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MISSION

To make a contribution towards
Nation Building and Healing of
our land, South Africa, and the
Transformation of our Society,
through the Development of
Athletics, from Grassroots to the
highest levels of Excellence

To	ASA Members
From	ASA Office
Date	27 June 2017
Subject	Manual for Team Management
No pages	1 + manual

ELECTRONIC TRANSMISSION

Dear ASA Members

Circular 65 of ASA 2017 (06/27) – MANUAL FOR TEAM MANAGEMENT

ASA is in process of rebuilding its network of Team Managers.

In this regard, please find attached a manual on how a Team Management should be compiled as well as some guidelines and flow charts as to what the duty is of each member of the Team Management.

ASA kindly request our members to empower your provincial Team Managements with this manual.

Where possible, ASA will appreciate it if our members can conduct workshops for your Team Managements.

ASA will soon call for a national Team Management workshop. The date for such workshop will be announced in due course. The attached Team Management manual will form the basis of such workshop.

ASA will also soon start with creating a data base of Team Managers whom served as Team Management at national level along the same lines as the process of creating networks for Quality Controllers and Excellence Advisors.

Athletics greetings

Richard Stander
ASA CEO

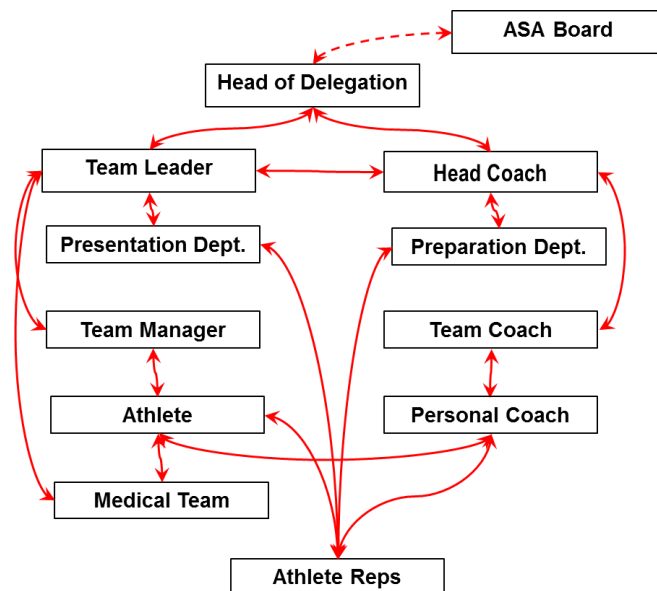
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MANAGING AN ATHLETICS TEAM ON BEHALF OF ATHLETICS SOUTH AFRICA JUNE 2017 VERSION

1. INTRODUCTION

- 1.1. There is a difference in approach in the preparation of a team and the presentation of a team. The preparation of a team is covered in more detail in the chapter on Team Preparation Management and/or team Selection Strategy.
- 1.2. Team Presentation Management should be a continuation of the Preparation Management of the team. The two Management Teams may not be the same because of the different Management skills required.
- 1.3. A handover process should take place between the Preparation Management and the Presentation Management to ensure best results. This is normally done at an pre-departure camp
- 1.4. It is important to note that athletics is a sport for individuals and the presentation of an athletics team should be dealt with differently to the presentation of a team sport.
- 1.5. When compiling the Team Presentation Management the individuality of the sport should be kept in mind.
- 1.6. The duties and responsibilities of the Team Presentation Management are elaborated on below.
- 1.7. The size of team management will be determined by external factors such as financial constraints and the size of the team.
- 1.8. The minimum size of Team Management should be two Managers to allow one Manager to attend to administration and technical aspects, while the other Manager attends to the athlete.
- 1.9. Ideally, the size of the team management should be one Team Management Member for every 10 athletes. To avoid doubt, Team Managers and Team Coaches form collectively the team management. The medical team are part of the team management are not factored in when the size of team management are calculated.
- 1.10. Ideally all teams should have at least 1 physiotherapist for every 20 athletes in the team
- 1.11. Ideally all teams should have at least 1 doctor for every 50 athletes in the team
- 1.12. The diagram below illustrates how the Team Management interacts with each other



