



**COACH EDUCATION PROGRAMME DOCUMENT**

# **World Triathlon Coach Education Partnership Programme (CEPP) Guide**

**Version 1.1a – February 2023**

*A summary of the World Triathlon Coach Education Partnership Programme*

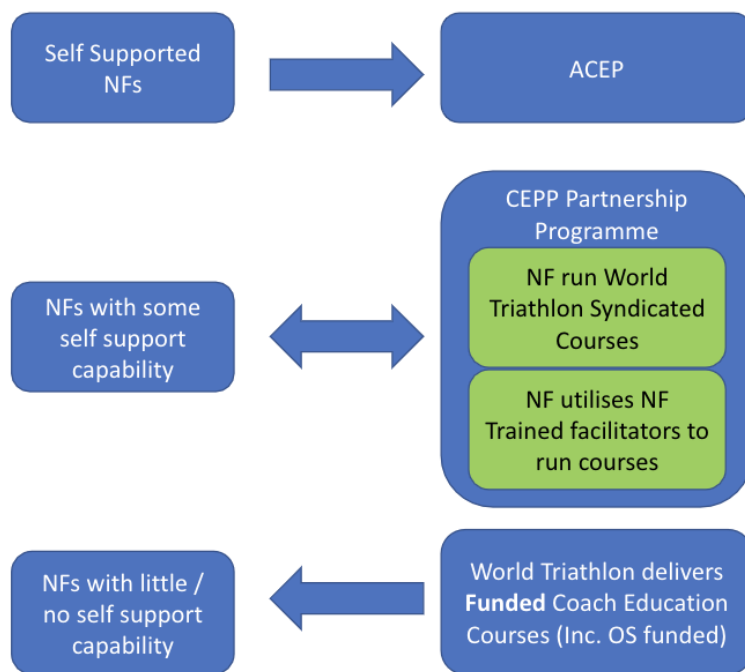
The aim of this document is to provide National Federations (NFs) with an understanding of the options for working with the World Triathlon on Partnership programs regarding delivery of coach education.

## Wider Context

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

### Accredited Coach Education Programme (ACEP)

Some NFs are self-supporting and have the resources, skills and capabilities to run their own coach education programmes. The relationship with World Triathlon for most of these NFs is based around ACEP. ACEP is World Triathlon Development's program for accrediting the Coach Education Program of NFs, in effect giving them a badge of approval. ACEP's aims are for the NFs and World Triathlon to share best practice and work together on common issues in the interests of all. Over the longer term it is intended that some of the outputs from ACEP will filter down and become best practice for the wider community of NFs. It is built on a spirit of sharing and collaboration for the greater good. How Coach Education develops within these NFs is driven by the NF themselves.



Arrows indicate where the coach education programmes are driven and led from.



The ACEP will allow the NF to use World Triathlon Accredited Coaches Education Logo, e.g. on their website or in connection with their courses.

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

Completing the ACEP self-assessment will however provide useful information for the CEPP process, and the best practice approach is that any NF wanting to undertake CEPP program should complete the ACEP documentation to establish their current capabilities. For some NFs undertaking CEPP may provide sufficient evidence to allow them to become an accredited ACEP National Federation.

## Coach Education Partnership Programme (CEPP)

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

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

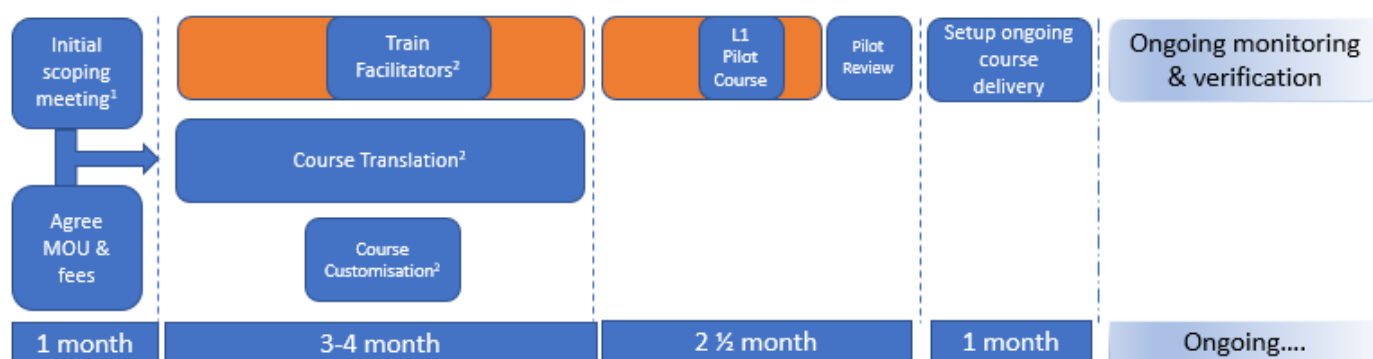
At the other end of the spectrum in the Partnership Programme, the NF will work with the World Triathlon to develop their own Facilitator workforce and processes, utilising the World Triathlon Education & Knowledge Hub. The NF will again cover all the setup and ongoing costs of running these courses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

