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# III. Putting it into Practice

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### 3.a Club Event Management

Club event management refers to planning and coordination of a tournament, festival, camp or other event. It may include either one-off events or annual tournaments. Such events require careful planning and commitment from all involved and usually rely on volunteer contributions for their success. This chapter looks at the aspects required to successfully plan an event at your club.

#### *Planning and Managing a Club*

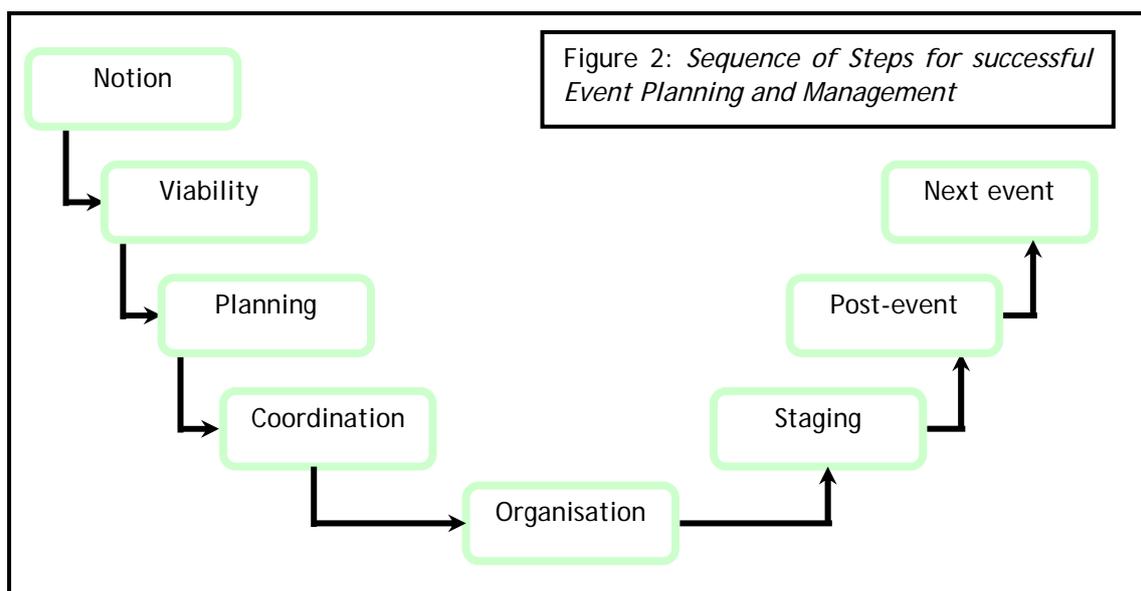
There are a number of reasons why your club chooses to host an event.

It may be to:

- increase membership by improved community awareness of your club
- raise funds
- improve chances of grant aid from local community/governing bodies
- attract new members by targeting certain groups e.g. more girls, more U11 players, more veterans
- ensure the facilities available at your club are preferred, or
- that it is your turn to hold the annual high school hockey championships

It is important that you are clear as to why the event is being held and who is to benefit. Although the procedure is the same, you will plan things differently and incorporate other aspects to meet the needs of the event.

There are a number of steps that need to be followed to ensure that your event will have the best possible outcome. Outlined in the following diagram, is the sequence of steps recommended.



*The notion of the event*

In order to begin you need to have the answers to a few questions:

- Why is the event happening?
- Who will be in charge of running the event?
- What is it for?
- What resources will be needed to run the event?
- Where and when will it be held?
- How will this event benefit your club?

Once you have discussed the questions listed above and compiled answers to the questions as a basis for an event plan you will be able to determine whether it will be a viable move to host the event. If the event is an annual event it is wise to start an event folder so that each year you can refer back to it and use it as an agenda and checklist for the next event.

