



DIVE SASK

HIGH PERFORMANCE PLANING INITIATIVE

IMPLEMENTATION PLAN

February, 2013

BACKGROUND

Dive Sask is the Provincial Sport Governing Body for the sport of Platform and Springboard Diving in the province of Saskatchewan. Its mandate is to provide the necessary financial resources, administrative support and technical expertise to its members to ensure that Saskatchewan people will have opportunities to succeed in the sport of Diving at any role and at any level they aspire to.

MISSION

Dive Sask is committed to develop and promote safe diving and opportunities for self-fulfillment and the pursuit of excellence at all levels.

VISION

Diving is a highly visible, dynamic and rewarding sport in our communities. Our high standards of excellence and integrity create leadership at all levels of diving, coaching, officiating, volunteerism and administration.

The High Performance Planning Initiative is focused primarily on analyzing existing programs and future opportunities for those athletes, coaches, officials and volunteers operating at the High Performance level (National and International).

This process entailed 4 steps:

1. Setting **benchmarks** -What are the best in our field doing?
2. Self-**analysis** - How do we measure up against the best? Where are our gaps?
3. Brainstorming **solutions** - What specific actions can we take to narrow the gaps and increase our level of performance?
4. Turning ideas into **action** - Who? When?

GUIDING VALUES

A number of underlying values guide the development of Dive Sask's High Performance program:

1. Not every participant in the sport of Diving will /should progress to a High Performance level.
2. Those participants who choose to pursue success at a National or International level will be supported technically and financially as resources allow.
3. Dive Sask cannot develop successful Elite divers in isolation. Partnerships with local clubs and with Diving Canada enhance our efforts. We will seek to eliminate territorialism between these organizations.
4. High Performance divers need coaches who are trained and certified at an appropriate level.
5. Dive Sask will assist local clubs in employing and certifying High Performance coaches.
6. National level Officials are valuable resources and Dive Sask will ensure officials are supported in their training and certification.
7. Change is good and new ways of doing things are always possible.
8. Although we are always looking for ways to increase resources and capacity, Dive Sask has what is needed to produce high level athletes, coaches and officials.

CURRENT FOCUS

Dive Sask is currently focused on obtaining results at the Junior National level, placing members on the Junior National Team and sending athletes to International and World Junior competition. Our focus over the next 4 years is to increase capacity and depth at this level:

- more athletes progressing through competitive levels- some moving to Senior levels
- more coaches with High Performance expertise and experience
- stronger partnerships with clubs and NSO to ensure alignment of resources

EXCELLENCE GOAL

At the end of the 4 year period, we hope to have 1-2 athletes competing successfully at a Senior level, 3-5 competing at a Junior International level and 15-20 achieving success at Junior National level.

HIGH PERFORMANCE PLANNING PROCESS

This plan will focus on three key areas:

- Partnerships and Capacity
- Athlete Development
- Coach and Officials Development

As Dive Sask already has a Strategic Plan and an Operational Plan, the intention of this initiative is to enhance, not replace the goals and activities that have already been put in place.

SETTING BENCHMARKS

Benchmarks are the best practices and/or standards being employed by those most successful in the development of Junior athletes in our country. Our committee looked to two sources to determine these standards: CAMO Diving Club and the DPC LTAD.

In this process we asked questions such as:

- What is the best ratio of recreational athletes to competitive athletes?
- What percentage of those considered competitive should be qualifying for and/or attending National Championships?
- How many hours per week should Junior National athletes train? How many of these hours should be in the water and how many are dryland hours?
- What do optimal facilities look like?
- How many competitions do successful Elite Junior athletes attend each year?
- What is the ideal coach/athlete ratio?
- What kind of certification and additional training do successful HP coaches have?
- What kinds of partnerships are most important? What are the roles, responsibilities and authorities of each partner?

SELF ANALYSIS

Having identified the best practices of successful HP programs, we considered where Dive Sask programs and initiatives fall short. Those that are outside of our control (ie small population base) remain as pieces of information only. Those that can be changed or improved should be!

