



Coaching Framework

Version 1.2

ISAF COACHING FRAMEWORK

The ISAF Coaching Framework aims to provide all ISAF Member National Authorities (MNAs) a common ground for developing and evaluating coaching qualifications, encouraging coach education and training, working across international boundaries and establishing ethical guidelines and models for standards of international best practice.

For the benefit of clarity, the generic use of 'Coach', 'coaching' or 'coaches' in this document is aligned with language adopted by those involved in the creation of the International Sport Coaching Framework (see ISCF background section below).

ISAF recognize that National Federations (MNAs) may wish to apply their own national

terminology for the titles of the roles defined in the ISAF Coaching Framework (ie Instructor or Trainer). The focus with this framework is on the competencies of each role and not their title which can be amended to suit each member as they see fit for purpose.

“Coaching is a process of guided improvement and development within participants and athletes in a single sport, at identifiable stages”

BENEFITS OF A NATIONAL FRAMEWORK

- National Sport Federations (ISAF MNAs) can map their own qualifications with an internationally recognized framework regarding learning outcomes at identifiable levels.
- National Sport Federations (ISAF MNAs) employing and deploying coaches can more effectively assess the competencies of coaches coming from other national sports federations or overseas nations in specific roles. This will assist in the endorsement of existing coaching qualifications and recognition of prior learning (RPL) as well as in the further training where gaps in competency are identified.
- Member National Authorities (MNAs) looking to develop new systems or qualifications can use the ISAF Coaching Framework to help determine standards of Sailing Coach qualifications for each 'level' and create the necessary content to fulfil the associated national requirements.
- Those National Federations (MNAs) who train and employ coaches can use the competencies defined in the ISAF Coaching Framework as an assessment and development tool for their coaches, leading to the identification of training needs.
- The ISAF Coaching Framework will help National Federations (MNAs) align the coaching workforce with the needs of national participants / athletes

BACKGROUND TO THE CREATION OF ISAF COACHING FRAMEWORK

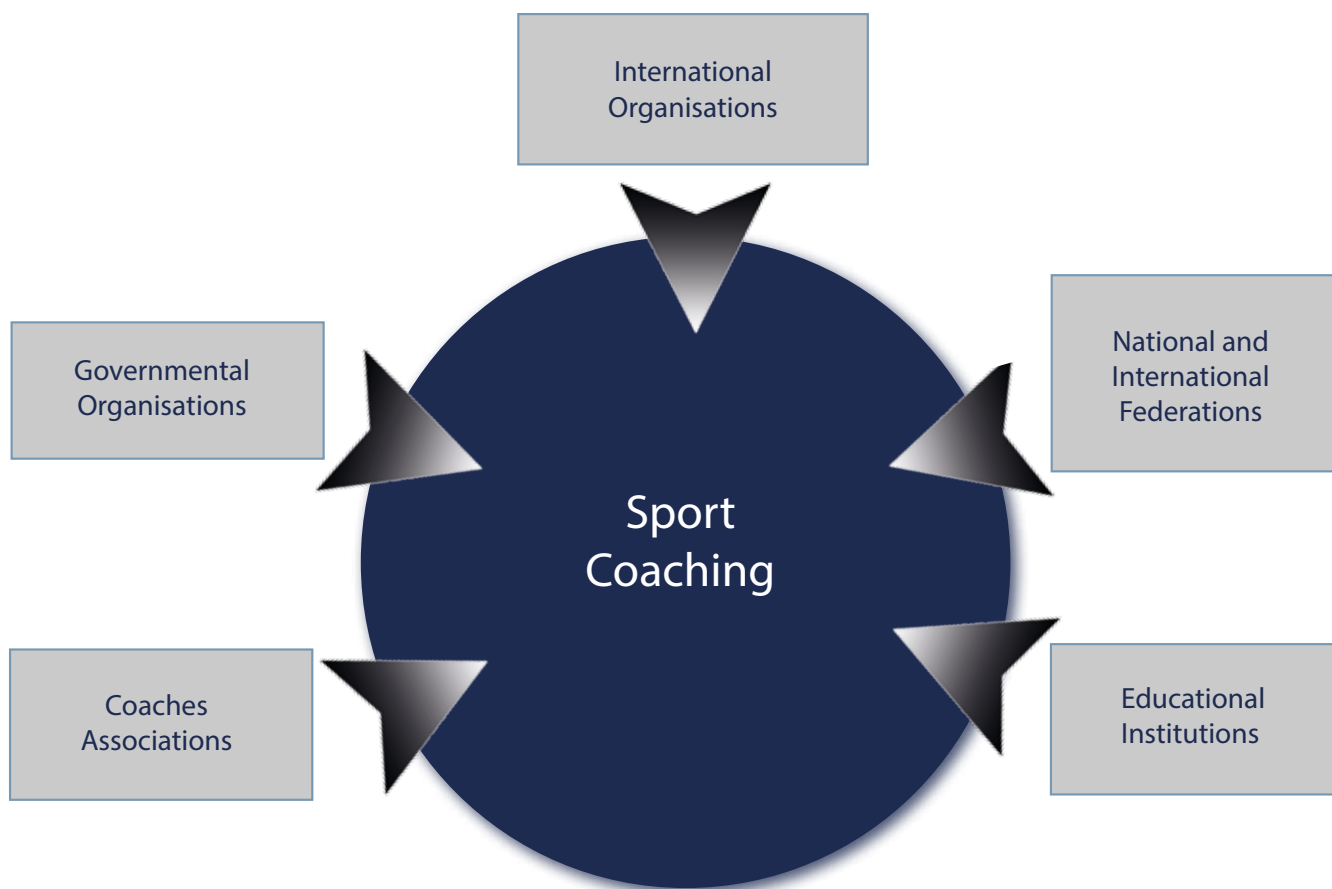
The International Sport Coaching Framework has been prepared in partnership by the International Council for Coaching Excellence (ICCE) and the Association of Summer Olympic International Federations (ASOIF), Leeds Metropolitan University (LMU) as well as the World Anti-doping Agency (WADA), IOC Entourage Commission (EC) and IOC Olympic Solidarity (OS) following a process of development and consultation that commenced in April 2011.