FLOW CHART OF TEAM MANAGEMENT

2. HEAD OF DELEGATION

2.1. INTRODUCTION

- 2.1.1. The Head of Delegation is also known as the Chef de Mission
- 2.1.2. The Head of Delegation of a team to an international event will be the President of Athletics South Africa (ASA) or a delegate appointed by the President.
- 2.1.3. The ASA President or Delegate is the head of the delegation and report only to the ASA Board.
- 2.1.4. The Head of Delegation are normally located in the VIP area where he/she interacts with other Delegation Heads, potential sponsors, etc.

2.2. GENERAL

- 2.2.1. The Head of Delegation is the only official representative at the meeting.
- 2.2.2. The role of the Head Of Delegation are not to be confused with the role of the Team Leader
- 2.2.3. In smaller team managements the Head Of Delegation may double up as Team Leader, but in such cases the individual needs to know the difference, and related responsibilities, of the two portfolios

2.3. RESPONSIBILITIES

The Head of Delegation:

- 2.3.1. Will address the team during the pre-departure camp
- 2.3.2. Will attend all official functions related to the competition, e.g. functions held by the political heads such as the Minister of Sport, the Mayor of the host city, etc.
- 2.3.3. Will interact with other Heads of Delegation in matters of mutual interest, e.g. negotiate competitions between countries, skills exchange, etc.
- 2.3.4. Will be guided by the ASA Constitution in all matters referred to the Head of Delegation, e.g. where a member of the team brought ASA in disrepute.

- 2.3.5. Will facilitate any process or situation that requires an independent view, such as disputes between Team Management and athletes, Athlete Reps, Coaches, etc.
- 2.3.6. Should not use the same accommodation than the team to ensure the neutrality of the Head of Delegation in the event of a conflict among Team Members, and to ensure that confidential matters can be discussed with the required discretion.

3. TEAM LEADER

3.1. INTRODUCTION

The Team Leader is also known as the Senior Manager

3.1.1. The Team Leader:

- 3.1.1.1. Report only to the Head of Delegation.
- 3.1.1.2. Should have people skills
- 3.1.1.3. Should be skilled in applying IAAF Rules and Regulations
- 3.1.1.4. Should be familiar with the competition environment, including the accommodation and travel arrangements, and ideally should be part of the delegation that did site inspection at least 3 months prior to the start of the competition.
- 3.1.1.5. Should not allow any interference from outside e.g. team managements from other countries, supporters of the team such as parents and friends, etc.

3.2. GENERAL

3.2.1. The Team Leader

- 3.2.1.1. Leads the Managers in the team and take care of the logistical needs of the athletes such as accommodation, travel, entries, programme changes, appeals, etc.
- 3.2.1.2. Requests full team attendance including managers and coaches at pre-arranged times.
- 3.2.1.3. Provides for a team notice board to centralize information needed by the team.
- 3.2.1.4. Set up communication structures e.g. a roaming cell phone or e-mail facility, to ensure that the Team Leader can communicate with the Presentation Department at all times
- 3.2.1.5. Set up a communication network between Team Management and the athletes e.g. a "WhatsApp" network via cell phone
- 3.2.1.6. Send athlete performance reports, in electronic format, daily to ASA, to be used by ASA's media and marketing team

3.3. RESPONSIBILITIES IN CHRONOLOGICAL ORDER

3.3.1. In collaboration with the ASA Presentation Department:

- 3.3.1.1. **1st letter:** Notify the members of the team of their inclusion into the team
- 3.3.1.2. Collect the bio-data of the team
- 3.3.1.3. Order correct quantity and sizes of attire for athletes from official suppliers well in advance.
- 3.3.1.4. Monitors progress of suppliers of attire on a regular basis.

