



# Cycling Canada Cyclisme National Team Staff Handbook

June 2024





## Introduction

This handbook is meant to aid and inform, and we have attempted to write this handbook in simple and accessible language. If there is a disagreement between this document and Cycling Canada's official policies and procedures, Cycling Canada's official policies and procedures take precedent.

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## Introduction

The goal of this document is to provide an overview of the expectations and responsibilities of Cycling Canada staff, as well as answer any questions you may have about Cycling Canada programming. It is one of our organization's key strategic objectives to holistically develop Gracious Champions who are not only capable of winning on the world's biggest stages, but who are also lifelong ambassadors and role models for our Canadian cycling community. Providing a safe and positive National Team experience for all Cycling Canada athletes and staff is an essential part of achieving these goals.

Cycling Canada believes that everyone is entitled to participate in a safe and inclusive sporting environment. Proper protocols, education and screening practices must be in place to ensure this environment is maintained.

Please read this document thoroughly and let your High Performance Project Coordinator know if you have any questions. Links to additional information can be found in the resources section of this document.

It's an honour to be able to represent your country in sport, and to be able to support Canadian athletes as they compete. Please conduct yourself in a respectful and appropriate manner at all times while working with Cycling Canada.



# About Cycling Canada

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At Cycling Canada, we're all passionate people who work collectively to make our organization an indispensable resource for all Canadians directly or indirectly involved with cycling.

## **OUR PURPOSE**

Inspire Canadians to cycle.

## **OUR ROLE**

To lead, regulate and empower.

## **OUR MANDATE**

To holistically develop the sport of cycling in Canada.

## **OUR KEY SUCCESS FACTORS**

Focus – Capacity – Alignment,  
Collaboration and Accountability  
– Sustainability and Inclusion –  
Adaptability



## About Cycling Canada

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### FOUR INTERRELATED AREAS OF STRATEGIC FOCUS

#### COMMUNITY

We will create a COMMUNITY with deep connection, affinity and pride in cycling; the community is our greatest collective opportunity and is the foundation for our path to sustainability, diversification and growth.

#### GRASSROOTS

We will teach Canadians the joy of cycling skillfully; a nationally aligned GRASSROOTS development program will drive the flow of new participants, members into the club systems and develop future champions from across the country.

