Coach Management Policy

Choosing the right coaches for your club is one of the most important decisions you will make. Good coaches will help make your club successful and fun as they are an important factor in the foundation of a great sports club. It is your responsibility to manage your club’s coaches and to check your coaches are suitably qualified. DCU Club Life Committee (CLC) will help you do this with lots of advice, best practice and templates that you can use, so you can get the best coaches and make the most of them!

While the DCU CLC allocates various grants to clubs it does not take a lead role in the operation of these clubs. As such all club coaches are engaged directly by each club and not DCU or the CLC. Clubs engage the coaches and subsequently recruit, manage and terminate the working relationship as appropriate.

1. How to recruit the best Coach

You must have a clear system in place for the advertising, recruiting, supervising and reviewing your coaches. CLC have lots of guidance and forms so you can do this easily. The basic steps are below:

- **The Job Description**
  You must give your coach a job description with information about your sports club, what jobs you want them to do, and the qualifications that they need. Sample sports coach job descriptions which you can adapt for your club are available at [www.dcu.ie/studentsport/clubs.shtml](http://www.dcu.ie/studentsport/clubs.shtml).

- **Advertising**
  Next step is to advertise your coaching job to ensure the best people see the job and apply. Keep advertising cheap or free and use your National Governing Body of Sport, Student Sport Ireland, the Irish Sports Council, [www.dcusu.ie](http://www.dcusu.ie) etc. You can speak to people you know and ‘head-hunt’ as long as it is done alongside open advertising. Don’t forget your sports club is engaging the coach and should clearly state this and also say that it is not a DCU, CLC or Office of Student Life role.

- **Shortlisting**
  So now you have all your applications it is time to shortlist or choose the best ones that you want to call for interview. To make this easier, agree a simple scoring process and the reasons for it against each duty in the job description. Then mark your applicants against this. The ones with the highest score are the coaches you should interview.

- **The Interview**
  Panel
  Who should be on your interview panel? Ideally you should have:
  - 1 or 2 committee members from your club
  - Sports Development Officer/Academy Director (if you have one)
  You may also include (but is not compulsory)
  - Senior Sports Development Officer, Academy Director, Sports Development Officer
  - Manager of Office of Student Life
  - National Governing Body of Sport

  The Interview
  Tops tips for a successful interview are:
  - Agree a Chair of the panel
2014-2015

- Meet before the interviews
- Plan your questions using the job description so as you can find out each coaches skill levels
- Agree a marking scheme for each of the skill areas
- Ask the same questions to each coach to make sure your interviews are fair
- Discuss each coaches performance and agree a mark to determine their final ranking
- All applicants receive a ‘Successful’ or ‘Non-successful’ Interview letter/email or call

2. You found a Coach, so what next?

- Coaching Agreement & Coaches Details Forms
  All coaches whether they are being paid or not must be provided with a Coaching Agreement by the club engaging them. A template Coaching Agreement is available at www.dcu.ie/studentsport/clubs.shtm

You must give your coach two copies of the Coaching Agreement which details the coaching hours required and also the total payment payable to the coach. The coach should sign both copies and return one copy to the club.

The CLC requires that each Coach submits the documents below whether in a paid or voluntary capacity. The Coach can submit these documents directly to Siobhan Byrne, Clubs & Societies Finance & Development Officer.
  o Completed Employee Set-up Form
  o Signed Coaching Agreement
  o Signed Code of Ethics & Conduct for Sports Coaches
  o Copy of Coaching qualifications
  o Copies of Insurance/Affiliation paid (this is the Coaches’ responsibility)
  o Signed Self-Declaration Form (Policies and Procedures supporting Child Protection at DCU)

- Probationary Period
  Sometimes coaches don’t work out as expected and may not have the right skills that you need. You should agree a trial or probationary period in the coach’s contract. Set a date for this and have a meeting with your coach to assess how things are going.

- Coaches Access to the Sports Complex
  Make sure your coach gets a blue wrist band from the Sports Complex reception so they can get into the Sports Complex for training.

