



# Team Managers Matter

**A Toolkit for Collingwood All Stars Team Managers in the Representative Program**

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## Introduction

This manual has been developed by Collingwood Basketball Association, with the help of experienced team managers. It has been created to assist those who have volunteered to manage a representative team playing in the Victorian Junior Basketball League.

It is designed to help team managers to do their job well, and to provide some problem-solving avenues should issues arise.

Section 1 deals with the practical detail of how the season works.

Section 2 deals with critical team harmony issues.

We hope you find this manual useful and if you have any suggestions for improvements, please let the Operations Manager know.

## A message from the President

Dear Team Manager

Thank you for volunteering to manage a Collingwood All Stars representative team playing in the Victorian Junior Basketball League.

What is the role of the team manager?

Do they simply collect money and send out an email with the location of the next game? What's their relationship with the coach? Do they represent the parents, the players or the club? And how should a team manager handle issues that may arise during a season?

The team manager is the vital link between the club, players, the players' parents (or carers) and coach. And how the team manager develops and maintains these relationships can be critical to a successful season.

The relationship between coach and team manager is particularly important. Many coaches describe the team manager as their right-hand person, and while the coach has a direct relationship with the players, they rely greatly on the team manager to deal with players' parents.

Does that mean the team manager takes the coach's side? What if a parent has a complaint about the coach? What if you think a parent is being unreasonable? What if you share the concerns that parents and players may have?

Let's start with the obvious: coaches are not perfect but need to be respected; parents can be well meaning, but sometimes unreasonable; and kids can occasionally lose focus.

Beyond these obvious points however, there is overwhelming evidence that everyone has a better season when the parents, coach and players work well together and respect one another. That is essential if we're going to follow the club's values to:

- **DEVELOP players, coaches and teams to be their best**
- **Provide SUPPORT for each other to strengthen our community**
- **Create a sense of belonging through ENJOYMENT.**

To achieve this, the team manager needs to set the right tone, facilitate respectful and meaningful relationships, and act as the guardian of the club's values.

I hope this manual helps you to successfully navigate this sometimes challenging – but highly rewarding – journey.

Yours faithfully,

**Caroline Dever**

President

Collingwood Basketball Association

## Checklist

Use this checklist to help throughout the season. For more information about each item, check the relevant section of this manual.

### At the start of the season

Get contact details (phone no and email) for all players	
Get a folder and/or clip board to keep all team information together	
Print or save to your phone VJBL Rules of Operation, season dates, venues & this manual	
Organise first aid equipment	
Organise a bag to carry folder / clipboard & first aid equipment	
Ensure new players have the basic uniform - Collingwood singlet and shorts	
Notify all players of training times	
Notify all players of the next match	
Create a contact details list and distribute to all families	
Distribute the season dates to all families	
Organise a team get-together - BBQ, Pizza night	
Create a scoring roster & a training supervision roster	

### Each week

Check if there is a uniform conflict with the team you are playing and ensure alternate singlets are organised if required	
Notify each family of the time and venue for the match, and who is scoring. Organise transport and pickups if required. Remind players to notify you ASAP if they are not available to play. If necessary, contact the Operations Manager if you are very short of players	

## Each match

Pay for the team sheet	
Bring team list, basic first aid and VJBL Rules of Operation	
Ensure the team sheet is completed with player names and numbers and coach's name, and each player signs the back of the scoresheet	
Ensure the playing fee is collected and record who has paid	
Ensure that at least one competent scorer is present or a helper is provided who understands the rules	

## During the season

Advise families of fixture changes	
Distribute new fixture information	
Distribute club emails	

## Finals

Check the VJBL website to see if your team is in finals	
Advise families of finals matches, entry fee and team sheet payment arrangements	

## End of season

Organise a thank you gift for the coach and an end of season celebration for the team	
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## Section 1 – The practical details

It's important to understand some of the practical details about the rep season and the basic things you will need to do from week-to-week as team manager. This section outlines some of the basics.

### The season

The season begins in October with selection trials and practice matches. Grading matches are conducted from November to March, and the season of 18 rounds runs from March to August. Finals are in August - September.

### Working with Children's Check and Member Protection Statutory Declaration

It is a requirement of Basketball Victoria that team managers, coaches and assistant coaches aged 18 and over:

- hold a current Working With Children (WWC) Check, and
- complete a Member Protection Statutory Declaration every two years

and coaches must complete a Coaches Conduct form annually.

See Appendix 1 for full details.