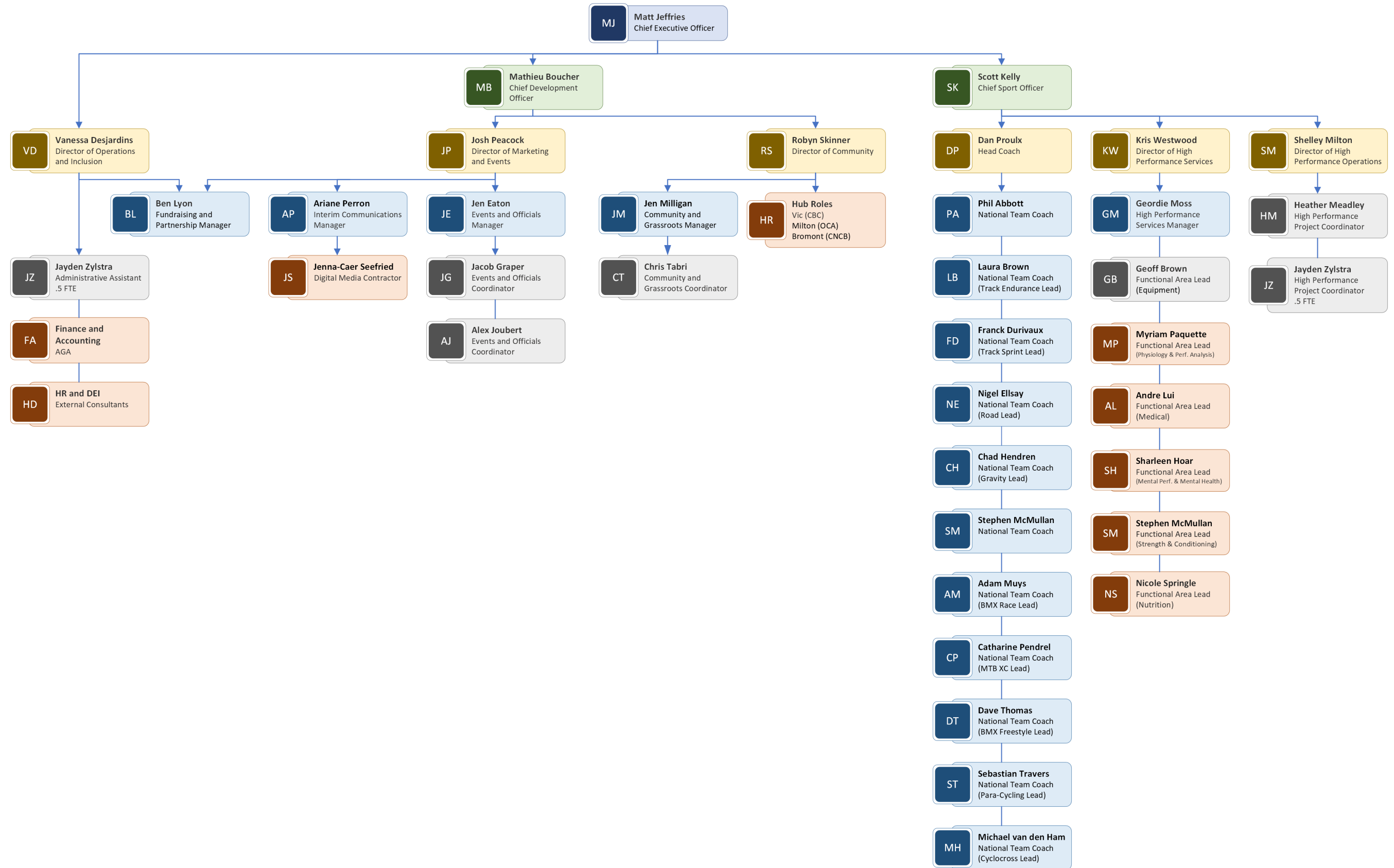
#### EVENTS

We will produce and facilitate EVENTS that get Canadians genuinely excited about our sport; this will engage our community and stimulate new interest while supporting development pathways for our athlete, coaches and officials.

