



## COACH MANAGER APPOINTMENT POLICY

Any appointment procedure in sport has to be transparent so that applicants, officials, members, media and other interested parties can accept that the appointment of officials such as the coach, manager, and others is procedurally, fair, equitable and consistent.

### ***Background***

In the past the process used has involved seeking nominations through approaches to clubs by way of the internet, e-mail and fax. Appointments by the Board have subsequently been made from those nominations/applications on the basis recommendations from some form of sub-committee that was usually overseen by the MRU CEO.

### **Recruitment Selection and Appointment Policy**

The key objective of the revised policy Manawatu Rugby Football Union is to recruit the most suitable and competent person through an open and transparent recruitment, selection and appointment process.

The purpose of the Policy is to establish:

- which coaches have to be appointed;
- the process to be followed;
- who should be involved;
- what is the most relevant timing;
- what should be the term of appointment;

### ***Which officials have to be appointed?***

All positions for Manawatu representative teams shall be formally ratified by MRU Board following a selection process that is based on merit and that normally would involve an appointment panel of persons that are suitably qualified and experienced to do the job. The MRU Board, in the absence of any procedural concerns, would confirm the appointments recommended by the relevant selection panel.

### ***The process to be followed***

All positions must be advertised and applied for in writing, except in exceptional circumstances (e.g. the ill-health of the coach on the eve of a team's departure).

The appointment of the Head Coach of a team, a high profile position, is now of most significance to MRU. At "All Black" level and in other elite sports such as Netball and Rugby League the Head Coach is held accountable for the performance of the team, both on and off the field. The Head Coach will also be involved in the subsequent appointment of her/his management team. Therefore the greatest emphasis will be on the selection of the Head Coach.

The selection and appointment process will proceed as outlined in Chart Two and includes a formal interview for short-listed candidates. This step provides an opportunity for the candidates to make personal statements to the relevant MRU approved appointment panel on their philosophy of coaching and their approach to team and player development. The panel, which would normally comprise no more than four (4) people with at least one member from outside rugby, but within the sphere of elite athletic/sport parameters (e.g. Manawatu Hockey Head Coach, etc). The panel will also include at least one person of the same gender as the applicant(s). However, there will be no absolute requirement for a Board member to be a member of the panel.

Once the panel has completed the selection process, the Chair of the panel recommends an appointee to the Board. The Board would then have the power to clarify, accept or reject the recommendation. The Board would intervene in the confirmation process only if it was established after due consideration of the relevant documentation, and the completion of such other inquiries it was deemed to be necessary, that the appointment process was flawed. Once the selection is confirmed, the appointee would be required to sign a contract that includes a performance clause. Should the Board resolve to reject the recommendation from the appointment panel, the reasons for that decision must be given in writing to the Chair of the relevant panel, via the MRU's CEO. The unsuccessful candidates would be advised in writing and the successful candidate's appointment would be announced.

He/she would then be involved (but not as Chairperson) in the appointment process for the other positions which may be required (e.g. the assistant coach, manager – except for the Turbos that is currently the Director of Rugby[DOR], physiotherapist, etc). In consultation with the Manawatu DoR or CEO, panels comprising suitably qualified persons with appropriate expertise will be appointed. The selection process applied would be the same as outlined for the Head Coach. However, the composition of the appointment panel could be adjusted for, say, a junior team or as may be required by the number of applicants or, the particular position to be filled, (e.g a team Physio may be the sole applicant). In these cases the independent member of the panel may be dispensed with.

### ***Responsibility and accountability***

All contracts for coaching positions must include a performance clause that requires the Head Coach to be accountable if the performance targets set for his/her team are not met. The level of responsibility and the accountability must be clarified and confirmed in writing for each position so that the MRU Board can, as appropriate, examine and address issues while retaining the ability to hold the Coach accountable.

