



North Okanagan Minor Hockey Association Manager's Manual

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NOMHA Team Manager's Manual

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TEAM MANAGER'S MANUAL

The Team Manager is a central figure in creating the flow of communication – not only within the team (players, parents and coaches), but between the team and all support systems such as the North Okanagan Minor Hockey Association (NOMHA), Division

Managers, League Managers, other teams, referees, officials, etc. Ultimately, the manager is responsible for ensuring all the off-ice tasks are completed. This does not mean that the manager has to do it all; he or she needs to make sure that it gets done via delegation. Also, it should be noted that some coaches will take on some of the activities that the manager is normally responsible for overseeing.

By taking on the operational aspects of the team, the manager enables the coach to focus on player development and on-ice instruction to provide the players with rewarding hockey experiences. This manual provides information to aid Team Managers in the smooth operation of the team by discussing the need to delegate and by identifying key topics that the Team Manager will need to address. Numerous appendices including samples, templates and a glossary of terms are included to assist the Team Manager in pre-planning and organization.

I. TEAM MEETINGS

Team meetings are essential in the development of formal communication amongst a team. They encourage participation from all members. The initial meeting should be that of a Team Staff meeting, this meeting will be the first opportunity to address team rules, goals, budget and deal with any other issues before the season. A meeting should be set up shortly following the formation of the team and team staff meeting, particularly to address team issues and rules with parents and players. Ideally, the manager should be in place before the initial team meeting, which should also discuss the seasonal plans and preliminary budget. This helps to ensure that all parents understand the commitment, both time and financial (including tournaments), up-front and before the season commences. Also, the importance of a qualified Treasurer should be noted and team rules and safety should be introduced for discussion. Your minor hockey associations' rules and regulations should also be mentioned to those in attendance. There is much information to discuss at the beginning of the season, so it is up to the Team Manager to lead this meeting ensuring that the group stays on topic and does not exceed any time restrictions.

Be sure that minutes from the initial meeting are taken and distributed to parents. These minutes may be useful when dealing with disputes or concerns later in the season. As well, have extra copies of any handouts or forms that need to be circulated to parents and players such as Fair Play Codes. Having information in handout form for parents to take away will assist with the retaining of dates and details. All parents, players, and volunteers will be required to sign a fair play contract with NOMHA.

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Once the First Parent Meeting has taken place, team meetings can be set based on the team's need and desire for more meetings. Every Team Manager must delegate, it would be virtually impossible to perform all tasks alone. However, the Team Manager should be aware and should pass along updates to the rest of the team. Should a volunteer not carry through with their tasks, this supervision and monitoring will ensure the problem is caught early on and dealt with based on team policy. Many of the duties covered in this manual will actually be carried out by the parent volunteers and not directly by the Team Manager.

II. VOLUNTEERS / DELEGATION

The most important thing the Team Manager can do is delegate – it is almost impossible for a Team Manager to do everything without help. Furthermore, having parents take a hands on approach with their child's team will increase communication among the parents. A strong parent base will make for a strong team.

Most parents will be prepared to volunteer in some capacity; a good rule of thumb is that each family should take on at least one role. Training for some positions may also be required. The Team Manager should set up training sessions at the beginning of the season for the various positions – such as running the clock in both arenas or operating the raffle table at your home tournament. The training could take place during a team practice to avoid the need for additional time at the rink.

Additionally, the manager will want to ensure that the volunteers (and players) are in a safe environment when performing their tasks. NOMHA requires that Criminal Record checks are done for all volunteers. This is especially important when volunteers are working closely with minors or with money. Police checks should be submitted to the NOMHA Risk Manager.

Note that written consent must be provided by the involved persons before a report can be obtained at either the Armstrong or Enderby RCMP Detachment for free. Information on how to obtain a police check can be found under the Canadian Criminal Records Information Services Section of the RCMP website (www.rcmp-grc.gc.ca) or your local police department.

Once areas of responsibility have been determined, the Team Manager should circulate a schedule and a parents' contact / responsibility list to all parents. This helps direct information and ideas to the proper party.

If possible, it is a good idea to put someone new to a position with a veteran when creating the volunteer schedule. Further, for game volunteers or shift-work roles, a course of action should be discussed or distributed regarding whom the parent is to contact should they no longer be able to work one of their shifts – e.g. the parent may be responsible for swapping shifts or finding their own replacement. The Team Manager should be prepared on occasion to fill in when someone has to cancel. If people are consistently not fulfilling their roles, the Manager will need to 'step in'.

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Parent Volunteer positions may include:

- Jersey Care
- Timekeepers / Score Keepers
- Team Safety Person
- Post-Ice Snacks
- Phone/Communication
- Tournament Finder
- Fundraising Coordinators
- Dressing Room Monitors (“two deep” method)
- *• Emergency Action Plan (Charge person, Call person, Control Person)

*Positions may not apply to all teams but all teams must have a functioning EAP.

