



NATIONAL REGISTRY OF COACHES

# HANDBOOK

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## A NATIONAL REGISTRY OF COACHES (“NROC”)

### 1 WHAT IS THE NATIONAL REGISTRY OF COACHES (“NROC”)?

The [National Registry of Coaches \(“NROC”\)](#) was created in 2003 to raise the standard and professionalism of sports coaching in Singapore. It serves to ensure (i) minimum technical qualification of sport coaches; (ii) practising coaches continue to improve; and (iii) coaches provide a safe environment for their athletes. Today, there are over 2,000 coaches listed in 38 sports in the NROC and their profiles are made available in an [online public database](#).

Coaches in the NROC are duly certified under the [Singapore Coach Excellence \(SG-Coach\) Programme](#) (formerly known as the National Coaching Accreditation Programme or NCAP) in their respective sports and must hold Standard First Aid (including AED) certification. They are committed to abide by the [Coach’s Code of Ethics](#) and meet the requirements for the [Continuing Coach Education](#) Programme. This is part of the quality assurance to users of coaching services that the coaches registered under the NROC are up-to-date in their coaching knowledge and skills.

Through the NROC, [Sport Singapore \(“SportSG”\)](#) aims to give recognition to coaches who have been certified and deemed competent by a national body. Doing so also allows the public to have easy access to [qualified coaches](#).

On 3 January 2017, the NROC introduced a provisional membership category to allow existing and aspiring sport coaches to participate in academic, educational and professional development activities to improve their coaching practice as they work toward completing all the requirements of full NROC membership. Over a 3-year provisional membership period, they will be given priority enrolment into various coaching courses and activities organised by SportSG, their respective [Sporting Organisation \[including National Sports Associations \(NSAs\)\]](#). The aim is to prepare them to obtain the necessary certification to become a full member within the NROC and to stay current in the practice of sport coaching as a profession.

### 2 BENEFITS FOR EMPLOYERS OF NROC MEMBERS

- The NROC serves as a valuable guide, with a list of registered coaches of various sports for the public or organisations who wish to select a certified coach to carry out coaching assignments.
- The public can be assured that all registered coaches are duly certified and are required to abide by the Coach's Code of Ethics.
- Registered coaches are current in their knowledge and skills as these coaches are required to participate actively in Continuing Coach Education activities and maintain a valid Standard First Aid (including AED) certification.

### **3 THE REGISTRAR OF NROC**

#### **3.1 The Registrar**

The Director of CoachSG, or such other person appointed by the CEO, SportSG, shall be the Registrar of the NROC.

#### **3.2 Powers and Duties of the Registrar**

3.2.1 The Registrar may appoint a person to act on his/her behalf during his/her absence from Singapore or incapacity from illness or otherwise.

3.2.2 The Registrar shall be responsible for the maintenance and custody of the Register.

3.2.3 The Registrar shall have the power to decide what additional qualifications or requirements may be required of new NROC Members or upon renewal of NROC membership.

### **4 APPLICATION FOR NROC MEMBERSHIP**

#### **4.1 Admission Requirements**

- Subject to the provisions of this Handbook, any person who fulfils the NROC admission requirements for either provisional or full membership shall be entitled to apply to be registered as a provisional or full member (as the case may be) of the NROC.
- The applicant must agree to (i) abide by the Coach's Code of Ethics, (ii) fulfil all Continuing Coach Education requirements; and (iii) adhere to and comply with all guidelines, policies and procedures set by SportSG with regards to the NROC as required.
- The applicant must be eighteen (18) years of age and above.
- The Registrar of the NROC has sole discretion in deciding whether to register an applicant or not.
- Where the Registrar refuses to register an applicant, the Registrar shall by notice in writing inform the applicant of such refusal and the Registrar's refusal shall be final. The Registrar need not give any reason for the refusal.

#### **4.2 Application**

Every application for registration shall be made to the Registrar in such manner or form and shall be accompanied by such documents and particulars, as the Registrar may require.

#### **4.3 Accreditation for SG-Coach programme**

Applicants with foreign coaching qualification or prior coaching experience may apply for accreditation for (or waiver of the requirements of) the SG-Coach Programme as the case may be. All applications are to be accompanied by the necessary supporting documents. Further details can be found on the [CoachSG website](#).

#### **4.4 Accreditation for Basic Sport Science (BSS) programme**

Applicants with local or foreign coaching qualifications may apply for accreditation for (or waiver of the requirements of) the Basic Sport Science (BSS) programme as the case may be. Applicants with the following qualifications from the specific institution may be granted a direct waiver of the requirements for the BSS programme.

### **5 NROC MEMBERSHIP CATEGORIES**

#### **5.1 PROVISIONAL MEMBERSHIP**

##### **5.1.1 Admission Requirements**

Entry to provisional NROC membership is offered to coaches who fulfill all of the following requirements:

- Valid Standard First Aid; and
- Values and Principles in Sport (VPS) or its equivalent<sup>1</sup>.
- Relevant playing and/or coaching experience

The applicant must complete the Coach's Declaration and Undertaking as confirmation that he/she agrees to adhere to NROC policies and procedures and abide by the Coach's Code of Ethics.

A foreign applicant is required to submit a valid Work Pass or Letter of Consent for coaching from the Ministry of Manpower stating that the person is authorised to offer coaching services.

##### **5.1.2 Benefits**

- Recognition of status as nationally registered coaches, which boosts their credibility as professional coaches.
- Access to information on opportunities to enhance coaching competencies and knowledge through talks and seminars organised by SportSG.
- Eligible to sign up for Continuing Coach Education (CCE) courses for free or at preferential rates.
- Employment opportunities in organisations hiring NROC coaches only.

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• <sup>1</sup> Values and Principles in Sport (VPS) or its equivalent<sup>1</sup>: The VPS workshop is a module within the SG-Coach Theory Level 1 course which covers the topics on coaching philosophy, appropriate behaviours of coaches, teaching of values through Game-For-Life framework, information on Ministry of Education's 21st Century Competencies Framework and Student Outcomes, and introduction to anti-doping. Certificates which are deemed as its equivalent are SG-Coach Theory Level 1 Certificate which includes the VPS module, National Standards in Youth Sports for Coaching in Singapore Schools Certificate and Certificate of Attendance for Building Capacity of Coaches and Instructors (BCCI)' Workshop.

- Membership card for identification purposes.
- Priority in enrolment of Basic Sports Science, SG-Coach Theory and Technical Courses.

### 5.1.3 Validity and Fees

Provisional NROC membership is valid for three (3) years and there are no membership fees required for this period. A Provisional coach may convert to full NROC membership once he/she had attained the required certification before the expiry of the provisional membership. After the first three year term of free membership (i.e. provisional membership converts to full NROC membership after the expiry), a coach will have to pay a fee of \$60.00 for the next three-year term. A Provisional coach may extend his membership for 1-year if he/she fulfils the criteria set out in 5.1.4

### 5.1.4 Extension of Provisional NROC membership

The extension of Provisional NROC membership is subject to fulfillment of the following requirements:

- Valid Standard First Aid (including AED) Certificate;
- The fulfillment of **at least one** of the following courses:
  - Basic Sports Science course<sup>2</sup>
    - <sup>2</sup> Coaches who has the National Coaching Accreditation Programme (NCAP) theory certificate are exempted from the Basic Sport Science (BSS) programme.
  - SG-Coach Level 1 Theory course (previously known as NCAP Level 1 Theory course)
  - SG-Coach Level 1 Integrated course (previously known as NCAP Level 1 Integrated course)
- Provide reason(s) why you were unable to complete the rest of the certifications for full membership, e.g.,
  - Unable to pass the theory course(s)
  - Technical courses/curriculum were not available
- Payment of \$20.00 administrative fee for each subsequent one-year extension (after the initial three-year membership period) via online platform on [SportSync](#).
- Valid Work Pass or Letter of Consent for coaching from the Ministry of Manpower stating that the person is authorised to offer coaching services (if applicable).
- The applicant must complete the Coach's Declaration and Undertaking as confirmation that he/she agrees to adhere to NROC policies and procedures and abide by the Coach's Code of Ethics.

