



HOCKEY CANADA

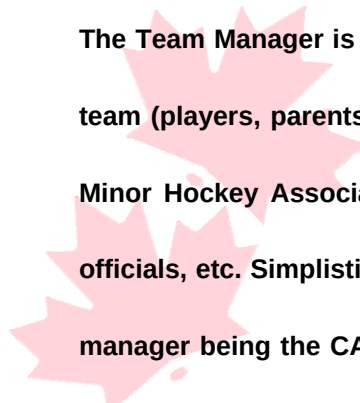
TEAM MANAGER'S MANUAL



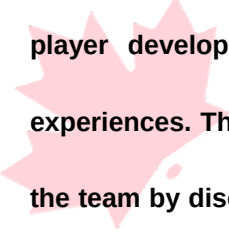


HOCKEY CANADA

TEAM MANAGER'S MANUAL



The Team Manager is a central figure in creating the flow of communication – not only within the team (players, parents and coaches), but between the team and all support systems such as the Minor Hockey Association (MHA), Division Managers, League Managers, other teams, referees, officials, etc. Simplistically, a team is like a small business with the coach being the CEO and the manager being the CAO. Ultimately, the manager is responsible for ensuring all the off-ice tasks are completed. This does not mean that the manager has to do it all; he or she needs to make sure that it gets done via delegation. Also, it should be noted that some coaches will take on some of the activities that the manager is normally responsible for overseeing.



By taking on the operational aspects of the team, the manager enables the coach to focus on player development and on-ice instruction to provide the players with rewarding hockey experiences. This manual provides information to aid Team Managers in the smooth operation of the team by discussing the need to delegate and by identifying key topics that the Team Manager will need to address. Numerous appendices including samples, templates and a glossary of terms are included to assist the Team Manager in pre-planning and organization.

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I. TEAM MEETINGS



I. Team Meetings

Team meetings are essential in the development of formal communication amongst a team and they encourage participation from all members. An initial meeting should be set up shortly following the formation of the team – for many this will be the first time they meet other players, parents and coaching staff. Ideally, the manager should be in place before the initial team meeting, which should also discuss the seasonal plans and preliminary budget. This helps to ensure that all parents understand the commitment, both time and financial (including tournaments), up-front and before the season commences. Also, the importance of a qualified Treasurer should be noted and team rules and safety should be introduced for discussion. There is much information to discuss at the beginning of the season, so it is up to the Team Manager to lead this meeting ensuring that the group stays on topic and does not exceed any time restrictions.

Be sure that minutes from the initial meeting are taken and distributed to parents. These minutes may be useful when dealing with disputes or concerns later in the season. As well, have extra copies of any handouts or forms that need to be circulated to parents and players (such as Fair Play Codes – **Appendix 1: Fair Play Codes**). Having information in handout form for parents to take away will assist with the retaining of dates and details.

Once the First Parent Meeting has taken place, team meetings can be set based on the team's need and desire for more meetings. Many sub-committees will form following the first meeting as well. ***Every Team Manager must delegate, it would be virtually impossible to perform all tasks alone.*** However, the Team Manager should be aware of or involved in the operations of these sub-committees and should pass along updates to the rest of the team. Should a volunteer not carry through with their tasks, this supervision and monitoring will ensure the problem is caught early on and dealt with based on team policy. ***Many of the duties covered in this manual will actually be carried out by the parent volunteers and not directly by the Team Manager.***

A basic outline for the 'First Parent Meeting' is included in appendix two. Many of the topics listed in the outline will be discussed in more detail throughout the following sections of the manual. **Appendix 2: First Parent Meeting Outline.**

II. VOLUNTEERS / DELEGATION



I. Volunteers / Delegation

The most important thing the Team Manager can do is delegate – it is almost impossible for a Team Manager to do everything without help. Not only will the Team Manager's stress levels decrease, but having parents take a hands on approach with their child's team will increase communication among the parents. A strong parent base will make for a strong team.

Most parents will be prepared to volunteer in some capacity; a good rule of thumb is that each family should take on at least one role. Training for some positions may also be required. The Team Manager should set up training sessions at the beginning of the season for the various positions – such as running the clock or operating the concession at games. The training could take place during a team practice to avoid the need for additional time at the rink.

Additionally, the manager will want to ensure that the volunteers (and players) are in a safe environment when performing their tasks. Police checks can be used to help identify which person is right for which position; this is especially important when volunteers are working closely with minors or with large sums of money. The Team Manager will need to collect any required police checks. Note that written consent must be provided by the involved persons before a report can be obtained and that there will be a fee associated with processing the report. Information on how to obtain a police check can be found under the Canadian Criminal Records Information Services Section of the RCMP website (www.rcmp-grc.gc.ca).

