



# **NBL1 – Program and Coach Review Process**

**BOARD APPROVED – 27 OCTOBER 2021**

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## Purpose

The NBL1 Program and coach review document is written to clearly outline the process of on-going and time-specific program review. As part of this outline, it includes methods of on-going informal review, noting when appropriate disclosure is required. The aim of this document is to provide clarity for all levels of the NBL1 program as to what the layers of governance are, what processes take place and why. This also ensures current and future administration have clear guidance on overall program management.

NOTE: All sections provide guidance on normal operation of the program, with exceptional circumstances catered for in a separate section.

## On-going Communication and Program Touch Points

The purpose of this section is to identify key moments across the 12-month NBL1 calendar where there is on-going opportunity for strong communication at all levels of the program. This includes player-player, player-coach, coach-administration, player-administration or any combination of these. An overview of each strategy, noting this has been carefully described to ensure a balance between ensuring due process and flexibility to navigate the dynamic nature of an NBL1 program.

1. **Monthly (estimate) coach-captain-management meetings.** This would include the program's captain, head coach, CBA CEO, President & Team Mentor. These meetings would have a basic agenda with a view to getting a basic understanding of the activity of the past month, items of a positive nature, as well as challenges faced. This would provide an opportunity for management to understand where the program may need further support or guidance. The team mentor provides perspective as to general trends (if applicable), with enough perspective to get a well-rounded picture. These meetings may not be practical for all members but provided the option to attend, with a view these are informal meetings and may take 5 minutes or 60 minutes depending on the time of year and potential agenda. The agreed date/time of these meetings will be consistent and scheduled early in the calendar year.

**Exceptional circumstances: If the CEO is the head coach of the program, they would take the role of head coach of the meeting and have the President fill the role, or in the absence of the President, they (President) may appoint a President's delegate.**



2. **Team Mentor – Coach Meetings.** In addition to the team mentor’s position description that includes a welfare component for all members of the program, they will also meet with the coach monthly (alongside the coach-captain meeting) to provide an update on anything they feel is noteworthy inside the program. Noting the team mentor does not report to the coach, but operates inside the program’s parameters, providing observations, trends and potential solutions to the head coach on an on-going basis. This ensures appropriate information on staff and player welfare is conveyed in a timely manner to ensure the feedback loop is complete. These meetings are documented and kept on file. The agreed date/time of these meetings will be consistent and scheduled early in the calendar year.
  
3. **Team Mentor-Athlete Catchups.** These are relatively informal in nature, however, they can be formal at the request of the athlete. The role of the team mentor is set out in the appropriate position description. The team mentor is present as often as practical, with a view of checking in with athletes (and staff) at various stages. They are not in place to solve problems, but rather, provide guidance, support and strategies to help overcome challenges and reinforce/celebrate positive moments. These conversations are confidential in nature, and if the team mentor deems it appropriate, will encourage the athlete to discuss with the coaching team or assist them in doing so. If the team mentor decides to document any of these meetings, they are for the eyes of the mentor only. If the team mentor believes any discussion seriously deviates from the parameters of the program (bordering on misconduct), they can be escalated to the CEO. In all other circumstances, they work through the issue with the athlete and provide broad program advice to the coaching staff on enhancing the good moments and dealing with challenges.

**Exceptional Circumstances: If the head coach is the CEO, misconduct issues can be escalated by the team mentor to the President.**

4. **Coach-Athlete Catchups.** Also relatively informal in nature, however, they can be formal depending on the time of year. This is with a view to ensuring athletes have a regular ‘touch-point’ with the coaching team to ensure they are heard at different stages during the year. Some athletes may request these (or the coaches may feel it is required) as a regular occurrence, others may not feel it is required as often. Prescribing specific regularity for all athletes (to be the same) is impractical given the number of athletes inside any program.



These conversations may vary depending on the time of year, and may include (but not limited to), understanding of role inside the group, discussion of performance, or any general items. In some instances, this might be more appropriate with an assistant coach, noting, the assistant is still obligated to relay to the head coach. Where appropriate (or formal), notes are kept of these meetings.

5. **CEO-captain catchups.** It should be clear to the captain that on request they are welcome to catch up with the CEO at any stage to discuss the program. This is not to encourage unnecessary conversation but provide an avenue to the program leader should they wish to discuss the program broadly (not a personal issue). If any other player wishes to have a similar conversation, they are encouraged to follow the opportunities outlined above to complete the feedback loop, to ensure there are not unnecessary bypass options with the team mentor available. As a general observation, captains are often experienced enough to understand when the conversation is appropriate. These meetings are documented.

**Exceptional Circumstances: If the CEO is the head coach of a program, the CEO would be replaced with the President of the association.**

## Review Process – Annual (non-contract year)

### a. **Coach Exit Meetings**

**Attendees:** CEO, President and Head Coach.

**Method:** this is a documented meeting that occurs no more than one month post-season.

**Purpose:** to discuss, assess and review the most recent season in line with the CBA's head coach position description, most recent NBL1 head coach report, and the current strategic plan. This is considered alongside information provided from the team mentor regarding the player exit interviews, and any meetings that took place throughout the year.



**Components (using head coach report template):** Overview and list assessment (including coaches), professional development and Self-awareness/management, junior development, on-court performance/results, standards/expectations, CBA support, relationships and communication, community engagement, strategic plan alignment, and recommendations

**Detail:** It is expected the CEO and President have reviewed the appropriate information ahead of the meeting to ensure they are well-informed and able to ask appropriate questions. This would likely have been prepared in advance to discuss with the head coach, and if further information is required, this is obtained prior to the meeting. The discussions and outcomes of discussing these documents are recorded, including any agreed recommendations. The board is provided with and notified of these outcomes.