### VJBL website

You need to know your way around this website: [www.vjbl.com.au](http://www.vjbl.com.au)

The website contains:

[Fixtures and results](#), including ladders (after grading)

[Season dates](#)

[VJBL Rules of Operation](#), including information about player eligibility, grading, timing and finals, etc

[Venues](#)

FOX SPORTS PULSE also provides an app to help you keep track of your team and their games – you can [download](#) it from the iTunes store and Google Play.

**TIP:** To find your team on the VJBL website

1. Go to [VJBL.com.au](http://VJBL.com.au)
2. Click on **Team Listings**
3. Click on **Collingwood**
4. Find your team, age group and gender (e.g. COLLINGWOOD 2 16 GIRLS)
5. From here you can find where and when the next games are being played
6. You can also see **results** and the **ladder**

### Communicating with the VJBL

If you require information related to the VJBL you cannot contact the organisation directly. The organisation will only take queries via the club contact (the Operations Manager) not directly from parents, players or coaches.

### Uniforms & alternate singlets

Players must wear their rep uniform to all games, and should arrive and warm-up in either Collingwood gear (e.g. hoodies, track suits, warm-up tops) or plain black track suit pants. The outer most garment should be an official Collingwood piece of clothing. The way in which our rep teams present themselves is very important both for their own self-esteem and also the perception of Collingwood as a valid, respected, organised and credible club.



Check on the VJBL website to see if your opposition team has a colour clash. If there is a clash and your team is listed first on the scoresheet (even if playing at a neutral venue), your team must wear alternative singlets. You can obtain these from the canteen at Collingwood College before the game and return them to the canteen afterwards (there is no need to wash them).

**TIP:** You should always carry a spare singlet (Bonds style will do) in the colour of your team's singlet in case any player needs to change because of the blood rule. You can carry this 'blood singlet' in your kit bag (see below).

## Kit bag

Prepare a kit bag to take to each game with the following items:

- red and blue pens
- your team contact sheet
- your payment check-off sheet
- explanation of how to score
- a copy of the VJBL Rules of Operation (this is important – there may be situations where you need to refer to the Rules)
- blood singlet
- first aid kit containing band aids, and any other items you wish to include
- nail clippers (remind players to keep their nails short)
- extra water bottles in case someone forgets
- your phone.

## Timing regulations

Standard timing rules are:

- 4 x 10 minute quarters
- Clock stops the last minute of the 2nd quarter and the last three minutes of the 4th quarter
- One minute break at quarter time and three quarter time, two minutes break at half time
- Two timeouts per half
- On the 5th foul in each quarter foul shots will be awarded

Timing rules may vary in Phase 2 of grading or the Championship season if the team is in or is in contention for Victorian Championship.

Teams in contention for Victorian Championship, or who make Victorian Championship, will play with a shot clock if under 14 or above.

If your team is playing with the shot clock, and you are first named on the fixture, roster three people on the scoring bench and advise the referees if you need help. The Operations Manager will provide the rules for the shot clock. The VJBL Rules of Operation explain the variation used for under 14s teams.

## Grading

There are two phases of grading prior to the season commencing in March. The first phase is in November and December, and the second phase is January to early March. Grading is quite complicated and you don't need to understand the detail, but if you are interested check out the grading maps [here](#). At the end of grading your team will make:

- Victorian Championship (VC)
- VJBL 1-4 or
- a regional grade.

## Tournaments

Teams are expected to participate in the Eltham Dandenong Junior Basketball Tournament held around the Australia Day weekend and in one other tournament, which could be:

- Adelaide Easter Basketball Tournament – if your team is playing we strongly recommend you have transport organised and rooms booked mid-January
- Nunawading Tournament – Queen's Birthday
- Ballarat Tournament – Queen's Birthday
- Melbourne Tigers Tournament – winter school holidays

Club operations will send you information about these tournaments, and you should discuss participation with parents and players in your first team meeting (see below).

## Qualifying for finals

Players must have played a minimum of eight games in the championship season (March to August) to qualify to play in finals.

Team Managers do not need to fill out the scoresheet for finals. All players who have qualified will be listed. If a player is not listed, they have probably not qualified. Don't write an additional player's name on the sheet, unless you are absolutely certain that they have qualified, as it is likely that the game will be given as a forfeit.

If a team knows in advance that they will have less than six players available for a final, they may be able to use substitute players. The team manager should contact the club Operations Manager with as much notice as possible.

## Communicating with your team

As team manager it is your role to communicate with your team on behalf of the club. This section provides tips and tools to help you do this.

