

Women's Masters Team Coach Handbook

Table of Contents

Attributes of an effective Team Coach	2
Knowledge	2
Motivation	2
Leadership	2
Innovation	2
Belief.....	2
Consistency.....	2
Self-belief.....	2
Empathy	3
Discipline	3
Game Analysis	3
Sense of Humour	3
General roles and responsibilities.....	4
Specific roles and responsibilities prior to arrival at the National Championships	5
Building Relationships	5
Pre Championship Training	6
Coach Supporting Coach	6
Equipment	6
During the National Championships	7
Other Commitments	7
Coach v Manager responsibilities in game preparation and team bench activities.....	7
Team Coaching	7
After the Championships.....	8
Reporting.....	8
APPENDIX 1: Hockey Queensland Team Officials Code of Conduct	10
APPENDIX 2: Hockey Australia Officials Code of Conduct	11
APPENDIX 3: Coaches Report	12
APPENDIX 4: Confidential COACH'S Report for HQ Selection Panel	15

Congratulations on your appointment as a Hockey Queensland Team Coach 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 Coach¹

Knowledge

A great Coach should have an intimate knowledge of the game of hockey. This does not necessarily mean that Coaches need to have competed at a high level, but they do need to have a broad and detailed knowledge base from which to draw.

Motivation

This is the motivation to persevere or the ability to motivate. For Coaches to be sufficiently motivated to take on such a stressful job, a huge commitment and passion is a prerequisite. Coaches need to be able to convey this passion to their players, to inspire them and to have them playing as well as they are able.

Leadership

A great Coach needs to be a great leader. A leader has the ability to galvanise a group of players and make them committed to a single purpose. The ability to unify a team is one of the most important Coaching skills.

Innovation

A great Coach will always be thinking ahead. Everyone is looking for that competitive advantage, and you won't achieve it if you don't constantly develop and improve your processes. Coaches must be able to think laterally.

Belief

Great Coaches believe in the ability of their players. They trust their players to take responsibility for their own performances, and they welcome feedback. Gone are the days where the Coach to athlete relationship was autocratic. To get athletes to buy into the game plan, they need to know that their Coach has faith in them.

Consistency

If a Coach wants to change a player's attitude, alter a game plan or improve an athlete's skills, it takes time and effort. Students learn by hearing the same message constantly. A Coach needs to be consistent in the message they are trying to deliver. Eventually the theory will become the practice.

Self-belief

There's got to be a touch of egocentricity in anyone who wants to Coach. Great Coaches have enormous self-belief, and this confidence can rub off on athletes.

Empathy

Coaches need to see their athletes as more than just pieces on a chessboard. They need to care deeply about their athletes. Athletes' personal lives can have a major impact on their performance, and a Coach needs to be willing to be a mentor and counsellor, as well as a Coach.

Discipline

Coaching is tough. It requires a great deal of self-discipline to control emotions when everything is falling to pieces. Discipline is also a quality that is paramount to team or individual success, and a Coach must lead by example.

Game Analysis

A Coach needs to have the ability to analyse a game while in progress, which is a rare skill. He or she must be able to understand how the game is unfolding and why it is unfolding the way it is. A Coach should also try to keep composed so he or she can make rational and effective decisions. In the heat of the battle, a Coach can't rely on instant replays or video analysis, but may have statisticians gathering key data to help the Coach pinpoint what is going right or wrong, and how it can be improved. A Coach also needs to be able to communicate to the players what role they should be performing. The language used on game day is often developed at training so players automatically understand the message the Coach is trying to convey.