Once committees and areas of responsibility have been determined, the Team Manager should circulate a schedule and a parents' contact / responsibility list to all parents. This could help resolve disputes later in the season, and helps direct information and ideas to the proper party. **Appendix 3: Parents' Contact & Responsibility List.**

If possible, it is a good idea to put someone new to a position with a veteran when creating the volunteer schedule. Further, for game volunteers or shift-work roles, a course of action should be discussed or distributed regarding whom the parent is to contact should they no longer be able to work one of their shifts – e.g. the parent may be responsible for swapping shifts or finding their own replacement. The Team Manager should be prepared on occasion to fill in when someone has to cancel. If people are consistently not fulfilling their roles, the Manager will need to 'step in'.

Parent Volunteer positions may include:

- President
- Secretary
- Treasurer
- Jersey Care
- Games Volunteers (time keepers, stats sheets, 50/50 ticket sellers, concession)
- Team Safety Person
- Post-Ice Snacks
- Phone/Communication (**Appendix 4: Phone Tree**)
- Tournament Committee / Tournament Finder
- Fundraising Coordinators
- Social / Events Committee (celebrations, photos, etc.)

III. TEAM RULES / SAFETY



I. Team Rules / Safety

The Team Manager and the coaching staff should discuss team rules and safety procedures at the beginning of the year with both the players and the parents (at the first parents' meeting). A copy of the rules should be signed by the coaches and circulated back to the team. The most important thing to remember when dealing with team rules is to be fair, progressive and consistent! Further, the Manager and team needs to keep in mind that when dealing with minor hockey most players have other activities/priorities along with hockey, so conflicts and absences are to be expected. The level of commitment will vary with age, level of the team, etc. When implementing rules, explain the significance of the rule to the team and the consequence for not abiding by it. When enforcing rules, everyone on the team must be treated equally or team unity will break down.

1. Code of Conduct

Having a set code of conduct will ensure consistency when dealing with any team issues that may arise. The Code of Conduct should be discussed as part of the expectations for parents and players during the first parent meeting, and a finalized copy should be distributed among all team members. It is a good practice to have parents and players sign a copy, showing that they are committed and will take responsibility for their actions should a dispute arise during the season.

If a Code of Conduct is not provided by the Minor Hockey Association, the following are topics to consider for inclusion:

- Conduct at practices, games, events, team functions
- Locker room conduct and procedures (prior to game, after game clean-up)
- Team attitude (coach, players and parents ethic codes)
- Respect
- Harassment
- Drugs / alcohol

2. Disputes

There may come a time where a Team Manager will have to act as a liaison between the team parents and coaches to resolve disputes. The parent should be comfortable knowing they can bring concerns to the Team Manager for any reason - equal playing time, coaching tactics, harassment, etc. The Team Manager should work with the coach and parents to first try to resolve disputes at the team level. Open communication, consistency, and mediation by the Team Manager are key. If a dispute cannot be

resolved at the team level, the Team Manager should contact their Association for the appropriate next step.

3. Equipment / Apparel

Game Jerseys. The Team Manager will be responsible for the care of the team jerseys, if needed (many teams will not have a team set). They will want to ensure that both home and away jerseys are present at all games and that additional markings, such as names, are added to jerseys only if allowed by team and association policy. A volunteer position can be created to delegate this responsibility to a parent who will organize jerseys, collect them after games and wash them between games.

Water Bottles. Discuss what the water bottle policy will be at the beginning of the season. It is recommended that each player has his or her own water bottle that they bring to practices and games – that is well marked with his or her name. A second option is to use a set of team water bottles that are individualized and delegate the responsibility for cleaning and refilling. Sharing of water bottles is one of the easiest ways for a team to spread germs and illnesses among themselves and; therefore, should be avoided for health reasons.

Other Equipment (pucks, first aid kits, etc.). If the team is assigned equipment from the Association the Team Manager will need to discuss with the Association what the responsibilities of the team will be for caring for that equipment; then the Team Manager may be able to delegate some of these responsibilities to parents.

Dress Code. If applicable, the Team Manager should discuss the dress code with players and parents at the beginning of the year. Player's should be dressed in a respectful manner for games, but as a team you will want to consider issues such as cost, sponsors and relevance for your team. For example, if the team does a warm-up prior to games, the dress code may be tracksuits. The need for a dress code may vary based on age, competitive level, etc.

4. Safety Program / Speak Out

Hockey Canada has a variety of programs that teams can participate in to encourage a safe and enjoyable experience for all those involved in hockey today. It is important for all team members, not just the Team Manager, to encourage the team to follow guidelines such as those outline in these programs.

Safety Program. The Hockey Canada Safety Program is a development initiative of Hockey Canada. The emphasis of this program is on injury prevention and safety through risk management and education. It is the goal of this program and the members of the Hockey Canada Safety Program committee that

hockey be made as safe and enjoyable as possible. This will be accomplished by providing Safety people with the risk management, safety tools and information to allow them to implement effective injury prevention and risk management programs where safety is the first priority at all times. This will be accomplished by every team having a qualified Safety Person on the bench at all times who will be focused on the safety and well being of the players.

