



Touch Football Australia

Australian Emus National Coach and Manager Appointment Policy



**AUSTRALIAN EMUS NATIONAL COACH AND MANAGER APPOINTMENT POLICY****For National Coaches and Manager****Version History**

Review Date	Changes	Approved by	Approval Date
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TABLE OF CONTENTS

1. INTRODUCTION
2. DEFINITIONS AND PRIORITY OF DOCUMENTS
3. APPOINTMENT OBJECTIVES
4. COACH AND MANAGER APPOINTMENT PANEL
5. ELIGIBILITY CRITERIA
6. APPOINTMENT CRITERIA
7. ADVERTISEMENT AND APPLICATION PROCESS
8. ASSESSMENT AND INTERVIEW PROCESS
9. ENDORSEMENT AND RATIFICATION
10. COMMUNICATION AND NOTIFICATION
11. FEEDBACK AND WELLBEING
12. REMOVAL FROM POSITION
13. AMENDMENTS TO THE POLICY

APPENDICES

- APPENDIX A: ROLES AND RESPONSIBILITIES
- APPENDIX B: COACH AND MANAGER ASSESSMENT MATRIX





1. INTRODUCTION

- 1.1. This National Coach and Manager Appointment Policy (the "Appointment Policy") is made by Touch Football Australia Limited ("TFA") and its National Selection Policy Steering Committee pursuant to the rule-making powers set out in the Constitution.
- 1.2. This Appointment Policy comes into effect on the Commencement Date and shall remain in force until amended, repealed or replaced.
- 1.3. Applicants are responsible for reading and understanding this Appointment Policy. Applicants should seek their own legal advice in the event they are unclear or uncertain about the operation or effect of the Appointment Policy.
- 1.4. This Appointment Policy applies to the appointment of all coaching and management positions within the TFA High-Performance Program, including Head Coaches, Assistant Coaches, and Team Managers for National Teams.
- 1.5. The purpose of this Appointment Policy is to provide transparency in the appointment process, to ensure that appointments are objective and fair, and to establish clear procedures for all stakeholders to ensure that the best possible coaches and managers are appointed to roles.

2. DEFINITIONS AND PRIORITY OF DOCUMENTS

2.1. This Appointment Policy is to be read in conjunction with the TFA Appeals Policy and Conflict of Interest Policy which are available on the TFA website.

2.2. For the purposes of this Appointment Policy, the following definitions apply:

"**Affiliate**" has the meaning in the Constitution.

"**Applicant**" refers to any individual who applies for a coaching or management position within the TFA High-Performance Program.

"**Appointment Panel**" means the panel established to assess written applications and conduct first round interviews for coaching and management appointments.

"**Athlete**" refers to the eligible participants who are selected into a National Squad or National Team.

"**Board**" means the Board of Directors of TFA.

"**CEO**" means the Chief Executive Officer of TFA as appointed from time to time.

"**Commencement Date**" means 14 November 2025.

"**Constitution**" means TFA's Constitution.

"**Final Interview Panel**" means those appointed to conduct the final interview and make recommendations to the CEO and Board for coaching and management appointments.

"**GM-GI**" means the General Manager – Growth and Innovation of TFA as appointed by TFA from time to time.

"**Head Coach**" means the principal coach appointed to lead a National Squad or National Team.

"**Assistant Coach**" means a coach appointed to support the Head Coach in preparing and managing a National Squad or National Team.

"**Team Manager**" means the individual appointed to manage the administrative, logistical, and support functions for a National Squad or National Team.

"**HP**" means High Performance.

"**High Performance and Pathways Manager**" means the TFA staff member responsible for managing the high-performance programs and related pathways, as appointed by TFA from time to time.

"**National Squad**" means the group of Athletes selected to participate in preparation programs for National Teams.





"**National Team**" means the teams known as the Australian Emus selected from National Squads to represent Australia in competitions.

"**Touch Football Australia**" and "**TFA**" mean Touch Football Australia Limited.

