



UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE'S

AMERICAN DEVELOPMENT MODEL

IMPLEMENTATION GUIDE FOR
NATIONAL GOVERNING BODIES
OF SPORT AND RECOGNIZED
SPORT ORGANIZATIONS



WHAT IS THE AMERICAN DEVELOPMENT MODEL?

As a collaborative effort between the United States Olympic and Paralympic Committee (USOPC) and National Governing Bodies (NGB), the American Development Model (ADM) was initiated to help Americans realize their full athletic potential and utilize sport as a path toward an active and healthy lifestyle.

The ADM is a framework for providing a holistic, athlete centered development pathway. ADM is designed to inform and guide NGBs toward building and delivering athlete centered programming while also informing and educating the members of the athletes' most direct support system: parents and caregivers, coaches, and sport administrators. By using the ADM, NGBs and their sport clubs, coaches and parents can help maximize potential for America's youth and improve the health and well-being for future generations in the United States.

The framework of ADM outlines best practices in the areas of coach development, parent engagement, NGB and sport club administration, and overall athlete safety. The complete visual model illustrating each stage and focus can be found on the next page.

Check out the [USOPC American Development Model brochure](#) for more information!



Photo courtesy of Jenna Ortega, USA Field Hockey

5

STAGES TO A BETTER SPORT EXPERIENCE



STAGE 5

Thrive & Mentor

Age: For Life

(Being Active for Life)

5

STAGE 4

Excel for High Performance

Age: 15+

Athletic Experience: 10+ yrs

STAGE 4

Participate & Succeed

Age: 15+

Athletic Experience: 10+ yrs

4

STAGE 3

Train & Compete

Age: 13 - 19

Athletic Experience: 6 - 10 yrs

3

STAGE 2

Develop & Challenge

Age: 10 - 16

Athletic Experience: 3 - 6 yrs

2

STAGE 1

Discover, Learn & Play

Age: 0 - 12

Athletic Experience: 1 - 3 yrs

1



HOW ADM IS PARA ATHLETE INCLUSIVE

ADM stages are inclusive of adapted sports and athletes with disabilities. Athletes with disabilities are first and foremost athletes. ADM stages do not need to be separated to allow athlete with disabilities to have a separate expectation of training or development, because all athletes develop and advance in unique ways.

The adaptive methods that coaches and programs use to develop athletes on and off the field happen for all athletes regardless of their ability or disability. So, we keep our ADM program inclusive of our athletes with disabilities. One important area we want our coaches and program to be aware of in each stage are pointers and suggestions of how to adapt for our athletes with disabilities, especially when an athlete goes through **awareness** and **first contact** stages of acquiring their disability.

Awareness: When born with a disability or after acquiring a disability, an athlete may not be aware of what is available to them in the line of sports. All sports should work on awareness plans to bring athletes up to speed on how they can adapt and transition into sport play. There can be a lack of broad based grassroots programming and school involvement, so our sports need to step in and communicate opportunity.

First Contact: The First Contact stage is when the athlete with a disability first attempts a sport or activity. The goal is to make sure this event is a positive one and that the athlete is educated in on how to engage, develop and enjoy the sport activity. It is vital to call attention to making the athletes feel comfortable and confident in this experience.



Below in this document please see the **Para Athlete Involvement** sections, meant to shed light on how to adjust the athletes experience in this stage of development. Each athlete is different no matter what ability they have, and making sure all coaches and programs know that all athletes develop, train and grow regardless of ability or disability will help us all be sure our athletes stay in the game.

WHY ADM & STEPS TO SUCCESS

By adopting ADM, NGBs can increase participation and enhance the positive impact of their sport across all participants and development stages in the United States.

Moreover, ADM helps NGBs enhance positive youth experiences by investing in best practices, promoting multi-sport participation, prioritizing education and training, and focusing on effective skill development. This approach aims to improve the health and well-being of future generations and help kids and adults alike reach their full potential.

ADM can inform overall business strategy for NGBs as well, and suggests NGBs incorporate the following components into their programs, to provide quality sport experiences that maximize growth, retention, and impact within their sport.



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ADM GUIDELINES & STANDARDS

The ADM Standards were created by the United States Olympic and Paralympic Committee (USOPC) in partnership with National Governing Bodies (NGB) of sport. This ADM Implementation Guidebook is a tool for NGBs to reference and refer back to, to support alignment of program efforts with the ADM Standards. By "checking" each of the boxes in the Guidelines below, an NGB can ensure a stronger alignment with the associated Standard and best practices, to effectively support positive youth experiences and overall development in the sport.