See the Appendix for an overview of our Strengths, Weaknesses and Program Gaps

GOALS & SOLUTIONS

Having identified the benchmarks and best practices of those who are most successful in our sport and recognizing what barriers we face in Saskatchewan that may keep us from achieving our own best, we can now set realistic goals and programs.

The goals for the Dive Sask High Performance Plan fall within the following areas of emphasis:

1. Capacity and Partnerships
2. Coach & Officials Development
3. Athlete Development
 - a. Talent ID
 - b. Training
 - c. Competition
 - d. Financial Assistance
 - e. Sport Medicine and Science

CURRENT PRIORITIES

Although we have ongoing programs and goals in all the above stated areas of emphasis, the three areas that we have identified as the most strategic areas to focus our attention on at this time are:

1. Capacity and Partnerships: Increase sense of shared vision and healthy structures through club vision and governance work
 - a. Vision casting workshop with all clubs
 - b. Follow up meetings with clubs regarding Board Governance and Coach roles and responsibilities
 - c. Survey members to evaluate understanding and support of HP goals
2. Athlete Development, Training - Increase technical skill and ability of athletes by completing development of a Physical Ability testing program - set benchmarks, train evaluators, schedule test events
3. Coach Development - Increase technical skill and ability of Coaches through mentorship, education and certification - ensure High Performance coaches are being mentored

Dive Sask currently operates within a 3 year Strategic Plan and an accompanying 1 year Operational Plan. This 3 year plan contains strategic goals and outcomes in the areas of Administration, Capacity, Participation (Grassroots programs) and Excellence (High Performance programs). This High Performance Planning Initiative must fit within the structure and accountability of these existing plans. The chart below is taken directly from the existing Dive Sask plans.

Excellence - Athletes, coaches and officials (clubs) will have the opportunity to participate in the sport of Diving at an Elite level

At the end of the 4 year period, we hope to have 1-2 athletes competing successfully at a Senior level, 3-5 competing at a Junior International level and 15-20 achieving success at Junior National level.

Goal #1: Capacity and Partnerships - The Board of Dive Sask will work in partnership with its member clubs and key partners to offer sound organizational governance, shared vision for High Performance success, and healthy interactive relationships.

This goal recognizes that Dive Sask cannot produce successful high performance athletes in isolation – athletes are produced in communities that include family units and local club organizations and it is vital that all of these partners have compatible vision and goals in mind for the future of diving in Saskatchewan.

	Key Actions:		12/13	13/14	14/15	Budget
1	Assist Sask clubs in issues related to governance, human resources, risk mgmt	ED	✓	✓		
	*Conduct needs assessment with Club Boards - what do they want from DS?	Board	Jan13			
2	Conduct annual survey with members - are they aware and supportive of the Vision, Mission and Strategic direction of Dive Sask? Conduct Vision Casting workshop with Club Boards at AGM Conduct semi-annual meetings with Club Boards to keep vision fresh	ED & Board Outside Facilitator	Jan 13 Jan 13 May & Oct	✓ 	✓ 	
3	Create a Provincial Communication Plan to ensure all members of Dive Sask, its partners and stakeholders and the media are aware of the activities and successes of Elite athletes, coaches and officials. Create Social Media Strategy and Guidelines	ED ED/Board	Feb Mar	<i>On going</i>	<i>On going</i>	
4	Maintain an Awards program for Athletes, Coaches, Officials and Volunteers including Provincial Awards Banquet and nominations to Sask Sport Awards, DPC Awards and Hall of Fame Also, maintain record of all competitive results and Provincial records	ED/Tech Staff	✓	✓	✓	

Goal #2: Coaching Development - Clubs will have sufficient numbers of High Performance Coaches to lead Elite programs

- **Minimum - 1 Full Time HP Coach AND 1 Full Time Jr. Coach at each club)**

Also, High Performance Coaches will be certified at an appropriate NCCP level and will participate in further training and development

