

# The Role of the Chef d'Equipe

## **Overview**

Chef d'Equipes (team managers) are generally responsible for the overall team management for major international competition (refer FEI Article 125 – attached). Depending on the Discipline, they may also be required to exercise a management role in relation to elite squads. Chef d'Equipes (team manager) appointed for Games may be “first choice” for other team competitions requiring a Chef. The EA may appoint a panel of people who can act as Chef d'Equipe (team manager) for other FEI competitions.

## **Specific Functions and Responsibilities**

Chefs d'Equipe are responsible for the coordination and representation of teams or individuals at international competitions. Chef d'Equipe responsibilities include but are not limited to:

- Attendance at all technical meetings at international competitions.
- General management and fitness of the horses entered for the event and the observance of the FEI Veterinary Regulations by the team veterinarian and other official team members.
- Responsible for the declaration and withdrawal of competitors and horses entered for the official team competitions at Championships
- Where appropriate, the Chef d'Equipe may also function as the team coach.
- Teams that include a Chef de Mission, the Chef d'Equipe reports to that position.

## **Skills**

Chef d'Equipe must demonstrate the following:

- A high level of knowledge and understanding of competition requirements in their Discipline.
- An ability to provide leadership in team situations.
- An ability to handle conflict and manage change.
- An ability to work as part of a team and also to exercise initiative when required.
- A very high level of organisational and administrative skills.
- Financial management skills including reports against budget and funds acquittal.
- High level communication skills, both written and oral.
- Capacity to deal with the media if required.

## **Personal Attributes**

- High degree of personal and professional integrity.
- A commitment to follow the principles espoused in the Officials' Code of Conduct.
- Tact and diplomacy balanced with the capacity to make decisions.
- Ability to maintain confidentiality.
- Capacity to engender respect from athletes, officials, owners and others involved in the sport.
- Ability to cope with numerous tasks simultaneously and to deal with stressful situations.

## **Allowances & Reimbursements**

Any financial allowances and reimbursement arrangements are agreed for each campaign/tour of duty. Where the responsibilities of a Chef include the financial management of the team on a tour or similar, specific guidelines should be prepared to cover this aspect.

### **Special Requirements**

Chef d'Equipes (team managers) must be available to travel, both within Australia and overseas, as required, and must be available for both World Equestrian Games and World Championships regardless of location. This may involve significant time commitment in the lead-up to these events and substantial periods of time away from home. In addition Chef d'Equipes (team managers) may be involved in squad activities, depending on the Discipline, which may also involve periods of time away from home, and substantial travel.

Chef d'Equipes (team managers) must be able to be contacted by telephone, fax or e-mail at all times, with an ability to respond appropriately to communication from the CEO, Chef de Mission, National Committee, athletes and other team members.

### **Conflict of Interest**

It is essential that the position of National Chef d'Equipe should be above any criticism of perceived or actual conflict of interest or bias as per Article 158 in the 23rd edition of the EA General Regulations.

The National Chef d'Equipe is ideally not to be a driver or owner of horses with potential for selection, or instructor of potential national level competitors.

A declaration to this effect will be required and made at time of nomination.

The National Chef d'Equipe must notify the High Performance Manager of any potential Conflict of Interest at the commencement of any event or when a conflict is identified. The High Performance Manager will decide the appropriate course of action to maintain the integrity of the Chef d'Equipe. If a situation of permanent conflict of interest arises during the term of office then the Chef d'Equipe shall step down from the position.

### **Appointment Procedure**

- The National Chef d'Equipe will be elected until the World Equestrian Games 2018.
- The National Office calls for nominations from the general membership of EA, the Branches and their committees. Applicants must complete a nomination form and forward together with their résumé and other supporting documentation to the EA National Office by the required date.
- The Appointment Panel will consist of, a member of the EA Board, the Chair of the National Carriage Driving Committee, One other member of the National Carriage Driving Committee, One driver with overseas experience and the High Performance Manager.
- The Appointment Panel will assess applicants, determine whether they meet the required criteria and recommend the appointment. The Appointment Panel will advise the National Board through the CEO who will in turn notify applicants and announce the appointments once ratified by the EA National Board.

## **ADDITIONAL INFORMATION FOR THE ROLE OF CARRIAGE DRIVING CHEF D'EQUIPE**

This section supplements the official position description above for the Chef d'Equipe and clarifies the role of the Carriage Chef d'Equipe in the context in which they operate.

### **Chefs' Role outside of Team Duties**

Whilst the Chefs' role is to 'manage' the Carriage Driving team, it is important that they have an ongoing role within the elite plans leading into a team competition, to ensure greater effectiveness. This should be through the National Carriage Driving Committee.

The National Carriage Driving Committee should consult with the Chef d'Equipe in regard to issues relating to the Carriage Driving Team for WEG or any other designated Championships where Australia is represented by a Delegation.

### **Chefs' Role as Part of Team Management**

The team structure for World Games features the following roles:

The EA National Board appoints the Chef de Mission to oversee and manage the Australian Equestrian Team. The Chef de Mission's role is to ensure all aspects of the team's plans and logistics are in place and to implement EA policy. The Chef de Mission has the managerial authority over the 'Team'.

The Chefs for the relevant Disciplines manage their teams and implement policy or directives from the Chef de Mission. Primarily however, the Chefs' role is to focus on ensuring that their teams' needs are met in respect to horses, athletes, training arenas, dissemination of Organising Committee communications and any competition factors. Technical issues relating to the Discipline are the responsibility of the Chef. The Chef plays an important role supporting the team vets and any other support staff assisting them in performing their duties.

### **Discipline Teams and the Delegation**

At a World Equestrian Games each Discipline team forms part of an overall Australian team or delegation. It is important that the Chefs ensure that their teams contribute to smooth and effective interaction within the whole delegation. This includes supporting the Chef de Mission in implementing and following rules, policy and general codes of behaviour for team members.

Chefs are expected to consider the needs of each of their athletes and deal with athletes and other Vaulting team members on an individual basis. This is to ensure that the unique characteristics of each athlete and their needs are addressed. Just as the Discipline team is required to contribute to an effective overall Australian team environment, likewise Chefs should ensure that the individual needs of athletes and other team members are met within the context of their team.

### **Other Specific Duties and Responsibilities**

Chefs are expected to oversee any other team member of their discipline; however, the Chef de Mission has ultimate authority over all team members.

Chefs are required to keep the Chef de Mission and Chair of the National Committee for non WEG events, informed of all issues relating to their team. Chefs are also required to work with the team vets and other personnel and keep them informed of issues impacting on those persons' areas of responsibility.

Chefs do not have a role in team selection except where an involvement is delegated to the Chef by the National Discipline Committee. This may occur when the team is overseas and there are no selectors present at when a decision is required.

Chefs are expected to engage in positive interaction with horse owners whilst at the same time ensuring EA policy is adhered to. This interaction with owners should be in harmony with the Section Manager's role with owners. Any dispute involving owners should be reported to the Section Manager.

Chefs are required to participate in meetings of Team Management prior to, during and after the team event.

### **After the Event/Campaign**

Post event duties include submission of a report, involvement in team management de-briefing and attendance at the National Carriage Driving Committee meetings to discuss issues relating to the team. Where Chefs have managed budgets, a full financial acquittal is required according to the directions of the Chef de Mission.