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# Club Development

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## Preface

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When we look at the way hockey is organised in various countries, we see significant differences, for example: in many countries schools and universities are perhaps the most important centres of hockey, with the school and university leagues being the main form of competition.

In other countries we find “Sports Academies”, where, as part of their community policy, local governments offer facilities to youngsters to participate in a variety of sports, including hockey. We know of countries where companies and government agencies have hockey teams and thus play an important role, especially in high performance hockey.

In many countries around the world we also see clubs as important centres of hockey. We realise however that the word “club” may be perceived differently in different countries. It ranges from a club as an informal organisation with only one team, to a club that has many teams, catering for men and for women of all ages, from Under 8 to over 60s, thus offering the opportunity to all to play our sport at whatever level they wish. We also have clubs exclusively for hockey, as well as multi-sports clubs with a hockey section.

In its efforts to make hockey accessible and possible for all, the FIH recognises that school, company and other organisational forms of hockey mentioned above, are very important, even essential, but it also recognises that there are not sufficient facilities for “hockey for all”.

Players leaving school or university are often unable to continue playing hockey, because of the lack of hockey clubs. This deprives these players of participating in their favoured sport at a time when the most talented players are reaching their highest performance level and when it is important for all, talented and not so talented, that sport continues to be a part of their lifestyle. This is regrettable for players at whatever level they play, and also for the performance level of hockey in that country. In this situation not only do we lose a huge number of players at a relatively early age, but also very importantly, we lose many supporters and potential volunteers who would be involved in the running of hockey.

In some countries, players who fail to qualify for company teams are unable to find an alternative for participating in their favoured sport. This has the same effect as we see in the situation where there is little opportunity to play hockey after school age.

These difficulties and constraints became more apparent during FIH's Year of the Youth and have been the primary reason for the FIH DCC to design, in a close co-operation with the Continental Hockey Federations, a global project under the name “hockey club development”. This project is going to be launched now. We hope to involve many National Hockey Associations in this project.

We realise that further development of hockey will, in each country, be based on the strengths of the existing situation and traditions in the organisation of sports. There is no “one size fits all” solution. What we are trying to do is to help National Associations to identify their own strengths, weaknesses and potentials, so that they are able to design and implement hockey infrastructures and co-operations, which can lead to a stronger position of hockey and to extended opportunities for playing hockey for all.

A considerable effort has already been put into the preparation of the project. This book is one part of the project. We are very appreciative of the contribution of the many professionals and volunteers involved in this. The project has the full support of the FIH Executive Board.

In the past few years the FIH has appointed Continental Development Officers, who are able to offer substantial help to make a success of the collective projects of the FIH and the CHF's and who are a strong link and a support to the National Associations.

I feel that the conditions for success of the project "Club Development" are met and I trust that many National Associations will realise that they should not miss the opportunity to participate, for the benefit of hockey development in their countries.

**Theo Ykema**

Chairman, FIH Development and Coaching Committee

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In the evaluation of the successful Year of the Youth project, we asked NHAs how we could continue to help and support them in the development of hockey in their countries. From the replies received the message was very clear - "could we produce resource materials which would help to create a structure which would lead to continued and sustainable hockey development?"

To answer this identified need the "Club Development Model" has been produced. I congratulate and thank Gabrielle van Doorn the FIH Development Manager and Tina Brullo who assisted her, for compiling this excellent model.

This Club Development Model is not meant to be used in its entirety by every NHA; rather it is a "Menu based" model, from which NHAs can select any item(s) which will be useful to them. There is something for everyone, from "Starting a Club or Regional Association" to "Junior Development" or perhaps "Partnerships with schools". I believe that this model will serve as a useful tool for clubs, regions and NHAs.

In my end of the Year of the Youth summary, I wrote that success was a journey and that this was not the end but the beginning. This Club Development Model is another stage of that journey. There will be club development workshops in every Continent and I encourage each and every NHA to become involved. I feel sure that this model can and will play a significant part in the sustainable development of hockey in your country.

**Anne Ellis**

Secretary, FIH Development and Coaching Committee

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# Introduction

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Hockey has established itself over the years as one of the most popular team sports worldwide. With its increasing popularity, hockey associations are looking to develop and establish themselves within the community, and cater for society's increasing shift towards sport and recreation. A way to facilitate this process is through the creation and development of hockey clubs.

Making the decision to start a hockey club, whether it is within a multi-sports club, within a company club or as a separate entity, can be a daunting process. There are many issues that require careful consideration. The FIH recognises the importance of providing guidelines to assist clubs in their endeavour to become established within the hockey community, and have developed this manual as a guide.

In order to be successful as a club, careful planning and commitment is needed by all involved. National and Regional Associations and clubs need to develop operating strategies, which enable them to attract and retain members, and to utilise the opportunities presented to them. Furthermore one cannot overlook the value of voluntary and paid staff at all club levels. Their contribution is extensive and in many instances associations and clubs cannot operate without them.

This guide aims to support and encourage hockey associations and clubs to develop and further promote themselves. Each of these have their own needs and they should be prepared to deal with the dynamics and demands that the future presents.

The term club has been used interchangeably with association, to describe a union of people, belonging to an organised structure. It can be a stand-alone hockey club or one that is part of a multi-sport association.

This Club Development Guide can be used to help you establish or further develop your hockey association or club.

The guide has 4 sections:

1. Creating a better Club
2. Club Management
3. Putting it into Practice
4. Junior Development

The information in this guide can be modified and adapted to suit the various needs of National or Regional Associations or Hockey Clubs, whether already developed or just starting out.

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## 1.a Starting a Club or a Regional Association

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Success in club development can be defined as reaching a situation where the new club matures into a stable organisation. There are many factors which contribute to the eventual success or failure of a club. Before starting your hockey club or association it is critical to evaluate the viability. In this chapter we focus on the factors that would either support or negate the start of a hockey club/association.

Developing a new Hockey club or association requires a systematic approach. Your objective should not only be to start a new club but to bring it to a state of maturity where it can make its own contribution to the growth and development of the sport. This process necessitates careful planning if the club/association is to achieve long-term success. Typically new clubs/associations are formed as the community grows, in the absence of the sport in the area, a need for new competition, or by the desire of passionate hockey lovers.

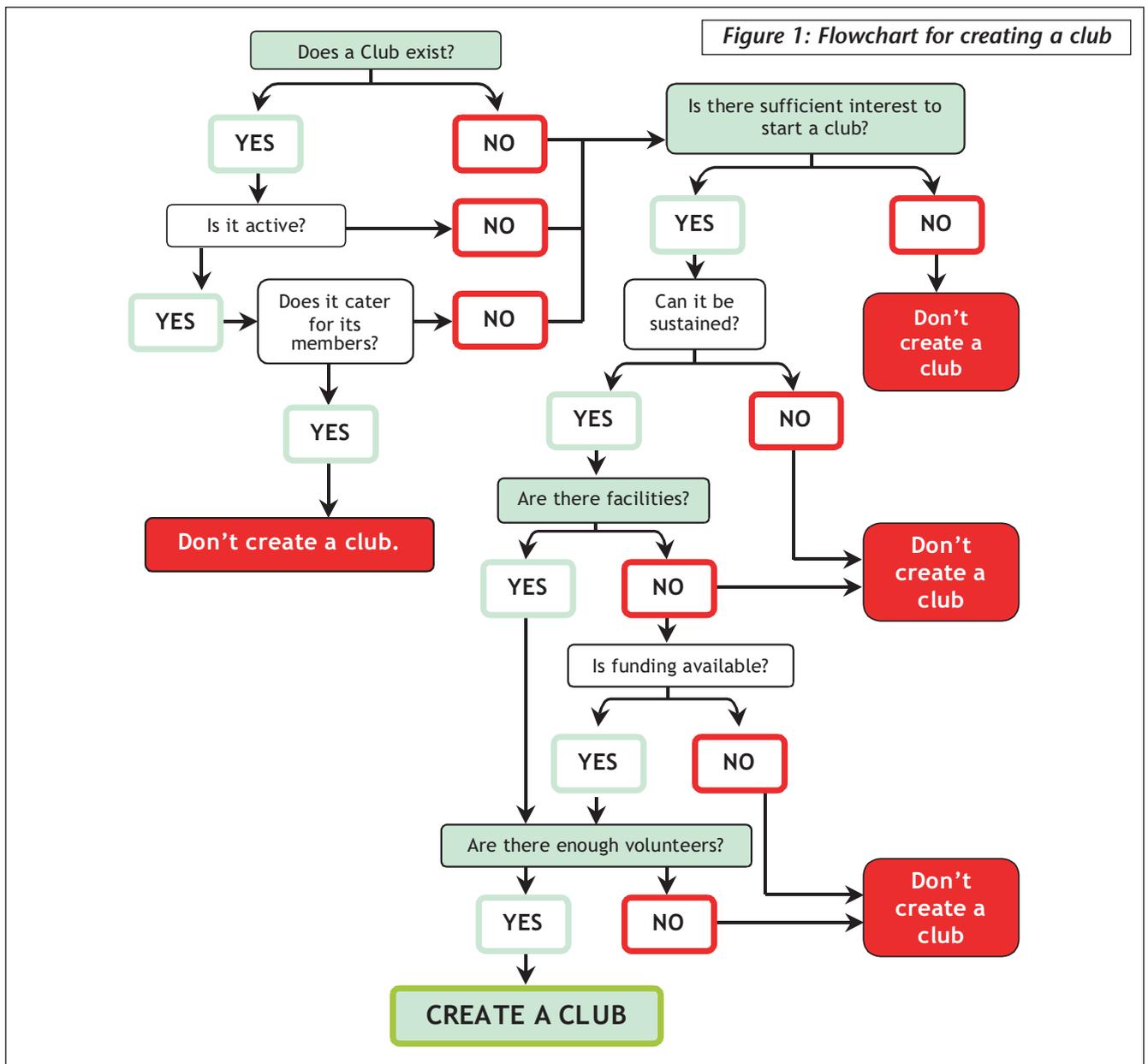
Before you begin developing a club it is important to ask a few questions in order to understand the community and key trends, and to determine whether it is feasible to create a new club:

- Does a hockey club/association already exist in the area?
- Is it active?
- Does it cater for all?
- Is there sufficient interest for a hockey club?
- Can this interest be sustained?
- Are there existing facilities in the area (for instance within a multi sports club)? Can they be accessed? At what cost?
- Are there resources to fund facilities (pitch, change room, clubhouse)?
- Will you have enough volunteers and / or professionals to assist with the formation and running of the club? [You will need to determine which volunteer /paid positions you will need 1<sup>st</sup> initially, 2<sup>nd</sup> as the club grows.]

This process can be seen in the flowchart for creating a club (figure 1).

In addition these questions also need to be posed:

- Will location, access and transport be a problem? Parking? Is public transport available?
- What are the future plans of the local government?
- What are the demographics of the area? Is there population growth?
- Is there support from:
  - I. Local authorities & Community centres
  - II. Governing sports bodies
  - III. Schools
  - IV. Youth clubs
  - V. Sports centres
  - VI. Local agencies



The more you know about the area the better prepared you will be when talking to the local government, backers and potential sponsors. This is also a reality check to ensure that you have community involvement, as well as serving to create awareness, as these aspects are imperative for long-term feasibility. Bear in mind that much of the background information about the community can be obtained through government sources at little or no cost.

Once the information has been analysed it is time to make your decision. If the answers lead to the formation of a club, this gives rise to the Initial Meeting.

This is a meeting of all those interested in being a part of the club, whether it will be as members or taking on a more official role (e.g. committee member, fundraiser, coach etc). Advertise the meeting to potential members through local papers, community service and radio announcements, TV, Internet, bulletin boards, community centres, council notice boards, recreation centres etc. You may want to personally invite key members of the community or people with high profiles.

The meeting should take a well-structured format, such as:

- Welcome and explain briefly the reason for the meeting – to “establish a hockey club”, and be clear on the reason for the organisation and its goals
  - Record names, addresses, e-mail, phone and fax numbers and any special interests and skills of the people attending
  - Review the findings and issues arising from your research. This is an ideal opportunity to explain to those present why you want to start a hockey club
  - Give opportunity for questions and general discussion (Appoint a temporary secretary to take notes and Minutes.)
  - Invite input and re-evaluate whether to form a hockey club
  - Appoint a steering committee (Chairperson, Secretary and Treasurer) to set up the club structure and manage further developments
  - Establish a date for a general meeting
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### **Steering Committee**

This committee must evaluate the following issues before the next club meeting:

- A constitution or charter to cover aims, objectives and rules under which the club will operate. It will be difficult for any club to run smoothly without this statement of unified purpose, which also protects club members and officers. (See appendix 1 for sample constitution)
  - Design a database for member registration
  - Determine funding sources
  - Draft budgets and membership fees
  - Decide on the most effective way of attracting new members
  - Establish links with:
    - I. National and regional sporting bodies
    - II. Sport and Recreation officers of the local authorities
    - III. Community groups
  - Reconfirm and advertise the date for the first general meeting of the proposed new club.
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### **First General Meeting**

At least a month before the general meeting, the steering committee should circulate the proposed constitution and notice of the date, time and venue of the first general meeting. A suggested format of the meeting follows:

- welcome, roll call and apologies
  - explain what the club wants to offer and for whom
  - description of the steering committee's activities since the initial meeting
  - proposed constitution to be discussed and any suggested amendments
  - vote to adopt the constitution
  - examine structure of new committee
  - elect or appoint officers/directors in accordance with constitution
  - consider the duties that need to be completed before the next meeting
  - confirm membership fees
  - business arising
  - set next meeting date
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## Fitting into the bigger picture

Now that you have decided to form a new club, it is important to affiliate the club with both its National and Regional (state or provincial) hockey bodies.

There are many advantages associated with affiliation:

- giving your members the opportunity to participate with other hockey clubs at state and national levels
- permitting your club and its members to engage in activities/services offered by these organisations
- providing assistance in the development of coaches and officials
- sharing in the knowledge, skills and experience of the parent organisation
- providing a greater network of and access to resources

## Club Members

Without its members a club cannot operate successfully. They are the backbone of the organisation, providing both human and financial resources. The membership may consist of senior, junior and affiliate members, as well as coaches, officials and the club committee/directors. Getting to know the membership has valuable outcomes. Each member may have a skill or interest that may assist the club. It is from this membership pool that committee positions can be filled. However it is important to fill the position with a person with the right skills rather than fit the position to the person.

Clubs usually operate under an open membership policy, whereby paying the membership fees allows one to be a club member. Membership fees are devised on the costs associated with running the club, facility hire, uniforms, levies associated with affiliation to national and state organisations, equipment, coaches and officials. You may decide to offer different rates of membership for junior and senior members, social and competitive competition. Non-playing memberships may be made available for those who coach or officiate or simply wish to support the club.

It is important that the members are aware of what the membership entails and what their rights and obligations are. A club may produce a handbook outlining benefits and services offered by the club as well as a code of conduct (this is usually found in the constitution or policy and procedures manual). These codes of conduct can be specific for the player, coaches, officials and parents.

### Members' rights generally include:

- Use of facilities
- Participation in leagues and other hockey activities
- Voting at meetings
- Eligibility for election to the club committee
- Opportunity for coaching and umpiring support
- Insurance coverage while participating in the game
- Notification of any changes to the game

### In turn members are obliged to:

- Respect the rules of the club and adhere to club policies and procedures
- Respect fellow members, officials and opposition
- Pay a nominal fee for yearly membership

In order to become a member it is usually required that an application or membership form be completed. (See appendix 2). This form should include:

- Name
- Occupation
- Advice on membership fee/entry fee payable
- A list of office-holders and contact numbers
- Interest in assisting in club operations
- Address and telephone number (work and private)
- Age and date of birth
- A set of club rules
- Types of memberships
- Skills/assets that can be brought to the club

Once the form is returned, this information should be entered into a database where it is recorded by the club committee. This information may also be required by the state or national body together with membership levies.

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## Termination of membership

Termination of membership usually occurs in the event of breaches of conduct including when non payment of the annual fee occurs. A club reserves the right to terminate membership in the event of failure to comply with the club regulations.

## *Summary*

**B**efore enthusiastically starting a club it is wise to check on some factors in order to prevent disillusion and disappointment:

- Investigate if the hockey club you want to start is a viable proposition, there is nothing worse than putting a lot of energy into something that is not sustainable.
- Check on the area: the demographics, the current sport opportunities, the existing facilities, the wishes of the community and the support of the authorities.
- Form a steering committee to plan and execute the necessary steps towards a successful club.
- Involve the community in an initial and general meeting.
- Find out about the background of your members and invite them to help you run your club for many years to come!

## 1.b Club Planning

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“Planning is a process of setting objectives and deciding how to accomplish them”. It requires forward thinking and a goal-orientated approach, in order to create the future of your club. The planning process helps you to identify the tasks and the resources that you need to make a club run more effectively. It assists you in making the best use of available finances and establishing the roles and functions of the club and its members. This chapter focuses on the planning process and how its benefits can be used by clubs to obtain their goals.

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### Why an Action Plan?

Planning also allows you to recognise the competitive advantage your club has in comparison to other hockey clubs. Whether they be at the national or club level, organisations need to plan their long term viability in order to grow. Planning identifies where a hockey club has come from, where it is currently at, where it wants to go and how it is going to get there. Aside from highlighting the main objectives of the club, this “action plan” can be used in committee management, marketing and sponsorship proposals and organisation of staff and volunteers as well as player development. Further reason to plan is to get members involved in the development of the club and to ensure that resources are used effectively.

Without planning, the elected Club Board can very easily overlook the club’s goals and future targets, focusing too closely on present and immediate issues. Such a short-term approach not only prevents anticipation of future problems, but also clouds creativity and further development, giving the club a disorganised last-minute approach.

Planning is often neglected for various reasons. There are people who are uncomfortable dealing with the future. It is often unclear whose role it is to create a plan. Decisions are made too quickly and impatiently. It is seen as an unnecessary process for clubs -something that the national or provincial bodies should undertake.

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### Who should be involved?

Planning is usually the responsibility of the Clubs Board (which was either appointed or elected at the General Meeting or subsequent AGM). A Planning Committee may also be formed. If this is the case, it should consist of Board Members as they are responsible for the structure and implementation of the plan. However the essence of the plan should have input from various sources.

Those attending the meeting should be a mix of:

- Board members
- Potential sponsors
- Volunteers, coaches and paid staff
- Parents of younger players
- Hockey players
- Facility operators
- Umpires
- (those who maintain the pitch and the club rooms)

Try and involve as many people in this planning process as possible, as the more people who are consulted in the development of the plan, the more it will reflect an accurate direction for your club. After a brainstorming session and a draft plan has been devised, it should be circulated to all your club members to make sure that it reflects their needs.

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It is important to set time aside for planning to ensure that it receives the attention that is required. Make sure that enough time is allowed on the agenda to cater for the action plan. The action plan component should have enough time dedicated to it in order to develop the basic framework of the plan, (this will vary according to your club's needs and goals). This plan should be reviewed regularly as a benchmark of your progress and allow you to make any necessary adjustment to cope with changes in your club's environment.

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## Developing your action plan

Your action plan doesn't have to be a complicated one- but it should be able to answer the following questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?

Firstly the club needs to develop a mission statement. This explains the purpose of the club and why it exists i.e. "to promote hockey in the area, while catering for the social and competitive needs of our members".

The vision statement tells us the direction of the club and what it is going to achieve i.e. "a greater awareness of hockey within the community through interactive programs, allowing for greater participation at all levels".

Your goals are designed to allow the club to achieve its vision.

These objectives should be **SMART**:

- S**pecific
- M**easurable
- A**chievable
- R**ealistic for the designated
- T**ime period

Such a goal may be "to increase club membership by 20% in 2005" or "double the number of certificated umpires in the club by the end of the season".

The objectives tell us how you will achieve the goals, i.e. offer umpiring courses every month through the season. It is best to organise the objectives for each of the aspects that are important to the club. Most hockey clubs would list objectives under the following headings:

- Coaching and officiating
- Membership
- Competition
- Talent development
- Finance/sponsorship
- Volunteers/staff
- Facility improvements or expansions

It is important to look within the organisation and determine the Strengths and Weaknesses, and the Opportunities and Threats that they face currently and in the future (SWOT analysis). For example:

### Strengths:

- Strong club spirit
- Dedicated committee members
- Excellent training facility

### and weaknesses:

- Non-qualified coaches
- Lack of volunteers
- Poor turnout for training
- Weather dependent, i.e. can't play in snow

**Opportunities:**

- Strong growth in the club
- Training of coaches and officials

**and threats:**

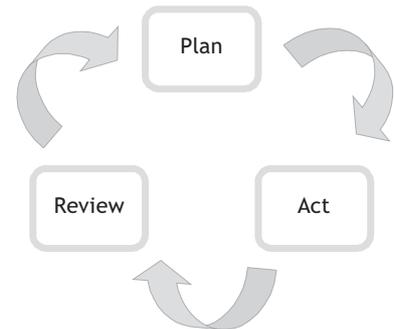
- Limited or decreasing funds
- Other sports competing for use of facilities

(The clubs objectives and strategies should tie in with the SWOT analysis)

**Action**

This part of the plan tells us the “who, what, where and when”. **Who** is responsible for carrying out the objectives? **What** needs to be done? **Where** will it be done and **when** the actions need to be completed.

The planning committee needs to put each target through the action planning process before you include it in your final plan. (See appendix 3 for action plan) It is essential that you monitor your club’s progress using your plan. Too often the plan is created and then set aside or even forgotten. An action plan is an ongoing process that should be used as a working and living document for your hockey club’s development.



This plan should be used as a guide for the development of the club over a 2-5 year time frame. In order for it to work

- Make sure that the members of the club understand and accept your plans
- Promote the plan as this will make everybody more familiar with it and send it to the members
- Most importantly implement the club plan and review it periodically.

## Summary

As you seek to develop your hockey club, remember that it must have a plan for its direction and future. All efforts should be focused on these aims and goals, including the structure of the club. It should not be seen as a rigid system but rather one that offers flexibility and caters for change. By involving members of your club and hockey community, you can also use your action plan to market the club to future members, sponsors and funding agencies. This helps the club monitor its progress and achieve its goals. Although planning is a time consuming process, it should be looked upon as an investment in your club’s future.

## 1.c Recruitment and retention

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In order to ensure long-term success within your club, it is crucial that there is a consistent intake of new members into your membership. Whether they be players, coaches or volunteers, it is important that your club is organised and has a positive working environment.

Your club is a place where people go for recreation and competition. Tension and disorganisation within the club can lead to dissatisfaction resulting in members seeking a happier club environment elsewhere. This chapter will explore ways to encourage and retain new members to your club.

Having successfully completed your clubs action plan you will be able to use it as a guide for recruiting players, staff and volunteers. Depending on what your targets are, you may be seeking to recruit coaches or more volunteers to help run events, or simply further develop and retain the members of your club.

Seeking to increase the club's membership can offer many benefits. It helps keep running costs down, offers a wider range of talent, increases the club's finances and its ability to raise funds, as well as providing a potentially greater volunteer or professional base through the players themselves and their family and friends.

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### **Recruiting hockey players**

If clubs are to attract players they need to have a well-developed structure in place and identify what influences people when joining a club.

#### **Why join your club?**

There are a variety of reasons why players may choose to join your club:

- location
- success of the club
- social aspects
- family involvement
- size of the club
- facilities
- to improve skills
- peer pressure
- competitive reasons (which league they play in)

These reasons are dependent upon the player and are likely to differ between juniors and senior players. If a club can focus on the aspects that appear to be important to its members it will be more successful in both recruiting and retaining members.

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## Recruiting...where to begin?

All members should be involved and aware of the clubs recruitment strategy. This should not be solely the responsibility of the President and his/her Board. Everyone working together to recruit new members is more likely to be successful than just leaving the recruiting in the hands of a couple of Board members.

### 1. Identifying the target market

Before developing a strategy for recruiting members it is beneficial to determine where potential members are likely to come from.

- **Active players:**

Players who are already actively playing hockey and are looking for a club to join. They may be new in the area or want to play in a more or less competitive league. Your club may have a junior section, or a more convenient practice time. The location of your club may be more practical than their current club (i.e. on the way home from work).

To recruit these players you may simply need to publicise the club by advertising on local/community notice boards, at the local gym, or in the local paper. Put a sign on a school fence. Ensure that your website is up to date and that you regularly send newsletters to current members. Importantly, ensure that membership details are readily available to new recruits.

- **Inactive players:**

These are players who may want an associate membership (non-playing membership); or perhaps they don't want to play every weekend; or work obligations do not permit regular team commitment; or they are players who used to play in their youth and they might want to take it up again. Hockey seems to have a high dropout rate after leaving high school and the presence of a club in the local community can allow people to participate as spectators, as social members or as players. It is not only youth who drop out of hockey. Adults starting a family may stop and resume when the children start playing.

In order to recruit these players you should give them the opportunity to come and watch the games by publishing the schedules within the local community or on your website. Host an open day, have a BBQ, a social function (i.e. trivia night for example), hold a junior festival or jamboree. Perhaps hold a registration day in conjunction with another event and have a mini game or a video of hockey to give the sport and your club more exposure. Post a "Members Wanted" or "New Members Welcome" sign to your website or local community notice boards stating that active and social members are welcome.

- **Non-players:**

These are players who have no hockey experience but are interested in learning the sport. The most effective way to get these players involved is through a "learn to play hockey" program. Community groups and schools are great resources through which you can tap into these potential members. Offer to run holiday programs/ camps or after school sessions through either the schools or local youth and community groups. Hosting exhibition games and providing players with mentor figures can entice new members to your club.

Teachers and youth leaders can assist with promoting both the game of hockey and your club. Thus it is valuable to have an enthusiastic contact within each local school to both encourage the athletes and to provide the club with a link for after school coaching sessions or developing a school team.

Posters and information sheets (for the potential player and his/her parents) are also helpful in recruiting new players, if the correct information is provided.

Running a junior section within your club allows you to develop your club at grass roots level, providing the club with a greater talent base and more stability.

