



Hockey Ireland Masters Mens Over 55's

Ethos and Operations Manual

Foreword

Welcome to our age group's first operations manual.

This document is designed to help the team manager and coach operate efficiently and effectively but more importantly make clear the ethos, expectations, and operation of the age group.

It is vital for our long-term success that the players and their families understand the principles by which we operate and are fully aware the roles of the two main management functions within the group – the Coach for the playing side and the Manager for the organisational aspects. Both roles are vital to the success of a team.

As Mauricio Pochettino (2016) said on his change of role at Tottenham Hotspur FC:

. They service the car (team) ensure it is maintained, fuelled, and polished. They know all about the car (team) and can fix every part and system when things go wrong. If they can't then they will find someone who can.

"There is a difference between a Coach and Manager.

In a car, Coaches can be compared to the driver - "They drive (inspire) and steer a car (team) in the direction he/she wants them to go.

Managers are different. They are mechanics

There is no successful team without a good Manager".

Please take time to both read but equally importantly contribute to what is very much a 'Live' document your suggestions about content and up to date experiences are welcome.

We hope you by formalising the ethos and operation of the group every player will benefit from representing the Mens Over 55's. We also hope the team manager and coach find their jobs rewarding.

Good luck play well & party harder!



Overview

Hockey Ireland

Representing your country at any age group is a great achievement and the players, coach and manager can rightly call themselves internationals.

All masters Hockey, both Mens and Ladies, is governed by Hockey Ireland. They ultimately are responsible for the performance of any team both on and off the field of play.

Hockey Ireland's prime aim is to compete at world level tournaments at all age groups; junior, senior and masters level.

Through the development and identification of talented players the secondary aim of achieving continued success will increase.

Hockey Ireland have specific officials with board responsibility for all masters hockey.

Hockey Ireland Masters

To ensure the success of all masters age groups Hockey Ireland, over time, want to set up a representative group to meet their aims.

This group will ensure good governance for all masters age groups for men and women. It will support all coaches and managers within a defined structure to ensure continuity and deliver of an outstanding programme for all.

The group, Hockey Ireland Masters, is not mandatory to join and each age group must make sure that their specific needs are reflected.

Once formed, it will become the first point of contact if support is required and the group will act for and on behalf of Hockey Ireland.

Masters Age Group – Mens Over 55's

Each sex will have a specific age group squad. As stated, that squad will chose if it wants to be part of the Hockey Ireland Masters Group, but it must comply with Hockey Ireland rules, governance etc.

The management of an age group squad will consist of a manager and coach as a minimum. It would be useful to have an elected squad Captain to provide a player input to the group.

The coach and manager are integral within the overseeing and directing of Irish hockey talent at masters international level and they will ensure that additional specialist resources are provided, when required.

For example:

- Selectors – to ensure an impartial and secure selection policy
- Physiotherapist for International Games – sourced locally or part of the travelling group
- Strength and Conditioning coach for each season
- A Nutritionist for long tournaments
- Specialist Goalkeeping, Penalty Corner and Defensive Coaches.



The Coaches and Managers role within this Masters Age Group

The squad will recommend to Hockey Ireland the appointment of a coach and manager for a World Cup cycle, currently 2 years. This appointment will not be unreasonably rejected.

The Squad will also select a Captain (playing or non-playing) and the captain, coach and manager will create a programme for that cycle that aligns with Hockey Ireland's overall strategy.

Programmes that are ambitious yet realistic; progressive yet sustainable; are key to the continued success of the Mens Over 55's squad.

Hockey Ireland's strategy encapsulates the desire to create a player pathway that enables development of all masters players from Over 35's to Over 70's and beyond.

This Manual

The aim of this document is to be a working guideline for all. It will:

- facilitate effective management
- provide advice, contacts and resources
- provide a policy and procedure framework for all.

It is not a definitive document. But should be used as a guide and reference to enable all stake holders to have a clear set of objectives, guidelines, and policies.

Many different issues will arise which will and cannot be covered here. It is essential therefore that manager and coach adopt a flexible approach to ensure the needs of everyone.

It is essential that the safety, health and welfare of players and staff takes primacy in all decisions.

This manual sets key ground rules for our management team.

The coach and manager will be supported by Hockey Ireland and are therefore asked to liaise with HI and not 'go in their own direction' in any of the below outlined sections of this document without prior HI approval.