This initiative signals a new and collaborative effort to recognize and support the role of coaches at all levels of sport across the globe, providing the basis for initial implementation and further worldwide development and consultation from those parties involved.

As an International Sport Federation ISAF has identified that with a growing appreciation of coaching and the challenges that accompany the role of the coach, the sailing

community and all of our key stakeholders now recognize the need for a common set of criteria to inform the development and subsequent certification / qualification of coaches within sailing at both national and international level.

The history of the ICCE and its work can be found by visiting their website www.icce.ws



FOUNDATIONS OF THE ISAF COACHING FRAMEWORK

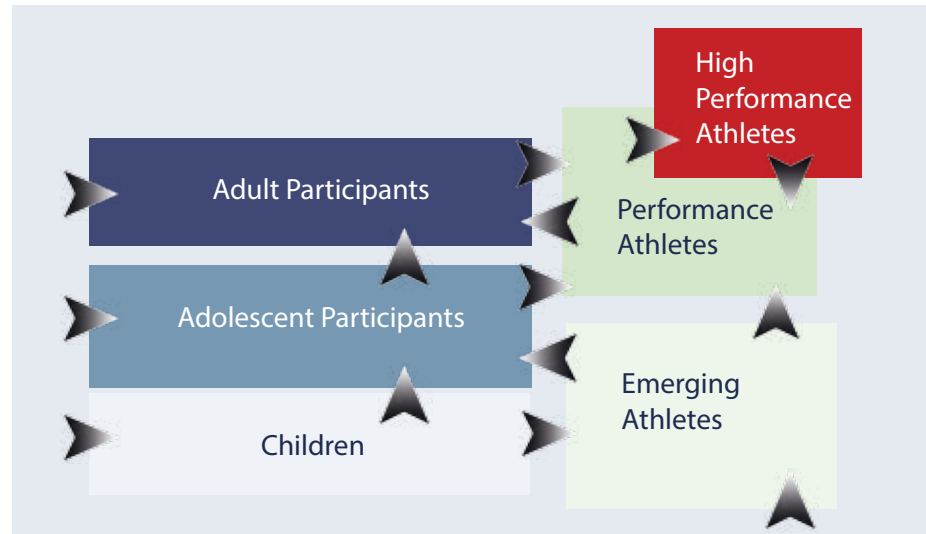
Coaches play a central role in guiding the development of both recreational sailors (participation) and sailors wishing to become athletes (performance) as part of any National Sail Training Programme (NTP). The welfare of all sailors is the foremost concern to coaches in the design, implementation and evaluation of appropriate practices at National / international Level.