Having identified the potential members, it is important that the club displays a positive atmosphere towards new recruits and makes them feel welcome in the club. Ensure that membership details and practice times are readily available to give to your new players. You may want to assign someone to look after a new junior recruit (buddy system) until they are more familiar with the club and its surroundings.

In order to attract new members it may be necessary to offer them an incentive for joining. Perhaps offer a beginner fee or provide a free camp for all beginners. Starter packs which include a stick, a ball, T-shirt and shin pads for a minimal price are great for junior players. In addition offer to lend equipment for the first 2-3 weeks while the player is learning the game and deciding whether to stay with it. The costs associated with starting a new sport can often deter new members. Check to see if there are any grants/scholarships for which players can apply for assistance in obtaining equipment. Often clubs can apply for such grants to help with the purchasing of goalie equipment or even new goals.

## **2. Membership retention**

It is often too easy to focus solely on the recruitment of players without taking the time to think about how you will keep them there in the following years. Listed are some ideas that your club may consider in order to retain your members:

- Having a junior section within your club often breeds loyalty. This will not only give the club a recruiting pool, but also strengthen the club.
- A sound pathway which provides junior players with the opportunity to develop their skills and excel to an elite level, will not only give the club more structure, but will also assist in retaining players
- An outline of the club structure showing the number of teams and the divisions in which they compete shows a professional and well organised club
- Offer further development to promising players
- Provide good coaches for all teams
- Take the time to get to know new members
- Foster a positive atmosphere and commitment within the club
- Offer social functions on a regular basis
- Offer trips and tours both at the developmental and at the social level
- Provide open channels of communication
- Plan and coordinate effective meetings
- Provide coaching and umpiring development

While it may seem obvious to implement the ideas mentioned, it is very easy to fall into the trap of self-destruction. Therefore it is wise to avoid the following:

- Showing up late for meetings
- Inhibiting creativity and new ideas
- Not paying attention to group dynamics
- Not following through with plans
- Failing to give credit when it is due or failing to acknowledge other members
- Meeting too infrequently
- Not keeping members well informed about the happenings in the club or changes to the Rules of the Game

There are other challenges that may make it difficult for a club to retain members.

Finding ways to overcome these challenges will increase membership retention:

- Overcrowded practices or not enough practice time
- Lack of coaches
- Poor quality facilities
- Inflexible or inconvenient practice times
- Lack of transport for juniors
- Unaffordable membership fees
- Lack of funds within the club
- Difficulty in attracting junior players
- Lack of involvement by the club's committee members

If your club is focusing on junior recruitment, it is extremely beneficial to appoint someone to the role of Junior Coordinator. Such a person needs to be well organised and have the support of the club. The Junior Coordinator's role involves all junior development and identifying any actions to be taken. The co-ordinating of action plans (e.g. liaising with schools and community groups, organising the delivery of programs, supporting and recruiting coaches as well as players, involving the parents) can be both a time-consuming and daunting task. The Junior Coordinator can benefit from developing a "Junior Committee" to assist with administering these responsibilities.

An effective way to recruit juniors is to bring these young people and your club together by creating club-school links:

- Mini hockey games or exhibition games can be arranged at local carnivals or festivals. Have the equipment available for them to try and make sure that the games are safe and led by an enthusiastic coach
- Arrange to visit schools and run a few hockey sessions either during the class or after school. Club led activities are often welcomed by the schools - providing they are well organised. Identify a "hockey minded" person within the school to be the liaison between the school and the club
- Hold open days at your club, inviting local schools and community groups to participate
- Provide facilities or run a school competition at your club
- Invite teachers and parents to a club information session
- Offer free beginner coaching/rule courses to new parents and teachers wanting to get involved.

Parents play a big role in the recruiting and retention of juniors. Welcoming parents and providing them with up-to-date information regarding training times, club coaches and contacts, necessary equipment requirements, any club rules and fees, as well as dealing with the expectations of both parents and players, gives the club a professional and organised appearance, reassuring parents that it is a safe and fun environment for their children.

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## **Recruiting staff and volunteers**

As you continue to recruit new members or decide to expand your club, you will find that it is also necessary to recruit additional personnel for the club to function efficiently. It is not uncommon to find that the majority of the work done in a club depends upon volunteers. A volunteer can be defined as someone who donates his or her time or expertise without receiving any remuneration. They can be found at the operational or management levels of your club. Such volunteers can be coaches, members of the Club Board or Sub-Committee (most clubs operate with a volunteer committee), parents who organise transport, team managers and people running the barbecues at festivals or that help with the coordination of an event. People tend to volunteer for many different reasons: being retired, wanting to give something back to the club, wanting to spend more time with their children, enjoying the sense of belonging, seeking more experience in a particular area or having simply just been asked!

Recruiting volunteers for your club is no different to recruiting paid staff in any other organisation. Just because you are not paying volunteers - it doesn't mean that they should be treated with any less respect or that the recruiting process should be any different. You should have a clear system organised for volunteers.

### 1. Job descriptions

You should prepare Job descriptions that outline the roles and responsibilities of the positions you are hoping to fill (see appendices). Some volunteers are limited by time and may prefer to help at certain events rather than volunteer for long-term positions. Some volunteers might want to share the responsibility with somebody else. Having a job description will allow each individual to assess whether he or she can commit to the task before they become involved. This helps eliminate the problem of volunteers relinquishing their position mid-year or in the middle of an event, if they find that the requirements are too time demanding or difficult. They need to know what their commitment implies– not many people may be willing to take on an open-ended role.

(See Appendix 4)

### 2. Advertising

It is worth advertising such positions within the club and in newsletters. This also gives people the flexibility to choose a position that suits them or which they are familiar with rather than trying to fumble through something because they feel that is their only choice.

Give yourself plenty of time to recruit for positions and events. Don't leave it until the last minute. A structured recruiting plan will allow you to adjust for changes in your plan. If someone is vacating a long-term position, have them recruit for the position or have someone groomed to fill the vacancy- i.e. Vice-President/Secretary replaces the President.

### 3. Recruit new blood

Too often clubs ask the same people to volunteer. This leads to too few people doing all the work, resulting in burnout. A club can be faced with losing a good volunteer if too much is expected of them. Just because they get the job done and get it done well doesn't mean they are not overworked and are sacrificing other things to fulfil their commitment to the club. Look elsewhere or ask the second person that comes to mind rather than the same people every time.

#### 4. Parents

Parents often make great volunteers. They are often standing around waiting for their children and would be more than happy to help with cutting the oranges or organising post game functions or transport. They simply need to be asked. A coach may be too busy running practice sessions and requires an assistant coach or team manager to assist the coach with the other non-hockey duties.

#### 5. Personal Contact

Personal contact with potential volunteers whether it be through friends, family or individuals involved in an organisation are among the most cited ways that volunteers first become involved in voluntary work. Some clubs may choose to appoint a volunteer Coordinator to determine where volunteers are needed, when they might be needed, prepare job descriptions and actively recruit and manage the volunteers.

When recruiting volunteers it is important to emphasis the rewards for the volunteers rather than the needs of the organisation. They need to feel valued. It is a give and take process for both the club and the volunteer. Once they are recruited, ensure that they are welcomed into the club and have a good understanding of the club, its needs and their role. Be available to assist them with the orientation of the club and to answer any questions they may have in the initial stages of their term.

In order to develop better clubs and club structures, most people accept that there is a need for more expertise to be made available. However for club development and strategy to be successful, the club needs to recognise the essential contribution that volunteers make to the club. The development of your hockey club, with newly recruited expertise may well be hindered rather than enhanced if the value of the volunteer is not recognised. Any professional support that might be proposed needs to bring added value to clubs, where professional officers complement rather than duplicate or take over the roles that are best filled by volunteers.

Paid and volunteer staff work well together in many scenarios. Be sure that their job descriptions are clear to avoid overlap and miscommunication. Paid staff and volunteers should aim to work together and offer support where it may be needed.

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### **Recruiting coaches and umpires**

Traditionally, recruiting coaches and umpires has been a difficult task for clubs. Most clubs look to ex-players or PE teachers with an interest in hockey to fill these roles.

It is more common to find parents coaching at the junior level, as their children are involved or they wish to stay involved now that they are no longer playing. Although their coaching experience or knowledge of the game may be limited, they are often amongst the most committed volunteers.

Too often young players are overlooked as potential coaches or umpires. Exposing young people to coaching and umpiring will give them confidence to pursue it through to a higher level. There are many coaching and umpiring courses that have been tailored for juniors. This is an excellent opportunity to train them alongside more experienced and qualified coaches and umpires. The more people you recruit at a young age, the more resources and skills the club will have to call on in the coming years.

It is often easier to recruit staff when payment is involved. Some clubs are in a better financial position than others are, and can offer paid positions. Offering a small honorarium may be enough of an incentive for some people

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to volunteer their services. Likewise, offering to waive their club fees in return for coaching junior teams or volunteering to be the team umpire for the season has many merits. Another avenue a club may pursue is to reimburse costs of upgrading coaching or umpiring levels if a member offers his or her services for the season.

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## **Retaining staff and volunteers**

It is essential to encourage and motivate your volunteers and provide them with support if you hope to continue to use their time, skills and expertise within the club.

One way to encourage coaches and officials is to offer education and training.

Coaching is a profession just like any other and if coaches can see a clear pathway that will allow them to achieve higher levels or move into a more elite area it will help secure their tenure and loyalty to the club. Not only does this strengthen the club, but it also ensures that there is suitably trained personnel within the club.

Education and training programs that can be made available to them are:

- Leadership courses
- Umpiring and coaching courses
- Coaching and umpiring update/refresher courses
- Mentor training opportunities
- Information packages explaining particular roles and responsibilities

Communicate with your volunteers and staff to ensure that their needs are being met and that they have the resources they require to complete their tasks efficiently and effectively. Lack of resources can lead to dissatisfaction and disappointment. Matching the skills of the volunteers to the tasks expected of them and providing an environment which encourages them to do their best increases volunteer motivation and in turn increases retention. It is important that the club President and his/her Board and Sub-Committee members make themselves approachable and available to all volunteers. This can prevent communication breakdowns, helps to identify and deal with problems early on as well as ensuring that the club is on the right track and adhering to its development plan. Knowing when it is time to turnover volunteers is just as valuable as recruiting them. If a volunteer is not fulfilling his/her obligation or struggling with a role, the Club Board or the volunteer Coordinator needs to act promptly to either assist or remove the volunteer from the designated post.

Recognising and rewarding your volunteers goes a long way. It takes no time to thank them for their tireless efforts after hosting an event, or pointing out the work they do to the rest of the membership. Too often the "behind the scenes" work is taken for granted. Putting your volunteers in the limelight every now and then not only raises the profile of volunteering, but also acknowledges their input. Thank-you cards, flowers or a small gift can make the difference between retaining and losing volunteers.

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## *Summary*

- The most effective way to attract people to your club is to show them the benefits of joining the club.
- If you are focusing on a junior component, schools are a valuable place to recruit, as are youth and community clubs. Involvement in an after-school program or advertising in local newspapers and magazines (although costly in some instances) can reach out to a greater number of people. Once you have attracted players you need to retain them. This will mean catering for beginners through to experienced players, those who are there for recreation, those who are there for the social aspect as well as those who are looking to develop and enjoy a competitive league.
- Having a good club structure and a well thought out action plan will aid you in achieving this. Having the right personnel in the right roles is just as valuable.
- Attracting coaches and other volunteers is often difficult. Personal contact plays an important role in recruiting and shouldn't be overlooked when preparing your recruitment strategy. Ensure that you have enough people for the roles that need to be filled. Too often it is too few people doing too much work. If no preparations are made for the time when they decide to move on, this can result in the downfall of a club. Plan for success and succession.
- Maintaining volunteers helps the club to run smoothly and efficiently and saves on retraining costs. It is vital that you run your club as a business and operate accordingly – offering remuneration where you can and thanks and appreciation when finances are scarce.

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## 1.d Partnerships

### – Linking Hockey Clubs with Schools and the Community

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Developing links with other groups, be they educational or community based, are advantageous to a hockey club. They create new recruiting possibilities, increase participation of players and volunteers and also strengthen the club's ties in the community. This chapter will highlight the issues and the benefits of creating a partnership with schools and the community.

The first steps should involve creating a plan to identify the parties with whom to form partnerships. For example:

- local schools: elementary, high school and colleges/universities
- youth groups
- community centre

Once you have determined your target area, a detailed plan needs to be presented to each potential partner. Such plan needs to outline the proposed partnership detailing the benefits that are available to each group and how you propose to go about things once you begin. An introduction about your club and what you are planning to achieve should be presented, followed by your plan. A plan should include:

- duration of the proposed activity
- number of people involved
- time required by each of the partner groups
- equipment/facility needs and who is to provide them
- activities that will occur
- costs involved

Once the club has selected its target areas, it needs to identify:

- how many schools or groups it wants to involve
- age groups (a selected age range or is it offered to all the years at the school)?
- boys and/or girls?
- when to run the sessions – during the hockey season, a couple of months before the start of the season, in between seasons?
- how many coaches are available to run the sessions?
- whether to run a festival at the completion of the program?

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### Presenting the proposal

All this information needs to be compiled into a letter or flyer to be distributed to the prospective partners. You will need to include your contact details so that interested people can get in touch with you. Making contact with the prospective partners can be either by mail or in person. Sending an initial letter on its own is not enough. It is imperative that it is followed up with a meeting to clarify the partnership and identify the roles that each partner will have.

Having a member of your club who is a teacher in one of your target schools or community groups can facilitate and promote this partnership. Not only can they assist with the presentation of your proposal and the coaching but they are also the link between the school/group and your club.

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When creating a partnership it is important not to appear either too demanding or too simple. You don't want to turn a link away because you are not flexible, nor do you want to be putting in all the effort while the others take a free ride. The program/partnership that you offer has to carry worth – it has to be something that others want to be part of. Potential partners like schools often have a full programme and you need to convince the teacher/director that participating in your event is beneficial to the school.

(See appendices 5 & 6)

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## **Schools & Community Clubs**

Schools are a great place to start when developing a partnership, as they have potential hockey players at their fingertips. Some schools have hockey programs as part of their school curriculum. They teach the basics in PE classes and offer it as a sport.

In this instance your proposal may include offering your facilities to the school for their scheduled classes or games, offering to coach or assist the school with coaching in their after-school programs or during PE classes. Through this exercise you are promoting your club and giving the students the opportunity to join your club for extra games or more specialised coaching. You may even suggest a reduced membership fee for anyone who joins your club or offer discounted equipment as incentives.

Some schools, youth groups or community clubs do not offer hockey as a part of their regular program. Some may have introductory hockey sessions throughout the year or during the holidays. In this instance you need to create a stronger link and perhaps spend more time introducing hockey and the benefits that it has to offer, both short and long-term.

Presenting a package whereby the club runs the hockey sessions may be simplest. You provide the coaches and the equipment and use the facilities provided by the schools or clubs (where possible) to run hockey sessions. In this scenario it is up to the club to take the initiative and approach the schools, offering a hockey program. This can simply be in the form of introducing hockey in the PE class or to the community/youth group and running a number of hockey sessions or offering to put together and coach a school or youth hockey team that may either play in the local league or in an after school competition, be it against other schools or as an intra-school competition.

Community groups may offer the opportunity to run hockey camps/clinics during the holidays. With such a partnership, the community club often provides the advertising and recruits the participants and the club may only have to supply the coaches and the equipment. At the end of the sessions you may choose to run a festival inviting all the schools or groups to participate in it.

This can be a good way to showcase your club, by using your facilities and having other club members helping with umpiring, skills sessions or exhibition games or simply being there to promote the club. Creating a fun and positive atmosphere in your sessions is fundamental to maintaining your partnership with both the players and the chosen partners.

As the sessions develop they can be more technical or more game orientated. This is a good opportunity to gain more coaches, by offering coaching courses to the teachers or the group leaders and mentoring them. Alternatively, if you choose to run weekend or evening sessions this allows for parents or other potential players to be involved.

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## Developing the links

Establish a contact person or teacher – often you will find that there are many teachers and youth leaders playing hockey in your club. Incorporate them into your plan and they can be helpful in creating a link to the school or community. They are also significant to your success in attracting players to your club. In many countries the usual route that children follow is from school, to extracurricular club, to external club and this is most effective when teachers play or coach hockey, as they have an understanding of how the club structure works.

Developing the link with someone who has an interest in hockey is the most resourceful way of maintaining a strong partnership. Parents and peers who play in your club can encourage the partnership by communicating its success and assisting in the delivery of this plan.

If the schools or community centres in your surrounding area do not have any knowledge of or affinity with hockey, then it might be helpful to invite teachers or community centre leaders to join in a session of one of your recreational groups. They could also be invited to watch a high level game or practise session, or be provided with a video of a club event or tournament so that they get to know the game and the club.

Working together, schools/community clubs and your own club can promote the program.

Hockey Clubs can:

- provide information flyers (see appendix 7)

- organise tournaments
- provide facilities
- provide expertise in coaching and umpiring
- offer coaching courses for the teachers and updates on skills and rules
- prepare certificates of participation for all those involved

Schools/community groups can:

- distribute information
- offer facilities
- provide direct contact through PE classes and assemblies
- link clubs to the wider community
- provide a contact person who can maintain the partnership

It is very important that information advertising the club, the training times and the costs associated is on hand to be distributed to the players.

There is no guarantee that what you hand out to the students will make it to the parents so you may also want to deliver the information at Parents' meetings or through the school newsletter or simply hand the information to parents when they collect their children after a coaching session. Although advertising through promotional material is helpful, first-hand experience and live demonstrations are also necessary in attracting potential players.

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## Successful links

In most situations, you will find that all partners will benefit from the program; however this is not always the case. Sometimes the schools and the community clubs seem to benefit quite well for little effort, or you may find that one partner is not as willing to give as much as you do. Be prepared to accept that as the hockey club initiating the program, you will have to contribute the most energy.

The club may need to re-evaluate if reasons behind the partnership are no longer valid or if the expected goals are not being met. Is too much time being spent for little output and, would resources be best used elsewhere - at another school or area? In order to ensure that your partnerships are successful consider the following in your planning:

- That communication between all parties is strong and open, with the partners clear about their respective responsibilities. Each link is passing on information about events to the players and there is some form of recognition of achievements for the players in the way of certificates/awards or press releases.
- Continuity is important, especially with children who can see stability from participating in school hockey and then moving on to a club. It also breeds familiarity that increases confidence in their own abilities. Continuity is further enhanced by teachers and leaders promoting the club programs following PE sessions or clinics. This facilitates the transition from school to club.
- The number of participants required for success can vary, but it is important to remember that large numbers may make it difficult to run a program effectively, and therefore more coaches/supervisors would be required. Hockey is fortunate, in that it can be introduced as small games of 5 or 6 a-side if need be. Safety needs to come first in all instances.
- Knowledgeable coaches and participants help keep the program on track. When selecting people to be involved, ensure that they are enthusiastic and are able to create a fun and safe environment, while having a good understanding of the game and that they are able to communicate with all ability levels or groups. Schools and community clubs find it helpful to have a club member assisting with the after school programs. These coaches are also effective in strengthening the link with the group and the club.
- Being prepared for the next stage is a large factor of success. Forward planning and presenting new ideas of how the program and partnership can be improved will enable your hockey club to maintain strong and productive partnerships. Planning sessions at reasonable times that do not clash with other activities will bring harmony to the program and ensure a positive partnership.

National, state and provincial hockey organisations, if existing, should be able to provide some assistance – be it coaching material, coaches, equipment or established links or pathways to make your challenge easier.

## Summary

- In whatever environment your partnerships are formed it has a greater chance of success when creating links with others who share an interest in hockey. The potential for strong partnerships lies within the planning process and good communication between those involved.
- An enthusiastic coach is an ambassador for your club. His/her attitude will either strengthen the club through trusted links and create a fun and positive experience or be the demise of this and further partnerships. Once established, these links can be used as a feeder system to create longevity for your club.

## 1.e Facilities

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Facilities are amongst the most important assets a club can have. Hockey can be played on a number of different surfaces, each having different advantages and disadvantages. The benefits of having a clubhouse, changing facilities and lights at your club will be discussed in this chapter alongside the different playing surfaces.

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### **Playing facility**

Having a field at the site of your club or access to a field is crucial to any club to enable practice and play. Many hockey clubs have started by accessing available turf time at a local hockey field or a patch of grass. In time as the club grew they have been able to acquire their own facilities or add to the site.

Whether a club rents time from a facility or builds their own facility, there are associated costs. A club that is starting out may find it more feasible to use another facility until it can raise the required funds to build its own surface. If a club chooses to build a pitch, time needs to be invested and thorough research carried out. The foundations, location and maintenance of a pitch are crucial to its lifespan. Depending on the type of surface that you choose to lay, other factors become pertinent. Watering and lighting costs also need to be considered.

So why build a facility? The convenience and flexibility of having your own new facility can outweigh the costs in many instances, as long as the club has done its homework. An onsite pitch makes the club more attractive to players, especially if the quality of the surface is high. From a club perspective, optimal training times can be arranged and travelling time and costs can be minimised.

If your club has a junior section, it is more favourable to have an early timeslot that doesn't interfere with homework or bed time.

Costs can be offset by renting the facility to schools and other clubs (not just hockey) in the area. This may result in the field being used during the day when it would otherwise be vacant. It also gives the club the scope to host events and run camps and clinics during holiday time or in the off-season. The opportunity to run a summer league becomes more realistic when you have a facility to use. Careful planning and time management can ensure that your field has maximum utilisation. The addition of lights allows for further field utilisation.

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## Different types of surfaces

For many years hockey was played on grass but, over the years the change in surface has made a major impact on the game and the players. Each different playing surface lends itself to different skills.

The different types of surfaces that exist are as follows:

- Murram or clay: a flat surface made from compacted earth or sand
- Grass: a flat playing surface made from natural grass, which is cut very short.
- Unfilled surface: a playing surface made of synthetic yarn not supported by the addition of any other material.
- Filled surface: a playing surface comprised of a synthetic yarn supported or stabilised by the addition of filling material (such as sand).
- Wet (unfilled surface): a playing surface comprised of synthetic yarn not filled with any supporting material, yet requires the addition of water for the surface to perform at optimal level.
- Wet (filled surface): a playing surface comprised of synthetic yarn supported or stabilised by the addition of a filling material, which needs to be saturated with water for optimal performance.

Global International Hockey Federation (FIH) competitions require wet unfilled surfaces, while standard international and national competitions may use filled or wet filled surfaces. Starter pitches are more multi-purpose and can be filled or unfilled surfaces without the necessity of requiring water.

If seeking FIH approval for your surface, the scheme of product approvals will have an influence wherever and whenever the products are considered for installation, particularly if the club wishes to bid to host an international or global competition during the life of the pitch. Before giving approval, the standard of the pitch needs to be reviewed. The pitch may still be given approval if it does not meet all the standards, as the nature of the competition is also taken into account as well as the standard of the pitch offered.

The durability of the surface is one of the most important aspects of the pitch itself. The durability is affected by the standard of maintenance, the intensity of the usage the pitch receives and climatic and environmental conditions. The stability of the sub-base is a vital factor in the effectiveness and longevity of the pitch.

When purchasing a synthetic pitch consider the many aspects which may affect the performance of the pitch.

These include:

- compaction of the surface pile and/or shock pad

- loss of pile due to absorption
- splitting of seams and/or joints
- colour change due to weathering (including UV radiation)
- disintegration of the surface and shock pad

It is generally recognised that a major advantage of synthetic turf over natural grass is the greatly reduced maintenance required. However, a reduction of maintenance does not mean zero maintenance. It is extremely important to realise that the pitch must be sufficiently maintained to keep it in top condition.

When installing a pitch the dimensions should comply with those given in the latest edition of the rulebook with all markings included. White lines are essential for use on global pitches, white or yellow lines for other pitches, while starter pitches may use any contrasting colour.

## Maintenance

Pitch maintenance is deemed a very important factor in the short-term and long-term viability of a playing field. In the short-term, the enhanced playability of the pitch, minimising the risk of injury and added enjoyment are the major considerations. Over the longer term, a good maintenance regimen greatly increases the longevity of the pitch - a major economic consideration.

Grass pitches require a great deal of maintenance, as the surface needs to be as flat and even as possible. The grass should be kept very short to prevent slowing down the ball. This may require the grass being mowed twice a week to achieve the preferred length. Over usage of the field in wet conditions can result in the loss of grass, creating muddy patches and an uneven surface. Playability is significantly reduced in such instances. If possible practice sessions should be held adjacent to the field, or preferably another area used for circle practice. Line markings need to be visible for all games and touched up when necessary.

A very important aspect of maintenance for a water-filled pitch is ensuring that the pitch is properly watered during all times of activity (matches/practices). The pitch should not be allowed to dry out in patches or water allowed to form in pools. As well as short-term considerations such as playability, injury avoidance and enjoyment, improper watering has negative long-term implications with respect to pitch maintenance and longevity.

If not properly watered a wet synthetic pitch loses its cleansing properties, resulting in deposits of impurities, thus creating abrasion of the carpet. Furthermore, if it is played on when dry, much greater forces are in action, which have a very detrimental effect on the turf (fibres/joints/ interface with sub-base/e-layer) causing wear and more rapid deterioration such as rippling, tearing or uneven stretching. This greatly decreases the longevity of the pitch, which is a major economic consideration.

A suitable watering system needs to be selected for wet surface pitches. The water should be distributed and drained evenly over the surfaces of the pitch to prevent drying or pooling of water. Water pressure should be strong enough to ensure that the pitch can be completely watered, without leaving dry patches. The performance of sand filled pitches is known to be optimised by the use of water.

Monitoring and inspection of synthetic pitches should be ongoing to aid early detection of algae on unfilled pitches or moss on filled pitches. Attention should be given to seam separation, rips & tears in turf and observation of worn areas with immediate action taken to rectify these problems. The uses of conveniently located bins and boot cleaners further assists the maintenance of the pitch.

Additional preventative measures that help to reduce the rate of deterioration involve keeping the pitch and its surrounding clean of debris and foreign material.

