

**Cumberland Jr. Grads Minor Hockey Club
AGM (April 27, 2010)**

Hockey Operations Report

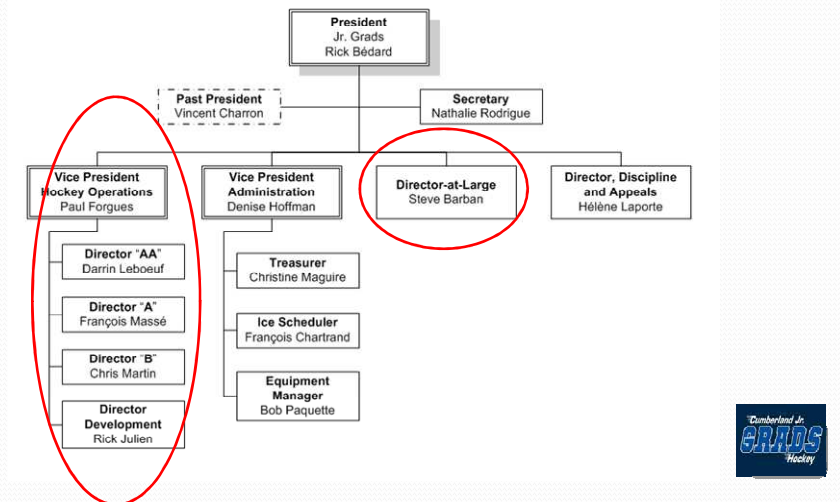
Presented by:

Paul Forgues



Speaking Notes

Jr. Grads Executive Committee



Within Hockey Operations:

- Director AA – responsible for the Peewee level this year: Darrin Leboeuf
- Director A – responsible for the Atom level this year: Francois Masse
- Director B – responsible for the Bantam & Midget level this year: Chris Martin
- Director Development – leading the development programs for players and coaches: Rick Julien

Also included in the hockey operations report is information provided by the Director-at-Large, Steve Barban. Steve was instrumental at providing us with the stats that will be presented later in the report. You can visit the Club website to get a copy of the Director-at-Large report.

Overview of Report

- Coach and Player Selection Framework
- Hockey Development
- Team Results
- 2010-11 objectives
- Closing Remarks



Read slides...

Coach and Player Selection Framework

Project Sponsor:

Canadian Centre for Ethics in Sport
(CCES)

CCES Canadian Centre for Ethics in Sport
Centre canadien pour l'éthique dans le sport
Be true to yourself. Be true to your sport.



The Goal of the project

To present a proposal for an improved set of procedures for the coach and player selection process at our next AGM.

Ensure a consultative process that will collect relevant information for the project.

We believe together, everyone achieves more.

Read Slide... followed by:

The proposal of this project was presented after the 2009 AGM to the membership of the Cumberland Jr. Grads Minor Hockey Club. We implemented the framework during the 2009-2010 hockey season.

Our sponsor, the Canadian Centre for Ethics in Sports connected us with *True Sport – a social movement powered by people who believe that sport can transform lives and communities*. Tag lines for this group:

- *Keep It Fun*
- *Play Fair*
- *Go For It*
- *Stay Healthy*
- *Respect Others*
- *Give Back*



Coach and Player Selection Process

The project included:

- Review existing models of best practices,
- Interviews with current coaches and executive members,
- Focus group with membership,
- External Advisory Committee.

Confidentiality throughout the project

In order to keep the confidentiality and provide a forum for members to speak freely, the entire framework was developed by two members of the Canadian Centre for Ethics in Sports:

(1) Jarrod Baettie & (2) Matt Ebbs.

- There was a review of existing models and best practices from other minor hockey sports.
- Jarrod & Matt conducted interviews with coaches and executive members.
- There were focus groups conducted with the membership.
- The External Advisory Committee validated the recommendations of the Canadian Centre for Ethics in Sport.

Please note that the Canadian Centre for Ethics in Sports provided the support to build the framework. The implementation of the framework was done by the Cumberland Jr. Grads Minor Hockey Club.