Ultimately the manager has sole responsibility for all off pitch organisation pertaining to our national squad, whereas the coach is accountable for on field performance and on field behaviour of their team.



Job Roles and Descriptions

It is important that all posts are filled with energetic, driven and well qualified people. The recruitment for our age group must follow a clear process and the sign off for a role must be ratified by the HI.

During transition to this new structure the current manager and coach will be transitioned over until the end of the next World Cup cycle, now in 2022 to ensure continuity. But succession planning is vital to ensure we progress.

Assuming there is a World Cup cycle ending 2022 the following will apply to:

- all positions- manager, coach, player representative etc must have gone through a process, with an application document, interview, and trial if necessary.
- ensure continuity current managers and coaches must re-apply for posts in the 2022 cycle by 31st May 2021 if they intend to carry on. Note the coach and manager can be involved in more than one age group.

All Coaches are expected to hold a minimum Level 2 coaching award or country equivalent.

It is the role of the manager and coach to recruit the team to support them however:

- Physiotherapists, Strength and Conditioning or Specialists Coaches must be qualified.
- They will be able to charge for their involvement.
- If a charge is applicable for these services, the provider must have their own liability insurance.

1) Manager's Role - to deliver everything that isn't centred around the coaching of a team.

1.0 Recruitment and Transitions

Working with the HI database and other age group managers the manager is to both welcome in from and pass players to the next age group. As new players enter our age group from either new enquiries or players transitioning you must follow the process to ensure data is checked/captured and eligibility confirmed. **Appendix 1 must be sent to all new players.**

1.1 Player Trials

Once a new player to our age group has been identified they must be assessed by the coach, or their appointed representative. This assessment ideally should involve watching the player in a competitive match. In the case of a player moving up an age group this assessment can come from the coach of that group. **Appendix 2 Player Assessment sheet.**

It is the responsibility of the manager to ensure that all players are assessed prior to inviting them to train with a squad.

1.2 Player Training

Once a player has been assessed and passed, they should be invited to train with the squad. At this stage they can purchase a player training shirt. This shirt will have their name on the back to assist coaches and selectors. **Appendix 3 Player Training Shirt Form.** Once selected for training the annual subscription becomes due.



1.3 Player Interaction

It is vital that the manager maintains good contact with the players in our age group. There is a need for regular communication from the moment an enquiry/ transition is made. Emails will cover broadly:

- Response from enquiry / transition
- Training
- Match programme
- International Tournaments
- Selection

At each stage players must be made aware of the commitment they are making both financially and physically.

There is a suite of email templates to be used alongside the forms.

1.4 Player selection

Player selection for representative matches must follow a process. The coach, manager, and selector (if used) must provide a clear rationale around a selection. The selection of players is down solely to the age group management but in the case of a complaint HI can challenge a selection.

Hockey Ireland will be advised of players selected. Appendix 4 Player selection report.

1.5 Training Pitch Booking

The booking of pitches for all training should be done centrally through HI office where possible, or independently if necessary, at the agreed rate. These booking must be costed in the budget at the agreed rate.

Please seek to use Hockey Ireland Sports Campus pitch where possible.

1.6 Training Events

The manager is responsible to ensure:

- A check for the pitch for safety is made (including ensuring pitch is watered)
- A record of players attending is taken
- All players attending have paid their annual subscription

1.7 Fixtures

Working with the coach the manager will arrange fixtures for the squad.

1.8 Budgets

After working with the coach to produce a schedule of training, friendly fixtures, and International Tournaments the manager then needs to produce an annual budget to meet the requirements. See later.

1.9 Tournaments – European or World Cup

Working with the coach the manager will oversee all aspects of the larger, longer tournaments. See later.



2) Lead Coach's Role - to provide structure of the age group programme for the World Cup Cycle.

2.0 Player Trials

Once a new player to our age group has been identified they must be assessed by the coach, or their appointed representative. This assessment ideally should involve watching the player in a competitive match. In the case of a player moving up an age group this assessment can come from the coach of that group. **Appendix 2 Player Assessment sheet.**

2.1 Player Interaction

It is vital that the coach maintains good contact with the players in our age group. There is a need for regular communication from the moment an enquiry/ transition is made. Emails will cover broadly:

- Feedback
- Fitness
- Selection

2.2 Player selection

Player selection for representative matches must follow a process. The coach, manager, and selector (if used) must provide a clear rationale around a selection. The selection of players is down solely to the age group management but in the case of a complaint HI can challenge a selection.

