

Employment Practices

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Recruiting

RECRUITING

Develop a Job Posting

- Look at the [CSCA Job Board](#) for examples
- Include hours (salary/hourly, part-time/full-time), location, travel and meet attendance expectations, required certifications, benefits, criminal record check requirements, etc.
- Include “our organization welcomes and encourages applications from people with disabilities. Accommodations are available on request for candidates taking part in all aspects of the selection process” in your posting. This is required by the Accessibility for Ontarians with Disabilities Act ([AODA](#))
- NOTE: Effective January 1, 2026 - [ESA Rules & Exemptions Re Job Postings and Working for Workers Four Act](#). Employers with 25 employees or more must:
 - Disclose the expected salary range in all job postings.
 - Disclose the use of AI in screening, assessing, or selecting applicants
 - State whether the position is an existing vacancy.
 - Inform interviewed candidates within 45 days whether a hiring decision has been made.
 - Retain postings and applications for a period of 3 years

Post your Job

- [CSCA Job Board](#)
- [SIRC Job Postings](#)
- Indeed, LinkedIn, Social Media

Candidate Selection

- Respond and thank candidates for their application and interest in your organization.
- Resume reading tips; gaps in employment, frequent employment changes.

Interviewing

INTERVIEWING

Interview Questions

- Begin with questions that review the candidate's resume and certifications. Sample questions include:
 - "Talk to me about your role and responsibilities as Assistant Coach for the Georgian Bay Sharks"
 - "What motivated your decision to move from the Georgian Bay Sharks to the Simcoe Sardines last season?"
- Use structured, behaviour-based questions tied to job competencies (safeguarding youth, parent communication, deck leadership, group and individual coaching). Sample questions include:
 - "Tell me about a time you managed a safety incident on deck. What did you do?"
 - "Describe a situation where you balanced athlete needs with parent pressure."
 - "Walk me through how you onboarded a junior coach and ensured safe supervision."
 - "Describe a time you adjusted a workout to accommodate an athlete's disability or injury while keeping the lane productive."
 - "Walk me through a conflict you mediated between athletes. What was your approach and outcome?"
 - "Give an example of coaching under resource constraints (short-staffed, lane limits, weather). What did you do and why?"
- Review the [Safe Sport Interview Guide](#) for examples of behaviour-based questions that incorporate Safe Sport elements.
- Questions must be about bona-fide job requirements. You cannot directly or indirectly ask about topics prohibited by the [Human Rights Code](#); *The Code states that every person has a right to equal treatment with respect to employment without discrimination or harassment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.*

The Interview

- Take notes!
- Don't solicit or record information related to topics prohibited by the [Human Rights Code](#).
- Reiterate and confirm requirements of the job and any necessary certifications.
- Inform the candidate that positive Criminal Record Check Results will be shared with Swim Ontario,

Reference Checks

REFERENCE CHECKS

Who to Contact

- Don't just contact reference checks provided by the candidate. Reach out to former Clubs, Meet Managers, Officials or other staff/volunteers they may have worked with.
- Review [Safe Sport Screening](#) guide (coming soon) to assist in developing an effective list of questions.
- Review the [Swim Ontario Discipline](#) page.
- Ask about reliability, safeguarding practices, boundaries with athletes/parents, and professionalism on deck, not just swim instruction and coaching.
- Record who you spoke with, when, and a short summary of feedback for your files.
- [Contact CSCA](#) followed by [Swim Ontario](#), if necessary, to verify the coach is in good standing (registration, Safe Sport requirements, screening compliance) and to confirm NCCP Certification status.
- If conducting a reference check for a candidate who is moving, or returning, to Ontario from another province or overseas, contact CSCA for additional guidance on international criminal checks.
- If choosing to move to the next step in the hiring process with the candidate, complete a Criminal Record Check (regardless of the screening disclosures on file with CSCA and Swim Ontario).
 - Swimming Canada requires, at minimum, an [Enhanced Police Information Check](#) (E-PIC).
 - A positive result indicates that a record has been found. Should this be the case you must contact Darin Muma with Swim Ontario without revealing confidential information.
- It is recommended that Clubs set-up a profile with [Sterling Backcheck](#) to streamline the record check process. Swim Ontario holds an account with Sterling and member clubs can receive a discounted rate.

Hiring & Onboarding

HIRING & ONBOARDING

Employment Agreement

- Provide a written employment agreement that includes items such as: job title, start date, schedule expectations, primary work location(s), hourly rate or salary, vacation/vacation pay and any training requirements. It is recommended that you seek legal counsel when developing an employment agreement for the first time and periodically afterwards for any necessary template updates.
- Follow [ESA Employee Classification](#) regulations. It is highly unlikely that swim clubs are using the services of an independent contractor. Review the link for more information.
- Misclassifying a worker as an independent contractor when they are actually an employee can lead to significant legal and financial consequences for the club. The CRA can impose fines and penalties along with owed payment of back wages and benefit. Read [here](#) and seek legal consult for more information.