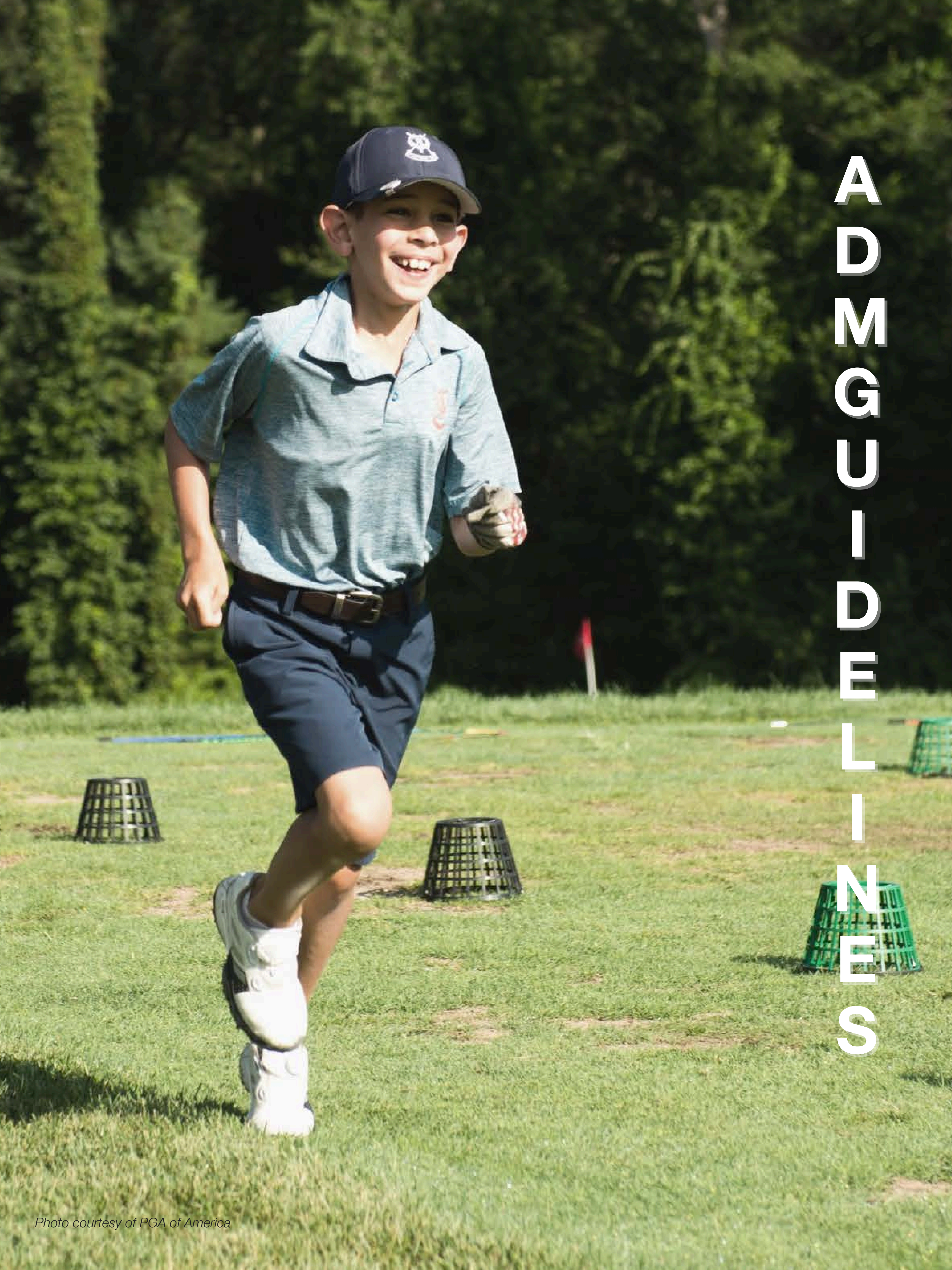
The following pages explain ADM guidelines, highlight key elements to include and consider at each stage of development, and share examples of what other NGBs have developed to help maximize potential and improve the health and well-being of athletes in their sport.



Photo courtesy of USA Hockey

The USOPC strongly encourages NGBs to reference this guidebook when developing ADM, or ADM based programming, to ensure alignment with the ADM Standards. Consider how each Standard and the guidelines within can impact each stage of development.

More detail on the ADM Standards can be found starting on page 17.