The Registrar has the right to reject an application for membership renewal without giving

any reason

## 5.2 FULL NROC MEMBERSHIP

### 5.2.1 Admission Requirements

Entry to full NROC membership is offered to coaches who fulfill all of the following requirements:

- Valid Standard First Aid (including AED) Certificate;
- Basic Sport Science (BSS) Certificate<sup>2</sup>;
  - <sup>2</sup> Coaches who has the National Coaching Accreditation Programme (NCAP) theory certificate are exempted from the Basic Sport Science (BSS) programme.
- Minimum SG-Coach Level 1 (Theory) including Values & Principles in Sports or National Coaching Accreditation Programme (NCAP) Certificate or its equivalent; and
- SG-Coach Level 1 (Technical) or NCAP Certificate or its equivalent.

The applicant must complete the Coach's Declaration and Undertaking as confirmation that he/she agrees to adhere to NROC policies and procedures and abide by the Coach's Code of Ethics.

A foreign applicant is required to submit a valid Work Pass or Letter of Consent for coaching from the Ministry of Manpower stating that the person is authorised to offer coaching services.

### 5.2.2 Benefits

- Recognition of status as nationally registered coaches, which boosts their credibility as professional coaches.
- Access to information on opportunities to enhance coaching competencies and knowledge through talks and seminars organised by SportSG.
- Enjoy preferential rates for coaching-related seminars and conferences, including exclusive invitation-only special events (e.g. SSI Annual Symposium, Coaching Conferences).
- Eligible to sign up for Continuing Coach Education (CCE) courses for free or at preferential rates.
- Employment opportunities in organisations hiring NROC coaches only.
- Membership card for identification purposes.
- Coaches' profiles are made available to potential customers at [www.myactivesg.com](http://www.myactivesg.com), thus reaching a broader customer base.

- SportSG-driven publicity will serve to promote the status of NROC coaches.
- Eligible to apply and receive financial assistance in the quest to improve competencies and capabilities through the Coach Capability Development Grant.

### 5.2.3 Validity and Fees

Full NROC membership is valid for three (3) years. No membership fee is required for the first three-year term period. However, an administrative fee of \$60.00 is payable upon submission of application for renewal of membership of each subsequent period of three (3) years.

### 5.2.4 Renewal of Full NROC Membership

The renewal of membership is subject to fulfillment of the following requirements:

- Valid Standard First Aid (including AED) Certificate;
- The fulfillment of Continuing Coach Education (CCE) requirements within a three-year membership period (depending on coaches' membership expiry dates) as set out below (refer to [Appendix A](#) for illustration):
  - Coaches whose membership expiry date is on or after 8 December 2016 are required to fulfill the CCE requirements as stipulated in [Section B Paragraph 2.1](#);
  - Coaches whose membership expiry date is on or after 8 December 2016 and not renewed within the specified period are required to fulfill CCE penalty hours as stipulated in [Section B Paragraph 2.2](#); and
  - Coaches whose membership expiry date is on or before 7 December 2016 are granted one-time waiver of the CCE requirements should the renewal application be submitted by 31 December 2017
- Compliance with the Coach's Code of Ethics;
- Payment of \$60.00 administrative fee for each subsequent three-year membership period (after the initial three-year membership period) in cash or cheque; and
- Valid Work Pass or Letter of Consent for coaching from the Ministry of Manpower stating that the person is authorised to offer coaching services (if applicable).

The Registrar has the right to reject an application for membership renewal without giving any reason.

## 6 **SUCCESSFUL APPLICATIONS**

Successful applicants will receive a letter notifying them that their applications have been successful.

A membership card will be issued to all members. A membership kit and logbook will be issued to full NROC Members. Coaches are encouraged to carry their logbook at all times

to record all coaching education and activities.

During the 3-year membership period, coaches are required to participate actively in the Continuing Coach Education programme.

Every NROC Member shall inform the Registrar in writing of any change in his/her personal particulars, qualifications or experience within twenty-eight (28) calendar days following such change.

## **7 ADMINISTRATIVE FEES**

- All fees paid are not refundable.
- SportSG reserves the right to review and revise fees as and when it deems necessary.
- SportSG reserves the right to suspend or terminate the membership of a registered coach as it deems necessary, without issuing a refund.

## **8 MEMBERSHIP STATUS IN THE NROC**

There are four types of membership status in the NROC:

### **a. Active**

This means the NROC Member has fulfilled all the NROC criteria and membership renewal requirements.

### **b. Inactive**

This means the NROC Member does not possess a valid Standard First Aid (including AED) certification or valid Work Pass / Letter of Consent from Minister of Manpower.

### **c. Expired**

This means the validity of the NROC membership period had lapsed and the NROC Member did not submit an application to renew his/her membership and/or failed to complete the membership renewal requirements (e.g. failed to complete the required CCE learning hours or, possess a valid Standard First Aid Certification).

### **d. Suspended**

This means the membership of an NROC Member has been suspended by a Board of Inquiry (with the support of the NROC Panel), a Board of Appeals or the NROC Panel. Re-instatement of membership will be granted on a case by case basis. Where any suspension period imposed by the Board of Inquiry (with the support of the NROC Panel), a Board of Appeals or the NROC Panel, exceeds the membership term of an NROC Member, the NROC member shall not be eligible to re-apply for membership until such suspension period has ceased.

## **9 RIGHTS, DUTIES AND UNDERTAKINGS OF NROC MEMBERS**

- 9.1 Each successful applicant shall be entitled to receive a membership card and benefits in accordance with the provisions of this Handbook.

- 9.2 Each NROC Member represents and warrants to, and undertakes with SportSG that all information submitted by him/her to SportSG in connection with the NROC membership application, SG-Coach course application and/or any disciplinary process, is true and correct in all respects. He/she shall indemnify and keep indemnified SportSG against any and all losses, damages, costs and expenses which SportSG may suffer or incur as a result of any breach by the NROC Member of his/her representations, warranties and undertakings herein.
- 9.3 Each NROC Member agrees and undertakes to comply with the provisions, terms, conditions, rules, procedures and guidelines as set out in this Handbook, and as amended from time to time at the sole discretion of SportSG (including, but not limited to, the Coach's Code of Ethics and Disciplinary Guidelines), and acknowledges and agrees that:
- a. SportSG and/or the Sporting Organisations (including NSAs) shall have no liability in contract, tort or otherwise for any Loss arising directly or indirectly out of, resulting from or in connection with the provision of the coaching services ("Services") by him/her or their use by any person. "Loss" means any claim, liability (civil or criminal), damage, injury, death, demand, expense, fee, fine, payment, proceeding, loss (including loss of profit, any indirect, special or consequential loss), compensation and/or penalty of any kind;
  - b. no condition, warranty or representation of any kind has been or is made by SportSG and/or the Sporting Organisations (including NSAs) or any other person on his/her behalf (whether authorised or not), express or implied, whether arising by law or otherwise in relation to the Services. The conditions, warranties and representations referred to in this clause (b) include any conditions, warranties and representations relating to the description, quality, adequacy, suitability or fitness for any purpose, value, condition, design, operation, performance or conduct of any kind of the Services;
  - c. he/she shall make no statement, representation, or claim and shall give no warranty to any person in respect of any matters mentioned in this Handbook, or for and on behalf of SportSG and/or the Sporting Organisations (including NSAs) in relation to any matters mentioned therein save such as are specifically authorised by SportSG and/or the Sporting Organisations (including NSAs);
  - d. he/she shall on demand indemnify SportSG and/or the Sporting Organisations (including NSAs), as the case may be, against any Loss incurred by SportSG and/or the Sporting Organisations (including NSAs), as the case may be, at any time arising out of, resulting from or in connection with the provision of the Services or their use by any person; and
  - e. In the event that he/she is involved with any investigations (criminal or otherwise) by the Singapore Police Force ("**SPF**") and/or any other relevant authorities, he/she hereby undertakes to inform SportSG of the said investigations in writing within twenty-four (24) hours.