III. TEAM RULES / RISK, CONDUCT & SAFETY

The Team Manager, trainer and the coaching staff should discuss team rules and safety procedures at the beginning of the year with both the players and the parents (at the first parents' meeting). A copy of the rules should be signed by the coaches and circulated back to the team. The most important thing to remember when dealing with team rules is to be fair, progressive and consistent! Furthermore, the Manger and team needs to keep in mind that when dealing with minor hockey, most players have other activities/priorities along with hockey, so conflicts and absences are to be expected; the level of commitment will vary with age, level of the team, etc. When implementing rules it is important to explain the significance of the rule to the team and the consequence for not abiding by it. When enforcing rules, everyone on the team must be treated equally or team unity will break down.

1. NOMHA Code of Conduct :

Having a set code of conduct will ensure consistency when dealing with any team issues that may arise. The Code of Conduct should be discussed as part of the expectations for parents and players during the first parent meeting, and a finalized copy should be distributed among all team members. It is a good practice to have all parents and players sign a copy, showing that they are committed and will take responsibility for their actions should a dispute arise during the season.

Teams are also encouraged to create their own Code of Conduct in addition to North Okanagan Minor Hockey Associations:

- Conduct at practices, games, events, team functions
- Locker room conduct and procedures (prior to game, after game clean-up)
- Team attitude (coach, players and parents ethic codes)
- Respect

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The manager will need to ensure that any team generated code of conduct be consistent with the NOMHA code of conduct. NOMHA Code of Conduct is available on the NOMHA website.

2. Disputes

There may come a time where a Team Manager will have to act as a liaison between the team parents and coaches to resolve disputes. The parent should be comfortable knowing they can bring concerns to the Team Manager for any reason equal playing time, coaching tactics, harassment, etc. The Team Manager should work with the coach and parents to first try to resolve disputes at the team level. Open communication, consistency, and mediation by the Team Manager are essential. If a dispute involves harassment, abuse or bullying we suggest that you refer to the NOMHA Policy Manual available on the NOMHA Website and request that a formal complaint be submitted on the NOMHA Complaint Form also found on the website. One rule that should be emphasized is the 24 hour cooling off period for all disputes. NOMHA will not entertain complaints that are not in writing on the Association Complaint Form or complaints highlighted with emotional outbreaks and till at least 24 hours after any incidents. If parties are unable to resolve issue(s) please contact your NOMHA Divisional Director or President for further assistance.

3. Equipment / Apparel

Game Jerseys. The Team Manager will be responsible for the care of the team jerseys, if needed (many teams will not have a team set). They will want to ensure that both home and away jerseys are present at all games and that additional markings, such as names, are not added to jerseys. A volunteer position can be created to delegate this responsibility to a parent who will organize jerseys, collect them after games and wash them between games.

Water Bottles. Discuss what the water bottle policy will be at the beginning of the season. Each player must have his or her own water bottle that they bring to practices and games. Ensure that it is well marked with his or her name. A second option is to use a set of team water bottles that are individualized and delegate the responsibility to a parent for cleaning and refilling. Sharing of water bottles is one of the easiest ways for a team to spread germs and illnesses among themselves and; therefore, should be avoided for health reasons.

Other Equipment (pucks, first aid kits, etc.). If the team is assigned equipment from the Association the Team Manager will need to discuss with the parents what the responsibilities of the team will be for caring for that equipment; then the Team Manager may be able to delegate some of these responsibilities to parents.

Dress Code. If applicable, the Team Manager should discuss the dress code with players and parents at the beginning of the year. Player's should be dressed in a respectful manner for games, but as a team. You will want to consider issues such as

cost, sponsors and relevance for your team. For example, if the team does a warm-up prior to games, the dress code may be tracksuits. The need for a dress code may vary based on age, competitive level, etc. Only approved Association clothing is to be used and must be ordered from NOMHA Official Supplier. Contact Association equipment Manager equipment@nomha.com for any information regarding "Official Supplier". The NOMHA logo is copyrighted and must not be reproduced without the expressed permission from NOMHA.

Uniforms:

All Teams in NOMHA are expected to wear appropriate colors at all games. For this reason NOMHA supplies Player Socks at the start of every year.

- light socks are to be worn with light colored jerseys.
- dark socks are to be worn with dark jerseys.
- Association Helmets are Black
- Association Pants are Black in color

While NOMHA understands that some players may not have the correct color of helmet or pants we endeavor to have our teams wearing the above noted colors. NOMHA does not want players using the wrong colored socks or two opposite colors socks at any games.

DECALS ON HELMETS ARE NOT PERMITTED OTHER THAN THOSE SUPPLIED BY NOMHA

4. Hockey Canada Safety Program (HCSP) / Speak Out / RIS Respect in Sports

Hockey Canada has a variety of programs that teams can participate in to encourage a safe and enjoyable experience for all those involved in hockey today. It is important for all team members, not just the Team Manager, to encourage the team to follow guidelines such as those outline in these programs.

EACH TEAM MUST HAVE ONE HCSP CERTIFIED PERSON ON THEIR ROSTER FOR SAFETY PURPOSES.

