

# ***HANDBOOK 2001***

**A PRACTICAL OPERATIONAL GUIDE FOR  
ATHLETIC AFFILIATES/CLUBS**

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## **President's Message**

*The Bermuda Track And Field Association Handbook 2001 has been compiled to give anyone involved in Athletics from the National Federation level to the athlete a better understanding of the workings of our International Federation – the **International Association of Athletics Federations** – and more importantly, how we relate to our world governing body, our Regional Associations - NACAC & CACAC, our National Federation – The Bermuda Track And Field Association and the Clubs who are affiliated with us.*

*It is our hope that additional information will continue to be given to you on the various changes as they occur in our sport. This Handbook belongs to the Club and **MUST** be kept as part of the library of each Club. **It is not intended for this Handbook to become the personal copy of any individual.***

*The information presented in this Handbook has been reproduced, with the kind permission of **Dr. Amadeo I. D. Francis, IAAF Vice President, President of NACAC and IAAF Development Commission Chairman**, from the International Association of Athletics Federations (IAAF) Management and Administration Manual and can be found on the IAAF's website at [www.iaaf.org](http://www.iaaf.org).*

*We hope you will use the information contained in this Handbook to improve the Management and Administration of your Club as we move ahead in accordance with the Rules of the IAAF.*

*Yours in athletics,*

*Judith E. A. Simmons,  
President.*



## ***Introduction***

### ***ABOUT THIS HANDBOOK***

The National Athletic Federations – like **The Bermuda Track And Field Association**, which make up the membership of the **International Association of Athletics Federations**, are the administrative and operational building blocks for the sport of athletics – on both domestic and international levels. The continued development of athletics around the world depends on how effectively federations function and meet their obligations.

All federations face challenges and, in some cases, a struggle for survival. Athletics is in perpetual competition with other sports, as well as with a growing number of leisure options, to attract and retain participants, supporters, public interest and resources. Failure in this competition could mean that athletics is marginalized. In most countries the sport's competitors are getting tougher every day, intensifying the challenge faced by federations. Clearly, hard work, organization, skills and vision on the part of each federation's leadership are critical to the success of the sport.

### ***THE AIM AND THE AUDIENCE***

The primary aim of the handbook is to clearly define the role and responsibility of the National Federation and its relationship with the world governing body of athletics – the **International Association of Athletics Federations (IAAF)**, its **Area Association - the North American, Central American and Caribbean Athletics Association**, sub-regional associations, the **Central American, Caribbean Athletics Confederation** and its affiliate Clubs.

This information is not only directed to Presidents, General Secretaries, etc., but also includes all those involved in the management and administration of athletics – federation employee, club leaders, volunteers, individuals aspiring to a position of responsibility and anyone who wishes to see the sport of athletics run more effectively and derive greater enjoyment from their efforts.

### ***USING THIS HANDBOOK***

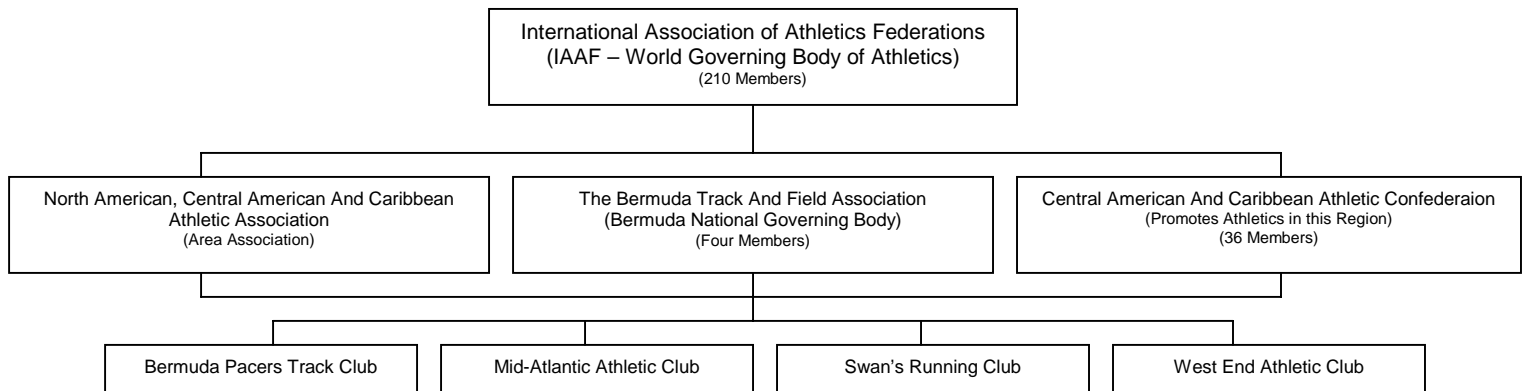
This handbook is set up to provide guidelines and information on standard practices of Athletic Management and Administration that are recommended and have been adopted by the IAAF. Topics are easily accessible by the colourful index tabs in each binder.