## **10 DISCIPLINE OF NROC MEMBERS**

In the case where an NROC Member breaches the Coach's Code of Ethics, the NROC Member will be liable to face disciplinary proceedings as set out in this Handbook.

## **11 THE REGISTER**

### **11.1 NROC Members' Information**

The Register shall contain:

- a. The names and addresses of the persons registered;
- b. The respective dates of registration of the persons;
- c. The qualifications by virtue of which the persons are so registered and the dates they obtained such qualifications; and
- d. Other particulars that the NROC Panel may, in its sole discretion, deem suitable for inclusion in the Register.

### **11.2 Entry of Qualifications**

No qualification shall be entered on the Register unless evidence of such qualification has been provided to the satisfaction of the Registrar.

### **11.3 Entry of Additional Qualifications**

Every NROC Member who obtains any additional qualification may apply to the Registrar to have that additional qualification entered on the Register so long as he/she provides evidence of such qualification to the satisfaction of the Registrar.

### **11.4 Alterations to the Register**

11.4.1 Every NROC Member shall inform the Registrar in writing of any change in his/her personal particulars, qualifications or experience within twenty-eight (28) days following such change.

11.4.2 The Registrar may make alterations to the Register, including but not limited to the following situations:

- a. Enter on the Register any alteration which may come to his/her knowledge in the name or address of any NROC Member;
- b. Enter on the Register such alterations in the qualifications, additional qualifications, status of membership and other particulars as are required to be altered under the provisions of this Handbook;
- c. Correct any error in any entry on the Register;
- d. Remove from the Register the name of any suspended NROC Member whom the NROC Panel deems undesirable for publication on the Register;
- e. Remove from the Register the name of any NROC Member who is deceased; and/or
- f. Remove from the Register the name of any NROC Member whose membership has been terminated.

### **11.5 Suspension of Membership**

An NROC Member may be suspended from the NROC, with a membership status of "Suspended", by a Board of Inquiry (with the support of the NROC Panel), a Board of

Appeals, or the NROC Panel.

## **11.6 Restoration of Membership**

### **11.6.1 Restoration of "Active" Status for Inactive members**

Applicants must obtain a valid Standard First Aid (including AED) or a valid Work Pass or Letter of Consent for coaching from the Ministry of Manpower stating that the person is authorised to offer coaching services (if applicable).

### **11.6.2 Restoration of Status for Suspended members**

The NROC Panel may, upon application by the NROC Member, if it thinks fit, direct that his/her membership be restored. Restoration of membership will be granted on a case-by-case basis and on such terms as the NROC Panel may deem fit.

## **11.7 Cessation of Membership**

### **11.7.1 Notice of Resignation**

Any member who has paid all monies due for NROC membership may resign from the NROC by giving one (1) weeks' notice in writing to the Registrar of such intention to resign and upon the expiration of that period of notice, the member shall cease to be a member. The member's name shall be removed from the Register and no refund will be made to the applicant for any fees already paid.

### **11.7.2 Failure to Renew Membership**

A member who has met all NROC membership renewal requirements but fails to renew his/her membership of the NROC in accordance with the procedures herein, will have a membership status of "Expired" until successful renewal.

### **11.7.3 Forfeiture of Rights**

A member who ceases for whatever reason, to be a member, shall forfeit all rights and/or benefits of NROC membership.

### **11.7.4 Recording in Register**

Upon the lapsing or expiration of membership in accordance with this Rule 10.8, the date on which the person ceased to be a NROC Member, shall be recorded on the Register.

## **12 PUBLICATION**

The Registrar may, in his/her sole discretion, prepare and share, at such intervals as the Registrar may decide, publications of the names, addresses, qualifications, dates of qualifications and class of membership of all coaches who are registered on the Register with related government agencies and Sporting Organisations (including NSAs).

## **13 INSPECTION**

All information provided shall be dealt with confidentially, where appropriate and possible.

The Registrar and the NROC Panel have the discretion to reject applications to inspect information not published on the Register.

#### **14 COACHING WEBSITE**

The database of full NROC Members is available for public viewing at <https://www.myactivesg.com/improve/find-a-coach>.

Each full NROC Member will be given a website account on successful admittance to the NROC to maintain his/her personal particulars or submit an application for renewal.

This section is not applicable to provisional members in the NROC.

#### **15 ADVERTISING**

Only full NROC Members with an Active status are allowed to advertise/print on their business cards that they are registered with the NROC.

## **B CONTINUING COACH EDUCATION (“CCE”)**

### **1 WHAT IS CCE?**

CCE consists of educational and coaching activities that serve to maintain, develop and/or increase the knowledge, skills, professional performance and relationships that a coach uses to provide services to the public.

CCE consists of two domain areas:

- a. ‘Coaching Practice’ which comprises of practical sharing and learning activities
- b. ‘Coach Education’ which consists of theory-based learning or sharing.

The possible CCE activities are listed in Table 1 and 2 and this list is not exhaustive. Coaches who are unsure whether an activity can count towards the accumulation of CCE hours should seek clarification from SportSG or their respective Sporting Organisations (including NSAs).

Self-Guided CCE hours has been included as part of the Continuing Coach Education (CCE) programme. This modification in the CCE programme is made through consultation with coaches and the Sports Coaches Association of Singapore (SCA). Coaches can now opt to fulfil certain CCE hours (see Table 1) through self-guided learning and reflection (see Table 2). Reflection examples and templates are included at the end of this section.

Recognition of Self-Guided CCE hours encourages coaches to be self-directed learners; especially since coaches may have learning needs specific to their sport and context. In addition, Self-Guided CCE hours gives coaches additional flexibility in fulfilling CCE hours requirement. Critical self-reflection is vital to the continued success of coaches as coaches often learn without the direct guidance of others during coaching activities. Self-Guided CCE hours will allow coaches to reflect upon and record these learning from their day-to-day coaching practices.

FAQs on this update can be found [here](#).