- These include:
- Landscaping with non-leaf shedding trees and bushes
  - Installation of concrete/tarmac paths
  - Routing of player traffic to minimise tracking of impurities
  - Set up of food and beverage facilities well off-pitch
  - Control of access to minimise possibility of vehicles entering pitch area
  - Use of practice/warm-up areas

The following regulations should be enforced:

- Clean boots before entering the pitch area
- No smoking
- No chewing gum
- No food/drinks (except water)
- No glass containers/bottles
- No sharp objects

One of the hazards of an unfilled pitch is the very fine soiling from worn fibres, airborne dust, smoke and chemical emissions, fine sand particles, and other organic impurities that initially appear on the surface and rapidly seep into the filling of the pile flooring. This hastens the wear and tear of the pitch and clogs the pores, affecting permeability and reducing drainage capacity. Over time, surface pooling will occur in certain areas during heavy rain and will linger longer than is desired after watering.

To prevent this, the impurities must be removed regularly. Special machinery has been specifically designed for this purpose (a sweeper-vacuum fitted with two contra-rotating brushes and broad wheels and deployed by experienced operators) and is available to carry out the required in-depth suction cleaning of the pitch raising the damaged fibres.

In the case of filled pitches, to keep the amount and distribution of the sand in optimum condition, regular sweeping with a triangle brush is highly recommended (once per week is considered appropriate for good maintenance). Do not use metal brushes.

The important things to remember are:

- take care in the design stages to facilitate simple and effective maintenance features.
- clearly post positive actions and prohibitions and closely monitor adherence to them.
- ensure that the pitch is properly watered before every match or practice activity.
- carry out simple maintenance regimens and routine inspections regularly
- attend to any problems urgently and take remedial action immediately
- refer to manufacturers for expertise required to ensure proper carrying out of maintenance
- adhere to the long-term maintenance program recommended by manufacturers

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## Lighting

The addition of lighting can make a significant difference to your pitch in terms of both costs and utilisation. The added earning potential that becomes evident with the addition of lights has resulted in more clubs adding lighting to their facility. The pitch can then be used for up to 12 hours a day for hockey or other compatible activities. Lighting also benefits playing conditions when natural lighting becomes dim, allowing the spectators, players and officials to see more clearly.

There are many aspects to be considered when installing lights. The level of illumination, uniformity, glare, shadows, properties of the lamps and the design are among the many criteria that need to be considered. Such recommendations can be found in the FIH's "Guide to Artificial Lighting of Hockey Pitches".

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## Club House

The obvious benefits associated with having a clubhouse at the pitch are that it provides changing facilities and amenities. Not to mention a club atmosphere, which fosters a sense of family belonging. Clubhouses provide a venue for meetings and social events, which can take place conveniently before or after a game or practice. It is the nucleus of the club and an environment for team bonding. Teams that have to travel to another venue for a post game celebration, often find that the level of commitment is lacking. Financially it provides revenue for the club.

If you don't have a clubhouse it is important to find a venue where you can meet to encourage camaraderie. It is after a game or practice that club members are able to relax and get to know their team and other club members. This also provides an ideal opportunity to get members involved in other activities within the club.

There is a lot to be said for a club that has a grass pitch and club house on-site, as opposed to a club having to travel great distances to use a new synthetic pitch:

- The club culture begins to wither as fewer members return to the clubhouse after a game or a training session
- The club suffers financially as revenue generated from the clubhouse decreases and membership drops due to members having to travel extra distance
- It also becomes inconvenient for those with children or family members who use the clubhouse facilities during games or practices
- Spectator numbers decrease as players choose to return to the clubhouse after the game, rather than watching another one of the club's teams
- Local supporters may choose the comforts of their home or the clubhouse over the extra travel or the lack of clubhouse facilities at the new synthetic pitch.

## *Summary*

- Many factors need to be considered when building your own facilities and cost is often the determining factor.
- If a club has the finance, it is important to thoroughly research the proposed site and the accessories that complement the pitch. Surface type, watering systems and lighting are costly to replace and require careful planning. It is generally recognised that a well-maintained pitch enjoys the advantages of optimal playing conditions, minimising potential for injury and maximising the longevity of the pitch.
- The addition of a clubhouse further enhances the club, giving the members a location in which they can socialise and bond and form strong ties to the club. Club life suffers greatly if a new synthetic pitch is chosen for the club at a great distance from the clubhouse.

## 2.a Roles and Responsibilities of the Board

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The club's Board, consisting of the elected or appointed board members, in accordance with the constitution, has a responsibility to the club and its members. Each board member is expected to perform specific roles and act with the club's best interests at heart. This chapter will review such roles and responsibilities and emphasise the importance of the Board's accountability.

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### Responsibilities

The Board has the overall responsibility of seeing that the club runs smoothly and effectively. It controls the direction in which the club moves and acts to oversee day to day running of the club. The club's planning and goals are initiated and guided by the strategies implemented by these board members. Among these tasks they should also:

- Create and administer action plans
- Develop policies and procedures
- Keep the club's members informed of all club activities, including the outcome of executive meetings and forthcoming events through open communication, newsletters, e-mails and regular meetings
- Acknowledge the needs of club members
- Provide job descriptions for positions available within the club and assist with the recruitment of people for these positions
- Assist with the changeover of board members
- Provide opportunities for coaches and officials to obtain education and upgrade skills
- Evaluate the performances of the volunteers and/or professionals that run the club
- Ensure that funds raised are well managed and used to further develop the club and its members
- Ensure that the club is well represented within the hockey community, and ensure regular attendance at State/Provincial hockey meetings
- Maintain good relations within the local community

The Board is only successful if it works together as a team. This unifies the board giving it strength and worth. It allows for the talents of each member to be used to full potential by sharing the responsibility rather than duplicating tasks. Limitations or gaps within the group can be managed, and inadequacies resolved. Board members must be prepared to fulfil their duties and take the initiative to seek assistance should they need it.

Depending upon the specific appointment of the board members, their portfolios will differ with the tasks assigned as will expectations. However they should all:

- Be willing to accept responsibility
- Be enthusiastic and dedicated to the club
- Have strong leadership and communication skills
- Have a sound understanding of the Board and the roles within it
- Have good time management skills
- Be committed to the club's vision

More importantly, the people on the Board should be there because they want to make a difference and help the club achieve its goals.

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Sub-committees can be formed to assist the Board member with specific portfolios. All actions proposed by the Sub-Committees should be pre-approved by the Board before they are undertaken, to ensure that the well-being of the club is maintained. However the Sub-Committees should be authorised to make operational decisions within their budget. The progress of the Sub-Committees should also be monitored by monthly reports submitted to the Board for review at Board meetings.

For a club to run efficiently, be it small or large, there is a fairly standard system of administration that should be followed. Depending on your club's policies there may be some differences in the structure of your Board and its sub-committees. The purpose of administration is to run the club in a coordinated way. Board members should approach the Board with any project or proposal they intend the club to undertake. This allows the Board to review and make any necessary recommendation to the proposal should they choose to accept it. It must be remembered that the club's activities are largely governed by the club's budget. The budget should be reviewed throughout the year and made available to each Board Member.

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### **General Duties of the Board Members**

At the very least the Board should aim for the following:

- Meet regularly- (monthly) to discuss the events within the club. It is the responsibility of each Board member to be present at each meeting. Meetings require a quorum to be present if motions are to be passed
  - Keep accurate minutes and distribute them to the Board and Subcommittee members
  - Ensure that the club is operating harmoniously and that there are no disgruntled members
  - Be aware of any changes to the game or within the league
  - Seek majority approval of the club membership before making any major commitments or changes to the club
  - Be alert to the possibilities of a new project or a new service that may be offered
  - Encourage members to attend at least one Board meeting
  - Submit a written report to the President prior to the next meeting for circulation to the Board
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### **Roles**

The Board is traditionally comprised of the following elected/appointed members: President, Vice-President(s), Secretary, Treasurer and Directors (See Board Structure Appendix 8). Some clubs may not be suited to such a structure and should organise their Board to meet their needs, while understanding the necessity to be flexible in their approach.

In order for the Board to fulfill its duties, each director should learn and execute the individual duties of his or her portfolio and be familiar with the responsibilities of the other directors. The Board's implementation of its duties will result in efficient club meetings allowing the club to operate smoothly.

## 1. The President

The President is ultimately responsible for the club. The role of the President is to oversee the running of the club and its administration. This involves running club meetings and ensuring effective management of the Board and its sub-committees.

It should be understood that the duties of a Club President, regardless of the size of the club, are numerous and require considerable time and effort throughout his/her term in office. Some duties include:

- Acting as Chairman of all General and Board meetings
- Having a good understanding of the clubs constitution and policies
- Communicating all correspondence from regional or provincial/state hockey associations to the membership
- Attending all provincial/zone hockey meetings, representing the club
- Ensuring that all levies/membership fees are forwarded to the appropriate league organisation
- Seeing that information requested by the league or provincial association is promptly submitted and that all correspondence is acted upon
- Ensuring that the Board adheres to the proposed action plans and goals of the membership
- Serving as the club's representative in the community and attending functions at which the club is to be represented

In order to be a competent President the following attributes are required:

- To have leadership qualities
- To be a good communicator and listener
- To have the ability to delegate responsibilities
- To be unbiased and impartial
- To have the ability to make decisions
- To be a motivator
- To be well versed in the rules and procedures of the particular meeting

In the eyes of the members, the success of the club is the President's responsibility. As a Club President, one must be prepared to devote a lot of time to the club. It is the duty of the President to stimulate the interest and activity of both the Board and members on all occasions. The President is responsible for creating an image and conducting all the affairs of the club in a judicious manner.

A perceptive President delegates tasks and places trust and confidence in the Board. If possible, there should always be a close liaison between the serving President and the immediate Past President. The successor should be appointed from within the Board as he/she will already have a working knowledge of the Board and the club. A Vice-President can be groomed for such a role.

## 2. The Vice-President

In many instances, it is assumed that the Vice-President will become Club President. Thus it is the requirement of the Vice-President to become acquainted with all club activities and the duties of the President in order to prepare for a term in office. Vice-Presidents also have their portfolios. It may be to oversee other board members or special projects/event management, or recruitment and welcoming new members to the club.

Duties include:

- In the absence of the President, chairing meetings and representing the club whenever such occasion arises
- Liaising between the President and certain committees
- Fulfilling the requirements of the portfolio assigned
- Assisting and advising other Board members on their portfolios

The attributes of an efficient Vice-President are:

- |                              |                               |
|------------------------------|-------------------------------|
| • Good communication skills  | • Supportive of the President |
| • Good organisational skills | • Developed leadership skills |
| • The ability to be concise  | • Effective decision-making   |

The efficiency with which these duties are performed will determine whether or not the Vice-President will be accepted by the club as future President.

## 3. The Secretary

The Club's Secretary controls the club's administrative procedure. He/she is the main link between the Board and the club's members. Usually the Secretary is the first point of contact an outsider has with the hockey club. The efficiency of the Secretary's work will be evident from the success of the club during his/her term of office. Before accepting the position, the Secretary should realise its many responsibilities.

The position of Secretary is one of the most important in any hockey club and the role of the Secretary embraces far more than simply keeping minutes of meetings. The Secretary has details pertaining to club membership, events and team schedules as well as information regarding club meetings. To fulfil the position effectively, a Secretary should:

- Attend and record minutes of all General and Board meetings
- Assist the President in preparing agendas for meetings
- Send notice of upcoming meetings and circulate previous minutes and reports to the Board
- Examine all correspondence, directing it to the Board members concerned, and replying if necessary. Special attention should be given to all letters received from both national and regional offices
- Immediately after the election of board members, notify both the regional and league Executive Director of names, addresses and telephone numbers of the newly elected Board
- Be well informed as to the method of transferring members from one club to another
- Have a good knowledge of the club's policy and constitution
- Communicate information to the members

In order to be a competent Secretary the following attributes are necessary:

- |  |   |
|--|---|
| • Energetic and enthusiastic about hockey                | • Discretion                                |
| • An effective communicator                              | • The ability to delegate tasks             |
| • The ability to make decisions and act on opportunities | • Good organisational and leadership skills |

It is essential that the Secretary has the necessary equipment for minute taking and recording scheduled activities that relate to the club. Stationery with the club's logo and contact details, a binder and filing system for keeping records, membership forms and information, phone and photocopier, and computer should all be accessible if the Secretary is to fulfil his/her role.

### **Maintaining records**

Keeping records and correspondence usually falls under the Secretary's duties. Usually there are records pertaining to meetings and activities involving the club, policies and changes that arise, discipline files and membership records. The club should retain these records for at least 10 years, and they can later be transferred to archives depending on the needs and size of the club.

A basic filing system need only consist of the following headings:

- Correspondence pending
- Outgoing correspondence
- Minutes of Annual General Meetings
- Minutes of Board Meetings
- Meeting Agendas
- Reports
- Transfers
- Accounts
- Personal
- Miscellaneous

Passing on information received and answering correspondence promptly and efficiently cannot be overstressed. It is imperative to realise the importance of this and to answer correspondence timeously. This helps keep correspondence up to date and organised for easy distribution. All correspondence should be recorded and filed accordingly.

The Secretary has the responsibility of keeping everyone well informed regarding meetings, decisions that have been made, club activities, as well as ensuring that tasks have been completed. Thus it is important that he/she has a close working relationship with the Club President and the Board.

### **4. The Treasurer**

The role of the Treasurer is to manage all the income and expenditures pertaining to the club. It is advisable that the person filling this role has the adequate financial skills to fulfil this position. Without a well-supervised budget, a club could easily find itself in financial difficulty. The Treasurer's tasks include:

- Working with the Club President (and finance committee if established) in setting the annual budget for the club
- Planning for the club's financial future
- Keeping a tight control on all expenditures ensuring that no budgets are overrun
  - > Making arrangements for signing officers for the club accounts. The Treasurer, the president and usually one other are appointed as signing officers. All financial transactions should require 2 signatures, one being that of the treasurer and one other signing officer.
- Setting up separate accounts for general and trust funds
- Recording all receipts and expenditures of general and trust funds
- Submitting all approved accounts to the Board for final approval
- Paying all bills
- Collecting membership dues- and notifying those with outstanding invoices
- Forwarding levies/payments to the League or Provincial association
- Preparing regular financial statements
- Arranging through the Board to appoint auditors for financial statements at year end

The attributes of a competent Treasurer are:

- Well organised
- Ability to handle money and cheques
- Good record keeper
- Integrity

The General Account is used by the club for most of its financial operations. It is from this account that most of the expenses are paid and revenue is entered. The Trust Account or Trust funds may be structured as Saving Accounts or used to fund special projects or events.

The club's revenue usually comes from membership dues. Some clubs are able to receive grants from within the community or the local government. Fundraising events and sponsorship can contribute to the club's revenue. It may not be required in every instance to provide a receipt for revenue received, however it is worth keeping a duplicate receipt book in case a receipt is required to assist with the accounting. Deposits should be made as the revenue is received and its source clearly noted, especially when cash is in question.

Expenditures usually arise from: publishing newsletters or information flyers, stationery and supplies, telephone and postage, league and provincial dues, coaches and officials, meeting rooms, facility maintenance and general administrative costs. It is recommended that all expenses be paid by cheque, thereby providing a record of expenditure. All expenses should be approved by the board and minuted before payment is made. It is important that all accounts be paid promptly.

Budgets should be prepared for all club projects and submitted to the Treasurer for both reviewing and assisting the financial administration.

There are many accounting packages available which can simplify the club's accounting, and assist with preparing up-to-date monthly and annual budgets. (Sample Budget – Appendix 9)

#### 5. Past President

The Past President can be a valuable asset to the club's administration. He/she has a great understanding of the club and its operations, based on his/her previous term in office. He/she may have valuable advice to offer the new President and the Board; however it is up to the current Board to institute what they believe is best for the club, even if this differs from the advice of the Past President.

The Past President can assist the President with meeting procedures and provide history on relevant club issues. The Board may welcome advice on the club program and the target goals outlined in the club's strategic plans. This can be useful in preventing pitfalls or the reinvention of the wheel.

## 6. Other Directors' Roles

The President, Secretary and Treasurer are the 3 most important roles within a club. Depending on the size of the club, you may wish to incorporate other members in order to assist with other functions. Other directors that you may want to include are:

- Coaching Coordinator: this position would ensure that all teams have coaches and provide information regarding coach education. It would also provide feedback to coaches throughout the season
- Junior Coordinator: is responsible for all junior teams and recruiting players; creates links with schools and community groups; ensures that there are capable coaches and assists with development of the more elite players; provides information to the players about forthcoming skill and selection camps; organises tournaments, tours and development squads
- Umpiring Coordinator: ensures that all club umpiring commitments within the league are covered; provides information regarding up-coming umpiring clinics and assists and encourages club members to obtain their umpiring certification
- Volunteer Coordinator: recruits volunteers to assist with club functions; guides them and gives feedback to them
- Fundraising /Sponsorship Coordinator: seeks to increase external revenue for the club; organises raffles, trivia nights, and silent auctions; works closely with the volunteer and social Coordinator
- Marketing Coordinator: acts to promote the club and assists with recruiting and sponsorship; may also be responsible for publications or newsletters
- Social Coordinator: organises social functions for the club. This can vary from a simple BBQ to an end of season club dinner or farewell. Pub nights or theme nights can also be arranged as a fundraiser for both the club and teams that are touring. The social Coordinator works closely with the fundraising and volunteer co-ordinators
- Communication Coordinator: this position entails updating websites and producing club newsletters and the dissemination of information to the club members
- Membership Coordinator: responsible for updating and maintaining the clubs members database

It is not necessary to fill all these positions. These are recommendations and there may be other positions on the Board that your club feels are more important to fill than the ones mentioned. Many of the responsibilities can be undertaken by one Board member and the duties merged. However the converse can occur with one Board member taking up too many responsibilities, resulting in incomplete tasks or possible burnout.

## *Summary*

As indicated in this chapter, the Board has the overall responsibility of running the club. It is essential that the Board operates in a reliable manner and performs the roles outlined for each Board member.

- The President, along with the Secretary and Treasurer have the responsibility of ensuring that the club operates in a productive and efficient manner.
- It is fundamental for the club's sustainability that each Board member has the appropriate skills to fulfil their position, to guide professionals and volunteers and to serve on the Board with the club's best interests in mind.

## 2.b Meetings

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Meetings are necessary for successful Club Management. There are a number of meetings that you will have to either attend or run as part of the Board. The purpose of this chapter is to observe the different types of meetings that occur, the steps involved in running them and the ways to conduct them efficiently.

Meetings are an excellent opportunity to problem solve, generate club spirit, discuss issues and plan for both the immediate and long-term future of the club. There are various reasons for calling a meeting. Who attends the meetings, the type of meetings that occur, how formal they will be and how frequently they occur, will be dependent upon the purpose of the meeting.

There are three common types of meetings that you are likely to encounter. They are the Annual General Meeting (AGM), the Board Meeting and the Sub-committee meeting.

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### **Board Meetings**

The Board meetings are likely to be the most common meeting that you will be involved in. This entails the President and the board members getting together to review the club's progress and to deal with any issues or correspondence that has arisen since the last meeting. The content usually concerns events that have occurred or are happening at present. Each Board member usually presents a report (both in writing and verbally) detailing what has occurred within his/her portfolio since the last meeting. Policy issues, budgets and current projects are commonly seen as the major topics. These meetings often have an element of discussion arising from previous matters, which may recur and are up for debate in the future. These usually require a decision before the meeting is concluded. Board meetings are effective when all directors have had the opportunity to voice their opinions and the decision has been made by consensus.

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### **Sub-committee Meetings**

If the Board members have formed sub-committees to assist them with their portfolios they will be involved with them. Sub-committee meetings are generally less formal than Board meetings – however if a special project is being undertaken and budgets are involved, it is wise to record the minutes of each of these meetings as well as present the board with a monthly report. Such reports are important to keep members up to date with what is happening in the organisation. Sub-committees may not have the authority to make major decisions, these may have to be approved by the Board before any action can be taken.

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### **Annual General Meeting (AGM)**

The AGM is one of the most important meetings that a club is involved in. It is usually written into the constitution that such a meeting must occur. It takes on a more formal approach than the other meetings. These meetings are open to all members of the club. This is where voting for new Board members occurs and motions are passed.

Annual reports and financial statements are presented including reporting on the activities that the club has undertaken during the year. Only matters that have been mentioned on the Agenda can be discussed. It is usually required that at least a month's notice is given informing the members of the meeting and the motions to be

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discussed. In some instances a Special General Meeting is called to discuss an urgent matter - the specifications for such a meeting are usually found in the club's constitution.

The AGM is important as it is where the club members are able to vote on motions proposed by the Board and also vote in new Board members who they believe have the club's best interest in mind. However it is often difficult to get members to attend AGMs, and typically participation is poor. Thus you may want to entice members by informing them that food and refreshments will be served, or arrange the AGM so that it follows a club training session or precedes an award ceremony. By combining the AGM with another more attractive event, it may result in higher membership participation.

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## **Running a Meeting**

The person who runs the meetings is called the chairperson or simply the chair. It is usually the Club President who holds this role - however some clubs may choose to appoint or elect another person to undertake this role during meetings. The key to running a good meeting is time management. Starting meetings on time and keeping to the agenda will help to keep the meetings short. Time is valuable and nobody wants to be there longer than they need to be. It is up to the chairperson to keep things on track and move on when it is felt that the issues have been sufficiently discussed or whether more information and time is needed to make a decision. A prepared agenda and being up to date with the happenings within the club will give the chair the confidence to run an effective meeting.

A structured procedure is followed when running a meeting. An agenda is prepared in advance which is used to plan the meeting and record the minutes. The agenda lists the order that the meeting will follow and the items to be discussed. The Secretary (in consultation with the President) usually prepares the agenda and circulates it to the Board prior to the meeting. This gives all involved time to prepare in advance. (See appendix 10)

Before a meeting can begin - a quorum must be present. A quorum is the minimum number of people that must be present (as stated in the constitution - usually half the number of the Board + 1) for the meeting to take place. Without this quorum the meeting and all the decisions made are not valid.

A motion is a formal recommendation presented to the meeting for discussion and sanction. Such motions are usually presented during the meeting to formalise a particular decision. Once a motion has been proposed, it is recorded in the minutes. The person who proposed the motion is noted, and then it is seconded by another Board member, who is also noted in the minutes. The motion should be specific and unambiguous and should be concise. Motions can be amended and then be presented and seconded by a third and fourth person. If the amendment is adopted it immediately replaces the original motion. If it is not accepted the original motion is revisited for further discussion.

Two types of decision making processes may take place within the meeting - voting and consensus. Each Club may have different voting methods. The Chair should decide whether voting is done either by a show of hands (first by all those in favour of the motion, then by all those against whereby the majority wins), or by ballot (this is anonymous, with each person writing down for what or whom she/he is voting). This is usually used when electing members to positions of office. Voting is advantageous in that it is quick and everyone is able to participate.

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Consensus implies that all members at the meeting must agree to a decision being made. This signifies a more cooperative approach. Usually the issue is debated and then as it draws to an end everyone is asked, "Do we agree on...." If the answer is yes then the issue is solved. If not alternatives should be offered. Those who are opposed may be willing to stand aside and allow the rest of the Board to carry out the proposed actions.

The Minutes of the meeting are recorded by the Secretary. The place, date and time of the meeting is recorded as is a list of the members who attended and a second list of any absentees. Following the format of the agenda, any issues that were discussed and any decisions that are made including actions to be taken are noted. All motions are written as presented stating who proposed and seconded them. The Secretary is also responsible for writing up the minutes before the next meeting and circulating them to the Board. This will remind the Board of any responsibilities that they need to act on. Timelines for actions should also be highlighted.

(See appendix 11).

## *Summary*

Meetings have an important function in Club Management. They allow issues to be discussed, problems to be resolved and information to be disseminated. A well-structured agenda helps to keep the meeting in order, and allows for effortless minute keeping. By following the procedure outlined, you can run efficient and effective meetings that will keep both the board and your members happy.

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## 2.c Training and Facilitation of Paid and Voluntary Staff

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For a club to be successful it must value its staff, as they are the backbone of the club. Training and developing your paid and voluntary staff leads to overall competency within your club. This can be the defining factor in your club's success both on and off the hockey field. This chapter looks at the benefits of training staff on the road to a successful hockey club.

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### Volunteers

A lot of emphasis is placed on volunteer support in sport. In many cases there is little or no funding available to clubs, which makes a club reliant upon volunteers. Who is out there to volunteer? Look within the membership and friends of the hockey family. It may surprise you to find that there are many people willing to volunteer. The people who volunteer can vary from students, parents, grandparents, business people, teachers, to many others who may or may not be linked to the club.

Volunteers who feel that they have made a difference to the club and have been recognised and rewarded are more likely to volunteer again. It is important to realise that having good volunteer practices within the club can contribute to the recruitment and retention of volunteers. It is up to the club to make volunteering seem worthwhile.

Planning plays an important role in the training and facilitation of your volunteers. Your club needs to determine which positions could be filled by volunteers. For instance, is it coaching, sitting on the Board, organising events, fundraising, or running the bar in the clubhouse?

Once the need for volunteers has been established, be clear about the demands of the position or what each volunteer is expected to do. This can be simplified by preparing a job description for each role or task that you would like filled (see chapter about Recruiting and Retention).

It is important to ensure that the job description fits the role that it partners. Don't make a position sound more elaborate than it is, or omit facts pertaining to the position. This will lead to dissatisfaction for the volunteer and can result in him/her either withdrawing from the position or giving a poor performance. A volunteer agreement can be established to give the role a more professional outlook. (See appendix 12)

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### Involvement

Each volunteer should be treated as a staff member and thus you should involve him or her in all aspects of the club -particularly aspects that pertain to their portfolio. They should be involved or consulted on decisions concerning their particular role. It is important to ensure that communication is seen as a priority. You can keep your volunteers involved by running regular meetings, communicating frequently face to face and through newsletters and bulletins. It is important to recognise that they may have other priorities outside of the club. Ensure that you don't over burden them with tasks, even if they seem willing. This will ultimately lead to burnout. The club can take steps to avoid this by assigning a buddy or supervisor to each new volunteer, helping them to settle into their role and increasing their confidence.