**Exceptional Circumstances: If the CEO is the head coach of a program, the CEO is replaced with the President, or a delegate appointed by the President.**

b. **Player Exit Meetings**

**Attendees:** Player, coaches, team mentor (approximately 20-30 minutes in length).

**Purpose:** to discuss, assess and review the most recent season in line with the program's standards and expectations, as well as CBA's overall values. This is considered alongside information provided from the team mentor regarding any disclosed meetings during the year, on-court and off-court performance.

**Components (this will be templated for both programs):** General overview (player assessment) of on and off court performance and how they went relative to individual and team standards/expectations, personal goal achievement (and what steps they took to work towards it), feedback for the program/coaches, future direction (what's next, what they want to achieve and how, continuity into following year), and coach / team mentor feedback.



**Detail:** This process is templated across both programs for continuity, including attendees, purpose and components above. Athletes may request less people present but must have head coach and team mentor as a minimum. The template provides guidance as to the areas that should be cover but does not restrict ‘water cooler’ conversation that is often insightful in those circumstances. Meetings are documented, with the team mentor to cross-check notes are reflective of the conversation before providing a copy to coaches and athletes. The team mentor will also provide a copy to the CEO to assess ahead of the coach exit meeting.

**Exceptional Circumstances: If the CEO is the head coach of a program, the team mentor will ensure the association President received a copy of meeting notes alongside the players and coaching staff.**

c. **Player/Coach/Staff Follow-up Meetings:**

Should a local player, coach or staff member exit the program following (or during) a season, the CEO will follow-up with a meeting with the athlete to discuss their reasons for leaving and gain broader understanding of the situation. This should be done following the completion of exit meetings and appropriate documentation provided. This is documented and noted for discussion at coach exit meeting if appropriate or applicable. The association President may also take this role in addition to the CEO.

**Exceptional Circumstances: If the CEO is the head coach of a program, the association President will follow up the relevant member of the program.**

d. **Coach planning and recruitment**

As part of the NBL1 report provided by the head coach, they will provide an overview of 2022 planning and list management. This includes roster gaps to be filled. It should be noted, paid-athlete recruitment often occurs well prior to the completion of the season, and requires on-going conversation with the CEO who will approve all budgeted financial decisions. Any transaction that deviates from budget must be approved according to CBA finance policy.



All potential recruits that are not from the CBA (and not high-end paid players), the head coach must present a recommendation (including justification, depth chart and character assessment) to the CEO to discuss with the relevant talent development co-ordinators as a cross-check against the current CBA talent pipeline. This is an opportunity for input from the coaches most frequently working with future juniors, coaches with a Cockburn focus and strong basketball expertise.

**Exceptional Circumstances: If the CEO is the head coach of the program, they must present their recommendations to the President, who will cross-check with the talent co-ordinators in the same manner as indicated above.**

### Review Process – Contract Year (head coach)

The process to assess the renewal or non-renewal of a head coach's contract begins ahead of the final year of the contract, with a view to be complete by mid-season. This process may be delayed to post-season by majority agreement by the board, and this decision must be made in the off-season prior to the final contracted year.

The board, by way of CEO recommendation, will appoint a panel to conduct the review process and provide a renewal or non-renewal recommendation. This panel will include the CEO, a CBA Director, and independent person with a specialty in leading teams or basketball (or both). It is expected the panel is made up of both male and female members.

**NOTE: The Director and/or independent panel member must not be a player, coach, staff member OR direct family member of a player/coach/staff member involved in the program during the coach's tenure – due to a conflict of interest.**

The panel will use appendix one (coach review template), alongside relevant prior year (or multiple year) exit interview notes (both player and coach), and NBL1 post-season head coach reports to gather a wide-ranging understanding of the nature of the program. It would be expected the panel may speak to whoever they like and use any documentation required to reach a conclusion. This must include a head coach interview with discussion of the coach review template. It is noted all conversations with members of the program by the panel are fully disclosed and transparent with the head coach to minimise disruption to the program in pre-season and in-season.



Following the completion of gathering the relevant information, assessment of the relevant information and interview with the head coach, the panel will provide a written recommendation (including justification) to the board for approval. The detail of possible outcomes is outlined below.

**Exceptional Circumstances: If the CEO is the head coach, the CEO would be replaced with the association President in the first instance. The vice-president would step in in the absence of the President.**

**If the panel deems the head coach to be renewed**, this will need to be approved by the board of directors. Following this, the CEO will then determine the appropriate length/term of contract and negotiate with the head coach. The remuneration term of the agreement requires approval according to finance policy prior to negotiation. The outcome of this negotiation would need to be approved by the Executive, unless terms cannot be agreed, requiring whole board approval.

**Exceptional Circumstances: If the CEO is the head coach, the CEO would be replaced with the association President in the first instance. The vice-president would step in in the absence of the President.**

**If the panel deems the head coach to not be renewed**, the CEO will revert to the board with this recommendation for further discussion. Should the board of directors agree with this outcome, the CEO would negotiate an appropriate plan of when and how this is communicated to the head coach, team, and wider community.

**Exceptional Circumstances: If the CEO is the head coach, this would require collective discussion of the board due to the sensitive nature of the matter. If this was by mutual agreement or by way of the head coach electing to not continue, this may be less of a problem. If there is non-mutual agreement this may require further discussion given the employee status of the head coach.**

**Should the head coach not be renewed by agreement of the board**, the same review panel would be appointed to conduct a search for a new head coach. In the first instance, the panel reserves the right to head-hunt the appropriate head coach in the first instance. If this is unsuccessful, the CEO would publicly disseminate an expression of interest process for the panel to assess. The panel would be obligated to interview a candidate, no matter the circumstances. The panel would then provide a recommendation back to the board for approval, following which, the CEO would negotiate terms with the successful candidate.