Table 1 - CCE Hours Requirement

<b>NROC Level</b>	<b>Min. Coaching Practice Hours</b>	<b>Min. Coaching Education Hours</b>	
		<b>Attendance CCE Hours</b>	<b>Self-Guided CCE Hours</b>
<b>Level 1 (Coach)</b>	15	12	Not more than 3
<b>Level 2 (Senior Coach)</b>	36	12	Not more than 12
<b>Level 3 (Master Coach)</b>	70	12	Not more than 18

Table 2 - Examples of Coaching Practice and Coaching Education

Coaching Practice Hours	Coaching Education	
	Attendance	Self-Guided
Coaching an individual / team at any level	Attending SG-Coach Theory Levels 1 to 3	Watching coaching related videos
Centralised Training for athletes	Attending SG-Coach Technical Levels 1 to 3	Reading coaching related books, magazines and journal articles
Mentoring other coaches	Attending Elite Performance Level courses	Conversation with coaches related to coaching
Understudying a senior coach	Attending CCE courses by SportSG, NSA & other sporting organisation	
Assisting a national or senior coach	Lecturing at coaching related courses, seminars or workshops to coaches	
Introducing new methods or improving methods of coaching	Presentation of papers in sport conferences and seminars	
	Contributing published articles in coaching journals, newsletter or other relevant publications	Other educational activities not covered by attendance-based activities (check with CoachSG)

We may request for coaches to furnish information related to the course content and articulate its application to their coaching practice for us to evaluate its suitability as a CCE activity. Before taking the course, we would strongly encourage coaches to submit the course information to us, so that we would be able to advise whether the course can be considered as a CCE activity.

Standard First Aid, cardiopulmonary resuscitation and AED courses (including refresher courses) **will not be awarded** CCE hours as these are considered standard requirements for coaches.

## 2 CCE REQUIREMENTS OF THE NROC

### 2.1 MAINTAINING AN ACTIVE MEMBERSHIP

In order to maintain an active membership within the NROC, NROC Members must complete the following number of learning hours within each 3-year membership period:

Level	Coach Education		Coaching Practice	Total Learning Hours
	Attendance CCE Hours	Self-Guided CCE Hours		
Level 1: <b>Coach</b>	12 hours (40%)	Not more than 3 hours (10%)	15 hours (50%)	30 hours (100%)
Level 2: <b>Senior Coach</b>	12 hours (20%)	Not more than 12 hours (10%)	36 hours (60%)	60 hours (100%)
Level 3: <b>Master Coach</b>	12 hours (%)	Not more than 18 hours (10%)	70 hours (70%)	100 hours (100%)

### 2.2 RESTORATION OF ACTIVE STATUS FOR EXPIRED MEMBERS

NROC members with Expired status may restore their Active status by ensuring that all renewal requirements set out in [Section A Paragraph 5.2.4](#) are fulfilled.

Coaches whose membership expiry date is on or after 8 December 2016 are required to fulfill the CCE requirements as stipulated in [Section B Paragraph 2.1](#).

Coaches whose membership expiry date is on or after 8 December 2016 and not renewed within the specified period are required to fulfill CCE penalty hours as stipulated in [Table A](#) below.

Coaches whose membership expiry date is on or before 7 December 2016 are granted a one-time waiver of the CCE requirements should the renewal application be submitted by 31 December 2017. This is to encourage members whose membership have lapsed before the announcement of the introduction of the provisional membership category to re-register with the NROC and enjoy the benefits being a member. This is also in line with the effort to encourage all coaches to register with the NROC. In the event a coach submits the renewal application after the specified date, he/she will be required to fulfill the CCE penalty hours as stipulated in [Table A](#) below.

**Table A****Coach**

No. of months NROC membership has expired	Additional CCE penalty hours*	Required Coach Education hours	Required Coaching Practice hours	Total Learning Hours (incl. penalty hours)
1 to 3	2	15	15	32
4 to 6	5			35
7 to 9	9			39
10 to 12	14			44
13 to 18	20			50
19 to 24	27			57
25 to 30	35			65
31 to 36	44			74

\*Additional CCE penalty hours can be fulfilled with coach education or coaching practice hours.

**Senior Coach**

No. of months NROC membership has expired	Additional CCE penalty hours*	Required Coach Education hours	Required Coaching Practice hours	Total Learning Hours (incl. penalty hours)
1 to 3	4	24	36	64
4 to 6	7			67
7 to 9	11			71
10 to 12	16			76
13 to 18	30			90
19 to 24	38			98
25 to 30	48			108
31 to 36	60			120

\*Additional CCE penalty hours can be fulfilled with coach education or coaching practice hours.

**Master Coach**

No. of months NROC membership has expired	Additional CCE penalty hours*	Required Coach Education hours	Required Coaching Practice hours	Total Learning Hours (incl. penalty hours)
1 to 3	6	30	70	106
4 to 6	9			109
7 to 9	13			113
10 to 12	20			120
13 to 18	40			140

19 to 24	55			155
25 to 30	75			175
31 to 36	100			200

*\*Additional CCE penalty hours can be fulfilled with coach education or coaching practice hours.*

For example if a Senior Coach's NROC membership expires on 10 December 2016 and he only applies to renew his membership on 10 March 2017, this means that his membership has expired for 3 months and he needs to fulfill an additional 4 hours of CCE penalty hours on top of his outstanding required coach education and coaching practice hours. He may fulfill the additional 4 hours by clocking in the coach education or coaching practice hours.

The CCE hours required to restore the NROC membership is calculated by adding the number of hours that the coach failed to complete and the additional hours.

$$\begin{array}{l} \text{CCE hours required} \\ \text{to restore NROC} \\ \text{membership} \end{array} = \begin{array}{l} \text{Required CCE hours} \\ \text{for term of membership} \end{array} + \begin{array}{l} \text{Additional CCE} \\ \text{penalty hours} \end{array}$$

The NROC reserves the right to apply an equivalent extension if required. The NROC would consult the respective Sporting Organisations (including NSAs) if they are supportive of the application for renewal.

### 3 CONDITIONS ON FULFILLING CCE REQUIREMENTS

- Each learning activity is capped at 10 hours.
- The number of hours recorded must be equal to the number of learning hours, and must exclude time taken for breaks (e.g. tea breaks and lunch breaks).
- Coaches are strongly encouraged to spread all their learning activities over the three (3) year membership period.

### 4 RECORDING OF CCE ACTIVITIES

- NROC Members are encouraged to consistently update their CCE logbook so as to ensure that the activities are accurately recorded based on their coaching status.
- Activities for coaching education must be verified by the conducting agency (e.g. course coordinator, seminar organiser or Sporting Organisations (including NSAs)'s official). It can be verified by a stamp / signature within the logbook or by providing an email, letter or certificate.
- Activities for coaching practice must be verified by the user/buyer of coaching services (e.g. school, clubs, parents or Sporting Organisations (including NSAs) official). It can be verified by a stamp / signature within the logbook or by providing a letter / email.
- NROC Members are encouraged to make a copy of their CCE logbook for record purposes prior to submission to SportSG for membership renewal.

**5 WHO DECIDES WHICH LEARNING ACTIVITIES ARE ACCEPTABLE?**

SportSG and the Sporting Organisations (including NSAs) for the sport.

## **C COACH'S CODE OF ETHICS**

### **1 INTRODUCTION**

- 1.1 Ethics refers to the generally accepted norms of right or wrong behaviour, often based on universal values. Ethics is not about legality nor is it meant to be legalistic.
- 1.2 Coaches, due to their close interaction with athletes, exposure to the public, and the strong pressure to win, are potentially vulnerable to various forms of ethical issues and concerns.
- 1.3 If coaching is to be recognised as a profession, it is important that there exists a code of ethics for coaches. Coaches, by adhering to a code of ethics, would not only minimise the likelihood of being accused of unacceptable behaviour but would also project a sense of professionalism in their dealings with others.
- 1.4 One of the attributes of a profession is that the practitioners subscribe to and enforce ethical codes, which will help to demonstrate their commitment to providing quality services and expertise.
- 1.5 The Coach's Code of Ethics set out herein has been drawn up by SportSG and is applicable to all NROC registered coaches.
- 1.6 Individual Sporting Organisations (including NSAs) can choose to adopt, or expand on, the Coach's Code of Ethics set out herein.

