



WorkSafe Victorian Country Football League

FOOTBALL OPERATIONS

FOR FOOTBALL CLUBS
(PRESENTATION NOTES)

WorkSafe VCFL Club Workshops

Brett Connell (WorkSafe VCFL Operations Manager)

FOOTBALL OPERATIONS DEPARTMENT/MANAGER

INTRODUCTION

The purpose of this Module is to have club personnel thinking about the role of a Football Operations Department/Manager and its importance. Specifically, given that each club exists to deliver football programs, this presentation will consider ways in which Football Operations can be structured and managed.

It is the intention to have each club ask themselves, how effectively do we manage our football operations? By identifying the roles and functions that are classed as Football Operations, clubs will be able to appoint suitable people to manage the operations of their football department.

A Club cannot expect to achieve success without the effective use of these resources, which can only be achieved by appropriate administration that complements the organisation's objectives.

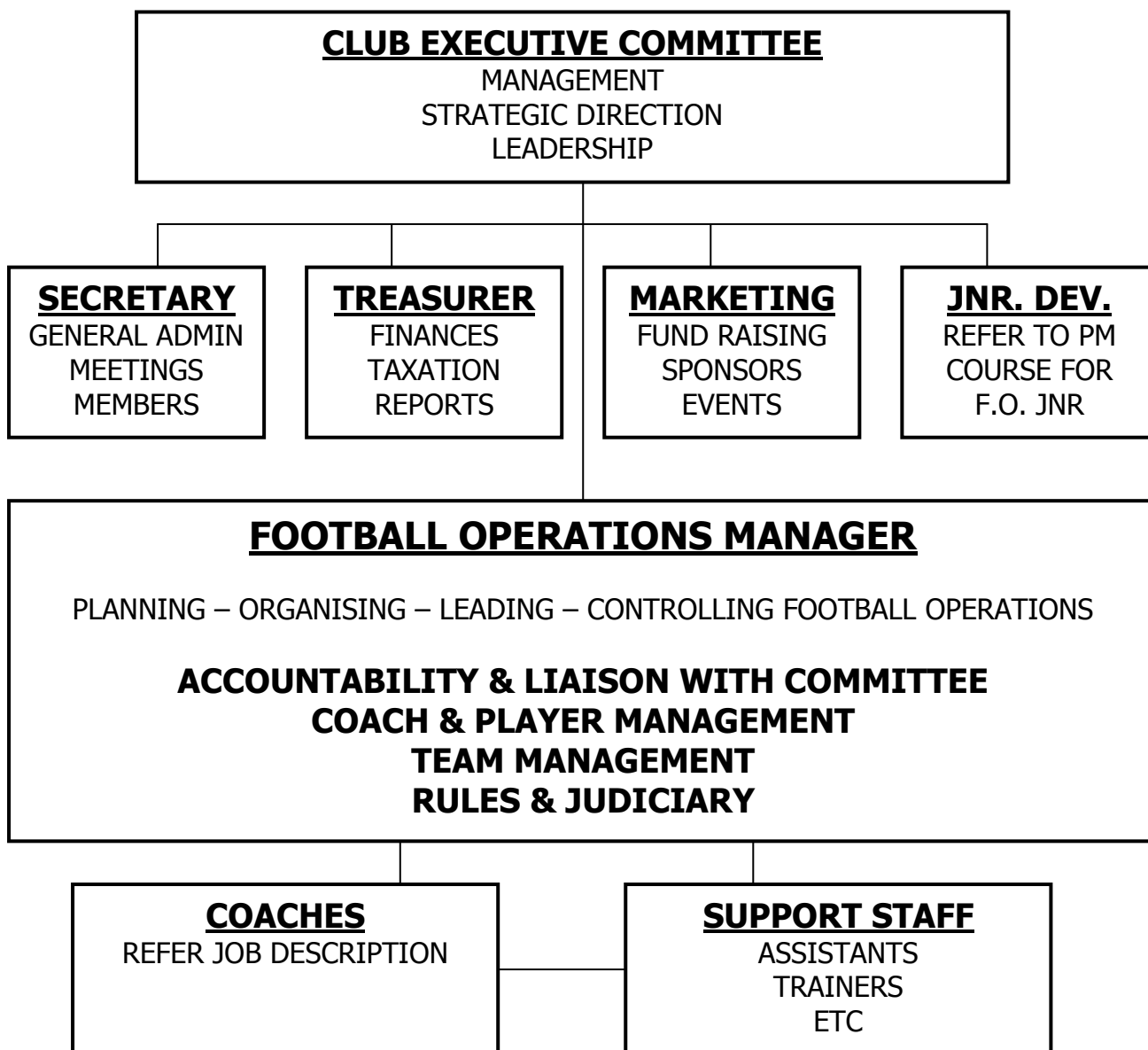
It is important to recognise that professionalism is a quality that voluntary organisations can exhibit, as professionalism is about creating the right environment. A person, who accepts a role, must accept the accompanying responsibilities and the fact that administrators are honorary must not be used as an excuse for sub-standard administration.