- 3.3.1.5. Ask suppliers to be at team meeting to exchange clothing if needed.
- 3.3.1.6. Ensure the availability of a tailor at the team meeting where the clothing is issued to alter clothing if needed.
- 3.3.1.7. Arrange and confirm flight arrangements of the team
- 3.3.1.8. Facilitate the process of obtaining visas for team members
- 3.3.1.9. Facilitate the process of adhering to the medical requirements of the country to be visited e.g. yellow fever and malaria injections
- 3.3.1.10. Book and confirm bookings for accommodation.
- 3.3.1.11. Arranges for accommodation of athletes' personal coaches to stay in the same hotel. This should be done on merit.
- 3.3.1.12. Confirms where and when the official functions will take place.
- 3.3.1.13. Provide for team transport to and from stadium. Transport must suit the needs of the athletes.
- 3.3.1.14. Collects airline/bus/train tickets to venue.
- 3.3.1.15. Arranges for a budget to cover unexpected expenses.
- 3.3.1.16. **2nd letter:** Prepare letter to all team members, explaining the following:
 - Place of competition
 - Programme
 - Travel arrangements
 - Function arrangements
 - Attire
 - Athletes already in possession of colours must bring this along
 - Time and place that team come together
 - Any additional instructions

3.4. PRE-DEPARTURE CAMP

The Team Leader will:

- 3.4.1. Facilitate all arrangements of the Pre-departure camp in collaboration with the Presentation Department
- 3.4.2. Ask the Preparation Department to hand over the team to the team Leader
- 3.4.3. Handle the presentation process as discussed in point 4 above
- 3.4.4. Discuss the Code of Conduct with the team
- 3.4.5. Hand over the team to the Medical Team to declare the team fit
- 3.4.6. Give the Head of Delegation an opportunity to address the team. The team Leader will:
 - 3.4.6.1. Explain the mandate of the team, as reflected in the ASA Selection Policy
 - 3.4.6.2. Explain to the team that from this point forward the team represents South Africa until they arrive back in South Africa.
 - 3.4.6.3. Conduct a media conference
 - 3.4.6.4. Hand over the team to the Team Leader
- 3.4.7. The team Leader will lead the team to the departure area.

3.5. ON ARRIVAL AT ACCOMMODATION

- 3.5.1. Organize at the residence for a room where a meeting can be held with all team members.
- 3.5.2. Find out where the technical meeting is held and arrange with the Head Coach to attend the meeting with the Team Leader.
- 3.5.3. Report back to the Presentation Office to confirm safe arrival as soon as the team is settled in.

3.6. TEAM MEETING

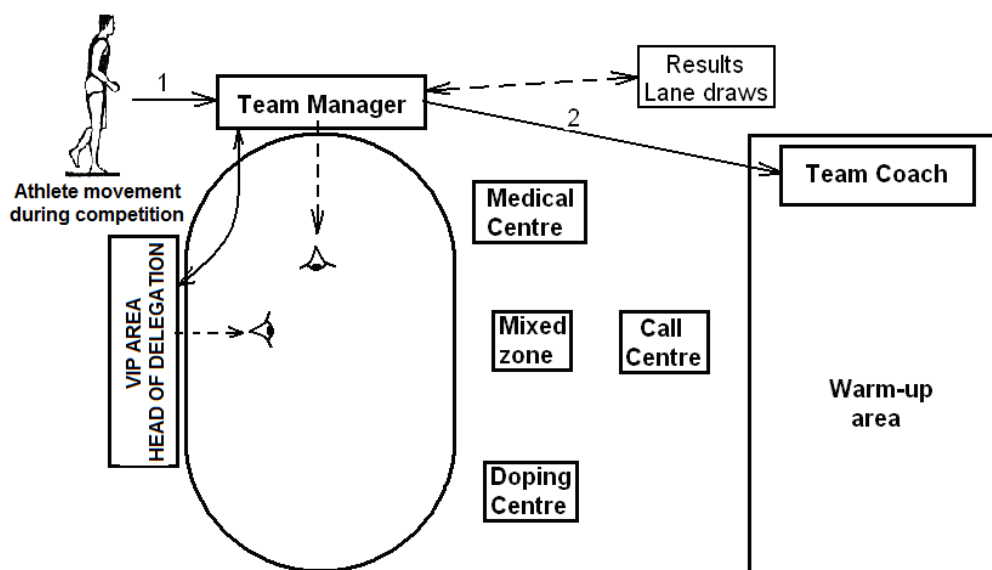
- 3.6.1. Act as Chairperson and co-ordinate feedback of Team Managers, Team Coaches and Athletes.
- 3.6.2. The managers deal with all outstanding administration.
- 3.6.3. All the technical information gained at the technical meeting is discussed with the athletes.
- 3.6.4. Management and coaches agree before the meeting who will talk about what. The executive manager will indicate when somebody is talking on his / her behalf during the meeting.
- 3.6.5. Prepare for the technical meeting.
- 3.6.6. Discuss technical report of coaches. (See list under coaches' preparation or technical meeting).
- 3.6.7. Discuss the time of the next meeting after the technical meeting with all team members.

