

BOLAND BOWLS

GUIDELINES FOR TEAM MANAGERS

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1. Explanation of terms

In the context of Inter-District Championship each district is represented by two teams of four players, jointly constituting a **side**. The manager should therefore be known as the **side manager**, but the term **team manager** (TM) is the generally accepted term and is therefore used in this document.

The words **he**, **his** and **him** should be read as referring to both genders.

2. Legal standing

The *Laws of the Sport of Bowls* make no mention of the title **team manager** or **side manager** although, in practice, the TM is expected to carry out a wide range of duties, also during and in respect of the Inter-District Championship. However, in several of the laws reference is made to the side's **coach**, for example:

Law 5.2: The **coaches** in a side game must toss a coin to determine which side will place the jack and deliver the first bowl;

Law 8.1: The umpire must advise the **coach** that a warning has been given regarding a foot fault;

Law 44 deals with the right of the **coach** to give advice to a player in his side during the course of play;

Law 52.4.2: A challenge can be lodged by the **coach** in a side game.

These duties and rights are normally associated with team managers and it is therefore important that the Executive Committee should not only appoint a person as the team manager, but as both team manager and coach. This should be done in writing to enable the TM to prove that he has indeed been appointed as coach in the unlikely event that his authority to carry out the duties mentioned above is challenged.

3. Appointment of team manager

The TM should be appointed as early as possible, even before the selection of the teams to represent Boland Bowls at the Inter-District Tournament is finalised. This will enable him to familiarise himself with selected players and to assist the selectors to finalise the selection process during the pre-Inter-District practice games that are currently played against Western Province.

The TM should ideally be a person with experience of Inter-district tournaments, he should be a competent bowler who must be able to replace one of the members of the side, he must know the laws of the sport of bowls and he must be skilled in people management.

4. Planning

The TM must envisage the chronological step by step process of preparing for the Inter-Districts, the Championship itself and the debriefing and to plan and execute the various steps.

5. Details of side members

The TM must obtain the following information from each of the players as soon as the members of the side have been selected:

- Telephone number;
- Email address or, if a player does not have an email facility, the email address of someone who can pass email messages on to him;
- Full names as they appear on his ID;
- ID number or date of birth;
- BSA number;
- Bank details for electronic fund transfers.

6. Communication

The TM should pass all the relevant information regarding the forthcoming tournament that comes to his attention, on to the players.

7. Taking charge of the side

The final selection of the sides usually takes place after the first practice game against Western Province in December. As soon as the selection process has been completed, the TM must take charge of the side. His first communication with the players should include the following points:

- Congratulations on being selected;
- Inform the new members where they can obtain their Boland shirts and windbreakers;
- Inform the members where and when the next practice game against WP will take place and at what time they must arrive. They should arrive in time for a team talk and there should be enough time for a few warm up rolls before the start of the first match. Be specific regarding times and meeting places.
- Inform the members whether they must wear Boland or ordinary white shirts and of the arrangement for food and tea at the practice game;
- Another meeting should be held after the day's play for the discussion of the day's play and to allow the players to ask questions. Any arrangements that have not yet been transmitted to the players should also be discussed since this is the last opportunity for a meeting before the side travels to the Inter-District Championship.
- Impress upon the players the need to become physically fit before the Championship.

8. Stickers

The TM must obtain a sufficient number of bowl stickers from the Boland Treasurer and ensure that each player receives a set.

9. Accommodation

The accommodation arrangements should be made as early as possible, even before the final selection of the players in order to ensure that the most suitable accommodation is secured before it is taken by another district. The TM must make the arrangements unless the task is carried out by Exco. The first step is to determine at which clubs in the host district the Inter-District Tournament will take place and which club will be the headquarters. Find the name and contact details of the secretary of the headquarters club on the internet and find out from him/her which accommodation establishments are recommended by the club. Also send an email to the tourism bureau for that area and ask for a list of the accommodation establishments. Websites such as www.booking.com, www.lekkeslaap.co.za, www.safarinow.com and www.wheretostay.co.za can also be visited.

The accommodation establishment that is used should be as close as possible to the clubs where play

will take place to avoid spending a lot of time travelling to and from the club, especially in the bigger cities. It is preferable to find separate accommodation for the men and the ladies, since it is much more difficult to find suitable accommodation for 18 than for nine persons. The accommodation should be of the self-catering variety and there must be a place where the side can meet and have their meals together in the evenings.

The TM should allocate the sleeping accommodation. There are usually one or two players in the side who are heavy snorers. If possible, they should sleep separately from the other players since a snorer can deprive the other players of much needed sleep. This may seem to be a trivial matter, but sleep loss can cost a side the Championship.

10. Travelling arrangements

If the side travels by car to the Inter-Districts, the team manager must, in consultations with the players, decide whose cars will be used, who will travel in each car and the time and place of departure.