Sense of Humour

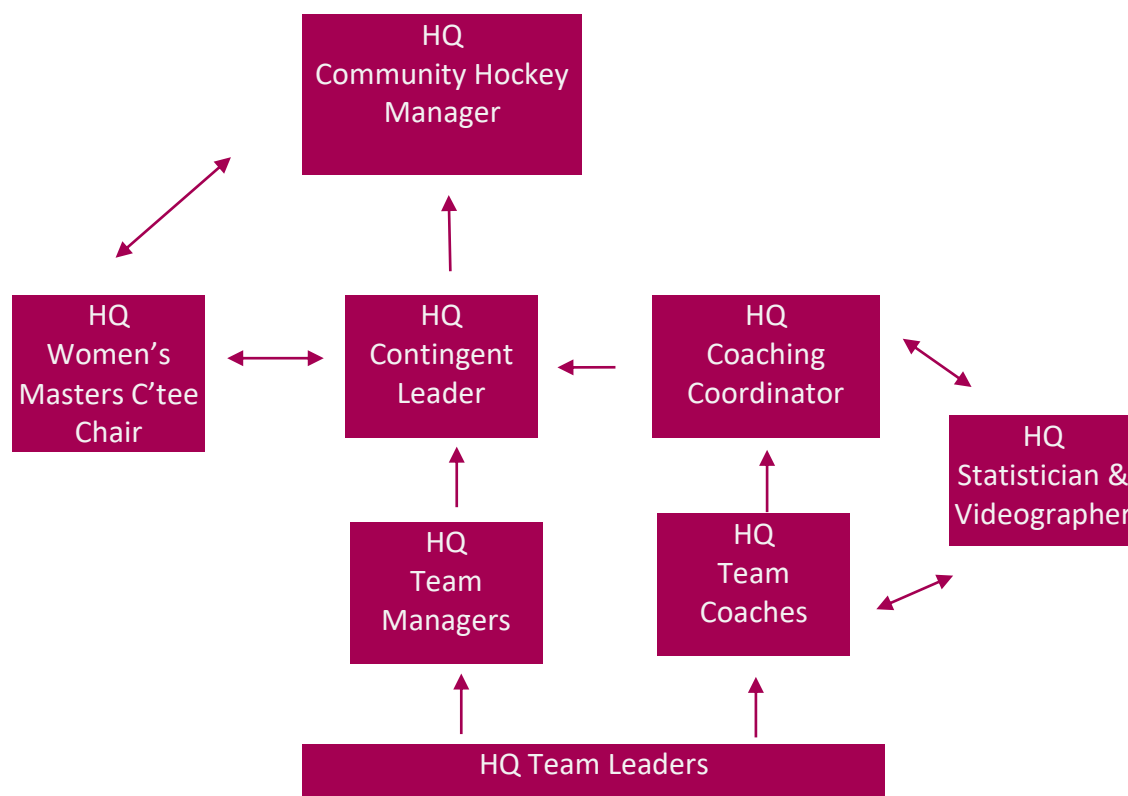
Coaching is a stressful caper. A Coach rides every tackle, every bump, every sprint, and every jump. They experience the highs of winning and the lows of losing. Sometimes, a Coach needs to be able to put it into perspective, and be able to have a laugh about it all.

¹ Adapted from Stuart F, Qualities of a great Coach. Australian College of Physical Education <http://blog.acpe.edu.au/index.php/careers/qualities-great-coach/> (last visited July 19 2019).

General roles and responsibilities

Team Coaches are responsible to the HQ Manager Hockey Operations and Hockey Queensland Women's Masters Committee (HQWMC) through the Coaching Coordinator. A diagrammatic representation of lines of responsibility and reporting is shown below.

REPORTING FRAMEWORK



Coaches have responsibilities to the contingent, to the team players, to the Team Manager, and to the officials who make the Championships happen. These responsibilities are discharged according to the Codes of Conduct of HQ (Appendix 1) and Hockey Australia (HA) (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/About-Us/TeamQLD>

The Coach leads team activities directly involved with playing the game. The Team Manager is responsible for activities at all other times, including off-field activities and player behaviour. When the Coach is in charge, any deviations from the Code of Conduct or the ethos of #TeamQLD must be reported verbally to the Coaching Coordinator, the Manager and Team Leaders as soon as practicable and be included in the written report submitted to HQ post-championships.

Significant positive behaviours that could lead to a player being considered for an on-field leadership position in the future should be reported verbally to the Coaching Coordinator and in writing in the Player Assessment Report.

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. There have also been problems with Coaches using some types of iPads but this is probably more associated with the user than the computer itself.

This document is complementary to the one detailing the roles and responsibilities of Contingent Leader, Coaching Coordinator and Team Managers. Coaches should be familiar with the contents of these documents so confusion about areas of prime responsibility is avoided.

Attendance at the National Championships by players is self funded and they are allocating funds to state representation that could be used on other family activities. It is therefore incumbent on Coaches to ensure that all players have an enjoyable coaching and playing experience. It is imperative that players are treated with dignity and respect. Players set great store by time on the field. Approximately 50% field time in each match is considered the minimum requirement. Of course, if a player turns up injured or unfit or repeatedly refuses to play to the team plan, Coach discretion becomes the dominating factor. It is advisable to discuss any intention to reduce on-field time with the Coaching Coordinator and Team Leaders before any action is taken. This provides the Coach with a measure of protection from baseless allegations in the future.