The program is available to any person who is interested in being a Safety Person on their team. The six hour program is a simple approach to safety and injury prevention. For further information on the program visit BC Hockey Website

Anyone interested in becoming the Safety Person for their team should contact the NOMHA Risk Manager at riskmanager@nomha.com for clinic information. Speak Out. In February 1997, Hockey Canada established what was known as the Speak Out Committee as a sub-committee for the Prevention of Harassment and Abuse. Using input from parent focus groups, the expertise of leaders in this field, and a review of research and literature, the committee developed a plan focused on preventing harassment and abuse within Hockey Canada.

Over the last nine years, a comprehensive program of training, education, and awareness of bullying, harassment and abuse has been accomplished through workshops, resource materials, and Branch and Association initiatives. All of these factors have focused on coaches, managers, trainers, parents, players, officials and administrators. In 2008 BC Hockey has now replaced Speak Out with a new on line program that is call Respect in Sports.

ALL TEAM PERSONNEL MUST HAVE COMPLETED SPEAK OUT PROGRAM.

For information on the 'Speak Out' or "RIS " Respect in Sports program in our area, contact NOMHA Risk Manager at riskmanager@nomha.com or go the www.bchockey.net

5. Risk Management

Risk management and safety is a partnership between coaches, staff, and parents; all parties should be responsible for all player safety (i.e. equipment) and this should be outlined in the first meeting of the season.

Accidents can and do happen anywhere, anytime, to anyone. This is especially true in sports which involve physical contact, like hockey. Whenever physical contact is involved, there is always the potential for serious injuries. When serious injuries occur, they can inflict tremendous hardship on injured parties and their families, often for a lifetime. In addition, serious injuries also involve the threat of lawsuits where people and organizations are sued for negligence. Teams should all have a first aid kit at the bench at all times.

This is where risk management becomes important. Risk management includes identifying, assessing and eliminating or minimizing risks in an activity, in this case, organized hockey. Risk management requires all participants in organized hockey to play specific roles in order to prevent accidents and injuries before they happen. Insurance is the last component of an effective risk management program, as it provides protection for all participants against the consequences of unavoidable risks.

Risk management consists of four basic steps, performed in a logical sequence:

- Step 1: Identify the risks connected with an activity.
- Step 2: Assess the relative significance of all on-ice and off-ice risks.
- Step 3: Eliminate or minimize identified risks.
- Step 4: Provide protection against unavoidable risks.
This can include insurance coverage.
- Step 5: Ensure your activity is sanctioned.

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It's important to remember that unless the first three steps are carried out effectively, insurance or other funds which may be set aside will be inadequate. They will not be able to contain the claims that would arise from a risk exposure that is uncontrolled and unmanaged.

6. E.A.P.

To be prepared in the event of serious injuries, every Safety Person for every team must establish an Emergency Action Plan (EAP). The basic EAP requires the appointment of three individuals to specific roles, which they would assume in the event of a medical emergency. The EAP should be rehearsed throughout the season; the volunteer positions should be designated at the beginning of the season and should consist of more than one person.

Charge Person

- The most qualified person available with training in emergency control, first aid or the Hockey Canada Safety Program
- Familiarizes themselves with arena emergency equipment
- Takes control of an emergency situation until a medical authority arrives
- Assesses severity of an injury

Call Person

- Makes call for emergency assistance
- Knows location of emergency telephones in every facility
- Knows list of emergency telephone numbers
- Knows best directions to arena
- Knows best route in and out of arena for ambulance crew
- Communicate with the Charge Person and Control Person

Control Person

- Controls crowd and other players and keeps them away from Charge Person and injured player
- Ensures proper room to work for Charge Person and ambulance crew
- Discusses Emergency Action Plan with arena staff, officials, opponents
- Ensures that the route for the ambulance crew is clear and available
- Seeks highly trained medical personnel (i.e. MD, Nurse) if requested by the person in charge

For further information on Risk Management download the 'Safety Requires Teamwork Booklet' from Insurance Program section of the Hockey Canada website (located under minor hockey) at www.hockeycanada.ca.

IV. HOCKEY CANADA INSURANCE PROGRAM (must be used in accordance with all team events)

Hockey Canada has constructed a National Insurance Program to provide financial resources to help deal with the cost of risks which confront organized hockey. The insurance programs eliminate or minimize the potential financial burden our members may face in the event that they are injured or implicated in a civil action arising from their participation in Hockey Canada programs.

Hockey Canada and each of the Branches of which Hockey Canada is comprised is specifically named as an insured, and all sub-associations, leagues and teams which form a part of Hockey Canada. It includes any officer, director, employee, coach, volunteer worker, instructor, referee, or member of a Committee while acting within the scope of his or her duties. It includes members of any teams, leagues, Branch teams, division teams, national teams or international teams provided all are registered with or affiliated with Hockey Canada. It includes any sponsor of any team or Hockey Canada, but only with respect to his, her or their liability as such; and it includes any owner of any insured team.

Note: A volunteer is a non-paid person donating his or her time and who is assigned specific duties and for whom a premium has been paid.

When are you covered?