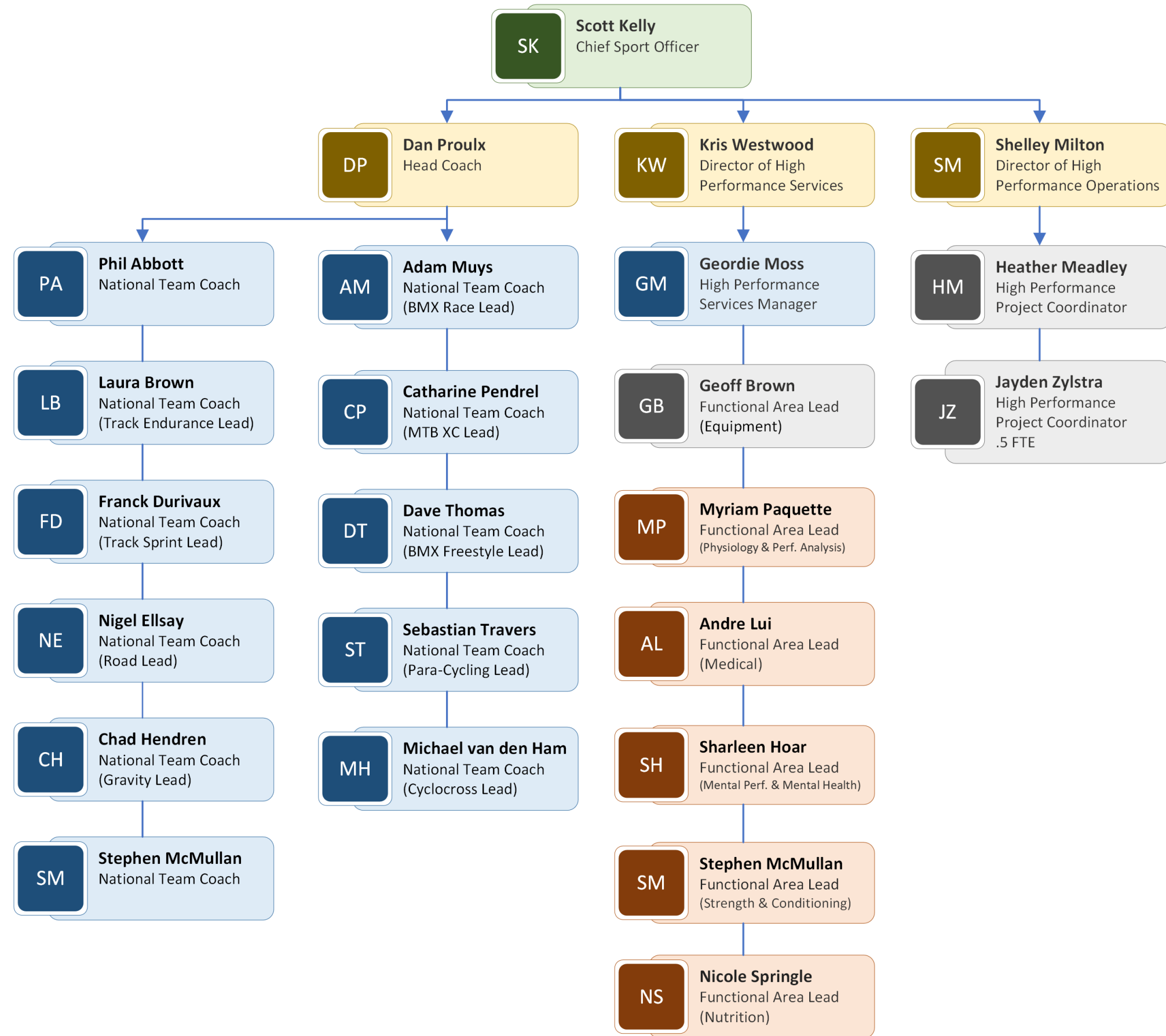
#### GRACIOUS CHAMPIONS

We will continue to develop sustainable and aligned performance programs that deliver GRACIOUS CHAMPIONS to the world stage and lifelong ambassadors to our community.

# Staff Structure



# HP Structure



## National Team Standards

## Building a Positive Performance Environment

Performing at a World Class level requires a performance environment where athletes and staff feel safe and supported. To help create this, Cycling Canada has created a list of expectations shared by all athletes and staff.

- Bring an optimistic attitude.
- Create a solution-oriented environment.
- Set meaningful personal goals.
- Take responsibility for your training and your performance.
- Ask for help when needed.
- Show up prepared and on time.
- Commit to doing your best.
- Be present and engaged.
- Choose to be coachable – learning faster is a competitive advantage.
- Share feedback in a way that brings out the best in others.
- Be kind.
- Learn to maintain composure under pressure.
- View setbacks and challenges as opportunities to learn.
- Celebrate your success and the success of others.





## Before you leave

### **Education and Screening**

Each staff member traveling with the National Team will be required to complete Cycling Canada's Education and Screening requirements. Please refer to Cycling Canada's Screening Policy for specific screening requirements pertaining to your role.

Required documents and online training access details will be sent to you by Cycling Canada's High Performance Services Manager with a deadline for completion. These requirements must be completed in their entirety before you travel.