The Coach will be responsible for the conduct of individual players, the conduct and performance of the team and through the DoR for reporting regularly to the MRU Board. In matters of finance the Head Coach must alert the Board to any concerns. However, the Manager will be directly responsible to the Board for all financial matters through the CEO of the MRU.

### *Managers*

Applicants for this position will be required to formally apply. Short-listed applicants will be required to explain and justify their approach to management to a panel that must include the Head Coach and at least one representative approved by the CEO of the MRU.

The selection process will be the same as for the selection of the Head Coach, but may involve a smaller panel. Again, once the candidate is recommended to the Board they may clarify, accept or reject the recommendation. Should the Board resolve to reject the recommendation, the reason for that decision must be given in writing to the Chair of the relevant appointment panel, via the CEO.

### **Conclusion**

This policy aims to provide a procedurally fair, consistent and transparent selection and appointment process, that is published and made known to all applicants. While this policy may not remove the frustration and disappointment of those who are unsuccessful, The Board believes that by proceeding in this way the MRU is demonstrating its commitment to sound, fair, consistent and transparent policies and procedures.

Refer to Tables 1 and 2 for details of the policy and procedures to be used.

**Manawatu Rugby Union Board**

**Table 1: Appointments Procedure**

<b>Position</b>	<b>Method of Advertising</b>	<b>Method of Application</b>	<b>Method of Appointment</b>	<b>Specific Qualifications</b>	<b>Term of Appointment</b>
Air NZ Cup Mens Head Coach	CEO Notice Personal Approach Website & CEO Notices Talent ID programme Local media National Press	Application – endorsement Personal CV	Panel appointed by MRU Board. MRU CEO to facilitate panel. Shortlist Interview Recommend to Board for SO (Head Coach to be part of A/Coach/Management panel)	Knowledge/ Experience Preferably NZRFU Coaching Certificate/Massey University	Men – up to 3 years.
Air NZ Cup Management Assistant Coach Manager Assistant Manager Trainer physio/Medical support	CEO Notice Personal Approach Talent ID programme Website & CEO Notices	Application –endorsement Personal CV	Panel appointed by MRU Board. MRU CEO to facilitate panel. Shortlist Interview Recommend to Board for SO	Knowledge Admin. Experience	Between 1 and 3 seasons. All teams will run alongside the Head Coach. The change of a HC may cause the re-advertising of position(s) in the interests of new management relationships.
Head Coaches Womens NPC Mens 'B' Colts U 20 U 18 U 16 Secondary school Girls	CEO Notice Talent ID programme Personal Approach Website & CEO Notice Local Press (if considered warranted)	Application- endorsement Personal CV	Panel appointed by MRU Board. MRU CEO to facilitate panel. Shortlist Interview – if required Recommend to Board for SO	Coaching Experience Level I MRU (minimum) Principles Rugby NZRFU Advanced Coaching Course IRANZ Coaching Course NZRFU/Massey University Certificate in Coaching (Rugby)	Annually
Management support Assistant Coach Manager Assistant Manager Trainer physio/Medical Women's NPC Men's 'B' Colts U 20 U 18 U 16 Secondary school Girls	CEO Notice Talent ID programme Personal Approach Website & CEO Notice	Application- endorsement Personal CV	Panel appointed by MRU Board. MRU CEO to facilitate panel. Shortlist Interview – if required Recommend to Board for SO	Specific Knowledge of Management Area Admin. Experience Compatibility	Annually
Saturday Morning Coaches U 11 U13 Closed U13 Open  Support Management as required	CEO Notice Talent ID programme Personal Approach Website & CEO Notice Local Press- Evening Standard	Application- endorsement Personal CV	Panel appointed by MRU Board. MRU CEO to facilitate panel. Short list Interview –if required Recommend to Board for SO	Coaching Experience Enthusiasm Compatibility	Annually

