



**POLICY NAME:** TEAM MANAGEMENT HANDBOOK

**RESPONSIBILITY:** Archery Australia Board

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# Selection of Team Management, Roles and Responsibilities

## Introduction

The appointment of Team Management is the role of the Archery Australia Board who will also set the role, expectation and responsibilities of Team Management.

The role, expectation and responsibilities of Team Management may vary depending on the location of the competition, type and level of competition and resources available.

Selection of Team Management must take into consideration gender and age issues in particular of teams that have female members less than eighteen years of age.

Team Management has legal responsibilities to athletes in their control. These responsibilities and liabilities vary according to the age of the athletes.

Team Management must be either current full financial member of Archery Australia or an employee of Archery Australia.

Team Management must ensure they are conversant with all Archery Australia Policies and Procedures in particular relating to Team Agreement and Code of Behavior, Anti Doping, Team Selection and Member Protection

## 1. TEAM MANAGER

The Team Manager is a critical member of an Archery Australia team. The Team Manager's role will vary depending on the level of competition and age of team members. The selection of a Team Manager is critical to the overall success of the team.

The Team Manager should be highly skilled and should possess the following qualities:

- Be an efficient and well skilled organiser;
- Be firm but fair in dealing with the athletes;
- Be a diplomat and have effective conflict resolution skills;
- Have a good understanding of the sport and rules of the competition;
- Have and maintain the respect of all team member and;
- Be able to keep the team's interests foremost in his/her mind and never assume the role of Team Coach or support staff.

## RESPONSIBILITIES AND DUTIES – TEAM MANAGER

**The Team Manager will have the overall responsibility for the welfare of the team.**

Working in coordination with the Team Coach, the Team Manager is responsible for establishing an acceptable team environment to facilitate successful outcomes by team members.

In addition to the duties for which the Team Manager is solely responsible, there are many elements of team management and administration that must be given attention.

It goes without saying that the Team Manager and Head Coach, along with any ancillary personnel must work together. At the same time, it is imperative to clearly identify responsibilities for specific areas/tasks to ensure the best possible environment for high-level performance at international competitions.

The Team Manager's duties commence well before the departure date of the team and are not finalised until the Team Report has been sent to the Archery Australia office.

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## 1.1 General Responsibilities

- Work closely with Archery Australia and High Performance office regarding all facets of the tour.
- Liaise with the Team Coach and HP Manager and make decisions on when and where the team will gather for pre-tour training sessions and camps. Team members should be informed of these arrangements early to allow them to organise their attendance.
- Decisions should be made where and when the team will assemble prior to departure.
- Some team members may need to travel from outlying areas while some may already be overseas and plan to join the team en route or at the destination. Arrangements should be made to accommodate these situations.
- Check with DEFAT and keep up to date with any travel warnings.
- Ensure you know the selection criteria for the team and the pre-departure and competition entry requirements.
- Gather preliminary information regarding the country/regions you will be visiting: (e.g. visa requirement, climate, time change, foreign exchange, travel time, inoculations, etc.
- Collect and review all published information related to the event (dates, entry standards, technical bulletins, etc.).
- Prepare information for the Team Bulletins: e.g.
  - **Packing:** Advise team members to pack leisure and formal wear suitable for the climate and the dress standards expected by the host country.
  - **General hints for packing:**
    1. Non issue clothing should be kept to an absolute minimum, keep weight down.
    2. A set of competition clothing should be carried in hand luggage in case luggage is lost.
    3. Toiletries should be packed in tubes and plastic containers, avoid aerosol cans.
    4. Ensure appropriate power adaptors are taken.
    5. Personal supplies especially prescription medications should be adequate to last the whole tour.
    6. Any special personal equipment should be taken.