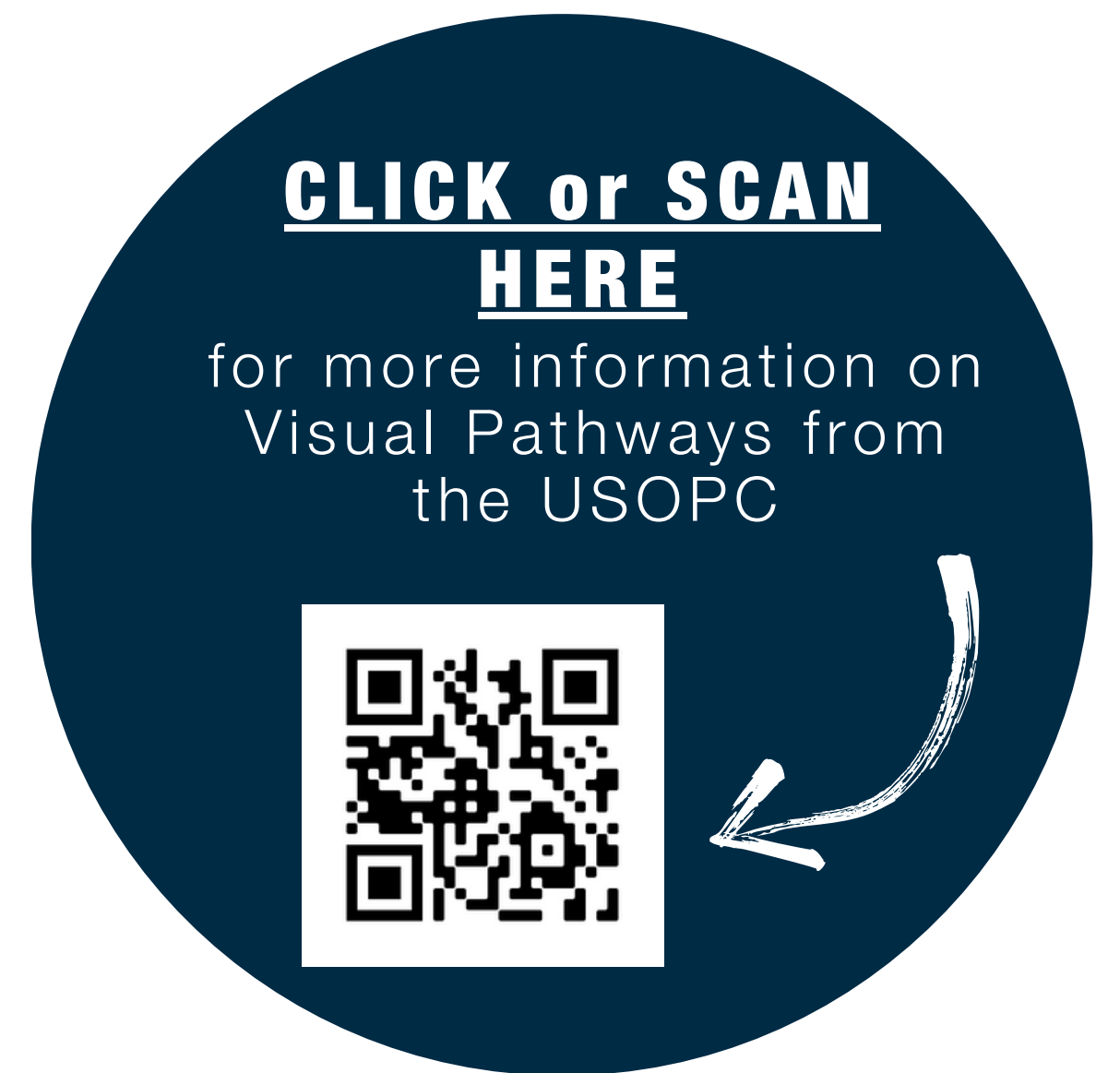


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Photo courtesy of PGA of America

NGB VISUAL PATHWAY

When developing a Visual Pathway or analyzing an already established Visual Pathway for your National Governing Body, CHECK to make sure the following elements are taken into consideration...



**Age and/or
Skill-Appropriate
Development
Benchmarks**

**Proper
Periodization,
Competition and
Rest**

**Fun and
Engagement at
Every Level**

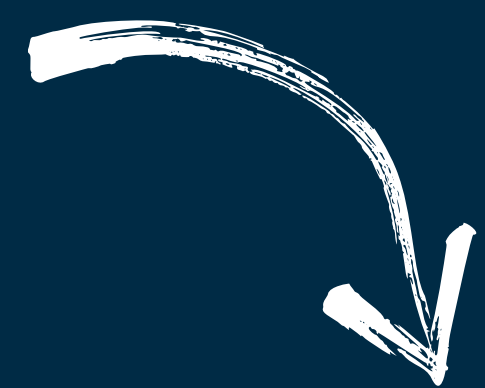
**Multi-Sport
Participation and
Cross-Training**

**Athlete
Retention and
Healthy Sport
Experience**

Looking for examples of

WHAT GOOD LOOKS LIKE?

Take a look at these NGBs that have developed great Visual Pathways for their sport!





USA TRIATHLON

USA Triathlon's ADM stage overview creates an opportunity for athletes to enter at any stage by incorporating additional stage classifications including chronological age, biological age, and developmental stage.

USA WRESTLING

USA Wrestling's 5 Stage Model incorporates athlete training standards, parent recommendations and coaching guidelines to create positive sport experiences for each stage of development.



USA HOCKEY

WHAT IS THE ADM? COACHES PARENTS NEWS & MULTIMEDIA REGIONAL MANAGERS SHOP TRAVEL SPECIAL OFFERS

WHAT IS THE AMERICAN DEVELOPMENT MODEL?

WHAT IS THE ADM? GUIDING PRINCIPLES 8 STAGES IN-DEPTH

1: Active Start Stage (6U & Learn to Skate)

The objective of this stage is to design activities that help children to feel competent and comfortable variety of fun challenging sports and activities.

The focus is the initiation of fundamental movements including running, jumping, kicking, throwing, c sliding etc. Exposure to a broad base of movement activities.

1: Active Start Stage - FUNdamental Movement Skills

2: FUNdamentals Stage (Play to Learn, 6U & 8U)

The objective of this stage is to continue to develop fundamental movement skills, general athleticisr learn and acquire basic hockey skills (skating, puck control, passing and receiving, shooting, body c goaltending). This is the time when a foundation is laid for future acquisition of more advanced move hockey skills. A basic understanding of the game is also introduced, including rules and team conce

2: FUNdamentals Stage - Developing ABCs

USA HOCKEY

USA Hockey's 8 Stage 'Hockey for Life' Model creates an opportunity for players to enter any stage at any age with the aim of providing quality recreational opportunities for all ages.

CLICK or SCAN
HERE

for more information on
Competition and Participation
guidelines from the USOPC



COMPETITION & PARTICIPATION

When developing competition, practice and participation guidelines or analyzing already established guidelines for your National Governing Body, CHECK to make sure the following elements are taken into consideration.....

