



Women's Masters Team Manager's Handbook

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Congratulations on your appointment as a Hockey Queensland Team Manager and welcome to the HQ Women's Masters Contingent for the national championships. Thank you for your commitment and contribution to the success of your team and the whole contingent. This Handbook has been developed to support and guide you in your role.

Attributes of an Effective Team Manager¹

- Ability to develop a productive working relationship with the Team Coach, Contingent Leader, Coaching Coordinator, Statisticians and other Team Managers
- Highly developed interpersonal skills and an understanding of what motivates people to commit and perform
- Recognition of the importance of balancing tasks (getting the job done) and management of people
- Willingness to listen and ability to communicate effectively and positively - a preference for listening and understanding rather than one of controlling and talking
- Commitment to the team as a priority, and persevering when the going gets tough, or success is slow to come
- Consistency in the quality of your performance and your dealings with others
- Be a role model for desirable team behaviours in accordance with #TeamQLD standards
- Ability to deal proactively when behavioural issues occur with team members or others within the Contingent
- Exhibit patience and tolerance and make decisions without prejudice to maintain equity and fairness
- Have the necessary physical fitness, mental toughness and emotional stability to be able to deal with the demands of the role
- Awareness of your own and other people's limitations and take these into consideration when working with others to ensure success
- Have a well-developed sense of humour and enjoy the experience.

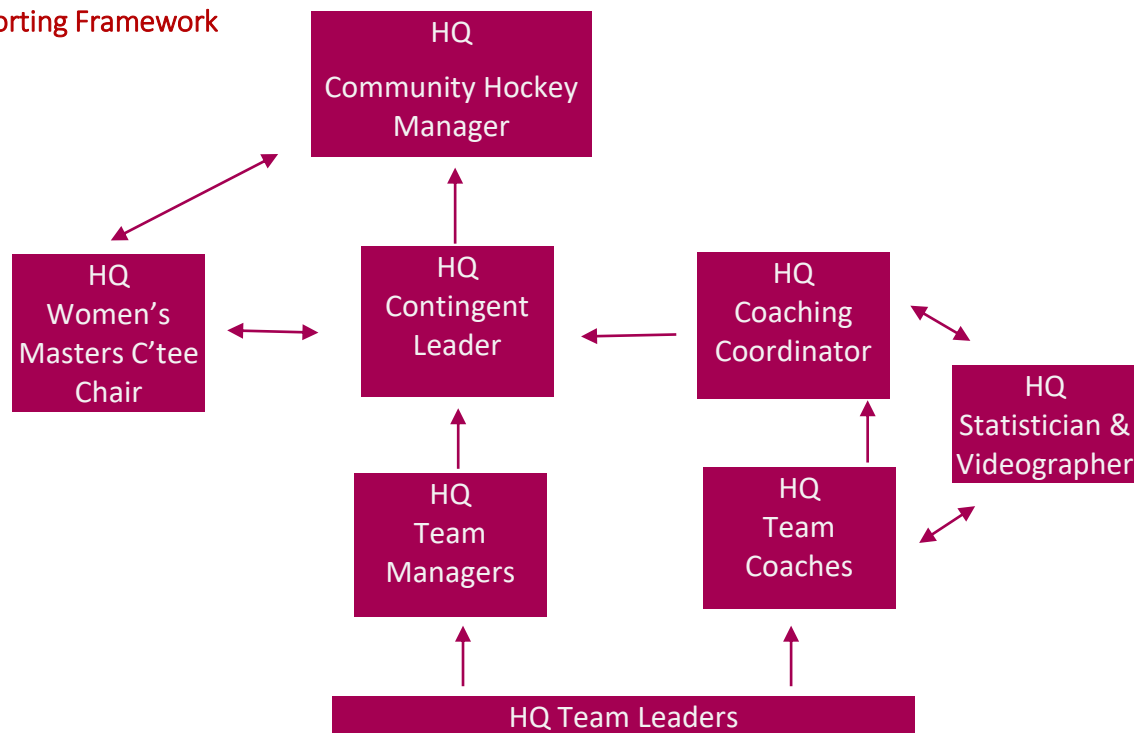
¹Adapted from Sport Wales 2009. Effective Sport Management

<http://sport.wales/media/633176/team%20manager%20resource%20booklet%20june%2009.doc> (last accessed February 25 2019)

General Roles and Responsibilities

Team Managers are responsible to the HQ Community Hockey Manager through the Contingent Leader. A diagrammatic representation of lines of responsibility and reporting is shown below.

