



HOLLANDIA

☆ 1955 ☆

COACH'S HANDBOOK



HOLLANDIA SOCCER CLUB

“Coaching with Dignity, Care and Respect”

Percy Hoff – Director of Coaching and Player Development

INTRODUCTION

Let us start by thanking you for dedicating your time and energy to being a coach. As the representative of our club that interacts with the players and families the most, we are aware the you have the biggest impact on the soccer experience for our players. Hollandia supports its coaches and assists them in making their experience a positive one. We believe in providing clarity to make the coach’s job easier.

Whether you are an experienced coach, or a parent that has agreed to undertake the coaching responsibility, we understand the beginning of the season can be an overwhelming time. We work hard to make sure our coaches have a positive experience because of the support they receive.

This guide is provided as a resource that will assist our coaches to understand expectations, but also to provide tools to manage a variety of situations which typically arise during the course of coaching your team. Hollandia has subscribed to a club standards program which guides the club’s direction. This can be viewed at www.hollandiasoccer.com

GETTING STARTED

HOLLANDIA’S COACHING STRUCTURE

Coaches should apply to coach by filling out the application form available on the website, or by contacting the Director of Coach and Player Development or Player & Community Liaison. Coaches are also recruited by various members of the club. Coaches are required to provide a Criminal Record and Vulnerable Sector check and to complete the Respect in Sport and Making Ethical Decisions course. Hollandia pays for certain coaching courses and provides ongoing technical support via our technical staff: the Director of Coaching and Player Development (DOCPD), the Head Coach, and the Skills Development Coaches. As part of the club standards program, the DOCPD is required to provide in house training programs for coaches.

The Skills Development Coaches focus on the skill development of our players as well as the development of the team coaches during weekly skills training sessions. The DOCPD and the Club Head Coach support the Skill Development Coaches, as well as the team coaches. Team coaches are expected to attend at least one of the weekly skills training sessions to enhance their own development, and to maintain a working relationship with the skills coaches. This model is designed to standardize training throughout the club and to keep players and parents satisfied.

In addition to attending the weekly skills training session, team coaches are expected to schedule and run at least one weekly team practice in addition to coaching during games.

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THE PLAYER PLACEMENT PROCESS

While many of our coaches don't take part in the player placement process it is important to understand it as you may receive questions from players or parents. The Hollandia selection process in an ongoing process, and the designated evaluation session are used to confirm our technical staff's continual evaluation of players during league games, skills sessions, academy training and tournaments.

The first step in the formation of Hollandia teams is the selection process. At or after registration, players are assigned evaluation times and locations by the Registrar and Player & Community Liaison. The Technical Committee assigns Evaluation Coordinators for each age group, and then assigns coaches based on applications received, qualifications and compatibility with group to be coached.

The coach who has been assigned the highest team in the age group is typically asked to be present at the evaluations for that age group, along with others who will coach in that particular age group that the DOCPD may invite. The DOCPD, Head Coach, and /or other Technical Committee members are present as the leaders of all evaluation sessions and are there to provide clarification and assistance. The head coach of the group will conduct the session in which the players participate mostly in small sided games.

Parent Coaches often do not want to be assigned to a team until they know where their children are placed, and may sometimes be a part of the evaluation team. After each session, the Player & Community Liaison reviews the rating of each player with the selection panel. Coaches whose children are being evaluated are asked to step aside when their child's rating is discussed. Players are rated according to their needs and placed in groups based on their current developmental status in line with the Canadian Soccer Association (CSA) Long Term Player Development (LTPD) model. The opinions of previous coaches are also taken into consideration in player placement.

Players who cannot attend evaluations are provided an opportunity to be evaluated at a later stage. This is normally done by reviewing their past playing history and inviting them to an appropriate practice. If they have not played with Hollandia previously, they are typically invited to a Division Two or other appropriate.

In accordance with LTPD recommendations, we promote the use of single year age groups. This means that junior players in a particular age group are typically placed together, while seniors are placed together. This process also ensures that junior teams in a particular age group are not stripped of talent and therefore typically experience better results.

Teams are entered in the Saskatoon Youth Soccer (SYSI) league in appropriate divisions, based on the readiness of individual players, number of players available and the judgement and experience of the Technical Committee. Playing positions are also considered, along with ensuring that teams have sufficient players. The spring evaluation is purposely truncated because there are no age group changes at this time, and players have been evaluated during the indoor season.

Please ensure that you are familiar with the Player Development Model as described on the Hollandia Soccer Club website.

