



ATHLETICS CANADA – NATIONAL TEAM STAFF

MANAGER’S MANUAL



A Supplementary Document to the National Team Staff Manual



KEY DELIVERABLES FOR TEAM MANAGERS

Over and above the “normal” duties and responsibilities described in the scope of work section of the National Team Staff Manual, a number of specific duties and tasks are assigned to the team manager.

The Team Manager is expected to work closely with the national team unit immediately upon selection to the staff. It is important that the Team Manager is as “in the loop” as possible and we strongly encourage Team Managers to be pro-active in their involvement in the team’s preparations. The national office staff is primarily responsible for the logistics of the team; however, the Team Manager may be called upon for ad hoc duties through the pre-event organization phase.

The Team Manager’s role is very unique in that it requires someone who knows every detail inside and out and can provide guidance/assistance/support to the remaining staff so that they can focus on their tasks. Team Managers should expect the best but prepare for the worst and be flexible in every situation. Common sense should be the prevailing attribute of every Team Manager but being able to problem-solve outside the box is also key to the successful fulfillment of this role.

For the most part, the Team Manager’s main responsibility is to ensure that all of the ‘behind-the-scenes’ work is taken care of – even if there are issues, the athletes should not be aware of anything going wrong. Being invisible but accessible is a strong asset that makes a team manager so vital to a staff.

The specific duties and tasks of a National Team Manager are all outlined in the following sections.

NATIONAL TEAM STAGING

In the event where a team is travelling out of a common airport (i.e. primarily Youth and Junior teams), Athletics Canada will arrange for national team staging to take place. This provides the team with an opportunity to come together prior to departing for an event. The Team Manager plays a key role during team staging. Wherever possible, a member of the Athletics Canada national team staff will attend staging to ensure all questions are answered and any issues are addressed.

Where possible, the team manager should be one of the first people to arrive in order to make any last minute arrangements with the team staging hotel and to greet athletes/staff members at the airport or hotel.

While the Head Coach should lead any team meetings that may be organized during staging, the Team Manager should be available to answer questions or provide logistical information.

Other responsibilities of the Team Manager during staging include:

- Collecting completed personal/medical/waiver forms that were not submitted
- Distributing/exchanging uniforms
- Finalizing arrangements for meeting rooms, meals, airport shuttles, etc. at staging hotel

Team staging plans will be communicated as soon as possible to the staff and then athletes on the team. Any input regarding staging plans should be directed to the national team office.



FINANCIAL CONSIDERATIONS FOR TEAM MANAGERS

The Manager is responsible for all financial records and is required to report all transactions carried out on behalf of the team.

Cash Advances

For each national team event, a cash advance will be provided to the Team Manager prior to departure. A cheque will be prepared ahead of time and made out in the name of the Team Manager, who will then be able to cash the cheque in his/her personal bank account and withdraw it as needed. A cash advance is typically \$500 to \$1000 CDN. Should the Team Manager feel that more is necessary, he/she is asked to contact the national team office staff as soon as possible.

It is recommended that most of the advance (\$300) of the cash advance be withdrawn prior to departure and converted to the local currency. Therefore, the Team Manager will have local currency money in his/her pocket upon arrival at the airport. The remainder of the advance can be withdrawn as required from local ATM outlets (if possible). Bank charges can be reclaimed as part of the advance reconciliation. Where possible, the team manager should prepare a budget for the cash advance ahead of time. The budget should typically include items such as per diems (if applicable), special ground transportation needs (buses, taxis, and emergencies), appeals, supplies, excess luggage charges, protocol gifts, and other miscellaneous contingency items.

Cash advances must be reconciled and submitted to the National Head office within 21 days of having returned from the event. Please include all original receipts and an overview of how the funds were spent.

TEAM NEWSLETTER

In conjunction with the national office staff, the team manager is responsible for preparing the team newsletter which will be distributed to all team members once team selection has been finalized. The national office has a template that can be used but as much information as possible can be added to the template. The final version of the team newsletter will be sent out by the national office and posted on the event's webpage.