While there are many common areas of coaching sailing, unique characteristics in national sail training programmes exist. The International Sailing Federation understands that coaching and growing participation in the sport of sailing are best served when its principles and policies and those of its members work in harmony.

The ISAF Coaching Framework provides a reference point that will have global applications and wide

reaching positive effects on the way that the sport of sailing is delivered. The process of mapping all of the MNA sail training programmes that already exist as well as those seeking to align who have yet to develop frameworks similar to the guidelines within the ISAF Coaching Framework will, for the first time, provide the International Sailing

Federation with a detailed overview of the way in which training of sailors in both 'Participation' and 'Performance' domains is delivered. The process of mapping MNA National Sail Training Programmes will vary greatly depending on the stage of development of the structures of the National Federations (MNAs).

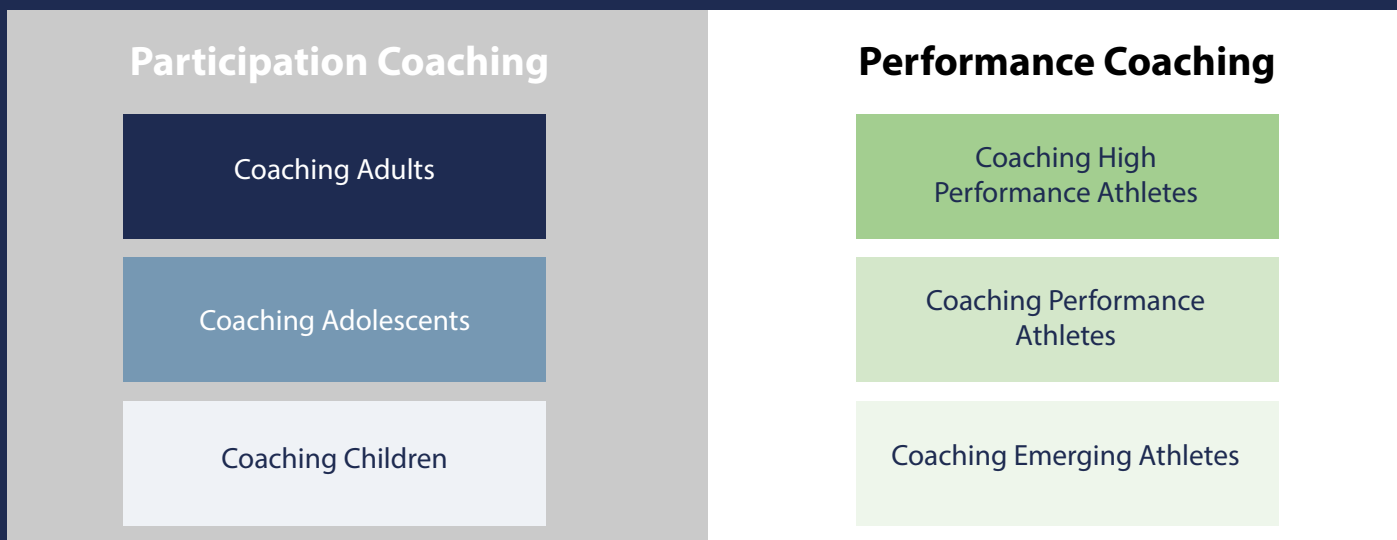


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COACHING DOMAINS

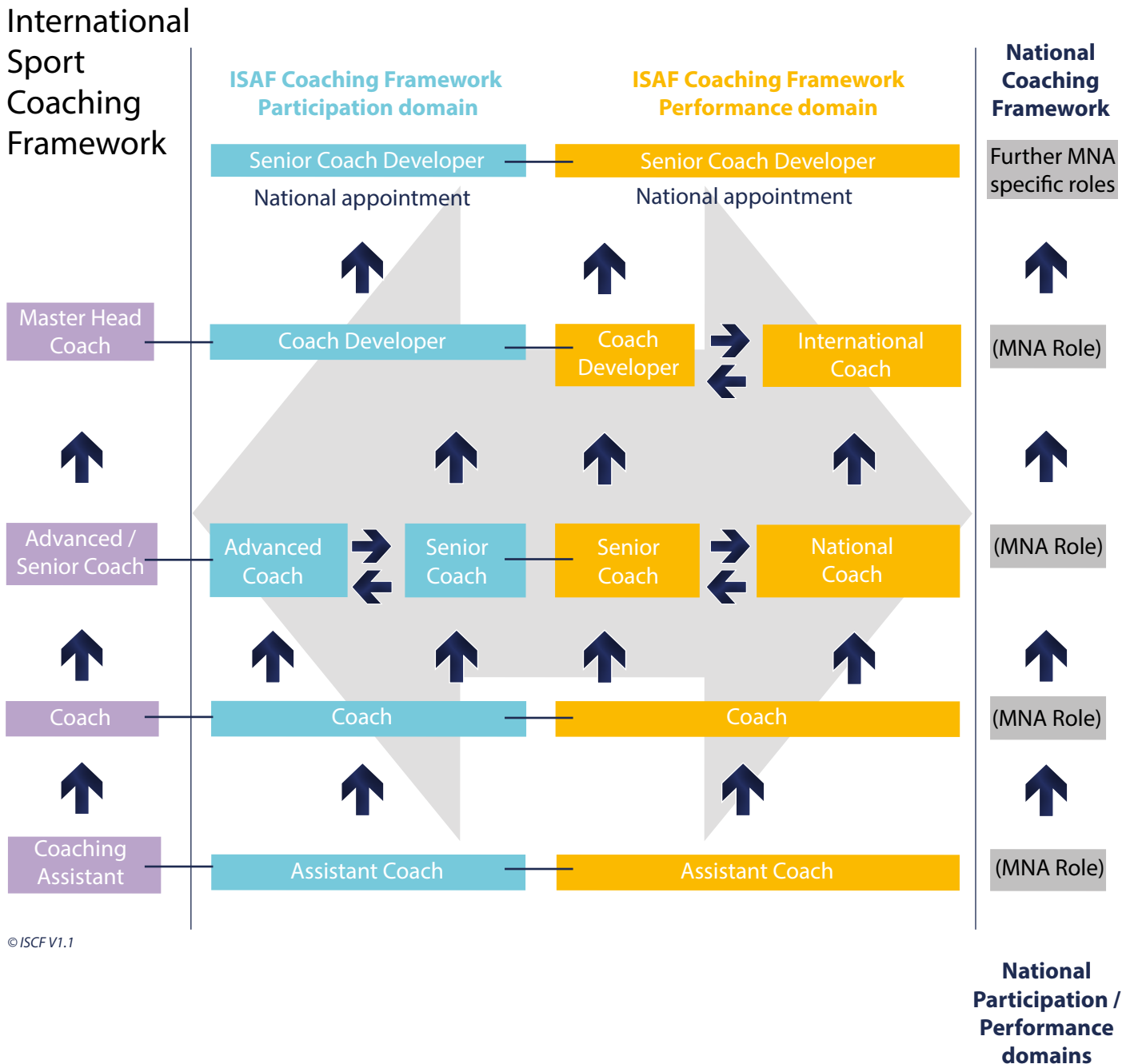
With growing appreciation of coaching and the challenges that accompany the role of the coach, the sport international community and its partners recognize the need for a common set of criteria to inform the development and subsequent certification / qualification of coaches. Based on research and evidence from the field, two primary types of sport activity have been identified:

- **Participation Sport**, where taking part and achieving self-referenced outcomes are the main priority. This can be defined in some cases as recreational participation.
- **Performance Sport**, where development of capabilities and skills referenced against standards evidenced in and out of competition is the main goal.

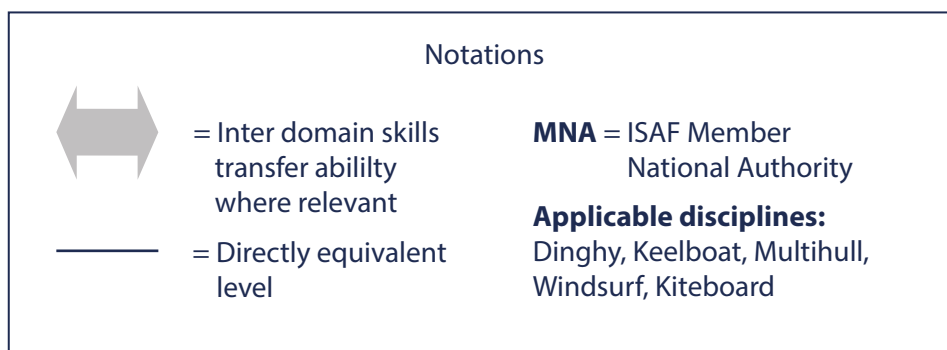


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ISAF COACHING FRAMEWORK – PATHWAYS