**Season Length,
Rest and Recovery
per week/year**

**Tournament
Structure (no more
than X in a
day/week, etc)**

**Field Sizes,
Lengths,
Distances, etc.**

**Practice Length,
Age Segments,
Practices per
week**

**Competition Length,
Competitions per
week/season/year**

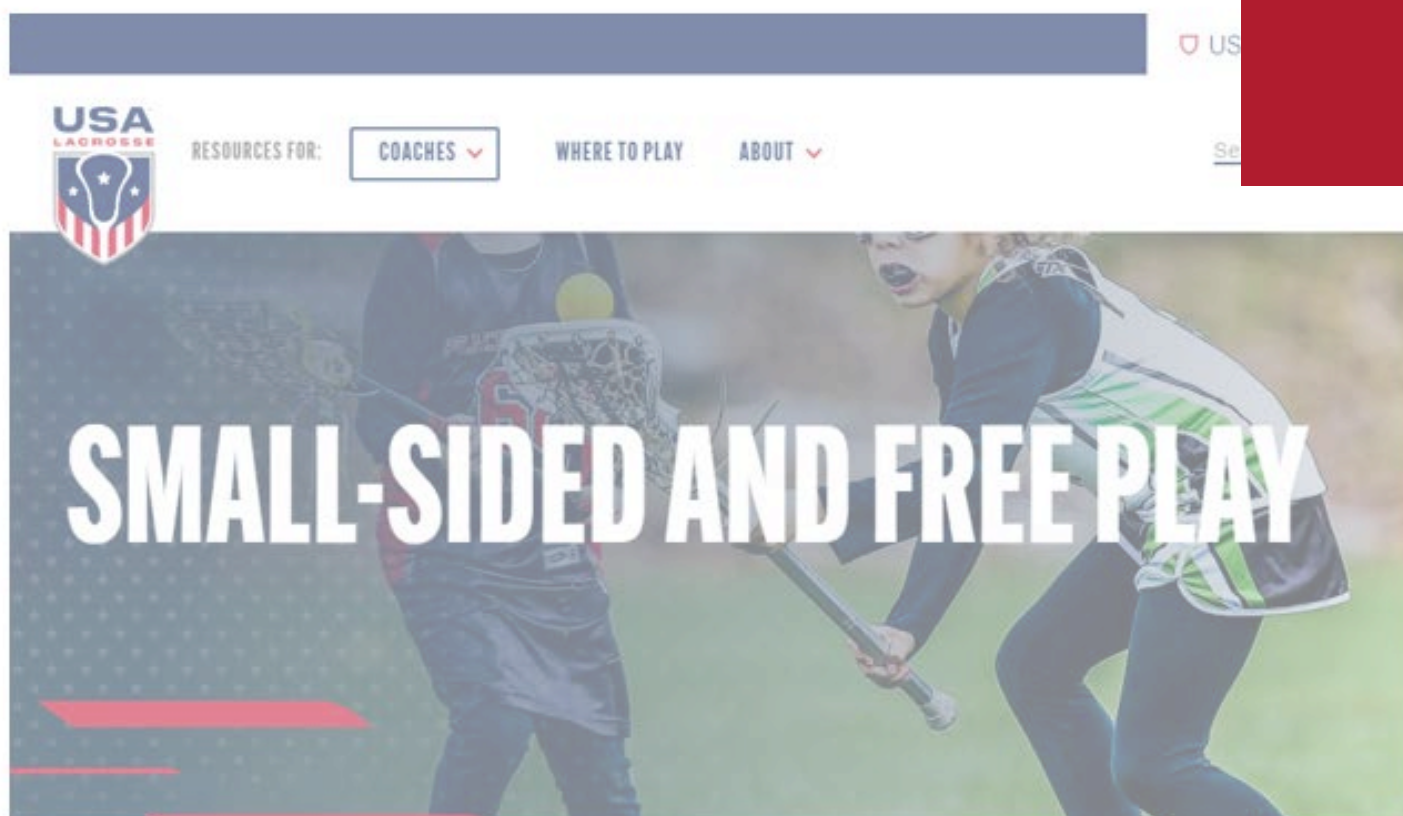
Looking for examples of

WHAT GOOD LOOKS LIKE?

Take a look at these NGBs that have developed great Competition and Participation Guidelines for their sport!



USA LACROSSE



USA Lacrosse's Small Sided Competition Guidelines provide age and developmentally appropriate lacrosse competition for all age classifications.

USA FOOTBALL

USA Football's National Practice Guidelines provide organizations with age-appropriate recommendations, establishing consistent and informed methods designed to limit the chance for injury during structured practice session and competition.

A screenshot of the USA Football National Practice Guidelines for Youth Football document. The title is 'NATIONAL PRACTICE GUIDELINES FOR YOUTH FOOTBALL'. It features logos for the NFL and the American College of Sports Medicine. The document includes a section for 'GUIDELINE 1: Implementing a preseason youth football heat acclimatization period'. It lists several recommendations, such as limiting practice frequency and duration, and using controlled contact drills. A table titled 'USA Football's Practice Time Guidelines' shows practice length and frequency by age group.

| AGE | PRACTICE LENGTH (MINUTES) | PRACTICE FREQUENCY |
|--------------------|---------------------------|--------------------|
| Age 5+ | 30-60 min | 1-2 |
| Age 8+ | 60-90 min | 1-2 |
| Age 10+ | 75-105 min | 2-3 |
| Age 12 thru Pre-HS | 90-120 min | 2-3 |