- **Every coach will be at minimum trained as Comp Intro (Jr. Competitive Coaches) or Comp Dev (Sr. Competitive Coaches) and will have taken the Respect in Sport module. Each club will have at least 1 Comp Dev certified coach.**

	Key Actions:		12/13	13/14	14/15	Budget
1	In partnership with local clubs, employ 2 Full time HP Coach(es) and offer annual performance reviews. As part of this annual review, solicit feedback from DPC Technical staff as to what learning or mentorship opportunities would be most valuable in the upcoming year.		✓	✓	✓	
2	Provide appropriate benefits. Health Plan - 1/3 split with coach, club and Dive Sask. Will be administered by Dive Sask		✓	✓	✓	
3	Provide financial assistance to coaches to attend Comp Dev clinic (1 per year) OR to attend Level 4 Tasks	ED/Dev Coor	✓	✓	✓	
4	Provide financial assistance to coaches (minimum Comp Intro) to attend coaching experiences outside of NCCP such as Sask Sport Symposiums, Sport Leadership Conference, Sports Medicine workshops, and exceptional competitive experiences. Participant must demonstrate a commitment to assist with Saskatchewan diving development. (Max \$500 per event)	Board	✓	✓	✓	
5	Bring in High Performance Guest Coach each year for mentoring and training opportunities.	TC	✓	✓	✓	
6	Offer scholarships to coaches as an incentive to attend Saskatchewan Post Secondary Institutions. Coaches must apply for the scholarship through Dive Sask, be attending Post Secondary Institution, and coaching at least 5 hours per week. (Max \$500 per scholarship - total of \$2000 to be shared with athletes)	ED/Board	✓	✓	✓	

Goal #3: Officials Development - High Performance Officials will be recruited, trained, mentored and given opportunities for growth and development at Provincial and National competitions

- In order to hold qualifying meets we will need 4 National Officials within 2 years, 5 National Officials within 5 years**

	Key Actions:		12/13	13/14	14/15	Budget
1	Work with DPC Officials Director to identify new candidates to become National level judges		✓	✓	✓	
2	Provide an opportunity for Provincial/National officials to judge at Age Group qualifying meets within Saskatchewan and at other provincial meets. Out of province experience to be negotiated by Officials Chair with reps from other provinces. Honorarium and travel guidelines will be set by Dev't Coor	Dev't Coor	✓	✓	✓	
3	Increase the quality and consistency of judging at Provincial, Invitational and High Performance Meets by providing educational clinics and mentoring opportunities for Provincial and National Officials	TC & Officials Committee	✓	✓	✓	

Goal #4: Athlete Development, Talent Identification - Athletes and Clubs will experience success in qualifying to attend and compete at National Championships

- Minimum of 16 athletes will qualify for Age Group Nationals each year**

The development of High Performance Athletes begins long before the divers reach the Tier 1 level. All of our Talent ID initiatives and especially the new Junior Development Testing program will focus on early identification of talented divers.

	Key Actions:		12/13	13/14	14/15	Budget
1	Use Summer rural clinics as scouting opportunities, referring athletes showing competitive potential to nearby competitive centers.	Summer coaches	✓	✓	✓	
2	Rank all competitive athletes using criteria established by the Technical Committee	Tech Staff	✓	✓	✓	
3	Continue scouting for athletes for Canada Games Team	Tech Staff	2013/17	2017	2017	
4	Name 2013 Canada Games Core Team	Tech Staff	May			
5	Use Physical Ability Testing program to identify potential Elite athletes (see below)	Tech Staff	✓	✓	✓	

Goal #5: Athlete Development, Training - Athletes will receive high quality training opportunities that will increase their technical skill

- **Every athlete will have a personal Training plan that fits both his/her physical capacity (as measured by the JD Physical Testing Program) and the standards set by the Diving Canada LTAD as related to hours of training and appropriate skill progression.**

The development of the Junior Development Testing Program will enable our coaches to design personalized training programs for each athlete that will take into account the current ability of the diver and the necessary training needs to progress to the next level. It is our expectation that this will allow for a more targeted and individual approach to training with very objective benchmarks that must be met at each level. The program that Dive Sask is designing will be shared with Diving Canada HP staff to ensure alignment with National Jr Development programs that already exist.

