



COACH HIRING AND MANAGEMENT
GUIDE FOR CLUBS & COACHES

ALBERTA 
ARTISTIC
SWIMMING

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LEGAL DISCLAIMER

This Coach Hiring and Management Guide is provided for the purpose of offering guidelines and best practices to clubs in hiring artistic swimming coaches in the province of Alberta. For further information please contact Alberta Artistic Swimming.

Any coach hiring should follow standard best practices and must adhere minimally to any applicable federal and provincial employment standards and legislation.

Nothing in this document is intended to provide legal advice. Do not rely on this document or treat it as legal advice.

INTRODUCTION

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

Coach Compliance

Every coach hired by a member club must be registered annually with Alberta Artistic Swimming prior to any coaching. The membership year is September 1 to August 31 annually. Artistic swimming coaches need to be members "In Good Standing". Coaches "In Good Standing", have completed the following requirements:

- Meet minimum requirements as per the Coach Registration and Certification Policy and the CAS Screening Policy that includes
 - Minimum NCCP requirements as per section VIII of the [CAS Coach Registration and Certification Policy](#)
 - Making Headway in Sport
 - Make Ethical Decision
 - Respect In Sport for Activity Leaders Certified (valid for 3 years) – required by all Coaches in Alberta
 - E-Pic through Sterling Talent solutions as per section B of the Screening Policy (valid for 5 years)
 - CAS Screening Disclosure Form as per Section E of the Screening Policy (valid for 3 years)
- Minimally read the Canada Artistic Swimming (CAS) Conduct Policy and all safe sport policies such as the Concussion Policy and Management Protocols
- Registered on H2OReg by completing all required forms within the platform and paid applicable membership fee with AAS & CAS
- For more information on the NCCP transcript, please see Appendix I: Reading a NCCP Transcript

If coaches are “Not in Good Standing”, they do not have insurance or liability coverage through Alberta Artistic Swimming and are **NOT** to be doing coaching of any kind. Doing so is a risk to the safety of the club and swimmers and a breach of the policies of AAS and CAS subject to discipline. Annually, every Alberta Artistic Swimming member club needs to ask every coach for proof of registration card with Alberta Artistic Swimming. If the coach does not show on the club’s roster in H2OReg then an alternative may be to ask for a copy of their membership card to be forwarded. It will look something like this with the appropriate membership type and years for the current season.

AAS Membership Card 2021/2022

Member Name: Jaime Thompson
Member Number: AB [REDACTED]
Membership Types: Competitive Coach
Club affiliation: none
Issued on (yyyy-mm-dd): 2021-09-03
Expires on (yyyy-mm-dd): 2022-06-30



Canada Artistic Swimming Coach Pathways

Coaches can map their coaching pathways here:

<https://www.artisticswimmingcoach.ca/index.php?page=230>

In Training – When they have completed some of the required training for a context;

Trained – When they have completed all required training for a context;

Certified – When they have completed all evaluation requirements for a context.

THE PROCESS OF HIRING A COACH

Set Up a Hiring Committee

The club board of directors must first determine the process they would like to follow for the hiring process. The entire club board may be involved (based on the set up or size of your board) or the club board may decide to appoint a few individuals to form a Hiring Committee that may include your head coach if you are not hiring for a head coach. If a Hiring Committee is appointed, then clear details of their responsibilities should be determined and outlined. Ultimately the club board is responsible for the management of the club and should ensure that all steps have been completed by the Hiring Committee.

Set Timelines

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

- Determine the type/level of coach that is required, i.e. Head Coach, Competitive Coach(es), AquaGO! instructor(s), etc.
- Determine the date by which to have hired a coach(es)
- Determine a due date for applications
- Determine when to advertise for the vacant position(s)
- Determine the final date for choosing applicants for interviews
- Determine dates and times of interviews and notification of prospective coaches
- Set appropriate deadline date for the coach to approve/decline job offer (a suggested minimum timeline of 24 – 48 hours for the coach to get back to the club)
- Set date for employment contract/agreement negotiation, if needed
- Set date for renegotiation, if needed
- Set deadline for signing of employment contract/agreement
- Notify non-successful applicants

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

Prepare a Job Description (Appendix II: Job description Template)

The club should determine the following when developing a job description that ensures the stated requirements take into account meeting the minimum requirements of AAS and CAS policies or they will be ineligible until compliant.