The air travel arrangements will be made by Exco, but if it is to be done by the TM, the following should be borne in mind:

- On a website such as Travelstart, find the cheapest flights to and from the destination. This should be done as early as possible in order to secure the best deals.
- Some airlines, notably Kulula, will treat the booking as a sports group and will therefore allow sports equipment, in our case a bowls bag, to be booked into the hold along with each player's luggage bag. This airline also allows one free ticket for every 15 players, therefore the booking for the men and ladies should be done together.
- After arriving at the destination there must be sufficient time for the side to visit the club where the first day's play will take place to allow the players to practice on the specified green.

Approximately two weeks before the departure date the names of the players and team manager must be sent to the airline. The airline will then issue a ticket receipt in respect of each person for both flights. The players must be informed to meet at the departure desk of the airline two hours before departure time and each player must be handed his ticket receipt. Do not hand out the ticket receipts of the return flight, since some of the players will inevitably mislay their receipts.

The players must produce their IDs when they check in.

11. Car hire

If the hire of rental cars to be used during the week of the Inter-District Tournament is not done by Exco, it must be done by the TM. An internet search will provide the name of the company with the most affordable cars, but bear in mind that the head-offices of some of these companies are in Europe.

Because of the limited budget, there is no alternative but to do the bookings at the lowest possible rate with the result that no funds are available to take out insurance to cover excess payments in the case of damage to a car. This can result in substantial expenditure if a car is involved in an accident. The TM should notify Exco of this situation in order to indemnify himself against any blame.

One of the hired cars must be big enough for five persons and their luggage. It is therefore important to

impress upon the players the necessity to keep their luggage bags as small as possible and to use only soft sports bags for this purpose. There is no need to take along more than two bowls in order that the bowls bag can also be used for some of the luggage.

The TM must allocate a driver for each of the hired cars. The drivers must produce their driver's licences and a credit card each. The deposit for the cars will be paid in advance by the Treasurer of Boland Bowls as a loan to the two drivers. Any balance must be refunded to Boland Bowls but the cost of any damage to the cars will be taken from the credit cards. The TM must ensure that these costs are refunded to the drivers by Boland's Treasurer.

12. Budget and financial arrangements

Each side is allocated a fixed budget and it is the duty of the TM to ensure that the total expenses of the side remain within the limits of the budget. The cost of all bookings done by him must remain within the confines of the allocated amounts.

The budget makes provision for a meals allowance payable to each player and green fees. Unless there are savings on any of the other expenditure items, this meals allowance is the only buffer that can be used in case the budget is exceeded. The TM should therefore come to an agreement with his players that the available balance of the meals allowance will only be paid to them at the end of the week. The meals allowance, green fees and the rest of the unspent budget are paid to the TM by the Treasurer of Boland Bowls before the commencement of the Inter-District Championship. From this amount the TM must pay the green fees and buy the daily tea, sandwiches and meal tickets for and keep a record of the money spent in respect of each player. At the end of the week the allocated meal allowance minus the cost of the daily meals tickets is then paid to the individual players. It is convenient to do this by means of electronic fund transfers.

The TM must ensure that he has sufficient cash to pay for the meals and other incidental expenses.

13. Directions to the clubs

It is essential that at least the TM, and preferably also the drivers of the cars, know exactly how to get from the place of accommodation to all the clubs (and back). Once the booking of the accommodation has been finalised, ask the secretary of the host club to supply directions to and from the various clubs on suburban streets that will possibly be quicker than using the main roads. If the TM or any of the players has a GPS, take it along. The TM should use Google Earth to familiarise himself with the position of the clubs and the routes that will be followed.

14. Managers' meeting

A meeting of all the managers is held on the afternoon (usually at 17:00) before the commencement of the tournament. At this meeting the arrangements for the tournament are transmitted to the managers and discussed. A program for each side member is handed out, as well as the name cards of the districts for the flip-type score boards.

15. Side meeting

Every day after play the TM must hold a meeting with the players. The most important meeting is the one to be held the evening before the commencement of the Championship. The following is an exam-

ple of the agenda:

1. Feedback from managers' meeting;
2. Conditions of play. (Rules applicable to the tournament in addition to the Laws of Bowls.);
3. Scoring. (Score card / score board / flip board);
4. Allocation of greens and rinks;
5. Departure time to the club;
6. Players to be in possession of their BSA cards;
7. The TM must obtain and record the information for the purchase of food and tea tickets for the players;
8. Practice rolls before play commences;
9. Toss. Take the mat?
10. Duties of Leads and Seconds (getting bowls in the head);
11. Thirds to stay aware of the other team's progress;
12. No kicking of bowls before the Thirds have agreed on the score;
13. Avoid talkative opponents;
14. Rating of players and feed-back interviews after the tournament;
15. Arrangement for evening meals;
16. Appointment of a fines master;
17. Good wishes to the players.

Some of the items on the list are general knowledge among experienced players, but it is good practice to repeat them. The players should also be asked to limit their drinking in the evenings since anything that can affect the performance of a player becomes more pronounced as the week progresses.

At the meetings in the evenings after play, the side should review the positive and negative aspects of the day's play. The TM must obtain a copy of the overall results of the sides in the section and share the information with the players. This exercise becomes more important as the week progresses so that the players can know what is expected to reach first or second place in the section. Arrangements for the next day must be discussed.