### ***THE ORGANIZATIONAL STRUCTURE OF THE IAAF AND THE BERMUDA TRACK AND FIELD ASSOCIATION***

The **International Association of Athletics Federations (formerly known as the International Amateur Athletic Federation)** or “IAAF” was founded in 1912 by 17 national

athletic federations who saw the need for a governing authority, for an athletic programme, for standardized technical equipment and world records.

## BTFA ORGANIZATIONAL STRUCTURE UNDER IAAF



In 1982, the IAAF abandoned the traditional concept of amateurism and in 1985 created trust funds for athletes. The way to high performance was opened to larger groups of extremely talented athletes. Steadily there has been a change from the so-called amateurs to financially motivated and secure athletes at the highest levels and this development has continued with the introduction of the IAAF Competition Awards in 1997, which offered prize money to successful athletes for the first time in the history of IAAF competitions.

As the IAAF evolved as a world governing body, increasing numbers of national athletic federations became affiliated until they reached a total of 210 member federations in 1999. Bermuda became affiliated with the world governing body in 1946.

The IAAF divided its membership into sub-regions and area associations were formed to join countries in the following regions. The area associations are as follows:

- |  |                   |
|--|-------------------|
| African Amateur Athletic Confederation (AAAC)                                | - 53 IAAF Members |
| Asian Amateur Athletic Association (AAAA)                                    | - 44 IAAF Members |
| European Athletic Association (EAA)  | - 49 IAAF Members |
| *North American, Central American and Caribbean Athletic Association (NACAC) | - 32 IAAF Members |
| Oceania Amateur Athletic Association (OAAA)                                  | - 19 IAAF Members |
| Confederacion Sudamericana de Atletismo                                      | - 13 IAAF Members |
- \*(Bermuda is a part of the NACAC region)

The following English, Spanish, Dutch and French speaking countries make up the NACAC area: Anguilla, Antigua, Aruba, Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Canada, Cayman Islands, Costa Rica, Cuba, Dominica, Dominican Republic, Grenada, Guatemala, Haiti, Honduras, Jamaica, Mexico, Montserrat, Netherlands Antilles, Nicaragua, Puerto Rico, El Salvador, St. Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Trinidad & Tobago, Turks & Caicos, U.S.A., and U.S. Virgin Islands.

The BTFA is also affiliated with the Central American and Caribbean Athletic Confederation (CACAC or CAC), which was formed in 1966 to promote and develop the sport of athletics in the Central American and Caribbean region. This body is also affiliated to the IAAF through NACAC and includes all of the countries under NACAC with the exception of the U.S.A. and with the addition of Venezuela, Colombia, Guyana, Suriname and Panama.

## ***UNDERSTANDING THE ROLES & RESPONSIBILITIES***

### **INTERNATIONAL FEDERATIONS**

Sports organizations exist on international, national and sub-national levels. These include those, which concentrate on a single sport, as well as umbrella bodies, which encompass a number of sports. While many of these organizations have special or idiosyncratic aspects, most share a number of similarities.

Each sport is controlled on the international level by a world governing body or an international federation whose membership comprises of national federations or associations. International Federations exist to serve their sport and their key activities usually include promoting the sport, setting technical rules, training referees and judges, maintaining list of records and organizing major championships and other competitions.

Generally, international federations hold a regular assembly, such as a congress or annual general meeting (AGM), where constitutional and technical matters are decided. These assemblies are also where the members i.e. the national federations, elect the leadership of the federation. Between assemblies the council is responsible for policy decisions and the secretariat or headquarters staff, led by a general secretary or executive officer, is responsible for implementing decisions and day-to-day operations. The assemblies also elect committees, which oversee the various programmes of the federation.

Here are some examples of **International Federations**:

- **Athletics** is controlled by the **IAAF**
- **Tennis** is controlled by the **International Tennis Federation (ITF)**
- **Football (Soccer)** is controlled by the **Federation Internationale de Football Associations (FIFA)**.

### **REGIONAL ASSOCIATIONS**

Many sports have regional, area or continental associations, which comprise and serve the national federations of a specific geographic area (e.g. NACAC and CAC). The functions of regional/area associations include:

- Providing a link between national federations and their sport's international federation.