7. Those wearing glasses should take an extra pair.
  8. Serial numbers of all equipment and valuables such as cameras, computers etc should be recorded and left home so that you do not have to pay duty upon return.
- Carry foreign appropriate currency for stopovers and final destination.
  - Be aware of the financial and transport arrangements.
  - Obtain all relevant data on team members from the Archery Australia or HP Office.
  - Establish whether any team members have any personal requirements, religious beliefs, medical requirements or dietary habits which will require special consideration during the tour.
  - Prepare team bulletins containing information on passports, visas and vaccinations that are required and suggestions on financial arrangements, what to expect and what equipment and personal items to take.
  - Ensure all athletes have the relevant visas and residency status documentation prior to leaving the country.
  - Request provision, if time of arrival is suitable, for post travel training and/or visiting the competition venue for team members.
  - Coordinate the work of the team officials.
  - Distribute team list and contact details to all team staff and athletes – update as required.
  - Carry the relevant/current rule book/s, e.g. World Archery Rule book, at all times – including Anti Doping handbooks.
  - With the Team Coach, attend event Technical Meeting.
  - Arrange and host daily team meeting. Ensure all staff attend each meeting, if competition/training schedule allows.
  - Brief athletes on what is known about procedures and routines at the competition.
  - Arrange briefing meeting/s for coaching staff.
  - Check transport times from accommodation to competition venue and duration of the journey; then help team officials to establish a transport routine for competition trips.
  - A minimum of one hour arrival at the competition venue before the start of Practice/Competition should be allowed.
  - Arrange a Team Notice Board.
  - Post and update items on the team notice board and/or delegate to the appropriate member of team staff.
  - Confirm “Out of Venue/Accommodation Policy” with athletes. This policy should details process for permission or notifying team officials of any athlete who wishes to leave the venue/accommodation for private activities. This policy should also allow for a method that ensures the athlete is contactable at all times.
  - Ensure relevant Release Forms are signed by athletes leaving the accommodation.
  - Ensure the relevant Team Official/s attend all official functions.
  - Maintain team and individual morale through recreational activities, speakers, visits from past champions, videos of previous championships.
  - In the first 24 hours a number of essential and time-consuming tasks must be completed. Work with team staff to complete all tasks and show a willingness to assist other staff in completing their tasks. Often the simple meeting of team staff at the end of the day for a social meal or drink will allow the team to decide if other jobs need to be completed, or if other team officials require help.

- Prepare a Report on the championship at its conclusion.

## 1.2 Responsibilities prior to the Team Assembly

The Team Manager should:

- Have copies of all paperwork sent out to athletes, which should include:
  - Team lists
  - Athlete Acceptance Form
  - Athlete Agreement and Code of Conduct
  - Consent Form (minors)
  - Medical Information
  - Medical Release (minors)
  - Travel plans
  - Bulletins
- Pack the following items:
  - World Archery Rule Book
  - Anti Doping – Handbook
  - Tournament details and program. Ensure you have the name of hotel as this will be required on immigration entry forms in particular in the US and Canada.
- Organise and Take
  - One set of male/female Competition Uniform for official photograph
  - International power adaptors
  - Currency for country of destination
  - Final entries submitted by Archery Australia
  - Gifts
  - Essential stationery – whiteboard marker, packing tape, sticky tape, receipt book, plastic sleeves, blue-tack, stapler
  - Uniforms not distributed before departure and spares
  - Information Technology equipment (Computer(s) and printers)
  - Paper work submitted to World Archery/Organising Committee
  - First Aid supplies- basic Kit including band aids etc
- Gather information on team:
  - Liaise with HP Office
  - Birthdays.
- Gather information on the Accommodation and Competition Venue
  - Accommodation**
    - Where is it? How far is it from the venue? What standard is it?
    - How many will it accommodate?
    - How many per room?
    - What facilities are provided?
    - What security measures are there – personnel and baggage?
    - What will it cost?
    - What other facilities are near the accommodation – theatre; food?
  - Food**
    - What kind and how much is provided
    - When and where is it served and available?
    - Are lunch boxes available?
    - Are special meals available e.g. diabetic, vegetarian?

- What fluids are available?
- Is it safe to consume all food and drink provided?
- Cost?

### **Transport**

- What transport arrangement are available e.g. bus, taxi or hire cars?
- What will the host country provide – will you need more? If none is provided, book through an internationally recognised firm.
- What arrangements have been made for baggage?
- Will transport be provided from:
  - Airport to accommodation and return?
  - Accommodation to competition and training venues and return?
  - Accommodation to leisure activities?
  - Cost and who will pay?

### **Competition and Training Venues**

- What is the standard and location of the competition and training venue?
- How far is it from the accommodation?
- Are there suitable training facilities? Where and when are they available?
- What facilities are available at the venues?
- Are medical services provided?
- Are there press facilities?
- Are food and refreshments available?

### **Competition**

- What lists of schedules and venues are available?
- Will there be a Technical Meeting prior to competition? When, Where? Date? Time?
- What official arrangements have been made for communication between organisers, managers, coaches and teams?
- What are the arrangements for protests, appeals to the jury, etc?

### **Geography**

- Will the team need time to acclimatise to climate and altitude?
- Will there be the possibility of jet lag due to distance and time zones?

### **Language**

- What is the spoken language?
- In what language will the event be conducted?
- Are interpreters provided by the host country?

### **Traditions and Customs**

- What is the primary religion of the country?
- What political issues and sensitivities are currently important?
- What dress customs should be observed?
- Of what social customs and protocol should the team be aware?

### **Laws**

- What are the restrictions on prescribed medications, alcohol (age limits) and behaviour in the host country?
- Do you have the location, phone numbers and contact of your nearest consulate or embassy?
- What is the local number for Police, Medical Services or Ambulance?
- Can team medical staff practice in the country?
- Are medical services such as Physiotherapy allowed in the country?
- Can team medical staff bring pharmaceuticals into the country?