The better performing clubs are structured professionally in their administration.

We will provide samples and guides to assist in this process, with additional information on Football Operational processes including Conflict Management and Player Welfare etc that can be utilised in implementing programs in conjunction with the club's overall objectives.

FOOTBALL CLUB STRUCTURE

The **Football Operations Department/Manager**, reports directly to the Executive Committee, working closely and in conjunction with the Secretary, Treasurer, Marketing Officer and Junior Development Officer.



YOUR FOOTBALL CLUB – Football Operations Manager

JOB TITLE: Football Operations Manager

REPORTS TO: Executive Committee

SPECIAL SKILLS REQUIRED

Well organised
Well-developed communication skills
Energetic
Enthusiastic
Planning/Operations experience
Negotiation skills
Time Management
Patience
Resourcefulness

DUTIES

Accountability/Liaise with Executive Committee
Coach and Player Management
Team Management
Rules and Judiciary matters

TIME REQUIRED

.....
.....

OTHER/ CLUB REQUIREMENTS

Establishment of Position Boundaries; i.e. Appointments to be approved by Executive,
Recruitment expenses being approved by Executive, Jnr Development requirements

LIAISE WITH EXECUTIVE COMMITTEE

Preparation and Delivery of ACCURATE Football Operations Reports

Establish realistic objectives for Football Operations

Establish Sub Committees to achieve objectives for Football Operations

Maintenance/Improvement of Club's image through management of appointments made by Football Operations

In consultation with Executive Board and relevant appointed Sub Committees and coaches implement Codes of Conduct

COACH AND PLAYER MANAGEMENT

Coaching Appointments

Player Recruitment

Contracts

Coach Accreditations

Player Registration

Clearance Procedure

Insurance

Player Welfare

TEAM MANAGEMENT

Coaching Panel and match day staff

Training Facilities

WorkSafe VCFL Licensee Requirements

Junior club relationships

Conflict Management

Injury Management

Clearances

Player Reports

Appeal Process

Investigations

COACHING APPOINTMENT

Clubs need to identify their requirements of a Coach, establishing the selection criteria and time frame for the appointment, with consideration given to appropriate selection panel personnel. Identifying personnel outside Executive Committee, experienced in coaching practices.

Criteria Examples: Playing or Non-Playing (Playing – type of player)
 Educator or Motivator – other
 Experienced or “Rookie Coach”
 Football theory (suitability to current list)
 Term of commitment (2-3 years)
 Remuneration required V Budget
 Personal qualities
 Personal requirements (relocation expenses, employment etc)
 Expectations off field

Identify means of advertising or attracting prospective coaching applicants, relevant to the clubs selection criteria.

Remaining confidential to all applicants.

Select suitable “short list” of candidates for interview process, research applicant’s background as seen necessary and relevant to selection criteria.