- Promoting competition within the region.
- Overseeing regional competition calendars and providing input to international event calendars.
- Promoting development programmes.

## **NATIONAL FEDERATIONS**

**National Athletic Federations**, which are Members of the IAAF, are the franchise holders of a thriving multinational business – a privilege, which brings status and many types of support but which also, includes important responsibilities and duties.

Domestically, **The Bermuda Track And Field Association** is responsible – by its legal status, its recognition from the IAAF and its own constitution – for sanctioning, promoting, expanding, and strengthening athletics in its country. Ultimately, the reason for a federation's existence is to serve the athletes of its country. As there can be only one national governing body for the sport, no organized activity related to athletics should be outside the federation's awareness and control.

*The international obligations of **The Bermuda Track And Field Association** include basic constitutional obligations, which are conditions of membership as well as a long list of special obligations or expectations, which are designed to ensure the fair and uniform operation of athletics in all parts of the world. There are also a number of other expectations, which whilst not strictly specified in the IAAF Constitution, should be regarded as such.*

### **A. BASIC DOMESTIC RESPONSIBILITIES**

#### **1. GOVERNING**

- To be responsible for all aspects of athletics within the boundaries of the country.
- To promote the sport of athletics and the development of an athletics culture.
- To provide an appropriate administrative structure and services for the functioning of the federation and the sport.
- To maintain an official list of national records (Senior/Junior/Indoor).
- To undertake proceedings against athletes who may have rendered themselves ineligible and to impose sanctions where appropriate.
- To undertake proceedings against any individual or group who may have violated the rules of the federation and to impose sanctions where appropriate.

#### **2. RESOURCES**

- *To obtain and manage the financial, human and technical resources required for the functioning of the federation and the sport.*
- To set budgets and maintain financial records.
- To control expenses.
- To arrange for an audit of financial statements.

## **BASIC DOMESTIC RESPONSIBILITIES CONT'D**

### **3. COMMUNICATIONS**

- *To maintain good relations with and provide appropriate information to athletes and other members of the federation.*
- To maintain good relations with governmental, sporting, business and other organisations which have an interest in athletics or may be of assistance to the federation.
- To maintain good relations with the media in order to ensure positive promotion of the sport and the federation's activities.

### **4. COMPETITIONS**

- To promote the development of a programme of competitions – which includes staging national championships – to meet the needs of its athletes.
- To choose and organize teams to participate in international competitions.
- To maintain a national calendar of athletic events.
- To provide official sanctions for competitions including those organized by other agencies.

### **5. FACILITIES AND EQUIPMENT**

- To ensure that competition venues and equipment meet technical specifications mandated by national and international rules.
- To guarantee the accuracy of road courses used for running and walking races.

### **6. OFFICIALS AND COACHES**

- To oversee the recruitment, training, certification, deployment and control of the athletics officials and coaches required to carry out the programmes and activities of the sport.

### **7. MEDICAL AND SCIENTIFIC SUPPORT**

- To plan and co-ordinate the delivery of sports medicine services to athletes.
- To plan and co-ordinate the delivery of scientific services to coaches and athletes.
- To ensure that a doping control programme is implemented in accordance with the rules of the IAAF and relevant national regulations.

## **B. INTERNATIONAL OBLIGATIONS AND EXPECTATIONS**

### **1. BASIC CONSTITUTIONAL OBLIGATIONS OF AN IAAF MEMBER FEDERATION**

- To maintain a constitution and competition rules which are acceptable to the IAAF.
- To pay an annual fee to the IAAF of US\$ 200, in advance, by 1 January each year.
- To submit an annual report to both the IAAF and the relevant Area Association by 31 March each year.

### **“GOOD STANDING”**

Member Federations, which have met the basic constitutional obligations for a given year, are considered to be in good standing with the IAAF.

*As such they are eligible to:*

- Send representatives with voting rights to the IAAF Congress.
- Participate in the IAAF's various competitions and programmes.
- Receive the grants and other forms of support from the IAAF for which they are eligible.
- Member Federations, which are not in "**good standing**", are technically ineligible for these and other benefits of IAAF membership, and for the benefits of membership in their Area Association.