3.7. MEETING WITH THE ENTIRE TEAM AFTER THE TECHNICAL MEETING

- 3.7.1. Discuss the timetable of the meeting.
- 3.7.2. Confirm travel arrangements.
- 3.7.3. Discuss all points of importance as indicated during the technical meeting.

3.8. DURING COMPETITION

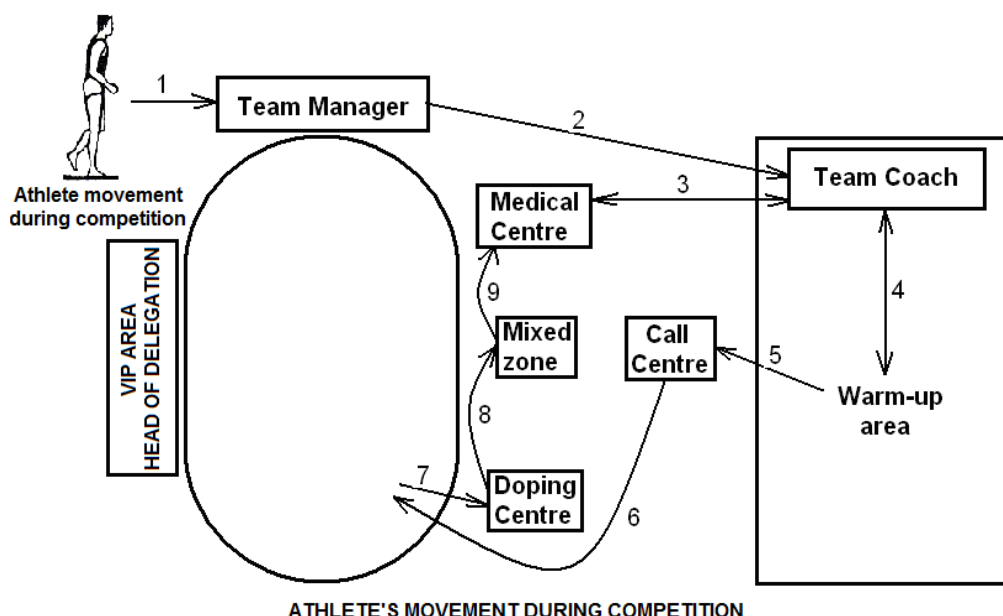
- 3.8.1. Be alert, together with the Team Manager and Team Coaches, for potential problems e.g. injuries, draws, heats, etc.
- 3.8.2. If necessary make appeal on behalf of the team members.
- 3.8.3. In collaboration with the chief coach, do placing of the relay team, based on results of the day.
- 3.8.4. Keep record of medals that were won, as well as any results that may be wrong.
- 3.8.5. If any disciplinary action is necessary, organize a meeting with the relevant manager, coach and captains.
- 3.8.6. The movement of athletes during competition should be monitored by the Team Leader with the support of the Team Management.



