



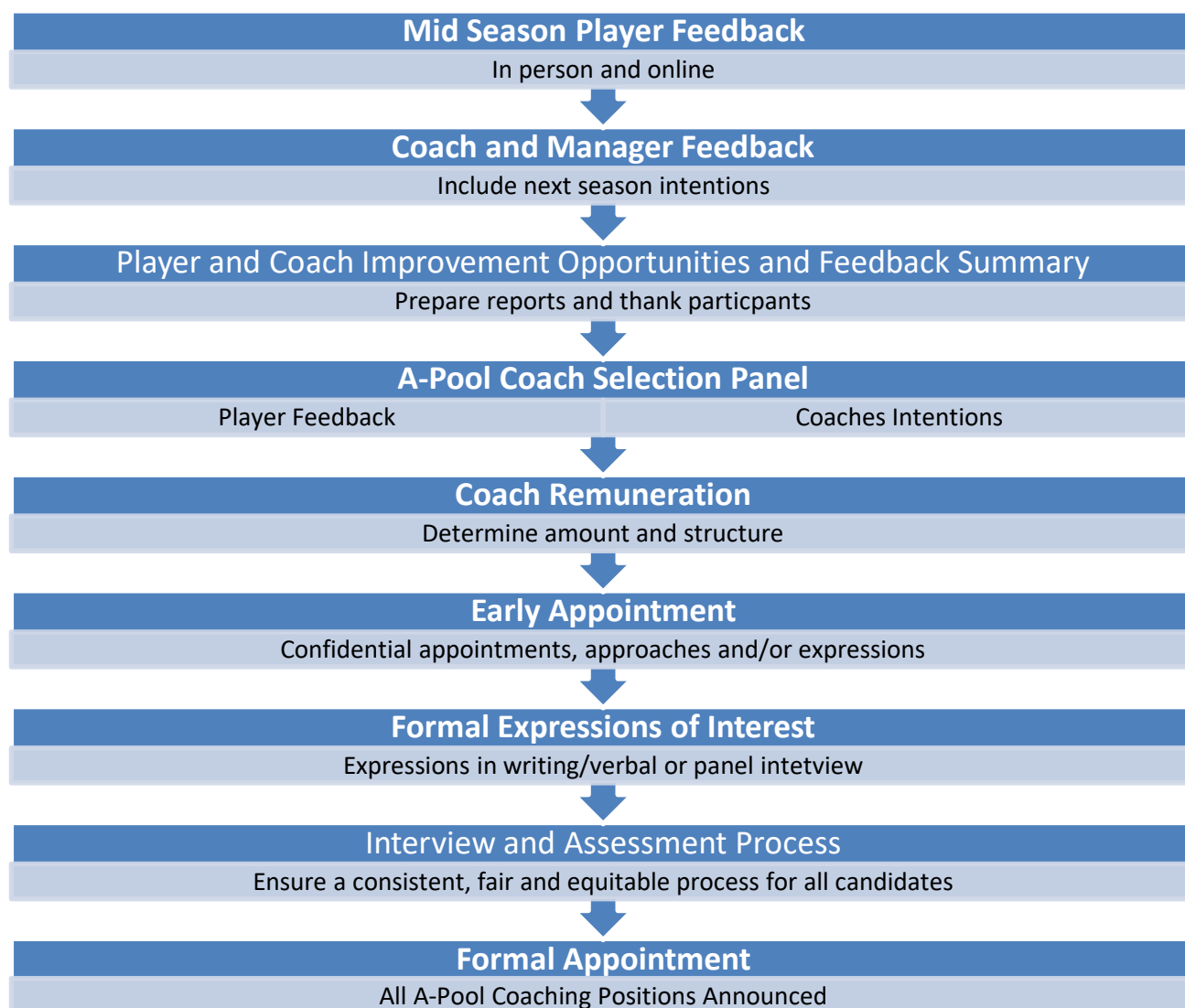
## A-Pool Player Feedback & Coach Selection Guidelines

### General Background

This Guideline is written to establish consistency to the process of:

- appointing Premier League and 1<sup>st</sup> Grade Coaches;
- obtaining feedback from our Premier League and 1<sup>st</sup> grade players; and
- providing guidance in appointing B-Pool and Junior coaches.

