

WFDF EVENTS - SPIRIT DIRECTOR MANUAL

March 2019

Introduction

This information is intended for the WFDF Event Manager, the Tournament Organizing Committee (TOC) including Tournament Director and appointed Spirit Director and his/her assistants for all WFDF ultimate and beach ultimate world and continental events.

The Spirit Team

The Spirit of the Game team at WFDF events consists of:

- The WFDF Spirit Director, who will have their travel costs (partially) reimbursed by WFDF according to the WFDF travel policy and who will receive accreditation, meals, accommodations and local transport from the TOC, just like other key staff.
- Spirit Assistants. The first assistant is preferably a local player/administrator appointed by the TOC pulled from the volunteer database, and if an event has over 70 teams, a second will be appointed by the TOC. They are entitled to regular volunteer benefits such as accreditation and meals.

Spirit Director Profile

- Preferably a member of the WFDF SOTG Committee or, failing that, someone recommended to and approved by the WFDF SOTG Committee and by the local National Governing Body for the country where the championship is taking place.
- Preferably have experience as Spirit Director of national or international tournaments
- Have a good knowledge of the WFDF & BULA SOTG scoring system
- Have a good knowledge of the BE CALM strategy
- Have a good knowledge of the rules of ultimate and hold a current Advanced Rules Accreditation.
- At least 5 years of ultimate playing experience with at least some top national/international experience.
- Is not playing on a team in the event and has no other coaching or administrative duties at the event (condition may be relaxed for smaller events, e.g. with less than twenty teams)

- Good communication skills
- Fluent in English
- Have their own laptop to bring to the event

Spirit Assistant (Supplied by TOC)

- Have a good knowledge of the WFDF & BULA SOTG scoring system
- Have a good knowledge of the BE CALM strategy
- Have a good knowledge of the rules of ultimate and a current Advanced Rules Accreditation.
- At least 3 years of ultimate playing experience with at least some top national/international experience.
- Is not playing on a team in the event and has no other coaching or administrative duties at the event (condition may be relaxed for smaller events, eg with less than twenty teams)
- Good communication skills
- Fluent in English

Uniforms

The Spirit Director will receive a similar uniform to other senior event management staff with “SPIRIT DIRECTOR” on the back. Additional Spirit Assistants should also wear uniforms that shows their role, e.g. with “SPIRIT TEAM” on the back.

TOC to Provide

The TOC should provide the Spirit Team with the following:

- A place on the Event website that contains information about what Spirit of the Game is, in particular for newcomers to the sport
- At least two radios for internal communication and for communication with the TOC/Competitions Team
- For each team at the event a laminated 10-game spirit scoring sheet with scoring examples on the back of the sheet
- Permanent markers, one for each team
- A location big enough and close enough to hold the Spirit Captain’s meeting

- A private space for the Spirit Team to set up two laptops, preferably very close to the Competitions and I.T. teams
- A Spirit booth/desk in a public location that is highly visible and easily accessible for players where one member of the team can be based to answer questions.
 - At smaller events, the private space is more important and the public booth can be taken off the requirements, but Spirit Captains should be able to find and approach the Spirit Team in this case by giving players/volunteers the location and phone number of the Spirit Director.
- Electricity and reliable cabled Internet or WiFi at these desk(s)

Communications

- All event communications between the TOC, teams and Spirit Director, will be facilitated by the WFDF Event Manager, who will liaise with the appointed Spirit Director as early as possible
- The WFDF Event Manager should work with the Spirit Director to prepare and review a section of the pre-tournament handbook (Player Briefing Book) that will be seen by every player before the event, including:
 - Offering a link to the Spirit Captain document that explains their role
 - Emphasizing the importance that the WFDF gives to Spirit of the Game and how important their role is
 - Telling the date and time of the Spirit Captains' meeting, and informing Spirit Captains that attending the meeting is mandatory
 - Encouraging the Spirit Captain to forward the Spirit Scoring Sheet and Spirit Scoring Examples to their team, so that **all** players are familiar with it prior to the tournament
- The WFDF Event Manager will communicate to each team that they must provide the Spirit Director with the email/phone contact details of all registered Spirit Captains for the event as soon as registration is closed (at the latest six weeks before the event).
- The Spirit Director will create a master document with this contact information, and will establish direct contact with each Spirit Captain in advance of the event, in case they have specific SOTG concerns about their team, or are reaching out to help on a SOTG-related matter (e.g. if they have heard this team is looking for particular help with the SOTG materials). This initial contact information should be verified BOTH by email AND text message / cell phone, if possible, so that there are no problems with communication between Spirit Captains and the Spirit Director at the event itself.