INTERVIEW PROCEDURE - SAMPLE QUESTIONS

Select a venue and time suitable to conduct private and confidential interviews, allow time between interviews for consideration of each applicant's suitability

Applicant Name:

Accreditation: Yes No (circle)

QUESTIONS:

Ask applicant to tell us a bit about himself. Discuss football background - ideas
Review any aspects of application letter as applicable

EXPERIENCE- PERSONAL SKILLS

What qualities do you bring to this club?

What do you know about this club?

Have you read the Coaches' Code of Conduct document? Do you understand the intent of this document? Do you have any questions or disagree with any aspects?

What would you describe are your strengths and weaknesses?

What would you do if you didn't get this job? (Relevant to applicants who are existing players with your club)

Why should you be the successful applicant?

Do you have any comments on how we could conduct this process better?

NOTES.....

PHILOSOPHY

What do you think should be the objective for this forthcoming season?

How would you achieve those objectives?

What do you know about the side you are wishing to coach?

What do you know about the opposition clubs?

How would you go about building a successful team environment?

Scenario: How would you structure a forward line, void of tall targets?

NOTES.....

LEADERSHIP SKILLS

Have you had any experience dealing with hostile persons in a conflict resolution situation?

What is the first thing you would do or implement, if appointed?

How would you react if confronted by a disgruntled parent complaining that you aren't giving their son a fair go?

What other areas do you think the Club can further help Coaches?

Scenario: Breaches of team rules by club captain, how would you handle the issue?

NOTES.....

PLAYER MANAGEMENT

Have you done any forward planning for season 2XXX?

Who would you utilise as Assistant Coach/Runner/Team Manager?

A player in your team has abused a team-mate, what should/could you do?

What do think about player welfare issues and the coaches responsibility?

What ability do you have to attract additional recruits?

NOTES.....

SKILL KNOWLEDGE and DEVELOPMENT

How important is winning to you?

Your position on Junior development Vs winning?

What resources could you use to assist you in your role?

What elements of the game do you believe you can develop in the players?

What needs do you see the Club being able to fulfil to assist you in your coaching?

Are there any other questions or queries the coach has?

Scenario: What tactic would you employ in certain game situations?

NOTES.....

PERSONAL REQUIREMENTS

What remuneration, if any, do you require?

Do you require relocation expenses, accommodation etc.

What employment qualifications do you possess?

Have you additional family that need to be considered?

If you are successful –

When would you commence training?

On what days and at what times would you like to train?

You will be required to undertake an accredited Level 1 Coaching Course with the Australian Coaching Council? All costs will be met by

.....

NOTES.....

Establish terms and conditions of the appointment
Establish role of the Coach, relevant to the club's needs, i.e. off field requirements and responsibilities, boundaries of coaches role, accountability process etc
Be prepared to sell the club to each applicant; what the club has to offer in all areas; don't hide anything from a potential coach

We will conclude our interviews by, after which we will make recommendations to the Committee. Once the position has been finalised you will be advised.

Once again thank applicant for their application.

In consultation with the Sub Committee for the Coaching appointment, make a recommendation for the position to the Executive Committee for consideration.

APPOINTMENT PROCEDURE

Once approval from the Executive Committee has been established, contact the successful applicant first, notifying him of his selection, remaining confidential until all details are finalised.

Receive an acceptance of the position, under the agreed terms and conditions, finalise contracts and other arrangements.

Contact the unsuccessful applicants and notify them of the club's decision, thanking them for their interest and wishing them the best in their football career.

Be prepared to explain the decision and how the unsuccessful applicant can improve their prospects in the future.

Announce the newly appointed coach through media and club contacts.