Reporting Framework



Managers have responsibilities to the Contingent, the team, the Coach and to the individual players and other officials. These responsibilities are discharged in accordance with the Codes of Conduct of Hockey Queensland (Appendix 1) and Hockey Australia (Appendix 2) and the intent of #TeamQLD. Briefly #TeamQLD involves honest, positive, transparent and effective communication (in accordance with the reporting framework above); appropriate and effective leadership ensuring unity within the team and the contingent; an outstanding work ethic which involves detailed preparation and execution of plans and professional presentation that enhances the image of Hockey Queensland. <http://hockeyqld.com.au/TeamQLD>

Through consultation with the Coach and Team Leaders, the Manager leads off-field team activities (not directly involved with playing the games) and is responsible for the behaviour of the team off-field. Any deviations from the Code of Conduct or the ethos of #TeamQLD must be reported verbally as soon as practicable to the Contingent Leader, Coach and Team Leaders and be included in the written report submitted to Hockey Queensland post-championship. Significant positive behaviours that could lead to a player being considered for an on-field leadership position in the future should be reported to the Coaching Coordinator.

The responsibilities to the Contingent involve positively promoting Contingent ethos and activities. The Manager ensures that all players and team officials attend compulsory Contingent activities on time and in the appropriate dress.

Experience has shown that managers need a PC or laptop to carry out their role efficiently and effectively. Mobile phones have some limitations in dealing with email attachments and manipulating data files.

Specific roles and responsibilities prior to arrival at the National Championships

Establish Working Relationships

Meet the Team Coach and Contingent Leader at the HQ State Championships, if possible, and lay the foundations for productive working relationships. Send welcome emails to selected players and shadow players seeking confirmation that contact details are correct and inform players of the required reporting framework/communication protocol (see above).

Administration and Planning

Attend to administrative matters as directed by HQ and HQ Women's Masters Committee (HQWMC) through the Contingent Leader, including completion of essential forms by self and players, and payment of monies due to HQ by all the on-field and off-field team. Distribute communications promptly from HQ, HQWMC and any pertinent information from host venue to players upon receipt of any additional documentation.

Inform all players of uniform requirements and follow up to ensure orders are lodged on time.

Co-ordinate the travel arrangements of every player to ensure arrival at the Championship venue on the required date and time.

Investigate and collate local points of interest, tourist attractions, day excursions to present as options for rest day activities.

Distribute a list of shopping and dining facilities near the accommodation.

Locate and list local massage facilities, physiotherapy practices, general practitioner surgeries and hospitals in the local area.

Send every player the Codes of Conduct of HQ and Hockey Australia (HA) and endorse #TeamQLD standards of behaviour.

Prior to the Championships, the host centre will ask for team requirements for ice baths. This is an individual team decision, so check with your Coach and the Team Leaders as to

your team's requirements. Then inform the Contingent Leader who will send the collated requirements of Queensland teams to the HQ office to be included in Attachment R.

Be responsible for the collection of any HQ equipment allocated to the team and be responsible for it throughout the Championships and its return to HQ after the Championships.

Medical records, first aid kit and sports trainers

Two weeks prior to the Championships, send medical forms (Appendix 6) to each player. Collect these completed forms at the first team meeting and hold until the end of the Championships. These medical forms contain medical history, medical details and prescription drug use. Medical practitioners may require access to this information especially in the case of admission to hospital. The players are free to submit these in sealed envelopes that will only be opened if a medical incident occurs. They are returned to players at the end of the Championships.

First aid kits may be supplied by HQ or may need to be assembled by Managers using funds from the team kitty.

Suggested contents for inclusion are:

- Disposable gloves
- Clean small towel
- Individually wrapped waterproof sterile adhesive dressings
- Individually wrapped sterile unmedicated wound dressings
- Adhesive sutures eg. butterfly closures/steri-strips
- Safety pins
- Petroleum jelly
- Antiseptic cream
- Blunt end scissors

Managers without medical or first aid qualifications should take injured players with minor injuries to the first aid officer on the ground as soon as practical after the match. This action protects the manager and player if complications associated with the injury arise.

In consultation with the Contingent Leader, prepare a timetable for the team's access to sports trainers ensuring fair time is allocated for pre and post-match treatment.

Vehicle drivers

Appoint designated drivers of team vehicles giving due regard to the safety and welfare of all passengers. Check that all potential drivers have current drivers' licences for the classes of vehicles to be hired.