Coach and Player Selection Process

Observations:

- Coaches Selection Committee worked well.
- Coaches working together to select the teams.
- Team selection – Informing players on the results.
- Player Selection Committee – can't be sustained as a volunteer position.

Coaches Selection Committee worked well – clear criteria for selecting the coaches.

- Small group of volunteers bringing different angles to the selection – evaluating technical skills and soft skills for the position.

Coaches working together to select the teams

- Unprecedented for the Cumberland Jr. Grads – coaches needed to agree on the teams for each level. This opened communications and dialogue between coaches.
- Regrettably, in most cases, coaches did not continue this dialogue once the season began.

Team selection – Informing players on the results

- The letters delivered at Ray Friel was generally well received. It gave an opportunity for parents to manage the environment where the player would learn of the outcome.

- There were issues at some levels when letters were delivered – Some players were informed of the decision before receiving the letter due to teams booking tournaments early in the season. Learning curve for us and consideration for next year.
- Part of the solution vs. part of the problem. One parent suggested an edit in the letter after her son's reaction when he read the letter. We agreed with the edit and implemented the change when we distributed the letters for the Major Midget players.
- Some changes were made to team line-ups. These were very challenging decisions. In consultation with the coaches and independent evaluators, it provided hockey operations with the information required to make these decisions. Needless to say, these decisions were never unanimous – but were made in the best interest of player development.
- Review Day – we failed to deliver on this. Synchronizing calendars with 5 volunteers was extremely difficult. People were disengaged – suffering from volunteer fatigue.
- Goalie selection – An independent goalie evaluator conducted the goalie evaluation and goalie selections. The new board will need to decide on how they want to proceed for next season.

Player Selection Committee – can't be sustained as a volunteer position.

- The player selection committee was lead by Rick Julien and members of the Junior Bandits club. This was, by far, the most thankless volunteer job from the proposed new framework.
- Too many hours is expected of this committee – attending every try out session at all levels.
- Even with the best intentions, you are continuously faced with challenging and difficult decisions.

The Cumberland Jr. Grads Executive Board would like to thank Doug Wicks & Bill Guthrie for their role as *Parent Representatives*. They spent countless volunteer hours – observing the new framework and providing us with feedback from the parents. Thank you Doug & Bill!!!



Hockey Development

Activities during the 2009-10 hockey season:

- Player development sessions
- Goalie development session
- Coach development sessions
- Player Profiles



Player development sessions

- Rick Julien was instrumental of organizing player development sessions – especially on Saturday mornings.
- This was something new for the club – pilot project. The new board can determine how it moves forward with this.

Goalie development session

- Craig Harper conducted goalie development sessions.
- Again, this was something new for the club – pilot project. The new board can determine how it moves forward with this.

Coach development sessions

- Rick Julien and Bob Paquette (coach mentor) were involved in developing coaches this season.
- Both will agree that there remain huge opportunities – develop a much more comprehensive program to support and develop our volunteer coaches. This is a two-way street: The coaches must also be open and willing to take advantage of these opportunities.
- The new board can determine how it moves forward with this.

Player Profiles

- Similar to a report card at school, Rick Julien invited players from teams to implement the Player Profiles.
- Unfortunately, some parents complained that we were acting unethically by doing this. In one case we were told “*why are you doing this at XMAS time you are simply adding to my child’s stress level*” .
- We interviewed some of the children that we did a profile for and none of them had any complaints. As a matter of fact most wanted to know if we could do this again
- The new board can determine how it moves forward with this.