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DURING THE SEASON

ONCE YOU ARE ASSIGNED A TEAM

The single most important activity and the one that will almost certainly determine whether or not you have a positive coaching experience is your pre-season player/parent meeting. Here is a sequence of actions that you need to take;

1. The Player & Community Liaison will email out the team assignments.
2. Once you get your team list and manager's name, contact your manager to introduce yourself and pick a tentative date for a pre-season meeting. If you did not have an assigned manager, you should contact the parents on the team to recruit a volunteer.
3. You or your manager need to attend the SYSI coach's night to obtain the schedule, rules, and list of tournaments that are offered. You also need to attend the Hollandia Coach & Manager meeting.
4. Your manager will need to obtain equipment and uniforms from the club Equipment Manager.
5. Your manager should invite the parents to the pre-season meeting. Follow the agenda that is included in the appendix.
6. It is good to start practicing as soon as you can, as the players tend to get anxious if they have not had any contact after 2-3 weeks.
7. If you need any help with the pre-season meeting or with conducting your first practice, contact the Director of Coach and Player Development.

SETTING GOALS FOR YOU AND YOUR TEAM

Without clearly defined goals, it is very difficult to have a successful season. Keep your goals realistic and do not base them solely on results. Hollandia coaches are expected to make soccer an enjoyable place for young people, and are charged with being an important part of their growth in terms of both soccer and life skills. You should have a clear idea of what you want to achieve by season's end in terms of:

1. Team spirit and cohesiveness
2. Enjoyment and enthusiasm for the game
3. Parental support and communication
4. Skill Development
5. Results

Your goals should be communicated with parents and players in order to gain their buy-in, which means that you, the parents and players will share a common vision for your team.

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CONDUCT AND BEHAVIOUR

We ask that all Hollandia coaches behave in a fair, responsible and ethical manner. Generally speaking, treat players, parents and officials with respect and dignity and take time to discuss their concerns with them.

- Please conduct yourself with dignity at all times
- Do not yell and scream at players
- No player deserves to be publically berated
- When you do need to shout, it should be conveyance of useful information

PHILOSOPHY AND COACHING STYLE

While it is important to develop your own personal coaching style, there are some important philosophical guidelines that you should adhere to and which you should make clear to parents at your pre-season meeting:

1. Fair playing time: This issue must be discussed at your pre-season meeting. Do not make promises about equal playing time; they are impossible to keep. You simply cannot get every player exactly the same amount of playing time, for several reasons. You may, for example, have many players who are only willing to play one position. Teams are often short of players willing to take on defensive positions, so it is common that defenders play more than other players. On the other hand, players do need to play regularly in order to develop, and it is a best practice to try to give each player a minimum of three quarters of a game.
2. Maturation: Hollandia coaches are expected to understand the difference between early and late maturing players, and to nurture the late developers, while ensuring that the early developers actually learn skills rather simply rely on their size and strength. It is also part of the coach's job to communicate the effects of developmental ages to parents.
3. Approachability: Parents may have concerns that they would like to discuss with you. It is expected that you will be open to meeting with them. However, it should be made clear that there is a protocol to follow. If they would like a meeting, they should approach the manager who will then set up a time where you, the manager and the parents (with or without the child) can meet.
4. Development: Hollandia players are considered to be students of the game. In this respect, we are guided by the document 'Wellness to World Cup', the LTPD document which defines various stages of development. It is your duty to understand where in the stages of development your team fits, and to provide learning opportunities to match.
5. Methodology: You are expected to use a variety of coaching methods which encourage players to be engaged in their own education. This means that you will use a mixture of: autocratic; guided discovery; and Socratic style, asking a lot of questions and giving players the opportunity to think, and to solve problems on their own. All coaches should be familiar with the various styles of coaching which are explained in formal coaching courses provided by SSA, SYSI, and Hollandia Soccer Club.

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6. Environment: You are expected to develop an environment that instils a culture of openness, excellence and competitiveness. We all learn from mistakes; encourage players to try new things without fear of reprisal. At the same time, it is important to demand effort, improvement, commitment and responsibility. If you are not demanding, you will not be respected and you will not inspire your players to higher levels.
7. Culture: We believe in a culture that promotes unity, caring and the ability to deal with differences or disagreements in a civil manner. Each team is asked to appoint a 'Culture Keeper' – a parent whose duty it is to remind people of our standards, values, and our culture of excellence.