2.3. In the event of an inconsistency between the terms of the Appointment Policy, the Constitution, and any other relevant documents, the following descending order of precedence will apply to the extent of the inconsistency:

2.3.1. TFA Constitution;

2.3.2. This Appointment Policy; and

2.3.3. Any other policy or procedure referenced in this Appointment Policy.

3. APPOINTMENT OBJECTIVES

3.1. The objectives of this Appointment Policy are:

3.1.1. To ensure that Head Coaches, Assistant Coaches and Team Managers appointed to National Teams are of the highest possible standard to maximise the likelihood of success at international touch football events.

3.1.2. To appoint Head Coaches, Assistant Coaches and Team Managers who demonstrate excellence in their respective capabilities, leadership, and professional conduct both on and off the field in accordance with this Appointment Policy.

3.1.3. To employ a fair and transparent appointment process that ensures all qualified applicants have an equal opportunity to be considered for any Head Coach, Assistant Coach and Team Manager positions.

3.1.4. To detail the eligibility and selection criteria and process by which TFA will appoint Head Coaches, Assistant Coaches and Team Managers to National Teams.

4. COACH AND MANAGER APPOINTMENT PANEL

4.1. TFA will establish Coach and Manager Appointment Panels for each Head Coach, Assistant Coach and Team Manager vacancy or group of related vacancies. The appointment process involves multiple stages with different panel compositions submitted to the Board for endorsement prior to advertising. These groups will be formed as outlined below.

4.2. Stage 1 & 2 Panel Composition (Matrix Assessment and First Round Interview):

4.2.1. The GM-GI will establish an initial Appointment Panel consisting of a minimum of three individuals, as follows:

4.2.1.1. A relevant TFA staff member or member of the Board to act as Chair for Stages 1 & 2;

4.2.1.2. At least one independent/external member with appropriate touch football or high-performance sport expertise;

4.2.1.3. Additional members as deemed appropriate by the GM-GI, which may include current National Team Open Head Coaches (where relevant); and

4.2.1.4. Subject matter experts relevant to the specific position (e.g., experienced managers for management positions).

4.3. Stage 3 Panel Composition (Final Interview):

4.3.1. The TFA CEO will establish a Final Interview Panel consisting of a minimum of three individuals:

4.3.1.1. The TFA CEO or their delegate will act as Chair for Stage 3;

4.3.1.2. At least one member of the Board;





4.3.1.3. An independent member with experience coaching or managing in international elite roles.

4.4. Panel Member Requirements

4.4.1. Appointment Panel and Final Interview Panel members for all stages must:

- 4.4.1.1. Be appointed by the GM-GI, endorsed by the CEO and ratified by the TFA Board;
- 4.4.1.2. Have appropriate qualifications and/or experience in touch football or high-performance sport coaching/management;
- 4.4.1.3. Be available to attend relevant meetings and interviews; and
- 4.4.1.4. Act with integrity, objectivity and impartiality at all times.

4.5. The Appointments Panel and Final Interview Panel is obliged to make informed decisions using all relevant information available to them, which may include, but not be limited to qualifications, relevant experience, referee checks, and assessment of philosophy and methods.

4.6. All appointees to the Appointment Panel and Final Interview Panel are bound by and must make themselves familiar with the TFA Privacy Policy and any conflict of interest policy or requirements (as and any confidentiality requirements as notified by TFA.

4.7. Any conflict of interest policy or requirements apply to all Appointment Panel members across all stages. All procedures pertaining to the notification and management of any actual or potential conflicts of interest will be as outlined in the Conflict of Interest Policy (if any) or otherwise notified by TFA.

4.8. In situations where an Appointment Panel member is excused due to a conflict of interest, the GM-GI (with approval from the CEO and Board) may appoint an interim replacement for the relevant stage(s).

5. ELIGIBILITY CRITERIA

5.1. To be eligible for appointment to a Head Coach, Assistant Coach or Team Manager position, an Applicant must:

- 5.1.1. Hold appropriate qualifications as determined by TFA for the specific vacancy;
- 5.1.2. Be and remain a registered and financial member of an Affiliate, State/Territory and TFA;
- 5.1.3. Be in good standing with TFA and TFA's Affiliates and owe no outstanding financial liabilities to TFA or its Affiliates.
- 5.1.4. Have observed and continue to observe the provisions of the Constitution and all its Regulations (as that term is defined within the Constitution);
- 5.1.5. Be and remain an Australian citizen, hold an Australian passport or provide proof of being an official Australian permanent resident.
- 5.1.6. Pass any required background checks as determined by TFA in line with policies from Sport Integrity Australia;
- 5.1.7. Not at any time, as determined in TFA's absolute discretion:
 - 5.1.7.1. By their act or omission, have brought themselves, TFA or the sport of touch football into disrepute; or
 - 5.1.7.2. Have been convicted of or charged with any offence involving violence, alcohol or drugs, any sex offence, any offence relating to betting or gambling activities in in sport, or any offence which is punishable by imprisonment, which is determined by TFA in its absolute discretion) as having potential to bring the Athlete, TFA or the sport of touch football into disrepute.