## Funded Courses

The third group of NFs is those who don't have the resources to cover the costs of putting on courses. These NFs can apply to have courses in their country, subject to various funding, for example World Triathlon Development Funding via the Continents and/or Olympic Solidarity (OS) Funding. Courses run in one country will usually be open to coaches from a variety of different NFs, usually from NFs who are geographically close by. There is usually a limit to the number of coaches from the host NF. The approach and organisation of these courses is driven by World Triathlon. These coach education courses and initiatives are outside the scope of this document. These courses are those that most NFs will be familiar with and associate with the World Triathlon Coach Education Programme.

## CEPP Process and Timescales

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



<sup>1</sup> Scoping meeting to include ACEP documentation completion

<sup>2</sup> Optional elements by agreement

Orange blocks indicate elapsed time, but not actual activity e.g. time to arrange activities

## Phase 1 – Understand Current Situation and Agree Approach

The main aim is to ensure that the impacts of different options are fully understood, and the best approach is taken for the NF. This stage generally will require a couple of meetings and potentially some review and investigation of NF capabilities. The elapsed time for this process may take approximately one (1) month. It makes sense for the NF to complete the ACEP questionnaires and documentation in order that the World Triathlon Development team gains a good understanding of the current situation and the needs and context of the NF and its coach education department.

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

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

Note that for some NFs as part of this process it is also feasible that they will reach a point where their Coach Education Program becomes accredited as a result of completing the ACEP process. This is not an expectation but just a possibility. However, the act of completing the process will likely provide the NF enough information for it to devise a development plan to meet the requirements in the future. So, it is likely to be a useful process to undertake.

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

- **NF runs standard World Triathlon Courses**

The NF provides funding and resources to put on standard World Triathlon Courses, they are delivered by accredited World Triathlon Facilitators, using standard World Triathlon course resources, and operate in an existing 'Standard World Triathlon delivery language', currently English and Spanish (note there are plans to extend this to include French, Arabic, Simplified and Traditional Chinese and Russian over the next couple of years). In effect it is a standard World Triathlon course, but the NF covers all the costs of the course. The main point to note here, is that organising times and dates of the course may be dependent upon availability of World Triathlon Accredited Facilitators. This is the simplest and cheapest option and may be most suitable for NFs who only want to run 1 or 2 courses per year.

- **NF fully tailored courses**

The NF organises and delivers its own courses, using World Triathlon online resources. The NF can utilise its own Facilitators, but they will need to have been through a process to ensure they are appropriately skilled and can deliver the World Triathlon course in line with World Triathlon expectations and requirements. The course can also be run in a language of the NFs choosing, however if they want the course materials in a language other than the standard languages offered by the World Triathlon then the NF will need to have organised and financed the translation exercise. There is also a small amount of tailoring of the course that is possible, such as changing from a 5-day block delivery to weekend delivery, or other options (fully online or blended delivery for example) depending upon what suits the coaches in this country. World Triathlon will need to approve the final content of the course, to guarantee the basic content is respected, this will allow the NF to have World Triathlon logo on all the certificates.