The guideline aims to establish a continuous improvement model and covers the following steps that should be undertaken.



## IMPORTANT

Before any action is taken, consideration must be given to the best approach to undertake. Given the relatively small community of our club it is likely that some players and coaches involved in A-Pool teams are members of, or have close relationships with, members of the committee. The highest level of respect and confidentiality is expected by all members of the committee when working through the process of reviewing feedback and appointing coaches.

Committee members who have an active role within the A-Pool group may provide, or be asked to provide, additional information based on their valuable experience, however, should not be involved in the A-Pool Coach Selection Panel to minimise conflicts of interest.

### Player Feedback

During each season, at around the halfway point, the President should nominate a group from within the committee to attend group feedback sessions with the men's and women's A-Pool groups. These sessions are to be held without the presence of team Coaches or Managers and aim to engage the players in providing feedback of what is **working well** and what could be **improved** across four main areas.

1. The team
2. The Coach/s
3. The Manager/s
4. The club (culture, social and player/member support)

It is also important to engage these players in discussion about what they can do for the club to ensure the club remains strong for future generations to come.

An anonymous online feedback survey shall be provided to players. They may also request a confidential discussion with the President and/or committee members that they are most comfortable with.

Although it is important that players have the opportunity to provide feedback, committee members engaged in feedback sessions should always encourage players to approach their coaches/managers in the first instance to address any concerns they have. Players should be encouraged to provide positive feedback and put forward solutions, not just problems, so they can directly have a positive influence on their team and club. Committee members should not lead, or influence feedback provided and ask open questions before drilling down further to gather specific comments on issues raised.

Feedback provided must be reviewed in a balanced manner. Comments raised may be one, or a few, players perception rather than a whole team view. Adversely, the feedback of one player may be an early indication of things to come. Further questions may need to be asked to validate feedback received.

### Current Coach Intentions

Following the player and Coach feedback sessions, Coaches should be provided with a summary of the feedback and opportunities for improvement. This feedback may occur in one or more of the below methods.

- One on one in person discussions
- Coach and/or Manager group discussions
- High level report summarising the feedback across the group/s
- Individual report provided to each member of the A-Pool Coach and Manager group.

Feedback should be delivered in a planned approach to achieve optimal outcomes for the Coach's development, player development, the team and the club. Any request by players to remain anonymous must be respected and personal details must remain confidential.

In addition to providing feedback, Coaches and Managers should be asked what their intention is for the following season. This does not mean that a Coach will be appointed to a position, but simply used as an opportunity to discover the Coach's intentions and enable the committee to discuss and prepare for the next season.

## **A-Pool Coach Selection Panel**

The committee may appoint an A-Pool Coach Selection Panel to assist with the selection and appointment process. The panel is to be selected via expressions of interests, received from committee members (who do not have an active role within the A-Pool group), submitted to the President, (a maximum of 4 members is recommended).

On appointment of the panel, the process and estimated timeline that they will undertake for the purpose of appointing coaches should be agreed and the committee advised. This process is to include, but is not limited to, the below points.

- Channels used to advertise coaching positions
- EOI open and close dates
- Ruling on late EOI's
- Process and estimated timeline of appointments for each team
- Interview dates and questions
- Approach to remuneration
- Key findings from the seasons A-Pool feedback
- Key learnings from the previous Coach selection process
- Any high value candidate risks that need to be addressed, prioritised or mitigated

## **Coach Remuneration**

Funding of A-Pool coaching remuneration payments is determined by the committee and aligns with clause 6 of the Subscriptions and Remunerations Policy. Remuneration is to be discussed during the appointment process and any increase or change to the previous years remuneration for the respective teams is to be put to a full committee vote. As a guide, increases on future remuneration payments need to be considered at regular intervals, such as annually, of around 2% to 3%.