- What NCCP level of coach is required for the club?
 - What other requirements are needed to be a coach? i.e. Respect in Sport, Making Headway, etc.
- Screening Requirements
- What skills are necessary for the position? i.e. Communication, conflict resolution, computer, other
- How many hours or days of coaching can the club offer a coach?
- Are there additional responsibilities such as administrative work, assisting with watershows, or training/mentoring other coaches that may be required by the coach?
- What types of programs will the coach be expected to coach?

Advertise and Network

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

The advertisement should also state that the applicant is expected to respond in writing. Be sure to list a return address for applications and ensure that the correspondence has consistent address information to prevent confusion. Clubs can advertise using the following methods:

- Canada Artistic Swimming and Alberta Artistic Swimming websites

- Sport Information and Resource Centre – SIRC website
- Alberta Parks and Recreation Association – ARPA website
- Other provincial artistic swimming organization’s respective websites
- Local newspapers
- College or university newspapers
- Bulletin boards, newsletters, local newspapers, and employment agencies.
- LinkedIn, Indeed, other similar platforms

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

- Talk to nearby clubs and ask if they know of any coaches looking to coach, or if they know of any coaches looking for additional coaching hours.
- Inform Alberta Artistic Swimming to see if they are aware of a coach looking for a coaching position.
- Talk to former swimmers to see if they would be interested in pursuing their coaching education through NCCP to help the club in the future.
- Encourage current age-eligible member athletes to take NCCP training as part of a succession plan.

Receiving Applications

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

If the committee only receives one application, they will have to decide if the individual meets their requirements. It is strongly encouraged to still follow the interview process even if only one applicant is received to ensure their suitability to the club and program.

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

The Interview Process

Once the committee has made some contacts it is a good idea to interview the candidates to confirm their qualifications and assess whether they would be a good fit for the club. The committee should contact the applicant(s) they wish to interview and set a date, time and location for the interview. It is always a good idea to draft an interview guide with questions you want to ask the applicant (Appendix III: Sample Interview Guide) and asking the same questions of all candidates. Doing so will

ensure that the interviews stay focused, questions are not skipped or forgotten and is consistent for all candidates interviewed.

The interviewer(s) should be sure to assess “how” the applicant answers the questions as this will give them insight into the candidate’s personality, professionalism, fit for the position, and communication skills. See page 10 for Appendix III: Sample Interview Guide.

Tips on Preparing an Employment Contract/Agreement

All coaches should have employment contract/agreement with the club in which they coach. An employment contract/agreement is a tool that will benefit both the coach and the club and help them clarify the parameters of the role the coach is expected and granted to fulfill. It is important that the employment contract/agreement be written clearly so that it can be easily understood and that appropriate time is given for the review by the candidate.

Ultimately, it is best to have the employment contract/agreement reviewed by a “duly certified expert” who is knowledgeable regarding employment contract/agreement and can help ensure the document is well-written. An employment contract/agreement can include as many clauses as necessary, and it is up to the coach and the club to ensure that all their individual needs are addressed within the employment contract/agreement.

Checklist of Items to Consider in an Employment Contract/Agreement

A written employment contract/agreement can be as simple or as detailed as necessary. The format of the employment contract/agreement may be casual (such as a letter of offer Appendix IV: Sample Letter of Offer from the club to the employee), or formal (a written employment contract/agreement Appendix V: Sample Job Contract, signed by both sides).