The program is available to any person who is interested in being a Safety Person on their team. The six hour program is a simple approach to safety and injury prevention. For further information on the program visit www.hockeycanada.ca

Anyone interested in becoming the Safety Person for their team should contact their local Branch office for clinic information. **Appendix 5: Hockey Canada Branches Directory.**

Speak Out. In February 1997, Hockey Canada established what was known as the Speak Out Committee. Using input from parent focus groups, the expertise of leaders in this field, and a review of research and literature, the committee developed a plan focused on preventing harassment and abuse in Hockey Canada.

Over the last nine years, a comprehensive program of training, education, and awareness of bullying, harassment and abuse has been accomplished through workshops, resource materials, and Branch and Association initiatives. All of these factors have focused on coaches, managers, safety people, parents, players, and administrators.

For information on the 'Speak Out' program in your area, contact your local Branch office or visit www.hockeycanada.ca. **Appendix 5: Hockey Canada Branches Directory.**

5. Risk Management

Accidents can and do happen anywhere, anytime, to anyone. This is especially true in sports which involve physical contact, like hockey. Whenever physical contact is involved, there is always the potential for serious injuries. When serious injuries occur, they can inflict tremendous hardship on injured parties and their families, often for a lifetime. In addition, serious injuries also involve the threat of lawsuits where people and organizations are sued for negligence.

This is where risk management becomes important. Risk management includes identifying, assessing and eliminating or minimizing risks in an activity, in this case, organized hockey. Risk management requires all participants in organized hockey to play specific roles in order to prevent accidents and

injuries before they happen. Insurance is the last component of an effective risk management program, as it provides protection for all participants against the consequences of unavoidable risks.

Risk management consists of four basic steps, performed in a logical sequence:

Step 1: Identify the risks connected with an activity. **Appendix 6: Facility Safety Checklist.**

Step 2: Assess the relative significance of all on-ice and off-ice risks.

Step 3: Eliminate or minimize identified risks.

Step 4: Provide protection against unavoidable risks. This can include insurance coverage.

It's important to remember that unless the first three steps are carried out effectively, insurance or other funds which may be set aside, will be inadequate. They will not be able to contain the claims that would arise from a risk exposure that is uncontrolled and unmanaged.

To be prepared in the event of serious injuries, every team must establish an Emergency Action Plan (EAP). **Appendix 7: Emergency Action Plan.** The EAP requires the appointment of three individuals to specific roles, which they would assume in the event of a medical emergency. The EAP should be rehearsed throughout the season:

Charge Person

- The most qualified person available with training in emergency control, first aid or the Hockey Canada Safety Program
- Familiarizes themselves with arena emergency equipment
- Takes control of an emergency situation until a medical authority arrives
- Assesses severity of an injury

Call Person

- Makes call for emergency assistance
- Knows location of emergency telephones in every facility
- Knows list of emergency telephone numbers
- Knows best directions to arena
- Knows best route in and out of arena for ambulance crew
- Communicate with the Charge Person and Control Person

Control Person

- Controls crowd and other players and keeps them away from Charge Person and injured player
- Ensures proper room to work for Charge Person and ambulance crew
- Discusses Emergency Action Plan with arena staff, officials, opponents

- Ensures that the route for the ambulance crew is clear and available
- Seeks highly trained medical personnel (i.e. MD, Nurse) if requested by Person In Charge

For further information on Risk Management download the 'Safety Requires Teamwork Booklet' from Insurance Program section of the Hockey Canada website (located under minor hockey) at www.hockeycanada.ca.

6. Hockey Canada Insurance Program

Hockey Canada has constructed a National Insurance Program to provide financial resources to help deal with the cost of risks which confront organized hockey. The insurance programs eliminate or minimize the potential financial burden our members may face in the event that they are injured or implicated in a civil action arising from their participation in Hockey Canada programs.

Hockey Canada and each of the Branches of which Hockey Canada is comprised is specifically named as an insured, and all sub-associations, leagues and teams which form a part of Hockey Canada. It includes any officer, director, employee, coach, volunteer worker, instructor, referee, or member of a Committee while acting within the scope of his or her duties. It includes members of any teams, leagues, Branch teams, division teams, national teams or international teams provided all are registered with or affiliated with Hockey Canada. It includes any sponsor of any team or Hockey Canada, but only with respect to his, her or their liability as such; and it includes any owner of any insured team.

Note: A volunteer is a non-paid person donating his or her time and who is assigned specific duties and for whom a premium has been paid.

When are you covered?

1. Hockey Canada/Branch sanctioned events (league games, tournaments, practices, training camps, sanctioned fundraisers) when playing member teams only!
2. Transportation directly to and from the arena or venue.
3. Accommodations while billeted or at a hotel during a Hockey Canada/ Branch sanctioned hockey activity.

*Note: it is very important to know when the team is dealing with a non-sanctioned event. Check with Branch for further information.