1. Hockey Canada/Branch sanctioned events (league games, tournaments, practices, training camps, sanctioned fundraisers and sanctioned off-ice training) when playing member teams only!
2. Transportation directly to and from the arena or venue.
3. Accommodations while billeted or at a hotel during a Hockey Canada/ Branch sanctioned hockey activity.
4. Non carded personnel who assist the team in any function, must complete the Coaching Staff Registration Form found on www.nomha.com and receive approval before participating. Approval will mean they are properly registered on the HCR and team Volunteer List. Coaching Staff Registration Form that must be submitted to the registrar@nomha.com to ensure coverage.

*Note: it is very important to know when the team is dealing with a non-sanctioned event. Check with NOMHA Risk Manager for further information. Refer to Risk, Conduct, and Safety Manual. Many activities do require Certificates of Liability in order to be ensured. NOMHA Risk Manager will process these forms. Usually these requests require at least two weeks prior notice.

The Hockey Canada Insurance Program provides the following coverage:

- Comprehensive General Liability
- Accidental Death and Dismemberment
- Major Medical/ Dental Coverage
- Sexual Misconduct Liability Insurance
- Directors and Officers Liability Insurance

For further information on the Hockey Canada Insurance Program download the 'Safety Requires Teamwork Booklet' from the Insurance Program section of the Hockey Canada website (located under minor hockey) at www.hockeycanada.ca or contact NOMHA Risk Manager for a copy.

All team activities outside of games and practices need to be submitted to NOMHA Risk Manager riskmanager@nomha.com to ensure proper insurance coverage; please allow for the 15 business days to secure insurance.

V. RECORD KEEPING / DISTRIBUTION

The Team Manager is the keeper of the Team's personal information. Because one never knows when a specific piece of information is needed, it is a good idea for the Team Manager to create a binder of forms and handouts that can be taken to meetings, games, etc. to keep data easily accessible. Documentation will have to be completed following all games as well, and it is a good idea to have extra forms on hand.

The team manager will want to become familiar with hockey terminology and acronyms to aid in reading and filling out forms properly.

- NOMHA Approved Roster
- Contact lists
- Forms (game sheets, injury reports)
- Schedules (practices, games and parent volunteers)
- Arena information

1. Team Registration / Rosters

A NOMHA approved roster should be sent to the Coach from the Association once registration has been completed (it is up to the individual to be aware of the closing date for registration as posted on www.nomha.com website).

Coaches should be aware of who is supposed to be on the ice including coaching staff. While the coach should have a copy, it is a good idea to have a spare in the Team Manager's records. Referees have the right to review the roster if any player disputes arise. Tournaments may also require this information.

Any questions regarding registration should be directed to register@nomha.com, who in turn will review the HCR (Hockey Canada Registration database) to view the players registration and eligibility

2. Eligibility

The Team Manager will want to ensure that all players on the team are eligible to play. Hockey Canada and BC Hockey governs competition in amateur hockey in various Divisions; the age eligibility for each Division is outlined in the chart below:

DIVISIONS AGE ELIGIBILITY

- a) Senior Male and Female Open to players of any age.
- b) i) Junior Male
Open to players twenty (20) years of age and younger in the current playing season.
- ii) Junior Female
Open to players twenty-one (21) years of age and younger in the current playing season.
- c) Juvenile Male and Female Open to players twenty (20) years of age and younger in the current playing season.
- d) Midget Male and Female Open to players seventeen (18) years of age and younger in the current playing season.
- e) Bantam Male and Female Open to players fourteen (14) years of age and younger in the current playing season.
- f) Pee Wee Male and Female Open to players twelve (12) years of age and younger in the current playing season.
- g) Atom Male and Female Open to players ten (10) years of age and younger in the current playing season.
- h) Novice Male and Female Open to players eight (8) years of age and younger in the current playing season.
 - i) Initiation Male and Female Open to players six (6) years of age and younger in the current playing season. The player's age is determined for the current playing season by the player's age at December 31 of the current season. Some teams will be faced with special conditions regarding some of their players that could be involve in player movement. If the circumstance does arise, the Association should be contacted on what procedures the team needs to follow. The Team Manager will need to obtain permission and complete any necessary forms and documentation and ensure it is submitted to the Association. Retain copies of this information so that the team is able to produce written permission should any inquiries arise.

Special conditions may include:

- Overage players
- Substitute goaltenders
- Releasing players
- Player Movement

Affiliated players

Information on affiliated players, as outlined by NOMHA Policy manual found on the NOMHA Website and from Hockey Canada, on the Hockey Canada website at: <http://www.hockeycanada.ca/6/7/5/4/index1.html> and look for regulation E)

3. Contact Lists

Parent's Contact / Responsibility List. Having the parents' contact / responsibility list available can aid the Team Manager during disputes by acting as a guideline for where responsibilities lie. Distribution of the list at the beginning of the season allows it to be used by other team members to contact the proper party with questions or ideas, without first having to direct everything through the Team Manager. Prior to distribution, the Manager will want to ensure that a team email protocol or process has been developed that is agreed to by everyone; this will help prevent negative comments and gossip.

Team Contact List. The Team Contact list should be distributed at the beginning of the season to encourage open communication within the team. It is a good idea to have extras on hand for parents who have lost their copy or to be able to easily look up a player should they need to be contacted on short notice, for example: to track down why a player is late for a game. There are phone lists and no personal, medical, or other possibly sensitive information can be provided to team members.