Inviting two people to work on a task helps relieve the load of responsibility. This makes volunteering more attractive as volunteers feel that they are not out on a limb, but are working as part of a team, sharing

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responsibilities and ideas. The time commitment would also be reduced and would therefore seem more appealing. Knowing that you would only have to run the kiosk 6 out of the 12 weeks is more tempting than having to run it for all 12.

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## **Volunteer Coordinator**

It is highly recommended for a club to appoint a Volunteer Coordinator. He/she has the responsibility of planning a volunteer program and introducing volunteers to their jobs and to other members. He/she is the contact person to whom the volunteers can turn for assistance, for liaison and for feedback. The list of responsibilities also includes assessing the human resources needs for the club, ensuring that the right person is found for a particular job and smoothing out any mismatches that may occur. In addition the Volunteer Coordinator sees that all volunteers are recognised and rewarded for their contributions to the club.

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## **Training**

The club needs well-prepared and committed volunteers who display leadership qualities and who can share their vision. As a club, you cannot always expect every volunteer to have all the necessary skills to perform his/her tasks efficiently. Each job requires training in some shape or form. Be it a course to improve or build on expertise or a demonstration on how to water the turf, an induction period is necessary. The aspect of training varies in many degrees. Training for coaching may involve weekend seminars and on-field sessions, whereas training someone to collect tickets at a fundraising event may only involve assisting another volunteer until he/she feels confident enough to do the job on his/her own. Detailing the time requirements involved in each volunteer position will encourage people to help out, as they will then know what is expected of them. This will lead to more satisfied volunteers.

A friendly helpful environment is also fostered by a club that provides the means for their volunteers to develop new skills and access the necessary training opportunities to fulfil their roles more effectively. Volunteers that feel valued and have the skills to perform their tasks are more likely to continue to volunteer at the club. Training increases self-confidence and reduces the likelihood of stress. Meeting the needs of your volunteers is integral to their retention.

Volunteers can train to be accredited as umpires, coaches and administrators. Offering both newcomers and existing volunteers avenues to improve their skills further strengthens and develops the club within the hockey community. Coaching and umpiring courses are usually run through the provincial/state hockey organisation or the national body. It is worthwhile contacting them prior to the start of the season to see when such courses are being run or alternatively, ask them to run such courses for your club. Having certified coaches and officials certainly makes the club more attractive to players and can encourage further player recruitment.

In addition to the hockey bodies, the local colleges and sporting organisations often run coaching theory courses that your members and volunteers can attend. If your club has specific needs, you should organise or add your own special training program.

Leadership, administrative and developmental courses may also be available through your hockey association or other local organisations and colleges. Your volunteers should be both supported and encouraged.

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On field support is also beneficial in the training of both staff and volunteers. Mentor programs have proved useful to coaches and umpires. Mentors are able to assist coaches/umpires in a less formal situation. This approach may be preferred to the classroom situation, as questions can be answered and assistance given at the time of the event rather than in a hypothetical situation.

This can also be seen in the position of an assistant coach who can gain valuable knowledge from working alongside someone more experienced. New coaches may be more confident in this situation as they are able to learn new skills as the season progresses. By using a coach that is currently coaching at the club or who has valuable coaching experience, the club can also offer introductory coaching sessions to its members. Such sessions may simply include basic drills, equipment and safety issues. As the coaches become more knowledgeable, you can then have a guest coach who will run the session. This principle can be applied to all aspects of the club – umpiring, fundraising, social events and any other staffed positions.

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### **Paid staff**

Many clubs exist solely with the help of volunteers. However if your club has expanded you may wish to employ someone to assist with the general management of the club. Furthermore you may recruit a coach for your premier team and pay him/her a coaching salary. Incorporating paid staff in a volunteer system can lead to a delicate situation, with the volunteers feeling of little worth. Paid staff is usually given greater responsibility and the expectation for them to perform is often much greater. Paid staff may in some instances be expected to work in more specialist/expert positions. They should always operate in a professional manner, fulfilling duties in a timely fashion and not offload tasks on to volunteers. However the opposite should not occur either. Just because they are being paid does not give the club the right to dump all tasks on them or make unrealistic demands on their time or skills. A paid coach may offer to assist a more junior coach, which should in no way infer that the coach should also attend every practice or game that the juniors are involved in.

The same training opportunities should exist for paid staff to further improve the skills and knowledge that they have. If personal development is not offered they will be left behind or overrun by others who have been fortunate enough to pursue such development. With changes constantly occurring in hockey, it is to your advantage to be up-to-date with developments as they occur.

In many instances paid staff make the work of volunteers easier by providing support and information to the volunteers. Paid and voluntary staff may work together and assist each other with tasks; however the paid staff must not assume an elitist ideology as this may lead to apathy from the volunteers. Decision making power should be given to each person according to the role that they fulfil. Paid staff should remember that volunteers are dedicated people with a lot to contribute. Both parties should recognise that they have different knowledge, skills and roles to offer.

Effective time management of paid staff goes a long way to retaining them and operating an efficient and successful club.

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## Summary

Whether they are paid staff or volunteers, the club and its members should respect each of these individuals and acknowledge the time and effort that they give to the club. Volunteers are more likely to continue in their positions if clubs provide training and accreditation options to facilitate their task and increase their confidence.

Volunteer policies help the club manage their volunteers and recognise the value of volunteering in terms of achieving the aims and objectives of the club. It is important to focus on the 3 following aspects:

- Recruitment: the selection and rights and responsibilities of the volunteer
- Retention: supervision, support, training and accreditation
- Recognition: rewards and evaluation

To achieve success the club must provide a welcoming environment for all those who contribute to the club and recognise the work that is being done.

## 2.d Fundraising and Sponsorship

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With limited funding and support hockey clubs often find it difficult to provide for their members without the members themselves having to bear the cost.

This chapter suggests ways that your hockey club may be able to raise money through fundraising and sponsorship.

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### Fundraising

Fundraising can be defined as raising money for specific club events or purchases for capital projects like a synthetic pitch. Be it tours or uniforms there are many ways that the club can go about achieving its targets such as:

- Membership fees
- Donations
- Community grants
- Raffles and lottery type events
- Fundraising dinners
- Hotdog stands
- Bake sales
- Car washes

The list can be as long as ones imagination and motivation. Fundraising requires planning to ensure that you have reliable strategy in place. It is not worth fundraising if the cost of raising funds outweighs the cost of the funds to be raised.

The first step that needs to be taken is to determine exactly why the funds are being raised. The club then needs to target a specific amount of money that they hope to raise. Once this has been established a budget and timelines with measurable objectives needs to be developed. Are there available resources to carry out the goal? Does the club have volunteers and/or facilities to hold the event? A detailed plan of action needs to be completed. Finally the fundraising event needs to take place.

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### Sample Fundraising Project

1. Purpose: Indoor Hockey Tour
2. Budget: \$2500 to be raised by Dec 15th 2003
3. Strategy: Run concession stands at all home games until Dec 1st and hold a trivia night at the club Nov 15th (\$10 entry). Raffles and 50/50 draws at home games. Hold a Silent Auction at the Club dinner.
4. Action: Use team members on a roster system to run concessions and trivia. Ask for volunteers to help with 50/50 and raffles at home games. All team members to provide items for Silent Auction.

A successful fundraising campaign involves more than preparing a goal and a plan. It is important that there are enough people to help with the event. Some clubs may have a Fundraising Committee which organises the campaign and sets the ball in motion. However if you can spread the workload and have a few extra hands to help out leading up to the event, it will be easier for all involved. It is important that all involved are aware of the event and what their tasks entail as well as ensuring that they are committed to the project. Working to a timeline will help keep things on target.

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The method of fundraising that you have selected should relate to the fundraising target. There is no use running a late evening social function if you are raising money for your juniors - make the event something that they can be involved in- i.e. washing cars, selling chocolates etc. It should be something that is not beyond the resources of the club or on a day where people are likely to be occupied with other events. It may be worth doing some research on what works well in your community or what is needed. There is no use trying to sell cookies when the girl guides are doing their cookie drive. The timing of your event is key to its success.

It would be a waste of time organising a fundraising event if no one knows about it. Make sure that you announce it at all club meetings, in the newsletter, on the website, in local newspapers and on local TV/radio stations as well as around the club. Those that are benefiting from the funds being raised should assist in publicising the events as widely as possible.

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## **Donations**

Donations are another means of obtaining money for the club. These are of a philanthropic nature, whereby the club may accept funds without offering a service or goods in return. People give donations for various reasons. There are charitable trusts and foundations, corporate companies and individuals who are willing to donate money to sports clubs. When seeking donations, the club should have a business proposal to present to prospective donors. This proposal should tell the donors what the club is about and why it would benefit from such a donation. Have a list of potential donors that you want to approach. It is important that you target the right donors. Usually they are people with an interest in Hockey or in what your hockey club has to offer them.

Don't forget the "Friends" of hockey, people who used to play or helped set up the club. You may find that there is a group of people who have a strong affiliation to the club or the game and are willing to donate a yearly amount. You can organise a special membership for such supporters, whereby they can donate specific amounts and perhaps offer them different levels of membership. In appreciation the club can hold an annual dinner in their honour or present them with tickets to an event.

Once you have compiled a list of possible donors approach them either personally with your proposal, or by mail and then follow it up in person. It is important to have the right people making the presentations. They should be knowledgeable about the club and its plans, as well as be prepared to answer any questions that are posed. Ensure that you thank donors for their time and the contributions that they make. This can be done in person, at award ceremonies, through your newsletter or web site or with advertising. Donor recognition further encourages the relationship between the donor and the club, fostering the connection for future donations. Remember that as with fundraising, you need to set goals, make plans to help you carry out your goal, determine the resources that are available, budget for the plan and the strategy that will raise the funds.

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## Grants

Grants are funds that you can apply for through established trusts or organisations. They usually require you to complete an application form that asks you to detail the reasons why you should receive the grant. The project that you are preparing needs to be outlined, listing its duration, who or what is involved, the budget associated with the project, and whether it is a once-off project and whether there will be funds to continue it when the grant money runs out. You need to plan and be clear about your objectives when completing your application form. There are usually many more applications vying for a share of the grant than there is money available, therefore it should not be prepared at the last minute.

Before applying for a grant, you should research the company or agency that is offering the grant and establish whether you are eligible to apply before completing your application form. Many grants have particular specifications and categories that need to be met if you are to be successful. Different grants are available for coaching, special events, equipment or junior initiatives- be sure to be thorough in your research. Ensure that you meet the requirements in order to not waste valuable time and resources.

There may be a number of grants available to your hockey club that you are not aware of. These grants may be through local community groups, local governments and councils, charities and trusts, corporate companies, sports authorities or even your governing hockey association.

It may be worthwhile preparing a calendar to remind you to request application forms and note the closing dates of applications. Give yourself enough time to adequately prepare your application, pay attention to detail and resolve any queries that you may have pertaining to the form.

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## Sponsorship

Sponsorship is an agreement or partnership between two parties, both of which seek mutual benefits. They usually involve a contract with specific conditions outlined for both parties. For your club to seek sponsorship you need to have something to offer to your potential sponsors. Like grants – the funds available for sponsorship are limited with many others making requests for the same resources that the sponsor has available.

Thus the approach you take must be well planned and researched. Who do you want to target as a potential sponsor? Are you a source of potential clients that can increase their profits? You as a club need to determine if you and your members and supporters constitute the target market that a company is trying to attract. What benefits or opportunities can your hockey club offer? One notion to consider is the image of your club and then the products that would be suitable for your club to meet this image (for instance: if you have juniors then you may wish to associate yourself with a soft drink rather than an alcoholic beverage supplier).

As a hockey club you may be seeking the following sponsorship for an event:

- for a team
- to help with club finances
- purchase of equipment
- facilities rental
- accommodation or travel costs
- new programmes for members

Sponsorship may be arranged as products or services rather than money in exchange for the benefits your club has agreed to offer. The aim of most sponsors is to increase the productivity of their business. What is there that you can offer the sponsor? More than likely it will be exposure and the advertising or promotion of their product.

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## Attracting Sponsors

Potential sponsors are searching for people who are in the market for their merchandise and services. There are many companies who would be willing to sponsor your club. You have to show that the club has the potential and the capability of providing them with the benefits that they seek. Which companies do you think are likely to advertise or promote their products to your club and its supporters?

- Sporting companies
- Car dealerships
- Supermarkets
- Hockey Suppliers
- Banks and other financial companies
- Restaurants
- Information technology and telecommunications
- Soft drinks companies
- Warehouses
- Local shops in the neighbourhood

It may be easier to approach smaller companies rather than larger corporates who are constantly bombarded with requests. Smaller businesses may be more flexible in their budgeting whereas big corporations tend to allocate their funds at the start of the year rendering any other sponsorship proposal unsuccessful once the budget has been set.

Local business may not be able to spend money on advertising campaigns and may see this as an excellent opportunity for publicity and exposure. Your club and supporters would be more likely to patronise a business in the vicinity rather than have to travel great distances. Restaurants and food establishments may be more willing to provide club members and supporters with a discounted rate or 2 for 1 offers rather than offering money. Consider offering smaller sponsorship packages to a number of businesses who may find them more suitable and affordable, rather than asking for one lump sum of money from one potential sponsor. Offering services or goods as sponsorship is often more appealing to smaller companies who may not be able to offer money, yet would still like to sponsor your club. Thus tailoring your proposal to suit the needs of your potential sponsors is worthy of consideration.

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## What can you offer...?

Once you have established which business would find your club and its supporters an ideal target market, the next step is determining what you can offer them. You need to convince them that it is more worthwhile to sponsor your club than to spend money on other forms of advertising and promotion. Depending on your club and its facilities you may be able to offer the following:

- Advertising space in the form of signage or banners at the ground or in the club room
  - Names and logos on team uniforms
  - Advertising in newsletters, flyers and websites
  - Names and logos on awards
  - Invitations to events offered by the club
  - Naming rights to teams and/or events
  - Onsite display and sales of merchandise
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## Sponsorship proposals

The sponsorship proposal is a well-planned presentation that is used to attract potential sponsors, detailing how a sponsorship will help both parties achieve their goals. There are many ways to present your proposal. You can present it as a video, a CD-ROM, in the mail or in person using visual aids if they are available. It is recommended that you make a verbal presentation as the first impression is often lasting. Ensure that both the presenter and the proposal are professional and well prepared.

Whichever method you choose, it is important to ensure that you have included the following:

- Background of the club and its membership.
- Contact person and contact details for the club
- Details of the club members and the supporters that are likely to be at your games and events that the sponsors will gain exposure from
- Details of the facilities that are available for the sponsors use
- Future plans that the club may have
- A budget for the event or program that you propose to run
- Details of the events or program that you seek the sponsorship for
- A list of what you will provide for the sponsors – advertising space, invitations to club dinners and information regarding all club events, etc.
- Benefits that the sponsor will gain by choosing to sponsor your club
- Details of achievements within the club

Be sure to have the correct contact details of the person to whom you are to present the program. Making an appointment will keep the relationship professional and let the potential sponsor know that you are serious in your endeavour to obtain sponsorship. Information prepared should be precise. The presenter needs to be well versed with what is being offered to the sponsor and comprehensive in expressing what you expect of them. The budget should also be clearly outlined, showing the sponsors that you have something of value to offer them.

Once the initial meeting has occurred, it is important to contact the potential sponsor to thank them for their time and inquire about the possibility of sponsorship. Be prepared to negotiate the proposal before it is accepted. It is important to be flexible to ensure that there are mutual benefits.

Once the terms have been agreed upon and the sponsorship contract has been signed it is important that you maintain contact with the sponsor. Keep them informed as to what is happening in the club. Invite them to events and forward any media exposure to them. If you have promised them something ensure that you follow through with it. It is far easier to keep a current sponsor and maintain a good relationship than have to search for a new sponsor. Present them with memorabilia or a club photo as a thank you. If you are running a project with the funds that have been provided, you need to keep them updated with regular reports and invite them to come and see for themselves how it is going. Don't be afraid to ask them for continued funding, particularly if they are pleased with the partnership.

Be loyal to your sponsor if they have treated you well and try not to seek other sponsors that compete with your current sponsor's product. If possible try to support your sponsor when purchasing merchandise that they handle or sell.

After an event or at the end of the season consider providing your sponsor with a report on how they helped the club. You may also want to include the number of people that attended the events and the exposure that it offered them. You may want to mention how things may be improved and where things may have gone wrong. Ask them for feedback on your club and whether they were satisfied with the money value of the arrangement. Were they happy with the agreement that was made?

Try not to be solely dependent on your sponsors. Should they decide not to sponsor the club the following year for some reason, be sure that you can carry on without their assistance. Don't be discouraged if at first you are not receiving any positive replies to your sponsorship proposals. There are many companies out there that can be approached and it is just a matter of coming across the right one. Timing is also important. Try to approach businesses before they set their budgets. Learn from any failed proposals and see how you can improve them. Ask corporations if they would consider other options or ways that would help you to be successful in the future, either with them or with other companies. Having a contact within a company or an organisation often helps you get a foot in the door when asking for sponsorship. Ask around your club and see if any of your members can help in this way. They may either work in such a company or have a brother or neighbour working in such an organisation.

Whether it is a service, equipment or money that may be available to you they will want something in return thus you will need to convey that you have value and worth on offer.

Aspects such as the media, the number of people that attend hockey games at the club and community contacts are seen to be of importance to the sponsor. Attention to detail and looking after your sponsor will enhance your relationship and the likelihood of retaining them as future sponsors.

## *Summary*

Clubs are often more reliant on sponsorships and fundraising endeavours than other income for long-term sustainability. With many other clubs and organisations vying for the same funds it is important to make your club stand out amongst the competition. Companies choose whom they wish to sponsor very carefully. Sensible planning and thorough research of companies and funding sources available to the club will help you to be more successful in securing funds and sponsorship.

## 2.e Marketing and Promotion

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Marketing and Promotion can help you to establish your club in the hockey community. While marketing can be defined as a process of matching services or products with people who want to use or participate in them, promotion is the process of bringing these services and products to the attention of potential participants. With the increase in recreational activities it is becoming more important for clubs to use marketing and promotion as a means of keeping participants satisfied and interested in your club. This chapter looks at how you can use marketing and promotion as part of your plan to make your club more attractive to potential hockey players, volunteers and sponsors.

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### Marketing

Marketing can be viewed as “selling your club and its services”. Many clubs undertake marketing without realising it. Placing the club’s name in a sports directory, newspaper or phonebook is a fairly common kind of marketing. However there is more to it than just placing an advertisement. It should be a planned approach whereby the club creates and exchanges services with others. These “others” are referred to as “the market”.

It is part of the club’s collective plan to attract and retain members, volunteers and sponsors, develop program strategies and foster a pleasant environment. A marketing plan focuses on many of these aspects and sells the club to your members and to other potential members. Through advertising, promotion, sponsorship and publicity the club is constantly being marketed. These factors need to be blended in a thoroughly planned strategy if they are to be successful. Before you rush out and start marketing your club, it is important to know:

- What the club has to offer?
- Who you are planning to target?
- What it is that you are hoping to achieve?
- Are there resources available to help implement a marketing plan?

Since marketing can be defined in many ways it is important to understand the different ways in which it can be used. Listed are some examples:

- Offering new services to cater for a new market: e.g. offering a junior section when you have only been a senior club or entering a team in a recreational summer league
- Offering to send coaches to a coaching workshop
- Advertising in the local newspaper or listing the club in the phone book or sports directory
- Improving club facilities
- Providing a kiosk for refreshments during home games.
- Increasing membership fees to provide qualified umpires at all games.

Such examples are designed to cater for your members as well as improve the services being offered to them. They also incorporate the four marketing tools that are available for your club to use – product, price, promotion and place.

Product refers to the quality and accessibility of the service that the club provides i.e. league competitions and tours.

Price is the cost of participating in the activities provided by the club i.e. membership fees.

Promotion includes the avenues taken to advertise and promote the club – i.e. signs posted at community centres and schools.

Place is where the services or activities take place i.e. hockey pitch and clubhouses.

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It is important that you incorporate all the components in your plan. Too often clubs focus on one or two aspects resulting in an imbalance in their marketing plan. Pricing is a delicate issue, as members will oppose fee increases unless they can see what benefits they will receive. Be sure to detail all planned improvements and benefits and circulate it amongst the membership to limit opposition against any fee increase.

Paid promotion has its place, however word of mouth and unsolicited club publicity serves the club in a more favourable way.

There are other variables that your club should consider in its marketing plan. These relate to both the existing and potential members:

- accessibility to facilities and services
- the environment that the club operates in
- the approach used to welcome new and existing members

These aspects directly affect the impressions and experiences that participants will encounter. By focusing more attention on these aspects, not only is it a cheaper way to promote the club, but it will directly influence the participant's decision to accept or refuse the services offered by the club. As marketing is customer focused, it is important to vary the marketing tools to satisfy the needs of the customer.

The marketing process can be intimidating especially to a new club that has many other aspects to consider. It can however be a very straightforward process if approached as a series of stages and it doesn't necessitate outside employment. The club can implement a marketing plan through the marketing portfolio. It is recommended that the Board member assigned to the marketing portfolio forms a subcommittee to assist him/her with this role. It is important that everyone who is involved knows what has to be done and the steps that have to be taken to carry out the plan.

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## Marketing stages

There are 5 stages that can be followed in Marketing:

1. Defining the service
2. Target markets
3. Objectives
4. Marketing strategy
5. Marketing plan

### 1. Defining the service

The first step is to identify what services the club has to offer. What attractions does your club have: a team in 1st division? a new water-based pitch?

Define the services according to your club plan, if you are trying to attract more juniors, let them know that there is a good club structure in existence and qualified coaches.

Try and be as explicit as possible about what the club has to offer, as this is your main selling tool. What makes your club so attractive in comparison to other clubs or other leisure activities?

### 2. Target Market

Target marketing involves offering specific services to specific groups of people. Defining the target market is a vital aspect in a successful marketing plan. In order to do this you may need to research the area that you are in or the people you are trying to attract. You will be more successful if you target the group that you are trying to

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attract and then focus on them. For example, if you want to provide a skills session for Under 12s you would not want to run it late in the evening, on a school night, when they would likely be going to bed. An after-school or weekend camp would be more practical.

A good way to determine your targets is to ask: who they are, where they are, what would interest them, how you can reach them and why they should be interested in joining your club?

This can be broken into categories by:

- Age group
- Gender
- Location
- Singles or families
- Skill level
- Recreational or competitive

From these categories try and identify their hockey needs:

- Family > is it a family-orientated club or is there a junior component for their children?
- Juniors > are they competitive or do they just want to have fun?
- Single > do they want more social events and tours? Is a clubhouse important to them?
- Location > Are there ample parking facilities? Is it easy to access via public transport?

This will help you understand and identify the needs of both potential and existing players. By identifying your target market you can help reduce costs and increase the level of satisfaction within the club. A player who is happy with the services offered by the club is more likely to share this knowledge with friends and family and entice them to join the club, than an unsatisfied player who may look for another club. It is important to remember to build your services around your members and their needs, rather than hoping that players will adapt to what your club has on offer.

### 3. Objectives

Your objectives are your club's aims that you identified in your club plan.

It is essential that you have a clear idea of what it is you are trying to achieve with your marketing plan.

Your objectives may be the following:

- Increase in the membership
- Increase in the number of volunteers
- Increase in the number of members participating in club events
- Improve facilities
- Increase in the number of certified coaches or umpires in the club
- Obtain outside funding
- Increased participation by specified target groups – i.e. more U14, or more women's teams

The objectives that you choose will impact significantly on the type of marketing plan you follow.

#### 4. Marketing strategy

Once you have clearly identified your objectives, you can start on the marketing strategy. The marketing strategy is the approach that you use to reach your market. Before you do this you need to know where to find them. In order to reach your target market, you need to know where they shop, where they go to school, where they buy their paper from, what radio station they listen to and where they work. It is important to work out what is important to each group and tailor your plan to their needs.

Don't forget the PRICE- what is the price of your membership fee? Does it fit your target market? Is it affordable to students? Is there a student price?

The strategy that you use to reach them may be to advertise within the local community, in the newspaper and on notice boards. Check that this is an avenue that can be used to access your target market.

#### 5. Marketing Plan

Your marketing plan should be a detailed list of steps that you intend to use to implement your strategy.

An example may be:

<u>Objective:</u>	to increase participation at skills camps
<u>Target market:</u>	children under 16 and their parents
<u>Service:</u>	skills and games camps run by national team players
<u>Strategy:</u>	advertise to all junior members via the mail and to school teams and after school programs with leaflets. Also advertise in the local paper.

#### Cost benefit approach

This approach determines whether the input is outweighed by the benefits derived from marketing. Ideally if you are not going to exceed the efforts that will be put into the plan then it may be worth revising it or scrapping it completely.

There are monetary costs associated with marketing (advertising, staff, and time). This needs to be accounted for when completing your plan. A budget should be prepared detailing all costs involved and what the benefit would be from instituting the plan.

For example- if you want to raise funds for a tour (\$1000), you may calculate that running a car wash would require 200 cars to be washed at \$5 per car. However if you also need to purchase buckets and sponges and advertise the event, at a cost of \$160; you would need to calculate if it is worth running the car wash. In this instance you could hope to wash a few extra cars or have people bring their own buckets to offset the costs. Even if you only washed 100 cars and made \$500 – would this be worth it for the club or would the time and money be utilised more efficiently on another project?

## **Promotion**

Promotion is a major component of the marketing strategy. This can be defined as the process by which the services that your club has to offer are brought to the attention of current and potential hockey players. As mentioned above the costs associated with promoting the services can be costly and the benefits difficult to assess. Thus it is crucial that the promotion matches the services, the market and the objectives that were identified.

There are many different forms of promotion, which vary from advertising in the local paper to making public announcements at the hockey field. Posters, radio adverts, brochures, Internet, displays, demonstrations, newspaper adverts and registering in phone directories are to name but a few examples of promotion.