U.S. SOCCER FEDERATION



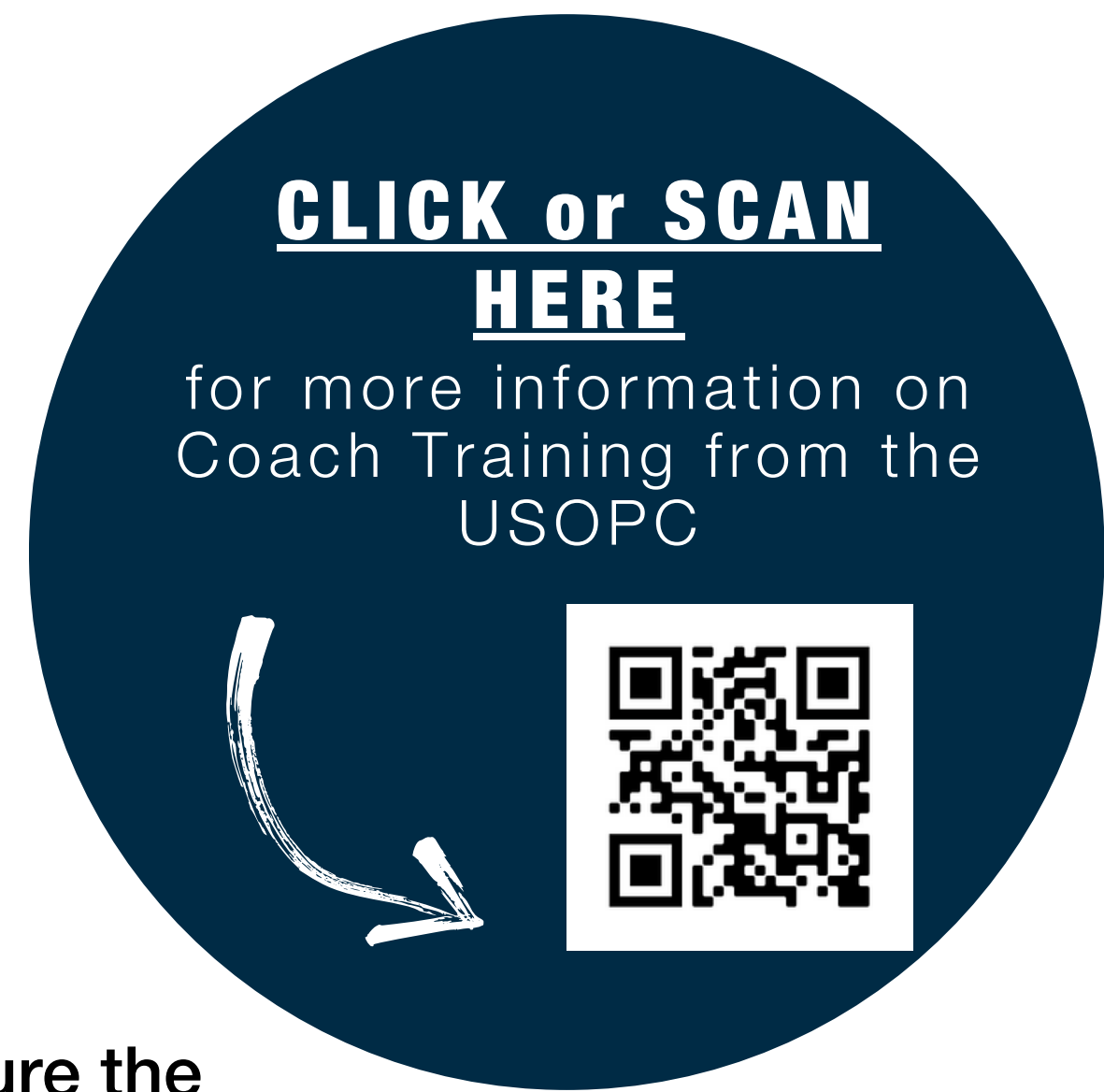
Player Development Initiatives

Parents, coaches and referees supporting the growth and improvement of youth soccer.

US SOCCER

US Soccer's Player Development Initiatives is a resource for parents, coaches and referees supporting the growth and improvement of grassroots soccer. The initiatives provide age-appropriate practice guidelines and small-sided games for each stage of an athlete's experience.

COACH TRAINING



When developing a multi-tiered pathway for coach training/development for your sport, CHECK to make sure the following aspects are included while utilizing the Quality Coaching Framework in each level of training...

**Level 1:
Foundations of
Coaching or
equivalent**

**Level 2:
How to Coach
Kids or
equivalent**

**Level 3:
Advanced
Coaching or
equivalent**

**At least 1 level
of sport-
specific coach
training that
aligns to ADM**

**Continued
Education in
sport-specific
and general
coaching**

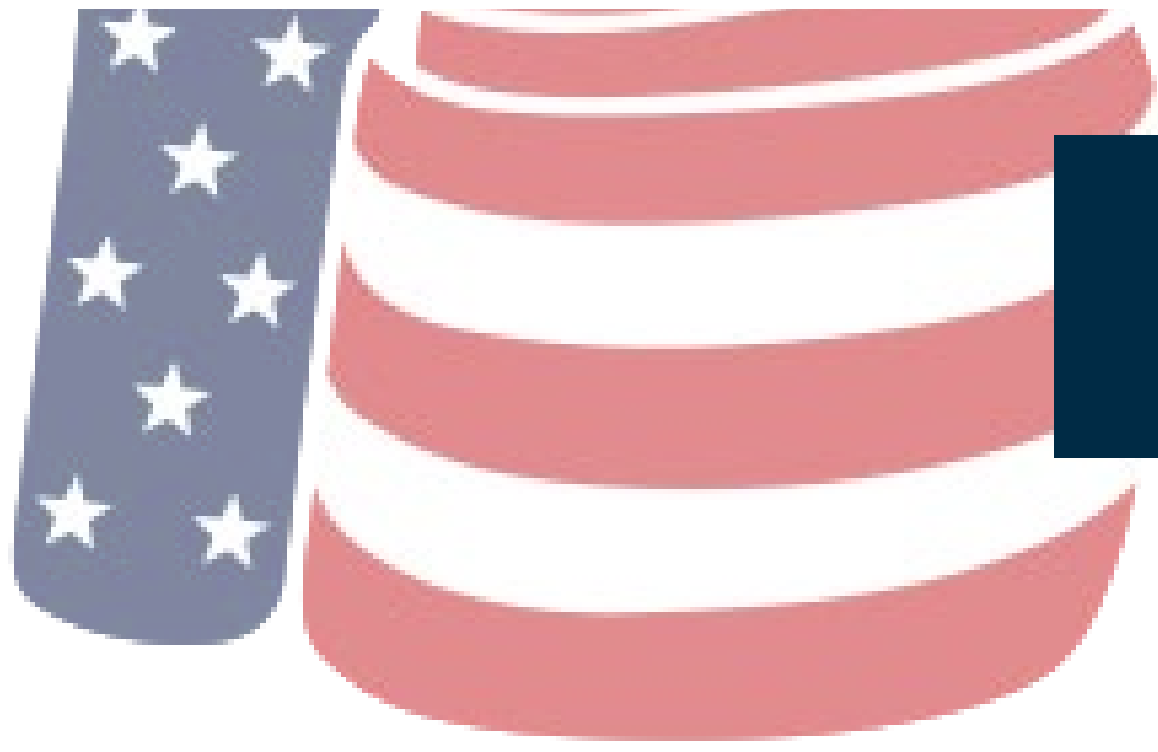
**Mandated
SafeSport training,
background checks
and emergency
action plans**

Looking for examples of

WHAT GOOD LOOKS LIKE?