	Key Actions		12/13	13/14	14/15	Budget
1	Host Training Camp with High Performance Guest Coach	TC	✓	✓		
2	Hold Canada Games Core Team athlete training camp(s)	TC	✓		✓	
3	Create Physical Ability Testing Program for 5-9 year olds as a basis for setting Training plans Complete Testing protocols (Strength, Flexibility, Skills - Dryland, Dryboard, Tramp, Water) Hold Pilot Test event Make any needed changes Train evaluators Create documentation Hold second test event Share concept with DPC	Steve (lead) Mary Laura Karen	Dec12 Dec12 Spring Mar13 Apr13			
3	In consultation with Sask Sport Facilitators, create provincial HPPI implementation plan	TC	Fall12			

Goal #6: Athlete Development, Competition - HP athletes will experience increased confidence and success at elite level competitions

- **75% of those attending Nationals will qualify for Finals**
- **2 - 4 athletes on Junior National Team each year**
- **2 clubs in Top 10 and 1 club in Top 5 at National Championships**
- **1 athlete wins medal at Jr Pan Ams in 2013 and 2015**
- **1 athlete on Sr. National Team by 2016**

	Key Actions:		12/13	13/14	14/15	Budget
1	Send a team of qualifying athletes to Winter & Summer Senior Nationals - \$500 per athlete	TC/clubs	✓	✓	✓	
2	Fund a minimum of 16 athletes to attend Age Group Nationals	TC/clubs	✓	Review Goal		
3	Provide funding for 10 CG core athletes to attend international invitationals. Athletes must meet criteria as established by the Technical Committee. (Max \$500 per athlete)	TC	✓		✓	
4	Junior athletes will attend a minimum of 6 competitions per year		✓	✓	✓	
5	Provide 2 qualifying meets in Saskatchewan annually					
6	Host 2 Physical Ability Testing events per year		Dec March	Review		
7	Keep historical record of Top Saskatchewan performances - advertise & reward Record Breaking scores	TC, Staff	✓	✓	✓	
8	Track performance ratio of all competitive athletes and see increase from year to year	ED & TC	✓	✓	✓	
9	Carry out a survey of athletes and their parents to gauge the level of confidence and growth being experienced by our HP athletes	ED	July	✓	✓	

Goal #7: Athlete Assistance - HP Athletes will receive funding based on previous performance, future goals and current training needs

- **Every athlete who demonstrates a high level of performance at a National level of competition will receive some direct financial funding to aid in the high costs of training and competition**

Recognizing that diving is an expensive sport, It is our intention that athletes who show potential to move to high performance status would not be disqualified due to financial need.

	Key Actions:		12/13	13/14	14/15	Budget
1	Utilize the Athlete Assistance Carding Program to recognize and support individual training costs. (see Dive Sask Policy Manual for criteria)		✓	✓	✓	
2	Offer scholarships to athletes and coaches as an incentive to attend Saskatchewan Post Secondary Institutions. Athletes must apply for the scholarship through SDI, be attending Post Secondary Institution, training regularly and competing and/or coaching at least 5 hours per week. (Max \$500 per scholarship - total of \$1500 to be shared with coaching recipients)	Scholarship Comm	✓	✓	✓	
3	Kids First Grant: Offer financial assistance to High Performance athletes who are economically disadvantaged	ED/Tech Staff	✓	✓	✓	

Goal #8: Sports Medicine & Science - Athletes will experience increased confidence and competitive success after taking part in education, training, and other services offered by the Sports Science and Medicine Council or other Sport Professionals

- **Dive Sask will use the allotted SSMC services annually**

	Key Actions:		12/13	13/14	14/15	Budget
1	Provide support for all athletes and/or clubs to access Sport Medicine facilities and programs including mental training, biomechanics, and core & strength training	Tech Staff	✓	✓	✓	Provided by SMSC