CLUB POLITICS

Our coaches are expected to steer clear of club politics and gossip. Coaches are expected to support each other. If players or parents express concern about another coach, your first reaction should be a show of support for your colleague. If you feel that there are serious accusations, contact the Director of Coaching and Player Development with your concerns. Getting involved in harmful gossip can allow you to be manipulated by those who seek to push their own agenda. Such people are very good at finding those who will carry their agenda forward. It is preferable that your manager is consistently with parents and not on the bench. Your manager can better perform their duty of being a liaison between yourself and the parents if they are amongst the parents.

SHARING PLAYERS

No coach in Hollandia 'owns' players. As much as possible, it is expected that you will facilitate your players helping out other teams. This is especially important given the low numbers in our club at the moment. If another team is short players for a game and you have a practice scheduled, the game should take priority. If you need players, please follow the protocol of requesting a permit player from the coach; NEVER approach players or parents directly. The coach may instead have his/her manager be the contact for such requests. The coach will also be able to give you help in identifying which player(s) to use and their relative strengths and/or weaknesses.

PRACTICES

The club requires that you provide a minimum of one practice per week, in addition to the scheduled skill session. Two indoor practice times per week are typically provided by the club in the winter*, one of which is a skills development session run by coaches provided by the ASTRA Soccer Academy. In the summer, it is up to you to find a practice spot. Most Premier and Division 2 teams practice more than twice per week, and the parents are responsible to rent extra space if this is the case.

When conducting practices, it is imperative that your sessions are enjoyable and that they are feature a high level of activity for the players. Players should never be standing in lines of more than three, waiting for a turn to do something. If you see lines of more than three, add another group immediately to shorten the lines and increase activity levels.

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Keep practice relevant to the age group, make sure that every player is coached and feels wanted and ensure that you are constantly challenging players at their level. Happy practices lead to happy players, and happy players make happy coaches and happy parents, which all lead to a happy club.

*While the club aims to provide an hour per week for team practices in the indoor season, we are limited by the field allocations provided by Saskatoon Youth Soccer and may not be able to provide a practice time each week.

TRAINING HABITS

In accordance with the LTPD model, the majority of our players fall into the Learning to Train category. Part of this educational process is the matter of training habits. We expect Hollandia coaches to insist on good training habits:

- Coaches should be at practice or games earlier than players
- Players should be there at least 15 minutes before starting time
- Practices start and end on time – do not wait for stragglers
- Players do not sit down while you are instructing
- Players look you in the eye when you are talking
- Players do not talk while you are talking
- Practice activities are performed at a high tempo
- Do not allow water breaks every two minutes – 1 break every 15 minutes is sufficient

TEAM UNIFORMITY

It is important that players should look and feel like at team, and part of a club, at practice and during games. While the club provides jerseys, we require that each team gets the parents to purchase practice jerseys. This especially provides players a sense of importance and diminishes the 'Motley Crew' look that is often prevalent. Please note, the practice jerseys to be used are blue. They are to be numbered in orange, and have no names on the back. All teams must wear club approved apparel. If a team is interested in ordering alternate club approved jerseys in white, they may do so at their own expense through the Soccer Locker. These jerseys may only be numbered in orange and, per club policy, cannot have any names on them. No third party sponsorship may appear on club uniforms. Coaches are required to use the NSCAA Player Development curriculum.

SKILL DEVELOPMENT FOR PLAYERS AND COACHES

The club hires skill development coaches to work with all players and coaches. This initiative is meant to provide ongoing learning for our coaches as well as our players, and to help coaches feel that they are supported in their efforts. Coaches are expected to attend and participate in at least one of the skill development sessions per week.

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All our coaches are supported in the same manner by the DOCPD. The Skills Development Coaches and the DOCPD are available to you at any time as a resource, and they are available not only to run practices, but to attend games or meet with you one on one.

Coaches are refunded for any certification or professional development they may pursue. CSA Community Coaching Courses are refunded without prior approval, but any other professional development opportunities must obtain approval for funding from the Hollandia Board of Directors. In addition, the DOCPD offers workshops from time to time to aid with your coaching development.

THE HOLLANDIA STYLE

Regardless of the age group or division, Hollandia players are expected to develop a good technical base on which to improve their skills. Our players must be comfortable with the ball, and be able to control, dribble, run, pass and shoot at a level that is at the top end of the division in which they play.