If the Team Manager is approached by a scout or other individual requesting a team list, it is important that the Team Manager respect any privacy regulations. This is true when dealing with any form of personal information. When dealing with an information request, the Team Manager could reverse the situation. Have the scout provide their contact information which can then be passed along to the player that is being inquired about. The player and his or her family can then decide if they wish to contact the scout.

Association List. If an Association Contact List is not provided to the team at the beginning of the season it is a good idea as Team Manager to request one from NOMHA or create one. Having this information readily available will make it easier to get any questions through to the appropriate person.

Coaches, Managers, Players, Volunteers, must complete a Association Staff Application Form and be approved by NOMHA prior to acting in any capacity with NOMHA Teams both on or off the ice with Teams.

4. Medical Information

Each player / parent should fill out a medical information sheet. While it is important for head coach to review this information and be aware of any medical concerns, it is not likely they will remember every detail about every player. Having the medical sheets close can provide important information in the case of an emergency, as well as provide contact information for family physicians and emergency contacts when the parents are unavailable. Coaches also need to fill out the medical form.

At the very least, the medical information form should include:

- Doctor's name and contact information (not mandatory)
- Emergency contact information
- Important medical conditions / allergies

The use of a team injury log provides the Team Manager or Safety Person with medical updates based on injuries that take place throughout the season, after medical forms have already been filled out. The log ensures that the most current information is available should the needs arise, as well, the log may detail how to manage current team injuries (For example, does an injury require taping prior to a game?) And act as a quick reference to injury reports that have been filed throughout the season.

5. Accident and Insurance Reports

In the case of an accident an original injury report must be submitted immediately following the incident or injury to NOMHA Risk Manager. riskmanager@nomha.com and they will ensure that all forms are completed correctly prior to sending them to BC Hockey / Hockey Canada.

NOMHA
PO Box 116
Armstrong, BC
V0E-1B0
Attn: Risk Manager

The injury report must be received by BC Hockey and Hockey Canada within 90 days of the date of the accident. The reports are standard and can generally be obtained from the Association Risk Manager riskmanager@nomha.com or downloaded from the website. Blank copies of the form should be kept in the Safety Person's binder. Should an accident occur, it is easier to fill the form out at the time of the accident than it is to track down details afterwards.

6. Practice / Game Schedules / Exhibition Games

The Team Manger, in coordination with the coach and the Association, should ensure and provide parents with a game schedule at the beginning of the season that will be provided by NOMHA Ice Scheduler ice@nomha.com .

All Changes must be approved by NOMHA Ice Scheduler ice@nomha.com

Managers can expect to receive any changes that involve their team from the Association. Updates to the schedule will be provided to the Team Manager and posted on the website.

The posted ice schedule and other information on the NOMHA Page will be considered the most current schedule.

If a change is made and approved by NOMHA Ice Scheduler ice@nomha.com with short notice it is best to phone parents (use the parent volunteer phone tree if one is set up) rather than email to ensure the message has been received. If teams do not provide adequate notice of cancellation of ice time the may be requested to cover the cost associated with the cancellation.

7. Game Sheets

Game sheets must be handed in to the concession at the end of games in either arena. and sent to the required OMAHA Division Director, non compliance could result in severe consequences including fines, suspensions, or sanctions, for not doing so. All fines are the responsibility of the individual Teams not NOMHA.

Game reports have multiple purposes:

- Identify suspensions in the case of a major penalty or reckless play (CFB's & Hits to the Head)
- Used for posting official standings (website)
- Report to media

8. Media (may or may not be applicable to all teams)

It is important for a Manager to be aware when dealing with the media and team publicity. First and foremost, the Manager needs to respect the privacy of all team members, and will need to obtain permission before publishing photos or information regarding any team member. A consent form can be distributed at the first parent's meeting and any concerns discussed.

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If the team creates their own press releases some points to remember are:

- Use word-processed documents – hand written information is more likely to be misinterpreted with regards to spelling, names, etc.
- Be concise, clear and put main points of interest at the beginning
- Answer the 5 W's – who, what, where, when and why
- Give names in full and do not use slang

Provide contact information to the media outlet for follow-up or questions including the Coaches name, Email address, and phone number. All score sheets should be scanned or faxed and sent to the Armstrong Advertiser and Enderby Commoner. Please remember to add your Team Sponsors name to every submission.

9. Safety Person / Manager as paper holders

The position of paper holder on a team is a position of special trust; this individual would be responsible for all contact information, medical forms, and consent forms for the team. This position is usually the Safety Person. It is important to have permission prior to giving out contact information. Remember to do everything you can to ensure the privacy of all members is respected.

VI. ORGANIZING GAMES

For a game to run smoothly and follow all regulations, the Team Manager must not only monitor what is happening during the game, (such as off-ice conduct), but they must put in time prior to each game to ensure all positions are staffed. Tasks can be divided in to pre game, during game, and post game. Any financial transactions have likely been delegated to the team's treasurer. All parents must assist where they can.