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ISAF COACHING FRAMEWORK

PARTICIPATION DOMAIN

		Coaching Assistant	Coach	Advanced Coach	Senior Coach	Coach Developer	Senior Coach Developer
Main role		Assist more qualified coaches, delivering aspects of coaching sessions, normally under supervision. Conduct basic sail coaching under supervision of a coach. Assist a coach in creating a suitable learning environment fit for purpose.	Prepare for, deliver and review coaching sessions. Plan, lead, evaluate coaching sessions within NTP to intermediate level. Is capable of delivering independent sessions.	Prepare for, deliver and review coaching sessions. Plan, lead, evaluate coaching sessions within NTP to advanced level. Is capable of delivering independent sessions.	Plan, implement, analyse and revise annual coaching programmes.	Model best coaching practice. Mediate formal learning situations through prescribed coach development programmes, with some customisation to cater for needs of sailing coaches and the locations and situations in which they operate. Mediate non-formal learning situations (eg. supported workplace practice, rudimentary mentoring). Implement unmediated and internal learning opportunities. Support coach through co-delivery and feedback.	Model best coach developer practice. Mediate formal learning situations through customised coach education programmes. Mediate non-formal learning situations including mentoring. Stimulate unmediated and internal learning support coach developers through mentoring, co-delivery and feedback. Assess coach developers. Assist with initial training of coach developers and their CPD. Design learning programmes for coaches. Manage, monitor and develop long-term coaching strategy.
Coaching experience		This coach has little or no experience in coaching sailing at this level.	This coach has a relative limited experience in coaching sailing.	This coach has experience in coaching intermediate level sailing.	Has considerable experience in coaching sailing.	This coach has expert level experience in coaching sailing and managing other coaches.	This coach has expert experience in coaching, sailing and managing other coaches.
Positioning		The Coaching Assistant reports directly to the Coach.	This coach directs assistant coaches and reports to the senior coach or coach developer.	This coach directs assistant coaches and reports to the senior coach or coach developer.	This coach manages all coaches, and reports to the coach developer.	This coach trains and develops all coaches and reports to the National Programme Training Manager.	This coach directs coach developers and does not report to any coach in the structure. The position is given by national appointment.
Responsibility		This coach has limited responsibility in the coaching process.	This coach has independent responsibility in the coaching process.	This coach has independent responsibility in the coaching process. Is responsible for ensuring personal practical skill and theory knowledge is maintained at the required level.	This coach has full or managerial responsibility in the coaching process.	This coach has full or total responsibility in the coaching process.	This coach has full or total responsibility in the coaching process.
Entry requirements	Age	16 years	17 years	18 Years	18 Years	21 years +	21 years +
	Sailing skill level	Basic skill level.	Intermediate skill level. Able to pass a personal Sailing Assessment	Advanced. Able to pass a personal sailing assessment.	Intermediate skill level. Able to pass a personal sailing assessment.	Intermediate skill level. Able to pass a personal sailing assessment.	Intermediate skill level. Able to pass a personal sailing assessment.
	Coach boat experience	As required by national guidelines.	Competent. As required by national guidelines.	Competent. As required by national guidelines.	Competent. As required by national guidelines. Able to provide training.	Competent. As required by national guidelines. Able to provide training.	Competent as per required by national guidelines. Able to provide training.
	First aid	As required by national guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines.
	VHF	As required by national guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and Recommended in the NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.

Levels of Competency and Responsibility in Coaching

* Basic guided responsibility (Basic knowledge, skills and competence)
 ** Competent independent delivery (Competent knowledge, skills and competence. Enough to allow independent delivery)

*** Advanced Manager (Advanced knowledge, skills and competence. Enough to allow management)
 **** Mentor / Innovator (Expert knowledge, skills and competence. Enough to provide effective mentoring)