YOUR FOOTBALL CLUB – Senior Football Coach - SAMPLE

JOB TITLE: Senior Football Coach

REPORTS TO: Football Operation/Executive Committee

SPECIAL SKILLS REQUIRED

- Well organised
- Well developed Communication skills
- Energetic
- Enthusiastic
- Well developed Planning/Operations skills
- Negotiation skills
- Time Management
- Patience
- Resourcefulness
- Leadership qualities/experience
- Proven philosophy on football
- Level 1 Coaching Accreditation as minimum

DUTIES

- Provide direction, leadership and motivation for playing list
- Ability to teach fundamentals of the game
 - Position specific
 - Skills, Handball, Kicking, Tackling, Marking etc.
- Develop training program for playing list
 - Fitness and recovery (in conjunction with training staff)
- Influence others to take a particular course of action
- Develop and improve skill level
- Develop Game Plans
- Appoint support staff in conjunction with FO Manager
- Attend all training sessions, conducting training as required
- Liaise with FO Manager weekly
- Show respect to all listed players and support staff
- Participate in player recruitment with FO manager
- Participate in Club's Junior development Program as required
- Promote Club in a positive manner at all times
- Implement the Club's Codes Of Conduct
- Report to Executive Committee as seen as necessary
- Attend all Club's functions

TIME REQUIRED

.....

OTHER/ CLUB REQUIREMENTS

Establishment of Position Boundaries; i.e. Appointments to be approved by Executive, Recruitment expenses being approved by Executive, Jnr Development requirements;

PLAYER EVALUATION - SAMPLE

PLAYER NAME.....
AGE..... GAMES PLAYED.....
HEIGHT.....PLAYING WEIGHT.....

HISTORY.....
.....
.....

COMPETENCY RATINGS

1. Ability to read the play and make decisions (**Game Sense**)
2. Ability to demonstrate basic skills at game pressure
 - **Kicking**
 - **Marking**
 - **Collecting / bouncing**
 - **Handball**
 - **Courage**
 - As well as spatial awareness**
3. Understanding of the rules of the game and respect officialdom
4. Understand the variety of personalities and abilities of the group
5. Ability to communicate with players and officials of the club
6. Ability to evaluate own performance
7. Understanding of modern tactics and game styles
8. Ability to demonstrate advanced contact skills at game pressure
 - **Impact tackling**
 - **Drop tackles**
 - **High mark and landing**
 - **Effective body use**
 - **Fending**
9. Position specific skills
10. An appreciation of the physical demands of the game and specific conditioning programs
11. An appreciation on rehabilitation/recovery programs or tools

PERSONAL DEVELOPMENT

- General attitude
- Ability to communicate with players and officials of the club
- Employment / Education history
- Sportsmanship and the player's role in the team
- Understanding of the responsibility of "consequences of actions"
- Remuneration requirements

RECOMMENDATION

.....
.....
.....

REMUNERATION STRUCTURES

The following information is to be used as a guide for the payment of players and coaches at senior level within Clubs. It is to be used as a guide only.

Establish a Total Player/Coach budget, in conjunction with the Treasurer.

The following components can be considered for inclusion in a player or coach remuneration package:

- Incentive scheme
- Enhanced incentive scheme
- Weekly awards
- Loss of income insurance
- Health Insurance
- Weekly match payments
- Coaching fees
- Club membership
- Club clothing
- Playing gear

CONTRACTS

Standard WorkSafe VCFL contract – www.vcfl.com.au

COACH ACCREDITATION & RE-ACCREDITATION

Contact your local AFL Victoria Development for more details

www.aflvic.com.au – development – coaching

INSURANCE

Refer to WorkSafe VCFL Risk Management Module

JLT National Risk Protection Program –1300 130 373 or www.jltsport.com.au/afl

PLAYER WELFARE

Player Welfare can cover many areas, from providing a safe environment for players and officials to establishing contacts to assist in meeting the requirements of potential paid and un-paid appointments within the Football Operations Department. The establishment of programs to ensure that the Club provides a safe and enjoyable environment for people to participate in Australian Rules Football, whilst satisfying the requirements of potential recruits will form the basis of Player Welfare.

Player Welfare strategies should be established in conjunction with the Club's Codes of Conduct, Conflict Management, Injury Management and reporting procedures and Player/Coach payment schemes.

Providing a safe environment should be established in conjunction with the Club's Risk Management strategy and administered by the Risk Management Officer. Safety during a game should be read in conjunction with the Club's Injury Management and Prevention program, with connections to player contracts, Codes of Conduct and Conflict Management procedures.