## **2. SPECIAL CONSTITUTIONAL OBLIGATIONS AND EXPECTATIONS OF AN IAAF MEMBER FEDERATION**

- To sanction international meetings which take place in its country. (Rule 12.2)
- To guarantee the eligibility of athletes from its country and ensure the eligibility of foreign athletes who compete in its country. (Rule 12.4)
- To approve foreign scholarships accepted by athletes from its country. (Rule 12.8)
- To strictly control all financial transactions related to expenses paid to its athletes taking part in international competitions. (Rule 14.3)
- To oversee subventions paid to athletes. (Rule 16)
- To establish rules for Athletic Funds and to register them with the IAAF General Secretary. (Rule 17)
- To ensure that a clause allowing the review of advertising contracts entered by athletes or clubs is included in its constitution. (Rule 18.8)
- To submit to the IAAF details of sponsorship arrangements by the national team. (Rule 18.19)
- To maintain a register of approved club sponsorships. (Rule 18.19)

## **SPECIAL CONSTITUTIONAL OBLIGATIONS AND EXPECTATIONS OF AN IAAF MEMBER FEDERATION – CONT'D**

- To ensure that its constitution includes specific clauses covering contracts for Athletes' Representatives. (Rule 19)
- To ensure that its constitution includes specific clauses covering submission of disputes to Arbitration. (Rule 21)
- To undertake disciplinary proceedings against athletes who may have rendered themselves ineligible and to impose sanctions where appropriate. (Rule 54)
- To ensure that its constitution includes specific clauses covering doping control and reporting of doping control activities to the IAAF. (Rule 57.1)
- To conduct doping control tests on athletes returning from a period of ineligibility. (Rule 57.4)
- To inform the IAAF General Secretary of any positive results from doping controls and to recognize positive results reported by other Member Federations, the IAAF and other organisations recognized by the IAAF. (Rule 61)
- To approve competition clothing for all international competitions. (Rule 139.1)
- To collect and submit to the IAAF the information required for the approval of any world record set in its country. (Rule 148.1)

## **3. OTHER EXPECTATIONS OF AN IAAF MEMBER FEDERATION IN GOOD STANDING**

- To be represented at IAAF Congresses.

- To be represented at Area congresses and other similar meetings.
- To choose and organize teams to participate in IAAF competitions.
- To choose and organize teams to participate in Area competitions.
- To consider whether to:
  - Nominate candidates for IAAF elections
  - Nominate candidates for Area Association elections
  - Propose technical rule changes
  - Propose constitutional rule changes
  - *Nominate candidates to take part in IAAF educational measures for coaches, technical officials, walking judges and other specialist positions.*
- *To respond, as appropriate, to IAAF and Area Association communications.*
- *To participate in the IAAF Development Programme.*

## **ANNUAL REPORTS**

Most organisations are required by their constitution to produce an annual report to their members. Usually it describes the organization's activities and includes audited financial accounts. In addition to informing their members, preparation of the annual report helps the organization's leaders to focus on their most important tasks and better plan their activities.

## **OTHER EXPECTATIONS OF AN IAAF MEMBER FEDERATION IN GOOD STANDING - CONT'D**

To be in good standing, Member Federations must also submit an annual report to the IAAF and their Area Association. This is a Member Federation's most important regular communication as it provides essential information for the operation of the sport and can help with the planning of programmes of assistance.

Both the IAAF and the Area Associations have provisions in their constitutions for sanctions against federations, which fail to supply an annual report.

The information, which must be provided in the Member Federation's annual report, is:

The Member Federation's current address, telephone, fax and or telex numbers.

- A list of the Member Federation's officers.
- A current copy of the Member Federation's Constitution and Bye-Laws.
- The active membership of the Member Federation i.e. (number of clubs, athletes, coaches, officials, etc.).
- The major championships and events held during the year (senior, junior, men, women, etc.).
- A list of the national records at the close of the year.
- A report on the Member Federation's out-of-competition doping control measures.

To simplify the work of the secretariats of its Member Federations the IAAF has produced a Concise Annual Report Form, which meets all the above requirements. This form is sent to each Member Federation at the start of the calendar year. Member Federations are encouraged to use these forms to make their annual report.

## AFFILIATES/CLUBS

The Bermuda Track And Field Association has four (4) Corporate Members, which are clubs who have affiliated with the national governing body of athletics in Bermuda. **The Bermuda Pacers Track Club, Mid-Atlantic Athletic Club, Swan's Running Club and West End Athletic Clubs** exist to provide services to sportsmen and sportswomen and are the bodies through which most training and competitive activities are organized. Membership can be open to anyone who wishes to join or to a specific organization.