Hockey Ireland will be advised of players selected. **Appendix 4 Player selection report.**

2.3 Training Events

The coach is responsible to ensure:

An assistant coach, goalkeeping coach, etc is in attendance as required. Arrive at venue 30 minutes prior to session, bring the following:

- Balls
- Cones
- Bibs
- First aid kit
- Watch
- Whistle
- HI equipment should be labelled and stored.
- Players should help take responsibility for gathering and counting balls
- Be responsible for all hockey equipment on issue to the Squad, including any laptops or camera equipment.

2.4 Fixtures

Working with the age group manager the coach will arrange input into playing requirements and therefore fixtures for the squad.

2.5 Budgets

Working with the manager to produce a schedule of training, friendly fixtures, and International Tournaments. The manager then needs to produce an annual budget to meet the requirements. See later.

2.6 Tournaments – European or World Cup

Working with the manager, the coach will oversee all aspects of the larger, longer tournaments by:

- Providing overall tactical direction for the team
- Leading coaching , developing plans and deliver framework for the age group success
- Liaising with Manager regarding logistics and planning
- Displaying a High-Performance ethos and strive to better yourself as a coach



Financial Process and Procedures

It is vital that we are self-sufficient as it is unlikely that external funds will become available to support this group.

Hockey must not be an elitist sport and we must be mindful to the “cost of entry” to train and play for each member of the squad wherever located.

We therefore need to set up an “inclusivity provision”, a fund, that should provide all our squad the opportunity of support in case of financial hardship, provided certain criteria have been met. This provision will be collected in a transparent way and will be included in the year end accounts as a separate item.

If the fund reaches a total of £2000 / €2400 no more provision will be made until the balance falls.

To achieve this inclusivity provision, we shall:

- Add £10 or €12 to each tournament fee. This will appear as a separate line on the final tournament accounts.
- Move 5% of any sponsorship or fundraising into the fund.
- **Not use any funds taken by way of subscription.**

This fund alongside all the bank accounts in various currencies will be the responsibility of the manager. However, each quarter the manager must share the update “management accounts” with the coach and the captain to ensure good governance. At the end of the year a simple P&L account should be drawn up with a bank reconciliation. This must be made available to the entire paid up membership.

3.0 Long Term Budget – All covered by subscriptions

A budget must be produced for each season by the management team and will cover:

- Player Trials, Training & Equipment
- Specialist coaches
- CPD
- Management Expenses

The programme will be reviewed for content and costs before being approved.

Please note only expenditure as detailed is permitted and deviation from the plan requires agreement.

Budget is regularly reviewed by each team’s Manager and feedback provided in regard to over and under spend.

3.0.1

The coach is responsible for setting the number of training sessions and the equipment required – once decided a budget is drawn up to cover the costs. A provision to assess potential players is also set.

3.0.2 Specialist Help

A budget must be set to cover a goalkeeping coach, physio and conditioning and any other specialism, where appropriate.

3.0.3 CPD

The management will be encouraged to engage in professional development courses, be they FIH accredited courses or Hockey Ireland accredited courses, or other. The selection and enrolment on these courses will be agreed with the Hockey Ireland. Any such professional development courses should be budgeted into our programme and governance put in place to ensure long-term payback for the investment.



3.0.4 Management Expenses

It is important not to underestimate the benefits of being a manager or coach to a National Squad can bring to the individuals personal CPD.

However, to attract the best coach and a manager out of pocket expenses should always be offered. Examples of such expenses are:

- Travel costs
- Accommodation
- Meals
- Office, phone etc costs.

3.0.5 Player Contributions

Players will contribute to the longer-term budget (season) via a subscription charge, in the same way as all Clubs. This charge will be in either pounds or Euros based on a fair notional exchange rate. Any remaining money will stay in the accounts and not returned, in line with all Hockey Clubs; they may be used in future cycles to reduce subscriptions. There are no refunds to players from Subscription payments.

3.1 Tournament Expenditure

The aim of Hockey Ireland is to compete at each sanctioned WMH tournament to the best of our ability. It is imperative therefore that cost isn't a barrier to entry for any individual and in setting each tournament budget the management must be cognisant of that aim.

However, we must meet the requirements of every member of the squad to ensure the very best facilities are available, i.e. family friendly hotel etc.