Our coaches are expected to understand and communicate to players and parents, the process involved in the development of soccer players, based on the fact that the purpose of a soccer game is to score more goals than the opponent:

1. Ball Mastery: Unless a player can receive and control and ball, (on the ground or in the air), there is no point in trying to progress to the next level.
2. Once a player has mastered this first step, they learn how to make intelligent use of the ball, that helps the team progress:
 - a. Progression: this can take the form of dribbling (through traffic) or running with the ball (open space).
 - b. Transmission of the ball: passing, shooting, heading, volleying

These are the basic skills that you as the coach must bring to proficiency. Without them, players have no chance of improving their game. Any player lacking these fundamentals is the weak link on your team!

Secondly, soccer is a physical game, and all our players should be taught to play physically within the laws of the game. For example, protection of the ball with your body is perfectly legal, but many players are never taught how to do it properly.

The third component to the Hollandia style is pressure on the ball. Opponents should not be allowed any time on the ball, and should be pressured by the nearest Hollandia player immediately upon receiving the ball. Press the ball close to the opponent's goal as much as possible. This requires that goalkeepers act as defenders and play outside of the penalty area when the ball is in the opponent's end.

Fourth, and very importantly, Hollandia players must be competitive. Competitiveness should be developed in every player, along with a solid work ethic. Soccer gives back what you put in. No team can be successful unless each member carries his or her weight. Competitiveness should be present, regardless of level or division.

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In summary, a typical Hollandia team should possess the ball as much as possible, play with high tempo, work hard to regain the ball as soon as possible when it is lost, press the ball high up the field, and compete at every single opportunity. All of this is, of course, relative to the level of the players.

Coaches in all cases should deploy players in the following team formations:

- 6v6 (Quarter field games) Diamond or **1-3-1** formation although a 2-1-2 is also acceptable
- 7v7 (Quarter field games) Diamond or **1-3-2** formation although a 2-1-3 is also acceptable
- 8v8 (Half field games) **3-3-1 or 3-2-2**
- 9v9 (Half field games) **3-3-2 or 3-2-3**
- 11v11 (Outdoor full field games) **4-3-3, 4-2-3-1 or 3-4-3**

Coaches are required to teach the principles of play using the 4v4 or 5v5 formats

PLAYER ABSENCES AND TARDINESS

This is an important matter that must be discussed at your pre-season meeting. When you volunteer to coach, you have made a commitment to be there for the players. Why should the players and parents not make the same commitment to you? Generally speaking, coaches who run good practices, encourage enjoyment, and treat players and parents with respect seldom have major issues with attendance and tardiness. However, there will be exceptions that require you to take action, because you CANNOT allow yourself to tolerate players missing or being late without letting you know in good time. Here are some strategies to deal with such situations.

1. It is suggested that you have team rules as follows:
 - a. For games arrive at least 20 minutes early
 - b. For practices arrive at least 15 minutes early
 - c. Coach/Manager to be informed of planned absences and late arrivals at least 72 hours ahead of time.
 - d. Consequences for absences or late arrivals that have not been notified (see below)
2. It is not advisable to use physical activity as punishment for these situations. In soccer, we need to attach positive feelings and thoughts to physical activity. It is much better to withhold physical activity as punishment (playing and practice time)
3. Never wait for stragglers to start your practice. Instead, begin on time and when a straggler is ready to participate, acknowledge him/her and then exclude them for about 10 minutes. Say something like: "Can you just wait over there until I can fit you in because you missed my instructions by being late."
4. Take a step-by-step incremental approach to resolve the problem, recognizing that young players are normally dependent on an adult to get them there.

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First Event: Exclude the player for a while and address the matter later in front of the group

- a. Julie, why were you late today?
- b. How do you think this affects your learning and your teammates?
- c. Can you arrange with your parents to get you here on time?

Second Event: As above and tell player that you want to meet with the player and their parents after the game or practice. Explain the situation to the parents and request a solution from them. Ask them what they think solution should be. Tell them that if the player is late, they will sit out half the game or practice. Get clear acknowledgement on this.

Third event: Meet with parents again and ask to schedule a meeting with the Player & Community Liaison.

GUEST PLAYERS AT TOURNAMENTS

Many tournaments offer the convenience of guest players. At Hollandia we encourage you not to use this for the sole purpose of winning, but rather as a means to secure players if you are short. We do recommend that you try to secure Hollandia players first. We also do this as a means of building club loyalty and cooperation.