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### *Viability*

The viability of the event will result from determining whether it is worthwhile to host the event, based on the reasons for the event and the availability of resources (human and financial). It is advisable to consider the following components before you make your final decision, rather than be hopeful that it all comes together in the end:

What **facilities and equipment** are available to host the event?

What are the **costs** associated (physical costs and time)?

What are the **objectives** for hosting the event?

Are there any **obstacles** that need to be addressed and overcome? Will the date(s) clash with any other event (exams, holidays, other public events)?

Is there enough **time** to plan the event and give participants and spectators notice to attend?

Having answered all these questions - a decision can be announced to the members of your club as well as other associations that may be involved, informing them that the ball is now in motion and that the date(s) can be confirmed.

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### *Planning*

This is possibly the most important stage of the event management process. Poor planning can lead to disastrous and embarrassing results for you and the club. This is the time to establish an Event Committee to facilitate the coordination of the event. The committee should be headed by an Events Manager or Coordinator who has the ultimate responsibility of overseeing the event and delegating tasks to the committee. This person needs to be well organised, flexible, work well under pressure, and be able to make decisions on the spot. It is necessary that he or she is reliable and has good communication skills.

The people that are appointed to the committee need to be committed from the time you start your first meeting to the end of the event. Ensure that they have the necessary skills and attributes as well as the time to dedicate to your event. The earlier that you appoint the committee the more time you will have to prepare for the big day(s).

Give each committee member clear guidelines regarding their role, responsibilities and reporting lines. It is also best to give an indication of the time requirements as soon as possible in order to avoid members withdrawing half way through or finding out that the times and dates clash with training nights or junior practices. This will give you time to either reschedule your dates or appoint a new committee member so as to not overload someone else with extra responsibilities.

Be realistic in your timelines and expectations. Consult all parties involved in the event to ensure that you are catering for their needs (especially if you have sponsors). If you have clearly defined objectives it will be easy to stay on track and foresee any problems that may arise. As most hockey clubs are self funded you will have an idea of the club's finances and whether it can support such an event. If any revenue is to be made it usually happens at the event. Be prepared to outlay some of your club savings in preparation for the event.

Prepare your budget from day one. List all costs that you expect to incur. This should include all administration costs, honoraria, t-shirts that you may supply to umpires, refreshments for volunteers, facility costs, leaflets printed to promote the event, awards and anything for which you would have to pay. Even if things are being donated you should include them, and later offset the cost under revenue.

If you don't have any direct revenue from grants, tournament fees, ticket entry or donations - you may still be able to acquire indirect revenue by holding raffles or running the concession stand.

It is also useful to provide for miscellaneous expenditure to allow for under budgeting or unexpected price increases. Usually 10-15% of the total budget should be allowed for contingencies or miscellaneous items. If the project appears to be running over budget - you need to assess whether the club can afford to cover the excess costs. If this decision has to be made it is best to do it early in the planning process in order to try and secure extra funds through donations or sponsorship. If the event has to be cancelled or postponed to a later date - this is best done sooner than later to prevent more expenditure and to give people enough notice to make the necessary cancellation arrangements.

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### *Coordination*

Once you have established your Event Working Committee they can easily be categorised under 3 headings:

- Operations
- Special Events
- Communications

Each committee should be responsible for recruiting volunteers to assist with their task. Each of the volunteers on the committees should be given a description of the tasks according to the particular group that they are assigned to. Task lists along with action plans should also be prepared, so that everyone knows what needs to be done, who is responsible for the task, what the deadlines are and which resources are required to complete each task. The event manager should have a complete list

of all duties and responsibilities as a checklist to ensure that everything is going according to plan. This list can be checked and revised at all committee meetings and can also be used as the agenda during the meetings.

### 1. The Operations Team

The *operations* team is by far the biggest. This group has the responsibility of overseeing:

- the venue and its set-up
- transportation
- arranging accommodation for teams
- facilities and equipment

The venue is the most demanding as it needs to be set up prior to the participants' arrival, maintained for the duration of the event and then taken down at the end. If the event is more than a day, it may require setting up and taking down each day depending on the venue and its security.