Specific roles and responsibilities prior to arrival at the National Championships

Building Relationships

Meet the Coaching Coordinator, Contingent Leader, Statistician and Team Manager at the State Championships, if possible, and lay the foundations for productive working relationships. At the State Championships, the Chair of Selectors will give Coaches (if present) a list of age appropriate players who have nominated for state selection. Coaches should watch each of these players and form an opinion about how each of them could contribute to their team. Before finalisation of teams, the Chair of Selectors will consult with each Coach about team selection and appointment of the two Co-Captains. Coaches who are not present at the State Championships, may not be consulted.

Soon after the conclusion of the State Championships, the Manager will have contact details of all the players and shadow players. Shadow players need to be included in all communications. Coaches themselves, are responsible for communication with players and shadow players on all matters concerned with playing the game. Email players welcoming them to the team and detail your expectations of them in the lead-up to the National Championships. This email should include:

- any training programs
- reporting requirements

- preferred playing positions
- experience with set plays

Pre Championship Training

Training programs and the expectations around them should be tailored to the age of the athletes. Some players may have their own training programs and some may not. If the training programs of the former are acceptable, arrange a reporting schedule. Develop training programs and reporting schedules for the latter. Monitor that all players and shadow players are meeting their training and fitness requirements. The Coaching Coordinator should be copied into the training programs of all individuals when they are initially developed.

Players are expected to reply to your communications in a timely manner. Non-compliance with training and communication with you should be reported to the Coaching Coordinator for further action. Within reason, all emails to a player or players should be copied to all members of the off-field team: Team Manager, Assistant Coach, Statistician and Coaching Coordinator (when relevant).

It is essential that Coaches immediately notify the Coaching Coordinator of player and shadow player injuries which result in:

- inability to play in club or Masters fixtures
- inability to engage in training programs
- inability to complete Coach fitness / injury assessment tests

Regional training sessions are usually organised. These could be at the initiative of, and in the region of, a State Coach. This is done in consultation with the Coaching Coordinator. These are, in essence, skills sessions for players of all ages and are not an opportunity for a Coach to coach specifically players in their own team.

Coach Supporting Coach

Coaches support one another before, during, and after the Championships. A hallmark of a great Coach is a willingness to share knowledge and experiences with other Coaches. Being part of a network that shares age-specific fitness programs, skill development, training drills, team building strategies, game management plans is part of being a Masters Coach. The Coaching Coordinator will pair off Coaches, "*Coaching Buddies*", prior to the Championships. These Coaches are expected to work closely together to the extent of inviting one another to at least one match, preferably as a member of the bench team.

Equipment

The Coach is responsible for the organisation and arrival on site of all on-field equipment. This could include training and warm-up balls, cones/wiches hats and bibs. All players, except goal keepers, may be asked to bring two training balls.

During the National Championships

Other Commitments

It is likely that meetings, convened by HQ and HA will require the attendances of Coaches. Coaches are expected to attend and actively participate in these meetings.

Coach v Manager responsibilities in game preparation and team bench activities

Coaches who want to print material at the Championships should consult with the Team Manager about printer availability. Managers may bring their own printer or opt to 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.

The Manager is responsible for the behaviour of players and officials on the bench, including the Coach. The Manager has a mandatory requirement to report any breaches of the Code of Conduct or deviations from the ethos of #TeamQLD verbally to the Contingent Leadership and, in writing, to HQ. Reasonable requests from the Coach, e.g. managing substitutions, should be undertaken by the Manager with good grace.

Team Coaching

The Coach is ultimately responsible for the playing structure and style of play, as well as the on-field time of individual players. Consultation with Team Leaders and perhaps individual players on these issues might be advisable as they are likely to have valuable historical knowledge of the ability of individual players to adapt to the requirements of the Coach.

Coaches should meet formally with Team Leaders to prepare for each game. If at all possible, the Coach should have watched games of opposition teams and be in a position to develop a game plan in consultation with Team Leaders whose job it will be to lead execution of the plan on the field.

Coaches need to be mindful about creating perceptions that have negative impacts on team harmony and performance. Regular socialising with the same group of players can lead to those players not included feeling disenfranchised. Obviously, excessive alcohol intake and any other behaviour contrary to the Code of Conduct create the perception that the Coach is not primarily focussed on optimal on-field performance and team harmony.