The Hockey Canada Insurance Program provides the following coverage:

- Comprehensive General Liability
- Accidental Death and Dismemberment
- Major Medical/ Dental Coverage

- Sexual Misconduct Liability Insurance
- Directors and Officers Liability Insurance

For further information on the Hockey Canada Insurance Program download the 'Safety Requires Teamwork Booklet' from Insurance Program section of the Hockey Canada website (located under minor hockey) at www.hockeycanada.ca.

IV. RECORD KEEPING / DISTRIBUTION



IV. Record Keeping / Distribution

The Team Manager is the keeper of the Team's personal information. Because one never knows when a specific piece of information is needed, it is a good idea for the Team Manager to create a binder of forms and handouts that can be taken to meetings, games, etc. to keep data easily accessible. Documentation will have to be completed following all games as well, and it is a good idea to have extra forms on hand. The team manager will want to become familiar with hockey terminology and acronyms to aid in reading and filling out forms properly. **Appendix 8: Abbreviations & Acronyms.**

Documents to include in a binder:

- Roster
- Contact lists
- Player medical forms (in a confidential folder within the binder)
- Forms (game reports, injury reports)
- Schedules (practices, games and parent volunteers)
- Notices
- Arena information
- Committee updates
- Current financial information

1. Team Registration / Rosters

A roster should be mailed to the Coach from the Association once registration has been completed (it is up to the individual to be aware of the closing date for registration; many Associations will post registration information in local newsletters, at the rink, on their website, etc.). While the coach should have a copy for each game, it is a good idea to have a spare in the Team Manager's records. Referees have the right to review the roster if any player disputes arise. Tournaments may also require this information. **Appendix 9: Roster.**

Any questions regarding registration should be directed at the Association or Branch. Detailed information on players and registration, as outlined by Hockey Canada, can be found in **Appendix 10: Players / Registration** (the information in Appendix 10 is an excerpt from Hockey Canada's Articles, Bylaws and Regulations for 2007-08, section F. Players). The full document can be found on the Hockey Canada website at www.hockeycanada.ca.

2. Eligibility

The Team Manager will want to ensure that all players on the team are eligible to play. Hockey Canada governs competition in amateur hockey in various Divisions; the age eligibility for each Division is outlined in the chart below:

DIVISIONS	AGE ELIGIBILITY
a) Senior Male and Female	Open to players of any age.
b) i) Junior Male	Open to players twenty (20) years of age and younger in the current playing season.
ii) Junior Female	Open to players twenty-one (21) years of age and younger in the current playing season.
c) Juvenile Male and Female	Open to players twenty (20) years of age and younger in the current playing season.
d) Midget Male and Female	Open to players seventeen (17) years of age and younger in the current playing season.
e) Bantam Male and Female	Open to players fourteen (14) years of age and younger in the current playing season.
f) Pee Wee Male and Female	Open to players twelve (12) years of age and younger in the current playing season.
g) Atom Male and Female	Open to players ten (10) years of age and younger in the current playing season.
h) Novice Male and Female	Open to players eight (8) years of age and younger in the current playing season.
i) Initiation Male and Female	Open to players six (6) years of age and younger in the current playing season.
The player's age is determined for the current playing season by the player's age at December 31 of the current season.	

Some teams will be faced with special conditions regarding some of their players. If the circumstance does arise, the Association and Branch should be contacted on what procedures the team needs to follow. The Team Manager will need to obtain permission and complete any necessary forms and documentation. Retain copies of this information so that the team is able to produce written permission should any inquiries arise.

Special conditions may include:

- Overage players
- Inter Branch transfers
- Substitute goaltender

- Released players
- USA tryouts / transfers
- Affiliated players

Information on affiliated players, as outlined by Hockey Canada, can be found in **Appendix 11: Teams, Clubs and Affiliations** (the information in Appendix 8 is an excerpt from Hockey Canada's Articles, Bylaws and Regulations for 2007-08, section E. Team, Clubs and Affiliations. The full document can be found on the Hockey Canada website at www.hockeycanad.ca.

3. Contact Lists

Parents' Contact / Responsibility List. Having the parents' contact / responsibility list available can aid the Team Manager during disputes by acting as an outline for where responsibilities lie. Distribution of the list at the beginning of the season allows it to be used by other team members to contact the proper party with questions or ideas, without first having to direct everything through the Team Manager. Prior to distribution, the Manager will want to ensure that a team email protocol or process has been developed that is agreed to by everyone; this will help prevent negative comments and gossip. **Appendix 3: Parents' Contact & Responsibility List.**

Team Contact List. The Team Contact list should be distributed at the beginning of the season to encourage open communication within the team. It is a good idea to have extras on hand for parents who have lost their copy or to be able to easily look up a player should they need to be contacted on short notice, for example: to track down why a player is late for a game.