- Spirit Director *may* need to mass-email *all*, some or individual Spirit Captains for various administrative reasons, e.g. to remind them to enter scores, to let them know where scores are displayed or to hold an emergency meeting between Spirit Captains in a particular division. Experience shows that the Spirit Director must have a fast, immediate connection with Spirit Captains to make this role as useful as possible. SMS / Instant messaging or WhatsApp may be the future in this respect.
- The Spirit Director is encouraged but not required to write a daily summary email to all the Spirit Captains, to keep them informed of any Spirit-related issues or positive feedback. This is a chance to build trust and connections with the most Spirited folks in the sport.

Spirit Director Responsibilities

Before Event

- Ask the WFDF Event Manager for the Spirit Captain contact info (mobile and email). This information should be available at about T-12 weeks.
- Ensure there is a local Spirit Assistant nominated and start conversations. The Assistant should understand Spirit of the Game and should be interested in further promoting it. He/she helps in collecting score sheets, inputting score sheets into the system, making sure that people have the right information, double checking the scores, translating where needed, etc. That person has to speak English and the local language. This is an opportunity to do a Spirit knowledge transfer.
- Organize the Spirit Captains' meeting in consultation with the WFDF Event Manager, and draft the script / outline for such a meeting. If possible, share that document with Spirit Captains in advance of the meeting, so they can come prepared with questions.
- Help ensure that all teams and players adhere to the Rules Knowledge Accreditation criteria set by the WFDF.
- Ensure that the Event website contains clear and relevant information about Spirit of the Game.
- Well in advance of the event (ideally more than twelve weeks), make sure that at the Event there will be a system to collect, enter, calculate, and disseminate Spirit scores. Talk to the TOC and Event Manager about printing of sheets, deciding on the logistics of collecting the spirit score sheets after each game, and how scorekeepers need to get organized.
- Promote good Spirit to all players online and in the Player Briefing Booklet.
- Ensure that the place where the Spirit Director and Assistant Director sit during the Event (the "Spirit Booth") is highly visible and easily accessible for players (see above).
- Work with the TOC to create laminated backup scoring sheets with examples of scoring.

At Event

- Host the **Spirit Captains' Meeting**
 - Take a roll of attendance, and immediately afterwards contact any teams who did not send a representative.
 - Have each Spirit Captain within a division sit together. Before and after the end of the meeting, encourage the Spirit Captains to stay and introduce themselves to the other Spirit Captains in their division.
 - Hand out name tag stickers (First name, country, division) so that people immediately can see who they are talking to. These can simply be hand-written. This system also helps in determining who attended the meeting. Make sure there are blank stickers for substitutions.
 - Emphasize the Spirit Captain's role during the games (specifically liaising between the two teams).
 - Tell them to use the Examples sheet when scoring.
 - Tell them Spirit scoring is a team effort and, although it inherently contains an emotional and subjective element, try to use the spirit example sheet as the primary guide and try to remain as objective as possible throughout.
 - Tell them that if they give a score of 6 or lower, not only do we expect them to give a written comment, if we come and find them, they will be able to tell us when they called the SOTG time out, or if not, why not.
 - Encourage Spirit Captains to use a spirit time out to potentially set a game back on track. Spirit time outs should not be seen as a last resort, but a useful tool to aid communication between the two teams.
 - Encourage them to visit the Spirit Booth regularly to check up on Spirit scores.
 - Emphasize that spirit is not only compatible with high-level play, it can improve and strengthen the quality of those games. Let them think about what happens in a close game if both teams adhere to SOTG principles: the play flows smoother, discussions can be there but the game is cleared from all of the elements that might negatively affect competitiveness.
 - Address recent rule changes. For example if WFDF released updates in the past year we want to make sure that everybody is on the same page and knows the latest version of the rules.
 - Encourage that they have a Spirit Circle with their opposition after each game

- Manage the Spirit Assistants.
- Collect, enter, calculate, and disseminate Spirit scores (to players at the event and to the outside world).
- Get the data in the system as soon as possible. This allows maximum time to talk to teams that have been in a bad game, or are consistently getting low scores.
- Once two teams have entered their scores, these scores should be made public so that players and the community can discuss the results and celebrate excellent examples of good spirit, or encourage teams not doing so well to improve.
- Note: While Spirit Scores should be made public as soon as possible, comments should be considered private to the teams involved, and should be shared only a) with the team for whom they are intended and b) with others as necessary to protect positive SOTG. If comments are to be shared in a public way, it should always be with prior permission, or with identifying details removed (i.e. you might share the best or worst comments of the day, but you should not identify which team said it about which team unless the teams have explicitly given permission for that use.) This is to ensure that comments are as honest and helpful as possible to the teams.
- Chase missing spirit scores to make sure that each day is complete.
- Talk to Spirit Captains of teams that gave opponents low scores to understand why and then, if needed, talk to the opponents to request to take steps so that the spirit scores will improve.
- Talk to Spirit Captains of teams that have given very high scores to the opponent (15+) to understand why.
- Talk to any team that has Spirit issues.
- Facilitate proactive group meetings between Spirit Captains in a division if that division is having problems, or between two teams that may benefit from additional Spirit guidance.
- Watch games where there may be problems, to investigate the behavior of a team, or if asked by a team for specific feedback.
- Daily meeting with the Tournament Rules Group and alert them if there is a team with issues.
- Award some of the Spirit prizes as required by WFDF. This is determined and allocated by the highest WFDF representative at the event, and depends on how many free positions we have after allocating to the VIP's and Directors of the event

Tips

As with most administrative jobs at large tournaments, the Spirit Director and his/her assistant(s) have a large logistical task. These tips may make the job easier.