The TM must always be positive and motivate and support the players. If he detects a problem experienced by a specific player, he should have a private meeting with him to find a solution.

It is a good practice to have a fines master who can provide some fun at the conclusion of the daily meetings.

16. Team declaration form

A team declaration form for each match will be included in the package handed to the TMs at the managers' meeting. The TM must hand in the completed form to the tournament official at the club where the day's play will take place at least 30 minutes before the start of play. The form for the next morning's game should be completed in the evening and the form for the afternoon game should be handed in before the TM takes his lunch.

The names of the players in their respective positions, their BSA numbers and the rink on which each team will play must be filled in on the declaration form. The TM must be registered as reserve. The play-

ers must agree in advance which of the teams will be Team A and Team B respectively. This allocation can be changed any time during the week.

17. Before start of play

Subject to the consent of the Controlling Body, the players are allowed to roll warm-up bowls before the start of every match in the opposite direction of the expected play. No target, such as a jack, may be used.

The TM must insert the Boland name plates in the flip scoreboards.

The TM and the manager of the opposing side must toss a coin to determine which side plays first. If it has been agreed beforehand, the mat can be given to the opposing side if the TM wins the toss.

The TM must introduce himself to the umpire in order to ensure that the umpire is aware that he is the manager/coach of the side.

18. During play

In terms of Law 44 the manager/coach can give advice to a player during play, subject to compliance with the conditions stipulated in the said Law. The TM should convey his advice to the Skip of the team and not directly to the player.

Before or during the final end of a set or match, the outcome may depend on the choice of a particular shot, for example to ensure the winning or bonus point by sacrificing a better aggregate. The TM can then intervene to ensure that the skip understands the situation. Cognisance must be taken of Law 44.3.

If the TM is of the opinion that play should be stopped due to darkness or inclement weather at the request of or after consultation with the Skips of his side, he should immediately appeal to the umpire or a representative of the Controlling Body who is present.

The TM must carefully watch the performance of the players in his side and make notes or use a rating system to enable him to report on the performance of each player at the conclusion of the tournament. (This information should be supplemented by means of regular discussions with the Skips about the performance of their team members.)

The TM should applaud good shots (also by the opposing side) and encourage and support his players.

19. After play

The TM should congratulate his players on a win and encourage them when they lose. He should also acknowledge the manager of the opposing side and show him the necessary courtesy.

A Player of the Match must be identified from each of the two matches. Those players' names will be added to the names nominated by the other sides to stand a chance of being named as the Player of the Tournament. The two opposing TMs must agree on the players to be nominated. This exercise should preferably be completed before the conclusion of the matches.

The TM must remove the Boland name plates from the flip score board.

20. Unacceptable play or behaviour

A situation that should be handled with great care, is when a player is off form and performs badly. When this happens, the TM should arrange a meeting between himself, the player and his Skip and discuss the situation. If the performance of the player does not improve, another meeting should be held after the next game. The TM then has the right to take the place of the player or to change the positions of some of the players in the team. Whatever the decision, it must be acceptable to the Skip and as soon as possible conveyed to the other players in the side.

Taking action in the case of unacceptable behaviour by a player is just as difficult and should be carried out with much sensitivity. Nevertheless, it is the duty of the TM to take action when a player behaves in a way that is detrimental to the good image and standing of his district and /or damages the good relations in and the performance of the side. If a stern warning by the TM in the presence of the offending player's Skip does not produce the desired effect, the player can, as a last resort, be sent home and replaced by the TM.

21. Manager's report and feedback to players

At the conclusion of the Championship the TM must complete a prescribed form to report on various aspects of the tournament, including the performance and behaviour of each of the players. The TM should start working on this report during the course of the tournament in order to have the rating of the players ready at the conclusion of the tournament. The rating of the players should be done in consultation with the respective Skips. The TM must, before the players disperse after the tournament, arrange a meeting with each of the players to inform them of their rating. The Skip should attend the interview.

The feedback interview should be handled with the necessary sensitivity, but must be honest. The TM must have collected sufficient information from his observance of the player during the week in order to be able to substantiate any negative comments. For a player who did not perform well, the main benefit of such a feed-back interview is to make him aware of his shortcomings and advise him on ways to overcome those shortcomings. The player should leave the interview session with a positive feeling and sincere intentions to work on his shortcomings. The players who performed well should be complimented and encouraged to continue practicing and improving their play.

A good way to start a feed-back interview is to first explain the purpose thereof and then to ask the player to tell you how he would rate his own performance during the week. At the end of the interview the TM's report dealing with that player's performance must be read to him.

22. Going home

The TM must inform the players of the travelling arrangements back home and at what time the flight will land in Cape Town. He must ensure that all the arrangements for the return trip of the players are in place.

23. Manager's report

After the Championship the TM must finalise his report and send it to the Secretary of Boland Bowls for

distribution to the members of Exco and the selectors. He may be required to attend a debriefing session with Exco and the selectors.