ENHANCED ACTIVITIES

The following activities have also been identified as having value if financial and human resources become available:

1. Volunteer recruitment and training for event hosting
2. Respect Ed training for parents
3. Dryland facility and equipment guide
4. Fund and coordinate Coach Level 4 Certification process
5. Financial Grant programs
 - a. Jr Coach Salary Grant
 - b. Coach International Travel Grants
 - c. Equipment Grants

NSO LINKAGE

One of the organizational strengths we have identified is a strong partnership between Dive Sask and Diving Plongeon Canada (DPC), both in philosophy and practice. Although there is much overlap, we all recognize that the primary mandate of the:

- local club is to offer recreational entry points;
- PSGB is to guide and direct Pre Competitive and Provincial development; and
- NSO is to guide and direct National and International development

For more than a decade, we have been fortunate to host annual Training Camps with the National Team Coach. Other evidences of this alignment:

ATHLETE TRAINING & DEVELOPMENT

- National Technical staff offer feedback on individual athlete progress
- Sask athletes invited and funded to Junior Training camps
- DPC assisted in the formation of off-continent training facility (Cuba) for its members to access

COMPETITION

- Nationally coordinated competition calendar that aligns with the LTAD
- National standards for qualification to attend National Championships

GOVERNANCE

- Annual Executive Director meetings with all provincial directors and National staff (technical and operating staff)
- Quarterly Provincial Executive Director conference calls with National Staff and Board
- Club visits from National Technical Director
- Personal access to and sharing of ideas with National staff and Board members

COACH & OFFICIALS DEVELOPMENT

- Sask coaches invited to Coach retreats
- Sask coaches invited to travel with Junior National Team
- Sask coaches invited to be part of LTAD steering committee, NCCP pilot programs, Sport Leadership Conference
- Coach Grant for 1 coach in Saskatoon (full time salary)
- Club Grant for clubs recognized as World Class Clubs (currently Saskatoon Diving Club is in this category)
- National Officials director personally recruited, trained and mentored new Sask judges
- DPC funds a referee to attend each Provincial qualifying meet

One of the advantages of being a smaller sport is that the leaders of the NSO can easily know the athletes, coaches and officials who are operating at a High Performance level and can offer somewhat personalized services.

Most importantly, Dive Sask has embraced the values, philosophies and LTAD model of DPC. This makes the linkage easy as we share resources and expertise.

This does not mean there are not areas to improve within this partnership:

- **Communication:** DPC often communicates directly with coaches and athletes, leaving Dive Sask out of the information loop. This can lead to lost opportunities for reporting to funders like Sask Sport or for media exposure.
- **Development or Competition priorities** may be different between the PSGB and the NSO, such as in the case of Canada Games which is of relative unimportance to DPC but extremely important to Dive Sask's funding model.
- **Coach Certification:** DPC sets the guidelines and policies for NCCP Coach Certification but is not always aware of the financial or other ramifications of some of these policies on the day to day operation of a club.

MEASURING AND MONITORING

Goals are often easy to set, less easy to accomplish - which makes accountability to the planned activities extremely important.

Dive Sask operates under a Policy Governance model - which means the Board sets strategic direction and specific outcomes and the Executive Director is charged with the responsibility to accomplish these outcomes. The Executive is given resources - financial and human - and is kept accountable for the use of the resources to reach the ends. In turn, the Executive Director hires staff, gives them responsibility and authority to accomplish the goals they have been given and keeps them accountable for the execution of the organization's programs and services.