3. Managing your coach

- DCU Code of Ethics and Conduct for Sports Coaches
  All coaches must attend a one off training session from DCU to let them know the principles and values that we expect of them when coaching. This is the DCU Code of Ethics and Conduct for Sports Coaches workshop. Coaches will also receive a copy of the DCU Code of Ethics and Conduct for Sports Coaches and they must sign a form stating that they have read, understood and agree to abide by this policy.
• **Unqualified club members “Coaching” at club training sessions**
You may have some excellent members that will to take an occasional coaching session to teach others or to fill in for an absent coach. If this happens it is important that members are told by the individual that they are not qualified as a coach, and that those taking part are doing so at their own risk.

• **The Coach & members under 18 years**
If you have members under the age of 18 years your coach must complete a ‘Volunteer/Coach Application form for those with substantial access to children’, available at [www.dcu.ie/studentsport/clubs.shtml](http://www.dcu.ie/studentsport/clubs.shtml). This is recommended by the Irish Sports Council in their ‘Code of Ethics and Good Practice for Children’s Sport in Ireland’.

• **Members under 18 years**
Where members are under the age of 18 by the 10th of October each year their parents should complete the ‘Application form for new junior members’, available at [www.dcu.ie/studentsport/clubs.shtml](http://www.dcu.ie/studentsport/clubs.shtml).

• **Reviewing your Coach**
Great coaches (and committee members) are able to congratulate themselves as well as always looking for ways to improve what they do. Each semester your committee and the coach should sit down and chat about the year and give and receive feedback. This information will help evaluate the club, judge how effective it was and decide what potentially needs to be done next time to make the club better. CLC will help you do this with lots of advice and sample forms and also a sample questionnaire that you can give to your members to get feedback. Coaching agreements may be renewed annually subject to a successful end of year review and approval by the relevant Club Committee.

• **Garda Vetting/DCU Self Declaration Form**
Garda Vetting is about best practice in recruiting individuals to work with children (under 18’s), young people and vulnerable adults. Garda vetting, is the pre-checking of a Coach’s background for criminal convictions or prosecutions and is recommended by the Irish Sports Council and Children First - the National Guidelines for the Protection and Welfare of Children. You should contact your National Governing Body to find out about the Garda Vetting procedures in place for your sport.

DCU has a child protection policy ‘Keeping Children Safe, Policies and Procedures supporting Child Protection at DCU’. There is a summary of this policy available at [www.dcu.ie/equality/crc.shtml](http://www.dcu.ie/equality/crc.shtml)

Sports coaches are required to sign an annual Self-Declaration Form stating that they have not been subject to allegations / investigations / proceedings / convictions of abuse or neglect in the previous 12 months. The Self-Declaration Form is available at [www.dcu.ie/studentsport/clubs.shtml](http://www.dcu.ie/studentsport/clubs.shtml)

• **Dealing with Conflict**
Sometimes things don’t run smoothly with coaches and they go against what was agreed in their agreement or the DCU policies. If this happens you should seek help from CLC. CLC has a ‘Disciplinary Rules and Procedure’ to deal with issues arising with coaches that are in breach of their Coaching Agreement and or policies. Please contact the DCU CLC for a copy of this procedure as required.
• **Termination of a Coaching Agreement**

  - The Coaching Agreement will be terminable by the coach on giving the club not less than four weeks’ notice in writing and by club on giving the coach four weeks’ notice in writing.
  - Such written notice should be filed with the Club and DCU CLC simultaneously.
  - The Club reserves the right to terminate the Coaching Agreement without notice if it has reasonable grounds to believe that the coach is guilty of gross misconduct, gross negligence or breaches the DCU Code of Ethics for Sports Coaches.
  - Your Club reserves the right to pay salary in lieu of any period of notice which the coach is entitled to give or receive.
  - On the termination of the Coaching Agreement for whatever reason, the coach is required to return to you without delay all memoranda, correspondence, records, papers, property, equipment belonging to your Club or relating to its business or affairs, which are in your possession or under your control.

**Grievance Procedure**

If the coach is unhappy about any aspect of his/her engagement with your club they should first discuss the matter with your committee and the Senior Sports Development Officer/Sports Development Officer/Academy Director or Manager Office of Student Life as appropriate. If they are still unhappy they should raise the matter with the employment Sub Committee of the Office of Student Life.