The purpose of promotion is to create public awareness and interest in your club and the activities that you offer.

## The Promoter

Traditionally most clubs don't have a Promotions officer. This generally falls to the Board member responsible for Marketing or anyone who has experience in this sector or is willing to help-out. Once the target market is understood, the Promoter can undertake the role of promoting the club and its services. Depending on the size of your club and its goals, it may be worth creating a long-term position for the Promoter. Whoever fills this role must have a sound understanding of the objectives that have been decided upon. It would also be helpful to form a committee to assist with the various tasks.

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## Steps of Promotion

To be able to conduct a successful promotional campaign the following guidelines should be followed:

1. Have a clear idea of what you want to achieve with your promotional campaign. This will assist you in planning your activities.
2. Create the right message for the people that you wish to target. What will attract them to the club? Ensure that you have information available to let any interested participants know how they can take part in the clubs activities i.e. what the training times are, the location of the pitch, number of teams etc.
3. Identify avenues that you will use to distribute your message. What would be the best medium for your target? Posters, t-shirts, balloons, hats, hockey demonstrations?
4. Create in the message the manner that is most suitable for persuading your audience to participate in your clubs activities.

It is wise to test your ideas on friends, family or current club members to see if they are favourably received. Ensure too that the club is prepared to handle the outcome of your campaign. If you are running a membership drive and recruit 30 new members, make sure that you will have a team for them to play in. If you are not prepared it will result in negative publicity for your club and could have the potential to harm future recruiting.

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## Promotional Media

### 1. The hockey pitch

If you share a pitch with another club or use one at the local community centre, this is your most accessible source of new members. When others (schools, other players, parents) are using the same pitch as your club, they can be targeted as potential new players, coaches or volunteers.

Promotion at the club, pitch or local community/leisure centre can be done at minimal or no cost and may target the audience that you have selected. Using notice boards or leaving flyers at the reception is an ideal way to post club information informing members of training times and upcoming events, as well as inviting new members to take part. Ensure that there is a contact name and number for anyone who may be interested in your activities. The same can also be done at local schools or youth groups that may have juniors that you can target.

If the community centre has a brochure or newsletter, ask if you can advertise the club in that. Most community centres have notice boards for various sports. Ask if you can establish a hockey corner, advertising the club, training times and events. If you have a club banner – try and display it as much as possible to give the club recognition and exposure.

During social events that occur outside of the clubhouse (pub nights, ten-pin bowling, team dinners, tours etc.) it is suggested that all members wear something with the club logo to further promote the club.

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## 2. Publicity

This is another form of promotion, and the main benefit is that there is no cost involved. It usually appears in editorial or story form in newspapers, non-commercial radio and television programs. Such an avenue can help your club raise its public profile. Regular media coverage can help to create and maintain an awareness of your club's activities.

All sections of the media are set up to cover sport and recreation events, and if approached with an idea they may be willing to cover it. However if you want the media to be involved, your proposition must be a good story that will be of interest to more than just the hockey community. If you can get to know the local sports journalist, it may assist you in having your club publicised at no cost!

When working with the media it is important that you know your subject and the market that you are trying to approach. Believe in the event that you are trying to sell to them and be enthusiastic about it. Understand the media requirements if you are to submit a press release.

## 3. Media Releases

When preparing to send a press release, consider the following guidelines:

- Ensure that the release is typed with double spacing
- Ensure that the information is topical
- Present the news in short snappy headlines, listing the main points of interest first
- Use easy to understand language: not everyone reading it will know what a drag flick or a penalty corner is
- Know the media deadlines
- Use the correct formatting required by the media
- If possible provide photographs
- Ensure that the club name is at the top of the article and that the words "Media Release" are easily identified
- Supply contact details for further information
- Deliver the release to the appropriate reporters and make sure everybody receives it at the same time

The main ideas that need to be conveyed in the release are: (See appendix 13)

- What the event is/was?
- Where it occurred or is scheduled to occur?
- Who was/is involved?
- Why is it happening or has it happened?

## 4. Printed material

Newspapers seek to tell the news. Local papers and magazines are more interested in human-interest stories. Your club's focus is usually a human-interest story. For example a club member may be playing his 200th game or a junior member has been selected to play in a provincial or national team. This may also be an ideal avenue for your club to announce that it is seeking donations to help fund a new turf or upgrade the clubhouse, or that you are hosting a particular event. The advantage the newspapers have is that they are timely and have a large distribution. Newspapers can provide mediums for advertising events, results, supplements and photographs. Perhaps you could offer to write a weekly column or a review of the weekend matches that the club played in.

Brochures, newsletters and posters can also be used to promote the club. These are usually cheap to produce and can be formatted to meet your needs. Many can be done using a household computer and printer – eliminating publishing costs. They can also be widely distributed through club members both at their workplace and in their neighbourhood.

### 5. Radio and Television

The radio offers an excellent opportunity for on the spot broadcasting of announcements and results. Radio reports are usually short and concise. Most radio stations have community advertising, notice boards, scoreboard results and talkback programs that can be used to promote your club. The benefits being that a large audience can be reached within seconds.

Television is not used as often due to the high costs associated with advertising. If affordable it is a great medium. New TV stations are sometimes looking for human-interest stories, particularly if a celebrity is involved. They also do community service announcements in which you can promote your upcoming event. Broadcasting a hockey match or part of it on TV is invaluable, giving your club exposure and an excellent public relations opportunity. It is worth approaching a TV station to televise league finals or exhibition games.

### 6. Advertising

There are both advantages and disadvantages in advertising. The advantage being that it gives you a space to promote the club or event as you wish and can be fixed for a period of time; however the disadvantage is the cost associated with it. Costs can be minimised by advertising locally rather than regionally or nationally. There may be community newsletters or brochures that offer advertising at a minimal cost or some type of reciprocal arrangement. Posters and signs are the least expensive forms of advertising and can be produced on a computer or by running a competition.

When designing a poster or advertisement be sure to include the following: (See appendix 14)

- Club name
- Your logo
- Contact information
- A brief description of the club or event
- A picture if possible
- And if you have room why not throw in a catchy phrase!

When distributing your advertising consider your target market. What is it that you are focusing on? Children or adults? This will affect where you place your advertising. If you are attracting juniors, an ad placed in the daily newspaper is likely to be wasted. Think where they are likely to visit or where they or their parents may be more likely to come across your poster or advert.

Advertising costs will undoubtedly be among the more expensive items on your budget. Your club depends on a successful advertising campaign. Costs are dependent upon quality, size and colours used in your advertisement. Ask yourself whether you will get the same response if it was in black and white? Or will the ad that you can afford be too small to be noticed? If you are having material printed it is worth calculating the price as it is often cheaper to print a lot of copies at the one time.

### 7. Internet

Electronic forms of media are becoming more widely recognised. The use of the internet and websites are an integral tool in promoting your club. It enables you to provide a great deal of information at a low cost. Colours and size are not a factor when deciding costs. Websites can provide instant information and allow further in-depth information to be distributed. A website can also be used to register members and review club pictures and events. It can be accessed from anywhere in the world, hence attracting people from outside your local area to your club.

To set up a website you need to choose a name for your site – i.e. Stars Hockey Club. You will have to do a name check to see if this name site is available. If so, you can register your site and set up an account for internet hosting, allowing outside users to access your webpage. You are also given a number of email addresses corresponding to your site name.

For example if your website is [www.starshockey.com](http://www.starshockey.com); you can have corresponding e-mail addresses for the Board, [president@starshockey.com](mailto:president@starshockey.com) , [juniordevelopment@starshockey.com](mailto:juniordevelopment@starshockey.com) , etc.

If you don't have experience with websites there are several programs available to help you. There are companies that you can pay to set it up for you. However before you take that road, ask around the club as there may well be a few players or coaches who have Web experience. There are a number of service providers that offer free websites with a basic template to get you started. A little research may be worthwhile if you have not had any experience in this field.

(See appendix 15)

### 8. Special events

If the club is hosting or organising a major event, it may be easier to get media coverage. This will also be important in attracting people to your event. If you can get the media involved leading up to the event it can help serve as reminders to the public. If it is an important event, you may want to appoint a media liaison officer to ensure that media releases are distributed with ample time for announcement. He/she can also do a follow up report or send in results to the paper to let the public know how the event went and to thank them for their support.

Examples of special events include anniversary games, tours, tournaments, gala dinners, fundraising events, camps, clinics and open days. If the media is going to be involved, it is vital that the event is well planned and prepared; otherwise it could result in bad press for your club.

It may be worth preparing a media kit for reporters who don't know a lot about hockey. This should include a timetable of the events that are taking place, the basic rules, the names of the umpires, background information on top competitors, the event itself, and where results can be found as well as a contact person should they require further information. Perhaps a biography on the club if it is an anniversary, or of a player if they are about to play a milestone game. Information on past winners and heroes may be useful to them as well.

### 9. Displays and Demonstrations

Organising hockey demonstrations or setting up display tables can have a great impact on your target audience. Opportunities allowing people to take part in some aspects of hockey have been found to be successful, especially amongst juniors. Displays can be set up in shopping centres, the lobby of community and leisure centres, school open days and festivals depending on where your target audience is.

### 10. Personalised communications

This is still one of the most successful forms of promotion. This involves communication between people and groups. It can be an informal chat between staff or existing members communicating with potential members, or in the form of a presentation. This is a powerful medium as it is a live promotion. It can give your target audience first-hand insight regarding your club that conveys perceptions of friendliness and reliability and give the club credibility. Information can be exchanged freely without costs.

## 11. Strategies for increasing and maintaining membership

Without the membership the club would not exist, thus it is imperative that your club plan includes ways to increase and retain its members. Listed below are some strategies.

### **a) Strategies for increasing membership**

This focuses on maximising the awareness of services offered and the accessibility to them. This can be described using the following marketing tools:

- I. *Product*: creates opportunities and stimulus for potential players to come to your club to participate in the events being held. This can take the form of festivals, hosting events, player visits and camps. Develop a beginner's package with reduced membership fees or a collection of gear (stick, mouth guard and shin pads), giving them a reason to come and join your club. Try and modify existing services to attract new members.
- II. *Place*: ensure that facilities are easily accessible. For children you may organise a car pool or an after school bus. Flexible schedules for juniors, proximity of location, car parking space, water fountain and toilets need to be attractive to the potential member.
- III. *Promotion*: use media, newspaper, signage, word of mouth and Internet to promote your club. Promote both the tangible and intangible (the atmosphere and camaraderie that exist) benefits of your club. Have friendly and enthusiastic volunteers at events to give information and entice others to join.
- IV. *Price*: reduce the price for early registration or offer a two-week trial period so that new players can decide if your club suits their needs. Offer free products for signing up by a certain date. Use incentives to get new members to join.

### **b) Strategies for maintaining memberships**

Keeping existing members at your club maintains strength and displays dependability. In some instances it is far easier to recruit new players than maintain existing members. Focusing your attention on your current members will give them the reassurance that you have their needs in mind.

- I. *Product*: compile a questionnaire to determine if current members are satisfied with the activities and services in the club. Modify existing services based on the results of the questionnaire to maintain and increase their interest. It is no use having them complete a questionnaire to determine their needs and then not act on it. They will lose respect for the club if they feel that their input is not being acknowledged. If they have surpassed the current coach, look into finding a more experienced coach who can help them continue to improve and develop skills. Offer a recreational league or drop-in session one night a week to cater for those who aren't as competitive yet and would like a run around the pitch. Include fitness sessions during the preseason and continue them throughout the season if players feel that these are helpful.
- II. *Place*: assign lockers or parking spaces to loyal members. Allow priority turf bookings and training sessions.
- III. *Promotion*: reinforce membership through newsletters, special interest stories (number of goals scored or games played). Create coaching or mentoring roles for junior members. Give honorary status or life long memberships to loyal members.
- V. *Price*: offer a financial incentive for early registration and family reduced rates for family memberships. If the club sells merchandise, offer a 10% discount to current members.

## *Summary*

Marketing and promotional strategies are beneficial in both retaining and recruiting members to your club. When conducting a marketing or promotional strategy be sure that you are aware of what your club has to offer that is attractive to others. Defining the target market and plan will allow your club to move on to the promotional stage. Whatever promotion you choose, make sure that it will reach your target audience. It is important to remember to consider and satisfy the needs of the people that you are trying to target. Their satisfaction reflects your club's success.

## 3.a Club Event Management

Club event management refers to planning and coordination of a tournament, festival, camp or other event. It may include either one-off events or annual tournaments. Such events require careful planning and commitment from all involved and usually rely on volunteer contributions for their success. This chapter looks at the aspects required to successfully plan an event at your club.

### Planning and Managing a Club

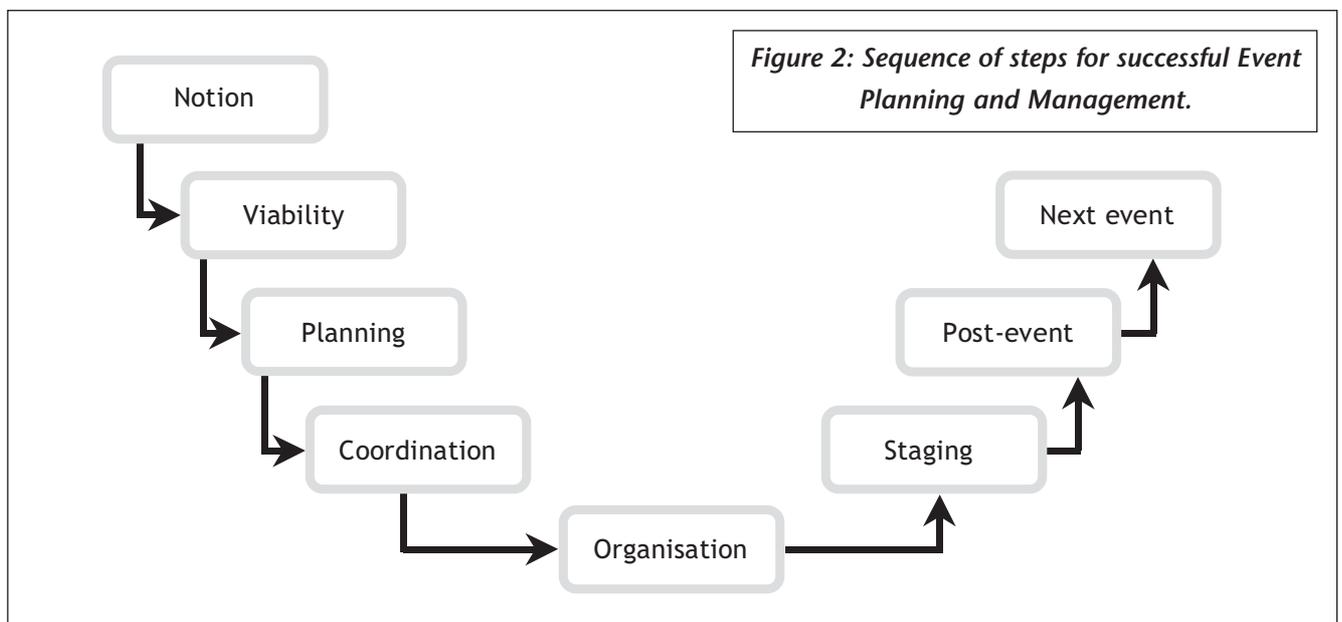
There are a number of reasons why your club chooses to host an event.

It may be to:

- increase membership by improved community awareness of your club
- raise funds
- improve chances of grant aid from local community/governing bodies
- attract new members by targeting certain groups e.g. more girls, more U11 players, more veterans
- ensure the facilities available at your club are preferred, or
- that it is your turn to hold the annual high school hockey championships

It is important that you are clear as to why the event is being held and who is to benefit. Although the procedure is the same, you will plan things differently and incorporate other aspects to meet the needs of the event.

There are a number of steps that need to be followed to ensure that your event will have the best possible outcome. Outlined in the following diagram, is the sequence of steps recommended.



## The notion of the event

In order to begin you need to have the answers to a few questions:

- Why is the event happening?
- What is it for?
- Where and when will it be held?
- Who will be in charge of running the event?
- What resources will be needed to run the event?
- How will this event benefit your club?

Once you have discussed the questions listed above and compiled answers to the questions as a basis for an event plan you will be able to determine whether it will be a viable move to host the event. If the event is an annual event it is wise to start an event folder so that each year you can refer back to it and use it as an agenda and checklist for the next event.

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## Viability

The viability of the event will result from determining whether it is worthwhile to host the event, based on the reasons for the event and the availability of resources (human and financial). It is advisable to consider the following components before you make your final decision, rather than be hopeful that it all comes together in the end:

What facilities and equipment are available to host the event?

What are the costs associated (physical costs and time)?

What are the objectives for hosting the event?

Are there any obstacles that need to be addressed and overcome? Will the date(s) clash with any other event (exams, holidays, other public events)?

Is there enough time to plan the event and give participants and spectators notice to attend?

Having answered all these questions – a decision can be announced to the members of your club as well as other associations that may be involved, informing them that the ball is now in motion and that the date(s) can be confirmed.

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## Planning

This is possibly the most important stage of the event management process. Poor planning can lead to disastrous and embarrassing results for you and the club. This is the time to establish an Event Committee to facilitate the coordination of the event. The committee should be headed by an Events Manager or Coordinator who has the ultimate responsibility of overseeing the event and delegating tasks to the committee. This person needs to be well organised, flexible, work well under pressure, and be able to make decisions on the spot. It is necessary that he or she is reliable and has good communication skills.

The people that are appointed to the committee need to be committed from the time you start your first meeting to the end of the event. Ensure that they have the necessary skills and attributes as well as the time to dedicate to your event. The earlier that you appoint the committee the more time you will have to prepare for the big day(s).

Give each committee member clear guidelines regarding their role, responsibilities and reporting lines. It is also best to give an indication of the time requirements as soon as possible in order to avoid members withdrawing

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half way through or finding out that the times and dates clash with training nights or junior practices. This will give you time to either reschedule your dates or appoint a new committee member so as to not overload someone else with extra responsibilities.

Be realistic in your timelines and expectations. Consult all parties involved in the event to ensure that you are catering for their needs (especially if you have sponsors). If you have clearly defined objectives it will be easy to stay on track and foresee any problems that may arise. As most hockey clubs are self funded you will have an idea of the club's finances and whether it can support such an event. If any revenue is to be made it usually happens at the event. Be prepared to outlay some of your club savings in preparation for the event.

Prepare your budget from day one. List all costs that you expect to incur. This should include all administration costs, honoraria, t-shirts that you may supply to umpires, refreshments for volunteers, facility costs, leaflets printed to promote the event, awards and anything for which you would have to pay. Even if things are being donated you should include them, and later offset the cost under revenue.

If you don't have any direct revenue from grants, tournament fees, ticket entry or donations – you may still be able to acquire indirect revenue by holding raffles or running the concession stand.

It is also useful to provide for miscellaneous expenditure to allow for under budgeting or unexpected price increases. Usually 10-15% of the total budget should be allowed for contingencies or miscellaneous items. If the project appears to be running over budget – you need to assess whether the club can afford to cover the excess costs. If this decision has to be made it is best to do it early in the planning process in order to try and secure extra funds through donations or sponsorship. If the event has to be cancelled or postponed to a later date - this is best done sooner than later to prevent more expenditure and to give people enough notice to make the necessary cancellation arrangements.

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## Coordination

Once you have established your Event Working Committee they can easily be categorised under 3 headings:

- Operations
- Special Events
- Communications

Each committee should be responsible for recruiting volunteers to assist with their task. Each of the volunteers on the committees should be given a description of the tasks according to the particular group that they are assigned to. Task lists along with action plans should also be prepared, so that everyone knows what needs to be done, who is responsible for the task, what the deadlines are and which resources are required to complete each task. The event manager should have a complete list of all duties and responsibilities as a checklist to ensure that everything is going according to plan. This list can be checked and revised at all committee meetings and can also be used as the agenda during the meetings.

## 1. The Operations Team

The operations team is by far the biggest. This group has the responsibility of overseeing:

- the venue and its set-up
- transportation
- arranging accommodation for teams
- facilities and equipment

The venue is the most demanding as it needs to be set up prior to the participants' arrival, maintained for the duration of the event and then taken down at the end. If the event is more than a day, it may require setting up and taking down each day depending on the venue and its security.

It is useful to appoint a venue manager who is responsible for ensuring that the facility is set up and maintained correctly. The volunteers helping out at the facility would report to the venue manager to determine what task needs to be completed. The venue manager would see to any problem that may arise during the event. The number of volunteers that you would need to assist you is dependent upon the size of the event. It can be a long day at the field if you have to be there early to set up and then wait until everyone has left to start taking it all down again. Hence it may be worthwhile having a "set up" group of volunteers who stay for half of the day and who are then relieved by another group who stay to help with the taking down of equipment.

If it is a tournament that you are organising, then you must cater for the teams, the umpires, ball boys and ball girls, VIPs or delegates and the technical bench (if you choose to have one). It is important to ensure that there is sufficient water at the benches for the players and umpires, that there are tents to provide shade or shelter, that there is a scoreboard, stopwatches and any other requirements which the technical table may have. Prior to the event, contact the umpires and technical delegates in order to ensure that they will have everything that they need on the day. This can be put together ahead of time and labelled as the technical box, which can later be re-used at other events. First Aid services may fall to the responsibility of either the operations or the special events groups.

Not all facilities have clubhouses; hence you may need to provide amenities and refreshments for both the participants and the spectators. This task may fall to the Special Events Team.

If it is not a local event, transportation may need to be arranged for airport or hotel pick-ups for teams, officials and VIPs. You may need to provide names of car rental agencies, bus services or hotels. This can be inserted in the event and information package.

## 2. The Special Events Team

The Special Events group usually takes on the responsibility of any other functions that coincide with the event. For instance they would arrange the event banquet and social activities; which would include menus and tickets. If there is no clubhouse they would organise food and refreshments at the venue, either by running a kiosk or arranging for a food van to be present. If you were to run a drinks garden or merchandise stands, they would see to the set up and organise the necessary permits or vending application forms.

Raffles and other fundraising ideas would also be supervised by this group. Medals, awards, protocol and other prizes fall into this category, as does the preparation of the event and information packages that would be sent out to each team. This usually includes a program of the event, the schedule, local information and sponsorship information or products. It is also wise to include a list of the nearest medical services, food outlets and other points of interest. The latter is useful if the event is longer than one day.

Once again organising the First Aid/physiotherapist needs to be discussed with the Event Manager who must allocate responsibility for this. Make sure that you at least arrange First Aid!

### 3. The Communications Team

The Communications team is responsible for advertising and publicising the event. They would also seek sponsorship arrangements and media coverage. Prior to the event they would produce the entry forms and event program/magazine. During the event they are accountable for the results, both recording them and announcing them. Depending on the event, they may also produce a daily results sheet. Photographs and reporting on any other activity are also their responsibility. It is important to appoint someone with Marketing or Sponsorship experience to this committee.

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The schedule of play for the tournament/festival may be completed by any of the 3 groups. This can be a complex task and may be given to another person who has the sole responsibility of receiving team registrations and completing the scheduling. The responsibility of organising the umpires and the technical personnel can be completed alongside the schedule. Depending on the event, the scheduling may be outsourced or done by the local or provincial hockey association. If the event requires numerous volunteers a Volunteer Coordinator should be assigned.

All the people of the above-described teams are the backbone of your event. Thus it would be appropriate to recognise them in some way. Providing complementary refreshments either at meetings or during the event is a good start. Perhaps you may consider giving them complimentary tickets to the banquet or social events, or a thank you party later once all the budgeting has been finalised, or acknowledgements in the program.

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## **Organisation**

For an event to run smoothly you need to be organised. The Event Manager's main responsibility is to communicate with all the committees and volunteers assisting with the event. He/she needs to ensure that they are completing their tasks and doing so on time. Through regular meetings, the committee members can report on their portfolios and make any necessary adjustments should things change. This helps to keep everyone on track and address any problems that may arise.

The use of organisational and work flowcharts can assist the event manager in monitoring the progress of each of the committees. Such charts provide an outline of all tasks and responsibilities on a timeline. Essentially the charts correspond to everything that needs to be organised in order for the event to be ready on time. The benefit is that it provides a visual layout of the lead-up to the event and what is to be expected during and after the event. This organised approach allows the event manager to reshuffle personnel to assist with tasks if they are running short of time as well as to seek additional volunteers and funding ahead of time.

Computer packages containing the relevant flowchart structures are available and can be used to assist with events.

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## Staging

This is often the most exciting time and the most stressful time. If everything has been well planned and closely monitored the event should run like clockwork. However one never knows when to expect an unforeseen problem. This requires quick decision-making. Usually this is done by the Event Manager, however with so many things happening at the one time it may be left to the venue manager or the person heading a particular committee. The success of the day depends on everyone knowing his or her job and performing it efficiently. It may be useful to have a program of events for each of the committees so they can follow it throughout the event.

If the planning, organising and coordinating has been carried out thoroughly the event should be a success. This includes having a backup plan should the Public Announcement system fail, if volunteers don't show or if the weather is inclement.

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## Post-event Debrief

A final follow-up meeting should be arranged after the event to ensure that nothing is forgotten. This is an important step in Event management, particularly if you plan to host another event.

- Ensure that all results are posted and recorded
- All committees should submit a report stating any problems and recommendations for future events
- Budgets need to be finalised and reported on
- Thank you notes need to be sent to sponsors and volunteers

A final report should be compiled by the Event Coordinator listing all the activities and documenting all meetings. This should be kept as a reference for future events. Likewise a tournament folder should be established documenting all permits, caterers, schedules, resources, budgets and contacts used in the lead-up and during the event. Essentially this folder can be used as a blueprint for your next event.

Bear in mind that many events can be run with only a handful of people. What is essential is that they are well organised and it is not left to the last minute. Ensure that you have enough time to advertise the event and plan it. Last minute jobs only make the club look disorganised. This can be said for social events, tournaments, camps, meetings and tours.