If the Team Manager is approached by a scout or other individual requesting a team list, it is important that the Team Manager respect any privacy regulations. This is true when dealing with any form of personal information. When dealing with an information request, the Team Manager could reverse the situation. Have the scout provide their contact information which can then be passed along to the player that is being inquired about. The player and his or her family can then decide if they wish to contact the scout. **Appendix 12: Team Contact List.**

Association List. If an Association Contact List is not provided to the team at the beginning of the season it is a good idea as Team Manager to create one. Having this information readily available will make it easier to get any questions through to the appropriate person. **Appendix 13: Association Contact List.**

4. Medical Information

Each player / parent should fill out a medical information sheet. While it is important for coaches and staff to review this information and be aware of any medical concerns, it is not likely they will remember every detail about every player. Having the medical sheets close can provide important information in the case of an emergency, as well as provide contact information for family physicians and emergency contacts when the parents are unavailable. Coaches also need to fill out the medical form. **Appendix 14: Player Medical Form.**

At the very least, the medical information form should include:

- Player's Health Care Number
- Doctor's name and contact information
- Emergency contact information
- Important medical conditions / allergies

The use of a team injury log provides the Team Manager or Safety Person with medical updates based on injuries that take place throughout the season, after medical forms have already been filled out. The log ensures that the most current information is available should the needs arise, as well, the log may detail how to manage current team injuries (for example, does an injury require taping prior to a game?) and act as a quick reference to injury reports that have been filed throughout the season. **Appendix 15: Injury Log.**

5. Accident and Insurance Reports

In the case of an accident a report must be submitted immediately following the incident or injury to the team's Branch (must be received within 90 days of the date of the accident). The reports are standard and can generally be obtained at the arena, or from the team's Association or Branch. Blank copies of the form should be kept in the Manager's binder. Should an accident occur, it is easier to fill the form out at the time of the accident than it is to track down details afterwards. **Appendix 16: Injury Report.**

6. Practice / Game Schedules

The Team Manager, in coordination with the coach and the Association, should create and provide parents with a practice and game schedule at the beginning of the season; followed by monthly updates highlighting any alterations. If a change is made with short notice it is best to phone parents (use the parent volunteer phone tree if one is set up) rather than email to ensure the message has been received. **Appendix 17: Blank Calendar.**

7. Game Report

Following each game the winning team (or home team in case of a tie) is required to: a) phone in the game score to the team's Association or League within 24 hours; b) submit a hard copy of the game report (deadlines for submission should be confirmed with the Association). Before submitting a game report, it must first be signed by the referees and by both teams. Note that some Associations may only use a scorer's game sheet. **Appendix 18: Game Report.**

Game reports have multiple purposes:

- Evaluation for the seeding round
- Determine positions for playoffs
- Identify suspensions in the case of a major penalty
- Used for posting official standings (website)
- Report to media

8. Evaluation Sheet

The team's Association or Branch may provide coach evaluation sheets to the Team Manager who in turn will distribute to the players or parents. The Manager will need to work with the Association regarding instructions and time frames.

9. Media

It is important for a Manager to be aware when dealing with the media and team publicity. First and foremost, the Manager needs to respect the privacy of all team members, and will need to obtain permission before publishing photos or information regarding any team member. A consent form can be distributed at the first parent's meeting and any concerns discussed.

If the team creates their own press releases some points to remember are:

- Use word-processed documents – hand written information is more likely to be misinterpreted with regards to spelling, names, etc.
- Be concise, clear and put main points of interest at the beginning
- Answer the 5 W's – who, what, where, when and why
- Give names in full and do not use slang
- Provide contact information to the media outlet for follow-up or questions

V. ORGANIZING GAMES



V. Organizing Games

For a game to run smoothly and follow all regulations, the Team Manager must not only monitor what is happening during the game, (such as off-ice conduct), but they must put in time prior to each game to ensure all positions are staffed. Tasks can be divided in to pre game, during game, and post game.

Appendix 19: Game Check List. Any financial transactions have likely been delegated to the team's treasurer.

1. Pre Game

Prior to the game the Team Manager has many duties:

- Rent ice (and make any necessary payments);
- Book officials;
- Check dressing rooms and secure;
- Organize volunteers and train if necessary.
 - This could include stats sheets, game clocks, selling 50/50 tickets, operating the concession, monitoring dressing rooms, etc. **Appendix 20: Stats Sheet.**
 - Volunteers need to be alerted to the schedule well in advance and there should be a policy in place that volunteers can use to fill their position if they have to cancel, for example: swapping shifts, contacting the Team Manager within a certain time frame, etc.

2. During the Game

During the game, the Team Manager's main role is supervision. This may include:

- Fill in for a volunteer parent if they need a break;
- Monitor off-ice conduct of players and parents;
- Frequently check that the dressing rooms have remained secure.

3. Post Game

The Team Manager's post game duties include:

- Ensure rink has been left in good condition (dressing rooms);
- Submit the game report to Association or League;
- Pay referee fees.