Before developing the employment contract/agreement consider whether the coach is an employee or contractor. This checklist is provided to point out some of the features you may wish to consider including in an employment contract/agreement. Remember, there are employment standards legislation in Alberta that imposes certain vacation, holiday, minimum wage and other entitlements for most employees that you must abide by, whether or not you specifically mention these in an employment contract/agreement. As with any employment contract/agreement, if the club and/or coach have questions or concerns about how it should be written, and what effect it will have, the club and/or coach should obtain the advice of duly qualified experts, before the employment contract/agreement is signed.

Employee or contractor? Know the difference.

<https://open.alberta.ca/publications/9780778554035>

Written employment contracts/agreements may contain the following minimum details:

- Term - Length of contract/agreement; is there a fixed end date; or is it indefinite and open-ended?
- Status - Is it for full-time, part-time or casual (occasional) work?
- Wage/Salary - What is the wage; is it calculated hourly, weekly, annually; when is it paid?

- Job Description
- Probation - If it is a new coach, is there an initial probationary term? (It is usually a good idea to have a probationary term, to give the club a chance to evaluate whether the coach is a good fit and suitable for the job).
- Early Termination of Contract/Agreement - If the contract/agreement has a fixed end date, what happens if the employer wants to end the contract/agreement early? What if the coach wants to end the contract/agreement early? (Remember, employment standards legislation may impose relevant entitlements which you must abide by).
 - Recommend inclusion of referencing conditional requirements – statement that the contract or agreement is conditional on the ability of the coach to meet the minimum requirements to be a member of AAS and CAS

Other Features to Consider in an Employment Contract/Agreement

Coaching contracts/agreements may contain some or all the following details:

- Reporting - Who does the coach report to for all or in certain instances?
- Vacation - What vacation pay and vacation time will be granted to the coach? Is it the same as, or more favourable than, any entitlement the coach will have under employment standards legislation?
 - Sample: You will be provided with vacation leave and/or vacation pay, and statutory holidays. Vacation would only apply if the coach is considered an employee.
- Benefits - What are the benefits, if any? (Most employment standards legislation does not require an employer to offer paid sick leave, dental or medical benefits, disability or life insurance, and so forth. However, most employment standards legislation does impose certain pregnancy, maternity and parental leave benefits and rights for certain employees, understand the legislation <https://www.alberta.ca/maternity-parental-leave.aspx>).
 - Sample (full-time): As a coach, you will be eligible to participate in our standard employee benefit package, as described in the enclosed brochure from Great West Life.
 - Sample (casual): As a coach, you are not eligible to participate in our employee benefits package.
- Work Schedule - Will it be fixed, variable, or on an “as called” basis? Will there be a minimum or maximum number of days or hours? Is it pre-set, or to be established between the club and the coach from time to time?
 - Is there any travel requirements and the parameters of any expenses and reimbursements related to such?
- Rules and Policies - Are there certain club or AAS or CAS rules and policies that the coach must follow to be eligible to coach? (If these are written, you should at least reference them. If they are unwritten, you should consider including a basic outline of the rule or policy, to ensure the employee is aware of it.)
- Job Description/Job Requirements - Are the requirements of the job quite specific and detailed, or are they more general?
- Contact Person - You may wish to direct the coach to address questions or concerns about the contract/agreement, which arise before or after signing, to a specific contact person at the club. (Remember, to be properly enforceable, the coach contract/agreement should be finalized and signed before the coach starts work!)

- Sample: If you have any questions or concerns regarding the contract/agreement, please contact (Insert club contact) at (800) 123 - 4567, so that we can resolve any concerns before you accept this offer.
- Acceptance and Acknowledgement - It is strongly recommended to have the employee "sign-off", so that you each have a fully signed copy in case a question or problem arises in the future.
 - Sample: To indicate your acceptance of this offer, please sign the Acknowledgement and Acceptance below and return a signed copy to (Insert club contact). Keep the enclosed duplicate of this letter, for your own records.

