts and activities at all times when away from the team accommodations or race site.
7. In addition to the rule on alcohol use, the possession or use of other behavior modifying substances by athletes of all ages is prohibited during a competitive event/trip and is actively discouraged by coaches and CCC at all times. The possession or use of these substances is a serious violation of this policy.

Disciplinary Procedures

The coaching staff will deal with minor breaches of discipline by discussing the problem with the athlete(s) involved. The resolution of the problem could involve the imposition of

disciplinary measures by the head coach in consultation with other members of the coaching staff. These measures may include withdrawal of training or competition privileges including entry to races. In these extreme circumstances these actions will only be considered after at least a telephone review with the coach and the parents of the skier concerned. In minor breaches the Racing Director will be informed of the breach and the action taken. If a second incident should occur, the Racing Director will be directly involved in any actions and discussions with parents. If these steps fail to resolve the problem (or there are persistent breaches) a formal complaint should be made to the Racing Director and President of Super Nordic by the head coach. This formal (written) complaint should be preceded by notification of the athlete within 24 hours of the problem occurring and should include:

1. The time, date and location where the problem occurred
2. The name(s) of the person(s) alleged to have broken the code or rules
3. The names of any person(s) who may have been wronged
4. Name and address of the person(s) making the complaint
5. A specification of the rule or guideline broken
6. A description of the offensive behaviour and the effect on others or on the competition
7. Any other relevant information

A review panel will be set up by the President of Super Nordic Ski Club and will include the President (or designate), the head coach of the event (or designate) and a representative of the person alleged to have broken the code. The parents of minors will be informed. Both sides of the dispute may call witnesses and submit evidence and ask questions of the opposing side. A written record of the proceedings will be kept and may not be released by the panel or any member of the panel. This information will be considered as confidential.

The panel will advise the complainants of its decision as quickly as possible.

A review panel may also be convened if in the view of the President and two other members of the Super Nordic Board of Directors that the incident reported by the head coach following an event warrants further action. This course of events may only be taken if the athlete has been informed within 24 hours of the incident that the report will form part of the coaches' report to the Super Nordic Board. The President must notify the team member within two weeks of the end of the competition that a review panel will be convened.

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Main writers

Michael Vieira