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## Tournament Schedules

If you have the responsibility of preparing the schedules of play there a few things to consider. Firstly, will it be a round robin format or a knockout competition? Will there be finals? If you are having finals will the teams be involved in a playoff to win the right for a final berth? This is all contingent on the length of the tournament, the facilities available and how many teams will be involved.

Secondly if you have limited turf time you may want to restrict the number of teams that can enter or reduce the playing time of each game. Another option is having an invitational tournament whereby you invite particular teams to enter or alternatively allow as many teams to enter and limit the number of games. Whenever possible try to have an even number of teams entered as this makes scheduling a lot easier.

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## Round Robin Format

The round robin format implies that each team will meet all of the other teams at least once. The number of games that each team will play can be easily calculated: it is the number of teams (n) in the pool minus 1 (n-1). For example if there were 6 teams each team would play 5 games before the playoff rounds [6-1=5].

To calculate the total number of games that you will have to schedule you simply multiply the number of teams (n) by the result calculated in the previous formula (n-1) and divide the answer by 2. Example: 6 teams, (6-1=5) thus 6 x 5 =30 divided by 2 = 15. In this example you would require 15 playing slots.

There are many ways to arrange the fixture. You may want all the teams playing in the one pool, requiring 15 time slots, or you may want to split it into 2 pools of 3. If you split it into 2 pools, rather than playing 5 games each, the teams will only play 2 games each. This means you would only require 6 time slots.

If you have more than 6 teams entered, it is best to split them into pools to save on turf time.

### Sample schedule may resemble the following:

5 teams entered – thus 10 times slots required (without playoffs)

Sample Round Robin Schedule

STARS U 16 TOURNAMENT				
SATURDAY		SUNDAY		
9am	A x B	9.00	B x D	A = Shooting Stars
10.30	C x D	10.30	A x C	B = Orion
12.00	E x A	12.00	B x E	C = Southern Cross
1.30	B x C	1.30	A x D	D = Ursa Major
3.00	D x E	3.00	E x C	E = Ursa Minor

In order to determine the final standings, points are award to each team: 3 points for a win, 1 point for a tie and 0 for a loss.

At the end of this tournament the table of results may resemble the following:

### Results Table

Team	Wins	Ties	Losses	Points	Standings
Shooting stars	3	1	0	10	2
Orion	1	0	3	3	4
Southern Cross	4	0	0	12	1
Ursa Major	2	0	2	6	3
Ursa Minor	0	1	3	1	5

The playoffs can simply be the top 2 teams playing off for the gold medal and the 3rd and 4th placed teams playing off for bronze or you can have semi-finals with 1 v 4 and 2 v 3 and the winners of these games play for the Gold and the others play for the Bronze. Or if time is an issue you can just use the standings as they are making Southern Cross the tournament champions, Shooting Stars runners up and so on.

If you have a number of pools in your event usually the top 2 would advance to the next round, where they would play other teams, rather than play against themselves. For instance; A1 v C2 - A2 v D1 - B1 v D2 - B2 v C1

The winners of each game will advance to the semi-finals.

## Knockout Competitions

The knockout format is also a widely used format, resulting in each team that loses a game being ousted from the tournament while the winner advances to the next round, until there are only 2 remaining teams left presenting a finals situation. For this format to work all games must produce a clear winner, thus extra time or penalty strokes may be needed to determine a result.

For this to result with only 2 teams being left in the final, you must begin with the number of teams being to power of 2 . That is 2, 4, 8, 16, 32, etc. Otherwise there will be teams that will have a bye.

When making the draw it is easiest to pull the team names out of a hat, unless there are some teams that are obviously a lot stronger and you may want to seed them so that they are more evenly dispersed. This would be more important if you were hosting the national or provincial titles.

### Sample Knockout Schedule - 8 teams entered into tournament

1 <sup>st</sup> Round	2 <sup>nd</sup> Round	3 <sup>rd</sup> Round	
1			
vs.	Winner 1st Round		
8			
2	vs.	Winner 2nd Round	
vs.	Winner 1st Round		Overall Winner
7		vs.	
3	vs.	Winner 1st Round	
6	vs.	Winner 2nd Round	
4			
vs.	Winner 1st Round		
5			

If teams are likely to play more than 1 game in a day, or play games with little time in between, it is usually a good idea to shorten the games to either 25 or 30 minute halves. Another alternative is to just play one half; especially if time is a factor or you are playing 7 or 9 a-side games.

The playoffs may revert back to full-length games, and you need to decide if you want extra time if the game is tied or use another method to determine who advances.

In junior events it is not uncommon for teams to provide an umpire to assist you with running the tournament. When scheduling umpires try not to roster them when their team is playing as more often than not the coach also doubles as the umpire.

Preparing the schedule in advance is sometimes difficult, especially when teams withdraw at the last minute. However set a deadline for registrations well before the event and this will give you time to complete and distribute the schedule and make any changes. This will also let you know if you have enough teams to run the event. Ask for teams colours on the registration form so you can avoid colour clashes and also have bibs available. Some teams may travel great distances for the event, hence this should be considered when doing the schedule. Do not schedule them for the first game of the day, giving them sufficient time to travel and warm up before they are due to play their first game.

## Tournament Rules and Regulations

Each tournament should have a set of tournament rules and the regulations detailing how the tournament will be run. These should include:

- Playing rules or a reference to which rules will be needed
- Playing format (i.e. 11 a-side)
- Number of players allowed on team list
- Information as to whether teams have to supply an umpire
- Match duration (25 minute halves)
- Tie breaking procedures (strokes or extra time)
- Point system for scoring the results (3 –win, 1-tie, 0 loss)
- Playing attire (mouthguards and shin pads mandatory, all shirts to be numbered)
- Discipline procedure (red cards)
- Protests
- Forfeits
- Eligibility ( age eligibility is common in junior events )

This information should be made available to all teams with the registration package, and included in the technical kit. You want to have a few extra copies with you at the event should teams not have received them. A copy of both the rules and regulations should be available through your National Hockey Association and this can be used as a template and modified to suit your event.

### *Summary*

This section has shown that careful and detailed planning is required to run an event successfully. Once you are clear about your reasons for hosting the event and have determined whether it will be a viable event for the club, you can begin the planning and coordination. The use of task lists helps to keep everyone on track and informed of their responsibilities. The role of the Event Coordinator requires excellent communication to ensure that everyone on the Event Committee fulfils his or her roles and steers the event to success. Schedules need to be prepared based on the number of teams and the time available for you to run the event. Ensure that all those involved cater to your means and focus on running an efficient event.

## 3.b Modified Games

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The FIH recognizes that hockey is and can be played on different kinds of surfaces and on different size fields. It does not necessarily have to be played in its traditional format. Besides the original 11-a-side game on a full-size pitch there are many more options available to play the sport. All over the world we see variations on the 11-a-side game, ranging from 3-a-side up to 9-a-side modified games.

Juniors get introduced to mini-hockey and the younger they are the smaller the pitch and the number of players. Modified games, also known as small games, are also used for coaching and training purposes. We see small games in countries that don't have access to a full-size pitch. Indoor hockey is also played with a reduced number of players and on a smaller court; most of the time 6v6. We also see the small game being introduced as a good and fun alternative for the off-season.

The advantages of modified games are numerous:

- players often find it more attractive, as they have more contact with the ball and it is more intensive
- it is also more attractive for spectators, as the game is faster and they can focus their attention on a relatively small space
- the pitch can be used by more players at the same time and overall you need less facilities
- because the space is reduced it increases the decision making process and it can be very educational
- it is a great off-season activity
- it can be played by mixed genders/ages
- it is less expensive, as it needs less people and smaller pitches
- it needs less players to make up teams
- it keeps people involved in hockey who don't have the time or inclination to play the 11-a-side game
- it can be easily played and introduced at schools

At the moment the FIH is considering formalising a form of small game hockey, with a set number of people, rules and pitch size. Research will be done to learn from good practices within our national associations. We will keep you updated with these developments, so that you can include the modified game into your club development programme as well. In the chapter "Junior Club Development" you will find an explanation of the educational range 1v1 up to 11v11.

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## 4.a Parent Orientation Sessions

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Parent orientation sessions provide an excellent introduction to your club. It is an opportunity for the parents to meet the coaches, club officials and other parents with children participating in your club. It is at these meetings that they can become acquainted with the club facilities and programs, the necessary equipment required for their children to play hockey and the safety aspects of the game. This chapter includes information on how to run an orientation session, and the responsibilities of coach, parent and player alike.

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### Purpose of a Parent Orientation Meeting

Whether it be the Coach or the Junior Coordinator, it is important to establish effective lines of communication with team parents as early as possible. Preseason meetings are great for a general overview if the teams are not selected. Once teams are selected each coach may have a preferred method for conducting the meetings. Location is not necessarily important, as the meeting can take place at the clubhouse, at the home of a parent or coach or even at a team picnic. A letter inviting the parents should include a brief welcome to the club and introduction of the coach as well as stating the issues to be discussed at the meeting. (See Appendix 16)

Such meetings are beneficial as they:

- Inform parents of your expectations of both them and of their children
- Enable parents to understand the objectives and goals of the program
- Provide parents with the opportunity to become acquainted with the coach
- Provide parents with an understanding of the rules of hockey
- Inform parents about the nature of the sport and safety measures
- Establish clear lines of communication between you, the parents, and the players
- Allow you to obtain parental support and volunteers
- Enable you to answer any questions that the parents may have

Parent information letters can be used to inform parents about the club and its activities (See Appendix 17)

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### Organising the Meeting

Before you hold the meeting consider the following points to ensure that you are well prepared and you have everything in order:

- Hold the meeting early in the season, preferably before the first team practice
- Prepare any handouts you would like to distribute such as
  - Team list
  - Schedule of practices and games
  - Club Rules
  - Team Goals for the season
  - Agenda for the meeting

It is very important to be organised in order to conduct the meeting efficiently. Parents need to feel reassured that their children are in good hands and a disorganised coach will struggle to gain the respect of the parents and the players.

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## The Meeting

The meeting should be open to all parents and players who intend to be involved during the junior season. This meeting should be run by the junior co-ordinator, who introduces the club and the coaches that will be involved during the season. Some background information about the coaches should be included such as how long they have been involved in hockey and the reasons why they coach. The activities that the club has planned for the juniors should also be explained.

The clubs coaching philosophy is an important aspect of the meeting, and something that most parents are concerned about. Incorporate the following issues into your discussion:

- What you consider to be the value in playing hockey
- The importance you assign to having fun and developing skills
- The methods that you propose for teaching skills
- Your philosophy regarding player rotation, substitution, playing time
- Any team rules and guidelines as well as disciplinary procedures
- The importance you assign to winning and losing

### 1. Specifics of the program:

- Practice schedule (number of times per week and the duration of each session)
- Game schedule and venues
- Equipment required (uniform, mouth guard, stick, shin guards, water bottle)

### 2. Club Responsibilities:

- Provide coaches (who adhere to the club's responsibilities) for the teams
- Demonstrate leadership and good sportsmanship
- Treat each player fairly
- Ensure all practices are planned according to the age and skill level of the players
- Enforce player safety at all times
- Provide a safe environment (be at practice on time and remain until all players have been collected)
- Provide players with positive feedback
- Assist the players with goal setting
- Give parents a schedule of practices and games well in advance
- Adhere to your coaching philosophies
- Respect all opposition and officials
- Adhere to the code of conduct as outlined by the club

### 3. Player Responsibilities

Each player is expected to do the following

- Attend practices/games regularly, and arrive on time
- Let the coach know in advance if you will not be attending a practice or game
- Bring the correct playing equipment to each practice and game
- Show commitment to the team by making an effort in practice
- Work towards good sportsmanship and teamwork
- Respect the opposition and officials
- Encourage fellow team mates in a positive manner
- Adhere to the athletes code of conduct as outlined by the club

#### 4. Parent Responsibilities

The following is required of the players' parents:

- Ensure your children are at practices and games on time
  - Be supportive of all the players on the team
  - Refrain from criticising the opposing team
  - Encourage your child to be a team player
  - Give positive feedback
  - Encourage your child to have fun rather than putting all the importance on winning
  - Respect the officials
  - Respect the role of the coach and refrain from coaching your child during games
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#### **Team Management**

Parents often make the most valuable volunteers. This is your chance to get them involved with both the club and the team. They are great at assisting with fundraisers, uniforms or running the kiosk. They simply need to be asked. Have them organise a transport system to help out parents who may be working ensuring that the players arrive on time. They can assist with contacting other players if there has been a change to the schedule or a game cancellation.

Some may be willing to help out at practice or on match day, as either an assistant coach or umpire. If you present these opportunities to them they have a far better chance of being fulfilled than not saying anything at all. Offer parents the opportunity to take a coaching or umpiring course to help them understand the game. You can incorporate a brief rules clinic to explain the game to parents who are new or haven't participated in hockey for a while. Finally ask parents if they have any questions or concerns for you.

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## Dealing with Parents and resolving conflict

Coaching is often a rewarding experience, but sometimes you may encounter a little difficulty with parents. Some may want more playing time for their child, while others may question your coaching ability. Whatever the issue is, parents are generally concerned about their child, sometimes at your expense. Don't let this dishearten you.

Listed are some suggestions that may help you in resolving a problem with parents:

- Speak with the person in private. Choose an appropriate time and place if the field is not suitable. Don't discuss their concerns in front of the team.
- Be as open and honest with them as you can, reinforcing your coaching philosophies if need be. Do what you believe to be best for the team, not the parents. Try not to be defensive. No coach can please everyone!
- Acknowledge and understand their concern by listening to their ideas and feelings. Ask questions to clarify any points. Often a parent will vent their frustrations by just talking. Listen to their viewpoint, and then thank them for it.
- Know the club and the game rules. Be prepared to abide by them and to explain them to parents.
- Suggest ways to resolve the situation and offer to discuss the matter again if the problem persists.
- Show respect for your players by not discussing them with other parents.
- Don't blame or punish players for their parents' actions.
- Remind the parents not to criticise their children during practice or a game. Don't let your players be humiliated, even by their own parents.
- Most importantly, be fair. If you treat all players equally and with respect, you will gain their respect and that of their parents as well.

In most instances parents are usually thinking about what they believe to be best for their child. As a coach you will deal with all sorts of athletes and parents who may have different ideas to those of your own. It is up to you to address these differences in a positive manner so that the season will be enjoyable for everyone involved.

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## Parent Hockey

This is an opportune time to introduce Parent Hockey sessions for parents of children who haven't played hockey before. These sessions can be a fun fitness hour, which include hockey and finish up with a coffee or drink at the end of the session. This is a great way for parents to learn about their child's game of hockey and also about the club, as well as getting to know other parents. Often these people are willing to do something for the club (volunteer) as they too feel a sense of belonging, having participated in a club activity.

## *Summary*

A parents' orientation session offers a great opportunity for you to introduce parents to the club and the activities offered. During these meetings the Junior Coordinator can convey coaching philosophies and the importance of fairness and respect for coaches, players and officials. The responsibilities of the club, parent and player are outlined to ensure that everyone has the opportunity to participate in the game, while enjoying the benefits that hockey has to offer.

## 4.b Junior Recruitment Sessions

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In order to run a successful hockey club, you will need to be able to attract players, both novice and experienced. This chapter is aimed at the practical part of junior player recruitment, focusing on open days and introductory hockey sessions. Both the technical, tactical and social aspects will be discussed, giving you the insight to run your own hockey sessions.

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### Practical Hockey

Hockey is renowned as being a game of skill. The level of skill is dependent upon the exposure that one has had to the game. Hockey players range from under six years of age to over 60 years of age, each having various skills. The earlier the exposure to the game, the more likely it is that the player will grasp the concepts and skills of the game.

There are many aspects of player development, and all of them are important in forming a safe and fun environment. Whether learning individual skills, tactics, and team play, or understanding rules of the game and sportsmanship, players need to continue their development both on and off the field.

Skill development is a key component of developing sound hockey players. Before looking at skills to be learned, it is important to review the main components of skill development. Learning basic skills at a young age will set the foundation for any and all future success and enjoyment within the game of hockey. By learning these skills, children will be able to participate and contribute while having more fun.

Skills are one of the important aspects of the game and can be divided into 3 components:

- Technical Skills
- Tactical Skills
- Social Skills

#### 1. Technical skills

Technical skills are the fundamentals of hockey. This refers to ball movement, passing and receiving and tackling ability.

#### 2. Tactical skills

This is the manner in which the player utilises his/her technical skills in the game. These skills can be improved by watching hockey and understanding the concept of "off the ball" movement. Players need to control their technical skills to be able to use them efficiently in pressured situations.

#### 3. Social skills

These skills involve the player using individual tactics in connection with his/her teammates.

Skills will only be learnt if the players want to be at practice. In order to keep them interested you need to understand the age that you are coaching. The younger the player, the more emphasis is placed on it being a positive and fun experience and this makes them want to come back each week.

Don't expect too much from the players. Bear in mind when dealing with young players that each one will progress at a different rate. This does not make them better or worse, simply different. Allow children to progress at their own pace.

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## Organising a junior recruitment program

Junior programs can take the form of introduction sessions, an open day, a week long camp, or a six to eight week program ending in a tournament. Whichever method you choose to use, it is important that you have a well-organised and planned program. Safety should always come first at every session. Check the area of play and the equipment to ensure that everything is safe. Set some ground rules so that the players know the boundaries and be sure that everyone is wearing mouth guards and shin pads. Sessions can take place inside a school gymnasium, out on a grass field or a hockey pitch. Choose an area that allows you the space to play safely.

It is important to know what it is that you want to achieve from your program. Do you want to...?

- Have players interested in hockey
- Have them register with your club
- Teach them the basics of the game (ball control, stick handling, rules)
- Make it a fun and positive experience

Be sure to keep your sessions interesting by not talking too long or working on the same drill for a long time. Make sure you have the attention of all the participants when you are talking and demonstrating. Check that they are not looking into the sun or that there are not distractions going on behind you as you are talking or demonstrating. Keep things as simple as possible and build on each activity.

If you are providing equipment, have a variety of stick lengths and enough balls for everyone. Make sure you have a stick and ball yourself to demonstrate. It is useful to have a whistle and some brochures with your club information. Be in uniform or the correct attire. If possible use a provincial or national player to assist you with demonstrations giving the players something to aspire to.

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## Content of the session

Games without a stick and ball are a great way to get the players warmed up and ready to participate. This can simply be a game of tag or some other fun activity. This should be a short session in order not to take the focus away from hockey.

Things to include in your session are:

- Wrist work for stick handling
- Footwork: mobility with and without the ball
- Vision: get the players used to looking up
- Space awareness with and without the ball

Demonstrations are important, as they show the players the purpose of the activity. Demonstrations should be both with and without the ball. Ensure that everyone can see what is happening by facing the group and facing away from them. As you demonstrate, be sure to emphasise key points, and ask questions to make sure that everyone understands.

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## Getting started

Start simply – let the players get a feel for the stick by holding it and show them which side to use. Let them get comfortable moving about with a ball on the end of the stick. This should start out slowly and then progress to a faster speed. Having the players moving in the same direction avoids collision, however they also need to be aware of the others around them and get used to the concept of looking up.

Push-passing and receiving can later be introduced. Using relays or having the players work in pairs allows them all to practise these skills.

Dribbling can be introduced at anytime, explaining the benefits of each of the different types of dribbling used in hockey. Remember that if you are working with young children, they constantly need stimulation; hence you may need to change drills or vary them to keep their attention.

It is beneficial to the player to have a sequential learning pattern. Thus start with 1v 0 drills and progress to 1 vs. 1/2 v 2 game-like situations. If possible have them ending with a shot on goal. These drills can be varied by changing the size of the space or adding in defenders once they are confident with the drill. Small games 2 vs 1/3 vs 3 are useful to develop skills. These can be varied by imposing conditions on the games, e.g. no tackling or hitting, just dribbling or walking with the ball on the end of the stick and using cones to keep them within a certain space. Air dribbling is a good drill if you have the space to do it safely. This is a fun drill that improves hand eye coordination and development. It can also promote the competitive nature within the player.

The use of circuits helps maintain the element of fun in the session and assists with skill development and competition. These can be run as a continual drill or you can allow everyone a couple of minutes at each station. These are particularly good for open days, allowing players to try different aspects of hockey. Make sure you have a coach at each station, to give the players enough support. Depending on the drills that are set up, mini competitions can be held with players scoring points at the various stations. Playing games is also important; however this can only be done when the basic skills are under control.

When running such a session, it is important to focus on what was performed well and give plenty of positive feedback. Winning should not be the focus. Emphasise the correct hand positions for the different skills and do not be too bothered about the ball hitting the feet in the initial stages.

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### 1.Example session - Dribbling

The group can be organised using lines or general space depending on the level: let the complete beginners move in only one direction to prevent collisions. Before you begin this session, check that the playing environment and equipment are safe and there is enough space for the players to move about. Explain a few rules so that everyone has a fun and safe experience.

STEP 1: Have the players tap the ball anywhere in the space designated, keeping it close to the stick. Emphasise 2 hands on the stick at all times. Strong wrists are important; have players practice rotating the stick, at first in the air focusing on the flat side of the stick moving from the right to the left. Have them practice this with a ball, keeping the flat side of the stick closest to the ball. They can do this on the spot, moving the ball from foot to foot, and then graduate to moving with the ball.

- STEP 2: Have the players dribble on the left side of the body, keeping the ball close to the stick. Hand position can be demonstrated again showing the players how the right hand slides around the stick and the left does the turning.
- STEP 3: Demonstrate how the stick can be used to stop the ball, by turning it over and using the flat side. Explain how it prevents the player from losing control of the ball or the ball hitting their feet or some one else.
- STEP 4: Have players dribble and stop the ball when you blow the whistle. Introduce the idea of looking up so as to not bump into another player. Explain the split vision concept of looking up and seeing the ground ahead at the same time (this is easier the more the knees are bent). Explain that it is important to control the speed of our feet. When the ball stops, the feet stop too.
- STEP 5: Have the players dribble the ball around at different speeds, looking up as they go along. In pairs, have players line up long on the side line and dribble up around a cone and back to their partner. To encourage the ball carrier to look up, have the partner hold up his/her fingers, requiring the ball carrier to say how many fingers their partner is holding up before they deliver the ball to their partner.
- STEP 6: Set up cones for the players to dribble through and around. This can be set up as a relay, with the group who completes the course first being the winners. Allow a couple of practice runs first.

## 2. Introductory day session plan

Below is an outline of a one-day introductory session that can be used for an open day or a beginners introduction session and modified depending on the age and experience of the players.

Time	Content	Notes
9.30	<ul style="list-style-type: none"> <li>• Registration</li> <li>• Distribute sticks and balls</li> <li>• Depending on numbers and age separate players into groups</li> <li>• 2 coaches per group</li> </ul>	<ul style="list-style-type: none"> <li>• Name tags for coaches and players</li> <li>• Emphasis on safety</li> <li>• Group sizes will vary as players arrive</li> </ul>
10.00	<ul style="list-style-type: none"> <li>• Welcome everyone</li> <li>• Introduce coaches</li> <li>• Warm up and stretches (game of tag for the U11)</li> </ul>	<ul style="list-style-type: none"> <li>• Answer any questions</li> <li>• Stress the importance of warm up and stretching (stress the fun part when working with U11)</li> </ul>
10.10	<ul style="list-style-type: none"> <li>• As a group review all rules and emphasise safety</li> </ul>	<ul style="list-style-type: none"> <li>• This can be done pre warm up</li> </ul>
10.20	<ul style="list-style-type: none"> <li>• In groups –dribbling and footwork skills</li> <li>• Dribble with 2 hands on stick only using flat side of stick</li> <li>• Dribble as above, and practice stopping ball with flat side of stick</li> <li>• Teach players to look up to avoid collisions and opponents</li> <li>• Continue dribbling – this time change direction and speed</li> <li>• Dribble around other players</li> <li>• In pairs follow the leader</li> <li>• Incorporate relays with cones to dribble around</li> </ul>	<ul style="list-style-type: none"> <li>• Demo the grip and how wrists rotate – focus on using flat side of the stick</li> <li>• Stop the ball by turning stick over – no feet</li> <li>• Teach how to look at the ball and the field ahead</li> <li>• Keep the ball under control at all times</li> <li>• Make area smaller as they improve</li> <li>• Encourage vision</li> <li>• Change the distance between cones for tighter ball control</li> </ul>
10.50	<ul style="list-style-type: none"> <li>• Water Break</li> </ul>	<ul style="list-style-type: none"> <li>• Set up next session</li> </ul>
11.00	<ul style="list-style-type: none"> <li>• Passing – in twos, one ball, 2 metres apart focus on ball control and looking and passing to partner</li> <li>• Receiving- move to the ball and watch the ball onto the stick</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasis short accurate passes and how to stop the ball (cradle ball as though it is an egg)</li> </ul>
11.15	<ul style="list-style-type: none"> <li>• Small games – use rules to enforce flat side of stick and no feet, no swinging sticks</li> <li>• Small numbers</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• More possession per player when playing 3 or 4 aside</li> </ul>
11.25	<ul style="list-style-type: none"> <li>• Water Break</li> </ul>	
11.30	<ul style="list-style-type: none"> <li>• Small games – spread the players by rolling a ball into space</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasis safety, vision and passing</li> <li>• No tackling</li> </ul>

Time	Content	Notes
11.40	LUNCH	Set up new circuit
12.30	<ul style="list-style-type: none"> <li>• Individual Skills stations/circuits i.e. :</li> <li>• Dribble around cones</li> <li>• Dribble through cones</li> <li>• Dodging to the right /left</li> <li>• Passing between cones in pairs</li> <li>• Running up and back (without ball)</li> <li>• Dribbling and shooting at goal</li> </ul>	<ul style="list-style-type: none"> <li>• Demo stations</li> <li>• Have players line up at each of the different stations. (2-3 per station) and rotate stations after a minute or 2.</li> <li>• Keep score of how many times the station is completed in a certain time</li> </ul>
12.50	<ul style="list-style-type: none"> <li>• Air dribble – hand eye coordination</li> <li>• Demo bouncing ball on stick</li> <li>• Emphasise strong wrists</li> <li>• Keep stick parallel to the ground</li> <li>• Once mastered try moving around and air dribbling</li> </ul>	<ul style="list-style-type: none"> <li>• Safety – spread the group out and clear all equipment away</li> <li>• Count how many bounces in 30 secs</li> <li>• Need more space</li> </ul>
1.05	Water break	Set up games
1.15	Small games 2x 10mins <ul style="list-style-type: none"> <li>• Play; no goal keeper</li> <li>• Talk about the game</li> <li>• Play again (10mins)</li> </ul>	<ul style="list-style-type: none"> <li>• 2-3 coaching points per game</li> <li>• ball control and foot work</li> <li>• stopping and tackling</li> <li>• moving and passing</li> </ul>
1.50	Water break	
2.00	Demo 1 v 1 <ul style="list-style-type: none"> <li>• attacker: dribbling, moving feet, moving ball, dodging, change of speed</li> <li>• defender: how to tackle and be the attacker</li> </ul>	
2.10	Players practice 1 v 1	Set up a grid or tackle boxes
2.20	Games – introduce shooting and the circle, GK if anyone interested	Emphasis 1 v 1 shooting
2.40	Collect equipment and bring groups together	End of session – thank players and provide flyers with club information

## Summary

This chapter has outlined the importance of skills in hockey and the advantages of teaching them at a young age. Junior hockey programs need to be well planned to ensure that the player has fun in a safe environment. Incorporated are examples of introductory session plans that your club can use to both attract and develop players.