Our Corporate Members (affiliates) are the **main point of contact between their members and the highest national authority in their sport.**

### 1. BASIC RESPONSIBILITIES OF AFFILIATES/CLUBS

- To promote and develop the sport of athletics in an athletics culture at club level.
- To provide an appropriate administrative structure and services for the functioning of the club and its sporting events.
- To provide a report with results of all events held under the sanction of the National Governing Body.
- To undertake proceedings against athletes who may have rendered themselves ineligible and to impose sanctions where appropriate.
- To undertake proceedings against any individual or group who may have violated the rules of the Club, the National Governing Body or the IAAF and to impose sanctions where appropriate.
- To advise the National Governing Body of any disciplinary action taken against any individual or group.
- To obtain and manage the financial, human and technical resources required for the functioning of the Club and the sport.
- To maintain good relations with and provide appropriate information to athletes, other club members and the National Governing Body.
- To promote the development of a programme of competitions to meet the needs of the Club's athletes.
- To ensure that coaches within the Club have received the necessary training required to carry out the programmes and activities of the sport of athletics.
- To maintain financial records and prepare annual financial statements.
- To submit fees for sanctioned events, together with a written report and results on a timely basis.
- To maintain a constitution which is acceptable to The Bermuda Track And Field Association and the IAAF.
- To pay an annual fee to The Bermuda Track And Field Association, by October 1, each year, as determined by the Board of Directors.
- To submit an Annual Report, together with financial statements, etc. to the BTFA as outlined in 5.7 of the BTFA's Constitution, not later than sixty (60) days after the calendar year end.
- To adhere to the Rules, Regulations, Policies and Constitution of **The Bermuda Track And Field Association (BTFA)** and the **International Association of Athletics Federations (IAAF)** and be a member in "good standing".
- As a member in "good standing", Clubs are expected to be represented at meetings called by the National Governing Body and provide members for committees set up to develop and promote the sport of athletics.

## **SPECIAL AFFILIATES**

**“Special Affiliates”** are any properly constructed organization wishing to stage an event considered by the Board to be of special merit and of benefit to the BTFA, its members and to the community and which meets the sanction requirements. Such organizations shall have **no voting or representation rights within the National Governing Body** but shall have the right of the BTFA’s technical and administrative assistance in the organizing of events so long as the organization continues to abide by the rules of the BTFA and the IAAF and such other reasonable conditions as the Association may from time to time apply. Examples of Special Affiliates of the BTFA are the Marathon Derby, organizers of the 24<sup>th</sup> May Half Marathon Race and the Bermuda Regiment.

## **THE OLYMPIC MOVEMENT**

The **International Olympic Committee (IOC)**, formed in 1894 is a well-known umbrella body in sport. It is a completely autonomous organization, which elects its own members and is governed by the Olympic Charter. The objects of the IOC include encouraging the worldwide development of sport and promoting the physical and moral qualities, which are the basis of sport.

National Olympic Committees (NOCs) such as the **Bermuda Olympic Association** are responsible for organizing teams for the Winter and Summer Olympic Games and other multi-sport events such as the Central American & Caribbean Games, the Pan American Games and the Commonwealth Games. To be recognized as a part of the Olympic Movement and eligible to take part in the Olympic Games, a NOC must conform with the principles and rules of the Olympic Charter and have at least five affiliated National Federations (BTFA) which are also affiliated to their respective international federations (IAAF). These federations are also represented in the BOA.

International federations like the IAAF also play a key role in the Olympic Movement, which includes responsibility for the technical organization of their sports on the Olympic Games programme. The IOC, the NOCs and the international federations are said to be the three pillars of the Olympic Movement.

## **OLYMPIC SOLIDARITY**

As a part of its mission to encourage the worldwide development of sport, the International Olympic Committee, working through its development programme called Olympic Solidarity, assists NOCs and the international federations to promote sport under their respective jurisdictions. The funding for Olympic Solidarity is derived from the profits of staging the Olympic Games. The IAAF has received \$17,600,000.00 from the IOC being their share of profits from the 2000 Sydney Olympic Games.

To represent their interests within the Olympic Movement, the NOCs have formed the Association of National Olympic Committees (ANOC) as well as 5 continental associations:

- Association of National Olympic Committees of Africa (ANOCA)
- Association of National Olympic Committees of Europe (ANOCE)
- Olympic Council of Asia (OCA)
- Pan American Sports Organization (PASO)
- Oceania National Olympic Committees (ONOC)

The international federations of the sports within the Olympic Movement have also joined together in the *Association of Summer Olympic International Federations (ASOIF)* and the *Assembly of International Winter Sports Federation (AIWF)* to serve as forums for discussion of Olympic-related issues.