Each tournament must be fully costed, ensuring that all costs are clearly listed in a transparent manner.

Where possible cash will be collected from players and partners at the event to cover, taxis, car parking, hire cars, water etc. The kitty ideally to be managed by a non-playing person with that the manager at the event accountable to those attending for good governance.

3.2 Fundraising

Fund raising for our age group is welcome and alongside the more formal Sponsorship engagement will help each group with costs, making hockey more accessible.

It is very important to communicate our fundraising plan and coordinate fundraising efforts so we don't have all teams going out to the public at the same time. Additionally when considering fundraising plans, effort should be made to ensure the focus is on high performance play and provision. For example, a good way a club could help "fundraise" is to provide quality pitches free of charge to our group.

We will inform Hockey Ireland of any plans for fundraising. It is important to note that Hockey Ireland will remain in control despite volunteer involvement and will therefore have the right to decide upon fundraising activity.

3.3 Sponsorship

Given it is imperative that cost isn't a barrier to entry for any individual to play hockey any opportunity for Sponsorship is welcomed.

We would encourage everyone to recognise that there is no amount deemed too small and all support is appreciated. However, it is important to acknowledge that once we enter a relationship with the sponsor, we have a responsibility to that sponsor to meet the requirements agreed upon. It is important when looking at a sponsorship arrangement Hockey Ireland are kept up to date with progress.



3.3.1 Hockey Ireland Assets

Hockey Ireland has many “assets” and can offer sponsorship in packages of all sizes.

It is important to be aware that more money may be raised if we offer an additional asset.

For example, the value of a jersey sponsorship can be enhanced if we also offer advertising on our website with social media posts or pitch side branding, none of these things cost us a lot more money but they could be added value for a potential sponsor.

3.3.2 Restrictions

Please be aware we do have some restrictions on sponsorship, for example companies associated with alcohol, fast food, gambling, or any company that might interfere with a current sponsors exclusivity right.

3.3.3 Sponsorship Tips and Hints:

- We will inform Hockey Ireland if we feel you have any leads for sponsors.
- We will do not enter into any sponsorship agreement without first talking to Hockey Ireland.
- When agreeing sponsorships, we will try to ensure we follow the Olympic cycle in contrast to single year deals as these limit investment in new kit for following years.
- All sponsorship contracts will be written and not verbal
- All sponsorship money will be retained by our group.

3.4 Team Kit

All kit must coincide with Hockey Ireland’s sponsorship agreements, in terms of kit provider, currently it follows the Olympic Cycle.

Unfortunately, Hockey Ireland cannot supply team kit to players. Therefore, unless a kit sponsor can be found for each World Cup cycle the onus falls upon the player to pay for their own shirt etc.

Once a squad has been announced the manager will be provided a list of mandatory kit to each squad member with a cost, if applicable. A kit list may include:

- Mandatory match shirts, short and socks both in Green but also in White
- Tracksuit top.
- Off field polo shirt /formal shirt/blouse

The adidas kit design has changed in 2020 and therefore existing kit will need to be reviewed. Ideally a sponsor for the World Cup cycle ending in 2022 will help cover the cost of collarless shirts.

Once a player is invited into our squad they will be able to purchase a training shirt only.

Once the player has been confirmed as a part of the squad, they will be given access to purchase kit once agreed with the coach and manager. This will avoid kit over spend and will create a rite of passage for players who have earned the right to wear HI kit

Everyone should be aware that there is a substantial lead time (approx. 6/8 weeks) for Adidas kit to arrive in Ireland and only limited stocks of items are kept in house.

It is **STRICTLY FORBIDDEN** to use the Hockey Ireland logo on any items other than Adidas unless sanctioned by HI office. Doing so will put Hockey Ireland in breach of contract.



3.5 Loss of Kit

Ultimately each age group must be financial self-sufficient and the loss of balls, playing kit etc will add to the financial burden. Each coach must ensure a process is in place to mitigate losses as best as possible.

3.6 Elitism

HI is responsible for developing an inclusive sport and therefore is strongly against the creation of an elitist sport, whereby only players that can afford to attend overseas tournaments are considered.

As described earlier a “inclusivity provision”, will be set up to allow our manager access to support for players on an individual basis, where appropriate.

However, to ensure the cheapest point of entry to playing masters hockey each manager must constantly seek value for money in every financial aspect of their work. This includes a very detailed budget to deliver an equitable programme for all.