## 4.c Mini Hockey

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Hockey can be played at a very young age, as long as it is modified and adapted to the physical strength, the motor skills and psychological characteristics of the age group. It needs an enthusiastic coach that has the imagination of the age of his/her team and who is able to teach the children step by step in a fun, educational and safe environment. Mini Hockey can also be played elsewhere, using existing structures like netball, tennis or basketball courts.

Further on in this chapter we will give an educational range, which starts with 1v1 and moves via 3v3/4v4, 5v5/6v6 and 7v7/8v8 into 11v11.

But first we will give you an overview of the different age groups and their capabilities.

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### Capabilities per age group

#### a. 6 & 7 year olds

At the age of 6 and 7 children can do a range of activities in which they run and play, practice motor skills and be introduced to the safe use of a hockey stick. Basic skill development is important in order to play safely, however their attention span can often be short, thus you need to change the activities and not spend too long on a drill in order to keep them interested and stimulated.

At this age you can vary games and exercises with and without stick and ball. The children still live in a fantasy world, so change your "dry" exercises into fairy tale ones, using princes, palaces, thieves and animals! When they know the basics they can start looking around and play with other children. Via the combination plays 2v0, 2v1, 3v0 and 3v1 the young player will grow into the 3v3 game.

4v4 can also be played. This is a more difficult game, because the children have now an extra (deep) option to choose from. It is best to do this with older (beginner) players, who are more aware of their environment, which consists of their teammates and opponents.

#### b. 8 & 9 year olds

Children at this age still find it difficult to concentrate for long periods of time. However, this is the ideal learning age (8-12 years old), with their physique and co-ordination being perfectly suited to learn a wide range of new techniques. They learn by watching others play, and from their own experience, hence the more exposure to the game the better. Demonstrations are important at this age; they watch and copy easily. Overtraining or difficult drills can turn players away from the game. Keep sessions varied as well as challenging.

In games of 6v6, children are now asked to use their teammates, rather than playing alone. The use of space on the playing field should be introduced, avoiding the scenarios of all players swarming around the ball! They can play over larger areas, they can take a free hit (or push), they can make eliminations and they love to score! Rotate your players, so that they all get a feel for attacking and defending.

### c. 9, 10 & 11 year olds

The children in this age category have good coordination skills, and are usually willing to learn. Technical skills should be more advanced than in the younger age group. Expand on what has already been learnt. Player positions may be more specialized, with players being taught the roles of each position. Still rotate them, so that they know how it is to play in different positions on the field. Game-like situations should be encouraged, and drills should be practised with speed, once players are comfortable. Be wary of over training.

The 8v8 game (or 7v7 without a goalie) is meant to bridge the big gap between the 6- and 11-a-side game. Children in the age group 9-10 don't generally have the strength to hit the ball over the distance of an 11-a-side field and they do not have the capacity to work in a big group.

Finally, when they are older, "wiser" and strong enough (around the age of 11), they can play the original hockey game, with 11 players on each side!

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## **Mini Hockey: an educational range from 1v1 to 11v11**

Practicing and playing are nice, but children also want to play a game! Via modified (mini) hockey all children will be able to play a "real" game. They play in a smaller space and with a limited number of players. Below is a description of which game can be played at what age. Of course you will always have young players that are ahead of or behind their group. The ages given below are averages.

The role of the game leader (we don't use strict umpires in mini hockey) is very important. He or she has to make sure that all players have fun while practising and learning through his/her explanation of the game.

Try to arrange games against other clubs/schools, which will give the young players the experience of meeting other teams with other qualities. In mini hockey it is not about winning, it is about a fun, educational and safe experience for each player. The children might not be aware of this (they always want to win!), but the game leader and parents should guide their pupils away from that perspective.

### a. 1v1 (6 years old)

As soon as these young players have learnt the basics via a wide range of fun exercises, they can look out for an "opponent". Emphasis should be put on safe play: safely capturing the ball off each other's stick and safely defending this.

### b. 3v3 (6/7 years old) (see figure 3)

On a one/eight field with 2 goals on each side, players suddenly find out that it is useful to switch the field and move the ball to a team mate who is close to the other goal. Ball movement and off the ball running are important in this game. The rules which are used are to ensure that the game is played safely. A game of two times 15 minutes is enough for this age group. A time-out can be called to explain a situation and to re-group the players. If you have enough players, then you can make teams of 6 players. In this case the A1 team (with 3 players) can play 15 minutes against the B1 team and A2 against B2, and after the break A1 plays against B2 and A2 against B1. The game leader should not be a strict umpire; he or she needs to have a feel for the game and the young players and needs to make the game fun and educational for both teams!

Field: 1/8 field (see figure 3). Two goals on each side (so in total 4 goals). 5 meter line instead of circle. Space between cone-goals: 2 meter. Space between goal and sideline: ca. 4 meter.

## Rules:

- safety rules: only play with flat side of the stick, only push or other movement with stick only moving on the ground, ball must stay on the ground, no "raised sticks", no hacking on the stick, no tackling from the left (if this causes a dangerous situation), no physical contact with opponent, ball needs to be stopped first before playing it on.
- no obstruction, no "foot" rule
- free hit and side hit in: everybody must be 5 meters away
- instead of penalty corner, take a free hit on the 5 meter line (no direct shot on goal allowed)
- long corner at cross 5 meter line and side line (also no direct shot on goal allowed).

c. 4v4 (see figure 3)

This game is also played on a one/eighth field. It is more difficult than the 3v3 game, because the players have now an extra (deep) option to choose from. As mentioned above, you had better do this with older (beginner) players, who are more aware of their environment: their teammates and their opponents. The rules are the same as in the 3v3 game.

d. 6v6 with, or 5v5 without a goalkeeper (8/9 years old) (see figure 4)

On a quarter field, the 8/9-year-olds will be able to play the ball to each other and also watch out for opponents. Teamwork will be emphasised and passing and receiving are important aspects. The game should be 2x25 minutes halves, with a break of 5 minutes. A time out can be called to explain a situation and to re-group the players.

The game leader is, similar to the 3v3 game, not a strict umpire; he or she needs to have a feel for the game and the young players and also needs to make the games fun and educational for both teams!

Field: Quarter field (see figure 4), with 1 goal on each sideline. 10 meter line instead of a circle. Space between cone goals: normal width (3,66 meter).

Line up: the field of play can easily be set up with 2 forwards, one mid-fielder, 2 defenders ("5" in the dice-form) and a goal keeper behind that. In the 5v5 game there is no goalkeeper.

## Rules:

- safety rules: only playing with flat side of the stick, ball must stay on the ground, no "sticks", no hacking on the stick, no tackles from the left (if this causes a dangerous situation), no physical contact with opponent, ball needs to be stopped first before playing it
- no obstruction, no "foot" rule
- free hit and side hit in: only the opponent needs to be 5 meters away
- instead of a penalty corner, take the free hit on 10 meter line (now everybody 5 meters away and no direct shot on goal allowed)
- long corner at 5 meter from corner – on the sideline (also no direct shot on goal allowed and everybody 5 meters away)
- penalty stroke at 6,4 meter from goal – no high balls allowed

e. 8v8 with or 7v7 without a goalkeeper (9/10 years old) (see figure 5)

8 v 8 – (9/10 years) 8 a-side hockey on a half-sized pitch builds on the concepts of 6 a-side hockey. All aspects of tactical and technical skills are used in decision making on the field. The players have to observe the field and

cooperate with their teammates. Situational plays can also be taught and practised. 8 a-side continues to develop skills without taking the fun out of the game, and takes the age of the players into consideration. The game can also be played with 7 players a-side, without a goalkeeper.

Players in this age group can play games of 2 x 30 minute halves, with a 5 minute break. A time out can be called to explain a situation and to re-group the players.

The game leader is, similar to the 3v3 and 6v6 game, not a strict umpire; he or she needs to have a feel for the game and the young players and needs to be able to give both teams a good time. The field is now bigger, so 2 game leaders are recommended.

Field: Half size field (see Figure 5), with 1 goal on each sideline. Normal circles or a rectangular "15 meter area" (15x30 meter). Normal width goals (3,66 meter).

Line up: The field can be set up with 3 forwards, a midfielder and 3 defence and a goalkeeper, preparing the players for 11aside hockey. The players are taught to stay in position and to be a support or a passing option for the ball carrier, rather than everyone swarming on the ball. The defence and attack need to work together with the assistance of the mid-field, which helps distribute the ball between the two.

Rules:

safety rules: only playing with flat side of the stick, ball must stay on the ground, no "sticks", no hacking on the stick, no tackles from the left (if this causes a dangerous situation), no physical contact with opponent, ball needs to be stopped first before playing it

- no obstruction, no "foot" rule
- free hit and side hit in: only the opponent needs to be 5 meters away
- penalty corner or, if there are no circles, free hit on 15 meter line  
(now everybody 5 meters away and no direct shot on goal allowed!)
- long corner at 5 meter from corner – on the sideline  
(also no direct shot on goal allowed and everybody 5 meters away)
- penalty stroke at 6,4 meter from goal.

#### f. 11 v 11 – (10 years +)

And then finally the big step towards full size hockey! The rules will be the same as the "normal" 11v11 rules. Umpiring will still be an "educational" job; the umpire needs to be aware that children in this age group still need to learn.

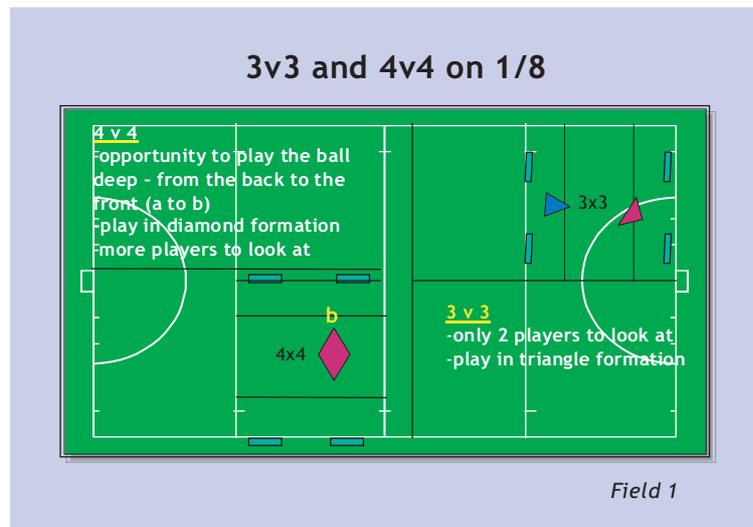
Many variations for the line-up can be instituted using 11 players. Using 3 forwards, 3 midfielders, 3 defenders and a goalkeeper, means a smooth transition from the 8-a-side hockey.

You can also have 2 forwards, 4 midfielders, 4 defence and a goalkeeper, or 3 forwards, 4 midfielders, 3 defence and a goalkeeper to give a few examples. The full field is used and all rules of the game should apply. 11 a-side hockey should continue to build on the technical and tactical skills that the players have learned.

### **Important**

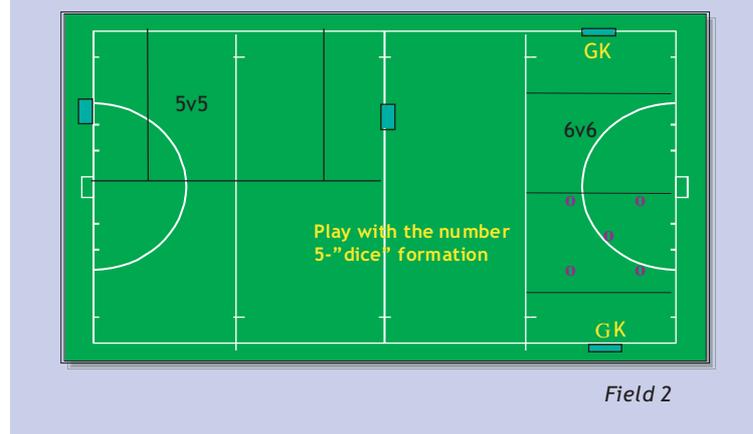
Whether playing 1v1, 3v3/4v4, 5v5/6v6, 7v7/8v8 or 11v11 games, remember that whenever children are playing hockey you should enforce safety rules and wear proper playing attire. The aim is to keep the sessions fun, safe and educational, so that the players continue with the game.

**Figure 3:**



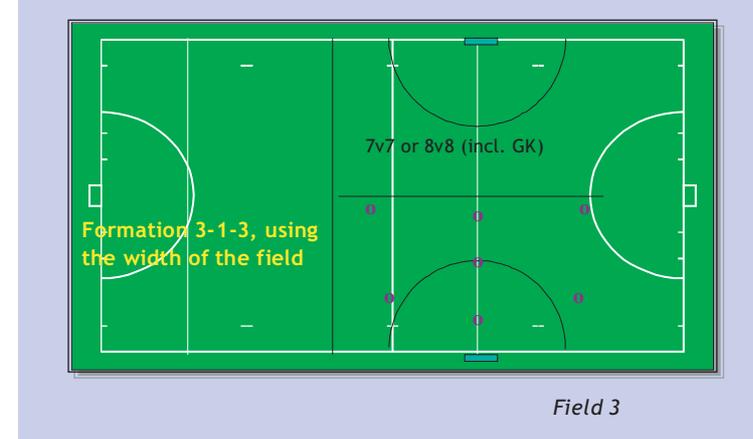
**Figure 4:**

**5v5 (without GK) or 6v6 (with GK) on 1/6 fields**



**Figure 5:**

**7v7 (without GK) or 8v8 (with GK) on 1/2 fields**



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# Appendices

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# Appendix 1: Constitution of Stars Hockey Club

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## 1. Name

The name of the club shall be "Stars Hockey Club" (hereinafter referred to as "the Club").

## 2. Colours

The Club colours shall be Navy and White

## 3. Objectives

The objectives of the Club shall be:

- a) To foster, encourage and develop the game of hockey
- b) To provide and service hockey programs to the local and adjoining communities
- c) To make hockey an accessible competitive or recreational option for all persons regardless of gender, age, race or religion
- d) To affiliate with the Provincial/National Hockey Association
- e) To promote the game of hockey
- f) To hire and employ persons whose services may be deemed necessary for the purposes of the Club
- g) To invest the monies of the Club not immediately required for any of its objectives in such a manner as from time to time may be determined
- h) To take part in league games as assigned by the governing league

## 4. Membership and Management

- a) Membership shall be open to all persons paying and abiding by the prescribed subscription. There shall be three categories of membership; full (playing) membership; junior (playing) membership and associate (non-playing) membership. No restrictions shall be imposed on any person by virtue of religious or political beliefs, gender, race or age, but the Board shall have the right to refuse membership to any person who does not comply with the Club's rules and code of behaviour. A member may resign from the Club by notifying the Secretary in writing of the intention so to do and upon such resignation being accepted by the Board, or by not redeeming his/her membership he or she shall cease to be a member of the Club.
- b) At the Annual General Meeting of the Club a Board comprising the following shall be elected: President, Secretary, Treasurer, Junior Development Coordinator, Coaching Coordinator, Umpire Coordinator, Volunteer Coordinator (and any other position that had been created). The Board shall hold office until the next Annual General Meeting to that at which it was elected. Each member of the Board shall be eligible for re-election.
- c) The position of any Board member absent for three consecutive meetings without leave of absence shall automatically become vacant. Acceptance of an apology shall be deemed a granting of such leave. The Board shall have the power to co-opt up to two further board members and may fill casual vacancies.
- d) The Board shall be responsible to the Club.
- e) The Club or Board may appoint Sub-Committees. The Chairperson/President of the Club shall oversee all such Sub-Committees.

## 5. General and Special General Meetings

- a) The Annual General Meeting of Members shall be held each year within four months of the end of the fiscal year and at such date, place and time as may be determined by the Board, but accidental omission to give notice shall not invalidate the meeting.
- b) Special General Meetings of Members may be called by written request representing one-third (1/3) of the registered Voting Member votes.
- c) Thirty (30) days written notice of each General or Special General Meeting shall be given to all members by the Club Secretary. The notice shall include the items of business to be conducted and sufficient information to form a reasoned judgement. No other item of business may be presented for a vote without due notice.
- d) A quorum for the transaction of business at General and Special General Meetings of the Club shall comprise one-third (1/3) of the Member votes. At the Annual General Meeting, the business of the meeting shall include reports from the Board and sub committees, the auditor, the election of Board members to fill positions that fall vacant at that time and the setting of membership fees for the next fiscal year.
- e) At the Annual General/Special Meeting, the consideration of motions takes place, for motions of which due notice has been given or which any member, with the permission of the meeting, may introduce.
- f) At the Annual General/Special Meeting it is possible to dispose of any other matter, which may be, if consistent with the constitution, introduced at such a meeting.
- g) At the Annual General Meeting the President, if present, shall chair the meeting. If the President is absent at the time the meeting is due to start, the members shall elect a person to chair the meeting from those members present.
- h) Nominations for office bearers may be made at the Annual General Meeting.
- i) Any elections required shall be by secret ballot. Any equality in voting shall be resolved in favour of the retiring candidate (if any) or otherwise by lot. In the event of a ballot, scrutinizers shall be elected by the members present. The voting papers shall be destroyed after the results of the ballot have been announced.
- j) Each member personally present at any meeting shall have one vote and, in the event of an equality of voting on any matter, the Chairperson of the Meeting shall have a second or casting vote, as well as the first or deliberative vote. All voting may be by show of hands but if any member present should require the voting to be by way of ballot, thereupon such vote shall be taken by ballot in the ordinary way.

## 6. Duties of Officers

### 1. The Board

- a) The Board shall meet as often as is necessary.
- b) Four (4) members of the Board including any two of the President, Secretary and Treasurer shall constitute a quorum at board meetings.
- c) The Board may appoint individuals or Sub-Committees to carry out specified tasks.

### 2. The President

- a) The President shall chair all meetings. In his/her absence the Vice-President shall act as the President.
- b) In the event of a tied vote on any matter the Chairman shall have a casting vote.
- c) The Chairman shall rule on the constitutional validity of all proposals and actions.

### 3. The Vice-President

- a) The Vice-President shall assist the President in discharging his/her duties.
- b) The Vice-President shall act as if he/she was the President during the President's absence.
- c) If at a meeting both the President and the Vice-President are absent the executive shall appoint a Chairperson for that meeting.

#### 4. The Secretary

- a) Shall be required to give notice of all meetings to all financial members and to the executive.
- b) Shall be required to keep an accurate record of all meetings excepting where a Minutes Secretary has been appointed for this purpose.
- c) Shall receive and acknowledge receipt of all mail, referring to the board as necessary.
- d) Shall prepare and submit a report of the Club's activities to the Annual General Meeting.

#### 5. The Treasurer

- a) Shall collect and account for all monies payable to the Club.
- b) Shall present accounts for payment to the Board for approval and once this has been given shall draw cheques for payment.
- c) Shall deposit all monies received by the Club in an approved account(s) with a bank or building society. Monies to be withdrawn from this account(s) shall require the signatures of two (2) members of the Board who have been properly authorised to sign (usually the President, Secretary and Treasurer are authorised to sign with any two of their three signatures being required).
- d) Shall present a financial statement together with an audited balance sheet and statements of income and expenditure for the preceding year to the Annual General Meeting.

#### 6. The Auditor

Who need not be a member of the Club - shall examine the accounts of the Club at least once each year and shall express his opinion as to the correctness of the financial statement and balance sheet and shall issue a written statement as to this opinion.

#### 7. The Marketing/Promotions Director:

- a) Shall be responsible for promoting the Club within the area from which the Club hopes to gain new members.
- b) Shall keep the Press up to date with results
- c) Shall be responsible for maintaining the website
- d) Shall be responsible for producing a monthly newsletter

### **7. Finance**

- a) True accounts shall be kept of all monies received and spent by the Club. At least once a year, the accounts of the Club shall be examined and an Income and Expenditure Account and Balance Sheet prepared and the correctness of the accounts and balance sheets authenticated by one or more auditor(s).
- b) The financial year of the Club shall end on the thirtieth of March each year, and the accounts shall be audited and certified by the Club's auditor(s) and shall be submitted to the Annual General Meeting.
- c) The Board shall be empowered to invest the funds and property of the Club upon such securities as the Board shall from time to time deem appropriate.
- d) The Board, on behalf of the Club and subject to the approval of a General Meeting or Special General Meeting of members, shall be empowered to borrow funds. Such borrowing may occur upon the security of the Club's real and personal assets. Such monies may from time to time be required for carrying on the activities of the Club or for providing additional facilities and benefits for the members. The Board, for any other purpose connected with the objectives of the Club may authorise the execution of any and all such mortgages, pledges, or securities as may be necessary to secure the repayment of such monies.

## **8. Repealing and amending the Bylaws**

- a) The Bylaws may be amended or added to by motions at General or Special General meetings which are supported by two-thirds (2/3) of the votes cast.
- b) Thirty (30) days notice of any proposed Bylaw amendments shall be given to the Voting Membership prior to the motion being presented at a General or Special General Meeting.
- c) The repeal or amendment of Bylaws shall not be enforced or acted upon until approved

## **9. Dissolution**

The Club shall be dissolved if:

- a) A resolution to this effect is carried by a General Meeting, thirty (30)days of notice of the proposed resolution having been given
- b) Financial membership drops to ten or less members

If upon the dissolution of the Club there remains, after satisfaction of all debts and liabilities, any property or funds whatsoever, the same shall not be distributed or paid among the members of the Club but shall be transferred or given to some other Club or institution having objectives similar to those of the Club, to be determined by members of the Club at or before the time of dissolution.

## **10. Copies of Constitution**

The Secretary shall supply a copy of this constitution, upon reasonable request, to any new member or existing member.

## **11. Custody and Use of Common Seal**

The Club shall have a Common Seal, which shall consist of the words 'Stars Hockey Club'. The seal shall be kept in the custody of the Secretary and shall only be affixed by the Secretary to documents at a meeting of the Board and in pursuance of a resolution of the Board; the affixing of the same shall be attested to by at least two members of the Board.

## Appendix 2: Membership Application Form

### Application for membership

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

E-mail \_\_\_\_\_

Ph: \_\_\_\_\_ (hm) \_\_\_\_\_ (wk) \_\_\_\_\_ (mob)

Occupation: \_\_\_\_\_ Employer: \_\_\_\_\_

Age: \_\_\_\_\_ Date of birth: \_\_\_\_\_

I wish to apply for \_\_\_\_\_ membership (Senior, student, junior, honorary)

Skills that I can bring to the organisation: [optional]

\_\_\_\_\_

\_\_\_\_\_

I will be willing to assist the club in any of the following roles: (optional)

\_\_\_\_\_

\_\_\_\_\_

I am available on: (days) \_\_\_\_\_ from (hours) \_\_\_\_\_

Medical history relevant to the club: \_\_\_\_\_

I have read the enclosed rules of the club and I agree to abide by these rules and will serve the club to the best of my ability.

Signed \_\_\_\_\_ Date \_\_\_\_\_

Signature Parent (for underage members) \_\_\_\_\_

## Appendix 3: Action Plan

Objectives	Action	Responsibility	Time frame	Resources
To recruit and train 3 new coaches to work with the junior teams	Advertise within the club and locally. Send coaches on a National coaching course and have them work with a mentor coach for the first 3 weeks of the season	Junior coordinator  Coaching coordinator	Start in August – have coaches in place by mid Sept. Coaching courses offered: Sept 20-22, and Oct 10-12.	Advertising fee (if applicable)
To increase club membership by 10% in 2004	Advertise within the community, and leisure centres, newspapers, website. Produce flyers to distribute at games and other community events	All of the board and club members	Start in the 2003 season through to beginning of 2004 season	Cost of coaching course (\$60 per participant). Advertising and cost of brochures. (\$500 budget)
Increase the number of rated umpires within the club from 10 to 20 in the 2003 season	Offer umpiring courses to club members and incentivise them to become rated	Umpire Coordinator	Start prior to beginning of 2003 season and continue to the end of the season	Cost of hiring a facility (or use club house if available) and course conductor

## Appendix 4: Job Description

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### 1. Volunteer Coordinator

#### Description of the position

The volunteer coordinator is responsible for providing a link between the Board and the Club's volunteers. It will require a fine balancing of the interests and needs of the volunteers with the expectations of the Board.

This is a challenging role, which is important for the effective operation of the club given that the club relies on volunteers, and there are many volunteer roles within the club.

#### Commitment

- Attendance at monthly Board meetings
- Flexibility to work with other volunteers in co-ordination roles (e.g. coaches, committee conveners etc.), to assist with recruiting, putting together position descriptions, training/induction programs and retention of volunteers
- A time commitment of up to 15 hours a month is expected, however this may increase slightly during the preseason or in the lead up to special events, which require a lot of volunteers.