## **Early Appointment**

The A-Pool Coach selection panel will review the A-Pool player feedback and the intentions expressed by coaches. If both the Coach and the players return positive feedback, and/or workable constructive feedback, then the panel may recommend to the committee that the Coach/s be retained for the next season. Subject to committee vote, an offer should be made to the coach/s. The Manager may also be considered within this process however, the Manager appointment is the responsibility of the Coach.

If a Coach decides they do not wish to continue in the coaching position for the next season, or the Coach has not been able to gain the optimal outcomes from the team/A-Pool group (based on player feedback and discussions), confidential approaches to other potential candidates can be made. These approaches should be made by the Coaching Coordinator, President or strategically nominated member(s) of the committee.

Any approach must be done with the support of the A-Pool Coach selection panel. No approaches are to be made outside of this process. For any disputes on approaching potential future coaching candidates, a vote of the committee is to be undertaken in accordance with the committee constitution.

Should approaches result in a mutual level of interest in proceeding, an expression of interest should be provided by the candidate for consideration. This will then be reviewed by the selection panel with a recommendation made to the committee for voting.

It is possible to offer a longer-term appointment to a candidate. This would need to be proposed to the committee and voted on. Longer term appointments are still subject to the player feedback and review process each year.

## **Formal Expressions of Interest (EOI)**

If a vacancy exists at the end of the playing season an EOI may be advertised via club Newsletter, Facebook, Hockey Tasmania communication channels, Job seeker websites and, if deemed appropriate, targeted newspapers.

Formal expressions of interest should be written (letter or email) and addressed to the Secretary, however, may be accepted via the A-Pool Coach selection panel verbally over the phone or in person via a discussion or interview.

## **Candidate Communication and Assessment Process**

Upon receipt of a formal EOI it must be acknowledged within 5 days.

Short listing of applicants shall be undertaken within the timing agreed by the panel from the EOI closing date. Short listed candidates shall then be contacted within 5 days to advise of expected timing for the selection process.

Each short-listed Coach candidate is to attend an interview conducted by the coaching panel using a consistent process and predetermined set of questions for all candidates to ensure a fair and equitable process. Additional questions may be asked to clarify and gain further information on examples provided by the candidates. A suggested list of questions to be asked are noted below.

1. Please provide a brief overview as to why you want the coaching position and what you believe you bring to the role?
2. What strategies have you employed in previous coaching roles that have led to a team's successful outcomes? Please provide:
  - a. an outline of the strategies you employed
  - b. the reason why you used these strategies
  - c. the outcome; and
  - d. if there was anything you would do differently
3. Can you tell us the 3 most critical components of building a successful team and provide an example where you have had to use these or other team building strategies.
4. How will you manage a diverse group of players to ensure they are provided with opportunities to improve at both an individual and team level?
5. We take great pride in the contribution provided by our A-Pool and senior players to our junior programs along with the engagement to club activities and events. How will you ensure that this contribution and engagement continues?

Given time restraints that can often impede a swift process, each candidate should be advised of the estimated process steps and timeline to set realistic expectations to potential candidates. Additionally, should the process stall for any reason, and timelines push out longer than anticipated, all candidates should be contacted and made aware of the delay. This proactive approach will ensure the process remains professional and candidates are kept informed and engaged.

Ideally, the full process from EOI closing through to Coach appointment should take no longer than 8 weeks and be mapped out by the coaching panel upon their appointment.

## **Formal Appointment**

The A-Pool Coaches should be announced to the club at the AGM (at the latest), or soon thereafter, and via the club communication channels such as the newsletter, Facebook and our website. Formal announcement must only be done after all appointed coaches complete and sign a coaching agreement.

## **B-Pool and Junior Coaches**

The coaching panel may identify unsuccessful A-Pool candidates or candidates taking on shared roles, with capacity and expertise to assist in B-Pool or Junior coaching roles.

The coaching panel should, in consultation with the respective Vice President Senior and Vice President Junior (or Coordinators in the absence of a Vice President), consider candidates for each team and make approaches to those candidates.

To ensure a fair and equitable process, in addition to making targeted approaches, EOI's must be advertised via the club newsletter and any other channel deemed appropriate by the panel.