GOVERNANCE

Please note anyone under the age of 18 should be considered a child for the purpose of this document

4.0 Code of Ethics

Every member of the management team or support staff is required to have good working knowledge of the Code of Ethics (full details of the Hockey Ireland Code of Ethics for Hockey can be found on the Hockey Ireland website). This knowledge should be refreshed annually. Responsibility for the code lies with Hockey Ireland and the manager.

4.0.1 Player Welfare

The basic values and principles:

- The welfare of the players is paramount
- All players regardless of their age, gender, culture, language, racial origin, religious beliefs, sexual identity or disability, have equal rights to safety and protection against harm.
- All suspicions concerns or allegations of harm will be taken seriously and responded to swiftly and appropriately.

4.1 Garda Vetting / Access NI

The National Vetting Bureau (Children and Vulnerable Persons) Acts 2016 stipulates that a relevant organisation (HI) shall not permit any person to undertake relevant work or activities on behalf of the organisation unless the organisation received a vetting disclosure from the National Vetting Bureau.

This also applies to residents of Northern Ireland even where they have been previously vetted through Access NI.

If required to protect a vulnerable adult eVetting must be completed by each member of staff when appointed .

4.2 Hockey Ireland Codes of Conduct

- All players and must complete and sign Hockey Ireland Players Agreement (see appendix 7)
- All players must abide by the Hockey Ireland Players Code of Conduct (see appendix 8)
- Staff must sign Code of Conduct for Sports Leaders. (see appendix 9)

4.3 Discipline

Managers must ensure 'Good Conduct' by all players and Staff on and off the pitch. Players should be reminded they are ambassadors and for Hockey and their National Team. Very few get the chance to represent their country so the highest of standards are expected.

Managers must take responsibility in reprimanding, disciplining, suspending, or dismissing a team or staff member during a tournament or event for any act which may be detrimental to the team.



In the event of disciplinary action, the Hockey Ireland Chair of Discipline and Head of Delegation should be informed immediately or no later than three days upon return from travel if the teams are away.

If the matter refers to an on pitch playing suspension for which there is a TD's hearing, the Manager should accompany the player as his representative.

Special attention must be drawn to social media platforms and staff and players must always conducted themselves appropriately.

4.4 Anti-Doping

Managers need to familiarise themselves with the rules around Anti-Doping, full details of which can be found on our website. They should also share this information with parents and athletes:

http://www.hockey.ie/hockeyireland?content_page=Anti-Doping

4.5 Concussion Policy

Hockey Ireland Concussion policy can be viewed on our website:

http://www.hockey.ie/hockeyireland?content_page=ConcussionPolicy

4.6 Professional Qualifications

All personnel involved with our team need to be qualified in their role, except for the manager. All personnel need to have up to date qualifications and provide appropriate eligibility criteria at interview stage to warrant inclusion. Copies of Professional qualifications, including coaching certificates should be forwarded to HI Office to ensure governance and compliance with insurance requirements. This includes ancillary staff, Team Medical Officers, Psychologists, Nutritionists, S & C Coaches.

4.7 Medical provision

It is important that at every training session a qualified first aider, physio or doctor is on site.

A medical screen of players needs to be completed. The physio most likely to be consistent throughout the calendar year needs to collect information on all players through a questionnaire.

The template for this is provided in appendix 10

4.8 High Performance Ethos

All players are expected to display a HP ethos around training, fitness, availability, selection and playing.

For instance, players need to plan lifestyle around elite international hockey, such as family holidays, behavioural lifestyle choices etc.

4.9 Player agreement

Upon invitation to the squad all players will be required to sign an over arching Player Agreement document (see appendix 11). This document is in place to protect the players and to protect HI and covers many high-performance aspects such as anti-doping, standards, and behaviours, GDPR, selection and individual player endorsement. The remit for this agreement is not be restrictive, but instead to provide guidelines for the partnership between, the player, HI and the Masters Age Group team.

Further player agreement documents may be in place from time to time to cover specific World cup cycles.



PLAYER SELECTION

5.0 Eligibility

Eligibility criteria is contained Hockey Ireland *Bye Law 11 – Eligibility for International Matches*

Each player shall be eligible to play for Ireland if he/she satisfies at least one of the following conditions: -

- a) Born in Ireland*
- b) At least one parent born in Ireland*
- c) At least one grandparent born in Ireland*
- d) Resident in Ireland for the three (3) years immediately preceding selection and a regular playing member of an affiliated club or school or third level college for at least one (1) of these years.*

From time to time overseas/mainland UK players may seek to be considered for selection and should be facilitated for trials at their own expense.

