



**HOCKEY VICTORIA**  
**CLUB DEVELOPER**  
**HANDBOOK**

**FOR THE CLUB COACH DEVELOPER & CLUB UMPIRE  
DEVELOPER**



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## INTRODUCTION

Hockey Victoria recognises the importance of supporting coaches & officials within the community, without their involvement, our game does not run.

It is also widely known that the experience of our participants is vital to retention and maintain a healthy club, and their experience is ultimately conducted by our club officials, coaches & umpires. That is why HV endorses the role of the **Club Coach Developer (CCD) & Club Umpire Developer (CUD)**, these are people within a club or community that are dedicated to the recruitment, mentorship and management of coaches & officials, respectively.

This guide is aimed at providing Club Coach Developer & Club Umpire Developer with the fundamental skills and foundations to perform their role within the club, whether they are new to the role or experienced.



## CLUB COACHES & OFFICIALS

As with all clubs, the large majority of the people involved in its operation are volunteers, and its important that the CCD & CUD understands who they are:

- Volunteers are mostly parents and players who are wanting to give back to the club purely out of passion for the game.
- Many people in these roles may have never undertaken it before, or without any experience in Hockey.
- Whether they are new or have some experience, they are all developing and can be susceptible to criticism – they are just volunteers trying to help.
- They are happy to help when asked, but they aren't beating down the door, keep this in mind.
- They are satisfied as long as they feel useful and valued.
- They don't want to be overburdened, so don't pile extra tasks on them.

Volunteers are wanting to:

- learn.
- Help with sport specific elements of the game, in their respective areas.
- Get in-person education & support.
- Gain relevant information to their level, and their participant's level.
- Have a social aspect to whatever education/training is made available, to make it an enjoyable experience.
- Have support provided by people they admire and respect.
- Have access to resources, for example: books, manuals, web links, videos, whatever they are most comfortable with - in case they want to follow up something in their own time.
- Know someone with whom they can get in touch if they have questions or need help.



## CLUB DEVELOPERS

The CCD & CUD are responsible for the development and management of coaches & officials within a club environment.

They are:

- Respected around the club.
- Knowledgeable in the game of Hockey.
- Well versed in the national education system, HockeyEd.
- Great communicators, with good interpersonal skills.
- Willing to contribute 1-2 hours per week to support new and experienced members alike.

## RESPONSIBILITIES OF THE CCD & CUD

### PROMOTE AND SUPPORT THE CLUB/ASSOCIATION

- Foster and support a positive club culture.
- Promote an inclusive practice at the club.
- Be welcoming of new players, members and supporters.
- Present parents with relevant information at the start of the season and update at regular intervals.
- Actively recruit new coaches/umpires from a broad range of backgrounds, (e.g., existing club players, parents, teachers at local schools).

### SUPPORT THE COACHES/UMPIRES(S)

- Initiate induction programs for new coaches & officials.
- Monitor and mentor members and provide support based on their needs/wants.
- Ensure club members have access to appropriate learning opportunities and resources including websites, courses, and workshops.
- Value the contribution of the coaches & officials by welcoming them at their commencement and thanking them at the conclusion of the season.
- Create a positive, safe and non-threatening environment in which players, coaches & officials feel that they can try new things, make mistakes and learn.

### LINK TO HOCKEY VICTORIA

- Liaise with Hockey Victoria's Game Development Manager/Education Manager to ensure club members are up to date with latest educational opportunities from Hockey Victoria.
- Attend meetings and workshops as required in relation to the role of the CCD & CUD
- Ensure all coaches are registered on revSPORT via team lists, Umpires on revSPORT via Officials Registration.
- Ensure that all coaches & officials hold current, valid Working With Children Checks (volunteer level or employed level).



## A YEAR IN SUMMARY – CCD & CUD CHECKLIST

The CCD & CUD roles can be comprised of many aspects, and regardless if you are starting out in the role for the first time, or are well experienced, it can be hard to keep track of everything going on within a given year. The below checklist is designed to help as a guide for the CCD & CUD to ensure that they cover all aspects of their role.

### PRE-SEASON

It is a big step to take on a role in either umpiring or coaching, so it is important to acknowledge their commitment to the role and the club. Make sure you spend the pre-season period preparing for the year ahead, and ensure that all club members are on the same page.