To retain or attract future Players, Coaches and Officials to the club, the issues of Player Welfare is of vital importance. A club that can provide its members, players etc with access to additional training and education can assist in its own retention rates and club environment.

Football Operations Departments can play a vital role in identifying and accessing programs that will address social and sporting issues that can arise within a group of young athletes. Conduct Educational Programs such as Drug and Alcohol Awareness, Drink Driving (Looking After Your Mates), Positive Choices Forums, Youth Suicide etc can all benefit player management.

Providing a safe environment

- There are a number of safety precautions that can be undertaken to provide a safe playing environment for all players.
- All grounds should be checked thoroughly before the start of any game. Any potential injurious objects (e.g. broken glass or sprinkler heads) should be removed or covered. (refer match day checklist)
- All cricket pitches should be covered sufficiently with a soft surface before playing on them.
- Fences should be a minimum of 3 metres from the boundary line.
- All goal posts should be padded with high density foam to at least 2 m high and 35 mm thickness.
- All goal post padding should be in good repair and replaced when worn or damaged.
- Where possible, games that are cancelled due to unacceptable weather should be rescheduled.
- A stretcher should be present by the side of the playing field for all matches.
- All clubs should have appropriate access to a telephone for emergency services.

COACHING PANEL & MATCHDAY STAFF

- Co-ordinate match day staff
- Access to training programs for all appointments
- Arrange accreditation (as required)

TRAINING FACILITIES

- Assess current facilities vs requirements to achieve objectives – (prioritise needs v budget), liaise with Executive Committee
- Arrange alternative training venues (as required)
- Arrange transport to venues (as required) – individuals & teams
- Identify training resources (available/required)

JUNIOR DEVELOPMENT

Junior Development ensures the continued development, promotion and advancement of junior players within a Senior Football Club, therefore it is vital for clubs to identify programs that can assist in maximising the participation levels, whilst supporting young footballers to achieve their highest potential.

Developing linkages between junior and senior football clubs or bodies of an amalgamated club is the first step to ensure a healthy development of young players in a community. With the obvious benefits associated with developing junior footballers, it is important that appropriate consideration is given to programs which will foster these linkages.

Clubs need to develop strategies to assist with the transfer of young footballers between junior and senior clubs, which are properly monitored and adhered to.

STRATEGIES

- 1) Develop a roster for senior players to assist at Junior Clubs with training and match day (if possible)
- 2) Share equipment and facilities by inviting junior teams to train with the senior team at their ground. Share resources or provide additional equipment to juniors, such as footballs, training equipment etc.
- 3) Create a community environment, developing a buddy system between a senior player and junior footballers. With the "buddies" following and taking an interest in the development of their designated "buddy"
- 4) Club Structure. Include a junior club representative on the senior committee who is responsible for junior development programs and reporting.
- 5) Provide a quality club environment to create an impact for junior footballers and their families. Programs such as adopting a Smoke Free Policy, Racial Vilification Policy, Responsible Serving of Alcohol, Volunteer Management, Risk Management etc.

KEY RELATIONSHIPS

Football Operations should develop and maintain relationships with:

- 1) Junior Development Officer (Club)
- 2) League Junior Development Officer (if applicable)
- 3) Auskick Program Coordinator
- 4) Junior Coaches and Presidents
- 5) Appropriate TAC Under 18 coaches

CONFLICT MANAGEMENT

The question that all sports officials must ask themselves when faced with any form of conflict is whether the conflict is actual or perceived?

To answer this question the official will need to understand the strategies that will equip them to help resolve conflict.

Avoid the conflict

Smooth over the situation

One or both parties compromise

Confrontation

Address the problem not the emotions

Focus on the person

1. **Isolate the facts from emotions**
2. **Task versus relationship**
3. **Listen more**
4. **Try to empathise with the person**
5. **Don't be defensive or try to justify your actions**

CODES OF CONDUCT- Administrators, Officials, Coaches

During the process of identifying and appointing possible paid and non paid staff, it is vital that the club have established Codes of Conduct for Administrators, Officials and Coaches. The following represents examples of relevant Codes that can be adopted and altered to suit the requirements of individual clubs.