VI. APPLYING FOR TOURNAMENTS



VI. Applying for Tournaments

At the beginning of the season the team may decide to take part in tournaments or exhibition games, whether hosting, away or both. The Team Manager can create a host committee or tournament finder to be responsible for seeking approval from the Association and event organization or to search out and apply for tournaments respectively. Game sheets will still need to be submitted following the tournament or exhibition game as per Branch regulations.

Before deciding to host or attend a tournament the team should consider the following issues:

	HOSTING	AWAY
Time Restrictions	-Is there adequate ice time available? -What dates work for the team? -Does the Association have a request/application deadline?	-Will the tournament fit into the team's regular schedule? -When do fees need to be paid?
Costs	-Ice rental -Officials fees -Prizes -What funds would have to be raised?	-Travel (transportation, permits) -Entrance fee -Will the coach be reimbursed for expenses? -What funds would have to be raised?
Competition	-What other teams will be invited? -Back ups?	-Will the tournament present the team with the right level of challenge?
Format	-What will the set-up be: how many games, round robin, play-offs, overtime, etc?	-How many games is the team guaranteed? -What is the set-up? Any unique rules? -Is same day travel an option or is accommodation required?
Other	-Is there adequate accommodation nearby for visiting teams? -What other activities are available to teams during down time?	-What prizes/extras does the team receive? -Does a team roster need to be sent or any other documents?

VII. ORGANIZING TRAVEL



VII. Organizing Travel

Whether for games, tournaments, or events, the Team Manager will have to be aware of issues surrounding team travel. In many cases the parent's are responsible for ensuring their child is on time, and team rules will likely be in place for those that arrive late for games and practices. However, there are many situations that can require more attention to travel plans, for example: traveling as a group on a bus, traveling to a tournament outside of the team's area, overnight travel, etc.

Travel should be included in the discussion of extra games / tournaments that takes place during the first parent meeting. The team will need to come to an agreement on what means the team will use to travel and how extra costs, such as hotels, gas and meals will be paid for – whether by parents or through fundraising.

Prior to team travel the Team Manager should determine if any of the following issues are applicable to their team.

1. Travel Permits

Permits may be required for a team to play in games or tournaments outside of their area. If required, permits can usually be obtained in advance from the Association. **Appendix 21: Travel Permit Sample.**

2. Permission Slips

When traveling as a team, permission slips may be required for insurance reasons. As well, the slips provide consent to the traveling parents to discipline players if necessary (based on team conduct rules) or to act in the best interest of a player should an emergency arise when the parent is absent.

The Permission slip will also inform the parents / guardians of the details of the competition. The form should include the following informational sections:

- Venue
- Date and time
- Travel arrangements (meeting times and locations)
- Itinerary
- List of chaperones
- Contact numbers
- Special requirements (e.g. packed meals, special clothing, spending money required, etc.)

Sections that need to be completed and returned to the Manager include:

- Request for medical and emergency information (any new information not included on the Player Medical Form should be noted here)
- Copies of players' ID
- Consent statements signed by parent / guardian

3. Equipment

Due to space, players and parents traveling with the team may need to be given luggage restrictions. The Team Manager will need to ensure that the method of travel has adequate storage for the players' hockey equipment. Also, the Manager should inquire/confirm with the hotel regarding equipment storage, including size, cost, etc.

4. Accommodation / Meals

If the team is traveling to a destination that will require an overnight stay, or meals, the Team Manager will need to book space in advance so that hotels and restaurants will be prepared to accommodate a large group. The Team Manager will also want to familiarize him or herself with any players' allergies and notify the kitchen if a team meal is prepared.

5. Costs

How is the travel being funded? This should be decided prior to committing to any travel arrangements. If traveling outside of the province or country, there may be a need to purchase additional insurance coverage.

6. Arena Maps

If the destination is not familiar to the team, it is a good idea to print off an arena map and contact information prior to heading out. The websites www.arenamaps.com or www.mapquest.ca can be used to print off maps or obtain directions.

VIII. TEAM FINANCES



VIII. Team Finances

The Team Manager is also responsible for the team's finances; however, it is a good idea to appoint a Team Treasurer so that one individual is able to focus on this important area. The Team Treasurer is responsible for collecting, banking and distribution of all funds. It is important to identify a qualified Treasurer as the need for proper budgeting and accurate and timely reports is essential.

1. Budgeting

Budgeting issues should be discussed with the parents at the beginning of the season to ensure that team expectations are reasonable. Determine what expenses cannot be avoided, what additional activities the team would like to participate in and their additional cost to the team and then, how the necessary funds will be raised and distributed. Various budget spreadsheets are provided in the appendix to aid in number crunching. **Appendix 22: Budget.**

Expenses. There are numerous expenses that the team should be aware of when budgeting. It is a good idea to provide a small cushion in the funds should something unexpected arise.

- Games / practices
- Events / tournaments
- General operations
- Miscellaneous payments

Income. In most cases, it is up to the team to raise their own funds. Fundraising efforts should be determined on need and parents' commitment. Fundraising is discussed in more detail in section IX, Team Activities.