1. Pre Game

Prior to the game the Team Manager has many duties:

- Contact referees@nomha.com to Book officials with as much notice as possible
- Ensure dressing rooms and secure; obtain lock and key
- Organize volunteers and train if necessary. (Time keepers, Jersey Person etc.)
- Ensure the Team Jersey Person knows and has brought the correct color of Jersey's and maybe even socks

2. During the Game

During the game, the Team Manager's main role is supervision. This may include:

- Monitor off-ice conduct of players and parents;
- Be sure that the dressing rooms have remained secure.

3. Post Game

The Team Manager's post game duties include:

- Ensure rink has been left in good condition (dressing rooms);
- Submit the game report to Association via the concession. Rep Teams are also responsible for submitting their Game sheets to OMAHA District League Supervisors and entering information on OMAHA Website;

VII. APPLYING FOR TOURNAMENTS

At the beginning of the season, teams should decide whether they will take part in tournaments or exhibition games and apply as soon as possible. The Team Manager can create a tournament finder committee to be responsible for searching out and apply for tournaments respectively. Teams must apply to attend more than 3 Tournaments including their home Tournament per season to NOMHA. Game sheets will still need to be submitted following the tournament or exhibition game as per NOMHA Policy Manual. Teams must also provide an Out of Town Contact Form so in the event of an emergency NOMHA can get in contact with the out of town team representative.

Before deciding to attend a tournament the team should consider the following issues:

- AWAY Time Restrictions
- Will the tournament fit into the team's regular schedule? If not contact: NOMHA Ice scheduler at ice@nomha.com to assist with changes.
- When do fees need to be paid?
- Costs
- Travel (transportation, permits)
- Entrance fee
- Will the coach be reimbursed for expenses?
- What funds would have to be raised?
- Competition Will the tournament present the team with the right level of challenge?

Sanction

- If the tournament is held in Canada is it sanctioned by BC Hockey & Hockey Canada?
- If the tournament is held in United States is it sanctioned by Hockey USA?

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Format

- How many games is the team guaranteed?
- What is the set-up? Any unique rules?
- Is same day travel an option or is accommodation required?

Other

- What prizes/extras does the team receive?
- Does a team roster need to be sent or any other documents?

VIII. ORGANIZING TRAVEL

Whether for games, tournaments, or events, the Team Manager will have to be aware of issues surrounding team travel. In many cases the parent's are responsible for ensuring their child is on time, and team rules will likely be in place for those that arrive late for games and practices. However, there are many situations that can require more attention to travel plans, for example: traveling as a group on a bus, weather, traveling to a tournament outside of the team's area, overnight travel, etc.

Travel should be included in the discussion of extra games / tournaments that takes place during the first parent meeting. The team will need to come to an agreement on what means the team will use to travel and how extra costs, such as hotels, gas and meals will be paid for – whether by parents or through fundraising.

Prior to team travel the Team Manager should determine if any of the following issues are applicable to their team.

1. Travel Permits

Managers should ensure whether or not they require travel permits for team travel.

- I. Every player competing in any sanctioned tournament must be registered with that team on a certified Hockey Canada form. Rosters must be approved by NOMHA.
- II. NOMHA shall have the right to inspect Sanction Permits, player registration forms, travel permits and other pertinent information regarding teams participating in our tournaments.
- III. Travel permits / Contact Form is required for all tournament travel. Available on the website www.nomha.com

- IV. Teams who do not have a proper travel permit will be responsible for all fines levied by Okanagan Mainline Amateur Hockey Association or Branch.
- V. No travel permit will be issued unless the players and all team personnel are registered on Hockey Canada registry and the roster is approved by North Okanagan Minor Hockey Association office.

2. Equipment

Due to space, players and parents traveling with the team may need to be given luggage restrictions. The Team Manager will need to ensure that the method of travel has adequate storage for the players' hockey equipment. Also, the Manager should inquire/confirm with the hotel regarding equipment storage, including size, cost, etc.

3. Accommodation / Meals

If the team is traveling to a destination that will require an overnight stay, or meals, the Team Manager will need to book space in advance so that hotels and restaurants will be prepared to accommodate a large group. The Team Manager will also want to familiarize him or herself with any players' allergies and notify the kitchen if a team meal is prepared. Supplemental information dealing with accommodations can be found in the Speak Out workbook.

4. Costs

How is the travel being funded? This should be decided prior to committing to any travel arrangements. If traveling outside of the province or country, there may be a need to purchase additional insurance coverage.

5. Arena Maps

If the destination is not familiar to the team, it is a good idea to print off an arena map and contact information prior to heading out. The websites www.arenamaps.com or www.mapquest.ca can be used to print off maps or obtain directions.

IX. TEAM FINANCES

The Team Manager is also responsible for the team's finances; however, it is a good idea to appoint a Team Treasurer so that one individual is able to focus on this important area. The Team Treasurer is responsible for collecting, of all funds and will make arrangements with the NOMHA Treasurer to get Association Cheques for payment of Tournaments. It is important to identify a qualified Treasurer as the need for proper budgeting and accurate and timely reports are essential.