In conjunction with the Conflict Management procedures adopted, clubs can establish processes that will address issues prior to them happening, whilst developing management strategies to deal with possible breaches.

Administrators' Code of Behaviour

- Involve young people in planning, leadership, evaluation and decision making related to the activity.
- Give all young people equal opportunities to participate.
- Create pathways for young people to participate in sport not just as a player but as a coach, referee, administrator etc.
- Ensure that rules, equipment, length of games and training schedules are modified to suit the age, ability and maturity level of young players.
- Provide quality supervision and instruction for junior players.
- Remember that young people participate for their enjoyment and benefit. Do not overemphasise awards.
- Help coaches and officials highlight appropriate behaviour and skill development, and help improve the standards of coaching and officiating.
- Ensure that everyone involved in junior sport emphasises fair play, and not winning at all costs.
- Give a code of behaviour sheet to spectators, officials, parents, coaches, players and the media, and encourage them to follow it.
- Remember, you set an example. Your behaviour and comments should be positive and supportive.
- Support implementation of the AFL Junior Sport Policy.
- Make it clear that abusing young people in any way is unacceptable and will result in disciplinary action.
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Officials Code of Behaviour

- Modify rules and regulations to match the skill levels and needs of young people.
- Compliment and encourage all participants.
- Be consistent, objective and courteous when making decisions.
- Condemn unsporting behaviour and promote respect for all opponents.
- Emphasise the spirit of the game rather than the errors.
- Encourage and promote rule changes, which will make participation more enjoyable.
- Be a good sport yourself. Actions speak louder than words.
- Keep up to date with the latest trends in officiating and the principles of growth and development of young people.
- Remember, you set an example. Your behaviour and comments should be positive and supportive.
- Place the safety and welfare of the participants above all else.
- Give all young people a 'fair go' regardless of their gender, ability, cultural background or religion

Coaches Code of Behaviour

- Remember that young people participate for pleasure and winning is only part of the fun.
- Never ridicule or yell at a young player for making a mistake or not coming first.
- Be reasonable in your demands on players' time, energy and enthusiasm.
- Operate within the rules and spirit of your sport and teach your players to do the same.
- Ensure that the time players spend with you is a positive experience. All young people are deserving of equal attention and opportunities.
- Avoid overplaying the talented players; the just average need and deserve equal time.
- Ensure that equipment and facilities meet safety standards and are appropriate to the age and ability of all players.
- Display control, respect and professionalism to all involved with the sport. This includes opponents, coaches, officials, administrators, the media, parents and spectators. Encourage your players to do the same.
- Show concern and caution toward sick and injured players. Follow the advice of a physician when determining whether an injured player is ready to recommence training or competition.
- Obtain appropriate qualifications and keep up to date with the latest coaching practices and the principles of growth and development of young people.
- Any physical contact with a young person should be appropriate to the situation and necessary for the player's skill development.
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Players Code of Behaviour

- Play by the rules
- Never argue with an official. If you disagree, have your captain, coach or manager approach the official during a break or after the competition.
- Control your temper. Verbal abuse of officials and sledging other players, deliberately distracting or provoking an opponent are not acceptable or permitted behaviours in any sport.
- Work equally hard for yourself and/or your team. Your team's performance will benefit and so will you.
- Be a good sport. Applaud all good plays whether they are made by your team or the opposition.
- Treat all participants in your sport as you like to be treated. Do not bully or take unfair advantage of another competitor.
- Cooperate with your coach, team-mates and opponents. Without them there would be no competition.
- Participate for your own enjoyment and benefit, not just to please parents and coaches.
- Respect the rights, dignity and worth of all participants regardless of their gender, ability, cultural background or religion.