### Contact lists

At the start of the season, Club Operations will email you a contact sheet containing detailed player and parent information – some of this information is sensitive so don't forward the full list to anyone (see introductory email).

Use this information to create your own contact list for the season that includes – at a minimum – player name, singlet number, mobile number, parent names and email addresses. Click [here](#) for a pro forma contact list.

**TIP:** Create your contact list in Google Docs or Dropbox so that it is always up-to-date. Include the link in your weekly email to your team.

### Introductory emails

One of your first tasks will be to send an email welcoming everyone to the season and advising you are going to forward the contact list you created. For the sake of privacy, ask if anyone does not want their information shared and advise that you will send your contact list the next day. Ask the coach if there is anything important they would like conveyed in your email. Forward the team contact list you created and update it when needed (e.g. if there's a change of singlet number).

It's a good idea to also chat to parents at training and games, or phone parents for a chat – building strong relationships through open dialogue is an important part of being a successful team manager.

**TIP:** Ours is a diverse club with players and parents/carers from many different backgrounds. Bearing this in mind, you may find you have a player on your team where there is little or no contact with the parent/carer. Speak with the player directly to work out the best communication method. You don't have to rely just on mobile phones (which can run out of credit) or emails (which sometimes aren't checked). Maybe ask if a friend or sibling can be the main contact for the player. Facebook messenger is another good way to keep in touch with players. Advise players that it is important that they confirm they have received information from you if possible - but be sensitive to families not having phone credit or parents not being able to read English.

### Team get-togethers

It can be helpful to hold a team get-together early in the season (you could ask another parent to organise) and invite the coach, parents and players. It doesn't have to be expensive: someone brings the rolls; someone brings the sausages; someone brings a cake; everyone brings their own drinks (check food allergies, etc.). It works even better if the house has a basketball ring!

During the get-together briefly discuss some of the important issues:

- check everyone is happy that you are team manager and briefly explain the rep season
- make sure everyone has your contact list and your mobile number in their phone
- remind people of their commitment to training and games
- reinforce the training location and times and explain that a roster will be developed of parents to attend
- explain the importance of open communication
- remind parents that they will need to score (and those who don't yet know how to will receive assistance)
- outline arrangements regarding lifts
- discuss what tournaments the team will commit to

- outline your expectations and those of the coach
- outline the code of conduct for players and parents (see Section 2).

**TIP:** This is your first chance to do a 'double act' with the coach – talk to them before the get-together and work out who will cover what.

## Developing your rosters & spreadsheets

During the season, you will need to create some rosters, which can include:

### Scoring roster

Create a scoring roster with each family rostered in turn (if the coach is a parent or sibling, leave that family off). If someone can't score on the night they're rostered, encourage them to arrange a swap and let you know.

Forward everyone the score sheet [quick reference guide](#) and [scoring instructions](#).

A proforma season spreadsheet where you can include the scoring roster, season dates and game details is available [here](#).

**TIP:** It's preferable that all capable parents share the role of scoring. Where people claim they don't know how to score, have an experienced scorer sit beside them for a couple of games to teach them the ropes. For finals, it's best to roster experienced scorers. If parents are very reluctant scorers, they may be able to assist the team in other ways such as regularly attending training or providing transport to players who need help.

It is recommended that particularly for away games, two parents are rostered on, as it is usually expected that the away team do the scoresheet. You may want to consider parents' confidence with scoring - some find the clock easier so are better to be rostered at home games, others prefer the scoresheet and will prefer to score at away games, so you may wish to create the scoring roster once the fixture for a phase has been done.

### Game fee spreadsheet

Create a spreadsheet for the collection of game fees from each player before each game ([here](#) is an example). More information on collecting money is available in the At the game section.

### Parent at training roster

At least one parent must attend each training session in addition to the players and the coach. It's probably easiest to prepare a roster for this. Encourage parents to organise switches amongst themselves if they need to. Click [here](#) for a template.

## Weekly email communication

Early each week send out an email with: game date; playing time; opposition; the venue and address; expected arrival time (usually 20 - 30 minutes before the game starts); entry and game fees; and rostered scorers. If a player needs a lift, provide details of who's picking up whom, where and when (see

Appendix 2 –Sample game information email template).

From time-to-time the Operations Manager will email you announcements from the club – you will need to forward these to players and/or parents.

## **Organising transport**

While we want as many parents as possible to attend games, it's not unusual for parents/carers to arrange carpooling – let them arrange this between themselves, but ensure you're kept in the loop.

For players who regularly require a lift, consider developing a transport roster. If there are a number of players requiring lifts, arrange a centralised pick-up spot such as Collingwood College. This needs to be organised well – kids being late (or not turning up) can be frustrating (see Section 2).