### **Finances**

- How will you pay for accommodation, travel etc?
- What are the exchange rates?
- Where are the banks and what are the procedures for exchanging money?

### **Leisure Time**

- Are any activities arranged for you such as cultural events or sightseeing tours?
- Can you get meals away from accommodation?
- How much free time will you have?
- Prior to the tour it is advisable to establish contact with the Australian Embassy or Consulate to find out much of this information.
- Check with DEAFI on any warning or restrictions most importantly issues such as political unrest or crime.

### **Clothing:**

- The Team Manager should liaise with the High Performance office to arrange for the supply of competition uniforms e.g. Competition and training shirts, tracksuits etc.
- Clothing should be distributed well before departure to allow for exchanges or alterations.

### **Training**

- Suitable locations and training times for team training should be arranged in co-ordination with the Team Coach prior to departure.
- The Team Coach should prepare a complete schedule of competition events so that team members know what to expect before departure.

### **Accommodation Arrangements**

- Organise sharing arrangements for accommodation beforehand and ensure team members are happy with the decision.
- Prepare multiple lists of names and passport numbers for hotels to use when booking in.
- If you are arriving early in the morning, check that you have access to the rooms immediately or make alternative arrangements.
- It may be advantageous to have a member of the Team Management travel earlier to make appropriate room allocations and investigate access to services and facilities.

### **Gifts**

- Arrange for the purchase of gifts which will be exchanged by team members and officials while on tour. Obtain official gifts for your hosts.

### **Group equipment**

- Ensure the following items are packed if required -
  - National flag/ and at least two recordings of the National Anthems
  - Medical kit
  - Official letterhead, paper and pens
  - Non electric alarm clock
  - Team gifts
  - Spare competition uniforms
  - Maps of the cities and areas to visit

### **Finances**

- Find out the exchange rate and arrange for a debit travel card to be provided by Archery Australia.
- Team members should be advised to carry only small amounts of cash and the rest of their money in traveller's cheques, credit cards or preferably debit travel card (available from Post Office or most banks).
- Remind team members to keep a separate record of all travellers' cheques. numbers in case of theft or loss.
- Take some local currency for immediate use on arrival.
  - The Team Manager should have an internationally recognised credit card or debit travel card in case of emergencies.
  - Some countries will not allow you to purchase their currency until you arrive and will not allow you to take any out. Stress to all team members to only exchange their money in banks.

### **Medication**

- Team members who require medication should carry a typed copy of the prescription, with the generic name of the drug. They should also carry a doctor's statement identifying the medicine and its purpose.
- In some countries prescribed or over the counter drugs may be banned, team member who is unsure of the legal status of their medication should check with the appropriate embassy.
- Clearance should also be obtained from Customs to bring some prescribed medications back into the country.

## **1.3 Responsibilities at the Airport**

You should be the first to arrive at the airport, but allow the following times as a minimum:

- At least three hours prior to departure for international flights.

- At least one hour and half hours prior to departure for internal flights
- Before departure, determine whether it is a group or individual check in.
- If taking multiple flights ensure all bags are tagged through to final destination. This is particularly important if the trip involves additional travel within the country. If bags are tagged to final destination this will remove the need to recheck in bags for each leg of the flight.
- Be in possession of a current list of those travelling that day with contact numbers – and passport numbers (get a photocopy of each athlete’s passport front page).
- Welcome athletes as they arrive at pre-arranged meeting point.
- Make new athletes feel especially welcome.
- Enquire if any have a particular fear of flying and if so seek guidance from airline staff.
- Check special dietary requirements, including religious and medical considerations - airlines should be informed of any dietary needs at the time of booking tickets.
- If carrying large equipment cases these will most likely need to be sent to special baggage area after check in.
- Check for flight departure/boarding time a check gate numbers, listen and watch for changes to flights times and boarding gates.
- Assist personnel with check in and baggage labelling, etc.
- Check athletes have names on all bags.
- Check athletes keep their passports in their hand luggage. With youth athletes you are advised to keep hold of their passports, with their tickets and airline baggage tags
- Ideally go through immigration and security as a group.
- Sweep through shops and coffee shops on the way to the gate to check for stray athletes.
- Always ensure that there is a “top and tail” = a staff member first and last at check in, immigration and security. A staff member should wait for any late arriving team members.

### 1.3.1 Customs

Check with your country’s Customs Service on any restrictions which may apply to baggage and freight (particularly medical supplies) entering and leaving the countries on your itinerary.

### 1.3.2 Passport and Visas

- Sufficient time should be allowed for team members to obtain passports and visas from the appropriate embassies.
- Each team member should carry sufficient documentation while overseas to enable a replacement passport to be issued quickly in the event of loss or theft e.g. spare passport photos, colour copy of photo page of passport.
- The Team Manager should keep a separate record of all passport numbers and names.
- Letters of invitations from the host organisation may be required before visas will be issued by some countries.