TASK	WHO TO TALK TO/HOW?	COMPLETE (TICK)
Check in with your Club Coach & Official policies	Club President & Board	
Work with section coordinators to provide advice on coaches, and for umpires, identify who will be involved for the year	Section Coordinators, former Coaches & Umpires	
Call and invite/welcome back to the club	Use club media channels to pass out info	
Welcome all coaches/officials back to the new season, thank their commitment	Liaise with club to utilise club communication channels	
In collaboration with club committee/board, develop coach/umpire management plan	President & Committee/Board	
Establish date and venue for welcome back and induction of new coaches/umpires	Work with your club to book your club rooms or a suitable facility	
Ensure all coaches are registered on revSPORT via team list submissions, Umpires on revSPORT via Officials Registration	Section coordinators as they will be responsible for team sheet submissions	
Find out which coaches/umpires may want support for their development	Coaches & Umpires	
Identify upcoming education opportunities	Hockey Victoria – Game Development Manager	

### IN-SEASON

Throughout the season it is critical that CCDs & CUDs keep in contact with their respective members, one of the biggest factors in coach and official's retention is a sense of support, so be sure to use the list below to cover everything they need.

TASK	WHO TO TALK TO/HOW?	COMPLETE (TICK)
Establish individual development plans – who is where and what do they need	Coaches & Umpires	
Promote and offer out education – (Hockey Victoria delivered)	Person responsible for club media & comms	
Promote club coach and/or umpire philosophy/expectations	Section coordinators, Umpires and/or Coaches	
Attend training sessions & games	Organise a time to view your coaches & umpires	
Provide feedback	Use feedback and review forms found in Club Google Drive Folders (see additional resources section for more info)	
Identify further needs and areas of development	Speak with Umpires or Coaches	



Anything that requires further help, contact your Zone Developer or Hockey Victoria	Zone Developer or Hockey Victoria Game Development Manager	
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## POST-SEASON

It can be a long season! It is important that at the end of each season you check back in with all of your members and acknowledge the hard work that they have done, without them the game doesn't happen!

TASK	WHO TO TALK TO/HOW?	COMPLETE (TICK)
Hold an evaluation session with your coaches/officials to reflect on the season. Recommendation is an online survey followed up by a face-to-face session	Coaches & Umpires	
Email reminder to complete an online survey	Use club media channels	
Email or send 'Thank you' on behalf of the club/Association	Use club media channels	
Review club coach/umpire development plan	Use the REVIEW process to go back over the plan you set at the start of the season	
Establish KPIs and goals for next season	Liaise with club board & president	
Identify umpires/coaches for next season	Section coordinators, coaches & umpires	
Who is next in line for my role?	Work with club board to identify future developers	

## ZONE COACH DEVELOPER & ZONE UMPIRE DEVELOPER

The Zone Coach Developer (ZCD) & Zone Umpire Developer (ZUD) are Hockey Victoria staff that are there to provide an integral support structure to CUDs & CCDs.

They are responsible for:

- Club advise and support
- Performance Coach & Umpire identification (respectively)
- Umpire & Coach Development at Hockey Victoria events, such as the JSC, JCC & SCC
- Mentorship of coaches & umpires selected in their respective talented programs

The ZCD & ZUD roles act as a key link between Hockey Victoria and Club's & Associations. For any immediate support in regards to advise and resourcing, speak to your local Zone Developer first. A full list of appointed Zone Developers can be found on the Hockey Victoria website:

- Zone Coach Developers list – [Click Here.](#)
- Zone Umpire Developer list – [Click Here.](#)

## REGISTRATION & DATA MANAGEMENT

A small component of the CUD & CCD role is ensuring that the information of your coaches & umpires is up to date. This is to be done through Hockey Victoria's central database, reSPORT.

### CLUB COACH DEVELOPERS

Club Coach Developers are required to ensure that the details of all active coaches within the club have been provided to your respective section coordinators, or the person responsible for submitting team sheets into reSPORT.



A full guide on how to do this can be found in your clubs Google Drive folder, more information on this can be found at the end of this document.

## CLUB UMPIRE DEVELOPERS

Club Umpire Developers are to ensure that all umpires and officials within the club hold a current working with children's check before they undertake any umpiring or officiating duties. This also applies for members of the club who will be umpiring in an informal capacity, meaning that they are not on the Hockey Victoria Officials Roster.

For umpires within your club who wish to be rostered to games by Hockey Victoria, they will need to hold an Officials Registration, which can be undertaken through your club's registration portal on revSPORT.

## TOOLS FOR THE CCD & CUD

The following techniques are suggested as part of the basic tools used by CUD & CCD.

- Using the REVIEW acronym
- Use of active listening skills.
- Open ended questioning.
- Push/pull questioning techniques.
- Paraphrasing.
- Being able to coach the various feedback techniques.
- Understanding of basic SMART goal setting processes.

## REVIEW ACRONYM

A process used after viewing an umpire or coach in game or training.

