



Women's Masters Team Manager Handbook

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1. Welcome

Congratulations on your appointment as a Hockey Queensland Team Manager and welcome to the HQ Women's Masters Contingent for the National Championships. You will have overall responsibility for the organisation and management of a team at these Championships and this Handbook has been developed to support and guide you in your role.

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.

2. 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.

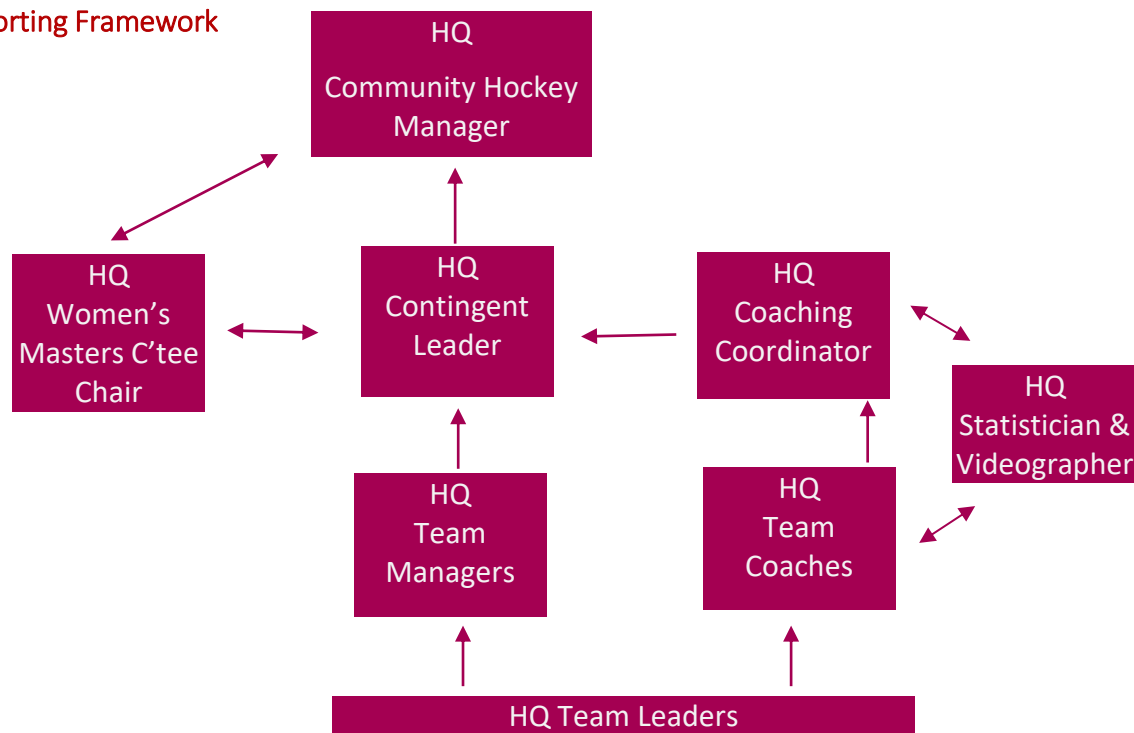
¹Adapted from Sport Wales 2009. Effective Sport Management

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

3. 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>

Any significant 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.

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.

4. Specific roles and responsibilities prior to arrival at the National Championships

i. 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).

ii. 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, Contingent Leader and any pertinent information from host venue to players and shadow 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 and shadow 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. Follow the instructions provided by the host centre regarding bookings.

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.

iii. Medical records, first aid kit and sports trainers

Two weeks prior to the Championships, HQ will electronically distribute player medical details to each Manager via the Contingent Leader. These medical details 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. They are to be deleted by the Manager at the end of the Championships.