Take a look at these NGBs that have developed multiple levels of Coach Training for their sport!





USA BOXING

USA BOXING

USA Boxing Education provides a multi level coach training, unique to the sport of Boxing. The levels include Green, Bronze, Silver, and Gold and provide education for all coaches, from entry level to coaches training athletes for international competition.

USA ARCHERY

USA Archery's 5-level coach training provides advanced education and certification for entry level, developing and national level coaches.

EDU



LEVEL 4 NTS COACH CERTIFICATION

Minimum Age: 21

The Level 4-NTS Coach Certification Course is designed to help Level 3-NTS Coaches advance coaching skills and become eligible for USA Archery National Development Programs and International Team Staff positions.

The Level 4-NTS Coach course provides education and training on coaching, communication, sports science in archery, psychology and biomechanics with a large emphasis on the National Training System.



LEVEL 5 NTS COACH CERTIFICATION

Minimum Age: 21

The Level 5-NTS Coach Certification Course is a 3-unit course with a focus on advanced coaching skills and a high-performance focus. The course is designed to help Level 4-NTS Coaches advance coaching skills and become eligible for USA Archery National Development Programs and International Team Staff positions. The Level 5-NTS Coach course provides education and training on coaching, communication, sports science in archery, psychology and biomechanics with a large emphasis on the National Training System.

LEVEL 3 NTS COACH CERTIFICATION

The Level 3-NTS Coach Certification Course is a 3-unit course with a focus on advanced coaching skills and a high-performance focus. The course is designed to help Level 2-NTS Coaches advance coaching skills and become eligible for USA Archery National Development Programs and International Team Staff positions. The Level 3-NTS Coach course provides education and training on coaching, communication, sports science in archery, psychology and biomechanics with a large emphasis on the National Training System.



USA WEIGHTLIFTING

USA Weightlifting provides multiple levels of certification and 3-unit ADM video training to its membership. The training advances a coach through learning to train, training to train, training to compete, learning to compete, and competing to win.

**CLICK or SCAN
HERE**

for more information
on Physical Literacy
from US Lacrosse



PHYSICAL LITERACY

When developing physical literacy and movement skill resources or analyzing already established resources for your National Governing Body, CHECK to make sure the following elements are included...

Activities and drills to support foundational movement / motor skill development

Adaptable training to meet individual need, level and experience

Resources that depict recommended activities for coach, athlete and parent use

Encouragement of multi-sport participation through messaging and coach training

Coach training in Physical Literacy; skill level identification / applying developmentally appropriate activities

Looking for examples of

WHAT GOOD LOOKS LIKE?

Take a look at these NGBs that have developed great Physical Literacy Guidelines for their sport!



USA LACROSSE

PHYSICAL LITERACY

a framework to help every player reach their full athletic potential.

US Lacrosse's Physical Literacy resources provide understanding behind using the principles of physical literacy to help children discover how their body works and how to move on their own without constant interference or "over-coaching."

USA FIELD HOCKEY

USA Field Hockey's Lets Play provides 60 fun, unique and highly effective play-based warm-up and exercise circuit activities are provided that utilize simple movements with both guided and creative discovery.

LET'S PLAY



FUN • PHYSICAL LITERACY • FIELD HOCKEY



IN PARTNERSHIP WITH

USTA

USTA's Net Generation Summer Camp in 2020 promoted multi-sport participation through collaboration with other NGBs and the sharing of physical literacy drills and activities across multiple sports.

EVALUATION TOOLS

When developing evaluation tools or analyzing already established tools for your National Governing Body, CHECK to make sure the following elements are being evaluated in your clubs, schools, etc...



CLUB:
Metrics and data on participation, retention and expansion)

COACH:
pre-competition readiness, competition management and debriefing

COACH:
professional, inter- and intra-personal coaching knowledge

ATHLETE FEEDBACK:
assessment to identify visual pathway stage

ATHLETE FEEDBACK:
developmentally appropriate evaluations

ONGOING FEEDBACK:
to athletes and parents on development and to coach on performance

Looking for examples of

WHAT GOOD LOOKS LIKE?

Take a look at these NGBs that have developed great Evaluation Tools established for their sport!





ASSESSMENT AND EVALUATION

Boards have many jobs to do, but fundamental to them all is the answer to the question: How are we achieving our purposes? There are a variety of ways for nonprofit boards to go about looking at carefully and closely examining the performance of the club, the head coach, and the board can ensure that the club has the infrastructure in place to deliver on its mission.

Boards are often unfamiliar with or uncertain about their responsibilities for monitoring the clubs they govern. Designed to supplement the previous units, the tools in this unit of study help board members as they think about evaluation and include questions to help members stay focused on assessing the club's long-term health and well-being, rather than overseeing the day-to-day operations.

Guidelines for Evaluation

- Evaluation is the process of asking good questions, gathering information to answer them, and making decisions based on those answers.
- The output of evaluation is club learning -- a way for the club to assess its progress and change that lead to greater achievement of its mission.
- Evaluation is an essential component of effective decision making, whether it be strategic planning or quiet decision making of daily club life.
- Evaluation is a developmental, process, not a report-card process.
- Evaluation is most effective in an environment that is as risk free as possible.
- Evaluation is time and effort well spent, saves money in the long run by making better use of limited resources, and helps ensure the club's health and viability in a changing environment.