### 4. Compensating or Reimbursing Expenses

So how do you compensate or reimburse your coach for all their hard work with your club? The first thing you need to do is clarify if each coach is either a:

- Volunteer
- Employee
- Self-employed

Once you have identified the status of your coach they may be paid for their work or unpaid. Please see the relevant section below for your coach.

#### Volunteer Coach

Volunteers **do not get paid**, however they **may** get reimbursed for any out of pocket costs and provided these costs are reasonable and can be verified there should be no tax issues. Given the funding constraints within which the Club operates, the maximum amount of expenses that may be paid by the Club to the Coach in relation to the engagement period is determined each year by the CLC. For the current maximum amount of expenses for sports coaches please contact the CLC. The CLC reserves the right not to reimburse an expenses claim made by a volunteer or to consider special cases that may receive funds above the cap. Given the not for profit status of the club, the arrangements in relation to relevant expense reimbursements and amounts specified, are subject at all times to the funding available to the Club.

**Revenue guidelines** are highlighted below for volunteer coaches/individuals carrying out work on a voluntary and unpaid basis


The reimbursement of expenses of travelling and subsistence to individuals who work on a voluntary and unpaid basis for organisations whose functions and aims are both altruistic and non-commercial (for example, voluntary unpaid workers working for charities, sports bodies, etc.) may be paid tax-free provided the expenses of travelling and subsistence:
• Merely put the unpaid individual in a position to carry out his/her work; and
• no more than reimburse the individual the expenses actually incurred by him/her and do not exceed what are known as the Civil Service rates for reimbursement of expenses of travelling and subsistence

**Note:** Individuals involved in charities, sports bodies, etc. who, in addition to a reimbursement of actual expenses of travel and subsistence, receive, either directly or indirectly, remuneration of any description (for example, weekly or monthly salary, an honorarium, and/or a ‘bonus’, etc) do NOT fall within the description of 'carrying out work on a voluntary and unpaid basis'.

**• CLC Policy for reimbursing Expenses for Volunteer Coaches**
Given the not for profit status of the club, the arrangements in relation to relevant expense reimbursements and amounts specified, are subject at all times to the funding available to the Club. Please note CLC will fund a maximum of 2 qualified coaches per team. It should also be noted that CLC funds the core activities of the club to include referees fees, playing kit, facility hire, travel and accommodation, first aid supplies, etc.

Due to this and also the other funding that the CLC may give to the Club will not reimburse Coaches expenses for:

1. Coaching for competitive fixtures.
2. Travel to competitive fixtures. CLC fully funds a bus to competitive fixtures for the DCU Sports teams and it is expected that the coaches travel with the teams.
3. Referees fees, gear, training equipment, food for teams, pitch hire and other sports science/nutrition supports.

**CLC will only reimburse Coaches for the expenses listed below:**

1. Motoring expenses for travel to training during Semester 1 and Semester 2 only (max 24 weeks) at the club training times as approved by the CLC, at .50cent per mile. (2014-15 rate)
2. Subsistence expenses for matches, maximum amount €10 per match for a meal. All subsistence expenses must be vouched with a receipt. If the cost of the meal exceeds the €10 limit, the coach will only receive the €10 allocated.

If the club pays expenses based on an acceptable flat-rate allowance, the club as the employer must retain a record of all of the following –

- the name and address of the employee;
- the date of the journey;
- the reason for the journey;
- the distance (km) involved;
- the starting point, destination and finishing point of the journey;
- the basis for the reimbursement of subsistence (e.g. an overnight stay away from an individual’s normal place or work)

As regards the reimbursement of actual expenses vouched by receipts, the employer must retain such receipts, together with details of the travel and subsistence. The period of retention of records is 6 years after the end of the tax year to which the records refer. If an employer has doubts about the adequacy of records maintained the local Revenue office can be consulted.