Cycling Canada does not cover the costs of courses or fees required for staff to be Safe Sport compliant, as this is a basic requirement for all working within the Canadian sport system.

### **Project Technical Guide**

Cycling Canada refers to both camps and races as 'Projects'. Before you leave on a project with Cycling Canada, you will receive a PDF of a technical guide which outlines the following:

- Project Introduction
- Contact Information
- Staff
- Athletes
- Schedule
- Travel and Hotel
- Safe Sport
- Therapy Guidelines
- Centre for Ethics in Sport
- Critical Incident Protocol
- Insurance

If you have not received a technical guide before departure, or if you have any questions about the information in the technical guide, please contact the Lead Coach or HP Project Coordinator.



## Before you leave

### **Travel**

Flights, travel medical insurance and accommodations with the team will be booked for you for the duration of the project. Upon completion of the project, if you choose to fly somewhere other than home, or stay in the country where the project took place, it is your responsibility to cover all costs including additional flight fees or travel medical insurance.

### **Cellular Travel Plans**

You will be expected to communicate promptly before, during and after the project. Please confirm with the HP Project Coordinator what communication costs (excess data, travel plans etc.) will be covered during the project.



## During the Project

### **Behaviour**

It's an honour to be able to represent your country in sport, and to be able to support Canadian athletes as they compete. Please conduct yourself in a respectful and appropriate manner at all times, while working with Cycling Canada.

### **Safe Sport**

Cycling Canada is committed to the Safe Sport movement and believes that all members have the right to participate in a safe environment that is free of abuse, harassment or discrimination. Both staff and athletes will receive regular communication on what constitutes a Safe Sport violation and how to report it.

Before the project, there will be meeting held with staff to go over the High Performance guidelines and answer any questions you may have. The HP Project Coordinator will confirm that you understand the guidelines and you will be informed on how to report Safe Sport violations through our third-party reporting system.

On the first day of the project (or prior to the project via video conferencing) a meeting will be held with the athletes communicating the importance of safe sport and how athletes can report Safe Sport violations through our third- party reporting system.

Any questions or concerns regarding Safe Sport should be immediately brought forward to the Lead Coach or HP Project Coordinator.



## During the Project

### **Important Safe Sport Guidelines:**

- A staff person should never be alone with an athlete and all interactions should be open, observable and justifiable, including while driving. There may be exceptions to this, such as a treatment session with the therapist or in emergency situations.
- There will be a staff person of the same gender, as each athlete on a project.
- Minor athletes must be accompanied by an adult when going to anti-doping, or hospital visits and stays.
- Relationships between staff and athletes will not be permitted regardless of the athlete's age.

### **Communication**

High performance environments can be stressful. Clear, concise and respectful communication is key. When communicating with both athletes and staff, please remember to be positive and respectful with both your tone and content.

### **Email and Texting**

Please follow the the Rule of Two at all times. Communication with minors, including texting, must be transparent and be sent to a group.

### **Social Media**

Please remember that if you have a public social media account, that you must use it in a respectful and professional manner at all times.



## During the Project

### **Clothing**

Cycling Canada will provide you with a set number of branded items that must be worn during the project, including initial travel. Any replacement items must be requested before the project.

### **Luggage**

The cost of team required or requested excess luggage, when travelling to and from the project will be covered. Any additional personal items you bring will be your responsibility. All sizeable personal items (ie a bike) must be approved in advance by the HP Project Coordinator to ensure all logistical space requirements can be met in vehicles and the hotel.

### **Accommodations**

Hotel rooms will be booked as double or single occupancy. Rental houses may have as many people as beds per room. Staff will only share rooms with other staff of the same gender and never with athletes. In rental houses, common spaces may be shared by all. Assume that you will be sharing a room and be prepared to be a respectful roommate (ie bring pajamas, earphones and earplugs.)

Therapists and Medical staff will be booked a room, separate from their sleeping area, for the purposes of providing treatment to athletes.