Making an Offer

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

This is important because the National Coaching Certification Program (NCCP) ensures that an individual wanting to become a coach has a minimum base of coaching knowledge. This minimum base of knowledge means that the coach has the basic building blocks to coach and lead our artistic swimming programs. Having a qualified coach is important for satisfying the parents and swimmers in your club and important for ensuring they return next season.

Performance Review

The ultimate goal of a performance review is to promote communication, to provide useful feedback on job performance, to facilitate better working relationships, to provide an historical record of performance and to contribute to the individual's professional development.

Be Proactive:

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

Annual Review Meeting:

- Preparation:
 - Set a date and time, private location for review
 - Make written notes and questions to discuss during review
 - Consider the entire review period
- Conducting the Meeting:
 - State the purpose of the meeting
 - Explain the process

- Confirm all objectives
- Credit achievements
- Discuss concerns
- Get coach's input
- Solve problems
- Set new objectives

Pitfalls to avoid:

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

Things to remember:

- Everyone deserves feedback
- Behaviours are either appropriate or inappropriate depending on the situation
- Inappropriate behaviour that is not corrected is assumed to be appropriate and therefore will continue.
- A performance review is for the benefit of both the club and the coach.

APPENDIX I: READING A NCCP TRANSCRIPT

Reading an NCCP Transcript

As per the CAS Coach Registration and Certification Policy, a requirement is to meet minimal NCCP requirements. Coaches must be either trained or certified in the context in which they intend to

- To coach recreational athletes a coach must be minimally trained as an AquaGO! instructor
- To coach competitive athletes a coach must be minimally trained as a Competition Introduction Coach

The following are NCCP transcript samples:

AquaGO! Coach

	Artistic Swimming
COACH	
INSTRUCTOR BEGINNER	
*** Not yet certified ⓘ	
TRAINING	AquaGO! Instructor Workshop
EVALUATION	- none -

Does not meet NCCP requirements

	Artistic Swimming
COACH	
INSTRUCTOR BEGINNER	
** Trained AquaGO! Instructor ⓘ	
TRAINING	AquaGO! Instructor Workshop AquaGO! Instructor Workshop

Meets NCCP requirements

COACH	
INSTRUCTOR BEGINNER	
*** Certified AquaGO! Instructor ⓘ	
TRAINING	Teaching and Learning Planning a Practice Synchro Instructor Course AquaGO! Instructor Workshop

Competition Introduction Coach

	Artistic Swimming
COACH	
ARTISTIC SWIMMING COMPETITION - INTRODUCTION COACH	
*** Not yet certified ⓘ	
TRAINING	Synchro Competition - Introduction Coach Workshop
EVALUATION	- none -

Does not meet NCCP requirements

	Artistic Swimming
COACH	
ARTISTIC SWIMMING COMPETITION - INTRODUCTION COACH	
*** Trained Artistic Swimming Competition - Introduction ⓘ	
TRAINING	Teaching and Learning Planning a Practice Basic Mental Skills Nutrition Design a Basic Sport Program Artistic Swimming Competition - Introduction Coach Workshop

Meets NCCP requirements

	Artistic Swimming
COACH	
ARTISTIC SWIMMING COMPETITION - INTRODUCTION COACH	
*** Trained Artistic Swimming Competition - Introduction ⓘ	
TRAINING	Teaching and Learning Planning a Practice Basic Mental Skills Nutrition Design a Basic Sport Program Artistic Swimming Competition - Introduction Coach Workshop



APPENDIX II: JOB DESCRIPTION TEMPLATE

[Club Name]