- **Passport:** Advise team members that they must have a current Australian Passport with not less than 6 months until expiry date based upon the date of return to Australia.

Each team member should also take with them at least 2 colour photocopies of the photo page of the passport; ideally the team manager should be provided with a copy.

If a team member loses their passport this will make a replacement quicker and easier.

**DFAT:** Each athlete should be advised to register their travel details with DFAT/Smart Traveler using their website;

<https://www.orao.dfat.gov.au/orao/weborao.nsf/Homeform?Openform>

#### 1.4 Pre Departure Briefing

This may be the first time all the athletes have gathered together which maybe at the airport. Therefore, it is important that a detailed briefing session for the team is well organised.

At this meeting the following should be explained:

- The itinerary – prepare a detailed itinerary for team members. Include contact addresses and phone numbers.
- What to expect- inform team members of the climate, time zone, altitude, language, money and general standard of living to be expected; what food and accommodation is to be expected. Warn them of the possible dangers of drinking the water and eating some foods.
- Host country laws and customs – outline the religious, political, economic situations and the country’s laws (especially relating to alcohol and drugs).
- Security precautions – personnel and luggage. Advise them not to leave personal belongings in their rooms (put them in the hotel safe) Make them travel with a buddy or in groups. Advise them to use their discretion when taking photographs.
- Remind them of the customs regulations. Inform them not to take in or receive parcels, letters or gifts to take out of the country for anyone.
- Team rules, regulations and behaviour – especially curfews. Explain how discipline and misbehavior will be handled. Discuss the Code of Conduct that they all signed. Outline their duties as ambassadors of their own countries.
- Public relations – advise the team members to learn a few words of the host country, know some general information about their own country. Identify some questions the local media may ask and how to respond.
- Technical matters – in some instances you may need the assistance of some other officials. Never be afraid to seek advice.
- Drugs and medication – brief those requiring medication on what information they should provide.
- Compile a list of passport numbers and names of all team members.
- Ensure basic security measures to keep team passports and return tickets safe.

## 1.5 From Airport Arrival to Competition Venue

Take responsibility for one area of the arrival process. By taking responsibility for one area, the main party of athletes maybe able to move through the various stages of arrival at a quicker speed.

These areas include:

- Ensure all baggage has arrived, including team supplies. Any missing items are to be reported before leaving the airport, completing all the necessary paperwork.
- Have details on accommodation so that any missing items can be delivered to the hotel
- Supervise loading of buses, with all bags and equipment, try to ensure all staff and team members have a role, as it will minimise the stress and complete the task in a shorter period.
- If transferring to accreditation centre, ensure someone is looking after baggage while athletes/officials are going through accreditation.
- Checking and double-checking all athletes are present, especially if buses have two entrances/exits

## 1.6 Arrival at Team Accommodation

- Prepare rooming lists prior to arrival at Team Hotel/Accommodation.
- Assist with unloading of buses, again including all staff and athletes in the process.
- Present completed room list.
- Collect room keys for athletes/officials.
- Be available to resolve accommodation problems. In many cases it is useful to allow athletes to eat, while problems are resolved with Local Organising Committee. Ideally athletes and officials should not share rooms. It is useful to know who will share accommodation before you arrive at the hotel.
- Check and be aware of essential locations:
  - Restaurants and meal times
  - Physiotherapist base. These may need to be booked before you arrive but should be an early priority for one member of team staff
  - Meeting rooms
  - LOC Information Desk
  - Local shops
  - Rules, regulations of accommodation and local area
  - Fire escapes and meeting points
  - Local banks
- On the first evening, and all other evenings, check the floors of athletes for noise or other disturbances which may affect athletes in achieving a good night's sleep.
- Try to establish a daily link with senior Hotel employee or Village Mayor
- Present forms provided by LOC
- Ensure mini bars are taken out of rooms in particular for youth events.
- Ensure paid video channels are switched off, unless athletes provide credit cards.
- Ensure telephone lines from athletes rooms are restricted, unless athletes provide credit cards.

- Identify any other source of extra costs (e.g. laundry) for which athletes may make themselves liable.
- Book:
  - Team Meeting Room - normally the evening before the competition starts
  - Media Conference Room - normally the day before the competition starts
- Check that electrical adaptors work.
- Establish area for notice board - this will be determined by the spread of the team staff and athletes. Ask for permission from hotel for a notice board to be set up
- Establish any security measures – e.g., accreditation requirements to enter hotel. If not sufficient, discuss needs with Hotel Manager/village Mayor, how it could be improved

### 1.6.1 Team Notice Board

- Team Manager is in charge of the Team Notice Board.
- Decide on number of notice boards, dependent on location of team.
- Gain agreement for notice board to be displayed, otherwise cleaners may take it down.
- Include essential information on notice board and keep updated:
  - Staff room list but not athletes' rooms - emphasis on doctor/physio
  - Meal times and location
  - Daily results
  - Posters for medal winners
  - Team meeting times
  - Functions
  - Clear area for the daily duty list.
  - Bus lists.
- Keep notice board updated and remove out-of-date information.