Team members may also pay team fees; it is the responsibility of the Manager to inform members of these fees, as well as collect them. At the beginning of the season there should be a clear outline of:

- How much the fees are
- What will be covered and will not be covered by the fees
- Payment options
- Deadline for paying the fees and consequences for late payments
- Who the fees must be paid to

2. Team Account

A team account should be set up at the beginning of the season with a recognized Canadian financial institution. Many institutions have special team/organization/society accounts with reasonable service charges (sometimes none) that the team should consider when selecting an account.

When working with a team account it is especially important to implement numerous checks and balances to ensure that the funds are managed based on the team's agreed upon budget, and to ensure that funds are in no way misappropriated.

Checks and balances may include:

- Ensure that the account requires two signatures. Generally the signature of the Treasurer and a parent. The two individuals (and any others that have signing authority) should not have a personal relationship or connection outside of the team. This separation of duties means that no single person is responsible for a transaction from start to finish.
- The Team Manager and the parents should receive a copy of the account's monthly statement and they have the right to ask financial questions at any time as it is their money in the account.
- Any unforeseen payments that arise should be discussed with the parents before any transaction takes place.
- Ensure receipts are obtained or a copy provided for all transactions that take place. In general, receipts should be numbered in order for easy tracking and should contain the following information:
 - date of transaction;
 - service rendered / purpose of payment;
 - company owing payment;
 - company receiving payment;
 - signature of individual accepting payment;
 - amount;
 - form of payment.
- When writing a cheque, the description line should always be filled out; and, if one is available, write the invoice number on the cheque. When selecting an account type, the team may want to select an account that will return used cheques with the monthly statements so that these notes are available for justification.

When organizing a team account DO NOT:

- Set up or allow the use of debit cards on the account
- Write cheques made out to cash

IX. TEAM ACTIVITIES



IX. Team Activities

The off-ice activities of the team can have a great impact on how a season unfolds. Some activities may be decided upon from the very start, such as fundraisers and team photos. Others may be more impromptu, such as team celebrations. Regardless of the goal, each activity is a great way to build team spirit. When organizing team activities note that some on-ice and off-ice activities need to receive approval from the Association as a sanctioned event to ensure insurance coverage.

1. Fundraisers

Almost every team will have to raise funds throughout the season. As a team, it is important to discuss what set costs and what extra costs the team will face throughout the year (from officials fees to a year-end celebrations). The Team Manager needs to ensure the team's goals are reasonable and that the team has the ability and dedication to perform the chosen fundraising initiative. A fundraising committee will often be formed to coordinate efforts. The team should be determine up front whether the fundraiser is a team event or on a per player basis and whether minimum participation levels are required/expected, etc.

Some fundraising suggestions (the Team Manager should check with local and provincial gaming regulations prior to the selection of a fundraising activity):

- Bingos / casinos
- Auctions / raffles (donated items, auction off players to perform community chores)
- Sponsors
- BBQ or sit down dinner
- Sales: chocolates, magazines, pizza, cookies, etc.
- Car wash
- Bottle drive
- Shovel sidewalks

With certain fundraising activities it is important to build community support for future years; therefore it is important not to step on the toes of any other groups or to pressure anyone into donating funds.

*Note: Some Associations require their teams to take part in pre-determined fundraising. Also, some MHA's have specific criteria as to what the funds can go towards.

2. Photos

Often photographers and photo sessions are organized by the Association. The Team Manager will need to liaise with the coordinator and pass the information on to the team.

3. Celebrations

Team celebrations, planned or impromptu, are a great way to increase team spirit. The Team Manager's role is to ensure that all team members are included in the event and that the team continues to act in a respectful and sportsman-like manner as long as they are representing the team in public. As well, if team funds have been committed to the event, the Team Manager or Treasurer will need to make any necessary payments. Other off-ice events for team building include Holiday parties, pizza parties, movies, bowling, gym training, swimming, etc.

Year End Wrap-Up Party. A year end wrap-up party is a great way to thank all the parent volunteers and coaching staff for their dedication and assistance throughout the year. The team may want to consider creating or purchasing a thank you card / gift for those volunteers that went above and beyond to help the team. A final financial report should be presented at the year end (should be done even if there is no planned party), along with any rebates to players, and the bank account should be closed. This brings final closure to the season.

X. COACHES' RESOURCES



X. Coaches' Resources

1. Coaches' Club

Coaches' Club is the number one on-line resource for hockey coaches. Plan and organize the season; increase team communication, centralize team information, and access articles, drills and video for team support and to further develop coaching skills.

Drills. The extensive library houses drills for all age categories, allowing coaches to prepare and build personalized practice plans for their team. Create and save drills on-line which can be used in conjunction with those already available.

Video. Enhance coaching resources with videos of skilled professionals providing online training. Coaches can send clips to their players to prepare them for upcoming practices, to provide visual aid and to encourage research and learning. Clips from Hockey Canada's 'Skills of Gold' DVD set are included in this collection.