This High Performance Plan will be handled in the same way all the goals of Dive Sask are handled:

- Quarterly:
 - Technical Staff reports to the Executive Director on all the activities they have undertaken to reach these goals
 - The Executive Director will report to the Board of Directors all progress towards the set goals and outcomes, including a financial accounting
 - The Board will thereby **measure** progress towards goals and **monitor** compliance with any guidelines, policies or limitations they have put in place
- Annually
 - Staff (ED and Tech Staff) will report to the Board which goals have been accomplished and will give information about planned activities for the upcoming year
 - Board and Staff will spend time at an annual retreat reviewing the previous year's goals and making additions or revisions for the upcoming year

APPENDIX

WORKING GROUP

Dive Sask recognizes that producing high performance sport participants involves many layers of cooperation - from the club level through to the National Sport Organization. Dive Sask is therefore always purposeful about fostering partnerships amongst its stakeholders. The committee for this initiative was made up of people from all levels:

- Steve Carroll - Saskatoon Club Head Coach, Provincial Technical Director (North)
- Laura Desautels - Regina Club Head Coach, Provincial Technical Director (South)
- Jaime Valentine - President, Dive Sask
- Nancy Brawley - Officials Director, Diving Canada
- Karen Swanson - Executive Director, Dive Sask

STRENGTH, WEAKNESSES and PROGRAM GAPS

The following strengths and weaknesses were identified:

ATHLETE DEVELOPMENT (Training & Competition)	
STRENGTHS	WEAKNESSES
<p>Consistent Junior performance and expectation over many years</p> <p>New pool in Saskatoon including good dryland equipment</p> <p>National support with Training Camps and National Team Coach visits</p>	<p>Diving is an expensive and time intensive sport which limits our pool of talent - numbers are small</p> <p>Many athletes retire or move out of province to University just when they begin to experience competitive success</p> <p>Cost of competition is high because so much travel is required to get to qualifying meets</p> <p>Not enough Tier II competition opportunities</p> <p>Regina's dryland area is not optimal</p> <p>Lack of adequate and affordable facilities in all centers limits capacity</p> <p>Lack of sport specific Sports Science opportunities within province</p>

COACH DEVELOPMENT	
STRENGTHS	WEAKNESSES
Full time Level 3 Head Coaches at both High Performance pools	Need more coaches and higher salaries for Junior coaches
Full time Junior Coaches at both pools	Certification is difficult and costly
Financial partnerships between Clubs, PSO and NSO	Club boards of directors aren't always on the same page as their coaches
	Coaches do not have easy access to coaches with more experience or technical knowledge

PARTNERSHIPS & CAPACITY	
STRENGTHS	WEAKNESSES
Good PSO and NSO structures	Club structures are dependent on rotating volunteer boards
Good partnership with Sask Sport including planning resources and initiatives	Lack of management experience or expertise at club level - What are best practices at club level?
Financial resources	VISION - is it consistent between Club-PSO-NSO-Coaches?

The following program gaps were identified:

ATHLETE DEVELOPMENT (Training & Competition)	
GAPS	POTENTIAL CAUSES
Our percentages of Competitive to Recreational athletes is in line but overall numbers are small	Cost, small population base, facility capacity
Our success rate of medal/points in much lower	Overall lower technical quality, less training time
	Senior and World level programs are expensive to operate and club boards may have shorter term goals and priorities
At every level our athletes competed in less competitions than suggested by LTAD	Cost, accessibility to competition - not enough local competitions
	Parents have not been adequately informed about LTAD and therefore do not understand need for so many competitions
	Shared vision for Senior/International level involvement may be missing

COACH DEVELOPMENT	
GAPS	POTENTIAL CAUSES
<p>Not enough coaches at Junior HP level with HP experience</p> <p>Coaches are stretched too thin - club expectations around administration and management duties takes time away from actual coaching of athletes and technical skill development</p>	<p>Low salaries and benefits</p> <p>Difficult and expensive certification system</p> <p>No local mentors</p> <p>Lack of vision - may not be the will at the club level to develop coaches to a higher level</p>

PARTNERSHIPS AND CAPACITY	
GAPS	POTENTIAL CAUSES
<p>Clubs are not directed by the Coaches</p> <p>Clubs may run independent of PSO - expertise is at PSO/NSO level but is not always welcome at the club level</p>	<p>Volunteers want to maintain control of club governance - may not have knowledge about governance options or best practices</p> <p>Coaches don't have expertise in club management and leadership</p> <p>Volunteer club boards may not have the provincial big picture in mind but rather the short term as related to their own children</p>