### 1.6.2 The Team Meeting

- The Team Manager or nominated “other” (could be an athlete) chairs the meeting.
- Before the Team Meeting, the Team Manager decides areas to be presented to the meeting by various team officials.
- At the meeting, administrative and general matters are dealt with by a team official, while the technical matters, agreed at the Technical Meeting, are normally passed onto the team by the Team Manager who delegates to the Team Coach event-specific items for their respective athletes.
- Pre-meeting, ensure bibs (numbers) are ready for distribution to athletes, writing names on the back of each number. Team members are reminder that bib numbers must be worn on the quiver.
- One Team Official to brief the athletes on the following:
  - Introduce other Team Officials if not already done
  - Location of the Team Officials and a brief resume of their duties.
  - Bib Numbers – give to athletes with pins
  - Explain that electrical equipment, phones, etc. will not be allowed on the competition Field of Play
  - National team uniform only to be worn during competition
  - Doping control arrangements. Ensure athletes are aware of the procedure related to doping procedures.

- Appeals and Protests - explain who does what and what they, the athletes, should do.
- Start lists - who will have them and when the athletes should expect them.
- If athletes wish to change rooms they should contact you for permission and to make sure Team Staff and hotel know.
- Advise athletes to look after uniform and ensure they are named, especially if sharing rooms or having to leave uniform in a central warm-up area (always leave with team staff).

## 1.7 The Organising Committee Office (OCO)

Results, start lists, team changes and questions for the Technical Delegate are dealt with here.

The Team Manager should:

- Make friends with staff in the OCO.
- Ensure any form that is submitted to the OCO is timed and dated.
- Clear Team pigeon hole on regular basis, especially first thing in the morning and last thing at night. Agree on who is doing this.
- Settle all financial matters:
  - Entry fees
  - Accommodation costs
- Confirm:
  - Team Entry
    - Name
    - By event
    - Team Officials
    - Medical staff
  - Number of days staying
  - Copies of any bank transfers from Archery Australia
- Request copies of any forms, receipts and acknowledgement of any monetary transaction
- Ask LOC about
  - Equipment storage or transport?
  - Training facility?
- Confirm national anthems and flags requirements
- Meet any officials that will be attached to the Team

## 1.8 Accreditation

General practice at all international events is registration and accreditation. At major events a photo ID is provided to each team member who was registered with the Organising Committee prior to the close of entries.

Athletes must display their accreditation at all times in particular when entering buses to and from the venue, venue access, meals etc.

The rules are very clear no accreditation card, no access, athletes must be made aware of this simple rule.

If an accreditation card is lost generally World Archery will replace but there will be a fee.

- Athletes should be aware when obtaining accreditation they must be prepared to wait – you could be at accreditation for a long time. Try to complete all tasks in one go and ensure all team members are in attendance at the same time.

## 1.9 Worksheet/Program

The responsibility for the daily worksheet/program is that of the Team Manager - although the Coach/s will have a significant input to this document. The Team manager may delegate this responsibility to the Assistant manager but must at all time be responsible for the worksheet/program.

The following points should be noted when preparing the worksheet:

- That all support staff and relevant athletes should have a copy of the worksheet/program prior to going to sleep.
- Due to work pressures at the OCO you may only be able to produce a provisional hand written copy before most athletes retire for the night. The final official information may only be available the next morning or when you arrive at the venue, be prepared for this happen.
- The worksheet is a complicated piece of administration and should always be checked upon receipt. The Team Coach/s should always double-check the times, seeding, etc. especially a final check close to the report time. Never assume anything
- When preparing the timings always give more than enough time - it is better for the athlete to have plenty of time at the venue than having to rush around at the last moment because the bus was held up in traffic
- The athlete should arrive at the venue a minimum of one hour before the reported start time.
- It is important that all support staff receive a copy of the worksheet/program and that a copy is placed on the team notice board(s). *Athletes' room numbers must never be posted on notice boards that are accessible to the general public.*



### 1.10 Technical Meeting

Usually the day prior to the first day of competition the Organising Committee and Technical Delegate will arrange a Technical Meeting with all teams. The Team Manager and Team Coach must attend this meeting.

Technical Meetings are team's opportunities to raise question or issues but most importantly obtained a full picture of the event in particular any variation to rules or usual practices.