Team Results – Cumberland Jr. Grads

| Team | GP | Wins | Losses | Ties | Winning % |
|---------------|------------|------------|------------|-----------|--------------|
| Min Atom B | 32 | 19 | 8 | 5 | 0.672 |
| Min Atom A | 28 | 11 | 8 | 9 | 0.554 |
| Maj Atom B | 32 | 4 | 23 | 5 | 0.203 |
| Maj Atom A | 28 | 4 | 20 | 4 | 0.214 |
| Maj Atom AA | 28 | 10 | 14 | 4 | 0.429 |
| Min PW B | 32 | 4 | 21 | 7 | 0.234 |
| Min PW A | 28 | 6 | 17 | 5 | 0.304 |
| Min PW AA | 28 | 16 | 7 | 5 | 0.661 |
| Maj PW B | 32 | 6 | 22 | 4 | 0.250 |
| Maj PW A | 28 | 13 | 14 | 1 | 0.482 |
| Maj PW AA | 28 | 8 | 19 | 1 | 0.304 |
| Min Ban B | 32 | 0 | 31 | 1 | 0.016 |
| Min Ban AA | 28 | 6 | 18 | 4 | 0.286 |
| Maj Ban B | 32 | 4 | 26 | 2 | 0.156 |
| Maj Ban AA | 28 | 3 | 19 | 6 | 0.214 |
| Min Midg B | 32 | 15 | 15 | 2 | 0.500 |
| Min Midg AA | 28 | 12 | 10 | 6 | 0.536 |
| Maj Midg B | 32 | 15 | 14 | 3 | 0.516 |
| Maj Midg AA | 28 | 12 | 7 | 9 | 0.589 |
| TOTALS | 564 | 168 | 313 | 83 | 0.371 |



Overall, the Cumberland Jr. Grads finished the regular season with 168 wins, 313 loses & 83 ties – Winning % of 0.371. If you look at the chart, you can see the teams that performed higher or lower than the club average.

Minor Atom (Frank McNeely, Chris Herman)

- B team: Finished 4 out of 13 teams. Went 1-1-1 in semi finals. Went 1-1 in Finals. Finalists in the B league championship.
- A team: Finished 5 out of 8 teams. Went 2-3-0 in semi finals. Finished 4th out of 8 teams in finals.

Major Atom (Martin Boucher, Michel Fennessy, Marc Franche)

- B team: Finished 12th out of 13 teams. B pool playoff. Went 1-3
- A team: Finished 9th out of 10 teams. Did not make the playoffs.

- AA team: Finished 4 out of 8 teams. Went 4-2-3 in playoffs. Finished 3rd in playoffs

(Information for Peewee not provided by Director of Hockey Operations)

Minor Peewee (Steve Gillis, Chico Diotte, Mike Carter)

- B team:
- A team:
- AA team: Finalists in the finals.

Major Peewee (Dan Neault, Steve Barban, Rob Murray)

- B team:
- A team:
- AA team:

Minor Bantam (Chris Kealey, Shawn Evraire)

- B team: Finished 13th out of 13 teams
- AA team: Finished 9th out of 10 teams

Major Bantam (Claude Saumure, Nick Baxter)

- B team: Finished 12th out of 13 teams
- AA team: Finished 9th out of 10 teams

Minor Midget (Gerry Savage, Steve Malette)

- B team: Finished 8th out of 12 teams
- Tournament win - South Stormont, Toronto, Finalists in Rochester & Semi Finalists in Cornwall.
- AA team: Finished 6th out of 8 teams
- Tournament results – Semi Finalists in Silver Stick Hockey Tournament & the 6th Annual Capital New Year's tournament.

Major Midget (Len Bourdeau, Bob Paquette)

- B team: Finished 6th out of 12 teams. Won the B league Championship.
- Avalanche Tournament (in Toronto) – Made it to the semi-final (lost in overtime), Cornwall Tournament – Made the quarter final, Gloucester Tournament – Made it to the quarter-final, North Bay Tournament – Made it to the semi-final and lost to Pembroke
- AA team: Finished 4th of our 8 teams.

Team Results – Something to consider...

| District | # of Players |
|----------------------------------|---------------------|
| District 1 – Upper St. Lawrence | 2,896 |
| District 2 – Lower St. Lawrence | 2,235 |
| District 3 – Lower Ottawa Valley | 1,699 |
| District 4 - Rideau/Carleton | 3,573 |
| District 5 – Upper Ottawa Valley | 2,310 |
| District 9 – Gloucester | 3,530 |
| District 10 - Nepean | 2,877 |
| District 11 - Kanata | 1,755 |
| District 12 - Cumberland | 1,817 |
| Bytown District | 3,189 |



ODMHA Player numbers by District

We often hear from members that Cumberland is not competitive because of our inability to develop players – pointing the finger at our volunteer coaches and the executive board.