Articles. Power plays, penalty kills, face offs, teaching skills...supplement understanding with articles from an endless variety of topics. Written by experts in their field, these articles can provide a coach with an edge. Further develop knowledge and discover different teaching methods, time management tips and new ways to communicate with players.

Practice Plans. Save practice plans in a personal database. Access and edit the plans at any time or post them for the team to view before the next training session.

Locker Room. Provide players with their own log in and passwords – one membership provides access for the entire team (players, parents, coaches, team staff). As well as being able to access practice plans, news and events posted by coaches, the graphical Locker Room allows players to view the team contact list, equipment fitting tips, fair play codes and various links to online hockey based games and Canadian NHL teams' websites.



2. 'Team Canada Skills of Gold' DVD Series

This series of DVDs encompasses the many skills, techniques and strategies that have become integral to playing the game of hockey at every level. This four part series will build the foundation for the technical skills of skating, puck control, shooting and scoring and checking. As hockey players begin to refine and master the technical skills of the game they should be introduced to tactical and eventually team play components. To compliment this introductory four part technical skills series Hockey Canada has produced a library of DVD's which teach and demonstrate the fundamentals of thinking the game, offensive and defensive tactics, team play and off ice preparation.

The 'Team Canada Skills of Gold' DVD series comes in one bilingual package for \$79.95. The series of eight DVDs is available now at Hockey Canada's online store, Breakaway (www.hockeycanada.ca), or by calling 1-800-667-2242.

3. Hockey Canada Skills Development Coaching Manuals

By providing coaches with a curriculum based coaching manual, Hockey Canada is striving to make coaching more enjoyable and rewarding. The Hockey Canada Skills Development Coaching Manuals are user friendly, providing coaches with a teaching curriculum for practices throughout the hockey season. The objective behind the creation of the manuals was to ensure coaches had more time to focus on other areas of the player's development.

The Hockey Canada Skills Development Coaching Manuals are meant to be a guide for the coach, allowing them the flexibility to make adjustments, if necessary, to meet the demands of their players and team. Eventually, from the direction provided in the manuals, coaches will gain the confidence and creativity to begin designing their own lesson plans.

Each coaching manual comes complete with four sets of six lesson plans, each with its own goals and objectives. The lesson plans provide the coach with a progressive, fun-based approach to teaching fundamental skills.

All drills are professionally illustrated and carefully detailed to assist the coach in understanding the concepts for each lesson. Included with the manual is a see through folder, which allows the coach to only take the appropriate lesson plan on the ice.

The manuals are available in the following editions:

- Initiation
- Novice
- Atom
- Pee wee
- Bantam
- Midget
- Goaltender
- Half-Ice

Each manual costs \$34.95 and is available for order at Hockey Canada's online store, Breakaway (www.hockeycanada.ca), or by calling 1-800-667-2242.

4. National Coach Mentorship Program

The purpose of this program is a result of direct action Hockey Canada and its member Branches have taken since the Coaching Association of Canada's evaluation of the NCCP in 1995 and the Molson Open Ice Summit on player development of 1999.

In both events, it was determined that the mentoring of coaches at all levels and specifically minor hockey is the key to the future growth of coaching in Canada. The ultimate outcome is improved athlete development through the establishment of a national coach mentoring program.

Specialty Clinics. A series of specialty clinics have been developed to offer coaches a practical session on teaching various skills, tactics and systems. This proactive approach will also open the doors of communication and provide a non-threatening environment for coaches to further pursue a mentor.

The NCMP Specialty Clinics were designed with the following messages in mind:

- Keep them moving – whether it's a practice, clinic or camp, ices sessions should be designed to engage every participant consistently.
- Emphasize the Fundamentals – build a foundation that will never crack.
- Incorporate a progression of skill development for every participant.

The specialty clinic modules include:

- | | |
|-------------------------|---------------------------|
| 1. Skating | 6. Creative Thinking |
| 2. Puck Control | 7. Goaltending |
| 3. Shooting and Scoring | 8. Special Teams |
| 4. Checking | 9. Small Area Games |
| 5. Creating Offense | 10. Developing Defensemen |

Contact your Branch or visit the Hockey Canada website (www.hockeycanada.ca) for further information regarding this program.

XI. SUMMARY



XI. Summary

The Team Manager's role is crucial to the successful operation of the team's season. The Manager acts as a central source of communication by implementing a strong communication philosophy between themselves, the coach, parents, players and all participants. Both the ability to work well with a variety of people and the ability to maintain a fair and consistent outlook are strong managerial attributes that will help to maintain communication between all members throughout the season.

While the Team Manager's role is one of in-depth involvement – from safety planning to financial planning to reporter to event organizer – there is no reason to become overwhelmed. The team is there to support and, through delegation, a 'divide and conquer' approach can be extremely efficient. Focus on the primary roles of organizing, planning and overseeing, take advantage of all available materials, such as the appendices and websites listed in this manual, and the season can be a successful one.