6. APPOINTMENT CRITERIA – MAINTAINING A NATIONAL PERSPECTIVE

6.1. In appointing Head Coaches and Assistant Coaches for National Teams, the Appointment Panel and Final Interview Panel may consider the following factors:

6.1.1. Character and Professional Conduct

- 6.1.1.1. Alignment with TFA values and culture
- 6.1.1.2. Professional integrity and ethical standards
- 6.1.1.3. Ability to serve as a positive role model

6.1.2. Leadership and Communication Skills

- 6.1.2.1. Demonstrated leadership abilities
- 6.1.2.2. Effective communication with athletes, support staff, and stakeholders
- 6.1.2.3. Ability to inspire and motivate teams

6.1.3. Program Management and Development

- 6.1.3.1. Experience in high performance program planning and implementation
- 6.1.3.2. Understanding of high-performance sport environments and achieving outcomes in a team setting.
- 6.1.3.3. Ability to work collaboratively within multi-disciplinary teams.

6.1.4. Qualifications and Experience

- 6.1.4.1. Formal qualifications
- 6.1.4.2. Experience with elite or representative teams
- 6.1.4.3. Success at previous appointments
- 6.1.4.4. International experience (where applicable)

6.1.5. Technical and Tactical Knowledge

- 6.1.5.1. Understanding of modern touch football systems and tactics
- 6.1.5.2. Ability to analyse and improve individual and team performance
- 6.1.5.3. Knowledge of game development and strategic planning

6.2. In appointing Team Managers for National Teams, the Appointment Panel and Final Interview Panel may consider the following factors:

6.2.1. Character and Professional Conduct

- 6.2.1.1. Alignment with TFA values and culture
- 6.2.1.2. Professional integrity and ethical standards
- 6.2.1.3. Ability to serve as a positive role model

6.2.2. Management and Administrative Experience

- 6.2.2.1. Experience in team management or similar roles
- 6.2.2.2. Understanding of logistics, travel, and event coordination
- 6.2.2.3. Knowledge of tournament operations and protocols

6.2.3. Organisational and Communication Skills

- 6.2.3.1. Strong organisational and time management abilities
- 6.2.3.2. Effective communication with athletes, officials and stakeholders
- 6.2.3.3. Ability to manage multiple tasks under pressure

6.2.4. Support and Wellbeing Focus

- 6.2.4.1. Understanding of athlete wellbeing and support requirements
- 6.2.4.2. Ability to create positive team environments





6.2.4.3. Experience in managing team dynamics and culture

- 6.3. The weighting given to each of these factors will vary based on the positions vacant, in consideration of the specific requirements of the coaching or managing position being filled will be determined by TFA in its absolute discretion and will be included in the advertisement.

7. ADVERTISEMENT AND APPLICATION PROCESS

- 7.1. The GM-GI will cause all coaching vacancies to be advertised via appropriate platforms as recommended by the Board, with appointments generally occurring before Designated Events.
- 7.2. Advertisements will be open for a minimum of three weeks and include:
- 7.2.1. Position descriptions and key responsibilities;
 - 7.2.2. Essential and desirable criteria;
 - 7.2.3. The application requirements, which may include:
 - 7.2.3.1. Coaching CV
 - 7.2.3.2. Cover letter addressing key criteria
 - 7.2.3.3. Reference requirements
 - 7.2.3.4. Key dates for Selection Events, Team Camps and Tournaments
 - 7.2.3.5. A detailed plan covering a relevant coaching/preparation period
 - 7.2.3.6. Closing date of applications.
- 7.3. TFA may, at the Board's discretion, extend the timelines for application submissions.
- 7.4. Applications will be advertised through:
- 7.4.1. TFA website and official communication channels;
 - 7.4.2. Relevant sporting networks and publications;
 - 7.4.3. State and Territory touch football organisations;
 - 7.4.4. Other appropriate platforms as determined by the Board.