Team Management monitor movement of athletes during competition

3.8.7. The diagram below illustrates what the movement of athletes should be. Any movement of athletes outside the normal flow as illustrated below must be reported to the Team Leader before deviating from the normal flow as illustrated below.

- 3.8.7.1. The athlete reports to the Team Leader or dedicated Manager
- 3.8.7.2. The athlete reports to the Team Coach/Personal Coach in the warm-up area
- 3.8.7.3. The athlete may require medical intervention e.g. treatment by the physio before starting the warm-up session
- 3.8.7.4. The athlete warms up under the supervision of the coach
- 3.8.7.5. The athlete reports at the call centre when called by the Call Centre Manager where the athlete will be screened if he/she is presentable
- 3.8.7.6. The athlete will be taken to the competition area by a dedicated call centre marshal
- 3.8.7.7. After the competition the athlete may be requested to undergo a doping test, and will be accompanied by the doping marshal to the doping area.
- 3.8.7.8. The athlete may be required for an media interview and will be accompanied by a media marshal to the mixed zone for the interview
- 3.8.7.9. Only in steps 5, 6, 7 does Team Management have no control over the movement of the athlete. In steps 8 and 9 the Team Management must take control again to take care of the well-being of the athlete.



3.9. AFTER COMPLETION OF THE COMPETITION

- 3.9.1. Prepare technical report in collaboration with the entire Team Management.
- 3.9.2. Collect a complete set of result of the meeting in electronic format, or arrange for it to be sent to the ASA Preparation Department.
- 3.9.3. Check if the account for the residence is paid, and check all rooms before the team leave.
- 3.9.4. Compile a factual report, not more than 2 pages, in electronic version, consisting of challenges and recommendations, as well as a full set of results of the athletes in the team, and submit it to the ASA Presentation Department on arrival back in South Africa, for direction/redirection where needed.

4. TEAM MANAGERS

4.1. RESPONSIBILITIES

- 4.1.1. The Team Managers report to the Team Leader.
- 4.1.2. Collect numbers and sizes of attire of athletes e.g. jackets, tracksuits, vests, bags, etc. directly after the team is announced.

4.2. AT THE TEAM MEETING

- 4.2.1. Give letter to all members explaining all details
- 4.2.2. Give airline tickets to team members
- 4.2.3. Issue attire to all athletes and confirm sizes
- 4.2.4. Organize a team photo

4.3. ON ARRIVAL AT ACCOMMODATION

- 4.3.1. Organize with the help of the coaches that athletes arrive safely at residence.

4.4. TEAM MEETING

Get all the athletes together in the meeting hall and discuss the following:

- 4.4.1. Room numbers - ensure everybody is happy with the room they stay in and adjust if necessary.
- 4.4.2. Check all attire
- 4.4.3. Discuss meal arrangements
- 4.4.4. Discuss training arrangements
- 4.4.5. Discuss all details with regard to competitions, functions and travel arrangements
- 4.4.6. Organize a team photo
- 4.4.7. Issue all instructions, preferably in writing
- 4.4.8. Appoint various committees e.g. discipline, travelling, training, etc.
- 4.4.9. Discuss financial arrangements with representative of Athletics Federation Board.
- 4.4.10. Organize travelling from:
 - 4.4.10.1. Airport to place of stay
 - 4.4.10.2. Place of stay to airport
 - 4.4.10.3. Place of stay to function and back
 - 4.4.10.4. Place of stay to training
 - 4.4.10.5. Place of stay to competition
 - 4.4.10.6. Competition to place of stay
- 4.4.11. Collect all the team member's air tickets for the next flight. Make block bookings.
- 4.4.12. Discuss place of stay arrangements of non-team members e.g. personal coaches, family. Handle on merit.

4.5. DURING MEETING

- 4.5.1. Be alert, together with the team coaches, for potential problems e.g. injuries, draws, heats, etc.
- 4.5.2. If necessary advise the Executive Manager to make appeal on behalf of the team members.
- 4.5.3. Keep record of medals that were won, as well as any results that may be wrong.