Only National Team staff and athletes are allowed in accommodations booked by Cycling Canada at all times, with the exception of para athletes who require a companion during projects. Para companions must be approved by the Lead Coach or HP Project Coordinator prior to travel. Athletes and staff must be in their assigned rooms each night.



## During the Project

### **Meals**

The technical guide will tell you in advance if meals will be provided during the project or if you will need to purchase your own. When required to purchase your own, you will be able to expense the following amounts: breakfast \$10; lunch \$15; dinner \$25; or \$20 a day for groceries if you have access to a kitchen. These prices are in Canadian dollars.

### **Alcohol**

Alcohol can be consumed responsibly and in moderation after your work-day is done. You are never allowed to drink in the presence of minors or prior to driving. Staff are discouraged from drinking in the presence of athletes. At least one staff member must abstain from alcohol and be designated to drive at all times in case of an emergency.

### **Driving**

Drivers must have a valid driver's license and be listed on the rental agreement in order to drive any Cycling Canada owned or rented vehicles. Tolls will be covered and can be expensed.

Please note that any speeding, parking, or reckless driving infractions are the responsibility of the driver, who will be invoiced for the cost. Staff members are encouraged to proactively inform Cycling Canada of potential infractions. For unclaimed infractions, Cycling Canada will attempt to identify the driver responsible; if it's not possible to do so, equal shares of the cost will be invoiced to all staff who may have been responsible on the day it was incurred.



## During the Project

### **Transfers**

In specific situations in para-cycling, some athletes may require the assistance from a staff member to complete a transfer. This may be the result of a crash in competition, from a vehicle to a wheelchair, from a wheelchair to bike, during classification or therapy, amongst many other scenarios. If a transfer is needed, staff are required to ask the athlete for verbal consent before any physical manipulation.

### **Injuries**

An incident report must be completed if anyone gets hurt on the project (staff or athlete) and requires a hospital visit or can no longer perform their tasks (for athletes, that means not being able to race). This form will be completed by the team therapist or medical staff, or the lead coach if there is no medical professional on the project. As soon as reasonably possible an on-site staff member will initiate a claim with Cycling Canada's insurance provider as listed in the project tech guide.

### **Concussions**

Concussions are a frequent injury in cycling crashes. Please familiarize yourself with the Cycling Canada Head Injury Protocol found in the resources section of this document. If an athlete has a suspected head injury, please follow the steps outlined in the protocol, after the athlete has immediately been removed from competition/training.



## During the Project

### **Friends and Family**

Please remember that first and foremost, you are at an event to work with Cycling Canada and provide support to National Team athletes. Friends and Family who choose to attend a race must provide their own transportation and accommodations and respect the boundaries of the National Team environment. Having family visit during a longer training camp is possible, if approved in advance by the Lead Coach or HP Project Coordinator. In a situation such as this, any adult family member interacting with athletes, will be subject to the staff guidelines, as well as all education and screening requirements





## During the Project

### **Paramedical**

All athletes will be educated on their rights prior to treatment, in accordance with each therapists/ medical staff's governing body, including but not limited to the option to request the presence of another staff member or teammate in the room, or to decline the treatment entirely.

All therapists/medical staff will obtain written consent to perform treatment on sensitive areas. Doors will always remain open during treatment or medical sessions. The athlete may request private treatment or appointment (door closed, private room) however consent must be signed.

All therapy treatment scheduled in the DTE or on a project should be shared with another staff or contractor in the building or working on the project.



## Post Project

### **Expenses**

Expense reports will be sent out by the HP Project Coordinator and must be remitted within two weeks of the completion of a project. Failure to comply may result in the delay or nonpayment of the reimbursement.

### **Project Report**

Project reports must be completed online by the Lead Coach or HP Project Coordinator within a week.

### **SafeSport**

Should you witness or experience anything while working with Cycling Canada, that you believe contravenes Cycling Canada's Code of Conduct or Safe Sport Policy, please use Cycling Canada's complaint submission form to report the incident immediately.