Team photo

Prior to the Championships, information regarding official team photos will be distributed by the host centre. Liaise with the Contingent Leader who will book a time for the photo shoot that suits your team. Not all players will choose to buy a team photo. A team photo is required for the HQWMC archives. This will be funded by HQWMC. Managers may be asked to organise their team to be available for a Contingent Photo.

Accommodation

Work with the Contingent Leader to ensure that your team is treated fairly when it comes to access to washing and cooking facilities.

In consultation with the Coach and Team Leaders, provisionally allocate players and officials to rooms. Prior to final allocations, contact players under a code of confidentiality to ascertain any preferences or conflicts. This confidential player feedback may be used to modify allocations.

Withdrawal of players

Players and shadow players notify their Team Manager formally in writing when they are withdrawing from the team. Team Managers must notify the Coaching Coordinator by email immediately. The Coaching Coordinator then initiates the replacement player being identified (through the HQ Selectors) and an invitation to join the team issued. Thereafter uniform orders, induction into the team, training programs and transport arrangements follow as quickly as possible.

Social media

Posts on social media should be consistent with the HQ guidelines including:

- legal and appropriate to the nature of Women's Masters Hockey
- no references to alcohol and misbehaviour
- no photos of contingent members without their express permission
- are unambiguously positive

This applies to posts that are public/semi-public and to the team-specific groups. Posts intended for the public domain must be forwarded to the Contingent Leader who will forward to one or more of the following: HQ Women's Masters Webmaster, HA Masters Media Manager and/or HQ office for posting on websites. The Manager is responsible for monitoring posts on the closed team site. Players and officials, of course, are free to send personal messages to social media sites restricted to family and friends.

The Social Media Policy should be conveyed to the team at the time of the #TeamQLD briefing.

Team nicknames

Each of the teams has a nickname. The current names are listed below. These can be changed through negotiation with team members before, not during, the Championships. The HQWMC must be advised of any change of name.

34+ Fillies, 40+ Bears, 45+ Butterflies, 50+ Flames, 55+(1) Crocs, 55+(2) Tigers, 60+(1) Stars, 60+ (2) Stix

During the National Championships

Rental cars

These will be organised by HQ. Be at the collection point (or recruit a delegate to act with your authority) to organise the collection of rental vehicles by the designated drivers. Ensure that the rental company's requirements with respect to drivers' licences of all those likely to drive the vehicle are on record. Comprehensively photograph vehicles, including the registration plate, and all existing damage. Forward photos to the Contingent Leader within 24 hours of the vehicles being picked up. Advise drivers that hire of GPS devices or a change of insurance will not be paid by HQ.

At the conclusion of the Championships, ensure that vehicles are returned with a full tank of fuel. Comprehensively photograph all vehicles again, including registration plate and any damage sustained while rented to HQ. The before and after photographs and a written report of any incident involving the vehicles must be lodged with the Contingent Leader within seven (7) days of the return of the vehicles.

#TeamQLD presentation

HQ provides each Manager with a thumb drive containing a Power Point presentation about #TeamQLD. It is the responsibility of Managers to organise a team meeting as soon as possible after team assembly and give a detailed presentation so that players and officials are in no doubt about their obligations. In addition, specifically remind players of the following:

- official Contingent events are compulsory
- define what is free time and what is team time
- players must sleep in the accommodation allocated by the Manager
- discuss expectations of social behaviour

This is also an opportune time to commence discussion on rest day activity options.

Team Kitty

The Team Kitty is funded from player contributions and cannot be increased without HQ's prior approval. The intent is that it is used for miscellaneous purchases associated with playing the game. It is not to be used for frivolous purposes with only vague connection to the ability of players to perform on game day. Some examples of approved and non-approved expenditure are listed below.

Hockey Queensland will ask for Managers' bank account details and deposit the kitty into the account prior to the Championships.

In the event that there are surplus funds remaining at the end of the Championships, the balance is to be refunded to the players prior to their return home. Players may decide to donate their refund to a charity. If so, it is the manager's responsibility to ensure that all team members receive a copy of the receipt from the chosen charity.

The following are eligible expenditure items:

- Fuel for rental vehicles for team activities
- Extra team training costs
- Parking costs if free parking is not available at the accommodation
- Ice / ice baths
- Items for use on the team bench including drinks and energy snacks
- Stationery items for team use and for communication by officials with team members, including printer ink and paper
- Catering for official team and contingent functions
- Decorations for team vehicles
- If all players have ordered a team photo funds may allow for full/part payment
- First aid requisites

The following are non-eligible expenditure items:

- Computer hardware and software, printers and other computer ancillary equipment
- Alcohol
- Team social activities e.g. birthday parties, costume accessories
- Parking fines and traffic fines
- Gifts and awards

Managers should contact the Contingent Leader whenever there is doubt about the eligibility of an expenditure item. HQ will invoice Managers for ineligible expenditure.