### **2 PURPOSE OF COACH'S CODE OF ETHICS**

- 2.1 To provide an ethical framework that would guide NROC registered coaches in determining appropriate behaviours.
- 2.2 To raise the status of coaching as a vocation.
- 2.3 To facilitate the self-regulation of coaching standards by coaches and consumers of coaching services by telling the public what is expected of coaches.
- 2.4 To communicate to the public, the professional attitude of NROC registered coaches, thereby encouraging greater confidence in these coaches.

### **3 THE THREE PRINCIPLES OF COACH'S CODE OF ETHICS**

Three broad principles form the framework for the Coach's Code of Ethics and are illustrated by a list of key ethical standards related to coaching. The key ethical standards set out below are meant to illustrate and expound on the three broad principles, and are not meant to be an exhaustive list.

The three principles are:

- a. Respect for Individuals
- b. Responsible Coaching
- c. Integrity in Actions

## **4 PRINCIPLE: RESPECT FOR INDIVIDUALS**

4.1 The concept that each individual possesses an intrinsic value and worth is integral to the principle of Respect for Individuals. The coach is called upon to act in a manner respectful of the dignity of individuals.

### **4.2 Key Ethical Standards**

4.2.1 Treat and respect everyone equally, regardless of race, language, religion, culture, gender or physical ability.

4.2.2 Recognise that your athletes can contribute in providing positive feedback on training methods and how best performance during training and competition could be optimised. Be a good listener when occasions for such interaction arise.

4.2.3 Remember that there is a need for certain information to be kept confidential. Disclosure of such information should only be made with the consent of those who requested confidentiality.

4.2.4 Be sensitive to the feelings of your athletes when providing feedback on their training progress and performance during competition. Criticisms, if any, should not be directed at your athlete, instead it should be on your athlete's performance.

## **5 PRINCIPLE: RESPONSIBLE COACHING**

5.1 The principle of Responsible Coaching requires that the coach be competent and responsible, and discharge his/her duty of care to the participants. This encompasses the concept that risks to the participants are minimised and benefits to their holistic development are maximised.

### **5.2 Key Ethical Standards**

5.2.1 Be responsible for periodically updating your coaching expertise through participation in courses, conferences and workshops and through information available in resource materials.

5.2.2 Prepare well-planned and sound training programmes and execute them in a manner that would benefit all your athletes.

5.2.3 Recognise the limits of your knowledge and collaborate with other qualified practitioners. Where appropriate, refer your athletes to a more qualified coach or specialist.

5.2.4 Advise your injured athlete to seek further medical treatment and suggest an appropriate recovery plan whenever possible. When deciding on your injured athlete's ability to continue training or competing, do take into account his/her future health and general well-being.

5.2.5 Ensure that training and competition venues meet with minimum safety standards and that your athletes are properly attired.

5.2.6 Avoid sexual intimacy with your athlete. Any physical contact with your athletes should be only when absolutely necessary and during appropriate situations.

## **6 PRINCIPLE: INTEGRITY IN ACTIONS**

6.1 The principle of Integrity in Actions requires the coach to act with uprightness and coherence. Coaches are expected to be honest, principled and honourable.

### **6.2 Key Ethical Standards**

6.2.1 Be honest and sincere when communicating with your athletes. Do not give false hopes to your athlete.

6.2.2 Inform a fellow coach if and when you are working with his/her athlete(s).

6.2.3 Your coaching qualifications and experience should be accurately represented, both in written and verbal form.

6.2.4 Abide by the rules of your sport and respect your opponents and those in positions of authority.

6.2.5 Adopt a professional attitude and maintain the highest standards of personal conduct. It should encompass your mannerism, dress and language.

6.2.6 Exercise self-awareness and evaluate how your values and actions influence your coaching activities positively or negatively.

6.2.7 Uphold the values of clean, dope-free sport, by complying with all relevant anti-doping rules that are in line with the World Anti-Doping Code and cooperating with relevant anti-doping authorities should a need arise. Be a positive influence to those under your charge with respect to the values of clean sport.

## **D BREACH OF COACH'S CODE OF ETHICS: DISCIPLINARY GUIDELINES**

### **1 PURPOSE OF THESE GUIDELINES**

- 1.1 To serve as a guide on complaint, disciplinary and appeal procedures.
- 1.2 To ensure all allegations and disciplinary and appeal procedures are dealt with promptly, sensitively, with impartiality and where possible, with confidentiality.
- 1.3 To ensure that the principles of natural justice are followed.

### **2 DEFINITIONS**

#### **2.1 NROC Member**

A coach who is registered with the NROC (whether with provisional or full membership).

#### **2.2 Days**

Includes weekdays, weekends and public holidays.

#### **2.3 The Complainant**

The person lodging the complaint.

#### **2.4 The Respondent**

The person who is the subject of the complaint.

#### **2.5 The Appellant**

The person making the appeal.

#### **2.6 The Party / Parties**

Refers to the person or persons involved in the case e.g. the Complainant, Respondent, Appellant, victim, witnesses, etc.

### **3 ACCESS AND DOCUMENTATION**

- 3.1 The following should be readily available, in the interest of transparency and ease of use:
  - a. Information on complaint, disciplinary and appeal procedures.
  - b. Easy to use forms for the lodging of complaints. A sample form can be found in [Appendix B](#).
- 3.2 All complaints, investigations, hearings, appeals and any other reports and information relating to a case should be properly documented, classified as "confidential" and filed for easy reference.

## **4 OVERVIEW**

- 4.1 All issues, in any particular sport, related to the Coach's Code of Ethics, should be first handled at the Sporting Organisations (including NSAs) level.
- 4.2 Where the Sporting Organisations (including NSAs) receives any complaint or information relating to a potential breach of the Coach's Code of Ethics and/or investigations (criminal or otherwise) by the SPF and/or any other authorities, the Sporting Organisations (including NSAs) shall keep SportSG updated as soon as reasonably possible. Without limiting the generality of the foregoing, the Sporting Organisations (including NSAs) shall forward to SportSG copies of all written communications between the Sporting Organisations (including NSAs) and the other Parties.
- 4.3 If the Sporting Organisations (including NSAs) and/or Board of Inquiry intends to suspend or terminate the NROC membership of the Respondent, the NROC Panel's support in writing must be first obtained before any such suspension or termination can be effected. The Sporting Organisations (including NSAs) and SportSG will issue a joint notice to all Parties only after the Sporting Organisations (including NSAs) receives the NROC Panel's support on the Sporting Organisations (including NSAs)'s recommendation to suspend or terminate the said membership. It is the responsibility of the Sporting Organisations (including NSAs) to inform all Parties, including SportSG, on all other courses of action taken.
- 4.4 SportSG may, at its sole discretion, publish details of cases.