An agenda will be produced prior to the meeting and the Team Manager should be fully equipped with the information required for each item.

It is important to note the following in relation to attending the Technical Meeting:

- Write questions in beforehand
- Amongst other issues, clarify accreditation access
- Ensure that decisions taken will reach interested parties
- Generally, only two persons per team are allowed to attend - Team Manager and Team Coach, although if Coach is not available another Team Official.
- If at all possible, first time coaches should attend.
- Ceremonies procedures
- Doping control:
  - Number of tests will be announced.
  - Procedure for testing should be clearly understood and the doctor or other will take athlete to the doping control room. The athlete must be accompanied.
  - Medical certificates: knowledge of the medical certificate situation in the team should be obtained before the Technical Meeting.
- Competitor Numbers: confirm distribution of Competitor Numbers.
- Number of officials on competitor FOP.
- Athletes seating: the seating available for athletes in the stadium should be indicated at the Technical Meeting
- Transport: the transport arrangements from the hotel, etc. to the stadium should be announced and timetable provided.
- Refreshments: if warm weather, provision of drinks, sunshades, etc. may be announced. In addition, 'long day', arrangements for packed meals should be agreed.
- Any other business.

### 1.11 During the Event

- Team Contact Point - inform team when you will be available, phone number, room number etc.
- Two or three days prior to departure collect return ticket information and confirm with Organising Committee transport pick ups arrangements.
- Arrange 'Meet and Greet' of late arrivals and departure of early leavers. No departure should be arranged without permission of Team Manager.
- Continue to work with hotel staff. Spot problems and resolve them before they become issues including:

- Non team members eating in hotel
- Room service bills
- Bar bills - individuals should give identification, not just room number.
- Damage to hotel property
- The golden rule is not to wait until departure, but to be pro-active:
  - Check and ask for a copy of all room bills 24 hours before departure, distribute to individuals concerned
  - Start to plan departure as soon as you arrive
- Ensure hotel staff are aware of arrangements re phone calls, room service, mini bar etc to athlete rooms.

### 1.12 Communication

- Mobile phones should be used as the best form of communications. Maybe “Walkie Talkies” between team management can be used.
- Investigate (prior to departure) hire of local phones, phone cards, or international sim cards etc.
- In some locations mobile phones/radios will not work or give poor reception. Therefore agree with your team management a communications method or set your location and try to stick to it, so that verbal communication can take place.
- Mobile phone numbers should be given to all team and team management.
- Ensure phones and radios are charged at every opportunity.
- Inform other managers of location when arriving on site or leaving post.

### 1.13 Training/ Warm-up Area

- Post the daily work sheet in the practice/warm-up area.
- Deal with current issues as they arise and inform other Team Officials as necessary.

### 1.14 Mixed Zone/Doping Control

- Normally accessible only with a special pass
- For finals walk the route, on more than one occasion, from other locations prior to the competition
- Locate doping control, medical centre, call area, presentation arrangements and mixed area (media) area.
- Ensure ALL athletes are met in the mixed zone by a member of Team Management/Coaching staff.
- Congratulate or console athletes as necessary, or just be there for them.
- Ask them if they require anything.
- Ensure a Team Official accompanies athletes to doping control.
- Ensure no athlete has slipped through the net and is in doping control.
- Be prepared to miss the last bus and catch a taxi.
- Phone through to accommodation to book late meals as required.
- Towards the end of the day, discuss with other Team Officials training needs and athlete intentions for the rest of day, know the whereabouts of all team members.
- Update other Team Officials and athletes of finishing positions, or progression to next round, from the television monitors or official results.

### 1.15 Entries

- Preliminary and final entries are submitted by either HP Office or Archery Australia Office.
- At venue, as soon as possible, check the accuracy of the entries.

### 1.16 Start Lists/Target Allocations

- Inform athletes when they can expect their start list and target allocations, these are usually distributed at the Technical Meeting.
- Collect ASAP, duplicate and distribute to all team members.
- If start list is for next day and athletes discuss at team meeting.
- Where it appears likely that the start list will be late, discuss with the athlete when it is too late to give the information e.g., early morning qualifying rounds does the athlete want to be woken early to be told times.

### 1.17 Results

- Agree who will collect information from the pigeon hole in the OCO.
- Agree who should receive results.
- Duplicate at OCO, if copier available.
- Results are usually on line within a few minutes of each event. If a low tech event collect paper copies from the OCO.
- Copies of official results should be sent to Archery Australia as these are required if a Australian record is broken overseas and is to be claimed and ratified back in the athlete's country

### 1.18 Team Discipline

Team management is responsible for team discipline and to ensure compliance with the Team Agreement and Code of Conduct which each team member has agreed to and signed.