Proof of eligibility must be sent to HI and accepted before a player is invited to trial.

In terms of age group eligibility, currently our age group will accept any player that is over the age of 55 by December 31st, 2022. This allows the group to focus on the World Cup in 2022. Please note for 2021 players may remain eligible for the O50's and that age group has first call on those players until 2022.

5.1 Selection Process

Our Coach, in conjunction with the respective provincial coaches and / or senior players, shall be responsible for nominating players for the respective our national training squads.

Individual selection is based upon a combination of recent performances, potential, high performance ethos, commitment to the programme and availability. Clearly commitment to the programme and availability are paramount. Selection must be inclusive and not based upon elitism.

Our Coach shall be responsible for the final selection of our national squad.

5.1.1 Trial selections

An invitation to trial can be made at any time. However once the squad is announced for a tournament transition into that squad is unlikely to be possible and the trialist must be made aware of that.

Once the coach has selected players for trials it is important that communication is made between the Manager and player concerned.

5.1.2 Squad Selection

All players in the trial phase or indeed already in a squad need to be given a clear date when selection will be concluded. It should be far enough ahead that all players have a fair chance to impress, regardless of short term injury.

Once the “closing date” has passed the manager will write to all selected players advising of the process of being on and continuing with the squad. In this first contact it is important to outline cost of programme.



As a High-Performance Squad, players should understand that pitch time might not be equal across the squad. All players should be notified by the management team if, all things being equal, they are likely to get less time than the norm. Players not wishing to accept selection under this premise must be assured it will not affect further selection.

Once the squad is finalised it is advised that reserves should be contacted and offered the opportunity to be on a reserve list in case of injury etc. Any reserve should be given a release date from which they will not be required.

When publishing the squad, reserves should be included.

Careful consideration must be given to method and timing of announcement. Unsuccessful players should be informed before squad announcements on the HI website.

5.1.3 Entry and Exit from our programme

The movement of players from age group to age group is vital to deliver core numbers for each group. However, players over 60 years old will be considered if they warrant selection.

The definition of age qualification is from WMH and FIH.

The onus is on the player to ensure they are known to the management team of their age group.

However, the management team of the group they are leaving should have already passed on the player contact information – GDPR is for the entire Master's Programme.



TOURNAMENTS

In the tournament phase both the manager and the coach will have specific individual roles alongside their overarching management role. Both should have a can-do attitude to ensure the delivery of an outstanding event.

6.0 Research

To deliver the best possible tournament experience for the entire squad – players and staff, research and pre-planning should be carried out. As soon as the dates for the event are published the manager should investigate the most effective and efficient way to travel. They should consider a range of things:

- Group flights or individual travel
- The best hotel in terms of cost, location, amenities etc.
- Transport on the ground – taxis, coach, car hire.

If necessary, an inspection visit could be undertaken, with approval, the costs recovered from all players.

6.1 Before Travelling

The final squad, with reserves, should be notified to Hockey Ireland office as soon as possible. The full management team should also be notified – coach, manager, physio, strength, and conditioning etc.

A welcome letter should be sent to all the squad with initial details of timings, flights, hotels etc.

Set up a WhatsApp group for communication.

Two weeks before travelling confirm all details and send out a group travel plan to make transfers easier.

Rooming lists should be sent in advance to the hotel along with any food allergies, etc (see appendix 12).

Familiarise yourself and understand the tournament rules

6.2 At the venue

On arrival the manager should oversee:

- Players check in at hotel
- Arrange a meeting area with the hotel for team talks and briefings
- Arrange transport to ground
- Attend Tournament Director's meeting, have ready the following information
- Team list and squad numbers
- Squad colours and reserve colours
- Clarify who can sit on the bench
- Clarify if there will always be a doctor present or on call
- Team Passports
- Arrange dress code as required
- Arrange for team photo prior to first game



6.3 Post Tournament

- Complete financial transactions within 14 days of the end of the tournament.,
- Write to thank players and management team and others who were involved in the build-up or the tournament
- Attend management debrief meeting after major tournaments
- Report any injuries to the HI office so that appropriate insurance documentation can be completed to facilitate any claim. Ensure physio prepares relevant report on this.
- Submit tournament report with 4 weeks. This report should include:
 - Comment on the tournament organisation:
 - Facilities for matches / training
 - Transport arrangements
 - Accommodation
 - Food
 - Travel arrangements
 - Bring to the office any trophies won or pennants presented by other teams / tournament organisers.