## **OTHER INTERNATIONAL SPORT ORGANIZATIONS**

In addition to the international federations and the various organizations within the Olympic Movement, there is a wide range of international organizations and umbrella bodies serving specific groups or purposes. Included among these are bodies, which organize competitions for particular political, geographic and occupational groups, and bodies, which work with a single sport or even one particular section of a sport. The structures of the various international sports organizations can vary but, in general, they follow a pattern similar to that of international federations.

### **EXAMPLES OF INTERNATIONAL SPORT ORGANIZATIONS**

- The Federation Internationale du Sport Universitaire (FISU) organizes the World University Games, which are open to students from around the world.
- The Commonwealth Games Federation (CGF) organizes the Commonwealth Games, which are open to sportsmen and sportswomen representing the countries of the Commonwealth.
- The Central American and Caribbean Sports Organization (CACSO) serves the interests of sports organizations and governments in the region.

## **THE NATIONAL ATHLETICS PROGRAMME**

In order for athletes to compete as a Junior or Senior at the national and/or international level they must join the National Athletics Programme and commit to train and compete for a period, which will be determined by the Board of Directors, prior to the date of the international event. Affiliate Clubs will be notified of the deadlines for entry into the National Training Squad for each international event under separate cover.

All athletes and officials, residing in Bermuda, are required to adhere to the entry deadline set by the Board, should they wish to participate in the training squad and be eligible for selection for an international competition. Failure to do so will render the athlete ineligible to qualify for selection. The Board of Directors will consider exceptional circumstances, which could prevent athlete(s) from adhering to this requirement at the time stipulated by the Board.

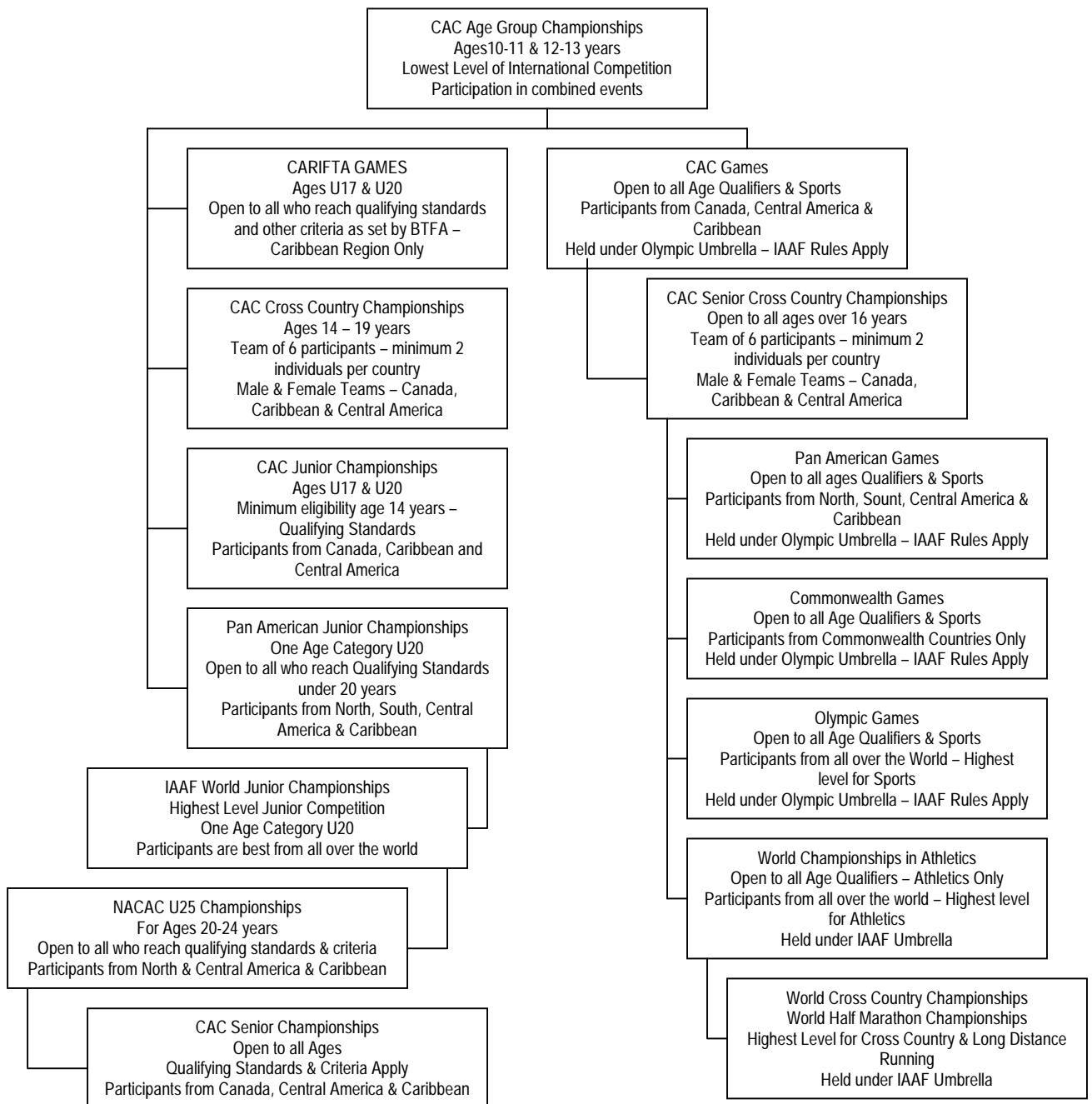
Any athlete based overseas who is desirous of competing for their country, will be required to advise the Board of their intention as well as send in their current training programme, a schedule of future competitions and the results from any past or future competitions in which they have or will have participated in the current year. In addition, Club and/or individual coaches of athletes based locally and overseas will be required to adhere to the following guidelines:

- Club officials and/or individual coaches should identify early in the autumn, those athletes whom they feel are potential candidates for Junior and Senior competitions on the following year's calendar. Once identified, the athletes' names should be forwarded, together with information of their events and best performance marks to date, to the BTFA Vice-President - Track & Field by early November of each year.

- Club officials and/or individual coaches should then encourage their athletes to train in preparation for junior/senior international competitions at least four times weekly, which will be close to the number of times training will be conducted at the national level.
- Club officials and/or individual coaches should also plan each athlete's training according to the goals set by or for the athlete and according to the time frame in which those goals are to be achieved e.g.
  - Identify the lengths of the athlete's general and specific preparation periods.
  - Outline the goals to be achieved during each of those periods.
  - Review the qualifying standards appropriate to the athlete's events and goals particularly for first-time entrants in the national training squad.
    - When an athlete transfers from a club/individual programme to the national training squad, details of the athlete's training for the four weeks prior to commencing national squad training, together with any results associated with trials and/or competitions must be given to the National Coach of Athletics.
    - Club officials and individual coaches should encourage their athletes to participate in BTFA events e.g. cross country series and athletic training camp, which are held each year as part of the development.
    - Athletes with exceptional athletic ability, who are recognized after the deadline has passed and would like to join the national training squad, will be given special consideration by the Board of Directors, whether or not they belong to a club. The National Coach of Athletics will assess other athletes and a determination will be made on whether these athletes should join the national training squad or remain with or join a club.
    - Athletes are selected for international competition at least one month prior to the date of the competition. Athletes who have not been selected for competition will be released from the national training squad and may resume training with their respective club. Those athletes chosen to represent their country will continue to train with the national squad until after the completion of their international commitment, at which time, they may return to their respective club.
    - Athletes also have the option to remain with the national training squad at the end of their international commitment, provided that they have been given permission by the National Coach of Athletics and have informed their club in writing of their intention.

Training as a national training squad is essential to the overall development of each athlete. It is possible that athletes in the running events will have to run four to six quality races at an international competition during a two to three day period. In addition to being competition ready for this type of competition, athletes' technical and tactical development is advanced to allow them to better cope at this level. From a social point of view, officials appointed to travel with the team have an opportunity to get to know, motivate and encourage each athlete, as the team becomes a cohesive unit.

Athletes can also be assessed for participation in future events listed on the BTFA's Progression Chart and placed on a fast track programme to achieve their goals.



## The Bermuda Track And Field Association

is pleased to present the

### **FASTRACK ATHLETIC ACADEMY PROGRAMME**

#### **Programme Objectives**

1. To identify athletes who show the potential to compete at overseas events leading up to the 2004 Olympic Games and beyond. (a) Obtain commitment from athletes to a programme of training, within the National Programme, to achieve goals set above.
2. To ensure that all athletes in the National Athletic Programme are academically sound and capable of being accepted in an overseas High School or College/University Programme.

#### **Athletic Improvement**

1. In order to achieve the athletic and academic objectives set out above, each athlete will be required to:
  - (a) Join our programme at Club or National level.
  - (b) Show dedication and commitment to training.
  - (c) Develop mind, body and spirit through lectures, courses and camps etc.
  - (d) Learn techniques of your discipline i.e. running, jumping &/or throwing.
  - (e) **Set tangible short and long-term goals for achievement as outlined in your Progression Chart of Overseas Festivals.**
  - (f) Compete in local and overseas competitions to fine tune skills.
  - (g) Achieve the qualifying standard for overseas competitions identified on your Progression Chart. Continue with your progression through the ranks at overseas festivals.