It is useful to appoint a venue manager who is responsible for ensuring that the facility is set up and maintained correctly. The volunteers helping out at the facility would report to the venue manager to determine what task needs to be completed. The venue manager would see to any problem that may arise during the event. The number of volunteers that you would need to assist you is dependent upon the size of the event. It can be a long day at the field if you have to be there early to set up and then wait until everyone has left to start taking it all down again. Hence it may be worthwhile having a "set up" group of volunteers who stay for half of the day and who are then relieved by another group who stay to help with the taking down of equipment.

If it is a tournament that you are organising, then you must cater for the teams, the umpires, ball boys and ball girls, VIPs or delegates and the technical bench (if you choose to have one). It is important to ensure that there is sufficient water at the benches for the players and umpires, that there are tents to provide shade or shelter, that there is a scoreboard, stopwatches and any other requirements which the technical table may have. Prior to the event, contact the umpires and technical delegates in order to ensure that they will have everything that they need on the day. This can be put together ahead of time and labelled as the technical box, which can later be re-used at other events. First Aid services may fall to the responsibility of either the operations or the special events groups.

Not all facilities have clubhouses; hence you may need to provide amenities and refreshments for both the participants and the spectators. This task may fall to the Special Events Team.

If it is not a local event, transportation may need to be arranged for airport or hotel pick-ups for teams, officials and VIPs. You may need to provide names of car rental agencies, bus services or hotels. This can be inserted in the event and information package.

### 2. The Special Events Team

The *Special Events* group usually takes on the responsibility of any other functions that coincide with the event. For instance they would arrange the event banquet and social activities; which

would include menus and tickets. If there is no clubhouse they would organise food and refreshments at the venue, either by running a kiosk or arranging for a food van to be present. If you were to run a drinks garden or merchandise stands, they would see to the set up and organise the necessary permits or vending application forms.

Raffles and other fundraising ideas would also be supervised by this group. Medals, awards, protocol and other prizes fall into this category, as does the preparation of the event and information packages that would be sent out to each team. This usually includes a program of the event, the schedule, local information and sponsorship information or products. It is also wise to include a list of the nearest medical services, food outlets and other points of interest. The latter is useful if the event is longer than one day.

Once again organising the First Aid/physiotherapist needs to be discussed with the Event Manager who must allocate responsibility for this. Make sure that you at least arrange First Aid!

### 3. The Communications Team

The *Communications* team is responsible for advertising and publicising the event. They would also seek sponsorship arrangements and media coverage. Prior to the event they would produce the entry forms and event program/magazine. During the event they are accountable for the results, both recording them and announcing them. Depending on the event, they may also produce a daily results sheet. Photographs and reporting on any other activity are also their responsibility. It is important to appoint someone with Marketing or Sponsorship experience to this committee.

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The schedule of play for the tournament/festival may be completed by any of the 3 groups. This can be a complex task and may be given to another person who has the sole responsibility of receiving team registrations and completing the scheduling. The responsibility of organising the umpires and the technical personnel can be completed alongside the schedule. Depending on the event, the scheduling may be outsourced or done by the local or provincial hockey association.

If the event requires numerous volunteers a Volunteer Coordinator should be assigned.

All the people of the above-described teams are the backbone of your event. Thus it would be appropriate to recognise them in some way. Providing complementary refreshments either at meetings or during the event is a good start. Perhaps you may consider giving them complimentary tickets to the banquet or social events, or a thank you party later once all the budgeting has been finalised, or acknowledgements in the program.

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### *Organisation*

For an event to run smoothly you need to be organised. The Event Manager's main responsibility is to communicate with all the committees and volunteers assisting with the event. He/she needs to ensure that they are completing their tasks and doing so on time. Through regular meetings, the committee members can report on their portfolios and make any necessary adjustments should things change. This helps to keep everyone on track and address any problems that may arise.