**R** Reassure and reintegrate – acknowledges what they have done and being prepared to be observed.

**E** Establish the objectives (personal and for the group)

**V** Visit through questions:

- What went well and why?
- What went less well and why?

**I** Invite group or team to contribute in a structured way

**E** Emphasise and summarise the key points raised

**W** What have you learned and what will you do future?

## ACTIVE LISTENING

There are at least five ways in which a person listens and respond to a problem or concern.

- **Advising and evaluating** – Receiver communicates an evaluative, corrective, suggestive, or moralizing attitude or intent. Response's intimate what the other person ought or might do.
- **Analysing and interpreting** – Receiver's intentions are to teach, to tell the sender what the definition of the context is.
- **Reassuring and supporting** –Receiver wants to reassure, be sympathetic, or reduce the intensity of the situation.
- **Questioning and probing** – Receiver wants to get further information, guide the discussion along certain lines, to understand what direction the sender wants to go.
- **Paraphrasing and understanding** – Receiver wants to understand the sender's thoughts and feelings. Uses paraphrasing to reflect the conversation back to the sender for clarification.





*All have a use dependent on the specific context in which they are used.*

*Reference David W Johnson: Reaching Out, 2nd Edition, Prentice Hall Inc., 1981. Use exercises pp 146-150.*

## OPEN ENDED QUESTIONING

Put simply this is the capacity to ask a question that can't simply be answered "yes or no".

Open ended questions invite a conversation between the developer and the participant. An exercise that exemplifies the skill is, when conducting a course, to ask attending participants to form pairs and then to take it in turns for approximately 1 minute each to have a conversation based around asking open ended questions.

## PUSH/PULL QUESTIONING TECHNIQUES

**Push:** is more about moving or forcing someone to a change rather than motivating them to want to make the change.

**Pull:** is generally about motivating the individual to want to change.

They tend to involve personal disclosure, involvement and showing the possibilities that will result from change. Dependent on the specific situation one style may be more appropriate than the other.

Both can be used to "shape" a participants' behaviour. Push techniques usually limit the number of alternatives that are offered in the question.

Pull techniques tend to be more open ended seeking the views of the participant. They may be followed with pull questions that limit the direction of the conversation.

If the CCD or CUD is genuinely focused on the participant becoming an independent thinker then the majority of the conversation will involve pull questions.

## PARAPHRASING

Where a CUD or CCD restates what the participant has stated in fewer words without altering the meaning. Used to check meaning and understanding and to encourage the participant to continue exploring their thoughts.

An example of this is:

Participant: To teach hitting, we want to make sure that are player is low, with a short grip, as they go to play their shot, they get the ball moving towards the goal and they follow through in the direction they want the ball to go.

Developer: So, when we are teaching hitting, we always want to focus on: stance, grip, ball in motion and follow through?

## FEEDBACK

A simple feedback framework answers three questions:

1. Where am I going? (What are the goals?)
2. How am I going? (What progress is being made toward the goal?), and
3. Where to next? (What activities need to be undertaken to make better progress?)

They correspond to feed up, feedback and feed forward.

*(Hattie & Timperley, 2007)*



## GOAL SETTING

Coach Developers should have an understanding of how to use basic goal setting processes, specifically the SMART acronym. This enables them to introduce coaches to a basic process that directs their coaching processes, on the basis “if you don’t know where you are going how will you know when you get there”.

- Specific – target a specific area for improvement.
- Measurable – quantify or at least suggest an indicator of progress.
- Assignable – specify who will do it.
- Realistic – state what results can realistically be achieved, given available resources.
- Time-related – specify when the result(s) can be achieved.

## ADDITIONAL RESOURCES & SUPPORT

### HOCKEYED

Hockey Victoria encourages all CCDs & CUDs to gain an accreditation in their respective field. The accreditation system provides coaches & umpires with the fundamental skills that govern the practice, of the jobs they are teaching.

To learn more about HockeyEd and the accreditations available, go to: <https://hockeyed.hockey.org.au/>

### HOCKEY VICTORIA WEBSITE

There are a wide range of resources for coaches, umpires & officials on our website, see below for each area:

[Coach Resources](#)

[Officials Resources](#)

### CLUB/ASSOCIATION GOOGLE DRIVE

Each Club & Association in Victoria will have access to their own Google Drive Folder. In this folder Hockey Victoria passes on additional resources and information to clubs, such as umpire feedback forms, HockeyEd Data and coaching templates.

To gain access to your Club or Associations Google Drive, speak to your club Secretary or President, alternatively you can email [gameeducation@hockeyvictoria.org.au](mailto:gameeducation@hockeyvictoria.org.au)