## Safe Sport

Cycling Canada believes that everyone is entitled to participate in a safe and inclusive sporting environment, and that proper protocols, education and screening practices must be in place to ensure this environment is maintained.

As of Dec. 21, 2022, Cycling Canada is a signatory of the Abuse-Free Sport program managed by the Canadian Centre for Ethics in Sport.

As such, all Cycling Canada staff members are subject to the Universal Code of Conduct to prevent and address Maltreatment in Sport (UCCMS); have fulfilled Cycling Canada's Safe Sport Education and Screening requirements; and have given their consent for any complaints to be managed by the Office of the Sport Integrity Commissioner (OSIC).

Athletes and staff are reminded that if they feel unsafe or concerned about anything they see or experience while on a Cycling Canada project, they should bring it to the attention of the Project Manager or Head Coach. If you feel uncomfortable doing so, we encourage individuals to explore the appropriate channels for a complaint, which depend on the nature of the complaint but include:

- Submitting a complaint to Cycling Canada's third-party contact using the Complaint Form
- Reporting maltreatment or abuse to the Abuse-Free Sport program

Cycling Canada's complaints form can be found on our [governance web page](#).

For more information on Abuse-Free Sport program, including how to submit a complaint, please visit the [Abuse-Free website](#).

The Abuse-Free Sport phone and texting Helpline is accessible at **1-888-83-SPORT** and is monitored from 8 am to 8 pm Eastern time.



# Education and Screening requirements by role

(Updated November 2023)

Organization	Course/Module	Main Topics/Description and Link	Athlete Interaction	NT Coach
CCN/Cycling Canada	National Staff Profile	<a href="https://ccnbikes.com/#!/memberships/cycling-canada-national-staff-profile">https://ccnbikes.com/#!/memberships/cycling-canada-national-staff-profile</a>	Mandatory Every 12 Months	Mandatory Every 12 Months
CCES	True Sport Clean	Addresses ethical sport, athlete rights and responsibilities, supplements, substances and methods on the Prohibited List, sample collection procedures, and more. <a href="https://education.cces.ca/#/login">https://education.cces.ca/#/login</a> (Enrollment fee: Free)	Mandatory Every 12 Months	Mandatory Every 12 Months
	Role of Athlete Support Personnel	High level review of the support personnel's role in the True Sport and CADP programs <a href="https://education.cces.ca/#/login">https://education.cces.ca/#/login</a> (Enrollment fee: Free)	Mandatory Every 12 Months	Mandatory Every 12 Months
	CADP Designated Athlete Support Personnel Contract	Review of the support personnel role and acknowledgement of awareness they are subject to the CADP. <a href="https://education.cces.ca/#/login">https://education.cces.ca/#/login</a> (Enrollment fee: Free)	Mandatory Every 12 Months	Mandatory Every 12 Months
CAC	Safe Sport	Topics include: Acknowledging maltreatment, Recognizing maltreatment, Addressing and preventing maltreatment, Power Imbalance, Discrimination, Intention, Consent, Grooming, Normalization, Prevention, Rule of Two, Duty of Care, Reporting, 4C's, Safe Sport culture and system. <a href="https://safesport.coach.ca/">https://safesport.coach.ca/</a> (Enrollment fee: Free)	Mandatory Every 4 Years	Mandatory Every 4 Years
	Making Ethical Decisions (Training and evaluation)	Analyze a challenging situation to determine its moral, legal, or ethical implications and apply the NCCP Ethical Decision-Making Model. To properly respond to situations in a way that is consistent with the NCCP Code of Ethics. Required for NCCP certification. <a href="https://coach.ca/nccp-make-ethical-decisions">https://coach.ca/nccp-make-ethical-decisions</a> (Enrollment fee specified in CAC Locker)		Mandatory Renewal contingent on course updates
	Making Head Way	What to do to prevent concussions, How to recognize the signs and symptoms of a concussion, What to do when you suspect an athlete has a concussion, How to ensure athletes return to play safely. <a href="https://coach.ca/making-head-way-concussion-elearning-series">https://coach.ca/making-head-way-concussion-elearning-series</a> (Enrollment fee: Free)	Mandatory Renewal contingent on course updates	Mandatory Renewal contingent on course updates
Respect Group	Respect in the Workplace	Helps to foster a safe, productive and respectful office environment. Topics include: Power Dynamics in the Workplace, Defining, dealing with and Reporting Bullying, Abuse, Harassment and Discrimination (BAHD), Empowering the Bystander, Managing Emotions, Understanding Mental Health Outcomes Due to Maltreatment, Your Responsibilities as a Member of the Team. <a href="https://cyclingcanadaworkplace.respectgroupinc.com/">https://cyclingcanadaworkplace.respectgroupinc.com/</a> (Enrollment fee: Free)	Mandatory Every 4 Years (CC Paid Employees only)	Mandatory Every 4 Years (CC Paid Employees only)
	Respect in Sport for Activity Leaders	For coaches and sport leaders to identify and respond to abuse, neglect, harassment and bullying. Topics include: Power Dynamics, Legal Responsibility, Hazing, Physical Development, Preventing Bullying and Abuse, Mental Health, Concussion and Injury Management, Positive Emotions. <a href="https://cyclingcanada.respectgroupinc.com/">https://cyclingcanada.respectgroupinc.com/</a> (Enrollment fee: \$30 CAD)	Mandatory Every 4 Years	Mandatory Every 4 Years