## **Player availability**

Ensure parents and players provide advanced notice of unavoidable absences and let the coach know immediately – it may affect their game plans. Remind players and parents of the commitment they have made to attend games and training. Unexplained no-shows are a serious matter (see Section 2).

Note: Parents sometimes use missing a game or training as a punishment for something unrelated to basketball. This has an impact on the team and therefore parents should be encouraged to choose an alternate form of punishment.

## **Game reports**

Some coaches or team managers write a game report immediately after the game or over the weekend, and it is a good way to create team spirit. Check with your coach whether they intend to write a report.

The trick with the game report is to always find something positive. If you're picking out individuals, make sure it is for praise, and try to mention other players next time. Remember to stress teamwork. If there are areas to work on, make sure you discuss it with the coach before putting it in the email (see Appendix 3 – Sample game report from coach or team manager).

## At the game

This section provides information to help you manage your team at the game.

### Scoresheet, collecting money and scoring

When arriving at the venue, the team manager or delegated parent will need to pay upfront for the scoresheet and collect money from players separately – the scoresheet will generally cost \$55 (this is the maximum that can be charged) but can vary across venues.

You should fill in the coach's full name/s on the front of the scoresheet and if necessary, write in players' names and singlet numbers. On the back of the scoresheet, if necessary write in players' names and numbers and have each player sign next to their name. If players' details are pre-printed, check the details and make adjustments if required. Players' names should be in number order, lowest to highest. Both first and surnames must be given.

At the end of the game, the scorer should remove the name of any player who was not at the game or was not able to take the court, for example due to injury.

Fines are incurred by the club if the scoresheet is not filled in correctly.

When you're the home team (the first team mentioned on the score sheet), the convention is that the scorer is on the clock – they need to understand the timing rules. When you're the away team, the scorer is generally on the scoresheet – make sure they have a red and blue pen.

Check out the score sheet [quick reference guide](#) and [scoring instructions](#) which give information about the scoreclock and the shotclock.

Barracking from the scorer's bench is not allowed – scorers must be (and must appear to be) completely impartial.

At the end of the game, the scorers should wait at the scorebench until the referee has signed off the scoresheet - once signed off, it can't be changed. Check the scoresheet to ensure the final results are put in the right boxes (the home team is A and the other team is B). You may want to take a photo of the scoresheet in case there are queries.

**TIP:** As the team sheet costs vary across divisions and venues it's a good idea to collect a standard amount of money per week that allows for variations. Extra money can be used to establish a kitty and some team managers also use this towards a present for the coach at the end of the season. Another option is to collect \$50 per player at regular intervals, but if you wish to do this please ensure that all families feel able to make this large contribution upfront. You may also want to create a roster for paying for the team sheet and collecting money for players.

### Jewellery, injuries and blood rule

Make sure players remove all jewellery or tape it securely, and securely fasten long hair (including braided hair) with soft hair bands before the game.

If a player is injured during a game, a parent should source ice if required from the court supervisor or office (did you remember your kit bag?). If a player is bleeding they will be required to leave the court. If a player's singlet has blood on it, replace the singlet with the 'blood singlet' from your kit bag.

If a player is injured and is likely to miss more than one match, a medical certificate should be provided to the Operations Manager within two weeks of the injury. This is forwarded to the VJBL and can be taken into account for eligibility for cross over matches or finals. Please note that the VJBL will not accept medical certificates more than two weeks after injury.

## **Player numbers**

As team manager, you need to ensure your team has enough available players to start each game.

Teams need a minimum of four or five players (depending on the pool or grade they are playing in – higher grades need five players) on the court to start a game. If your team doesn't have the required number of players, they will be penalised one point per minute up to the first ten minutes. If after ten minutes the team still does not have the required number of players a WALKOVER will be awarded to the other team (see below).

Most teams will have between eight to ten players, so this should rarely be an issue. But players can become unavailable for many reasons (particularly due to illness, which can sometimes strike several players at once).

Aim to start each game with a minimum of six players (to allow for a sub and to ensure you have five players finishing the game if a player gets fouled off). If you think you will struggle to field a starting six, you should alert the Operations Manager as early as possible to consider possible fill-in players.

## **Fill-in players**

The rules for fill in players are described in the Rules of Operation. If you need fill-in players, contact the Operations Manager.

## **Walkovers**

If your team cannot provide the required number of players within ten minutes of the scheduled starting time, a WALKOVER will be declared.