1. Budgeting

Budgeting issues should be discussed with the parents at the beginning of the season to ensure that team expectations are reasonable. Determine what expenses cannot be avoided, what additional activities the team would like to participate in and their additional cost to the team and then, how the necessary funds will be raised and distributed. It is important to outline prior to the season whether team staff will be reimbursed for their expenses.

Expenses.

There are numerous expenses that the team should be aware of when budgeting. It is a good idea to provide a small cushion in the funds should something unexpected arises.

- Games / practices
- Events / tournaments
- General operations
- Miscellaneous payments

Income In most cases, it is up to the team to raise their own funds. Fundraising efforts should be determined on need and parents' commitment.

ALL Fundraising must be approved by the NOMHA Board of Directors.

Team members may also pay team fees; it is the responsibility of the Manager to inform members of these fees, as well as collect them. At the beginning of the season there should be a clear outline of:

- How much the fees are ?
- What will be covered and will not be covered by the fees ?
- Payment options (if any) ?
- Deadline for paying the fees and consequences for late payments ?
- Who the fees must be paid to ?

2. Team Account

A team account should be set up at the beginning of the season with a recognized Canadian financial institution. Many institutions have special team accounts with reasonable service charges (sometimes none) that the team should consider when selecting an account. When working with a team account it is especially important to implement numerous checks and balances to ensure that the funds are managed based on the team's agreed upon budget, and to ensure that funds are in no way misappropriated. NOMHA will not be responsible for funds lost or stolen because of poor financial practices by Teams.

Checks and balances for Team Bank Accounts should include:

- Ensure that the account requires two signatures. Generally the signature of the Team Treasurer and a parent. The two individuals (and any others that have signing authority) should not have a personal relationship or connection outside of the team. This separation of duties means that no single person is responsible for a transaction from start to finish.
- The Team Manager and the parents should receive a copy of the account's monthly statement and they have the right to ask financial questions at any time as it is their money in the account.
- Any unforeseen payments that arise should be discussed with the parents before any transaction takes place.
- Ensure receipts are obtained or a copy provided for all transactions that take place. In general, receipts should be numbered in order for easy tracking and should contain the following information:
 - date of transaction;
 - service rendered / purpose of payment;
 - company owing payment;
 - company receiving payment;
 - signature of individual accepting payment;
 - amount;
 - form of payment.
 - When writing a cheque, the description line should always be filled out; and, if one is available, write the invoice number on the cheque.
 - When selecting an account type, the team may want to select an account that will return used cheques with the monthly statements so that these notes are available for justification.

When organizing a team account DO NOT:

- Set up or allow the use of debit cards on the account
- Do not write cheques to cash

X. TEAM ACTIVITIES

The off-ice activities of the team can have a great impact on how a season unfolds. Some activities may be decided upon from the very start, such as fundraisers and team photos. Others may be more impromptu, such as team celebrations. Regardless of the goal, each activity is a great way to build team spirit. When organizing team activities note that some on-ice and off-ice activities need to receive approval from the Association and BC Hockey as a sanctioned event to ensure insurance coverage. Contact NOMHA Risk Manager riskmanager@nomha.com for any questions, be sure your activity is properly sanctioned.

1. Fundraisers

Almost every team will attempt to raise funds throughout the season. As a team, it is important to discuss what set costs and what extra costs the team will face throughout the year (track Suits, yearend, etc.).

The Team Manager needs to ensure the team's goals are reasonable and that the team has the ability and dedication to perform the chosen initiatives. A committee could be formed to coordinate efforts. The team should be determining up front whether the fundraiser is a team event or on a per player basis and whether minimum participation levels are required/expected, etc.

All fundraising activities need to be approved by the North Okanagan Minor Hockey Board of Directors. (except for 50/50 or Raffle Table)

The Team Manager should consult with local and provincial gaming regulations prior to the selection of a fundraising activity.

With certain fundraising activities it is important to realize our small communities do and will continue to support NOMHA; therefore it is important not to "keep going to the well" it will dry up and we all suffer.

Note: Some Associations require their teams to take part in pre-determined fundraising. NOMHA has specific criteria as to what the funds can go towards. Please check with NOMHA Risk Manager riskmanager@nomha.com and or the Executive for additional information with regards to fundraising.

2. Photos

Photographers and photo sessions are organized by NOMHA. The Team Manager will need to liaise with the NOMHA Registrar registrar@nomha.com and pass the information on to the team.

3. Celebrations

Team celebrations, planned or impromptu, are a great way to increase team spirit. The Team Manager's role is to ensure that all team members are included in the event and that the team continues to act in a respectful and sportsman-like manner as long as they are representing the team in public. As well, if team funds have been committed to the event, the Team Manager or Treasurer will need to make any necessary payments. All team celebrations need to be covered by Hockey Canada Insurance, please contact NOMHA Risk Manager riskmanager@nomha.com for approval and to discuss sanctioning for your teams event..

4. Year End Wrap-Up

A year end wrap-up is a great way to thank all the parent volunteers and coaching staff for their dedication and assistance throughout the year. The team may want to consider creating or purchasing a thank you card / gift for those volunteers that went above and beyond to help the team. A final financial report should be presented at the year end (should be done even if there is no planned event); along with any rebates to players, and the bank account should be closed. This brings final closure to the season. All team parties need to be covered by Hockey Canada Insurance, please contact NOMHA Risk Manager riskmanager@nomha.com for approval and to discuss sanctioning for your teams event.