TEAM MANAGER'S KIT

The national office is responsible for preparing a Team Manager's Kit which will be provided to the National Team Manager prior to departure (where possible). Some items for the kit can be sent or downloaded electronically while others must be provided in hard copy. Please review each item within your kit and notify the national office staff if anything is missing.

In the event that you must purchase an item on-site, please utilize the cash advance. On all teams, please keep in mind that there is a budget – especially relevant on self-funded teams. Use common sense when purchasing items and only do so if absolutely necessary. If you have any questions about a team's budget, please approach your contact at the national office.

The following items will be included in the Team Manager's Kit (where applicable):



Web Based Materials

1. One copy each of the following:
Athletics Canada National Team Athlete Manual
Athletics Canada National Team Staff Manual
Athletics Canada Manager's Manual
Athletics Canada Member Conduct Policy
Athletics Canada Member Conduct Policy Waiver

General Supplies

1. Protocol Gifts (see below for more details)*
2. National team uniforms*
3. Set of Canadian Flags*
4. Pins (AC Logo and NT)
5. IAAF Rules Handbook*
6. Blank copies of Athletics Canada letterhead; envelopes; labels, etc.*
7. Thank-you cards*
8. Converters for electrical outlets*
9. Felt Markers, highlighters, masking tape, pins, tacks, stapler, scissors, sewing kit, post-it notes, box of pens, etc.*

Material provided in a hard copy format

1. Copies of completed team member medical questionnaires*
2. Copies of completed team member personal information sheets*
3. Signed copies of Member Conduct Policy Waiver*
4. Copies of the Final Entries
5. Copies of signed contracts (hotels, car rentals, etc.)
6. Blank copies of the insurance company's "Athletic Accident Claim Form" and Policy
7. Press kits (if applicable)
8. Excess Baggage Letter (upon request from the Team Manager, if necessary)

Material provided in electronic format (i.e. sent to managers via email)

1. Team logistics spreadsheet – including contact information, travel details, rooming lists, etc.
2. E-Tickets for all team members
3. Team captain voter ballots

All items marked with (*) are to be returned to the national office within 21 days of returning from an event (unused protocol gifts, pins, flags, cards, etc. should also be returned). Shipping costs for returning these items will be covered by Athletics Canada.

PRIVACY POLICY

Please ensure that the Athletics Canada Privacy Policy is taken into consideration, especially with regard to medical or personal information that has been provided by the team members. Further details on our Privacy Policy are available here: <http://athletics.ca/privacy-policy/>.



NATIONAL TEAM UNIFORMS

The Team Manager should make themselves very familiar with the uniform policies of Athletics Canada prior to departure. If you have any feedback concerning this, please don't hesitate to ask your national office contact person.

Uniform Delivery Methods

Annually, Athletics Canada National Team staff decides on the best uniform delivery method based on one method (or a combination of methods). Availability of uniforms, timing between athlete selection and athlete departure, and proximity (i.e. within driving distance) to the national office, play a role in determining the best delivery method. The best solution is to do face-to-face delivery to each athlete ahead of time, prior to departure, typically at a trials/selection meet, national championships or national team staging. When this is not possible, and usually for smaller teams where there are no trials, uniforms sizing is done through a form that team members fill in and submit to the national office. The uniforms are then individually mailed to the team members. In these cases, reasonable slush of uniforms is sent along with team staff for exchanges on-site at the event where possible. The third uniform delivery option is to hand out uniforms on-site at the event by Team Manager. Again, sizing is done ahead of time, then the uniforms are individually pre-packaged and sent along with team staff (or shipped separately) to be delivered to team members on-site at the event; reasonable slush of uniforms to be sent along with team staff for exchanges on-site at the event where possible.

Packing Priority

In most cases, uniforms are individually pre-packaged by the national office based on the completed sizing forms submitted by team members. In general, the uniform packages are filled in the following priority order: 1) Athlete extreme sizes 2) All remaining athletes 3) Staff extreme sizes 4) All remaining staff.