6.4 Player & Staff Kit

Managers must ensure that 2 sets of blood injury kit in main in primary and alternative colours are available - Shirts, shorts, and socks

6.5 Flags & Emblems

Ensure that Irish anthem (Ireland's Call) and flags are provided at tournaments/events, liaise closely with Head of Delegation and other squad managements.

Ensure the 4 Provinces Flag is used at all events.

6.6 Vehicle Hire & Transport Provision

Once the details are known a decision must be taken about transfers from airports and locally. In making this decision cost must be a factor, to ensure the best value for money decision is made.

If taxis are used, then receipts must be asked for to ensure everyone pays their share. The players and spectators within the group must contribute equally to "group movements", note that people making their own way to a venue or dinner etc are responsible for their own costs. A kitty will be collected on the ground to cover all sundry costs. Any excess returned to the group when the tournament ends

6.7 Car Hire or Self Drive

If a player opts to drive to a tournament then their car might well become a mode of transport. To ensure fairness any mileage carried out for group transfers at the tournament should be refunded at 0.20c per km or an equivalent £ per mile.

Where car hire has been deemed more appropriate the cost of the car hire must be met by the group in proportion to group usage over personal. For example, if 50 % of the kms or miles was for group transfers then 50% of the hire costs must be met. Again, fuel costs split in the same proportion.

6.8 Financial

It is important for full transparency for all transactions. There should be no un-accounted funds for rainy days.



6.8.1 Initial Budget

A pre-tournament budget is vital for good practice and to ensure players and spectators know their commitment to the tournament. The need for planning is therefore key. The following areas need to be costed:

6.8.1.1 Hotel

It is important that all players stay in the same hotel. Therefore, the choice of hotel must have a broad appeal.

The biggest cost for a tournament perhaps the most difficult to cost accurately.

The basic principle must be each player and / or spectator pays for their own usage.

However, under occupancy per night must be considered. As a principle if a player opts for a single room or double room they must pay for that room. However, if that leaves a single room the group then must equally share the burden of a single room supplement charge.

If players want to arrive early or stay late outside of the tournament dates, they must sort the hotel rooms themselves. The manager will advise of the contact they have to allow the player to make their own arrangements with the hotel directly.

6.8.1.2 Tournament Fees

These should be divided equally between the squad- therefore squad numbers should be decided upon early.

If in doubt underestimate the number of players to ensure you have enough funds. If extra players are added charge them the same contribution and allow the excess to flow into the account for the event, which can be make refunds later.

6.8.1.3 Coaches and Management costs.

These should be again divided equally between the players, again on the same basis as tournament fees.

6.8.1.4 Transport cost

Any pre-arranged transport is included.

6.8.1.5 Sponsorship or Fund Raising

If funds have been provided to support a specific event, then these are used at the budget stage to reduce the costs to every player – not spectator.

6.8.1.6 Refunds

Hockey Ireland Insurance policy only covers injuries and losses during activities involved at training and competition for Ireland only (see section below).

Therefore, injuries at club or otherwise are not part of the insurance and there is no cover for your partner on the policy.

Players are advised to seek other forms of insurance to protect themselves in the case of injury or illness as refunds, full or otherwise, cannot be guaranteed.

However, where a player or partner drops out if a suitable replacement is found a refund may be possible.



If there is more than one drop out, then any refund monies from a replacement would be split between those dropping out. For example, if 3 people drop out and only 1 replacement is found the 3 people would share equally the new players contribution.

6.9 Final Accounts

A final set of accounts for a tournament must be produced within 14 days of the end of the event.

These accounts will calculate the exact income and expenditure to provide a final position.

The cash collected locally for sundries will also be calculate with income received and receipts provided. Any none receipt amount must have a written in a cash book receipt. A credit balance of up to 17.99 euros is acceptable, but otherwise refunds in cash must be made to all contributors. It is the responsibility of the manager to oversee this but not necessarily manage the sundries account.

Any credit amount based on the initial budget once reconciled must be returned to the player and / or spectator. This can be by physical return of funds or the credit placed on the players “account” to be used against future calls for funds.