Coaching Functional Areas	Competency Area	Coaching Assistant	Coach	Advanced Coach	Senior Coach	Coach Developer	Senior Coach Developer
Set the vision and strategy	Knowledge of national coaching structure.	*	**	**	***	****	****
	Understanding of training schemes, syllabus and operating procedures.	**	***	***	****	****	****
	Producing a structured sail training programme for participants.		**	**	***	****	****
	Analyses the learning needs and desired outcomes for the participant.	*	**	**	***	****	****
	Develop structured session plans with clear aims and objectives for short – medium – long term training.		**	**	**	***	****
Shape the environment	Create a session plan.		**	**	***	****	****
	Use of appropriate qualified personnel.		*	*	***	****	****
	Implement risk and site assessments for sail training environment.	*	**	***		****	****
	Safeguard and protect sailing participants and coaches.	**	***	***	***	****	****
	Appropriate location selection.	*	***	****	****	****	****
	Appropriate equipment for student ability, task and the learning environment.	*	**	**	**	***	****
	Identify achievable goals for each stage of the sailors' training programme.		**	**	**	***	****
Build relationships	Influence sail coach development.		*	*	***	****	
	Manage sail training personnel.		*	*	***	****	****
	Empathy with students and coaches.	*	**	**	***	****	****
	Effective teacher (instructing V's coaching).	*	**	**	***	****	****
Conduct practices and structure competitions	Student development – by applying appropriate practice and learning opportunities.	*	**	***	***	****	****
	Identify specific skills development.	*	**	***	***	****	****
Read and react to the field	Observe, analyse and feedback.		**	***	***	****	****
	Record and evaluate progress.		**	**	***	****	****
	Demonstrate skills and adapt appropriately to needs of students (learning styles).	*	**	***	***	****	****
	Respect third parties and additional users in accordance with national and international regulations.	*	***	***	***	****	****
Learn and reflect	Undertake pro-active coaching CPD.		**	**	***	****	****
	Innovate – new solutions, improvise to add benefit to programme.		**	**	***	****	****
	Evaluate sessions and programme delivery.	*	**	**	***	****	****
	Self reflect and self monitor.	*	**	**	***	****	****

ISAF COACHING FRAMEWORK

PERFORMANCE DOMAIN

	Coaching Assistant	Coach	National Coach	
Main role	Assist more qualified coaches, delivering aspects of coaching sessions, normally under supervision.	Prepare for, deliver and review coaching sessions.	Plan, implement, analyse and revise coaching programmes.	
Coaching experience	This coach has little or no experience in coaching athletes at this level.	This coach has relatively short experience in coaching athletes at this level.	This coach has a considerable experience in coaching athletes at this level.	
Positioning	The Coaching Assistant reports directly to the Coach.	This coach directs assistant coaches and reports to the senior coach.	This coach directs coaching assistants and coaches, reporting to the senior coach.	
Responsibility	This coach has limited responsibility in the coaching process.	This coach has independent responsibility in the coaching process.	This coach has independent responsibility in the coaching process. Is responsible for ensuring personal practical skill and theory knowledge is maintained at the required level.	
Entry requirements	Age	16 years	17 years	
	Sailing skill level	Intermediate sailing skills. Limited club racing experience.	Advanced sailing skills. Regular club racing experience.	Advanced sailing skills. Experience of competing in national championships. Class specific.
	Coach boat experience	As required by national guidelines.	Competent as per national guidelines.	Competent as per national guidelines.
	First aid	As required by national guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.
	VHF	As required by national guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.

Senior Coach	International Coach	Coach Developer	Senior Coach Developer
Leads a team of coaches in planning, implementing and reviewing coaching programmes.	Plan, implement, analyse and revise long-term (multi-annual) coaching programmes.	Model best coaching practice. Deliver formal learning situations through prescribed coach development programmes, with customisation to cater for needs of sailing coaches and the locations and situations in which they operate. Mediate non-formal learning situations (eg. supported workplace practice, rudimentary mentoring). Implement unmediated and internal learning opportunities. Support coaches through co-delivery and feedback.	Model best coach developer practice. Lead formal learning situations through customised coach education programmes. Create non-formal learning situations including mentoring. Stimulate unmediated and internal learning. Support coach developers through mentoring, co-delivery and feedback. Assess coach developers. Assist with initial training of coach developers and their CPD. Design learning programmes for coaches. Manage, monitor and develop long-term coaching strategy.
This coach has considerable experience in coaching athletes at this level.	This coach has solid experience in coaching athletes at this level.	This coach has a considerable experience in coaching coaches at this level.	This coach has a considerable experience in coaching coaches at this level.
This coach directs coaches and does not report to any coach in the structure.	This coach directs coaches and does not report to any coach in the structure.	This coach reports to the senior coach developer.	This coach directs all coaches and does not report to any coach in the structure. Position is by national appointment.
This coach has full or managerial responsibility in the coaching process.	This coach has full or managerial responsibility in the coaching process.	This coach has considerable responsibility in the coach development process.	This coach has full or total responsibility in the coaching process.
18 Years	18 Years	21 years +	21 years +
Advanced sailing skills. Experience of regular club racing and at national championship levels.	Expert. Class specific experience at international sailing events.	Advanced sailing skills. Experience of competing in national championships.	Advanced sailing skills. Experience of competing in national championships.
Competent as per national guidelines. Able to provide training.	Competent as per national guidelines. Able to provide training.	Competent as per national guidelines. Able to provide training.	Competent as per national guidelines. Able to provide training.
As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines and recommendations in the ISAF NTP Guidelines.	As required by national guidelines.
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Levels of Competency and Responsibility in Coaching