## **5 SCOPE AND APPLICATION**

- 5.1 This policy applies to all NROC Members (whether with full or provisional membership), including but not limited to in relation to their diverse roles and course of duties as coaches, in all situations and activities.
- 5.2 Investigations conducted by the Sporting Organisations (including NSAs) must be carried out in accordance with the Sporting Organisations (including NSAs)'s disciplinary bye-laws and/or as documented in the Sporting Organisations (including NSAs)'s constitution.
- 5.3 Should the Sporting Organisations (including NSAs)'s disciplinary bye-laws contradict with SportSG's guidelines herein or be lacking in scope and application or are non-existent, SportSG's guidelines herein shall then take precedence and the principles of natural justice shall apply as follows:
  - a. The Respondent must be kept informed of the allegations against him/her.
  - b. The Respondent must be given an opportunity to present his/her case.
  - c. The investigation must be carried out fairly and properly.
  - d. An avenue for appeals must be in place
  - e. Each of the parties involved must be given the opportunity to present its side of the case at the hearings.
- 5.4 The severity of the allegations of the breach of the Coach's Code of Ethics will be assessed and determine whether an informal or formal disciplinary procedure will be taken. Examples of minor and major breaches can be found in [Appendix C](#). Further details are

set out in paragraphs 6 to 8 below.

- 5.5 Depending on the severity of the allegation of the breach, disciplinary actions that could be meted out by the Sporting Organisations (including NSAs) on the Respondent would include:
- a. Requiring the Respondent to issue a verbal apology to the aggrieved person;
  - b. Requiring the Respondent to issue a written apology to the aggrieved person;
  - c. Issuing a warning letter to the Respondent; and/or
  - d. With the written support of the NROC Panel, suspending or terminating the Respondent's NROC membership in all sports and disciplines.
- 5.5 To effect any NROC membership suspension or termination, the Sporting Organisations (including NSAs) must first seek and obtain the NROC Panel's support. The NROC Panel's determination in each case shall be the final decision, and it shall have sole discretion in deciding whether to support or reject the Sporting Organisations (including NSAs) 's recommendation.
- 5.6 In the event that there are concurrent investigations by the SPF or any other authorities, no actions will be taken by the Board of Inquiry. However, while such investigations are ongoing, the NROC Panel will convene and can undertake any other appropriate course of action(s) including suspension. Suspension of NROC membership includes, but is not limited to, the suspension of eligibility to apply for permission to coach within SportSG's facilities and premises, facilities managed by SportSG, or hold himself/herself out as a current NROC member, and all other NROC membership benefits.
- 5.7 The NROC Panel shall be convened by SportSG, and shall consist of the following members:
- a. Chief, Singapore Sports Institute
  - b. Any other two Directors / Deputy Directors within SportSG
  - c. Representative from other organization (employer of the Respondent or Sporting Organisations (including NSAs))
- Provided always that Chief Executive Officer, SportSG, may appoint any other person(s) where necessary (including where one or more of the above-named persons is unavailable).
- 5.8 All appeals should be filed as soon as reasonably possible, and in any case by no later than one (1) month of the issued decision unless SportSG agrees in writing otherwise.
- 5.9 For appeals, SportSG shall be obliged to convene a Board of Appeals to re-assess the case and the Board of Inquiry's decision and/or recommendations to the NROC Panel, based on any one or more of the following grounds:
- a. The principles of natural justice had not been fairly applied;
  - b. The Board of Inquiry had made a recommendation that was biased;

- c. The jurisdiction of the Sporting Organisations (including NSAs)'s bye-laws for disciplinary matters (as documented in the Sporting Organisations (including NSAs)'s constitution and/or policies) was exceeded; and/or
  - d. The relevant applicable procedures were not properly observed.
- 5.10 The Board of Appeals shall be convened by SportSG, and shall consist of the following members:
- a. Chief Executive Officer, SportSG; and
  - b. Any other two Chiefs within SportSG,

Provided always that Chairman, SportSG, may appoint any other person(s) where necessary (including where one or more of the above-named persons is unavailable).

- 5.11 However, the Board of Appeals should not comprise any members from the earlier NROC Panel and/or Board of Inquiry and vice versa.
- 5.12 Only the Respondent are entitled to make an appeal.
- 5.13 Further details on the appeals procedure are set out in paragraph 9 below.
- 5.14 For the avoidance of doubt, SportSG may, at its sole discretion, do all such acts and/or things as may be necessary to give effect to the provisions of this Handbook, including but not limited to convening a Board of Inquiry in the event that the Sporting Organisations (including NSAs) should but fails to do so.

## **6 LODGING OF COMPLAINTS**

- 6.1 The Sporting Organisations (including NSAs) shall appoint a duly-authorized representative as the initial point of contact to handle and deal with any complaints received against NROC coaches. The duly-authorized representative should be an Executive Committee member of the Sporting Organisations (including NSAs) (unless SportSG agrees in writing otherwise).
- 6.2 The duly-authorized representative of the Sporting Organisations (including NSAs) must inform SportSG of any complaints received against an NROC coach and keep SportSG updated on all developments.
- 6.3 The duly-authorized representative of the Sporting Organisations (including NSAs) shall conduct such investigations as may be necessary, deliberate on the severity of the issue, determine if it is a minor or major breach of the Coach's Code of Ethics and proceed accordingly as set out herein, provided always that SportSG may, in its sole discretion, direct the Sporting Organisations (including NSAs) to convene a Board of Inquiry and proceed on the basis that a major breach has likely been committed.

## **7 MINOR BREACH**

- 7.1 If the duly-authorized representative of the Sporting Organisations (including NSAs) determines that a minor breach (but no major breach) has likely been committed, he/she may take immediate informal disciplinary action to correct the behaviour, activity and/or situation. This could be done through a verbal or written warning.

## **8 MAJOR BREACH**

- 8.1 If the duly-authorized representative of the Sporting Organisations (including NSAs) determines that a major breach has likely been committed, the Sporting Organisations (including NSAs) shall convene a Board of Inquiry within one (1) month of the receipt of the complaint, to fairly investigate and conduct a hearing. The Sporting Organisations (including NSAs) may seek advice at this juncture.
- 8.2 The Board of Inquiry shall take all necessary steps and call on all necessary documents and Parties to investigate and determine the case, such as:
- a. Who are the parties involved - e.g. Complainant, Respondent, victim, witnesses, etc.
  - b. When the incident/s took place - date and time,
  - c. Where the incident/s took place,
  - d. What took place - factual details of the incident,
  - e. Circumstances that led to the incident.
- 8.3 The hearing should be held within one (1) month of the appointment of the Board of Inquiry and all the Parties, including SportSG, should be notified at least ten (10) days in advance of the appointed date.
- 8.4 Except for the Board of Inquiry's decision on suspending or terminating the Respondent's NROC membership, the Sporting Organisations (including NSAs) is at liberty to carry out all other courses of action or decisions taken by the Board of Inquiry and it is the Sporting Organisations (including NSAs) 's responsibility to keep all Parties (including SportSG) informed on the courses of action taken.
- 8.5 The Sporting Organisations (including NSAs) must forward to the NROC Panel its Board of Inquiry suspension or termination recommendation for support, together with all case information and reports. After receiving the written support of the NROC Panel, the Sporting Organisations (including NSAs) and SportSG will issue a joint statement on the suspension or termination.
- 8.6 Upon suspension of NROC membership, the member shall, for the duration of the suspension, cease to be entitled to any NROC membership related benefits including, but not limited to, the eligibility to apply for permission to conduct coaching activities within SportSG's facilities and premises, facilities managed by SportSG, or hold himself/herself out as a current NROC member, and all other NROC related membership benefits.
- 8.7 Upon termination of NROC membership, the member shall cease to be entitled to any NROC membership related benefits including, but not limited to, the eligibility to apply for permission to conduct coaching activities within SportSG's facilities and premises, facilities managed by SportSG, or hold himself/herself out as a current NROC member.
- 8.8 The NROC Panel's determination in each case shall be the final decision, and it shall have sole discretion in deciding whether to support or reject the Sporting Organisations (including NSAs)'s recommendation based on the evidence. The NROC Panel is at liberty to verify with the Respondent and/or any of the other Parties whether the principles of natural justice were adhered to in the inquiry process.