Team Managers are required to submit a financial reconciliation, including receipts, for all expenditure on the HQ *Team Kitty Itemisation Sheet* (Appendix 3) to the Contingent Leader at the conclusion of the Championships. The itemised sheet must be signed by Team

Leaders. The Contingent Leader will seek clarification if necessary and forward the audited reports to Hockey Queensland within 14 days.

The requirement for finalisation at the end of the Championships may mean that receipts for fuel returning the hire cars with a full tank top up of near the drop off point cannot be included. Please provide these to the Contingent Leader via email within five (5) days.

Printing

Managers and Coaches who want to print material from their computer need to bring their own printer or use the HQ printer in the possession of the Contingent Leader. It is suggested that printing that can be done before the Championships be done before departure, leaving only unplanned printing to be done at the Championships.

Team functions, social activities and trips

Have a tentative plan of days/times suitable for team dinners/activities once the draw has been finalised and official meeting times confirmed.

Present researched local information early for group discussion on rest day activities ensuring sufficient options are provided for inclusion of all.

Liaise with other team Managers for joint activities as appropriate.

Daily programming

In conjunction with the Coach and other team officials, prepare a daily time table and distribute to players the night before. If the preferred method of communication is social media, ensure those not on social media receive a text. Include details of uniform and other dress requirements.

On the bench

The Manager is responsible for the behaviour of players and officials on the bench, including the Coach. Managers provide the Coach reasonable support activities, such as managing substitutions.

Liaise with the allocated sports trainer to ensure players requiring treatment receive attention prior to warm up and post game.

The Manager should bring to the bench the following: blood uniforms, first aid kit, ice, stop watch, energy snacks and drinks. (Players are responsible for their personal items and individual needs).

Ensure players are ready to enter the surface (on the correct side of the bench) with balls and other warm-up equipment as soon the prior game has been completed. At the end of the warm-up, ensure all balls and equipment are collected and returned to the bench.

The Manager must be located nearest to the station of the technical officials. Advise the Technical Officer of any special needs/disabilities which should be conveyed to the umpires e.g. hearing impairments of players.

Complete, via Altiusrt, a match list at the required time before each match. The team list should indicate:

- One player nominated as captain
- The starting line-up and substitute players
- Goalkeeper/goalkeepers
- A total of 5 non-players should be ticked on Altiusrt
- Manager and Coach
- Sports' Trainer (if rostered for the team bench)
- Two of the following "other" team officials
- Contingent Leader (if attending match)
- Assistant Coach (if attending match)
- Statistician (if attending match)

NB: For the purpose of Altiusrt HQ Coaching Coordinator is *Statistician*, each coach's "buddy coach" is *Assistant Coach*.

Sign the match report at the conclusion of the match. The Manager is entitled to request a copy of the report from the Tournament Director. Currently reports are available via Altiusrt.

Care of injured players

The Manager is a member of the off-field team primarily responsible for the medical attention and care of injured and sick players. Players injured during a match requiring medical attention at a hospital or the workplace of a medical practitioner must be accompanied by the Manager or the Manager's delegate. The medical forms in the sealed envelope should also be taken. The Manager or delegate should remain with the injured player until such time that the medical condition of the player has been addressed by a medical professional and the Manager's presence in providing support is no longer of prime importance. Obtain paperwork for all serious injuries requiring medical treatment, including hospitalisation for insurance purposes (Appendix 4) and forward to the Contingent Leader.

In some cases, it will be necessary for the Manager to leave the bench during the game. If so, it is the Coach's responsibility to recruit an Acting Manager. Only those listed on the team sheet can be appointed as Acting Manager. If one of the "other" team officials listed for the

match is not readily available, a player, listed on the team sheet, would become Acting Manager and take no further part in the game until replaced.

Team photo

Confirm with the Contingent Leader the arrangements for the taking of the team photo. Ensure all players and officials are in the appropriate official HQ dress. When the photos are ready for collection, distribute to players and officials ensuring that the one for Hockey Queensland archives is handed to the Contingent Leader. Where possible, the Contingent Leader, the Coaching Coordinator, Statistician and the Sports Therapist should be included in the photo.

After the National Championships

Return of medical forms

Medical forms in their sealed envelopes must be returned to players before their departure from the Championships.