Coach Wanted Advertisement

- About Us: [Provide a brief description of your artistic swimming club](#)
- Requirements: The successful candidate will:
- [Provide a list of requirements you wish the applicant to have, including the level of NCCP coaching certification \(ex. In Training Club Coach, Trained Regional Coach, provide Coaching Association of Canada coaching transcripts\).](#)
 - Be an Alberta Artistic Swimming registered coach in good standing
 - Provide a copy of your NCCP coach dashboard
- Roles & Responsibilities: [Outline specific roles for the prospective coach](#)
- Skills: The successful candidate will:
- [\(provide a list of desired qualities that are specific to the job description as the skills needed will vary depending on the responsibilities assigned to the position\)](#)
 - [Skills such as organized, leader, good communicator, good conflict resolution, computer or app skills, etc.\)](#)
- Time Commitment: [Identify time commitments per week as well as length of service requested](#)
- Experience: List any expectation of previous experience desired:
- [\(provide details such as 3 years of similar coaching experience, or demonstrated specific skills\)](#)
- Artistic Swimming Programs: [Specify which artistic swimming programs the coach will be responsible for](#)
- Application Deadline: [Identify a deadline for resume submission](#)
- Contact Information

Please send your resume to:

[\[Email\]](#) or [\[Address\]](#)

If you have any questions, please contact [\[Name\]](#) at [\[phone/email\]](#)

APPENDIX III: SAMPLE INTERVIEW GUIDE

The following guide includes the types of information and materials hiring clubs would want to provide to interviewers when preparing them to conduct interviews. This guide should be used to help prepare for an interview that would suit their club's needs. In addition to your club's interview guide, provide your interviewers with:

- Job description
- Candidates' resumes

Ensure that in your interview process, each candidate is asked the same series of questions, using the same phrasing, and in the same order and all candidates are evaluated on the same rating scale or frame of reference.

During the interview be organized and follow the following best practices:

1. **Make introductions to the interview panelists**
Introductions are an opportunity to show a candidate what it's like to work at your club. It may be helpful to discuss club culture (type of members in the club to assess whether the candidate is comfortable coaching children of various ages, adults and special needs athletes) and mention anything unique about your team or board. This portion should focus on casual conversation, and make the candidate feel comfortable during the interview. If it is a panel interview, introduce the panelists, and their titles.
2. **Discuss the job opportunity and the structure of the interview**
Once introductions are complete, it's time to get down to why the candidate is here in the first place. Review the job description to ensure they are clear on what is expected of them and to be sure they agree with the requirements of the position. Following a discussion about the job, give the candidate an idea of the interview format. This portion should also include talking about the length of the interview, and what, if any assessments a candidate should expect.
3. **Begin the interview with general questions**
You may want to start the interview off with a few common interview questions, such as:
 - "What are your greatest strengths" and questions regarding a candidate's career goals. These general questions will give you an idea of what a candidate brings to the table for your club, their self-awareness and confidence.
4. **Get more specific with position-based questions**
After opening the interview with some easy questioning, it's now time to test your candidate. These position-based questions could be anything from asking about programming, leadership scenarios, etc. Position-based interview questions are a great way for candidates to glean information from you as well and turn your interview into more of a conversation. Most importantly, these position-based questions will allow you to see a candidate's strengths and weaknesses during the interview.
5. **Dig deeper with follow-up questions**
Many candidates will have prepared responses to commonly asked interview questions. You may want to take the conversation further with additional questions. Follow-up interview

questions are a great way to learn more about a candidate. You can ask how they solved a problem that could be relevant to your club, for example.

6. Give the candidate time to answer questions

The second-to-last portion of the interview is the candidate questions. Here you'll find out if the candidate did their research and is genuinely interested in the job. Be prepared to answer questions like why a particular position is open, or a certain timeline for success you might expect from a candidate. Look for candidates who have prepared detailed questions that demonstrate they did their research on your club.

7. Provide next steps and closure

The final portion of the interview is providing the next steps for a candidate. Let a candidate know when they can expect to hear from you regarding a final decision, or the next step in the interview process. This is a candidate's final impression of your company, so thank them for taking time out of their day to interview.