EVALUATION OF THE CLUB

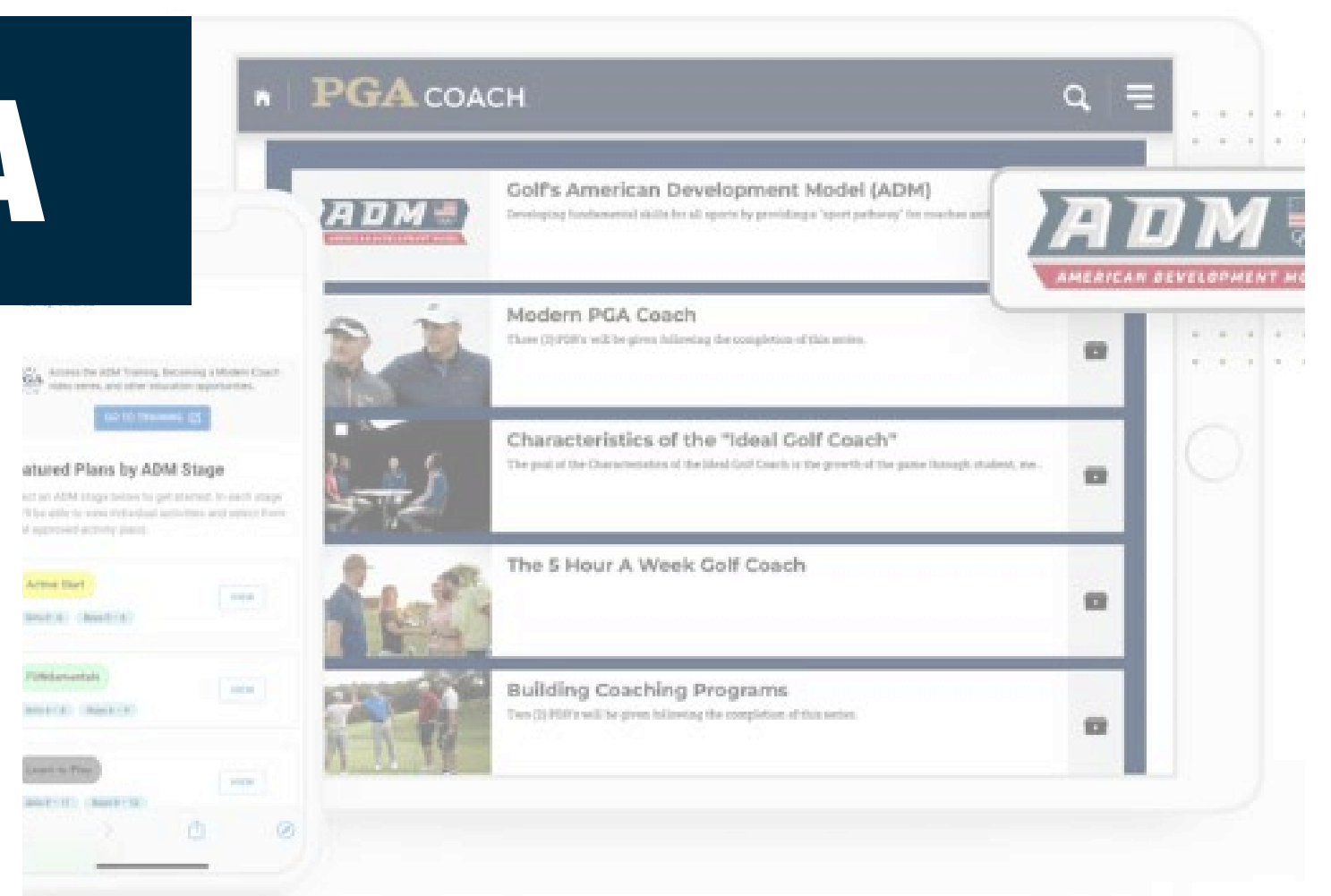
The reluctance of board members to commission evaluations is understandable. The process may be unflattering, and the costs substantial. But, the potential benefits are fundamental: to ensure that something important is being accomplished, and accomplished efficiently. Nonprofits are some of the most important innovators, and one of the sector's greatest value is its freedom to experiment. In many ways, nonprofits perform much of this country's research and development. But experiments are useless unless you learn how they came out. That is the question that evaluation must answer.

USA SWIMMING

USA Swimming's Assessment and Evaluation Guidelines provide tools for assessing clubs and coaches. The tool includes checklists and directed questions to guide assessment and help clubs and coaches stay on track.

PGA OF AMERICA

PGA Coach provides on-the-go access to ADM Resources, including training, coach and club evaluation tools, and more! In using PGA Coach, coaches can quickly grab self-evaluation tools that help guide and direct their coaching effectiveness.



US SAILING

US Sailing's Skill Up platform provides a roadmap and toolkit for instructors, coaches, and organizations to develop and retain youth sailors, so that more kids fall in love with sailing and participate for life. Designed in partnership with New Start Mobile, Skill Up is a great way for coaches to stay on track with programming.

Explore Skill Up

Discover drills, videos and learning resources from US Sailing.

Lesson Builder

Build custom lessons using drills and activities from US Sailing.

ADM STANDARDS



Standard 1: NGB VISUAL PATHWAY

The USOPC's recommendation to all National Governing Bodies of Sport is to establish a visual pathway for your sport. The visual pathway can be developed by your sport experts, and must take into consideration the following:

- *Age and/or skill-appropriate development benchmarks*
- *Multi-sport participation and cross-training*
- *Proper periodization, competition and rest*
- *Fun and engagement at every level*
- *Athlete retention and healthy sport experience*

Standard 2: COMPETITION & PARTICIPATION

The USOPC's recommendation to all National Governing Bodies of Sport is to have competition and participation guidelines for your sport, in order to meet ADM requirements. These can be organized by your sport experts, but should lay out the following:

- *NGB Must suggest participation guidelines including*
 - *Season length, rest and recover per week, per year*
- *NGB must suggest practice guidelines including:*
 - *Age segments, practices per week, practice length*
- *NGB must suggest competition guidelines including*
 - *Age segments, competitions per season/year, competition per week, competition length/timing*
 - *Tournament structure by segment and max competition guidelines (no more than X in a day/week/etc.)*
- *NGB should suggest equipment guidelines including*
 - *Field sizes, lengths, distances, what is required or not all by segments*