Any breaches of the Team Agreement and Code of Conduct must be brought to the attention of the individual/s concerned and appropriate disciplinary action take at that time. Never wait to take action until the teams return home.

Compile a report of any issues and actions take and submit along with Team Managers Report to the Archery Australia Board upon return home.

### 1.19 Photos

- Team Management will be provided with a digital camera which is to be used to record the event for Archery Australia records.

Team Management should post selected images on the Archery Australia Facebook and Twitter pages as well as send back images to the Archery Australia Office to be published on the website.

## 1.20 Departure

- Arrange for early morning calls by the hotel if required.
- Staff to assist in ensuring athletes are 'up and about' in time for departure.
- Encourage athletes to clear room bills the night before.
- Arrange for early breakfast if required.
- Enlist the help of all staff and willing volunteers to load baggage.
- Bus check list - one person to carry out roll-call.
- Team Official, plus one other to go early to airport to establish check-in desk – try to determine in advance if group check in or individual.
- Tickets and list of those travelling should correspond.
- Check bags for correct labels.
- Check over-sized items through.
- Once home, check all luggage has arrived.
- If not, make sure all the required forms are completed before leaving airport.
- If the flight is delayed for any reason and connecting flights or trains have been missed, make alternative arrangements.
- Make sure you have a travel contact [Travel Agency] telephone numbers for problems.

The Team Manager is **always** the last to leave a Competition and Accommodation Venue.

They have full responsibility for the actions of the athletes under their care for the duration of the tour.

## 1.21 Others Items

- Dietary or other allergies that may be serious or any medical conditions (pre-existing), treatments or medication consumption
- Non-compatibility of athletes when drawing up room lists, including heavy snorers
- Opening and Closing Ceremony:
  - Find out number of athletes/officials required
  - The time needed for ceremony
  - Dress for event, wear uniform which will be comfortable
  - Arrange suitable food and drink for participants
  - Decide on flag carrier
  - Copies of National Anthem and words – particularly for junior/youth teams
  - Decide on method of selecting athletes/officials and follow through to event

The Team Manager will have a wide range of responsibilities in particular if the team is traveling overseas.

The following information outlines the major tasks of a Team Manager in endeavouring to form the basis of a successful team.

## 2. ASSISTANT TEAM MANAGER

The Assistant Team Manager is a critical support role to the Team Manager and Team Coach/s of an Archery Australia team. Depending upon the size of the team an Assistant Team Manager may not be appointed but when appointed the role will vary depending on the level of competition and age of team members.

The Assistant Team Manager should possess the following qualities:

- Be an efficient and skilled organiser;
- Be firm but fair in dealing with the athletes;
- Be a diplomat and have effective conflict resolution skills;
- Have a good understanding of the sport and rules of the competition;
- Have and maintain the respect of all team member and;
- Be able to keep the team's interests foremost in his/her mind and never assume the role of Team Coach or support staff.

## **RESPONSIBILITIES AND DUTIES – ASSISTANT TEAM MANAGER**

The Assistant Team Manager will have a wide range of responsibilities and will provide assistant and support to the Team Manager as well as undertake duties assigned by the Team Manager.

The following information outlines the major tasks of a Assistant Team Manager in endeavoring to form the basis of a successful team.

The primary duties of the Assistant Team Manager, which may vary from event to event, are:

- To work closely with Team Manager regarding all aspect of the event;
- To provide effective and through administrative support to the Team Coach/s;
- To assist the Team Manager where requested to co-ordination uniforms, entries, accommodation travel, local transport, meals and finances.
- To assist the Team Manager to co-ordinate all efforts to meet the needs of the athletes, coaches, other team officials, family members and to minimize problems and surprises before and during the event;
- To set and maintain appropriate standards for all team members ensuring compliance with Team Agreement and Code of Conduct and all Archery Australia Policy and Procedures.

Team Manger's can gain an appreciation of the many situations, which may be encountered on tour by consulting managers and assistant team managers of previous teams.

The Assistant Team Manager duties commence well before the departure date and are not completed until well after the team returns.

Once all team officials have been appointed, they should form a close association with each other to enable preparations and arrangements to be carried out as smoothly as possible.

In consultation with the Archery Australia Office, High Performance Committee and High Performance Manager an agreement should be reached on the division of responsibilities

amongst all team officials. Where necessary the Team Manager should delegate certain duties and responsibilities to the Assistant Team Manager and other team Officials.

It should be established early if team members have any personal issues, medical conditions, religious beliefs or dietary requirements, which may need special consideration during the event. It is critical such information must be kept confidential and destroyed after the event.

### **3. TEAM COACH**

To be successful, teams must be athlete focused, coach driven and have through administrative support. The role of the Team Coach is therefore a critical one. The Team Coach will have the ultimate responsibility for the performance of the team and must drive many of the decisions made pre, during and post event.