**• Payments to Coaches**
It is the responsibility of each club (employer) to register for tax and deduct the tax and pay it over to the Revenue Commissioners, together with any PRSI. To facilitate this, the Office of Student Life
will provide the CLC payroll services for clubs. For convenience and to reduce costs the CLC has been registered as the employers. The OSL will maintain the registration of the CLC with the Revenue Commissioners and will prepare payslips and the annual and monthly returns to the Revenue Commissioners accordingly.

For the current hourly rate of pay for sports coaches please contact the CLC. All payments to coaches are subject to revenue and PRSI deductions. The number of hours allocated by CLC is based on the number of teams, training times scheduled, playing standard and budget. Please note CLC will fund a maximum of 2 qualified coaches per team,

Coaches will be paid in December and April/ May each year following the completion of a timesheet. If your coach is over 66 years of age you are also asked to indicate this as a different PRSI rate applies.

| It is important to note that the employees (club coaches) will need to contact the Revenue Commissioners themselves regarding the allocation of their tax credits and cut-off points against this employment. To do this, the employee (Coach) will require their own PPS number plus the CLC’s PAYE registration number (available upon request). Otherwise the employee will be placed on emergency tax. |

- **Payments to Self-Employed**
  Coaches that are self-employed will be required to submit an invoice for the services, a current tax clearance certificate and evidence of their employment status, as per revenue Guidelines.

- **Useful Resources to help you manage your Coach!**

  NGB Tool Kit - [www.irishsportscouncil.ie/Governing_Bodies/NGB_Support_Kit/](http://www.irishsportscouncil.ie/Governing_Bodies/NGB_Support_Kit/)
  Volunteer Resources - [www.volunteer.ie](http://www.volunteer.ie)
  Club resources - [www.clubmark.org.uk/resources/clubmark-resources/downloads](http://www.clubmark.org.uk/resources/clubmark-resources/downloads)
Coaching Letter for Paid Coaches

Dear XXXXX

I refer to previous discussions, and would like to thank you again for agreeing to undertake to coach the DCU XXXXX club players for the above mentioned academic year. As you will be aware, DCU Clubs and Societies (part of the Student Finance Committee Ltd t/a DCU Office of Student Life) provides sporting, social and cultural activities to students of Dublin City University. These activities play a key part in the University experience and in the development of students. Sports coaches play an important part in assisting student clubs fulfil their objectives during the sporting year.

I am delighted to provide you with the details of your role as coach to the DCU XXXXX club. I would appreciate if you could sign a copy of the Coaching Agreement below to confirm your acceptance of this engagement and return same to XXXXXXX by XXXXX. Please note that the Club chairperson [XXXXXXX] or a person so designated by him/her, shall be your primary contact during the academic year.

I also enclose the following documents for you to read and sign:
- Employee Set-up Form
- Code of Ethics & Conduct for Sports Coaches
- Summary of the Policies and Procedures supporting Child Protection at DCU and a Self-Declaration Form

Can you return these with a copy of your coaching qualification and a signed copy of acceptance of this engagement to Siobhan Byrne, Clubs & Societies Finance & Development Officer.

Wishing you every success for the forthcoming academic year and thanking you for your commitment in supporting sporting experiences for students of Dublin City University.

Kind Regards,

Chairperson
DCU XXXXXXX Club
### Coaching Agreement 2014-2015

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#### Training Dates Semester 1:
- September
- October
- November
- December

#### Training Dates Semester 1:
- February
- March
- April

#### Training Days & Times:

#### Rate of Pay:
€21.50 per hour  
(please note all pay is subject to revenue and PRSI deductions)

#### Payment Dates:
Payment is made in 2 instalments in December & April each year

### Please note the following:
- Given the funding constraints within which the Club operates, the funding of coaching for matches is not possible.
- All coaching is subject to securing sufficient membership numbers in the DCU Club and/or Team.
- All coaching is subject to proof of coaching qualifications.
- It is the coach’s responsibility to pay their own insurance and membership fees to the respective sports association/governing body.
- The Coach must provide sufficient notice if they are not available to attend a coaching session.
- Payment will not be made for missed sessions.