The use of organisational and work flowcharts can assist the event manager in monitoring the progress of each of the committees. Such charts provide an outline of all tasks and responsibilities on a timeline. Essentially the charts correspond to everything that needs to be organised in order for the event to be ready on time. The benefit is that it provides a visual layout of the lead-up to the event and what is to be expected during and after the event. This organised approach allows the event manager to reshuffle personnel to assist with tasks if they are running short of time as well as to seek additional volunteers and funding ahead of time.

Computer packages containing the relevant flowchart structures are available and can be used to assist with events.

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### *Staging*

This is often the most exciting time and the most stressful time. If everything has been well planned and closely monitored the event should run like clockwork. However one never knows when to expect an unforeseen problem. This requires quick decision-making. Usually this is done by the Event Manager, however with so many things happening at the one time it may be left to the venue manager or the person heading a particular committee. The success of the day depends on everyone knowing his or her job and performing it efficiently. It may be useful to have a program of events for each of the committees so they can follow it throughout the event.

If the planning, organising and coordinating has been carried out thoroughly the event should be a success. This includes having a backup plan should the Public Announcement system fail, if volunteers don't show or if the weather is inclement.

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### *Post-event debrief*

A final follow-up meeting should be arranged after the event to ensure that nothing is forgotten. This is an important step in Event management, particularly if you plan to host another event.

- Ensure that all results are posted and recorded
- All committees should submit a report stating any problems and recommendations for future events
- Budgets need to be finalised and reported on
- Thank you notes need to be sent to sponsors and volunteers

A final report should be compiled by the Event Coordinator listing all the activities and documenting all meetings. This should be kept as a reference for future events. Likewise a tournament folder should be established documenting all permits, caterers, schedules, resources, budgets and contacts used in the lead-up and during the event. Essentially this folder can be used as a blueprint for your next event.

Bear in mind that many events can be run with only a handful of people. What is essential is that they are well organised and it is not left to the last minute. Ensure that you have enough time to advertise the event and plan it. Last minute jobs only make the club look disorganised. This can be said for social events, tournaments, camps, meetings and tours.

### *Tournament Schedules*

If you have the responsibility of preparing the schedules of play there a few things to consider. Firstly, will it be a round robin format or a knockout competition? Will there be finals? If you are having finals will the teams be involved in a playoff to win the right for a final berth? This is all contingent on the length of the tournament, the facilities available and how many teams will be involved.

Secondly if you have limited turf time you may want to restrict the number of teams that can enter or reduce the playing time of each game. Another option is having an invitational tournament whereby you invite particular teams to enter or alternatively allow as many teams to enter and limit the number of games. Whenever possible try to have an even number of teams entered as this makes scheduling a lot easier.

### *Round Robin Format*

The round robin format implies that each team will meet all of the other teams at least once. The number of games that each team will play can be easily calculated: it is the number of teams (n) in the pool minus 1 (n-1). For example if there were 6 teams each team would play 5 games before the playoff rounds [6-1=5].

To calculate the total number of games that you will have to schedule you simply multiply the number of teams (n) by the result calculated in the previous formula (n-1) and divide the answer by 2. Example: 6 teams, (6-1=5) thus  $6 \times 5 = 30$  divided by 2 = 15. In this example you would require 15 playing slots.

There are many ways to arrange the fixture. You may want all the teams playing in the one pool, requiring 15 time slots, or you may want to split it into 2 pools of 3. If you split it into 2 pools, rather than playing 5 games each, the teams will only play 2 games each. This means you would only require 6 time slots.

If you have more than 6 teams entered, it is best to split them into pools to save on turf time.