4.6. AFTER COMPLETION OF THE COMPETITION

- 4.6.1. Prepare technical report in collaboration with the coaches.
- 4.6.2. Ensure all team members have transport back home.
- 4.6.3. Hand the report and all relevant information over to the Executive Manager.

5. HEAD COACH

- 5.1.1. The Head Coach is appointed by the Excellence Department in consultation with the ASA Coaches Committee. This appointment is subject to the approval of the ASA Board.

5.2. REPORT TO

- 5.2.1. The Head of Delegation on team selection and non-team matters
- 5.2.2. The Team Leader on all matters except selection

5.3. RESPONSIBLE FOR

- 5.3.1. Directing the preparation and coaching of the team in collaboration with the personal coaches of athletes in the team.
- 5.3.2. Appraising competition venue prior to the technical meeting and advice management on problem areas.
- 5.3.3. Coordinating the work of the team of coaches
- 5.3.4. All coaching/technical/tactical matters
- 5.3.5. Preparing material for the technical meeting
- 5.3.6. Preparing a technical report on the competition
- 5.3.7. In collaboration with the team manager, do placing of the relay team, based on results of the day.

5.4. PREPARING FOR THE TECHNICAL MEETING

The head coach, in consultation with team coaches, prepares a list of technical notes for the managers. These notes must be discussed with the managers prior to technical meeting. This must include:

- 5.4.1. Lane draws, jumping / throwing orders
- 5.4.2. Starting heights and adjustments
- 5.4.3. Whose implements require checking
- 5.4.4. Program re-scheduling
- 5.4.5. Team changes
- 5.4.6. Any relevant medical certification information
- 5.4.7. Technical points after appraisal of stadium with athletes
- 5.4.8. Need for lap times / splits etc.

5.5. TECHNICAL MEETING

- 5.5.1. The Executive Manager is the only official representative at the technical meeting.
- 5.5.2. The Team Managers and Head Coach must assist the Executive Manager by supplying relevant information when needed.

5.5.3. CONFIRM:

- 5.5.3.1. Additional competitors should be agreed on
- 5.5.3.2. Lanes, order of participation and numbers of athletes
- 5.5.3.3. Starting heights and increments
- 5.5.3.4. Procedure for control of implements
- 5.5.3.5. Final calls prior to event
- 5.5.3.6. Ceremonies
- 5.5.3.7. Drug control procedures
- 5.5.3.8. Warming up areas
- 5.5.3.9. Language of announcements
- 5.5.3.10. Reading of lap times
- 5.5.3.11. Correctness of athletes' numbers
- 5.5.3.12. Program-correctness
- 5.5.3.13. Approval of medical certificates
- 5.5.3.14. Number of officials in arena
- 5.5.3.15. The athletes' seating - protection against weather
- 5.5.3.16. Transport arrangements to and from stadium
- 5.5.3.17. Where and when refreshments will be available
- 5.5.3.18. What the combined events athletes do between events
- 5.5.3.19. Problem areas in the marathon and walk routes.

5.5.4. GENERAL POINTS

- 5.5.4.1. Carry the relevant rulebook.
- 5.5.4.2. Obtain a competition program and check for conflicts on the program.
- 5.5.4.3. Allocate duties to team coaches.
- 5.5.4.4. Advise management on travel arrangements of athletes.
- 5.5.4.5. Request full team meetings with managers at pre-arranged times.
- 5.5.4.6. Arrange briefing meeting(s) for team coaches.
- 5.5.4.7. Give additional training where appropriate.
- 5.5.4.8. Responsible for coaching items on team notice board.
- 5.5.4.9. Check transport times from accommodation to and from the competition venue and duration of journey.
- 5.5.4.10. Help management to establish transport routine from and to competition.