At Event

- Bring a reliable laptop (or two), ideally with an up-to-date version of Windows (if using the Excel version of the scoring spreadsheet).
- Keep entered scores and feedback/notes well-organized and easily retrieved, as players may visit the “Spirit Booth” to query scores they were given or update scores as necessary.
 - E.g. One folder per division.
 - If using paper spirit entry forms, mark concerning scores with a highlighter pen and keep them prominent. Mark entered scores with a different color.
 - If using digital score submission, make a take-away list of teams to visit or investigate.
- Quick access to the schedule is important, to catch teams who need following up before/after their games (just before a warm-up might be suitable).
- At very large events, it might be necessary to send out “runner” volunteers to chase up teams who need to enter scores, or who need to be told to visit the spirit director.

Collecting and Displaying Scores

- Keep spirit scores as transparent/accessible as possible to everyone throughout the event. This may allow a team that is not doing so well to adjust their behavior based on this feedback.
- Only display the spirit scores for a game once both teams have entered their scores.
- Under some circumstances, and at the discretion of the spirit director, teams may be allowed to change the spirit score they have given to another team, based on an improved knowledge of the scoring system, or if they review the score with their team and decide that it was determined incorrectly. This can happen in particular if:
 - A. A team is new to the scoring system and accidentally gives out a very high or low score through inexperience, or
 - B. Occasionally, teams have been known to give out an incorrect score for emotional reasons, such as losing the game, or in retaliation if they believe they will be given a low score, or even based on a preconceived idea of the opposition’s spirit.

Finals and Awarding the Spirit Prizes

- It is vital that **all games** count towards the awarding of the prize for SOTG, including the final(s). No Spirit Award will be given at the awards ceremony if any team score has not been accounted for and might influence the final winner, or if more games in that division could be played after the ceremony that would affect the final winner.
- For each division, the team with the highest average total SOTG score will be presented with the award for SOTG.
- **Tie-Breaker:** In the unusual event of two teams having the equal highest average total SOTG score, the award for SOTG will be presented to the team who ranked higher in competition results. Both teams should be congratulated on their exemplary spirit. This serves to reinforce the connection between SOTG and top performance.
- If possible, it is good for the Spirit Director to meet with the Spirit Captains involved in each final game, allow everyone to be introduced and remind them that SOTG is particularly visible and important in games that may be televised or have many spectators.
 - Also encourage adherence to rules that uphold good spirit, such as sideline players maintaining the 3m distance from the field of play, and players on the field keeping to discussion time limits.
- Before the final games, make sure that teams know that these games will count towards the spirit score for their opponent and it is important that they submit the score before they go off for their well-earned rest or celebration.
- For the reason above, it is very important that the winner of the prize is determined only once all scores have been entered, or, failing that, once all possible outcomes have been checked.
 - This may mean that for any missing scores, the Spirit Director should enter a 0 or a 20 and see if these change the resulting highest average score for any team in the running to win the prize.
 - However, there is some margin for error there, so it is safest if the prize is not awarded until all scores are accounted for.
- Although it may remove some of the surprise for the winners themselves, it's best to advise them ahead of time if they have won the prize, so that as many of their team as possible can attend the ceremony.
- **Triple check the scores and final standings before advising the WFDF Event Manager / Awards Host of who the winner(s) are**

Post-event

- **Within one month of the end of an event the Spirit Director will create and deliver a Spirit Report to the WFDF SOTG committee for internal use with lessons learned and**

recommendations for improvement. (We recommend drafting this even before the event starts, and working on it throughout the event. The SOTG Committee has a good outline to start from.)

- After each WFDF event the Spirit Director will identify to the SOTG Committee the teams that have issues and the Chair of the committee (or a delegated member) will follow up, within three weeks, with a personalized email to engage in dialogue about the problems
- After each WFDF event the Spirit Director will identify to the SOTG Committee the teams that showed great spirit and the Chair of the committee (or a delegated member) will follow up, within three weeks, with a personalized stock email to congratulate them and ask for tips on how they succeeded to teach other teams
- Within a week of publication, the Spirit Director emails all Spirit Captains to let them know the Spirit report is up