Submission of reports

Managers are required to submit a Manager's report using the template provided (Appendix 4) within 14 days. The report is to be submitted to the Contingent Leader who will forward to Hockey Queensland and Chair HQWMC within a further 7 days. The recommendations and comments section are used by HQ to improve the experience for players, so thoughtful contributions in some detail would be appreciated. Any deviations from the Code of Conduct and any behaviours by an official, player or players that caused distress or serious inconvenience to other players or officials are to be reported.

Players are invited to submit an evaluation of the performances of the off-field team. For the Manager, the following questions are asked.

- Rate the Team Manager's pre-championship communication. (Please provide further comments to support rating)
- Rate the Manager's pre-championship organisation including room allocations, airport pick-up, location of medical services, location of restaurants and other retail outlets. (Please provide further comments to support rating)
- Rate the Manager's ability to develop plans and timelines: pre-match, post-match and social activities. (Please provide further comments to support rating)
- Rate the level of support given by the Manager to the Coach and players during matches. (Please provide further comments to support rating)
- Rate the Manager's support for injured/ill players. (Please provide further comments to support rating)

Responses from players are extremely confidential. They are sent to the Survey Coordinator who collates and aggregates before sending to the HQ Community Hockey Manager. Managers have access to feedback on their assessments from the HQ Community Hockey Manager on request. In addition, at the next State Championships or via a ZOOM meeting, the Contingent Leader will brief current managers on the trend data on a Contingent basis from the previous year's assessments. This generic data is provided to the Contingent Leader by Survey Coordinator. Individual player responses are not shared to ensure full confidentiality is maintained.

APPENDIX 1: Hockey Queensland Team officials Code of Conduct

As a coach, Manager or team official selected to represent Hockey Queensland, any Hockey Queensland affiliated Association in an event that is conducted or sanctioned by Hockey Queensland or any Hockey Queensland affiliated Association, you must meet the following requirements with regard to your conduct.

1. Treat all players with respect at all times.
2. Behave in a sportsmanlike manner at all times to other coaches, officials, players and spectators
3. Place the safety and welfare of the players above all else.
4. Avoid situations that may lead to a conflict of interest.
5. Be courteous, respectful and open to discussion and interaction.
6. Make no detrimental statements in public in respect of the performance of any match officials or umpires.
7. Promote a climate of mutual support amongst the players. Encourage players to respect one another and their worth within the team.
8. Encourage and facilitate players' independence and responsibility for their own behaviour, performance, decisions and actions.
9. Determine, in consultation with the player, what information is confidential and respect that confidentiality.
10. Avoid situations with your players that could be construed as compromising.
11. Adhere to the Anti-Doping Policy advocated by Hockey Australia.
12. Provide a safe environment for training and competition.
13. Recognise individual differences in players and cater to these as best you can.
14. Make a commitment to providing a quality service to your players. As a coach, provide a training program which is planned and sequential. Maintain or improve your current NCAS accreditation, seek continual improvement through performance appraisal and ongoing coach education and be open to other people's opinions.
15. Refrain from using obscene, offensive or insulting language and/or making obscene gestures which may insult players, officials or spectators.

APPENDIX 2: Hockey Australia Officials Code of Conduct

As an Official selected to represent Hockey Australia, State Associations or Affiliated Associations in an event that is conducted or sanctioned by Hockey Australia, State Associations or Affiliated Associations, you must meet the following requirements with regard to your conduct.

1. Treat all players with respect at all times.
2. Accept responsibility for all actions taken. Exercise reasonable care to prevent injury by ensuring players play within the rules.
3. Be impartial and maintain integrity in your relationship with other officials, players and coaches.
4. Avoid situations that may lead to a conflict of interest.
5. Not be in a position of individual and unsupervised contact with players under 18 years of age.
6. Be courteous, respectful and open to discussion and interaction.
7. Be a positive role model in behaviour and personal appearance by maintaining the highest standards of personal conduct and projecting a favourable image of hockey and officiating at all times.
8. Refrain from any personal abuse towards players.
9. Show concern and caution towards ill and injured athletes. Enforce the blood rule and apply procedures regarding ill or injured players according to the rules.
10. Abstain from the use of tobacco and the consumption of alcoholic beverages when officiating or whilst in uniform.
11. Adhere to the Anti-Doping Policy advocated by Hockey Australia.
12. Make no public comments or media announcements without prior approval from your Tournament Director or Umpire's Manager.
13. Umpires – Wear only the official uniform supplied by Hockey Australia when umpiring at the tournament.
14. Maintain the fitness level deemed acceptable when your appointment to the tournament was made.
15. Abide by all relevant policies documented by Hockey Australia in relation to your appointment at a Hockey Australia sanctioned event.