#### **Academic Improvement**

- (a) Sign up for help to improve grades from the **FasTrack Athletic Academy** Programme's volunteer teachers.
- (b) Attend classes on a regular basis as required by your Tutor.
- (c) Prepare for and be available to sit SAT Exams more than once during the course of the year in order to improve on scores.
- (d) Once grades have improved to an acceptable level – maintain standard set.

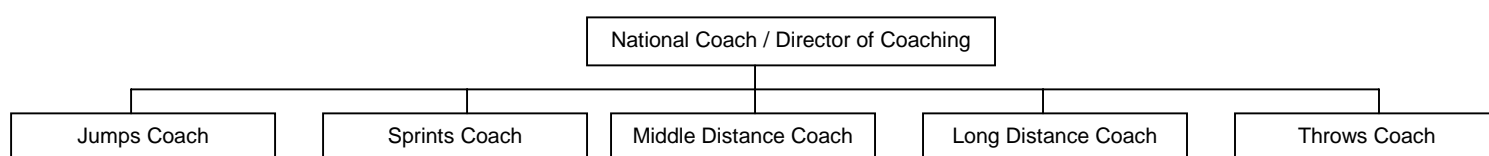
**The Bermuda Track And Field Association is committed to ensuring that all participants in the FasTrack Athletic Academy will:**

- (1) Be advised of SAT Exam and registration dates.**
- (2) Have career counseling and college services in order to match student/athlete with colleges/universities in their field of study.
- (3) Work with NCAA and student/athlete to ensure student/athlete is cleared for competition.

## **Parental Consent**

In order for this programme to be successful for each athlete, The Bermuda Track And Field Association and/or its agents will need to review report cards of each student/athlete in the programme to assess progress and to determine whether or not the individual should continue to train in the programme. Non-performance in school will lead to an automatic suspension from training, but academic assistance will continue until grades are satisfactory and athlete can resume training. **ACADEMIC INFORMATION WILL BE HELD IN THE STRICTEST CONFIDENCE AND PARTIES WILL BE INFORMED ON A NEED TO KNOW BASIS ONLY**

## **VISION OF COACHING PROGRAMME**



## **NATIONAL COACHING STAFF**

Our coaching vision for the National Athletics Programme is to have specialist coaches in each discipline train our athletes. We are pleased to report that **Mr. Gerry Swan, B.P.E., M.A. – National Coach of Athletics, holder of the IAAF Level III Coaching Certificate and an IAAF Certified Course Lecturer**, will be ably assisted by **Mr. Roger Dill as Assistant National Coach of Athletics**, who has successfully passed the **Level I Coaching Certification** and Ms Sonja Showers, who has experienced training at the Club level. Ms Showers has volunteered her time to work with the national training squad and will be attending a Level 1 Coaching Course in the fall.

## ***COACHING REQUIREMENTS***

Coaches play a central role in the development of athletes and their abilities are, therefore of critical importance to the national athletics federation. As coaches are in positions of responsibility and trust, it is essential that they are properly qualified and that there is some form of control exercised by the federation over their work. To help ensure success it is also important that the federation provides appropriate ongoing support of coaches. There is, therefore, a clear need in every country for a national coaches programme, under the leadership of the federation, which integrates these activities. Just as there is no single blueprint for an athlete services programme, a national coaches programme must be designed to fit the specific situation.

## ***THE IMPORTANCE OF COACHING***

If a coach is highly knowledgeable, motivated, focused, sensitive to individual needs and successful in solving problems, the training environment he/she creates should generate much success for athletes which in turn benefits the sport. If a coach has poor technical or theoretical knowledge, lacks experience, is unable to direct a comprehensive programme, is not motivated or cannot spend the necessary time, athletes will be unlikely to reach their potential.

## ***EDUCATION – CERTIFICATION***

While coaching is a craft, which is largely acquired through practical experience, there is a need for a formal education, particularly in the areas of technical knowledge and coaching theory, to provide a base for individual development. **All athletics coaches, whether already working or new recruits, should be qualified to a known level of professional standard i.e. IAAF Level 1, Level II, and Level III.**

Recognizing that the resources and effort involved in developing an education programme may be beyond capabilities on a national level, the IAAF operates a Coaches Education and Certification System (CECS), which is available as a service to Member Federations which would like to make use of it. **The IAAF has mandated that coaches traveling with national teams to international events MUST be qualified.**