- **Partially tailored courses**

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

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

## Phase 2 – Determine optional elements

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

### Facilitator Training and Orientation

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

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



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

- Facilitation skills in a formal learning situation (courses)
  - o Communicate with individuals and groups, build rapport, present clearly, using appropriate language and non-verbal aspects.
  - o Accelerate the learning of coaches, understand learning models and principles, create and maintain supportive/positive learning environment, encourage and develop reflective skills in learners.
  - o Adopt learner centred approach, based on needs analysis of learners, adopt appropriate solutions that meet the needs of individuals within a group setting.
  - o Use a range of delivery styles and methods appropriately, review impact of different approaches, differentiate between push and pull learning, select and use a range of delivery methods to optimise learning.
  - o Use questioning, listening and reviewing skills, provide constructive feedback to enhance learning.

- o Plan, lead and review micro-coaching practical sessions, structure sessions to optimise learning, identify ways to check if learning has taken place.
- Assess Coaches using a range of methods
  - o Manage assessment activities, both face to face and online, set-up an environment that supports assessment to aid learning, analyse evidence from a range of sources, provide feedback, assist in action planning, complete appropriate assessment documentation.
  - o Ensure quality assurance of assessments.
- Provide Leadership for the course, and with individuals on their personal development.
  - o Assess and develop own practice.
  - o Support co-facilitators throughout course.
  - o Demonstrate personal behaviours in line with expectations of World Triathlon Facilitator, including curiosity and desire for continual personal development and learning.
- Triathlon Coaching and Technical Knowledge
  - o Facilitators should be qualified at World Triathlon Level 2. In passing the Level 2 they should demonstrate a strong competence across all areas of the course.
  - o Have a broad range of Coaching experience across several domains (e.g. elite, kids, youth, age group, Para triathlon) and have more specific experience and skills in at least 1 area.

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

In either case there will be the need for a World Triathlon Coaching Facilitator Orientation Course, this can be run in the NF location, but the NF will need to pay for flights, accommodation and cost of those running the course. This course is to ensure all Facilitators are familiar with the World Triathlon Coach Education Platform and the approach and style of delivery required for the World Triathlon Coach Education Courses. It can also cover any questions/gaps in knowledge missed during the Facilitator training.

If NF Facilitators are to be used, then the World Triathlon will wish to undertake a verification process, see later in this document for more information.

### Course Customisation

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

Current customisations available –

- **Modification of PowerPoint Presentations** – World Triathlon allows NFs to modify some of the images used in the PowerPoint presentations to make them more appropriate to the NFs members. It should be noted that image changes, should still consider and portray appropriate gender and cultural diversity and maintain the ethos of the World Triathlon in general. Modified NF PowerPoint presentations must be shared with World Triathlon for review and these should be stored in the shared online storage area.
- **Change in Delivery format** - The Standard Level 1 course is 5 consecutive days. For international courses, where many participants are travelling, often by plane, it makes sense to run courses this way to minimise travel costs. It is possible however to run the course as a 4-day course, spread



over two weekends, usually separated by 3-4 weeks. This approach is more suitable if many of the coaches have jobs that mean it is difficult to come to courses for 5 consecutive days. The reduction in the number of days is possible as coaches can be asked to ensure some tasks are done in between the two weekends. It should be noted that if the NF uses World Triathlon accredited Facilitators they will have to pay for all travel and accommodation and a per diem travelling day amount, which may influence the decision from a costing basis.

- **Certificates** - NFs can create their own certificates using Moodle Certificate Plug In, simple certificate tool in Moodle as part of the course, here will be a different version for each NF, with their own logo added and World Triathlon Accredited logo. World Triathlon can provide a template version. The NF can add the World Triathlon Logo to their certificates. A copy of a NF Certificate must be shared with World Triathlon, so that there is general awareness of acceptable certificate format. The NF must take appropriate steps to ensure that the integrity of the certificates is maintained and there isn't the ability of run-qualified coaches to create their own versions.
- **Accreditation** - Some NFs may wish to accredit the course with national coaching agency or National Olympic Committee for example. It will be possible for NFs to add additional requirements into the course, in addition to the standard course to enable them to meet these criteria. There may be a bespoke cost to do so however. It is not possible to remove a standard element from the course. This is usually used where some additional NF requirement require for example a 1<sup>st</sup> Aid certificate to be submitted, or a NF or National Anti-Doping Agency certificate to be achieved for example. The collection and organisation of this content would not be included in the Online Education & Knowledge Hub currently, the NF Administrator would need to check and organise tracking of this information. This content would sit in a Grid item called National Federation Unique resources, this may come at an additional cost.
- **Activities** - NF specific activities can be accommodated within the course (uploading documentation specific to their requirements for example).