The accounts must then receive an independent audit if required. Audits to be carried out immediately if there is a player/ spectator complaint or chosen by random by HI.

6.10 PR

The manager will compile information for the Hockey Ireland office for press releases, grant applications and player liaison.

Work closely with the Hockey Ireland PR/Marketing with regards to co-ordinating sponsorship opportunities for all international squads.

Insurance

Manager's should have a copy of Hockey Ireland Insurance policy (See Appendix 10). In the event of a serious injury the Hockey Ireland office should be notified as soon as possible (See Appendix 10.1).

Players should also be advised to consider personal travel and medical insurance in addition to augment that of Hockey Ireland which is subject to a claim excess.

Hockey Ireland Insurance policy only covers injuries and losses during activities involved at training and competition for Ireland only. It does not cover injury at losses involved with club or otherwise.

All injuries and accidents **MUST** be recorded, and a log kept (See Appendix 11).

Any damage to HI equipment must be notified to the HI office.

Discipline or Complaint

If the Management Team receives a report of any matter or conduct whether by a member of our age group or otherwise alleged to be:

- in breach of any of our age group rules as may be made from time to time by the Management Team or



- detrimental to the interests of the age group or its members that matter or conduct shall be considered in accordance with the following provisions: -

On receiving any such report the Management Team shall decide whether a hearing shall be convened. If the complaint is about a member of the management team the other two members must co-opt a third person.

7.1 If a hearing is required, the hearing shall comprise three members of the Management Team, or if the complaint is about a member of the management team will include a co-opted person. **Note a hearing is not a usual meeting and the quorum rule does not apply.**

7.2 14 clear days' notice in writing of the hearing (or such lesser period as may be agreed by both parties) shall be given to the member concerned.

7.3 The hearing shall fully investigate the matter or conduct, and the member concerned and /or one representative shall be entitled to make representations at the hearing.

7.4 The hearing shall have power to

- issue verbal or written warnings
- suspend or expel the member concerned
- impose such other penalty or make recommendations as appropriate.

7.5 In all matters a simple majority of the hearing shall be sufficient.

7.6 The hearing shall notify the member in writing of its decision within 7 days of the hearing

7.7 The decision of the hearing shall be final.

7.8 Any complaint about the Management Team as a unit must be made to Hockey Ireland who will be deemed able to, adopting their processes, conclude the complaint.

COMMUNICATION

8.0 Codes and Regulations

All communication must follow Hockey Ireland Code of Ethics and Code of Conduct.

8.1 Staff

Staff should regularly communicate with each other through manager and head coach and with other coaches and staff for information exchange and good practice.

8.2 Office & High Performance

The manager and coach should feel free to contact the Hockey Ireland office on any issue of which they are in doubt or feel they need guidance or advice.

8.3 Players and Partners

Email and social media are invaluable tools in communicating with players to upload match video clips and provide information about the numerous matters involved in team training, preparation,



and tournament competition. Social media has various formats in text, what's app, Instagram, Facebook, conference calls to name but a few.

Communication with players must follow Hockey Ireland Code of Ethics and Code of Conduct and used solely by coaches for the purposes of hockey. These forms of communication are not to be used for any other purpose.

8.4 Social Media Policy

In using social media in relation to activity within Hockey Ireland you are expected to:

- Ensure that the information you share is not in conflict with policies or our ethos or could bring the organisation and the sport of hockey into disrepute
- Use common sense when posting anything online
- Only post things you are happy to repeat and remember what you say online can sometimes never be withdrawn or erased and can never be deemed 'private'

Respect people and respect confidentially, data protection and personal privacy

All social media accounts created for our team must be approved by HI prior to set up and use.

Managers need to be aware that it is **YOUR** responsibility to monitor any social accounts set up for your team.

COACHING REMIT

All coaches must be able to provide detail around the groups playing philosophy, process, desired outcome of specific sessions, training blocks and overall plan. This will be routinely reviewed with the goal of helping the coaching team deliver the best possible coaching service.

The Lead Coach's role is to utilise the skills and experiences of other members of the management team for optimal performance.

8.0 Mid season review

A mid-season review will be arranged with your Head Coach, Team Manager and any other staff that your programme wish to involve. The purpose of this review meeting is to provide a checkpoint for continued success and to provide you as a management team the opportunity to ask for help from Hockey Ireland and to flag any potential issues arising in the programme.