Sample Interview Questions:

- Tell us about artistic swimming and coaching background.
- How would you describe your coaching philosophy?
- What is your favourite part of coaching and the part you find most challenging?
- What is your greatest accomplishment as a coach?
- Tell us about a situation that you found to be particularly challenging. How did you handle it and what you would do differently?
- What do you do to stay current as a coach, and provide an example?
- How do you balance the needs of competitive swimmers and recreational swimmers within the same club?
- Have you done any work in the past to develop AquaGO! program assistants? If so, how did you incorporate them into the program and how did it go?
- How would you deal with an unhappy parent who is challenging you on billing and organizational practices? If you were a parent or executive member in a club, what would you say the priorities of the club should be?
- Tell us about a situation when you and a parent have disagreed and how you handled it?
- What ideas do you have to generate interest and enthusiasm in new swimmers?
- Have you ever run into a situation where you felt you could not meet the coaching needs of a swimmer?
- Have you ever helped organize a competition, dryland training, club fun day etc.?
- How would you manage any real or perceived conflict of interest?

SAFE SPORT Interview Questions:

- How do you manage the boundaries with your athletes on the coach-athlete relationship?
- Would you tell us about your experience in working with children, youth and/or vulnerable individuals?
- What do you find most rewarding about working with children, youth and/or vulnerable individuals?
- What do you find most challenging about working with children, youth and/or vulnerable individuals?
- How would you handle a child, youth and/or vulnerable individual who is behaving in a manner that is disruptive in a group setting?

- How do you think your peers or supervisors would describe the way you work with children, youth and/or vulnerable individuals?
- Are there any children, youth and/or vulnerable individuals with whom you would not wish to work with and if so, why?
- Can you tell us about children, youth and/or vulnerable individuals you have found challenging to work with? What strategies do you use to handle challenging behaviour?
- How would you handle a child, youth and/or vulnerable individual who appears sad and refuses to participate in activities?
- How would you deal with a child, youth and/or vulnerable individual who is acting aggressively?
- Have you ever lost your temper working with children, youth and/or vulnerable individuals? What was the trigger for this? What was the outcome?
- A parent of a child, youth and/or vulnerable individual wants someone from the organization to care for their child out of hours. What would be your response to this request?
- What would you do if you thought another person was harming a child, youth and/or vulnerable individual?
- Have you ever had a complaint made against you in relation to your working with children, youth and/or vulnerable individuals?
- Describe how you would work to help create a club environment that is welcoming and inclusive for your athletes.
- Describe an experience in which you responded to a colleague or athlete who made an insensitive remark.
- What do you see as the most valuable aspect of creating a diverse and inclusive environment? What about the most challenging?

APPENDIX IV: SAMPLE LETTER OF OFFER

To:
From:
Date:
Subject: Letter of Offer of Employment – (Club Name and Position)

Dear (Candidate's Name),

Further to our interview discussion, I am very pleased to extend this offer of employment/contract to you for the position of (insert Position title) with (insert Club name). The full job description for this position is herein enclosed. A summary of the terms of employment/contract being offered for this position are as follows:

Reporting to: Insert the name of who the new hire report to

Start Date: Insert day employment will start

Term: Insert type of employment – Full-time, part-time, casual

Location: Insert what pool and/or office the position will be based

Remuneration: Insert pay – whether it be hourly or a salary

Benefits: Insert any benefits if applicable

Vacation: Insert any vacation if applicable

If you wish to accept this letter of offer, please respond your acceptance by email to (Insert name of who will need a copy of acceptance) attention. Once your letter is received, a formal agreement or contract will be sent to you with full details conditional on you meeting the minimum requirements required by the Canada Artistic Swimming and Alberta Artistic Swimming policies to be deemed eligible.

If you have any questions, please do not hesitate to contact me directly by phone at (insert number) or by email at (insert email).

Congratulations and I look forward to welcoming you to the Team.