Sample schedule may resemble the following:

5 teams entered - thus 10 times slots required (without playoffs)

Sample Round Robin Schedule

STARS U 16 TOURNAMENT				
SATURDAY		SUNDAY		
9am	A x B	9.00	B x D	A = Shooting Stars
10.30	C x D	10.30	A x C	B = Orion

12.00	E x A	12.00	B x E	C = Southern Cross
1.30	B x C	1.30	A x D	D = Ursa Major
3.00	D x E	3.00	E x C	E = Ursa Minor

In order to determine the final standings, points are awarded to each team: 3 points for a win, 1 point for a tie and 0 for a loss.

At the end of this tournament the table of results may resemble the following:

#### Results Table

Team	Wins	Ties	Losses	Points	Standings
<i>Shooting stars</i>	3	1	0	10	2
<i>Orion</i>	1	0	3	3	4
<i>Southern Cross</i>	4	0	0	12	1
<i>Ursa Major</i>	2	0	2	6	3
<i>Ursa Minor</i>	0	1	3	1	5

The playoffs can simply be the top 2 teams playing off for the gold medal and the 3rd and 4<sup>th</sup> placed teams playing off for bronze or you can have semi-finals with 1 v 4 and 2 v 3 and the winners of these games play for the Gold and the others play for the Bronze. Or if time is an issue you can just use the standings as they are making, Southern Cross the tournament champions, Shooting Stars runners up and so on.

If you have a number of pools in your event usually the top 2 would advance to the next round, where they would play other teams, rather than play against themselves. For instance; A1 v C2 A2 v D1 B1 v D2 B2 v C1

The winners of each game will advance to the semi-finals.

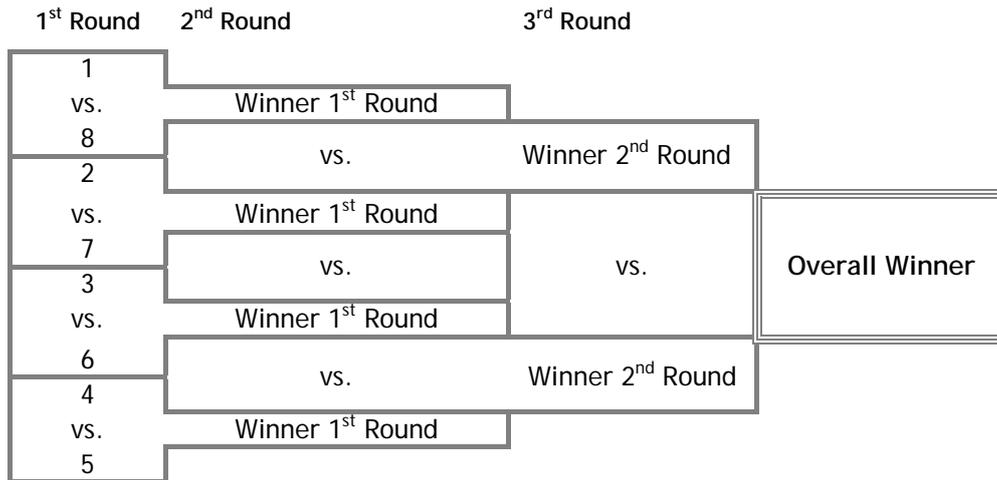
#### *Knockout Competitions*

The knockout format is also a widely used format, resulting in each team that loses a game being ousted from the tournament while the winner advances to the next round, until there are only 2 remaining teams left presenting a finals situation. For this format to work all games must produce a clear winner, thus extra time or penalty strokes may be needed to determine a result.

For this to result with only 2 teams being left in the final, you must begin with the number of teams being to power of 2. That is 2, 4, 8, 16, 32, etc. Otherwise there will be teams that will have a bye.

When making the draw it is easiest to pull the team names out of a hat, unless there are some teams that are obviously a lot stronger and you may want to seed them so that they are more evenly dispersed. This would be more important if you were hosting the national or provincial titles.

Sample Knockout Schedule - 8 teams entered into tournament



If teams are likely to play more than 1 game in a day, or play games with little time in between, it is usually a good idea to shorten the games to either 25 or 30 minute halves. Another alternative is to just play one half; especially if time is a factor or you are playing 7 or 9 a-side games.