A WALKOVER incurs a fine of \$300 and the fine will generally be charged to the team, so every effort should be made to avoid a walkover.

## **Team bench**

Parents should not sit on or near the team bench (unless a parent has been specifically invited to do so by the coach) as this can distract the coach and players. Parents should also not congregate near the team during time-outs and half time.

During the game, even in the case of an injured player, parents and spectators must not walk onto the court, unless invited by the referee.

## Section 2 – Dealing with team issues

This section deals with some of the 'softer' issues that will help your team perform to the best of their ability and ensure that everyone – coach, players and parents – have an enjoyable season.

### Facilitating strong relationships

The team manager is the vital link between the club, players, the players' parents/carers and coach. How the team manager develops and maintains these relationships can be critical to a successful season.

When it comes to facilitating good relationships between coach, players and parents there is no perfect answer. But here are some tips that will provide a solid base.

### Providing everyone with a copy of the code of conduct

Collingwood Basketball Association has a summarised [code of conduct](#) (based on Basketball Victoria's Codes of Conduct) for players, parents and spectators. It's important to share this document with players and parents.

If you would like to see Basketball Victoria's original document that includes Codes of Conduct for administrators, coaches, parents and players, click [here](#).

People need to understand that the code is not only a commitment, it is enforceable. There are significant consequences for coaches, parents, players and the club if the code is breached.

### Ensuring expectations are clear

If everyone understands expectations, there is at least a baseline to work from should issues arise.

During rep tryouts all players seeking selection were given the [All Stars Rep Commitment](#). Early in the season, ideally at the team get-together, the coach or you should discuss the All Stars Commitment with the team. Include parents/carers in the discussion – our club relies on volunteers (e.g. for scoring) and expectations are not just limited to players. You could ask the team:

- Does everyone remember reading the All Stars Rep Commitment?
- What does the Commitment mean to you?
- What parts of it do you think are most important for our team to perform well this season?

We encourage you to have everyone sign the Commitment in front of each other as a commitment to each other and the team.

We would encourage you to utilise the **video** that has been produced: available [here](#). The video features players talking about why they love Collingwood Basketball Association and the commitment needed to ensure the team has a great season.

### Creating opportunities for parent and team bonding

The Representative season is incredibly long. There are no guarantees parents and players will get along, but it makes a huge difference if they do. As team manager you can help facilitate this.

Ensure parents are introduced to each other in the early matches and sit together, rather than on their own. Encourage parents to work with each other to sort out logistical issues (such as carpooling arrangements and scoring swaps). Keep an eye on players and make sure they are participating in team huddles during training and games (especially during time-outs and half-time). Encourage players to encourage one another during training and games (e.g. with hand-taps during subs and free throws).

Consider the occasional pizza night during the season for the coach, parents and players.



## **Maintaining communication with the coach**

Although parents can talk directly to coach, the team manager should be the main conduit between the parents and the coach. This is particularly true should problems arise.

Experience shows that the relationship between the team manager and coach makes a huge difference to the success of the season. The coach relies on you to not only help organise the team and communicate with the parents and players, but also to discuss challenges when they arise.

The coach controls what happens on the court and in training. You are not in the role to replace or second guess the coach. Coaches are carefully chosen by the club and there are separate mechanisms to support and develop coaches. The club relies on coaches and the season only works if players and parents respect the coach.

That doesn't mean you always agree with the coach. It's important you also give voice to parent issues and keep an eye on the interests of the players. At times this means filtering parents' concerns, and other times it means having a frank but constructive discussion with the coach. Importantly, it is important you do not undermine the coach's role.

One way to do that is to be conscious of how issues from parents are raised. It's not that you don't raise the issue with the coach that's been raised with you, but hopefully you can respond to the parents directly on many issues. For example, if a parent raises the issue of court time, you may acknowledge the concern and make it clear you will discuss it with the coach. You can also remind them that equal court time was never guaranteed, and that sometimes it varies game to game based on the opposition or how the game is playing out. With the coach you might simply mention that there have been murmurings about court time, without mentioning individual names, and explain how you handled it. If, however, you believe lack of court time is affecting a player's confidence you should have a respectful discussion with the coach.

It's a judgement call, remembering your primary aim is to achieve a positive season and ensure the club's values are followed.

## **Managing communication with parents**

The relationship with parents is extremely important.

Parents need to know they can come to you to discuss issues, and that you want to put the players first. They should understand that the best way to do that is to bring issues through the team manager. They should also respect the need for you to maintain a constructive relationship with the coach.