#### Location

- The Volunteer Coordinator can undertake most of his/her responsibilities from home and at the club
- Meetings with relevant personnel can be at a location mutually agreed upon
- Committee meetings will normally be held at the club rooms

#### Key Tasks and Responsibilities

- Co-ordinate all volunteer opportunities within the club including job roles and special event opportunities
- In conjunction with the board and relevant personnel (e.g. coaches, committee conveners etc):
  - Develop a policy on volunteering in the organisation
  - Ensure that position descriptions are developed for all roles
  - Ensure that induction and training programs are developed and put in place for all volunteers
  - Recruit, select and appoint volunteers to roles that suit them
  - Develop and implement volunteer rosters
  - Develop, implement and review reward and recognition processes and programs
  - Develop and maintain good communication channels between the volunteers and the Board
  - Develop communication with all volunteers in order to:
    - > Identify potential issues ahead of time
    - > Receive feedback on opportunities identified by the volunteer
    - > Support them in their role
    - > Identify support and training needs
    - > Determine levels of satisfaction
  - Prepare project briefs for special or one-off events
  - Submit regular reports to the Executive
  - Ensure volunteers are reimbursed for out of pocket expenses in accordance with Executive Policy/Guidelines
  - Co-ordinate the implementation of the Volunteer Management Plan

## **2. Requirements of the position**

### 1. Personal skills

- Enthusiasm and ability to support volunteers in their roles
- Good communication and personnel relations skills
- Able to work with others to resolve areas of potential conflict
- Ability to work as part of a team
- Efficiency and organisational skills

### 2. Operational skills

- Able to work with the Board to develop procedures and timelines for achieving set tasks
- Access to a computer and basic computer skills would be of assistance

### **3. Training and support**

- This position will report to the Board which will provide operational advice and support
- Training will be available through programs provided through the Organisation Management/Volunteer Management Program)

### **4. Benefits of the position**

- The opportunity to improve the range of activities and tasks available to volunteers
- The opportunity to put in place procedures and structures to better support volunteers
- The opportunity to assist the club to better recognise the valuable work undertaken by volunteers

**Applications due:** August 15th 2004

Please forward applications to: Stars Hockey Club, 2 Random Ave Skyline,

Phone: 555 5738

Fax: 555 5778

secretary@starshockey.com

### **For further information contact:**

John Brown–Club, Secretary, Stars Hockey Club, secretary@starshockey.com

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## Appendix 5: Partnership Proposal

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2 Random Ave Skyline, Ph 555 5738 • [www.starshockey.com](http://www.starshockey.com)

Mr Dodds  
Principal  
West Winds Elementary  
Bourne Road  
Starling

Feb 3 2003

Dear Mr Dodds,

We at Stars hockey club would like to offer you and your students the opportunity to become involved in our Hockey Program. This program is aimed at introducing hockey to your students through your PE program and offering your students an extracurricular activity.

Our club currently has a junior division, which competes on Saturday mornings, as well as 3 men's and 2 women's teams entered into the league.

We are looking to expand our junior program by creating links with schools. Our proposed partnership with West Winds Elementary would be to assist with running and coaching hockey sessions at the school. We are aware that West Winds currently offers (or currently does not offer) a hockey component at the school and we would like to run some hockey sessions (or learn to play hockey sessions) during your scheduled PE classes free of charge.

We would provide experienced coaches to assist your PE staff with the classes and if need be provide hockey sticks and balls. Further to this we would be willing to assist with developing and coaching a school team that could either compete against other schools in the area or within the junior league.

We are willing to provide coaching courses to your staff and offer our club facilities to host a school tournament or for training purposes. At the same time we would like to invite you and your staff to either watch or participate in one of our club training sessions.

A partnership such as this benefits your students, by offering them the opportunity to be taught by experienced coaches, revealing other opportunities for further development in hockey, as well as providing them with the chance of gaining lifelong skills and friendships. Your own staff will also gain from the coaching at little or no cost to the school.

I look forward to contacting you in the next few days to arrange a time to discuss a potential partnership with West Winds. In the mean time should you wish to contact me I can be reached at the above number or e-mail address and would be happy to answer any questions that you may have.

Sincerely

Kelley Barnes  
Junior Development Co-ordinator  
Stars Hockey Club

## Appendix 6: Sample Program- West Winds Elementary

---

### Program

4 weeks of hockey during PE classes

2 classes per week

Grades 4 -7

Each class is 35 minutes

Class size 18-20

2 coaches + PE teacher per session

Club to provide sticks and balls – school to provide cones and bibs

### Week 1

#### Session 1: Introduce hockey

- Demonstrate the equipment and how to hold the stick
- Explain basic rules ( can only use flat side of stick, cannot kick the ball, no lifting of sticks)
- Explain safety procedures
- Have students run around in a circle in one direction with the ball on the end of the stick
- Demonstrate push-passing and stopping – have students participate

#### Session 2: Practice skills

- Revise things from the last class
- Use relays to practice moving with the ball
- Introduce the Indian dribble
- Practice dribbling with relays

### Week 2

#### Session 3: Practice skills

- Revise skills learnt in last class
- Play games that incorporate the skills which have been learned (keep away, scarecrow, king of the ring)  
**KEEP AWAY:** 1 or 2 players in the middle without balls and they have to try and intercept passes to the other players that are standing around in a circle or the edge of a square. If the pass is intercepted the player in the middle changes places with the player whose pass was intercepted. This can be varied by having more than one ball in the game.

**SCARECROW:** 2 or 3 players (depending on the size of the playing area) in the middle. They have to try and remove the ball from the other players, who are trying to dribble the ball across to the other side of the playing area. If a player loses his/her ball they have to stand with their arms out and legs apart (like a scarecrow). They can be freed if another player dribbles their ball through the scarecrow's legs.

**KING OF THE RING:** set up circle or square that is to act as a boundary. All the players are within the circle dribbling a ball. The aim is to try and knock other players balls out of the circle whilst protecting your own ball. The last player remaining in the circle with the ball is the winner.

**Emphasise safety: no raised sticks, hacking or wild swinging at the ball.**

Session 4: Hitting and defending

- Explain the hitting technique and how it differs from push-passing (this is for older children)
- Introduce the idea of tackling
- Reinforce the safety aspect

**Week 3**Session 5 Mini games

- Introduce mini games such as 3 against 3 and 4 against 4 (players)
- Play variations of other games using the skills learned

Session 6

- Split the class into 3 teams and play against each other on a rotating basis
- Set up a circuit for the players to work through, i.e. Indian dribble through cones, then aim to pass the ball between two cones, dribble around cones, pass to another player and receive the ball and shoot at goal. This can be done as a timed exercise with the players rotating after a few minutes or as a continuous drill that they run through.

**Week 4**Session 7 Games

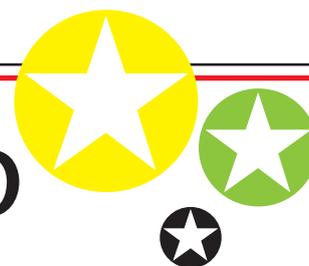
- Split the class in half and play a full game with 2 x 15 minute halves
- Inform students about your club and how they can continue playing hockey

Session 8 Games

- Split the class into 2 and continue with full games
- At the end of the session hand out club flyers inviting them to the festival or to play at your club

Appendix 7

# Stars Hockey Club



## JUNIOR HOCKEY FESTIVAL!



Saturday 22 April  
1 p.m. – 4 p.m.  
Stars Hockey Club

- ★ Skill sessions
- ★ Mini games
- ★ Meet the players and coaches
- ★ Beginners welcome
- ★ All ages U8 – U18



CONTACT YOUR COACH OR TEACHER FOR MORE INFORMATION

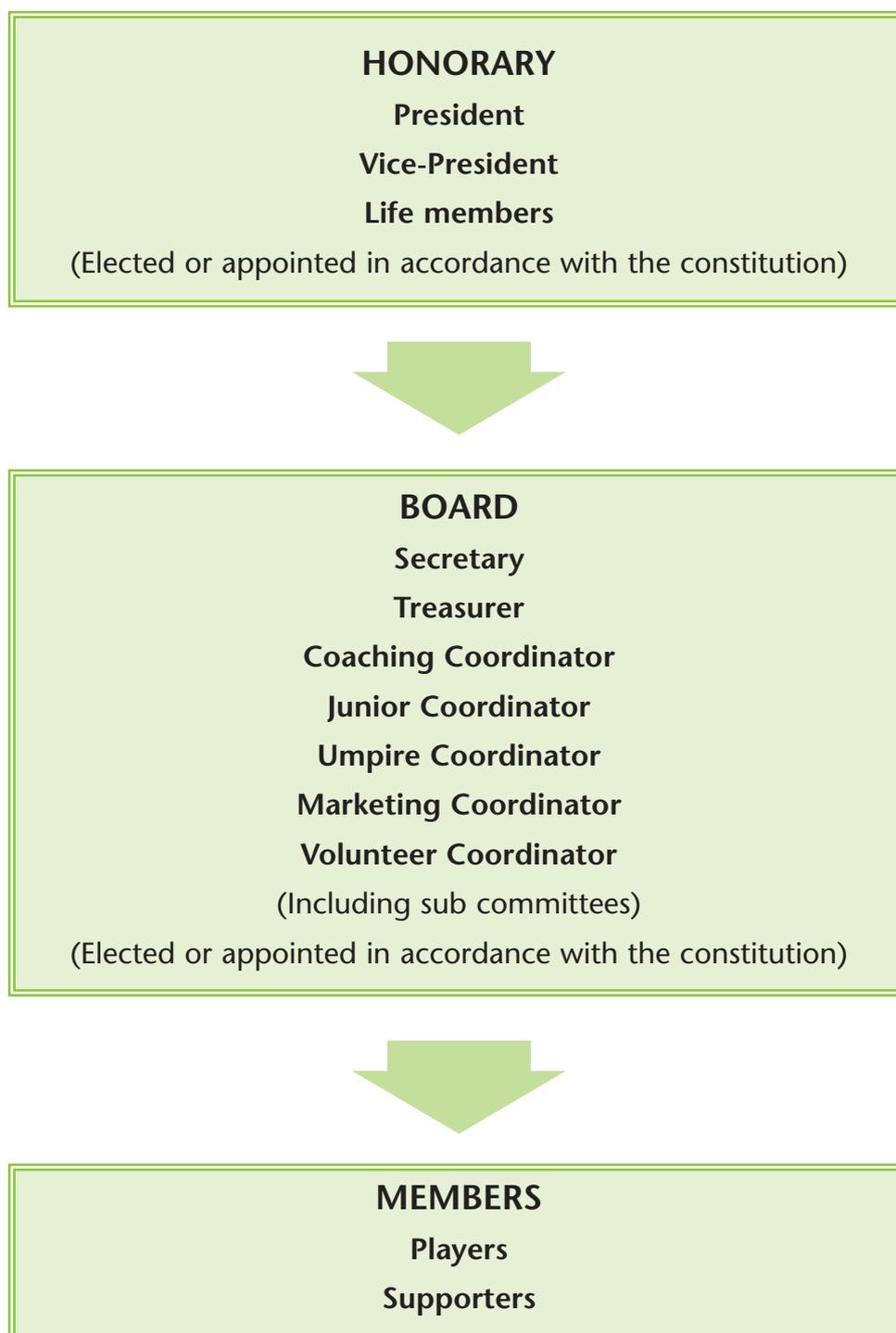
**COME ON DOWN  
AND JOIN THE FUN!**



Refreshments available!

## Appendix 8: Sample Board Structure

### Governance structure



## Appendix 9: Sample Budget

### Stars Hockey Club – General Account Year End 2002

Revenue / Income				
<b>Membership</b>	Sr.members:105 @ \$175 Jr. members 60 @ \$75 Affiliated members 30 @50	18375 4500 3000	25875	
<b>Grants</b>	Community grant	5000	5000	
<b>Sponsorship</b>	Mikes Auto Parts Skyline Press Cosmos Hockey Store	1000 500 650	2150	
<b>Income</b>	Interest Donations Fund-Raising	300 500 500	1300	
<b>Merchandise</b>	T-Shirts - sales	350	350	
<b>Clinics/Camps</b>	General Coaching /Umpiring Clinics Skills Weekend Summer Camp GK Camp	175 600 1800 60	2635	
<b>Tournaments &amp; Festivals</b>	U12 Festival-12 @ \$100 High School Champs -hosting grant -concession Club 7aside	1200 500 420 400	2520	
	Club room sales	12800	12800	
<b>TOTAL REVENUE / INCOME</b>			<b>52630</b>	

Expenses / Expenditure				
<b>Administrative Expenses</b>	Newsletter Awards Bank Charges Office Expenses Postage Printing Professional Services Promotions/photos Equipment	500 350 100 750 100 250 80 250 1000	3280	
<b>Staff Expenses</b>	Temp Office Staff Special Projects Coaches: Staff Education Courses	300 300 5500 250	6350	
<b>Meeting Expenses</b>	Board AGM	550 120	670	

**Stars Hockey Club – General Account  
Year End 2002**

<b>Expenses / Expenditure</b>				
<b>Merchandise Expenses</b>	T-Shirts	240	240	
<b>Technical Expenses</b>	Coaching Development Umpiring Development	150 150	300	
<b>Tournament &amp; Festival Expenses</b>	U-12 Festival Umpires First Aid Medals U-14 Club Champs Entry fee HIGH SCHOOL CHAMPS Umpires First Aid Medals PA system CLUB 7-a-Side Tournament Awards BBQ hire Food Gift vouchers MASTERS GAMES Entry fee Uniforms Van hire +petrol Accommodation	 120 100 240  150  330 200 275 50  60 80 300 100  250 145 568 980	460  150  855   540   1943	
<b>Camps</b>	GK camp SKILLS Weekend Summer camp	100 230 420	750	
<b>Facilities</b>	Clubhouse Food & beverages Turf maintenance	3000 18000 5000	26000	
<b>TOTAL EXPENDITURE</b>			<b>41738</b>	
<b>PROFIT</b>		<b>10892</b>		

---

## Appendix 10: Sample Agenda

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# Stars Hockey Club

2 Random Ave Skyline, Ph 555 5738 • [www.starshockey.com](http://www.starshockey.com)

Stars Hockey Club Board Meeting

Stars Club House

Sept, 3, 2004

1. Welcome to the Meeting
2. Previous meeting minutes – business arising from the minutes
3. Motion to accept the minutes from previous meeting
4. Correspondence to be announced
5. Reports:
  - President's report
  - Secretary's report
  - Treasurer's report
  - Junior Coordinator's report
  - Fundraising report
  - Social Coordinator's report
6. Club results
7. Special announcements or events
8. New Business
9. Next meeting date
10. Adjournment

## Appendix 11: Sample Minutes

# Stars Hockey Club

2 Random Ave Skyline, Ph 555 5738 • www.starshockey.com

### Minutes of the Stars Hockey Club Board Meeting

held at (place) on (date & time)

List of those present at the meeting and apologies

1. Minutes of the last meeting were read and adopted as read on a motion by (name) seconded by (name)
2. Business Arising from the Minutes
3. Correspondence
4. Reports
  - President:** reported on a regional meeting attended last week. New club was asking to be admitted to the league. It was decided they should be entered in 2nd Division.
  - Secretary:** nothing to report
  - Treasurer:** Budget: Treasurer gave a comparative statement of actual receipts and expenditures with budgeted amounts for the year to date, which showed the club operating within its estimates.
  - Juniors:** U 18 team were runners up in the Planetary Cup last weekend. Lost in strokes after the game was tied 2-2.
  - Fundraising:** Hot Dog stand raised \$312 at the Planetary Cup last weekend. Thank you letters need to be sent to volunteers - Action: Terry
  - Social events:** preparations are being finalised for the Tour Dinner in November. Tickets being printed next week
5. Club results – Men: 1sts lost 1-2 Cosmos, 2nds won 3-0 Martians, 3rds Won 4-2 Astronauts  
Women: 1st Bye, 2nds Drew 0-0 Satellites
6. Special announcements – New rule change to be announced for next season
7. New Business arising
8. Next Meeting (date)
9. Meeting adjourned on a motion by (name) seconded by (name)

---

## Appendix 12: Volunteer Agreement Form

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Volunteer Agreement form between:

**Stars Hockey Club**

&

**Name of Volunteer** (coach/team manager/official/volunteer)

All coaches/team managers/officials working within Stars Hockey Club are encouraged to work to high standards and adopt recognised “best practice” procedure where possible. In addition to their own standards of practice, coaches/team managers/officials should be aware of and adopt Stars Hockey Club’s own:

- code of conduct for coaches/team managers/officials
- child protection guidelines
- equity policy statement
- safety guidelines

The club will ensure that its coaches/team managers/officials have a copy of each policy and the guidance note that is relevant to their work. The club will listen and respond to matters that the coaches/ team managers/officials bring to its attention in relation to their work and will support, where possible, their training needs.

I, NAME OF VOLUNTEER, am familiar with Stars Hockey club’s standards of practice named above and will adopt these in my work. I accept the responsibilities outlined in the attached task description.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

NB Before a volunteer signs and returns the agreement, you should provide him/her with copies of all/some of the following:

- safety guidelines
- codes of conduct
- task description
- equity policy statement
- child protection guidelines

---

## Appendix 13: Press/Media Release

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### Press release

Write the word "PRESS RELEASE" clearly on top of the message!

### Title

In order to draw the attention of the journalist the title has to be "catchy".

Example: *"Hockey Hero back to his roots"* catches the eye more than *"school X organises youth event with national hockey player"*.

### Lead

The lead reveals the summary of the whole message. The most important and interesting facts should be placed in this introduction. Don't forget the 5 W's:

Who: Stars Hockey Club

What: conducts hockey sessions

Where: at club or school X

When: ..... 2003

Why: to introduce juniors to the game of hockey

### Tips

- write simply and clearly; short sentences without difficult constructions
- write in the active form, to make the message actual and lively: *"the youth just can't wait to meet him"* is more lively than *"the players have been waiting for a long time to meet him"*; or: *"According to the organisers it will be brilliant!"* instead of *"we have been told by the organisers that they expect it to be brilliant"*.
- limit the news to a maximum of 1 A4 page
- leave some space to enable the journalist to make notes
- use short paragraphs with subtitles rather than one long piece of text

### Note for the editor

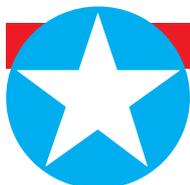
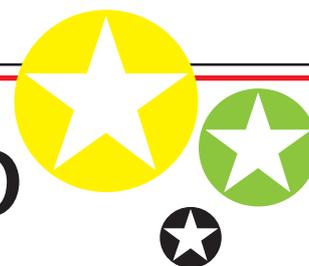
Leave a contact person and address and, if available, let the editor know that you have ("catchy!") pictures available.

### To whom?

Firstly consideration should be given as to which newspapers, magazines, (local) radio and television stations should receive the press release. Secondly send the release well in advance to the Sports and/or News Editor and send it to everybody simultaneously.

## Appendix 14: Sample Club Advert

# Stars Hockey Club



# PLAYERS WANTED

Stars Hockey Club is looking to recruit players for the coming hockey season beginning September:

- ✪ 3 Men's and 2 Women's teams
- ✪ 2 evening practice sessions per week and games on the weekend
- ✪ qualified coaches

**Experienced players and beginners welcome!**

For more information contact:

John Brown Ph 555 5738 [secretary@starshockey.com](mailto:secretary@starshockey.com)



## Stars Hockey Club

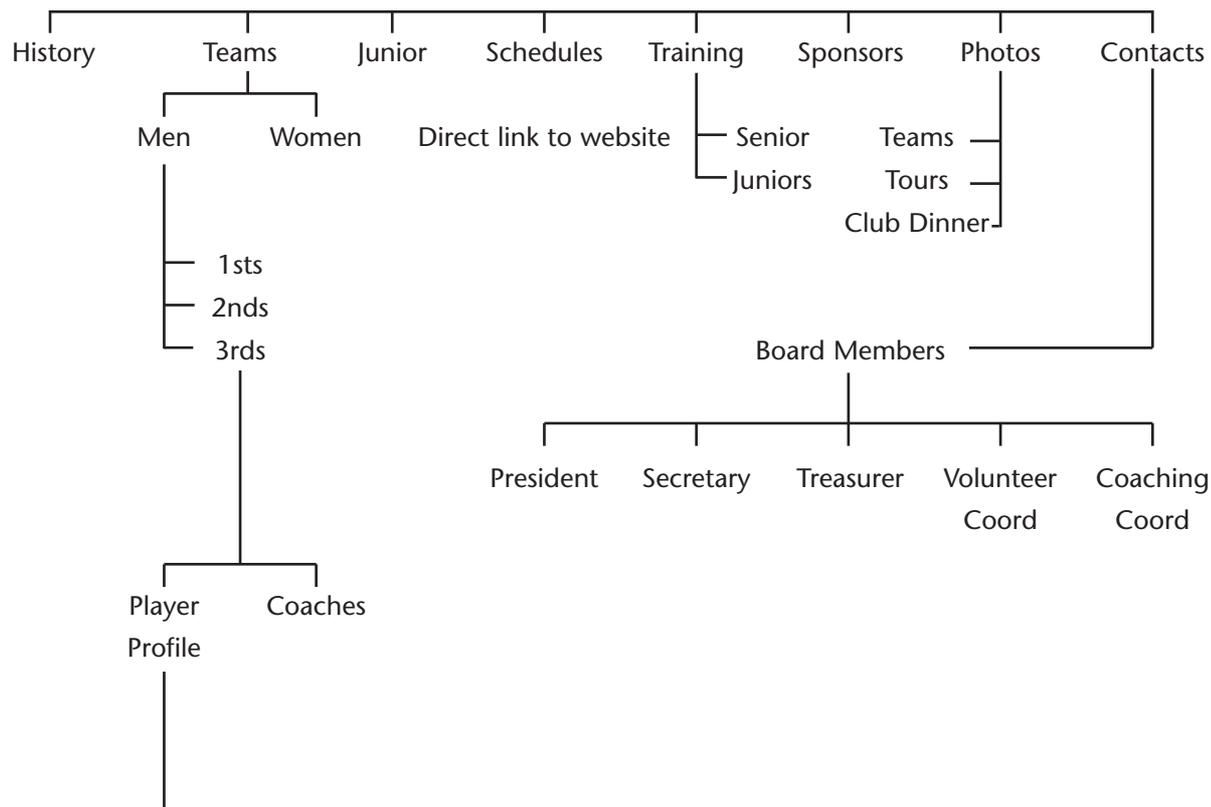


# Appendix 15: Web Page Template

Webpages are created in a series of layers and links:

- 1<sup>st</sup> layer: Home Page
- 2<sup>nd</sup> layer: Headings
- 3<sup>rd</sup> layer: Relates to the particular heading
- 4<sup>th</sup> layer: Relates to the particular heading

**Home Page: Current club news and links**





**Name:** Indy Sehmbi

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**Age:** 23

---

**Player history**

---

**Position**

---

**Goals**

---

**Hobbies**

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## Appendix 16: Parents Orientation Session

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2 Random Ave Skyline, Ph 555 5738 • [www.starshockey.com](http://www.starshockey.com)

E-mail [juniors@stars.com](mailto:juniors@stars.com)

Re: Parents Orientation Meeting

March 1, 2003

Dear Parent,

I am contacting you in order to invite you to the Stars Hockey Club Parent Orientation Evening to be held on March 18 at the Stars Club House, 7.30 -8.30 p.m.

This will be an information evening for parents and players who will be involved with the club during this coming junior season. You will be introduced to the club, the junior calendar and the coaches that will be working with your children this season. We will discuss the coaching philosophies and goals that the coaches have for their teams.

We will have starter hockey packs for sale, which include mouth guards, shin pads and sticks. Uniforms will also be distributed at the end of the meeting. This evening will give you the chance to meet some of the other parents in the team and organise carpooling.

Should you be otherwise engaged on this date, please call me at the club to arrange a more suitable time to meet.

I look forward to meeting you on the 18 March.

Yours sincerely

P. J. Comet  
Junior Coordinator  
Stars Hockey Club

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## Appendix 17: Parents Information Letter

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# Stars Hockey Club

2 Random Ave Skyline, Ph 555 5738 • [www.starshockey.com](http://www.starshockey.com)

Dear Parent,

On behalf of Stars Hockey Club I would like to welcome your child to the club and provide you with some information about our activities. The club provides opportunities for young people between the ages of 5 and 18 to receive coaching and competition in NAME(S) OF COMPETITION(S). All coaching is by qualified coaches who are trained and have been screened for their suitability for working with young people.

We welcome parents to all training sessions and competitions and value your support. We are keen to try and involve parents in the club and would like to invite you to an open evening on DATE where you can meet club members and find out more about the club. Below is some information about training times and dates, and details regarding travel arrangements, kit and club registration.

Training sessions take place on DAY at TIME from START DATE to END DATE at Stars Hockey Club - 2 Random Ave Skyline. Arrangements should be made for your child to travel to and from training sessions and matches. We would appreciate it if children can arrive and are collected promptly. If you are going to be late picking your child up, please contact PJ Comet – Junior Coordinator ph 5555738 or [juniors@starshockey.com](mailto:juniors@starshockey.com) and let him know.

Club training uniform consists of [DETAILS OF UNIFORM TO BE WORN]. The cost of each training session is \$\$ and competition fees are \$\$\$. The club has a small membership fee of \$\$ and this should be paid by DUE DATE. We would be grateful if you could complete the attached junior club membership form. For the safety of your child it is important that the club is informed of any medical condition or allergies that may be relevant should your child fall ill or be involved in an accident while at the club.

If you would like to talk to someone at the club about this information or your child's involvement with the club, please contact the Junior Coordinator, PJ Comet on phone: 555 5738 or [juniors@starshockey.com](mailto:juniors@starshockey.com). We thank you for your cooperation and look forward to meeting you at some point in the future.

Yours sincerely,

P. J. Comet

Signed:            Date:

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V Sport England ( 2002) Developing a sports club strategy for England – A consultation document.

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# Club Development

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*Cover Picture: Philippe Demaret*

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