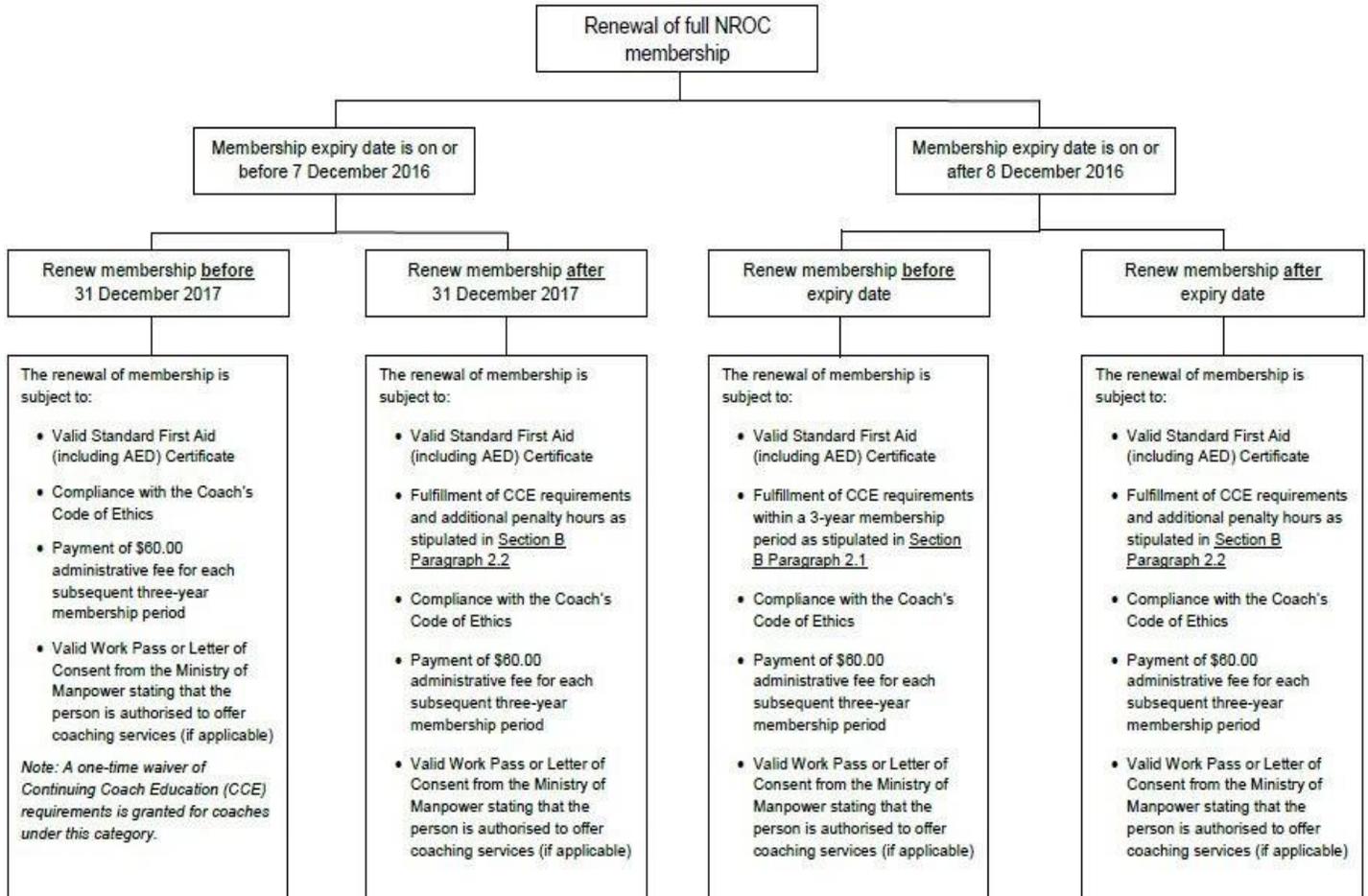
## **9 APPEAL PROCEDURE**

- 9.1 SportSG shall convene a Board of Appeals within one (1) month of the receipt of the appeal from the Appellant.
- 9.2 It is recommended that the appeal hearing be held within one (1) month of the appointment of the Board of Appeals and that all the Parties, including SportSG, should be notified at least ten (10) days in advance of the appointed date. The Board of Appeals should call on all original evidence available at the original inquiry and the Parties to re-assess the case and the original recommendations.
- 9.3 However, the Board of Appeals can call on new evidence at its own discretion, provided that the new evidence was not available and/or known at the time of the original inquiry.
- 9.4 Pending the outcome of the appeal, the decision made by the Sporting Organisations (including NSAs) and/or its Board of Inquiry shall be held in abeyance.
- 9.5 The appeal procedure in this Paragraph 9 can only be invoked once for each case.

**APPENDIX A**

**FULL NROC MEMBERSHIP RENEWAL**

(CONTINUING COACH EDUCATION CCE REQUIREMENTS)



**APPENDIX B                    SAMPLE COMPLAINT FORM**  
**(BREACH OF COACH'S CODE OF ETHICS)**

*Below is an example of the details that should be included in a complaint.  
Please note that the guidelines and examples provided are not exhaustive.*

**Please complete the following by providing facts, not interpretations:**

1. Who were involved and/or present at the incident?
2. When did the incident(s) take place? (Date and time)
3. Where did the incident(s) take place?
4. What took place during the incident(s)? (Please provide factual details and witnesses' names and contact details)
5. What are the circumstances that led to the incident(s)?
6. Who in the Sporting Organisations (including NSAs) or other relevant authorities have been notified of the incident?
7. If a police report was made, please advise details of the police report on the following:
  - a. Where the report was lodged (branch name)
  - b. When it was lodged
  - c. Report reference number

**Particulars of Person Lodging Complaint:**

Salutation	Dr / Mr / Mrs / Mdm / Ms (*Please delete where necessary)
Name	
Contact Number	
Address	
Age	
NRIC/ Passport No.	
Name of Sporting Organisations (including NSAs)	
Team (if applicable)	
Signature and Date	I hereby declare that the information and facts in this report are true and accurate:

**Office Use - Details of NSA Personnel Receiving Complaint**

Name	
Designation	
Signature and Date	

## **APPENDIX C            EXAMPLES OF MINOR AND MAJOR BREACH OF COACH'S CODE OF ETHICS**

*Below are examples of minor and major breaches of the Coach's Code of Ethics. Please note that the guidelines and examples provided are not exhaustive.*

### **MINOR BREACH:**

1. Single incident of breach of the Coach's Code of Ethics that does not potentially harm or hurt others.

*Examples:*

- Derogatory comments
- Poor sportsmanship
- Lateness
- Absenteeism
- Non-compliance of event/competition rules and regulations

