

# How to manage coaching services at your club

*A strong club and coach relationship is integral to the success of your club. Together you can drive participation and engagement, and add value for your members and grow each other's player base.*

*The key to success is to ace the three phases in managing your coaching services arrangement at your club and creating a win-win partnership with your coaching services team...*



## Tender and Appointment

### **Get your team together**

For tender and review, get together a small and knowledgeable sub-committee group of 3-5 people from the committee, parents or members to manage this process. Engage your Participation Leader from Tennis Victoria to help with some starting advice too.

### **What are you looking for in a coach?**

Understand what you are looking for in a coach and aligns with your club goals and objectives and then seek the right coach and coaching business for your club's needs.

**TIP:** Write down a list of key roles, services and types of programs that you would like a coach to bring or work together on to drive and grow your club's participation. This services description will shape your advertisement and appointment criteria.

### **Go to market and attract a good pool of coaches**

If you are searching for a new coach, important to advertise on the Tennis Australia Coach membership to reach Victorian coaches and coaching businesses.

**TIP:** Ensure you sell the potential of your club and what it offers, ask coaches to apply addressing criteria and why they would be a good fit for your club.

### **Interview and make the big call**

Select your candidates for interview, and get your team to be the interview panel. Ask the relevant questions in the interview linked to the criteria and services descriptions, and link in a scoring system to help judgement.

**TIP:** Request the coach make a 5-10 minute pitch at the interview why their coaching business would deliver the best coaching service and would develop a win-win partnership.

### **Create a solid framework for success with the club/coach agreement**

This is ultimately shaped in the club-coach agreement which sets up the framework for the relationship and coaching services for the term of the agreement. It's important not only to set the key terms and fees, but get down to the responsibilities and service requirements of both club and coach, shared objectives on how you can work together, and set expectations with a brief set of KPIs and objectives.

**TIP:** Ask your Participation Leader for advice, use the official Tennis Australia Coach Agreement template to save you time but also help you include all the right things.

## Hit up your Tennis Toolkit

Tennis Victoria offers appointment support in:

- 📄 Advertising to qualified coaches network
- 📄 What to look for in a coach guide
- 📄 Interview process and sample questions
- 📄 Club/coach agreement template
- 📄 Establishing a suitable coach contribution
- 🗣️ Get advice from your Participation Leader or our Coach Development Team.
- 🌐 Go online to [www.gamesetmatch.net.au](http://www.gamesetmatch.net.au)

## Ongoing relationship

### **Coach liaison and club coach communication**

Appoint a coach liaison, usually the President and/or Junior Coordinator to take responsibility as the relationship manager with the coach. Ensure there is a process for the committee and members to put forward requests, issues and feedback to the liaison. Otherwise issues of miscommunication, club politics and unnecessary distractions can create stress or negatives on the relationships.

**TIP:** Ensure the coach liaison/s and club coach catch up over a coffee in an informal setting at least quarterly to help manage a positive and effective relationship.

### **Be on the same page and work together**

It's important to take the framework of the agreement forward into a positive working relationship with constant communication and support for each other with both sides playing their roles and holding up their side of the agreement, but continuing to find ways to work together in a one team approach and both businesses will succeed in a win-win partnership.

### **Coach and committee positions**

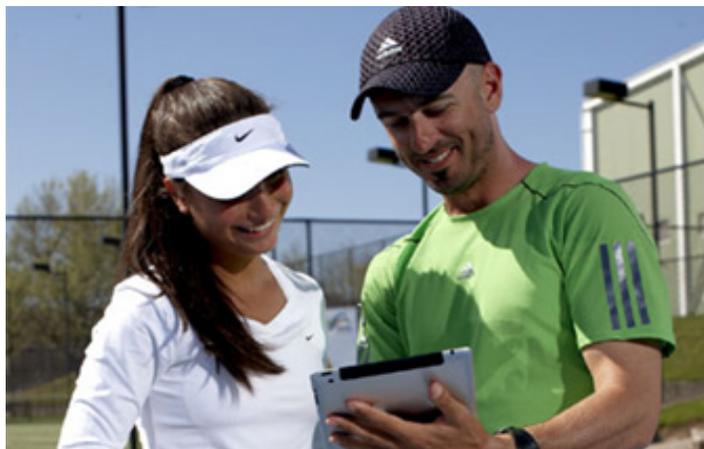
It's important that coaches as a 'service provider' for the club does not have a governance or formal role on the committee, particularly in executive positions as it is a conflict of interest.

**TIP:** Invite the coach as an 'invited guest' to each committee meeting, this way the coach can still provide handy information and feedback without being involved in committee decision making and governance.

### **Know your stuff and exchange reports**

As part of good communication and maintaining a good relationship, it's important that the coach provide quarterly reports on the progress of the coaching services in relation to the KPIs and objectives outlined in the agreement.

The club should also be providing a copy of its meeting minutes to the coach as well as any relevant correspondence. This ensures the club and coach can have a genuine conversation about the status of the coaching services.



## **Review and Renewal**

### **Assess coaching services partnership annually**

It's important at the end of the financial year or around the club's AGM that the coach provides their own basic annual report, addressing the annual goals, targets, highlights and challenges of the coaching services. This provides a good opportunity to discuss how the relationship is going, understanding progress and areas for improvement on both sides.

**TIP:** Table the annual report at a suitable committee meeting with coach in attendance, allow the coach to talk through the report and take questions from committee members. The coach and committee may also like to discuss ideas for improvement in identified areas and even ways club could assist too.

### **Revise your club and coaching plans and targets annually**

Following the annual report and review meeting with your coach, the club should work with the coach to ensure both parties understand where they are at and adjust any goals and targets or even areas of the relationship that have

**TIP:** It's important that the coach liaison sit down with the coach to mutually agree upon any adjustments to KPIs and objectives to ensure they are fair and realistic.

### **Renew or tender? The big question**

Get your sub-committee team back together at least 3 months before the end of the contract term. The group must assess should the relationship for coaching services continue or should the club go to market and tender?

It's vital to be professional and act in the best interests of the club and take personalities out of it. The preference should always lean towards renewal first, as it provides the most stability for the club and coaching services, but only if the relationship is positive and both club and coaching businesses are growing.

**TIP:** Have a scoring system with your coach sub committee to rate your coaching services in relation to each goal and target as well as areas that are important to the relationship. Ask your coach to do the same, and then meet altogether to compare scores and feedback and provide the coach the opportunity to pitch for the renewal.

### **Hit up your Tennis Toolkit**

Tennis Victoria offers coach relationship, review and renewal support in:

- 📄 Coach reporting and KPI template
- 📄 Annual review template
- 🗣️ General advice and resources available from your Participation Leader or our Coach Development Team.
- 🌐 Check out [www.gamesetmatch.net.au](http://www.gamesetmatch.net.au)

### **Success Story – Eaglemont TC & Shane Scrutton**

Eaglemont Tennis Club and Shane Scrutton have developed a strong win-win relationship in recent years and in 2016 this was rewarded with a new 5-year contract.

President Rob Edgeley said *"the decision was an easy one as we have worked together to achieve some positive results for the club in recent times."*

Junior coaching had grown and importantly transition was very strong leading to the club fielding 25 junior competition teams along with 8 pennant teams which was a huge focus area for the club. A number of these junior players had become new members of the club via the coaching program and overall membership had increased.

Shane said his success with the club was all about being the 'face' of the club and position his coaching services business as a true extension of the club's business operation. There was mutual respect, regular communication and a coach agreement in place to help guide the relationship objectives.