Uniform Exchanges and Alterations

As outlined in the National Team Athletes and Staff Manuals, each team member is entitled to one set of Athletics Canada uniform per calendar year. As indicated above, the Team Manager will be provided with some exchange items which are to be handed as soon as possible. The Team Manager should keep a detailed log of which items were exchanged. Worn items cannot be returned.

Team Managers should remind athletes during the first team meeting that they will not receive a second uniform set during that calendar year and should therefore not trade any uniform items in the event that they are expecting to qualify for another team. If an athlete does trade or lose his/her uniform, Athletics Canada may charge that athlete to obtain a second uniform if required.

Wherever possible, uniform items should not be altered. In the case that alterations are necessary, please take caution to not drastically alter the design of the uniform or in any way obstruct the Nike logo or the Canada flag.



Brand Awareness and Bib Placement

Nike is Athletics Canada's uniform sponsor and therefore extra care should be taken when representing Athletics Canada at events. Nike or non-branded clothing should be worn while travelling to/from events, at accommodations, training tracks and especially at the venue. Team Managers should be aware of this policy and be prepared to enforce it on-site (primarily at any of the "A" team events where Nike representatives could be present).



Sanctions can be levied to athletes who cover the Canada flag or Nike Swoosh

During competition, Team Managers should ensure that an athlete's bib number does not obstruct the Nike logo or the Canada flag as per the illustration on the left.

Team Managers are encouraged to bring safety pins to the competition site in case athletes lose theirs or are not provided with sufficient pins from the organizing committee. In addition, it is recommended to **remind** athletes to bring their competition gear and shoes with them to the track.

TEAM CAPTAINS

At the first team meeting, the team manager is responsible for coordinating the Team Captains election process. All athletes have the right to elect their team captains. One (1) male and one (1) female athlete are elected as Team Captains for the duration of each National Team event. Generally, Team Captains are selected using the following process:

1. As a group, the athletes will nominate fellow team members to act as their Team Captains
2. Nominated athletes will be asked to accept or reject their nomination



3. Athletes who have accepted their nomination will be given the chance to say a few words to the team.
4. All athletes will be given a Team Captain voter ballot by the Team Manager. Generally, athletes will only vote for nominated athletes of the same sex.
5. The Team Manager and a non-nominated athlete will count the votes and the two team Captains will be announced. In the case of a tie, the athlete with the greatest seniority will be selected.

The term of office of Team Captains ends at the completion of each competition. Additional responsibilities include flag bearing for all functions (unless determined by a third party e.g. at the Olympic, Paralympic or Commonwealth Games) for the duration of the event and accepting grievances from athletes and resolving matters through the team staff.

Team Captains may attend all staff meetings if deemed necessary. The primary responsibilities of the Team Captain are to act as a liaison between the athletes and the team staff. If any issues arise concerning a technical matter, the team captain should bring it to the attention of the Head Coach immediately. Anything related to team behavior or logistics can be brought to the attention of the Team Manager.

REPORTING

- Team Managers are required to submit a report within 21 days of the completion of the event – this report should include specific details about the pre-event phase as well as during the event. Any issues or problems that arose should be thoroughly documented in the manager's report and brought to the attention of the national office immediately upon return (if not sooner).
- Assist where requested with the creation of a post-event fact sheet (as deemed necessary by the Head Coach or National Team staff).

TEAM PHOTO

Where a photographer or media attaché is not part of the team staff, it is the Team Manager's responsibility to ensure that at least one group team photo is taken, with all athletes and staff wearing the proper national team uniform (where requested, individual headshots of athletes may also be required). Photos can be emailed to the national office upon return or otherwise sent electronically with the remaining national team kit items.

MEDIA / COMMUNICATIONS

When attending an event where no official Athletics Canada communications staff is present, the Team Manager will be responsible for providing communications assistance in the following areas:

- Fulfilling media requests / interviews
- Gathering and sending athlete quotes to AC communications staff
- Sending photos to AC communications staff
- Providing results to AC communications staff

Prior to the event a member of the Athletics Canada communications staff will be in touch to help you through this process and provide direction.