# Education and Screening requirements by role

(Updated November 2023)

Organization	Course/Module	Main Topics/Description and Link	Athlete Interaction	NT Coach
Background Check	Mybackgroundcheck.com	Details regarding screening requirements can be found in the CC Screening Policy. <a href="https://www.mybackcheck.com/Public/Login.aspx">https://www.mybackcheck.com/Public/Login.aspx</a> (Fee: \$25 CAD)	Mandatory Every 3 Years	Mandatory Every 3 Years
Office of the Sport Integrity Commissioner	Universal Code of Conduct to Prevent Maltreatment in Sport	The Office of the Sport Integrity Commissioner (OSIC) is responsible to administer the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) using trauma-informed processes that are compassionate, efficient and provide fairness, respect and equity to all parties involved. <a href="https://sportintegritycommissioner.ca/">https://sportintegritycommissioner.ca/</a>	Mandatory	Mandatory
First Aid and CPR	Standard First Aid and CPR	National Recognized First Aid Provider, suggested providers include : Canadian Red Cross, Saint John Ambulance, Heart & Stroke All other providers must be confirmed by Cycling Canada (Fee: varies by organization)	Mandatory Every 3 Years	Mandatory Every 3 Years
Therapy and Paramedical	Professional Accreditation	Therapists must provide proof that they are in good standing with their governing body/association	Mandatory Every 12 Months	



[Cycling Canada Code of Conduct and Ethics](#)  
[Cycling Canada Safe Sport Policy](#)  
[Cycling Canada Screening Policy](#)  
[Cycling Canada Complaints & Discipline Policy](#)  
[Equity, Access and Eliminating Discrimination Policy](#)  
[Cycling Canada Head Injury/Concussion Protocol](#)  
[Coaches Association of Canada Rule of Two](#)

For concerns/complaints related to National Team and Cycling Canada events/activities, we encourage individuals to complete the following Complaint Submission Form to the best of their ability and submit to our independent, third-party contact at:

[safesport\\_wwdrs@primus.ca](mailto:safesport_wwdrs@primus.ca)

[Complaint Safe Sport Submission Form](#)

## Resources



## CONTACT US

[general@cyclingcanada.ca](mailto:general@cyclingcanada.ca)

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