* Basic Guided Responsibility (Basic knowledge, skills and competence)
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 **** Mentor / Innovator (Expert knowledge, skills and competence. Enough to provide effective mentoring)

Coaching Functional Areas	Competency Area	Coaching Assistant	Coach	National Coach	Senior Coach	International Coach	Coach Developer	Senior Coach Developer
Set the vision and strategy	Knowledge of national coaching structure.	*	**	***	***	***	****	****
	Understanding of training schemes, performance pathway and operating procedures.	**	***	****	****	****	****	****
	Producing a structured race development programme for sailing athletes.		**	***	***	****	****	****
	Analyse the learning needs and desired outcomes for the sailing athletes.	*	**	***	***	***	****	****
	Develop structured session plans with clear aims and objectives for short, medium and long term training.		**	***	***	***	****	****
Shape the environment	Create a session plan.		**	***	***	****	****	****
	Use of appropriate qualified personnel.		*	**	***	**	****	****
	Implement risk and site assessments for a race training environment.	*	**	***	***	***	****	****
	Safeguard and protect sailing athletes and coaches.	**	***	***	***	***	****	****
	Appropriate location selection.	*	***	****	***	***	****	****
	Appropriate equipment to match athletes ability, task and learning environment.	*	**	***	***	***	****	****
Build relationships conduct practices and structure competitions	Identify achievable goals for each stage of the sailor/ athlete training programme.		**	***	***	****	****	****
	Influence performance coach development.		*	**	****	***	****	****
	Manage performance training personnel.		*	**	***	***	****	****
	Empathy with sailors, athletes and coaches.	*	**	***	***	***	****	****
	Effective teacher (instructing V's coaching).	*	**	***	***	****	****	****
	Sailors/athletes development – by applying appropriate practice and learning opportunities.	*	**	***	***	***	****	****
Read and react to the field	Specific skills development.	*	**	***	***	****	****	****
	Observe, analyse and feedback.		**	***	***	***	****	****
	Record and evaluate progress.		**	***	***	***	****	****
	Demonstrate skills and adapt appropriately to needs of students (learning styles).	*	**	****	***	****	***	***
Learn and reflect	Respect third parties and additional users in accordance with national and international regulations.	*	***	****	****	****	****	****
	Undertake pro-active coaching CPD.		**	***	***	***	****	****
	Innovate – new solutions. Improvise to add benefit to performance training programme.		**	**	***	***	****	****
	Evaluate sessions and programme delivery.	*	**	**	***	***	****	****
	Self reflect and self monitor.	*	**	**	***	***	****	****

FUTURE OF ISAF COACHING FRAMEWORK

The ISAF Coaching Framework has now been released to all ISAF Member National Authorities (MNAs) in order to receive comments that will assist the International Sailing Federation in keeping the Framework updated and informed with as much international input as possible.

The International Sailing Federation uses the ISAF Coaching Framework as a basis for delivery standards in all training and development programmes run as part of the remit in assisting both emerging and developing nations in the building and maintenance of national sail training programmes.

ISAF will continue to encourage

MNAs that do not yet have National Coach Certification / Qualification structures in place to develop these through the delivery of Technical Courses and Sport Specific Training

Scholarships, that can be funded through applications to the IOC Olympic Solidarity department through National Olympic Committees (NOCs) and ISAF.