In signing below, the Coach agrees to provide sport coaching support to the Club for the period 01 October XXXXX to 31 April XXXXX, and at all times agrees to fulfil this engagement in accordance with the rules of the Club and the Student Finance Committee Ltd. (t/a DCU Office of Student Life)

Signed: ________________________________

Name: ________________________________

Date: ________________________________
Coaching Letter for Volunteer Coaches

Dear XXXXX

Academic Year 2014/2015

I refer to previous discussions, and would like to thank you again for volunteering to undertake to coach the DCU XXXXXXX club players for the above mentioned academic year. As you will be aware, DCU Clubs and Societies (part of the Student Finance Committee Ltd t/a DCU Office of Student Life) provides sporting, social and cultural activities to students of Dublin City University. These activities play a key part in the University experience and in the development of students. Sports coaches in their voluntary role play an important part in assisting student clubs fulfil their objectives during the sporting calendar.

In line with the latest Revenue guidance [SP-IT/2/07] for reimbursement of expenses to individuals carrying out an engagement on a voluntary basis for organisations whose functions and aims are both altruistic and non-commercial, the DCU XXXXXXX Club [“Club”] agrees to provide for reasonable travel and subsistence costs incurred by you in your capacity as a volunteer sports coach for the Club, and reimburse any direct expenditure incurred by you for relevant club activities which has been authorised by the Club, during the period 01 October XXXX to 31 May XXXX inclusive. Given the funding constraints within which the Club operates, the maximum amount of expenses that may be paid by the Club to you in relation to the engagement period is €XXXX. I attach a copy of the travel expenses claim form. All claim forms should be appropriately completed, and forwarded together with relevant supporting documentation to XXXXXXXXX for approval.

The Club reserves the right not to reimburse an expenses claim made by a volunteer. Given the not for profit status of the club, the arrangements in relation to relevant expense reimbursements and amounts specified in this letter, are subject at all times to the funding available to the Club. I would appreciate if you could sign below to confirm your acceptance of this voluntary engagement and return same to XXXXXXX by XXXX.

I also enclose the following documents for you to read and sign:

- Volunteer Set-up Form
- Code of Ethics & Conduct for Sports Coaches
- Summary of the Policies and Procedures supporting Child Protection at DCU and a Self-Declaration Form

Can you return these with a copy of your coaching qualification and a signed copy of acceptance of this volunteer engagement to Siobhan Byrne, Clubs & Societies Finance & Development Officer.

Please note that the Club chairperson [XXXXXXX] or a person so designated by him/her, shall be your primary contact during the academic year. Wishing you every success for the forthcoming academic year and thanking you for your commitment in supporting sporting experiences for students of Dublin City University.

Kind Regards,

Chairperson
DCU XXXXXXX Club
Volunteer Coaching Agreement 2014-2015

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| Training Dates Semester 1: | September  
October  
November  
December |
| Training Dates Semester 1: | February  
March  
April |

| Training Days & Times: | Reimbursement of Expenses  
Reimbursement of expenses will be made in December and May each year. The maximum amount of expenses that may be paid by the Club to you in relation to the engagement period is €XXXX |

| CLC will only reimburse Coaches for the following expenses | - Motoring expenses for travel to training during Semester 1 and Semester 2 only (max 24 weeks) at the club training times as approved by the CLC, at .50cent per mile. (2014-15 rate)  
- Subsistence expenses for matches, maximum amount €10 per match for a meal. All subsistence expenses must be vouched with a receipt. If the cost of the meal exceeds the €10 limit, the coach will only receive the €10 allocated. |

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- It is the coach’s responsibility to pay their own insurance and membership fees to the respective sports association/governing body.  
- The Coach must provide sufficient notice if they are not available to attend a coaching session.  
- Expenses will not be made for missed sessions.  
- There may be other out of pocket expenses that you incur outside those covered above. Please check in advance for allowable expenses with your club committee. |

In signing below, the Coach agrees to provide sport coaching support to the Club for the period 01 October XXXXX to 31 May XXXXXX, and at all times agrees to fulfil the voluntary engagement in accordance with the rules of the Club and the Student Finance Committee Ltd. t/a DCU Office of Student Life)

Signed:_____________________________________

Name:_____________________________________

Date:_____________________________________