Probably the best way to have good relations with the parents is to have good relations with the players. If you're always encouraging and positive with their children, it really helps. You cannot make a parent group get along, but you can keep communications open and try and facilitate a positive and social environment.

The parents and carers need to know you are talking to the coach and not ignoring any concerns raised. Carefully providing feedback from the coach to the parents can help. For example, in response to a court time issue, the coach is very conscious of developing everyone's skills and keeping the players' confidence up, and will keep an eye on court time. On concerns relating to an individual player, you might say to the parent/carer, I have spoken to the coach and he is going to talk directly to your son/daughter.

Parents should be strongly encouraged to bring concerns to you and give you a chance to address them. Parents should also be reminded to maintain and demonstrate respect for the coach and referee, especially in front of the players.

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## Utilising a problem-solving process if matters get tricky

In the unlikely situation that a problem cannot be resolved through early communication, you may need to utilise a problem-solving process. This should be done in collaboration with a representative from the Team Managers Forum who are on-hand to provide advice and assistance both directly or indirectly.

Below are some suggested steps to resolve issues where all informal options have been exhausted. It should only be considered if the matter is serious, the club's values are at risk or you feel that things are likely to get worse without action.

We have provided an example below where an issue has arisen between parents and the coach. The process is as follows:

1. If appropriate, informally talk to all the parents to establish if the concern is widespread
2. Ask for a meeting with the coach and make it clear you are discussing a matter on behalf of some (or possibly all) of the parents with the aim of finding a solution (i.e. you are seeking to problem solve, not apportion blame or find fault - 'we have an issue which is not going away and we need to work together on a solution')
3. Clearly outline the concern, again making clear your aim is to find a solution
4. Listen to the coach's response which may be initially be defensive, and try and find the way the issue could be resolved ('I appreciate you don't think the parents are all being reasonable, but what are the options that may help us move forward positively')
5. Provide some time for consideration and agree on a further meeting.

## Seeking advice on really difficult issues

If a matter cannot be resolved at the team level we suggest the following process:

- further discuss the matter with someone in the Team Managers' Forum and the Program Coordinator
- seek the advice of the Operations Manager
- if still unresolved, request the matter be dealt with by the Committee.

## Predicting problems before they arise and gaining ownership of how to avoid them

Some team managers have found it useful, early in the season, to conduct the following exercise to help establish some team rules for avoiding issues. This exercise provides an opportunity to discuss what can go wrong and how those issues can be avoided.

- Introduction. Who has played rep before? Even if you haven't, we've all worked in groups/teams. We spend a long time together over a rep season so it's really important we try and avoid issues that often arise so we can have a great season. Some of you may have experienced less than ideal seasons? Some of you may have experienced terrific seasons?
- What can go wrong in a season/team? Try and collect their responses visually. Prompt them for others from your experience (e.g. not equal court time; some players not turning up to practice; players not turning up at the agreed pickup time; the coach screaming at a player).
- How do we avoid/deal with those issues? Go through each issue and ask the coach/team/parents to suggest and agree on ways to rectify the issue.

Write up what was agreed and circulate to the team.

## Situations which may arise

This section contains issues that can arise and suggestions from experienced team managers on how they can be resolved.

### Players not attending training or games

This issue needs to be dealt with early by the coach and team manager. By the start of the season everyone should be clear on expectations and the only reasonable excuse for missing training or a game is illness (not injury), a formal school commitment (e.g. a compulsory camp) or a very important family commitment.

Speak with the player first. It is important to establish what may have led the player to not attend, rather than accuse the player in the first instance of not following the agreed expectations. Things sometimes pop up that are genuinely beyond the player's control; be empathetic to this.

Having said that, don't be scared remind the player of the Commitment and that it is unacceptable to miss games and/or training without a reasonable excuse. If after speaking with the player you feel you need to speak with the parent/carer, do so. If you are having difficulty getting in touch with the parent/carer speak with the Operations Manager to establish the best way forward.

### Parents behaving badly at matches

Poor parent behaviour is unacceptable whether directed at players (including their own child), the coach or the referees, and is a breach of the VJBL and Collingwood Basketball Association [Code of Conduct](#). This kind of behaviour can also lead to the team receiving technical fouls or the parent being ejected from the stadium.