DEALING WITH CONFLICT

Unfortunately, there are times when parents have concerns about playing time or other issues. Please do not brush them off. At your pre-season meeting establish protocol to establish how parents can arrange a meeting with you through your manager:

1. You are totally approachable as long as the approach is right
2. We prefer that parents ask to talk to the coach rather than creating dissent behind the scenes
3. Parents should NEVER approach the coach immediately before or after a game or practice
4. Parents should contact the manager to request a meeting, and identify the issue so that the coach can prepare
5. Children are NEVER punished because a parent brought forward a concern
6. If the issue cannot be resolved in a meeting, the club will provide a mediator

At the meeting, it is imperative that you remain calm and cordial. The ultimate objective is a win-win situation:

1. Start with a positive greeting
2. Acknowledge the concern
3. Let the parent talk as much as possible by asking open ended questions (What, Why, When)
4. Ask them how they would like to see the issue resolved
5. State your point of view
6. Summarize what you are, or are not, prepared to do
7. Do not allow yourself to get bullied
8. Summarize the outcome and get acknowledgement

APPENDIX

TYPICAL AGENDA FOR PARENT'S MEETING

- Greeting and introductions
- Overview of LTPD model and where your team fits
- Coach's philosophy based on above
- Season plan (game and practice days for entire season)
- Tournaments (be sensitive to costs)
- Training T shirts or uniforms
- Team fees and payment methods
- Question period
- Thanks and wrap up.

CODE OF CONDUCT

As an affiliate of the Saskatchewan Soccer Association, Hollandia is committed to upholding the code of conduct as developed by the SSA. The full SSA Code of Conduct can be found on their website: http://sasksoccer.com/files/section_3_ppm_code_of_conduct_and_ethics_0116.pdf. We have included the parts related to team personnel, athletes and parents/spectators here for your reference.

1.8 Team Personnel

In addition to Articles 1.4-1.6, Team Personnel (which includes, but not limited to, all Coaches, Assistant Coaches, and Managers, Gender Representatives, Medical or other personnel in a position of influence on the athletes) have many additional responsibilities. The Team Personnel-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Team Personnel must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Team Personnel will:

- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes
- b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes
- c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments
- d) Support the coaching staff of a training camp, provincial team, or national team, should an athlete qualify for participation with one of these programs
- e) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete
- f) Act in the best interest of the athlete's development as a whole person
- g) Respect other coaches

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- h) Meet the highest standards of credentials, integrity and suitability, including but not limited to such considerations established by the SSA's Screening Policy
- i) Report any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance
- j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol and/or tobacco
- k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes
- l) Not engage in a sexual relationship with an athlete under 18 years old, or an intimate or sexual relationship with an athlete over the age of 18 if the Team Personnel is in a position of power, trust, or authority over the athlete
- m) Recognize the power inherent in the position of Team Personnel and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Team Personnel have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
- n) Dress professionally, neatly, and inoffensively
- o) Use inoffensive language, taking into account the audience being addressed
- p) Act professionally at all times
- q) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators.

1.9 Athletes

1.9.1 In addition to Articles 1.4-1.6 athletes will have additional responsibilities to:

- a) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete; or in the case of carded athletes, interfere with the athlete's ability to fulfill requirements under the Athlete Assistance Program
- b) Participate and appear on-time, well-nourished, and prepared to participate to their best abilities in all competitions, practices, training sessions, tryouts, tournaments, and events
- c) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
- d) Adhere to the SSA's rules and requirements regarding clothing and equipment
- e) Never ridicule a participant for a poor performance or practice
- f) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators
- g) Dress in a manner representative of the SSA; focusing on neatness, cleanliness, and discretion
- h) Act in accordance with the SSA's policies and procedures and, when applicable, additional rules as outlined by coaches or managers
- i) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators

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1.11 Spectators and Parents

1.11.1 In addition to Articles 1.4-1.6 parents and spectators will have additional responsibilities to:

- a) Encourage athletes to play by the rules and to resolve conflicts without resorting to hostility or violence
- b) Never ridicule a participant for making a mistake during a performance or practice
- c) Provide positive comments that motivate and encourage participants' continued effort
- d) Respect the decisions and judgments of officials and encourage athletes to do the same
- e) Respect and show appreciation to all competitors, and to the coaches, officials, and other volunteers who give their time to the sport
- f) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators
- g) Keep off the training or competition area and not interfere with any activities.

RESOURCES

For practices and technical information, please use the Hollandia resources found on Dropbox. These will be distributed as they are developed over the course of the season.

www.insidesoccer.com for videos on practices and complete season training

www.soccerhelp.com for coaching articles, drills and some free information

<http://www.championshipcoachesnetwork.com/public/department67.cfm> for articles on developing competitive players and teams.

<http://www.youtube.com/watch?v=5IOVnhzaP6M> videos on principles.



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