APPENDIX 3: Team Kitty Itemisation



Team Kitty Itemisation

(give details of all expenditure and attached receipts)

Team: _____ (e.g. +45 Women's Masters)

Item	Cost	Kitty Balance
Opening Balance		

\$_____ returned to players (per player).

Manager Name: _____ Signature: _____

Team Leader Name: _____ Signature: _____

Team Leader Name: _____ Signature: _____ - _____

APPENDIX 4: Medical Incident Report



Tournament:	
Dates:	
Venue:	
Medical Officer:	

Team:				
Name of injured player:			Shirt number:	
Gender:	Male		Female	
Date of incident:				
Location of incident (eg pitch, stadium, hotel):				

Description of incident: describe circumstances of incident and mechanism of injury if known	
Diagnosis:	

If the player was hospitalised, complete the following section	
Name and address of hospital:	
Reason for hospitalization:	

Names of attending doctors, surgeons etc:	
Admission diagnosis:	
Significant X-ray, CT, MRI, ultra-sound findings:	
Provisional diagnosis:	
Date and type of surgery/ procedure:	
Brief summary of hospital stay	
Date of discharge:	

Complete the following section in relation to follow-up plans	
Which doctor:	
Where:	
Disposition needs (eg wheelchair, braces, cast, splints, walking cane, crutches):	
Rehabilitation/therapy needs:	
Medication recommended:	

Any further comments

Signed:	
Date:	

Please report the injury immediately and forward the completed form within one week to the Contingent Leader.

APPENDIX 5: Team Manager's Report



Manager's Name:

Team Age Group: *(eg. O34)*

Championships: HA Women's Masters

Team: *(eg. #1)*

Venue:

Dates:

PLEASE MARK X TO GIVE YOUR RATING FOR EACH OF THE FOLLOWING			
	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE
ACCOMMODATION			
Bedding			
Facilities			
Location/Size			
TRAVEL			
Flights			
Ground Transport			

PLEASE MARK X TO GIVE YOUR RATING FOR EACH OF THE FOLLOWING

	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE
COACH			
Preparation			
Relationship with players			
Relationship with support staff			
Professionalism			
COACHING COORDINATOR			
Relationship with Coach			
Professionalism			
STATISTICIAN			
Relationship with support staff			
Professionalism			
SPORTS' TRAINER			
Relationship with players			
Quality of treatment			

PLEASE MARK X TO GIVE YOUR RATING FOR EACH OF THE FOLLOWING			
	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE
CONTINGENT LEADER			
Organisation			
Communication			

RECOMMENDATIONS/COMMENTS

❖ **TEAM KITTY RECONCILIATION**

- ❖ **(Please ensure you have completed the Itemisation Form provided and supply receipts for auditing purposes.)**

Please forward completed report to Contingent Leader within 14 days of the completion of the Championships.

APPENDIX 6: Medical Form

PERSONAL MEDICAL DETAILS	
NAME IN FULL:	
ADDRESS:	
POSTCODE:	
Next of Kin	
Date of Birth:	(or Emergency Contact):
Home Phone:	Relationship:
Work Phone:	Address:
Mobile:	
E-mail:	Emergency phone number:
MEDICARE / PRIVATE HEALTH FUND DETAILS	
Medicare Number:	Do you have Private Health Insurance?
Fund Name:	Membership Number:
Medical Insurance Company:	Policy Number:
MEDICAL PRACTITIONER DETAILS:	
Doctor's Name:	Address:
Phone Number:	
Fax Number:	Email address:
Dentist's Name:	Phone Number:
CURRENT MEDICATIONS - Please list any medications you are taking. (include any herb and vitamin supplements)	
ALLERGIES: List any allergies (e.g Food, insects, medications, etc.)	

PREVIOUS MEDICAL HISTORY: - Please list any medical history that team manager should be aware of in case of an emergency. For example Diabetes, Epilepsy, Asthma, Blood Pressure.

Do you wear glasses / contact lenses when playing?

Do you have dentures or
removable dental fixtures?

Have you suffered fractures / dislocations in the past?

When was your last Tetanus injection?

PREVIOUS SURGERY - List details and any complications:

ALL PERSONAL MEDICAL DETAILS WILL BE KEPT IN THE STRICTEST CONFIDENCE