Sincerely,

APPENDIX V: SAMPLE JOB EMPLOYMENT CONTRACTOR AGREEMENT

Note: elements need to be adjusted for an employee and other sections should be added as relevant to the situation such as any competition travel or conditions of meeting AAS/CAS policies. Legal or human resources expert review is strongly recommended of your club template.

BETWEEN:

[INSERT NAME OF CLUB]
[Insert Address]
(Hereinafter the "Club")

- And -

[INSERT NAME]
[Insert Address]
(Hereinafter "Contractor")

WHEREAS the Parties have agreed to enter into an agreement for services and wish to reflect the terms of their agreement in writing;

NOW THEREFORE in consideration of the mutual covenants and agreements hereinafter contained and for other good and valuable consideration, the parties hereby agree as follows:

Responsibilities of the Contractor

1. The Contractor will fulfil the deliverables and responsibilities described in Appendix "A".
2. The Contractor understands and agrees that there is uncertainty with respect to the Employer's environment due to the global COVID-19 pandemic; therefore the Contractor understands and agrees that the Contractor will only be compensated for actual work performed on a pro-rated basis as directed by the Club and that the Contractor agrees to accept any required agreement modification or suspension which will not be considered breach of agreement.

Fees and Payments

3. The Club will pay to the Contractor \$XX.00 per hour (plus HST if applicable) as directed by the Club. The Contractor will submit timesheets and invoices monthly to the Club for payment.
4. Consideration payable to the Contractor will be of a confidential nature and will not be discussed with any third parties.

Term

5. This Agreement will commence on _____ and will terminate on _____ unless earlier terminated pursuant to this Agreement.

OR

6. This Agreement will commence on _____ and will continue indefinitely until terminated pursuant to this Agreement.

Termination of Agreement

7. Either party may terminate this agreement immediately if either Party goes into liquidation, insolvency, or has an administrator or receiver of its undertaking appointed.
8. The Club may terminate this agreement immediately upon written notice to the Contractor of its intention to terminate this Agreement, which will terminate accordingly.
9. Either Party may terminate this Agreement if there is a breach of the terms of this Agreement. In such case, written notice must be given to specify the breach and the Party receiving the notice will have three (3) days to remedy the matter.
10. In the event this Agreement is terminated, the Parties will pay all monies owed in accordance with this agreement to date of termination.

Conditions Following Termination

11. Upon termination, the Parties agrees to:
 - a. Immediately cease using the Intellectual Property of the other party
 - b. Not to divulge or use any Confidential Information
 - c. Pay all their respective debts owing to creditors relating to this Agreement
 - d. Coordinate a smooth transition so the services described herein are not jeopardized

Assignment, Agency and/or Partnership

12. Parties agree not to commit or purport to commit the other party to the payment of any money to any person, organization or corporation without the prior written consent of the Parties. The Parties will not assign, either directly or indirectly, any obligation or entitlement that it has under this Agreement without express written consent from the Parties. Nothing in this agreement will be construed as making the Parties partners or in a joint venture.

Independent Contractor

13. The Parties agree and acknowledge that the relationship intended by this Agreement is that of independent contractor.
14. The Contractor agrees to save harmless and indemnify Club from and against all claims, charges, taxes, penalties and/or demands which may be made by the Canada Revenue Agency requiring Club to pay income tax payable by the Contractor; or on behalf of or related to the Employment Insurance Commission or the Canada Pension Plan under the applicable statues and regulations with respect to any amount payable by the Contractor.

Confidentiality

15. The Contractor covenants and agrees with Club:
 - a. That they will not at any time disclose any Confidential Information to any legal person and will make no use whatsoever of any Confidential Information (other than in the ordinary and usual course of the services provided to Club) without the prior written consent of Club.
 - b. That upon the Contractor ceasing to be contracted by Club, or at any other time upon the request of Club, the Contractor will immediately return any Confidential Information in their possession, including without limitation, hard and electronic copies and notes based thereon whether prepared by the Contractor or Club, to Club and will not retain any copies or other reproductions or extracts thereof.