Standard 3: COACH TRAINING

The USOPC's recommendation to all National Governing Bodies of Sport is to have coach training/development that supports their ADM programming, while also incorporating or utilizing the Quality Coaching Framework. The training/development must meet the minimum requirements that follow:

- *A multi-tiered pathway for Coach training/development that is continuous (ongoing) and aligns with ADM or a sport-specific development model. NGBs must demonstrate the ability to train and develop coaches at various levels of its' athlete development model*
 - *Level 1, Level 2, Level 3*
 - *How to Coach Kids, Foundations of Coaching, Advanced Coaching or equivalent*
- *As part of the multi-tiered pathway an entry level of coach training is required that describes and educates towards the "How to Teach/Coach" concepts for a coaching baseline (ex. youth/volunteer coaches or Foundational Level/Baseline of coaching). This type of training can be incorporated into a sport specific program or kept separate.*
 - *How to Coach Kids or Foundations of Coaching or equivalent*
- *In addition, at least 1 level of sport specific coach training that aligns incorporates principles in the ADM and enables coaches to bring the model to life in their sport.*
- *Continued education opportunities in both sport specific and general coaching areas, which supports the advancement of the ADM concepts and require coaches to renew training over a set period of time or advance in the training that fits with the NGBs pathway.*
- *Each NGB is required to mandate SafeSport Training and Background checks in order for a coach to be on the field of play. Each NGB must provide emergency action plan training and plans in their trainings. The NGB should also take into account and train coaches on additional safety concerns specific to their specific sport.*
 - *Concussion, Heat Acclimation, Etc.*

Standard 4: PHYSICAL LITERACY

The USOPC's recommendation to all National Governing Bodies of Sport is to have physical literacy and fundamental movement skills for your sport, in order to meet ADM requirements.

These can be organized by your sport experts, but should lay out the following:

- *NGB must suggest physical literacy training or programming for your sport including:*
 - *Applicable drills and activities to support foundational movement and motor skill development (i.e. endurance, agility, balance, coordination, flexibility, speed, etc.)*
 - *Resources that depict recommended drills and activities for coach, athlete, and parent use (i.e. videos, handouts, information graphs, etc.)*
 - *Training to allow for adaptations to meet individual needs, ability levels, and experience in the sport (progressions)*
- *NGB must suggest coach training in physical literacy including:*
 - *Ability to encourage and promote cross training, foundational movement skill development and motor skill development at every level*
 - *Ability to identify athlete ability to apply the developmentally appropriate drills and activities to training*
- *NGB should suggest multi-sport participation guidelines including:*
 - *Communication that encourages sport sampling to keep athletes active, while maintaining a healthy balance between supervised activity, rest and free play*
 - *Messaging that encourages multi-activity to promote and foster development of foundation movement skills that are transferable between sports*
 - *Overall suggestions of other sports that can match developmental needs or complement development of your sport.*

Standard 5: EVALUATION TOOLS

The USOPC's recommendation to all National Governing Bodies of Sport is to have evaluation standards to support their ADM programming. The evaluation standards can be organized by your sport experts and meet the minimum requirements that follow:

- *NGB should suggest clubs hold evaluations for their sport including:*
 - *Metrics and data evaluations relative to participation, retention and expansion*
- *NGB should suggest coach evaluation standards for their sport to include:*
 - *Professional, Interpersonal and Intrapersonal coaching knowledge development and identify areas for improvement*
 - *Pre-competition readiness, competition management and post-competition debriefing and closure*
- *NGB should suggest a method for providing athlete feedback for their sport to include:*
 - *Assessment that identifies the visual pathway stage of the athlete*
 - *Feedback and evaluation based on what is developmentally appropriate for their age, stage, ability or skill level*
- *NGB should suggest a method for providing appropriate and continual feedback that includes:*
 - *Ongoing feedback to athletes and parents about the athletes' development at regular intervals*
 - *Example timeframes: quarterly or pre-, during, and post-season*
 - *Ongoing feedback to coaches about their performance and development at regular intervals*
 - *Example timeframes: quarterly or pre-, during, and post-season*

ADM WORKING GROUP



In 2019, the ADM Working Group was established to give input and direction to the ADM Standards set forth by the USOPC.

The ADM Working Group, composed of experienced leaders in Coaching Education and ADM, collaboratively informs the ADM Standards and Guidelines; considering best practices in athlete development, programming efforts, data informed decision making, and bandwidth across all NGBs.

Thank you to the following NGBs and sport organizations that were involved in the creation of the ADM Implementation Guidebook:



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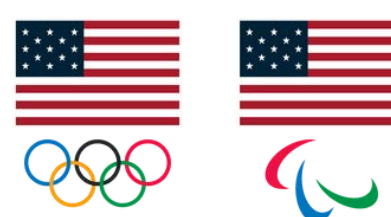
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For any inquiries on the American Development Model, please email CoachingEducation@usopc.org.

Cover photo courtesy of USA Hockey

**DOES YOUR NATIONAL GOVERNING BODY "CHECK THE
BOX" ON EACH OF THE ADM GUIDELINES?
IF YES...**

APPLY TO BECOME AN ADM-CERTIFIED NGB TODAY!

The ADM Certification is an opportunity for NGBs to promote and prove dedication to supporting positive youth experiences in sport and the ideals set forth by the USOPC's American Development Model. In having an ADM-Certified Program, an NGB shows that it is investing in best practices, encouraging multi-sport play, prioritizing education and training, and dedicated to delivering efficient skill development in order to improve the health and well-being of future generations and enable kids to reach their full potential.

In having an ADM-Certified Program, an NGB will be enabled to utilize the official USOPC ADM logo throughout their ADM material creation, events and other marketing endeavors, to further promote their youth development efforts.

Interested in applying to become an ADM-Certified NGB? Reach out to the USOPC Coaching Education team for next steps!

CoachingEducation@usopc.org