Basic first aid kits need to be assembled by Managers using funds from the team kitty. Suggested contents for inclusion are:

- Disposable gloves
- Hand sanitiser
- Clean small towel/Chux
- Ziplock bags
- Freezer bags (for rubbish)
- Band-aids
- Blister band-aids
- Safety pins
- Petroleum jelly
- Antiseptic cream
- Blunt end scissors
- Saline ampoules (for washing wounds, eyes)
- Panadol/Nurofen
- Hair slides/elastics
- Electrical tape
- Nail clippers/file

Managers should ensure that injured players seek appropriate medical attention after games when needed. This action protects the manager and player if complications associated with the injury arise.

iv. Sports Trainers

Sports Trainers' role covers:

- Provide basic strapping/muscle release prior to match
- Players requiring **regular** strapping must provide their own tape
- As a priority, during each QLD match, provide point in time injury management and strapping
- Sports Trainers may or may not be on the team bench depending on the draw for the day and the number of teams at the venue
- During hours of employment, when not busy with matches or between matches provide some massage treatment as negotiated with the Contingent Leader.
- For 1 hour post-match, provide some injury management and advice regarding referral to physio

v. *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. Ensure that designated drivers are familiar with the HQ Financial Assistance Policy [Financial Assistance Policy for Officials and Volunteers appointed to Hockey Queensland Events](#).

vi. *Team photo*

Prior to the Championships, information regarding official team photos will be distributed by the host centre. 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 and added to team kitty. Managers may be asked to organise their team to be available for a Contingent Photo.

vii. *Accommodation*

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.

viii. *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.

ix. *Social media*

Posts on social media should be consistent with the HQ and HA Codes of Conduct 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
- present a positive picture

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 HQ and HA Codes of Conduct should be conveyed to the team at the time of the #TeamQLD briefing.

x. *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. Name changes, if requested, are endorsed by the Women's Masters Committee prior to the Championships.

34M Fillies, 40M Bears, 40G Foxes, 45M Butterflies, 50M Flames, 55M Crocs, 55G Tigers, 60M Stars, 60G Stix, 65M Queen Bees.

5. During the National Championships

i. *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 any existing damage. 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 14 days of the return of the vehicles.

ii. *#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 (Meet n Greet, Opening and Closing ceremonies, others as advised)
- define what is free time and what is team time
- players must stay at the team accommodation allocated by the Manager

- discuss expectations of social behaviour
- reiterate no consumption of alcohol whilst in playing uniform

This is also an opportune time to discuss off-field activity options.

iii. *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 (provided that, and only if, the whole team uses the ice baths)
- Items for use on the team bench including drinks and energy snacks
- Fruit and lollies
- 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.

Receipts for fuel for returning the hire cars with a full tank top up of near the drop off point can be provided via email/messenger to Managers.

iv. 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.

v. 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 of off-field activities ensuring sufficient options are provided for inclusion of all.

Liaise with other team Managers for joint activities as appropriate.

vi. Daily programming

In conjunction with the Coach and other team officials, prepare a daily timetable 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.

vii. 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 (unless available via the Technical Bench), first aid kit, ice, stopwatch, 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.

viii. 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 Manager should ensure they have players' medical details available. 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.

ix. Team photo

Advise the Contingent Leader the arrangements for the taking of the team photo. Ensure all players and officials are in the appropriate official HQ dress. Players can choose whether to buy a photo or not and you must order one photo for HQ. 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.

Dress guidelines for official team photos:

- Teams wear maroon playing strip
- GKs kitted in goalie gear
- No sunglasses
- Non-players wear HQ polo
- Team Leaders/captains front and centre
- Balance location of GKs
- Identify Coach, Manager, Team Leaders, GKs

6. After the National Championships

1. Deletion of medical records

Medical records must be securely deleted at the end of the Championships and deletion recorded in the Manager's Report.

ii. 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 Community Hockey Manager 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 and/or Contingent Leader 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 Administration Code of Conduct

(Manager and other appointed officials)

Team Administration Code of Conduct

As a coach, manager or team official selected to represent Hockey Queensland you must meet the following requirements:

1. Team Administration must meet the following requirements in regard to their conduct during any activity or event to which they have been appointed to by Hockey Queensland.
2. Treat all players with respect at all times.
3. Ensure the athlete's time spent with the Team Administration is a positive experience.
4. Treat each athlete as an individual.
5. Be impartial and maintain integrity in the Team Administration relationship with other officials, players and coaches.
6. Make a commitment to providing a quality service to your athletes.
7. Avoid situations that may lead to a conflict of interest.
8. Be courteous, respectful and open to discussion and interaction.
9. Provide a safe environment for training and competition.
10. 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.
11. Refrain from any personal abuse towards players.
12. 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.
13. Abstain from the use of tobacco and the consumption of alcoholic beverages when performing your official duties or whilst in uniform.
14. Adhere to the Anti-Doping Policy advocated by Hockey Queensland.
15. Abide by all relevant policies documented by Hockey Queensland in relation to your appointment.
16. Actively discourage the use of performance enhancing drugs and the use of a consumption of alcohol, tobacco and illegal substances.

APPENDIX 2: Hockey Australia Code of Conduct [Hockey Australia 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 comply with the requirements of the Hockey Australia Code of Conduct.

APPENDIX 3: Team Kitty Itemisation

Team Kitty Itemisation

[illegible]

Receipt

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



Please return this report to Hockey Queensland within 2 weeks (14 days) of the completion of the Championships. Click on the grey boxes and enter the required information then save the document and return via email to secretary@qldwomensmastershockey.com.au

Manager Name:

Age Group:

Championships: HA National Women's Masters

Team: (eg M or G)

Venue:

Dates:

PLEASE MARK X TO GIVE YOUR RATING FOR EACH OF THE FOLLOWING			
	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE
ACCOMMODATION			
Bedding			
Facilities			
Location			
Size/space			
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			
Relationship with players			
SPORTS TRAINERS			
Relationship with players			
Quality of treatment			
CONTINGENT LEADER			
Organisation			
Interaction/relationship			
Communication			
STATISTICIAN			
Interaction/relationship			

RECOMMENDATIONS/COMMENTS

- ❖ **PLAYER MEDICAL FORMS**
Please confirm deletion – YES/NO
- ❖ **TEAM PHOTO FOR HQ**
Please confirm photo supplied – YES/NO
- ❖ **CAR HIRE DETAILS**
Please add photo/videos of cars – forward via email or WeTransfer (wetransfer.com) to secretary@qldwomensmastershockey.com.au
- ❖ **TEAM KITTY RECONCILIATION**
(Please ensure you have completed the Itemisation Form provided and supply receipts for auditing purposes.)

APPENDIX 6: Guideline for the Management of Covid Positive Cases within HQWM Touring Contingent

1. Rapid Antigen Tests (RAT) to be purchased by HQWM as required
2. If a player or official is unwell, they remain at the accommodation and undertake a RAT
3. The positive RAT must be registered through the QLD government (<https://www.qld.gov.au/rat-positive>). The player/official must keep a record of the receipt after reporting. This will be required by HQ Covid Insurance
4. If the person is Covid positive and extremely unwell, they must be transported to the nearest Emergency Department for treatment
5. If the person is Covid positive and not extremely unwell, then urgent separate accommodation is sought by the Contingent Leader (CL) for the positive case according to the State Government Health Policy of the State that the Team is currently in
6. CL arranges urgent cleaning of the positive case's unit
7. The positive case will need to self cater via a delivery service at their own expense
8. If a Manager becomes Covid positive, the CL arranges for the "buddy manager" to take on the role of game day Manager
9. If a Coach becomes Covid positive, the Coaching Coordinator (CC) arranges for either the CC or "buddy" coach to take on the role of game day Coach

The CL will need to have prior knowledge of available emergency accommodation where positive Covid cases can reside. The CL will also have made prior arrangements with accommodation management regarding urgent cleaning services to be utilized if the need arises.