### **MAJOR BREACH:**

1. Repeated incidents of breach of the Coach's Code of Ethics that do not potentially harm or hurt others.

*Examples:*

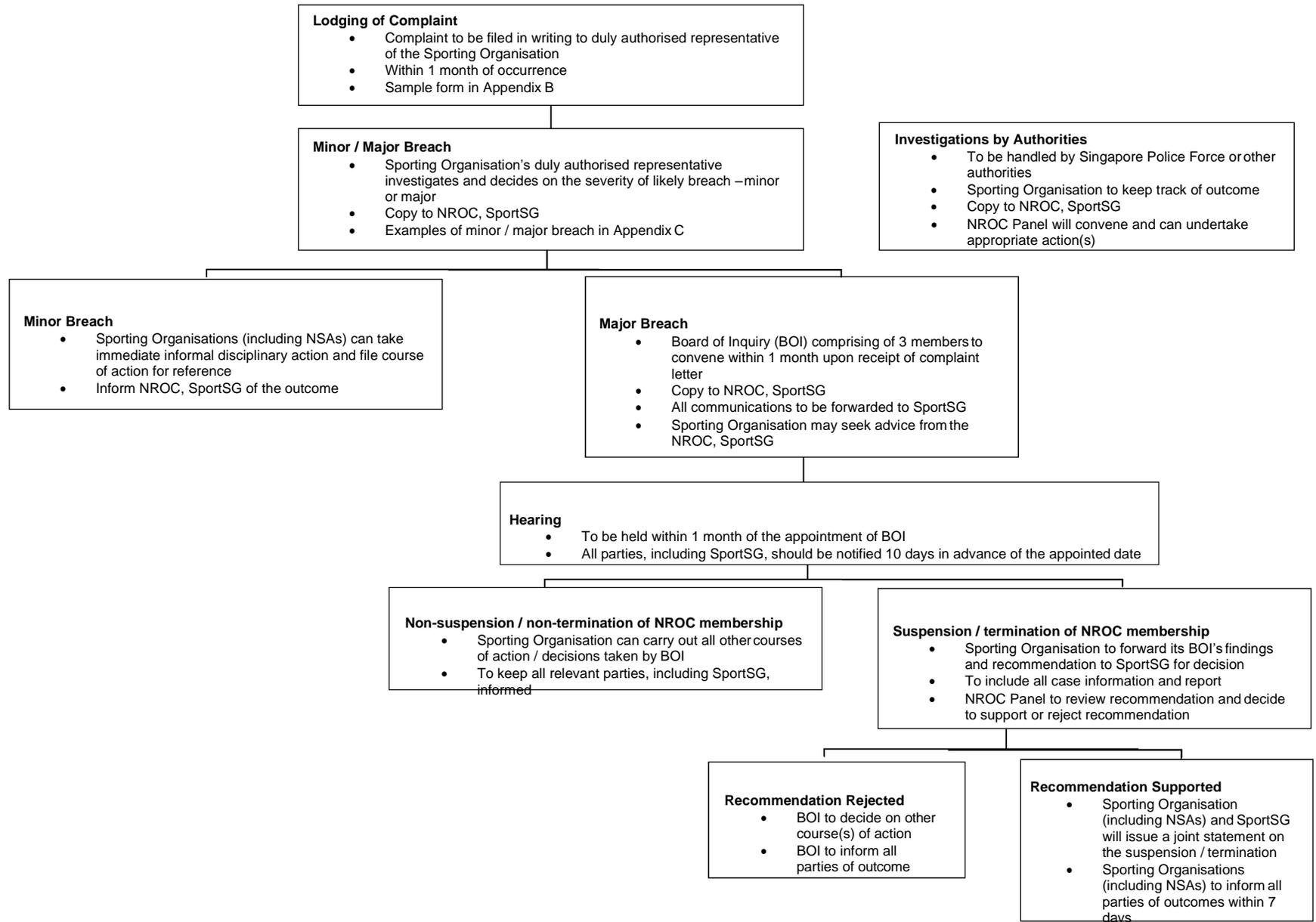
- Derogatory comments
- Poor sportsmanship
- Lateness
- Absenteeism
- Non-compliance of event/competition rules and regulations

2. Single or repeated incidents of breach of Coaches Code of Ethics that can potentially harm or hurt others.

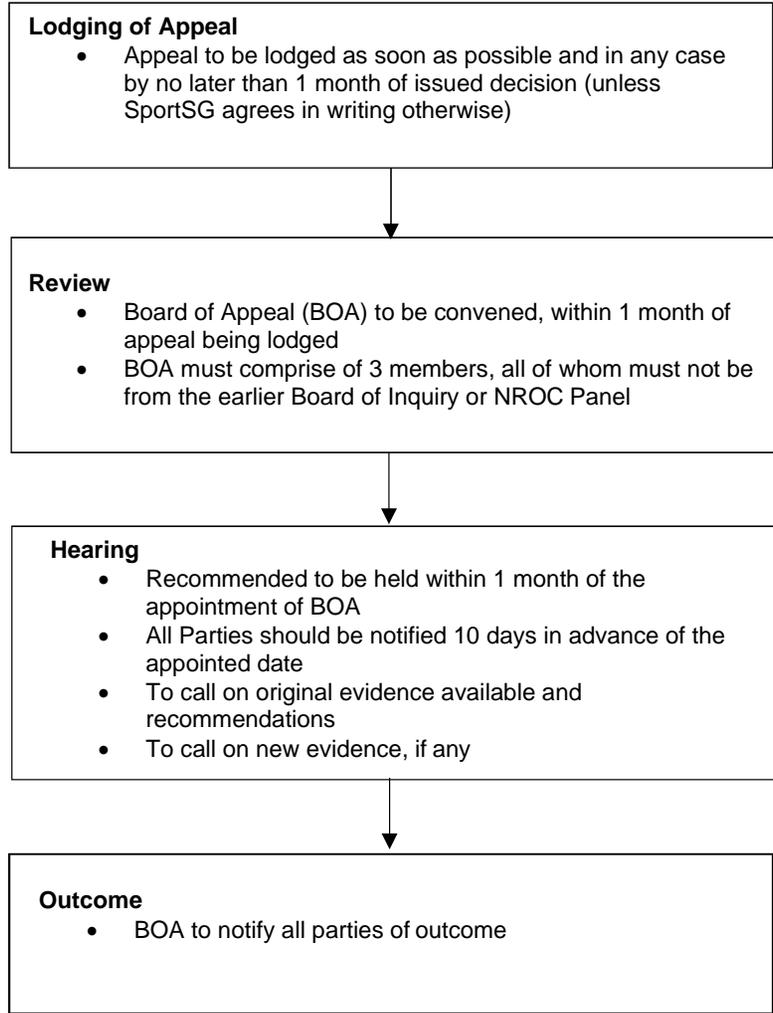
*Examples:*

- Harm or hurt physically or psychologically
- Harm or hurt reputation, credibility or image
- Abusive use of alcohol or drugs
- Use of any illicit substances

**NATIONAL REGISTRY OF COACHES  
FLOWCHART TO HANDLE BREACH OF COACH'S CODE OF ETHICS**



**NATIONAL REGISTRY OF COACHES  
FLOWCHART TO APPEAL**



## E ACKNOWLEDGEMENTS AND BIBLIOGRAPHY

In producing the NROC Handbook, SportSG has referred to a number of sources for concepts and ideas. SportSG would like to acknowledge and thank the following sources:

***The Australian Sports Commission and Mr Gene Schembri***, Manager of Sport Education, for their generous resource support.

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