The playoffs may revert back to full-length games, and you need to decide if you want extra time if the game is tied or use another method to determine who advances.

In junior events it is not uncommon for teams to provide an umpire to assist you with running the tournament. When scheduling umpires try not to roster them when their team is playing as more often than not the coach also doubles as the umpire.

Preparing the schedule in advance is sometimes difficult, especially when teams withdraw at the last minute. However set a deadline for registrations well before the event and this will give you time to complete and distribute the schedule and make any changes. This will also let you know if you have enough teams to run the event. Ask for teams colours on the registration form so you can avoid colour clashes and also have bibs available.

Some teams may travel great distances for the event, hence this should be considered when doing the schedule. Do not schedule them for the first game of the day, giving them sufficient time to travel and warm up before they are due to play their first game.

### *Tournament Rules and Regulations*

Each tournament should have a set of tournament rules and the regulations detailing how the tournament will be run. These should include:

- Playing rules or a reference to which rules will be needed
- Playing format (i.e. 11 a-side)
- Number of players allowed on team list
- Information as to whether teams have to supply an umpire
- Match duration (25 minute halves)
- Tie breaking procedures (strokes or extra time)
- Point system for scoring the results (3 -win, 1-tie, 0 loss)
- Playing attire (mouthguards and shin pads mandatory, all shirts to be numbered)
- Discipline procedure (red cards)
- Protests
- Forfeits
- Eligibility ( age eligibility is common in junior events )

This information should be made available to all teams with the registration package, and included in the technical kit. You want to have a few extra copies with you at the event should teams not have received them. A copy of both the rules and regulations should be available through your National Hockey Association and this can be used as a template and modified to suit your event.

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### *Summary*

This section has shown that careful and detailed planning is required to run an event successfully. Once you are clear about your reasons for hosting the event and have determined whether it will be a viable event for the club, you can begin the planning and coordination. The use of task lists helps to keep everyone on track and informed of their responsibilities. The role of the Event Coordinator requires excellent communication to ensure that everyone on the Event Committee fulfils his or her roles and steers the event to success. Schedules need to be prepared based on the number of teams and the time available for you to run the event. Ensure that all those involved cater to your means and focus on running an efficient event.

## 3.b Modified Games

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The FIH recognizes that hockey is and can be played on different kinds of surfaces and on different size fields. It does not necessarily have to be played in its traditional format. Besides the original 11-a-side game on a full-size pitch there are many more options available to play the sport. All over the world we see variations on the 11-a-side game, ranging from 3-a-side up to 9-a-side modified games.

Juniors get introduced to mini-hockey and the younger they are the smaller the pitch and the number of players. Modified games, also known as small games, are also used for coaching and training purposes. We see small games in countries that don't have access to a full-size pitch. Indoor hockey is also played with a reduced number of players and on a smaller court; most of the time 6v6. We also see the small game being introduced as a good and fun alternative for the off-season.

The advantages of modified games are numerous:

- players often find it more attractive, as they have more contact with the ball and it is more intensive
- it is also more attractive for spectators, as the game is faster and they can focus their attention on a relatively small space
- the pitch can be used by more players at the same time and overall you need less facilities
- because the space is reduced it increases the decision making process and it can be very educational
- it is a great off-season activity
- it can be played mixed
- it is less expensive, as it needs less people and smaller pitches
- it needs less players to make up teams
- it keeps people involved in hockey who don't have the time or inclination to play the 11-a-side game
- it can be easily played and introduced at schools

At the moment the FIH is considering formalising a form of small game hockey, with a set number of people, rules and pitch size. Research will be done to learn from good practices within our national associations. We will keep you updated with these developments, so that you can include the modified game into your club development programme as well. In the chapter "Junior Club Development" you will find an explanation of the educational range 1v1 up to 11v11.

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