16. "Confidential Information" means any information, and know-how concerning the past, present and contemplated services, products, processes, and procedures for and of providing, marketing, distributing and selling goods or services related to the business of Club, including, without limitation, information, knowledge or data relating to training programs, manuals, designs, compilation of information, data, databases, programs, plays, methods, techniques, equipment or machines, customer/member information, their names, contact information, preferences and skills.

Proprietary Rights and Intellectual Property

17. The Contractor hereby acknowledges and agrees that all Intellectual Property which the Contractor, from time to time, conceives, discovers, creates or makes, solely or jointly with others during their contract with Club is the sole property of Club and the Contractor will, at Club's request and expense, take all such steps requested by Club to protect the property rights in such Intellectual Property.
18. The Contractor will not use, reproduce or distribute such material or works, or any part thereof, without the express written consent of Club.
19. "Intellectual Property" means ideas, concepts, works, discoveries, data, and information, whether patentable or not and whether subject to copyright or not, including, but not limited to, anything that constitutes Confidential Information and all products, devices, processes, methods, software, formulas and techniques or any other proprietary rights which relate in any manner to any aspect of any activities or prospective activities of Club.

Conflict of Interest

20. The Contractor agrees not to undertake, involve or associate themselves with any activity or third party that would be considered by Club, in its sole discretion, as representing a conflict of interest.
21. This Agreement is conditional upon the Contractor disclosing, prior to executing this Agreement, any potential conflict of interest, whether directly or indirectly, in which the Contractor is involved.

Liability and Indemnity

22. The Contractor will indemnify and hold harmless the Club and its respective directors, officers, consultants, agents and employees ("Club Indemnified Parties") from and against any and all loss of, or damage to, property, or injuries to, or death of, any person or persons and will defend, indemnify and hold harmless Club Indemnified Parties, or any of them, from any and all claims, damages, suits, costs, expenses, liabilities, fines, obligations, penalties, demands, actions or proceedings of any nature or kind whatsoever (including, without limitation, legal fees and disbursements) of or by anyone whatsoever, resulting from, or arising out of, directly or indirectly:
- Any negligent act or omission or wilful misconduct of the Contractor or its respective directors, officers, servants, subcontractors, employees or any other persons for whom in law the Contractor is responsible who are acting under the Contractor's direction or supervision;
 - Any breach of any term, obligation, requirement, covenant or condition of this Agreement on the part of the Contractor.

Notices

23. Notices and correspondence required to be sent to any party in connection with this Agreement will be in writing and will be sent by post to the addresses listed above. The Parties shall give notice of any change in address immediately. Notice will be deemed to have been given after the seventh day of the date of post for mail and the day of delivery for hand-delivery, facsimile or email.

Governing Law

24. This Agreement will be interpreted in accordance with the laws of the Province of Ontario and the Parties irrevocably agree to the jurisdiction of the Courts of [Insert applicable City] in the Province of Ontario in respect of any matter or thing arising out of this Agreement.

General

- 25. The Parties have sought or obtained, or have had the opportunity to seek and obtain, independent legal advice concerning the matters in this Agreement, and execute this Agreement knowingly and voluntarily.
- 26. This Agreement constitutes the sole and entire agreement between the parties, and supersedes any previous agreements, understandings and arrangements between the parties. Any amendments hereto are enforceable only if in writing and signed by each of the parties.
- 27. If any portion of this Agreement is deemed by any court of competent jurisdiction to be illegal or unenforceable, then the remaining provisions of this Agreement will remain in full force and effect notwithstanding.
- 28. This Agreement has been executed by an authorized signatory of each party who is duly entitled to represent and bind the party.
- 29. The termination of this Agreement, for whatever reason, will not terminate any provision which is expressly provided to continue in force after such termination.

THE PARTIES HEREBY AGREE to abide by the terms and conditions outlined in this Agreement

Club

Contractor

Date

Date