### Translate course

The World Triathlon Courses and supporting deliverables are by default available in English and Spanish. Over time this is expected to grow, see page 3 of this document. NFs can ask for translation into their own language, however outside the core languages already discussed there would be a need for the NF to take responsibility for the cost and people required to do the majority of the translation work. It is a significant task.

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

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

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

- **Video Subtitles** – there are nearly 200 World Triathlon Coaching videos, hosted on YouTube and Vimeo (SwimSmooth). It is possible to create language specific closed captions (subtitles) for these videos. World Triathlon can provide English versions of the text. These will however need to be

reviewed and translated by a translator supplied by the NF. A small subset of these videos need a hard-coded translation embedding for playing on courses.

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

Note: A translator supplied by the NF must have enough sport-science and related areas specific language skills and Triathlon coaching knowledge. They are usually best drawn from existing Coaching or Technical Officials or those who have been through the World Triathlon training for either role. The translator needs to be approved by World Triathlon.

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

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

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

### Run pilot course

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

### Train NF Administrator

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

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



## Phase 3 – Implementation

### Facilitators

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

### Course Delivery

The course should be delivered in line with standard World Triathlon agreed guidelines and practices.

### Review Process

Following the first course delivery, a review will be necessary to assess the standard of the course delivery and the appropriateness of the course to the candidate coaches and the context within which they deliver courses. The outcome of the review process may be to make modifications to the course delivery approach\schedule. It may be necessary to review the standard of the Facilitators and decide if more training\education is required before they can deliver courses unsupervised. In some circumstances it may be necessary to insist that a World Triathlon Facilitator is present on a set number of future courses, until such time as the NF Facilitators assure World Triathlon Development that they have the knowledge and skills necessary to deliver the course.

## Phase 4 – Ongoing Delivery and Monitoring

### Data

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

The NF should provide World Triathlon with the number of the certified coaches at each Level on annual basis as part of the National Federation Survey.

### Update of online content

Periodically World Triathlon Development will seek to update the online content and possibly the structure of assessment activities or online tasks. These changes will be to follow up scientific development, resolve issues or to enhance and improve the system. These updates will generally affect all registered users of the system and all NFs who are using the system under CEPP. World Triathlon Development will seek to minimise disruption to all users of the system. In some instances, the changes may require the involvement of the NF's administrator to be involved.

### Monitoring and verification

World Triathlon development takes its responsibility as the governing International Federation seriously, and as such there is a need to maintain a high-quality delivery and assessment process for the coaching courses which are delivered under the banner or accredited by World Triathlon. As such World Triathlon development may periodically review courses run by NFs. The review will be to check that quality of delivery and assessment are being maintained. Most checks will be conducted remotely by reviewing online content or by contacting and surveying coaches who attended the courses.

However, World Triathlon development reserves the right for a World Triathlon Facilitator or team member to attend a course in person and assess the quality of the course.

The costs associated with this verification review will be met by World Triathlon and are incorporated with the annual fees for using the system. This is a key reason why it is more expensive for NFs to run courses with their own Facilitators than just using World Triathlon Facilitators.

For courses run by a National Federation, World Triathlon development reserves the right to withdraw agreement if satisfactory resolutions cannot be found to any issues raised. The intention of this process is to provide NFs with a high-quality system and maintain the integrity of coaches validated as part of these courses. World Triathlon will seek to take the necessary actions with the assistance of the NF to resolve issues and work in a positive approach. However, if issues cannot be resolved the right to withdraw from the agreement remains.

## Fee Model

Please note we can customise courses, fees and respond to the needs of the National Federation. We welcome conversations to explore your National Federations needs and how to work together effectively.

Yearly Fees in USD.

Yearly fee	\$1500	Access to World Triathlon Education Hub. Yearly Moodle support and updates.
Fee per Coach per course for Level 1 access	\$30	
Fee per Coach per course for Level 2 access	\$50	
World Triathlon Facilitator Training (Face to Face / Online)	TBC	Fee based on the NF needs and requires further discussion.

## Verification Process

World Triathlon Development will be continuously monitoring the quality of course implementation and delivery.