Steve Barban, Director-at-Large prepared a very good report about the year-end results. I encourage you to review the document – found on the Cumberland Jr. Grads website.

Although we will all agree that there is always room for improvement, consider this:

- We are the largest provider of players to the Eastern Ontario Wild (AAA) for Bantam & Midget. This would suggest we are doing a good job at developing players in Atom & Pee wee.
- We are one of three Districts with the lowest number of skaters.
- Our neighbors (District 9 – Gloucester) is almost twice the size of skaters. Yet, they have about the same amount of teams at the competitive level.

- District boundaries are set by the ODMHA. If interested to learn more about the boundaries, the District can explain how the boundaries work but at the end of the day, the process to change these boundaries date back 10 years when someone had the idea of creating their own District.

As we mentioned from the outset, there are opportunities to provide additional training for our volunteer coaches and review our policies & procedures in areas such as the FIT policy – but the fact remains that for every good skater Cumberland develops, our neighbors in Gloucester will double that number every time.

Team Results – Player Affiliation

| Cumberland Jr. Grads Affiliation Report for 2009-10 Season | | | | |
|--|---------------------------------------|----------------------------------|--------------------------------|---------------------------------|
| Random Team | Total Games Missed by Regular Players | Total Games Played by Affiliates | Missed Affiliate Opportunities | Percent of time Affiliates Used |
| Team 1 | 13 | 5 | 8 | 38% |
| Team 2 | 7 | 7 | 0 | 100% |
| Team 3 | 11 | 1 | 10 | 9% |
| Team 4 | 30 | 11 | 19 | 37% |
| Team 5 | 50 | 21 | 29 | 42% |
| Team 6 | 23 | 5 | 18 | 22% |
| Team 7 | 28 | 3 | 25 | 11% |
| Team 8 | 17 | 16 | 1 | 94% |
| Team 9 | 23 | 2 | 21 | 9% |
| Team 10 | 24 | 2 | 22 | 8% |
| Team 11 | 29 | 22 | 7 | 76% |
| Totals | 255 | 95 | 160 | 37% |



Player affiliation:

Explain the chart:

- There are limitations for tracking player affiliation numbers. This is something we need to look into moving forward.
- With the information we were able to get, there was a missed opportunity of more than 160 times when a player could have played at a higher level – **a huge missed opportunity for player development**
- I'm sure there are good reasons for some of these shortfalls. However, I'm also sure there is room for improvement.

Again, I encourage you to review the report on *Player Affiliation* prepared by our Director-at-Large, Steve Barban. I believe both reports are excellent – sound observations and supported with evidence. The reports should be reviewed with the new executive board as it will help shape discussions around key issues.

One major issue with the player affiliation this year:

One player from house league exceeding the player affiliation limit. As a result, he had to join the Jr. Grads team. Although a human error was the cause, a process needs to be developed to avoid this from happening in the future.



2010-11 objectives

- Viability of Coach and Player Selection Framework
- Use 2009-2010 results as benchmarking
 - Win / Loss / Tie
 - Affiliation of players
- Look at how the Club could improve their results such as reviewing the FIT policy – by age group & level.
- Review the evaluation / feedback process from parents, players and volunteers.



Viability of Coach and Player Selection Framework

- The new board can determine the viability of this new framework – see if/how they want to proceed. A volunteer can't sustain the workload required to maintain the required oversight of this process. The suggestion from CCES to hire a Technical Director must be considered. Otherwise, your independent coach and player selection committee cannot be sustained – it's simply too many volunteer hours.

Use 2009-2010 results as benchmarking: (Win / Loss / Tie) & Affiliation of players

- The numbers are documented. The new board can take these numbers as their starting point. And see the changes from year-to-year. The B league remains a challenge because they do not have a Point Streak system.