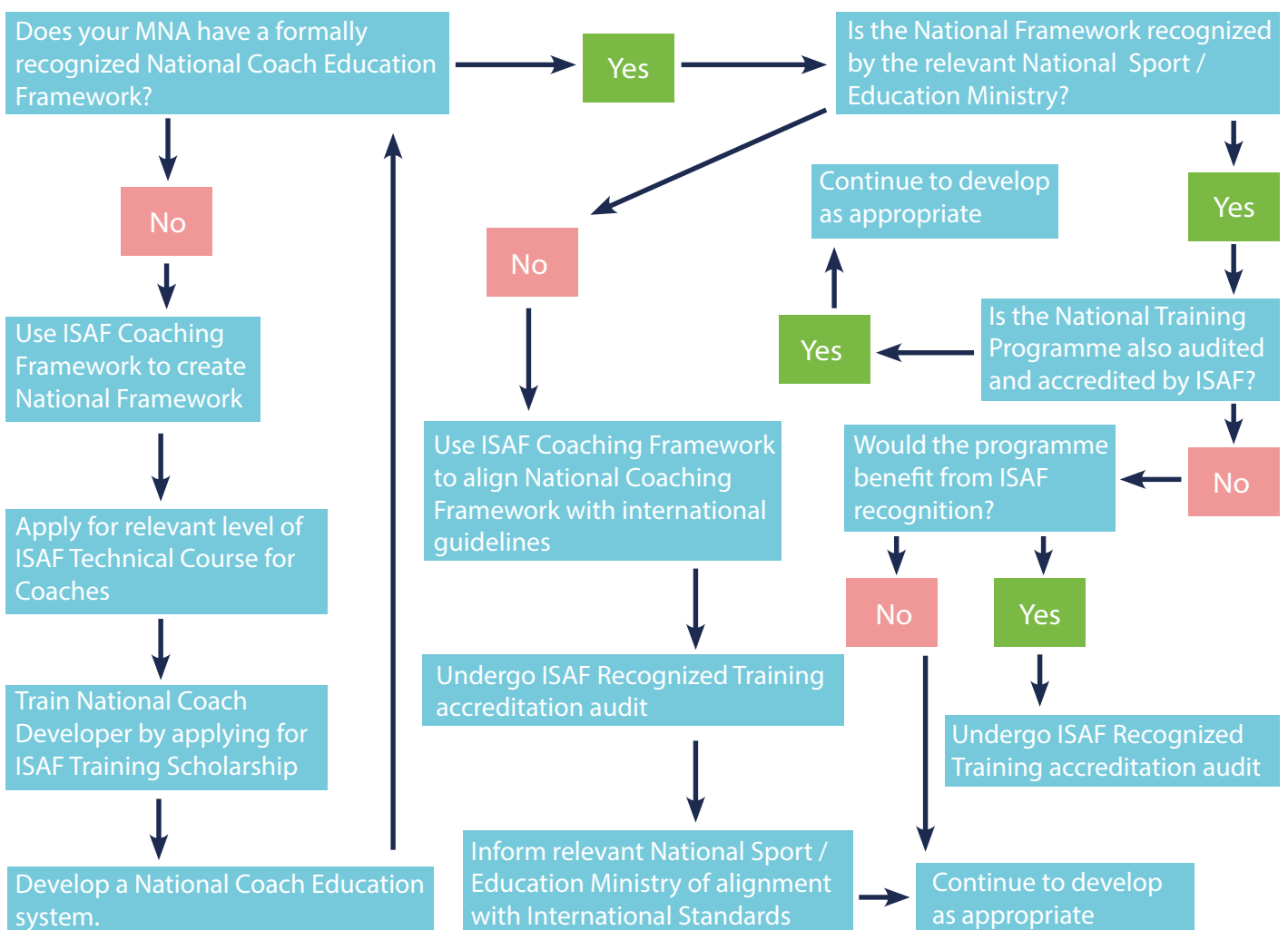
ACKNOWLEDGEMENTS

All comments on the ISAF Coaching Framework should be made to the Training and Development Department - training@isaf.com

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ISAF wishes to thank the staff at Leeds Metropolitan University (LMU) and ICCE, especially Dr Pat Duffy and Senior Research Fellow Sergio Lara-Bercial for their tireless support in the creation of the ISAF Coaching Framework.

Process for development of National Training Programme





Coaching Framework



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