XI. COACHES' RESOURCES

1. NOMHA Coach Mentorship Program / Coaches Helping Coaches

The purpose of this program is a result of direct action Hockey Canada and its member Branches have taken since the Coaching Association of Canada's evaluation of the NCCP in 1995 and the Molson Open Ice Summit on player development of 1999. A series of specialty clinics have been developed to offer coaches a practical session on teaching various skills, tactics and systems. This proactive approach will also open the doors of communication and provide a non-threatening environment for coaches to further pursue a mentor.

NOMHA Specialty Clinics were designed with the following messages in mind:

- Keep the players moving – whether it's a practice, clinic or camp, ice sessions should be designed to engage every participant consistently.
- Emphasize the Fundamentals – build a foundation that will never crack.
- Incorporate a progression of skill development for every participant.

The specialty clinic modules include:

1. Skating
2. Puck Control
3. Shooting and Scoring
4. Checking
5. Creating Offence
6. Creative Thinking
7. Goaltending
8. Special Teams
9. Small Area Games
10. Developing Defensemen

All coaches must ensure that they attend these pre-scheduled events.

NOMHA also requires that every team send a goaltending coach to the Goalie Clinics sponsored by NOMHA.

NOMHA also provides Power Skating and Goaltending Clinics throughout the season it is expected that players playing on Rep Teams register and attend these additional training sessions to improve their play.

2. 'Team Canada Skills of Gold' DVD Series

This series of DVDs encompasses the many skills, techniques and strategies that have become integral to playing the game of hockey at every level. This four part series will build the foundation for the technical skills of skating, puck control, shooting and scoring and checking. As hockey players begin to refine and master the technical skills of the game they should be introduced to tactical and eventually team play components. To compliment this introductory four part technical skills series Hockey Canada has produced a library of DVD's which teach and demonstrate the fundamentals of thinking the game, offensive and defensive tactics, and team play and off ice preparation.

The 'Team Canada Skills of Gold' DVD series is available for use by coaches in NOMHA and can be borrowed from NOMHA by our coaches. Contact the NOMHA Equipment Manager equipment@nomha.com to borrow this material.

3. Hockey Canada Skills Development Coaching Manuals

By providing coaches with a curriculum based coaching manual, Hockey Canada is striving to make coaching more enjoyable and rewarding. The Hockey Canada Skills Development Coaching Manuals are user friendly, providing coaches with a teaching curriculum for practices throughout the hockey season.

The objective behind the creation of this manual was to ensure coaches had more time to focus on other areas of the player's development. The Hockey Canada Skills Development Coaching Manuals are meant to be a guide for the coach, allowing them the flexibility to make adjustments, if necessary, to meet the demands of their players and team. Eventually, from the direction provided in the manuals, coaches will gain the confidence and creativity to begin designing their own lesson plans.

Each coaching manual comes complete with four sets of six lesson plans, each with its own goals and objectives. The lesson plans provide the coach with a progressive, fun-based approach to teaching fundamental skills.

All drills are professionally illustrated and carefully detailed to assist the coach in understanding the concepts for each lesson. Included with the manual is a see through folder, which allows the coach to only take the appropriate lesson plan on the ice.

NOMHA Team Manager's Manual

The manuals are available in the following editions:

- Initiation
- Novice
- Atom
- Peewee
- Bantam
- Midget

The above mentioned manuals are provided when coaches attend coaching clinics for their respected level. Additional Drills and Practice plans are available through the Association's Head Coach headcoach@nomha.com

4. Boni Professional Puck Shooting Machine

NOMHA has a professional puck shooting machine that is available for use by all teams in NOMHA. Training to use this machine is mandatory prior to taking it on the ice. Any coaches requiring training must contact the NOMHA Equipment Manager equipment@nomha.com for training procedures. This machine is capable of shooting a puck at speeds up to 100 mph, extreme care must be exercised when operating this machine. **This machine is not to be operated by players.**

XII. SUMMARY

The Team Manager's role is crucial to the successful operation of the team's season. The Manager acts as a central source of communication by implementing a strong communication philosophy between themselves, the coach, parents, players and all participants. Both the ability to work well with a variety of people and the ability to maintain a fair and consistent outlook are strong managerial attributes that will help to maintain communication between all members throughout the season.

While the Team Manager's role is one of in-depth involvement – from safety planning to financial planning to reporter to event organizer – there is no reason to become overwhelmed. The team is there to support and, through delegation, a 'divide and conquer' approach can be extremely efficient. Focus on the primary roles of organizing, planning and overseeing, take advantage of all available materials, available on the NOMHA Website to assist in making the season can be a successful one for your team and players.

This Managers Manual was developed using information from Minor Hockey Associations across Canada . This manual is intended to be used by volunteers in NOMHA as a guide to assist in providing a well organized program for the kids who play hockey in our Association. On behalf of North Okanagan Minor Hockey Association I want to thank all those that have and continue to contribute to the youth in our communities.