A plan is in place to revalidate any NFs who adopt the CEPP programme after 4 years. NFs should bear in mind that there will be a fee associated with the revalidation process, which is likely to include paying for a member of the World Triathlon Development Team visiting a coaching course to review the delivery and associated meetings with the NF person responsible for coach development.

## Example MoU Points

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

- World Triathlon will provide continuous support and maintenance to the online system. NF Administrators will have access to support staff, should there be any issues that require resolution. Due to the available resources and non-critical nature of an education system, support is not 24x7x365.

Support will generally be email and a usual response time of 2 business days should be expected allowing for international time zones. If there is a specific need for support foreseen, this should be discussed and raised in advance with World Triathlon staff as soon as possible, but preferably 2-3 weeks in advance.

- World Triathlon will train an NF Administrator who will be responsible for sending candidate lists to World Triathlon Moodle Expert to upload coaches to courses, overseeing interaction and engagement of coaches, checking completion of courses satisfactorily. This training will either be done during Facilitator orientation or on a separate Zoom call, and support will be available.
- Where World Triathlon Facilitators are used by the NF they will be responsible for paying their travel, accommodation and living expenses, course fee and per diem travelling fee in-line with World Triathlon standard terms. [world\\_triathlon\\_development\\_project\\_fees1.pdf](#)
- NFs will be responsible for clarifying the role of any coaches who have qualified through this process and to provide them with guidance on the insurance requirements and any other legislative rules to operate as a coach in their country. Ultimately the insurance position of any coach going through World Triathlon Partnership Programme training is the responsibility of the coach themselves, and possibly the NF depending upon the legislation within that country.
- The World Triathlon is not responsible for the ongoing conduct, behaviour and professionalism of coaches who have gone through World Triathlon Accredited Coaching Programs (ACEP).
- Standard World Triathlon Course Feedback will be gathered from the course, this information will be shared between World Triathlon, NF and course Facilitators. It may be used as a means of verifying the quality of course delivery. This information will be anonymous and coaches who provide negative feedback will not be revealed and this will not be held against any coach.
- NFs are granted access for their administrator and any coaches who attend courses, provided the appropriate fees are paid and continue to be paid.
- NFs or coaches who grant access to the system to other people or misuse the system by attempting to copy and re-distribute material or content, or in other ways deemed unacceptable to the World Triathlon will face the possible sanction of losing access to the system.
- Courses must be run in line with World Triathlon Facilitator to Coach best practice ratios, which for face-to-face courses are: Level 1 - 18 coaches to 2 facilitators, Level 2 - 18 coaches to 3 facilitators. In case of an online delivery, the facilitator : coach ratio should not exceed 1 : 12 on Level 1 and 1 : 10 on Level 2.
- NFs will be responsible for insuring their own Facilitators delivering the courses, for both public liability and professional indemnity insurance. Where standard World Triathlon courses are run using World Triathlon Accredited Facilitators, the World Triathlon Facilitators will be insured by World Triathlon.
- Rights of all coaches will be respected, including but not limited to GDPR and Data Protection guidance.
- The World Triathlon will, where appropriate perform verification checks on the courses delivered under the remit of the NF, and ensure the level of documentation, delivery and assessment is consistent with World Triathlon standards. Where this is deemed not to be the case, the World Triathlon reserves the right to insist on further training for facilitators, which may be at the expense of the NF, or in extreme cases, withdraw from the partnership agreement.
- Method of sharing resources (PowerPoints, registers, background content, e.g. video etc with facilitator workforce, secure cloud storage etc) will be provided by the World Triathlon, and the standard course materials for an NF course must be kept up to date and shared in this location, for access by NF Facilitators and World Triathlon staff.
- NF trained coaches will be listed and certified by NF, not World Triathlon. The World Triathlon certification is of the coaching course/program, it is the responsibility of the NF to ensure the quality and standard of the coach being certified as part of this program.

- World Triathlon will retain a list of NF's trained coaches to enable them to come on future courses and because if we erase the data then we erase their course details and access to the online content.
- World Triathlon may give access to NF trained coaches to access annual Revalidation process (CRoC). Setting this up will incur additional costs.

**For any further information on the World Triathlon Coach Education Partnership Programme please contact World Triathlon at [development@triathlon.org](mailto:development@triathlon.org).**