While the behaviour is unacceptable, it needs to be handled carefully so that it does not escalate the problem unnecessarily. Some options include:

- Encourage parents to show restraint, 'I know you are not happy with the referee decisions, but that ref could be your son or daughter, and generally they are doing their best'. Remind them that a ref never changed their mind at the behest of a parent (or a coach for that matter). Sometimes you can use humour to diffuse the situation
- Remind all parents about the code of conduct
- Ask the parent to please consider their behaviour as there are consequences for the team and the club
- If still not resolved, you may need to utilise the problem-solving process discussed above

### Players not being at - or being late for - pick-up times

As this is an issue that can cause significant frustration for parents, it is useful to set clear expectations early and advise all players that it is important to be respectful of drivers and thankful for people picking them up.

When problems arise talk with the player about the issue in a calm non-judgemental way. Always ask for an explanation as sometimes there is a valid reason the player did not make the pick-up time. Get the player to suggest how the issue could be avoided in the future and stress that they are required to contact someone if they are going to miss their pick-up time. You could also:

- Communicate pick-up arrangements early in the week via the communication method you have agreed upon with the player (e.g. mobile, email, text, Facebook messenger, etc.)
- Request that the player confirms that they've got your message. Where you have contact with the player's parent/carer, let them know of the arrangements also.
- Re-confirm the arrangement at training or on Thursday afternoon before the game.
- Ask the player to be at a pick-up point 10 minutes before you intend to be there. It may seem a little sneaky, but if the player's running a tad late it won't throw out your plans.

If the issue is ongoing either you or the coach should advise the Program Coordinator.

## **Payment concerns**

Our club is diverse with players from many different socio-economic backgrounds. While the club generally expects players to pay their entrance and game fees each week, it is the club's policy to ensure game fees are not a barrier to participation.

Players not paying is a matter that must be handled with great sensitivity. Privately note players who haven't paid and ensure that you don't ask these players for money in front of others – if a player seems unable to pay, contact the Operations Manager to seek advice about the situation.

The club will provide re-imbursement to team managers of money paid to cover players unable to pay – speak with the Operations Manager.

## **Racist or other discriminatory behaviour**

We are proud of our club's rich diversity.

It is completely unacceptable for any player to feel uncomfortable because of their racial background, ethnic background, religious beliefs, sexual preference, etc. The discriminatory comment or action may be unintended, but can have significant negative consequences for the player involved.

Such behaviour may be handled informally and quietly, requesting the person desist as it may create offence. If it does not improve or is of a more serious nature, a formal discussion should occur and if needed the problem-solving process be enacted.

If it involves the other team, the court officials should be advised.

## **Consequences where expectations aren't met**

If players do not meet expectations, there may need to be consequences – otherwise the Commitment has little meaning and problems may worsen.

Before considering consequences, however, we need to understand what may have caused the problem. Seek an explanation first from the player – the player may be facing issues more complex than you first realised.

Generally we should not go to consequences before a warning.

The coach will be the person usually creating consequences. For example, if someone misses a training session without good reason, they may let the team know the player will not be in the starting five. If they miss two training sessions in a row without good reason they will not go on until the second quarter. Any consequence needs to be applied consistently.

This is not easy and needs to be discussed with the coach. The tension arises where the consequence damages the team, as this person may be a key player who the coach wants on the court. There is however plenty of evidence that avoiding early action, even if painful in the short run, leads to the problem getting worse. There are even greater consequences for the team if this occurs.

Naturally coaches are trying to get the team in the highest grade possible so they may be tempted to turn a blind eye to the poor behaviour of better players. This whole manual is designed to avoid the need to apply consequences. But like the proverbial loose thread, things can and do unravel if early action is avoided. There is overwhelming evidence the problem only gets worse if we don't enforce consequences early.

## Where to get help and information

The Team Managers Forum is a resource for all Team Managers and provides assistance and advice throughout the representative season. Each age group has a key contact who can assist with troubleshooting issues, providing advice on more complex situations related to the pastoral care of players or provide information regarding the most appropriate contact in the club if issues need to be raised formally.

### Team managers forum contacts

Please contact the following people for assistance:

U12 Girls & Boys - Wendy Peake (0414 433 721)  
U14 Girls & Boys - Caroline Dever (0429 939 399)  
U16 Girls & Boys - Pippa Wright (0400 128 170)  
U18 Girls & Boys - Linda Budd (0409 423 617)

### Collingwood Basketball contacts and links

Collingwood Basketball Association Operations Manager  
Megan Rouse 0417 106 490 [manager@collingwoodbasketball.com.au](mailto:manager@collingwoodbasketball.com.au)

Collingwood Basketball Association website and social media  
[www.collingwood.basketball.net.au](http://www.collingwood.basketball.net.au)  
[www.facebook.com/CASBasketball](https://www.facebook.com/CASBasketball)  
[www.twitter.com/CWDBasketball](https://www.twitter.com/CWDBasketball)