**Table 2: Matrix to be established for all positions.**

<b>Position</b>	<b>Method of Advertising</b>	<b>Specific Job Description</b>	<b>Skills Required</b>	<b>Qualifications required</b>	<b>Appointment Process</b>
Head Coach: Men's Air NZ Cup	CEO Notice Personal Approach Website & CEO Notice Talent ID programme Rugby Weekly National Dailies Evening Standard	Goals Specific tasks <ul style="list-style-type: none"> <li>• Selection – when, where, number, etc.</li> <li>• Training Programme/Camps</li> <li>• Goals</li> <li>• Tours</li> <li>• Game plans</li> <li>• Reports required</li> </ul>	Coaching Experience Coaching Knowledge Communication Skill Instructional Ability Coaching Network Knowledge of player base	Coaching Experience Level 1 MRU (minimum) Principles Rugby NZRFU Advanced Coaching Course IRANZ Coaching Course NZRFU/Massey University Certificate in Coaching (Rugby)	Application <ul style="list-style-type: none"> <li>- CV</li> <li>- Referees</li> </ul> Panel appointed Shortlist Interview Recommend to Board for appointment
Head Coach: Under 20/ Colts Women's NPC Men's 'B'	CEO Notice Personal Approach Ad in Rugby Weekly Coaching Database Talent ID programme	Goals Specific tasks <ul style="list-style-type: none"> <li>• Selection – when, where, number, etc.</li> <li>• Training Programme</li> <li>• Game Plan</li> <li>• Reports required</li> </ul>	Coaching Experience Coaching Knowledge Communication Skill Teaching Ability Understanding of age group	As above	Application <ul style="list-style-type: none"> <li>- CV</li> <li>- Referees</li> </ul> Interview * Convenor of Panel to notify Board for endorsement
Assistant Coaches	CEO Notice Personal Approach Ad in Rugby Weekly Consultation with Head Coach Talent ID programme	Goals Specific tasks <ul style="list-style-type: none"> <li>• Assist with Selection – when, where, number, etc.</li> <li>• Complement Coach's Training Programme</li> <li>• Training Camps</li> <li>• Reports required</li> </ul>	Coaching Experience Coaching Knowledge Communication Skill Teaching Ability Understanding of age group (where applicable)  Ability to complement to Head Coach's skills	As above	Application <ul style="list-style-type: none"> <li>- CV</li> <li>- Referees</li> </ul> Interview - if required Convenor of Panel to notify Board for endorsement

<b>Position</b>	<b>Method of Advertising</b>	<b>Specific Job Description</b>	<b>Skills Required</b>	<b>Qualifications required</b>	<b>Appointment Process</b>
Manager/Assistant Manager	CEO Notice Personal Approach Knowledge of coaching staff	Goals Specific tasks <ul style="list-style-type: none"> <li>• Training Requirements</li> <li>• Team Match Day arrangements</li> <li>• Player Welfare</li> <li>• Reports required</li> </ul>	Communication Skill Organisation People Skills Understanding of age group Financial Nous	Personal experience Administration expertise Travel experience Human relations Common sense	Application <ul style="list-style-type: none"> <li>- CV</li> <li>- Referees</li> </ul> Interview Convenor of Panel to notify Board
Medical Support	Personal Approach	Strapping Management Injury Rehabilitation	Familiarity with game requirements	Professional Qualifications  Appropriate Sports experience	Application C V Interview
Age Grade Management  Under 16 - 18 Under 11 - 13	CEO Notice Personal Approach Identified from within Coaching Scheme /Schools and/ or from tournaments Talent ID Programme	Specific tasks <ul style="list-style-type: none"> <li>• Selection – when, where, number, etc.</li> <li>• Reports required</li> <li>• Tournament Management</li> </ul>	Coaching Experience Coaching Knowledge Understanding of age group	Personal experience. Common sense approach to discipline.	Application <ul style="list-style-type: none"> <li>- CV</li> <li>- Referees</li> </ul> Consultation

***POLICY INITIATED: AUGUST 2005***

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