Look at how the club could improve their results such as reviewing the FIT policy – by age group & level.

- The “spirit” of the FIT policy has been challenged this year by some of our volunteer coaches. The board needs to review this policy and provide clarity to the members. Suggestion to have a different FIT policy based on age and level has been raised by some members. The new board should take this suggestion under review – but not forget to consult with the membership before making any changes.

Review the evaluation / feedback process from parents, players and volunteers.

- Currently, we only ask parents to provide feedback on the volunteer coaches. This year, a parent at the Peewee level developed and pilot tested a player feedback survey – getting players to provide feedback of their coach. The new board should consider:
 - Reviewing the current parent evaluation form.
 - Implement a player feedback survey.
 - Implement a coach feedback survey (feedback card for each player)

Closing Remarks

Thank you ...



A special thanks to the members who provided us with praise throughout the season for the work we did.

For those of you who feel we did not deliver, we send our regrets and suggest that you can be *part of the problem or part of the solution*. In other words, if you feel you can do a better job, please get involved and volunteer with your club. Minor Hockey can only survive and function with volunteers.

Even with the complaints from the vocal minority, I enjoyed my experience and will keep great memories. During the season, we strived to remain objective and rational in our decision making process. As I've said before: "*we've agreed to disagree*". But in all cases, decisions were always done in the best interest of player development. And for that reason, I would not change any decisions made throughout the season.

The 2010-11 objectives are intended as proposed directions for the new board. These objectives will remain ideas unless members get involved. The new executive board will want to find ways of recruiting volunteers to help them with these objectives.

My last message to you before I close my year-end Hockey Operations report:

I wish to inform the Cumberland Jr. Grads Minor Hockey Club that I am stepping down as the Vice President Hockey Operations. My resignation is effective immediately. If my position is not filled during the upcoming elections, the new executive board will be tasked of finding my replacement.

Some people suggested I wait until after the AGM to step down – simply allowing the new executive board to select my replacement. I felt the right thing to do is allow the membership to decide and vote for who should be their representative at the executive board.

There are two reasons for my decision to step down:

1. **Solidarity for the past President** – I've known Rick Bedard for about 3 years – after moving to Cumberland in 2007. As President, Rick lead the Cumberland Jr. Grads with good intentions – free of hidden agendas. Having lived in the province of Quebec for 10 years and witnessed hockey teams being formed on soccer fields, when Rick approached me to join the executive board, I immediately said yes. Rick is a person with integrity. For those of you who know Rick, one thing he is not is a hypocrite. If you ask him a question – better be ready for the answer. He's a straight shooter. But he does respect the opinion of others. In my volunteer role this year, I observed and witnessed horrible actions from some members towards Rick and his children. Frankly, it was simply appalling. You may tell me that this is the vocal minority and not the opinion of the silent majority. Sorry folks but Rick, or anyone, does not deserve this.
2. **When you're no longer having fun, it's time to go** – I had an uncle that worked 34 years for the federal government. At his retirement party, he told me that he never enjoyed one day at work. But he stayed there because it was a job that provided him with financial security for his family – not to mention a decent pension. I was a teenager when my uncle told me this. I promised myself that no matter what I do, the day I stop having fun, it's time to move on. Don't get me wrong, I knew that implementing a new coach and player selection framework would be challenging. I also know that, in general, people tend to resist change – especially in minor sports when you have people with hidden agendas. I was ready for the challenge and remain pleased with the results. The framework has potential but in order to make it sustainable, my recommendation is to have a paid position – similar to Cumberland Soccer. The new executive board can decide how it moves forward – that's their choice. I will remain available should the new executive board have questions on the coach and player selection framework and/or any other Hockey Operations related matter.

Finally, for my colleagues on the executive board, volunteer coaches, assistant coaches, team managers, parents, etc... - for everyone who supported me during my time with the Jr. Grads, please accept my sincere gratitude.

Enjoy your summer and best wishes for the 2010-11 hockey season.

Cheers! ☺