### VJBL website

[www.vjbl.com.au](http://www.vjbl.com.au)

## Tools, templates and policies

A list of quick links that may be helpful

[Parents at training roster](#)

[Spreadsheet - season dates, game details, scoring roster](#)

[Spreadsheet - Player game payments](#)

[Contact list template](#)

[All Stars Rep Commitment](#)

[All Stars Rep Commitment Video](#)

[Collingwood Basketball Player, Parent & Spectator Codes of Conduct](#)

[Basketball Victoria Codes of Conduct](#)

[Collingwood Basketball Association Policies](#)

## Appendices

### Appendix 1 - Working with Children Check & Member Protection Statutory Declaration

#### Working with Children Check

This is a requirement for coaches and team managers over 18 years of age. If you don't have a current Working With Children card, the Working with Children Check (WCC) form is now obtained [online](#).

To start, go to the website and open the online application:

- Fill in the application.
- In the Organization details on the form enter "Collingwood Basketball Association, PO Box 1408, North Fitzroy Vic 3068". Print a copy of the completed application.
- Get a passport size photo of yourself.
- Gather your proof of identity documents.
- Lodge your application at a participating Australia Post retail outlet. There is no charge for volunteers.

Once you have applied for the WWC check, please email the receipt number and date of application to [wwc@collingwoodbasketball.com.au](mailto:wwc@collingwoodbasketball.com.au). If you nominate the Collingwood Basketball Association we will be forwarded a copy of your card once you are approved.

Police and registered teachers do not require a Working with Children check. However, you need to provide proof of registration such as a copy of your Victoria Institute of Teaching card, etc.

If you already have a Working with Children card, please forward a copy of your card to Collingwood Basketball Association, PO Box 1408, North Fitzroy Vic 3068, or leave it at the Collingwood College canteen.

#### Member Protection Statutory Declaration

Basketball Victoria also requires coaches and team managers over the age of 18 complete a Member Protection Statutory Declaration. This Statutory Declaration lasts for two years.

You need to:

- Print a copy of the Member Protection Statutory Declaration from the Collingwood Basketball website.
- Sign it in front of a person who is qualified to witness statutory declarations (see list on back of attached form). If you are having difficulty finding someone to witness the form, please contact [wwc@collingwoodbasketball.com.au](mailto:wwc@collingwoodbasketball.com.au)
- Post the original copy to Collingwood Basketball Association, PO Box 1408, North Fitzroy 3068 or leave at the canteen at Collingwood on a Friday night or Saturday.

If you have any queries regarding any of the above, please contact Vicki Georgiou, 0417 556 595, <mailto:wwc@collingwoodbasketball.com.au>

## **Appendix 2 –Sample game information email template**

Next Game:  
Friday 24 April  
8.40 pm  
Vs McKinnon  
At Bentleigh Ct 2  
Venue Address:  
Clarence Street  
Bentleigh East  
Map Reference:77 J3  
Arrive 8.10 pm  
Scorer: Chris

Pick up time: Collingwood College at 7.25 sharp. Please confirm if you need a lift and will be there.  
Don't forget training next Tuesday at 7.30pm at Thornbury High.  
As usual, don't forget to give us plenty of notice if there is an unavoidable absence from a future game or training.

## **Appendix 3 – Sample game report from coach or team manager**

Tonight's game was a real thriller.

In the first quarter the boys started slow and lost the first quarter 5-11.

In the second quarter the boys really improved their defence and were able hold 8-7.

In the third quarter the opposition really stepped up, but so did offence with some great passing to open up scoring opportunities. Nick made three great assists to open up goals. Elvis finished with seven points in the quarter. We won the quarter 11-9.

The last quarter was a great struggle with nothing in it. They made some amazing three point shots to keep their nose in front, winning the quarter 18-17.

Overall a terrific team effort tonight. We didn't win, but we're clearly starting to play better. The team's been working well with the coach on dealing with a full-court press. It really showed tonight as we had much fewer turnovers. We still could all improve from the free throw line. Practice makes perfect!

Special mention to Charlie and Majok, who really put in on defence. Mario's work with the coach on posts play is really showing. And it was great to see those quick passes in offence, which were opening up some space.

Looking forward to the game next week against Eltham. I know we can beat them if we continue to play as a team. The main thing is we're getting better each week.

Don't forget practice on Tuesday.

Thanks to Katrina for scoring tonight, and it was great to hear the vocal support from parents.

I'll let you know the next game in an email shortly.