Players consider feedback on their on-field performance, together with suggestions for improvement, very important. Coaches should give feedback during games, between games and at the conclusion of the Championships. The latter are formal sessions and can be arranged either before departure from the Championship venue or at a later date by telephone. This feedback should include an assessment of fitness, positional requirements in the structure played, contribution to team goals, plus suggested areas for continuing development.

After the Championships

Reporting

There are two reports to be completed within 14 days of the end of the Championships. The Coaches' Report gives brief details of each game and a summary report of the Championships (Appendix 3). It also provides Coaches with the opportunity to make recommendations for improvements in future years. The recommendations could be in any area: travel, accommodation, pre-Championships fitness and training of players. The section on individual games has a template for Coaches to document the result, structure played, number and results of attacking and defensive penalty corners. It also provides a section for the Coach to make specific comments about the game in question. This could include outstanding performance by player or team, noteworthy incidents on the field or on the bench. Red cards and the reason for them must be reported, as must any game specific deviations from the Code of Conduct and the ethos of #TeamQLD.

The second report is an assessment of the performance of individual players (Appendix 4). This is extremely confidential and is only seen by the HQ Program Manager -Talent Pathway, and the selectors for the next year's Championships. The report is used at the State Championships in the selection of state teams.

Templates for both reports are sent to Coaches by the HQ Athlete Development Coordinator prior to the Championships. They should be returned to the HQ Athlete Development Coordinator within 14 days of the completion of the Championship.

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

- Did your Coach send a Pre-Championship Fitness Program?
- If Yes - did this suit your needs? If not, why not.
- If No - would you like to have received one?
- Rate the pre-championship communication from your Coach. (Please provide further comments to support rating).
- Rate the Coach's ability to mould the team into a cohesive unit. (Please provide further comments to support rating).
- Rate the Coach's pre-match briefings. (Please provide further comments to support rating.)
- Rate the Coach's ability to adjust the team's match plan to counter opposition structures and strengths. (Please provide further comments to support rating.)
- Rate the Coach's feedback during the Championships. (Please provide further comments to support rating.)
- Rate your Team's understanding of team strategies/game plans. (Please provide further comments to support rating.)

Responses from players are also extremely confidential. They are sent to the Survey Coordinator who collates and aggregates before sending to the HQ Community Hockey Manager. Coaches have access to feedback on their assessments from the HQ Community Hockey Manager on request. In addition, at the next State Championships or Via ZOOM, the Coaching Coordinator will brief current state Coaches on the trend data on a Contingent basis from the previous year's assessments. This generic data is provided to the Coaching Coordinator 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: Coaches Report

HOCKEY QUEENSLAND COACHES REPORT	
CHAMPIONSHIPS:	
VENUE:	
DATES:	
COACH'S NAME:	
Assistant Coach Name:	
Manager Name:	

RESULTS

QUEENSLAND versus	GOALS FOR	GOALS AGAINST	POINTS
TOTALS			
FINAL POSITION			

GAME COMMENTS (What to report on for every game)

- Team structure played (back 4, etc)
- Set Plays (PC Attack) success (or not)
- PC Defence (success or not)
- Transfers
- Pressing

- Turning points in the game.
- Injuries sustained – Who and what
- Cards received (Red / Yellow / Green)
- Best Players
- Anything else you think is relevant to the game.

GAME 1:

GAME 2:

GAME 3:

GAME 4

GAME 5

GAME 6:

GAME 7

Semi Final:

Final / Play off

INDIVIDUAL REPORTS

Please complete separate reports for individual players (Individual Reports Attached)

COMMENTS & RECOMMENDATIONS

Report only on issues relating to coaching and on field performance.

Discuss with your Team Manager (for their report) issues around

Travel / Accommodation / Player Welfare etc.

Forward to HQ Community Hockey Manager within 14 days of the completion of the Championship.

APPENDIX 4: Confidential COACH'S Report for HQ Selection Panel

In your own words give a brief outline of every player. As a guide you may wish to reference some aspects listed in the box below.

Skill eg: receiving, tackling, elimination, distribution, organization, marking, communication.

Fitness eg: aerobic fitness, acceleration, mobility, strength, reaction time.

Psychological eg: handling pressure, temperament, concentration, working with others.

Player 1.

Player 2.

Player 3.

Player 4.

Player 5.

Player 6.

Player 7.

Player 8.

Player 9.

Player 10.

Player 11.

Player 12.

Player 13.

Player 14.

Goalkeeper

Additional Comments:

COACH:

TEAM:

DATE:

Forward to HQ Athlete Development Coordinator within 14 days of the completion of the Championship.