6. TEAM COACH

6.1.1. Report to the Head Coach.

6.2. RESPONSIBLE FOR

- 6.2.1. Appraising competition venue together with the Head Coach prior to the technical meeting and advice management on problem areas.
- 6.2.2. Equipping the Head Coach with specific information for the technical meetings.
- 6.2.3. Advising the Head Coach on specific matters concerning the events for which they are responsible.
- 6.2.4. Providing specific services for athletes in preparation for competitions.
- 6.2.5. Providing specific information for the technical report.
- 6.2.6. Developing / reinforcing the bond between athlete and ASA
- 6.2.7. The athletes wearing attire representing the team.

6.3. GENERAL

- 6.3.1. Familiarize yourself with the athletes in the relevant events.
- 6.3.2. Obtain details of athlete's personal best, and season's best.
- 6.3.3. Provide details of opposition's personal best, season's best, tactics, temperament, etc.
- 6.3.4. Advise chief coach on fitness level of athlete for heats, tactics, etc.
- 6.3.5. Maintain close liaison with team doctor, therapist, etc. on areas of doubt.
- 6.3.6. Check medical clearance on the use of bandaging / taping etc.
- 6.3.7. Check athletes' personal equipment.
- 6.3.8. Check the athlete's number.
- 6.3.9. Advise against carbonated drinks prior to competition.
- 6.3.10. Advise against the use of alcohol and food experiments 48 hours prior to competition.

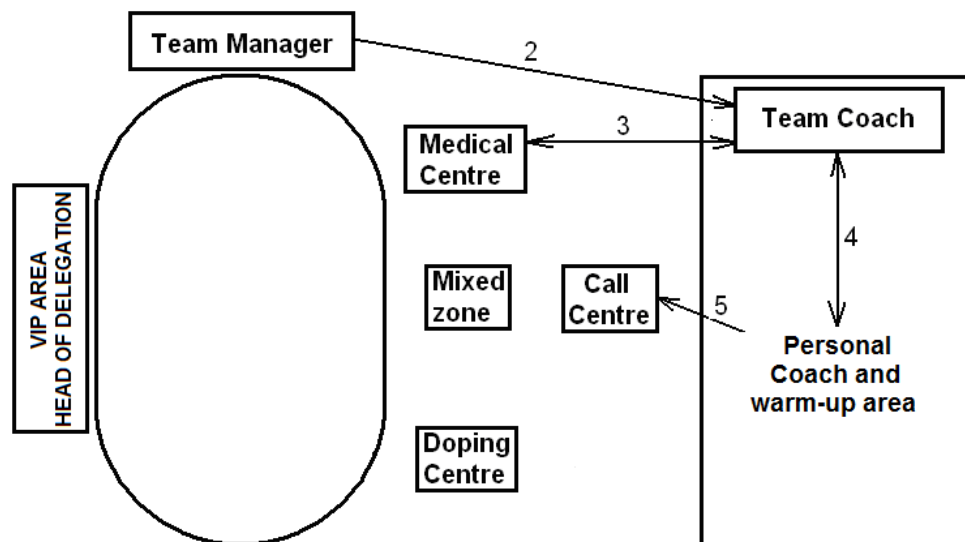
6.4. PREPARING FOR TECHNICAL MEETING

Prepare a list of technical notes for the managers. These notes must be discussed with the Managers and Chief Coach prior to technical meeting. This must include:

- 6.4.1. Lane draws, jumping / throwing orders
- 6.4.2. Starting heights and adjustments
- 6.4.3. Whose implements require checking
- 6.4.4. Program re-scheduling
- 6.4.5. Team changes
- 6.4.6. Any relevant medical certification information
- 6.4.7. Technical points after appraisal of stadium with athletes
- 6.4.8. Need for lap times / splits etc.

6.5. AT THE COMPETITION

This is where the team coaches play a major role. They must check the following:



TEAM COACH MONITOR MOVEMENT OF ATHLETES DURING COMPETITION

- 6.5.1. If the athlete has a personal coach present and refer him to his/her personal coach to be prepared for competition.