An effective Team Coach will make these decisions in a consultation with other team staff as well as High Performance Committee and High Performance Manager to best meet the needs of the athletes and to achieve the desired outcomes.

The Team Coach's interaction with the Team Manager and Assistant Manager is critical in making the event a success. Communications must be open and clear at all times. Clear definitions of responsibilities for all team staff will help the whole team to function effectively.

#### **TEAM COACH SELECTION**

For most major events the Archery Australia Head Coach will accompany the team as Team Coach. It may be necessary to appoint an Assistant Coach or if the Archery Australia National Coach it will be necessary to select and appoint a Team Coach.

The process for selecting and appointing a Team Coach or Assistant Coach shall be determined by the High Performance Committee with input from the Coaching Committee and Archery Australia Head Coach and approved by the Archery Australia Board.

The number of Team Coaches to be appointed will depend upon the size of the team and importance of the event.

In some cases when a Team Manager is not appointed the Team Coach will have to take on this role as well. In this case the appointed Team Manager will need to be multi-skilled and a highly effective manager.

Factors that need to be considered when selecting Team Coach/s are:

- The gender and make up of the team;
- The option of taking a less experienced coach for a development opportunity;
- Familiarity with the country being toured (geography, facilities, politics, diet, language and religion).

#### **RESPONSIBILITIES AND DUTIES – TEAM COACH**

## General Responsibilities

- Coordinate the preparation and coaching of the team/group.
- All coaching, technical, tactical and organisational matters.
- Liaise with potential team members and personal coaches to discuss:
  - athlete's goals
  - training/competition programme
  - qualification and selection requirements
  - monitoring of progress and any problems
  - special needs or services required
- Liaise with Team manager as to travel and training requirements from the team.
- Ensure Team Manager is aware of any special travel, accommodation or other arrangements that may be required by an individual athlete.
- Remain informed of the health and fitness status of athletes in the preparation for, and during competition.
- Conduct regular coach's meetings (even if informal over dinner) to discuss the responsibilities of the coaches.
- To coordinate activities at the competition venue during training and competition.
- To assist the Team Manager implementing any disciplinary matters.
- Monitor training to ensure athletes are in optimum state of preparation.
- Ensure all team members are familiar with travel schedule, including stop-over's, time-zone changes.

### 3.1 Pre Competition Venue Inspection

A inspection/walk through of the venue should be arranged before the Technical Meeting, go prepared to the Technical meeting. Ideally athletes and team officials should accompany you on this inspection to ensure all team members are comfortable with the venue.

On arrival at the competition venue, check all facilities and layout. Although information may have been procured prior to departure, it should always be re-checked on arrival. It may be wise to send an advance party. Coaches should be flexible and improvise where necessary if promised facilities and equipment are not available.

Check

- Competition and training venue for access, layout, facilities, catering, venue equipment and other matter pertaining to the competition.
- Familiarise yourself with the route to and from the "competition area" and "training area" - even the time it takes to walk from the training area to the competition area.
- If sunshades/umbrellas are available for field events and appropriately positioned at both warm and competition arenas
- Competition facilities and equipment (see specific events notes).
- Everything meets requirements of the World Archery Rules.
- Locate warm-up area, competition site, and medical area - access to shade, etc
- Position of toilets in relation to venue.
- Location of reporting room and route from warm up area to reporting room
- Where and what food and drink are available
- Local wind conditions and wind directions during the day

### 3.2 At the Competition

- Know where to reach all team staff.
- Ensure you have contact details of Technical Delegate and Chair of Judges.
- Familiarise athletes with wind directions, etc wind-sock.
- Wear Archery Australia Team Uniform during training and competition.
- Keep coaching comments [if required] to fundamental principles - technique should not be tampered with unless prior agreement has been given by the personal coach.
- It is perfectly clear that one or two of the athletes in the team might treat you with reservation. Your objective is to offer a service, which will help every athlete in the team. If these 'one or two' athletes are unapproachable, it is unlikely that they will warmly receive any technical comment you make, so it is best that these athletes be advised that comment is available
- Once the event is over, it is possible that you might discuss the event/performance further - but to do so before the event will only aggravate an already sensitive situation. It is very easy to take a reaction like this personally, but the fault is really not yours. To dwell upon it will detract from your effectiveness relative to all other athletes in the team
- At the conclusion of the competition collect one personal copy of the results and send completed technical notes/report to Archery Australia Office with 30 days of return home.
- Where it is appropriate, and in liaison with the Team Manager, it may be beneficial to contact the athlete's personal coach to provide feedback on performance. A phone call to the coach is the best approach and is even warranted when the information is all positive.

## 4. Archery Australia Policies and Procedures

Team Management must make themselves familiar with all Archery Australia Policies and Procedures in particular those that related to teams. These can all be found on the Archery Australian website.