Documentation

- Collect information for payroll; full name, address, birthdate, SIN, emergency contacts, tax forms (TD1), direct deposit information, etc.
- Ensure that all personnel information is stored in a password protected drive with access allowed only to those involved in the hiring process.
- Provide the employee with the most recent version of the [Employment Standards Act Poster](#).
- Provide the employee with the most recent version of the [Occupational Health and Safety Poster](#).
- If your Club is registered with WSIB, provide the employee with a copy of the [In Case of Injury at Work Poster](#).
- Employee Benefits enrollment (if applicable).
- Provide employee with website access and club email address (if applicable)
- Complete Coach registration with Swim Ontario.
- Add Coach Bio and contact information to the club website.
- Introduction email to Membership and Coaching Team.

Welcome & Orientation

- Review Club Policies & Procedures and Swim Ontario Code of Conduct
- Technology review; website, shared drives, communication protocols and other necessary software/platforms.
- Discuss procedures for personal days, vacation requests, payroll schedule, timesheet submission, expense reimbursement, etc.

Youth & Volunteer Coaches

YOUTH COACHES & VOLUNTEERS

Youth Coaches

- Youth Coaches can be registered at 15 years old.
- Can take the Swimming 101 course but cannot complete certification until 16.

Youth Volunteer Program Assistants

- Must be a Swim Ontario registered Swimmer and Support Staff in the Swimming Canada Registration system in good standing and under 16 years of age.
- If they are 16 and over, they must be registered as a coach

Conditions of Insurance for Volunteer Program Assistants (must do's)

- Must be directly supervised by a Swim Ontario registered, NCCP certified swim coach at all times.
- All group participants must be registered with Swim Ontario and Swimming Canada.
- The Volunteer
 - is allowed to assist in marshaling swimmers and in-water demonstrations
 - is allowed to assist with on deck admin work (i.e. writing on the white board/chalkboard; writing down times etc.)
 - must not be in physical contact with the group swimmers
 - must not perform coaching duties
 - must not act, or be left alone in a supervisory role
 - must have Swim Ontario approval to attend a competition. This may be approved on a case by case basis by [application](#)
 - cannot attend a competition as both a competing swimmer and a Volunteer Program Assistant.

Compensation & Scheduling

COMPENSATION & SCHEDULING

Review the [Employment Standards Act](#) for more information.

- Hourly employees must be paid for all required [Training Time](#) including onboarding sessions, mandatory certifications, training and scheduled meetings.
- Hourly employees must be paid their regular hourly rate for required [Travel Time](#) during the work day. This includes between sites or to away meets (excluding normal commute).
- Keep track of weekly hours and provide a ["Wage Statement"](#) to each employee on or before the regularly scheduled pay day.
- The ESA includes regulations on the number of hours that can be worked in one day/week. Check the [ESA Hours Of Work](#) for more details.
- Pay overtime or time-off-in-lieu (mutually agreed upon) for Coaches working over 44 hours/week. Check the [ESA overtime rules](#) for more details.
- Follow [ESA vacation rules](#) for **salaried** employees:
 - Employees with less than 5 years experience are entitled to 2 weeks paid vacation
 - Employees with more than 5 years experience are entitled to 3 weeks paid vacation
- Follow [ESA vacation rules](#) for **hourly** employees:
 - Employees with less than 5 years experience are entitled to 4% of gross wages.
 - Employees with more than 5 years experience are entitled to 6% of gross wages.
- Follow [Public Holiday Pay](#) rules for hourly part-time coaches. This is calculated by taking the employee's regular wages plus vacation pay in the four weeks prior to the Holiday and dividing by 20. Use the [Ontario Public Holiday Pay Calculator](#).
- Issue T4s to all employees by the end of February and [submit to CRA](#).

Termination of Employment

- Always seek legal counsel if the Club is choosing to terminate an employment relationship. You must follow [ESA Regulations](#) when terminating an employee.
- Within 5 calendar days of the end of the last pay period [complete and submit an ROE](#) (Record of Employment) to Service Canada.

Training & Professional Development

TRAINING & PROFESSIONAL DEVELOPMENT

Courses & Workshops

- NCCP (National Coaching Certification Program). This training is required for all levels; community, age group, and senior coach pathways.
- Safe Sport Training. A mandatory module covering athlete protection, boundaries, and reporting. This training is also available through Swim Ontario and Darin Muma.
- Respect in Sport/Making Ethical Decisions.
- Conferences & Clinics: Swim Ontario, Swimming Canada, and CSCA events.
- Webinars, workshops, and online courses offered through The Locker and Swimming Canada's LMS.

Funding

- Clubs should be prepared to include Coach Education when budgeting for the season.
- [Ontario Coaches Association Bursary Program](#). Coaches can apply for financial support to pursue further certification and professional development.

Mentorship Opportunities

- Pairing junior coaches with experienced mentors for deck supervision, feedback, and growth.
- Visiting neighbouring clubs and working on deck with coach colleagues.
- Facilitating or participating in Regional Coach Training and/or Regional/Provincial Camps or Clinics.

Performance Management

PERFORMANCE MANAGEMENT