- 6.5.2. If the athlete does not have a personal coach present, it is the responsibility of the Team Coach to see that athletes warm up properly.
- 6.5.3. The attire of the athletes e.g. spike length, numbers, conflicting branding and sponsorship branding, etc. before they leave the warm-up area.
- 6.5.4. If they have wet suits available for rain and hot clothing for cold weather. The coach must have spare clothing for an emergency.
- 6.5.5. If the athletes have a spare pair of shoes.
- 6.5.6. If the athletes know the reporting procedures.
- 6.5.7. If they know where the manager, doctor and therapist are.
- 6.5.8. The coach must:
 - 6.5.8.1. Keep coaching comments to fundamental principles - don't tamper with technique.
 - 6.5.8.2. Offer a service to the athletes. If they don't want it, do not force yourself on them.
 - 6.5.8.3. Have extra pins, chalk, tape, etc. available.

6.6. AFTER THE COMPETITION

- 6.6.1. Prepare a technical report and give it to the Head Coach. The report must include suggestions where improvements must take place, if any.

7. MEDICAL TEAM

7.1. General

- 7.1.1. The Medical team are appointed by the Medical Committee. The approval of the Medical team is subject to the approval of the ASA Board.
- 7.1.2. The Medical Team will purchase its own medicine and ointments and provide the Presentation Department with invoices to be re-imbrued.
- 7.1.3. The Medical Team must be provided with separate rooms at the place of stay to enable the medical team to treat patients in a confidential and secure environment.
- 7.1.4. During competition, a temporary structures e.g. a gazebo, must be provided in the warm-up area to allow for the treatment of athletes.

7.2. The Team Doctor and Physiotherapist:

- 7.2.1. Must be present during the pre-departure camp
- 7.2.2. Must receive a clearance certificates from the athlete's medical team, declaring that the athlete is fit.
- 7.2.3. If the athlete cannot produce a clearance certificate, the athletes must be screened before departure and declared fit. If the athlete is not declared fit, the athlete will be reported to the Team Leader. The Team Leader will send the athlete home at his/her own expense.
- 7.2.4. The Doctor must collect and keep on file a medical clearance form signed by the athlete (or parent in the case of a minor).
- 7.2.5. The medical clearance certificate must contain:
 - 7.2.5.1. Full name and ID of team member
 - 7.2.5.2. Contact number of a relative in case of an emergency
 - 7.2.5.3. Relevant medical information e.g. intolerances to certain medicines
 - 7.2.5.4. Medical Insurance detail
 - 7.2.5.5. Clearance for the medical team to treat the team member for the duration of the tour

7.2.5.6. The clearance certificate must be signed before any form of treatment is introduced to the team member

8. ATHLETE REPRESENTATIVE

- 8.1. Athlete representatives are an extension of the ASA Excellence Programme and work closely with the ASA Preparation and Presentation Departments in preparing the athlete for the Championships.
- 8.2. Athlete representatives are not members of the team management, but the team management may allow Athlete Representatives to be present during team briefings as observers.
- 8.3. Athlete Representatives will assist the Team Leader during media sessions to prepare the athlete for a media interview

9. PERSONAL COACHES

- 9.1. Personal coaches are an extension of the ASA Excellence Programme and work closely with the ASA Preparation and Presentation Departments in preparing the athlete for the Championships.
- 9.2. Personal coaches are not members of the team management, but the team management may request the personal coach to assist the team coach preparing an athlete for competition. In such cases, the personal coaches will report to the head Coach.
- 9.3. The personal coach may be present during team briefings and may contribute to the meeting.
- 9.4. Personal Coaches may be accommodated in the same hotel where the team sleep.

10. PARENTS, RELATIVES AND FRIENDS

- 10.1. Parents, relatives and friends are not members of the team, and may not attend any team briefing sessions
- 10.2. Where parents, relatives and friends interfere in team arrangements, the individual at fault must be warned. If the individual continue not to respect the instructions from team management, the athlete related to the parent, relative or friend may be suspended and send back to South Africa at his/her own expenses.