PROTOCOL GIFT GUIDELINES

Many people offer their services to the National Team program, especially prior to or on-site at an event. It is customary to exchange or provide gifts to those who have gone above and beyond to help the Canadian team. The Team Manager is responsible for this area and will work closely with the National Head Office in determining protocol gift needs ahead of time. Some items (AC logo'd items and National Team gear) will be provided by the National Head Office; however, all remaining purchased items should be purchased by the Team Manager ahead of time with the cash advance.

The below table provides a recommended outline for the distribution of protocol gifts. Again, common sense should be used when distributing these items and team budgets should be kept in consideration.

Category Items	Intended Recipient	Senior "A" Teams with a major camp	Large Teams	Small Teams
Executive Items (preferably AC logo'd) - Nike/AC watch, leather portfolio, briefcase, nice AC pen, Canadian ice wine, soapstone carving - athlete signed t-shirt, flag	Local politicians, ambassadors, host national federation senior staff, host meeting directors, executive managers of host training camp facilities, etc.	3-4 Items	1-2 Items	0-1 Item
Large Sports Items - Sweat suits - Track Suits - Large Team bags, briefcase	In addition to those listed above, include key senior individuals that provided significant assistance to the team, attachés, etc.	3-4 items	1-2 Items	1-2 Items
Small Sports Items - Golf Shirts - Nike t-shirts - Nike Baseball caps	In addition to those listed above, include drivers, junior staff among host organizers, other meet/village volunteers	5-10 Items	3-5 Items	1-3 Items
Small Canadian / AC Items - Pens - CAN picture books - other "Canadiana" items	Any persons not listed above	2-5 Items	2-5 Items	2-3 Items
Total Potential Items		13-23 Items	7-14 Items	4-8 Items
Estimated cost of purchased (non AC provided) items		\$200	\$100-\$200	\$25-\$100

AC and National Team Pins

Included in the Manager's Kit will be sets of Athletics Canada and national team pins. These pins are to be distributed at the first team meeting. Each team members is to receive one (1) AC pin and one (1)



national team pin. The team manager will be provided with additional pins to be used at his/her discretion as thank-you gifts. Any unused pins should be returned to the AC office.

INSURANCE

Athletics Canada has an excess medical insurance policy through BFL Canada Insurance for all athletes and staff participating on a national team. If an athlete or staff member requires medical treatment above and beyond what the Athletics Canada medical staff or the host organizing committee's medical staff can provide (i.e. requires a visit to a hospital), the Team Manager should ensure that the below process is followed. Insurance claim forms are included in the Team Manager's Kit.

Since the insurance policy is an excess medical policy only, the team member in question will need to first submit receipts/hospital reports/doctor notes/etc. through their personal and/or provincial insurance first. If neither of those covers the expenses, then a claim can be submitted through AC's insurance.

As the Team Manager, you should ensure that the claim form is properly completed by the attending physician. Please thoroughly read the insurance policy that is included in your manager's kit.

Important Points to Remember When Completing A Claim:

1. Athletics Canada must receive notice of your accident within 30 days of the accident date, and receive claim documentation within 90 days.
2. ALL claims must be submitted with itemized statements and paid receipts (originals are required if there is no other coverage available), which include:
 - patient's name
 - type of purchase or service
 - date of each purchase or service
 - amount charged for each purchase or service
3. A physician statement confirming diagnosis and recommended treatments is required if you are claiming other dental or ambulance expense.
4. Only claims in excess of the deductible, specified in your plan details, will be considered for payment up to your maximum benefits.
5. Expenses eligible under any other health care plan(s) must be submitted to that plan(s). Your sports accident policy will pay only the amount of expenses that are not eligible with any other insurer.

QUESTIONS?

If you have any questions about your responsibilities as Team Manager or have any feedback on this Manager's Manual, please address them to your national office contact.