Parents & Spectators of Junior Football Code of Behaviour

INJURY MANAGEMENT PROCEDURES

It is important for clubs to have clearly defined Injury Management and Prevention Programs to minimise the risk of injury, handle recovery and manage medical expenses and insurance claims that can arise from a player injury.

It is the club's responsibility to appoint suitably qualified Trainers who can attend to player requirements and provide First Aid treatment for the initial management of injuries. The procedure for further treatment and medical advice should form part of the club's Injury Management Program.

Safety during the game

- All players, including children, should wear a mouthguard at all times during both training and competition. If possible, players should wear custom-made mouthguards.
- Players with a history of head injury should seek professional advice about the appropriateness of headgear.
- Players with a history of ankle injury should wear some form of external ankle support, e.g. taping.
- Thigh protectors may be useful for players who have suffered a recent cork thigh or those with a history of significant cork thighs.
- Games for children and adolescents should be played in accordance with the Junior Match Policy established by the Australian Football League.
- All players should ensure that they remain hydrated during the game by drinking water or a sports drink during every break.
- Officials should use the "send-off" rule to discourage and deter illegal and potentially injurious play.

Club Officials and in particular, the Football Operations Manager, should be familiar with the club's insurance programs and the required claim process prior to establishing procedures for additional treatments. **(Refer to JLT Sports)**

MATCH DAY INJURY REPORT SHEET

DATE	GAME VERSUS	VENUE	QUARTER INJURY OCCURRED	NATURE OF INJURY	ATTENDED INITIALLY BY	REFERRED TO

AMBULANCE:

CLUB DOCTOR:

CONTACT NUMBERS:

ADDRESS:

PHYSIOTHERAPIST:

CONTACT NUMBERS:

ADDRESS:

This sheet reports all injuries sustained and all treatment administered, prior to expert Medical advice.

INJURY REFERRAL SLIP

(To be given to the player after Medical Appointment is made)

NAME: _____

REFERRED TO: _____

APPOINTMENT DATE AND TIME: _____

INJURY SUMMARY: (NATURE OF INJURY, WHEN SUSTAINED, INITIAL AND SUBSEQUENT TREATMENT, ETC)

This form manages player referrals to enable clubs to monitor injury management and specialist referrals.

Advice from the injured player's treating health professional should always be sought before a decision about return to play is made

WORKSAFE VCFL LICENSEES AND APPAREL REQUIREMENTS

BURLEY SEKEM (GUERNSEYS AND FOOTBALLS)

CONCORD (GUERNSEYS)

COUGAR SPORTSWEAR (SHORTS AND GUERNSEYS)

FOOTYMART (ON-LINE ORDERING)

LYON SPORTSWEAR (GUERNSEYS)

SHERRIN FOOTBALLS

SHERWOOD (GUERNSEYS)

REGISTRATIONS AND CLEARANCES

Club Secretaries or Football Managers are becoming increasingly more reliant on technology to manage and track their player movements.

The WorkSafe VCFL in partnership with the AFL and AFL Victoria have provided every league and club access to the FootyWeb system where Member Database and on-line Competition Management modules assist in streamlining the administrative process.

Free club and league websites are also provided under the FootyWeb program.

WORKSAFE VCFL TRIBUNAL AND INVESTIGATION PROCEDURES

WorkSafe VCFL Investigations (WorkSafe VCFL Rule 5.0 Unbecoming Conduct)

As of November 2003 the WorkSafe VCFL Introduced a panel of Accredited Investigation Officers to handle matters referred to them under Rule 5.0

Players Advocate

It is important to have a suitable person to represent players at a tribunal. This person should have the following qualities:

Confident

Well spoken

Knowledgeable on WorkSafe VCFL and League rules and procedures

Have an understanding of WorkSafe VCFL Tribunal Procedures

Be respectful to the tribunal and its decisions

It is important that a player's advocate have a duty to the following:

Case preparation

Preparation

Presentation

Evidence to be led

Summary

WorkSafe VCFL Tribunal & Advocate Training

Contact your respective Area Manager