8. ASSESSMENT AND INTERVIEW PROCESS

8.1. Stage One: Initial Assessment and Shortlisting

- 8.1.1. All applications will be assessed by the Appointment Panel using the Coach and Manager Assessment Matrix outlined in Appendix B.
- 8.1.2. All members of the Appointment Panel will complete their assessments independently.
- 8.1.3. A meeting of the Appointment Panel will occur to amalgamate the responses into one ranking list.
- 8.1.4. The Appointment Panel will discuss to determine any amendments to the ranking list.
- 8.1.5. A shortlist of appropriate candidates will be recommended by the Appointment Panel.
- 8.1.6. Candidates who are unsuccessful in progressing to a First Round Interview will be notified in writing.

8.2. Stage Two: First Round Interviews

- 8.2.1. The first-round interview will be conducted by the Appointment Panel who conducted the Coach and Manager Assessment Matrix rankings.
- 8.2.2. The Chair of this stage of the process will be a TFA employee appointed by the TFA Board.
- 8.2.3. Interviews will assess candidates' philosophy, experience, and suitability for the specific role.
- 8.2.4. Following first round interviews, the panel will determine which candidates progress to the Final Interview.
 - 8.2.4.1. Where only one applicant exists, the position may be readvertised.





8.2.4.2. Where no such applicant exists, the position will be readvertised.

8.2.5. Candidates who are unsuccessful in progressing to Stage Three will be notified by the High Performance and Pathways Manager.

8.3. **Stage Three: Final Interview and Appointment**

8.3.1. Successful candidates from the first round will progress to a second and final round interview.

8.3.2. The Final Interview Panel must not include any person who was a member of the Appointment Panel.

8.3.3. The Final Interview Panel will be chaired by a TFA employee appointed by the TFA Board.

8.3.4. The Final Interview Panel will focus on strategic fit, leadership capabilities, and alignment with TFA's long-term objectives.

8.4. **Final Selection and Verification**

8.4.1. Following the final round interviews, the Final Interview Panel will determine the preferred candidate(s).

8.4.2. If there is no candidate considered to be preferred, the position will be readvertised.

8.4.3. Unsuccessful final round candidates will be notified of the outcome.

8.4.4. The preferred candidate(s) will only be appointed if TFA is satisfied of their suitability after conducting such checks as it determines to be appropriate which may include reference checks, working with children checks and background screening.

9. **ENDORSEMENT AND RATIFICATION**

9.1. The Final Interview Panel will submit their final recommendation to the CEO for endorsement.

9.2. The CEO will review all appointments to ensure they have been made in accordance with this Appointment Policy before providing endorsement. For the avoidance of doubt, the scope of review by the CEO is limited to ensuring compliance with this Appointment Policy and not with the merits of any particular appointment.

9.3. Following endorsement by the CEO, all appointments must be ratified by the TFA Board before being finalised.

9.4. Appointments must be endorsed and ratified prior to notification and communication.

10. **COMMUNICATION AND NOTIFICATION**

10.1. **Candidate Notification**

10.1.1. Following ratification by the Board, successful candidates will be notified in writing of their proposed appointment, provided with the terms of their appointment and given a specified number of days to accept their position.

10.1.2. To accept their appointment to the position, the person must sign a coach/manager agreement confirming they agree to be bound by the terms and conditions of their position (or provide other written confirmation as determined by TFA).

10.1.3. Unsuccessful candidates will be notified of the outcome of their application.

10.2. **Public Announcement**

10.2.1. After all required notifications have been made (or reasonable attempts to do so), TFA will make a public announcement including:

10.2.1.1. Number of applications received;

10.2.1.2. Number of shortlisted candidates;





10.2.1.3. The successfully appointed coaches.

10.3. Successful candidates must keep their appointment confidential until the official public announcement is made by TFA.

11. FEEDBACK AND WELLBEING

11.1. Non-appointed Head Coaches, Assistant Coaches and Team Managers will have an opportunity to receive feedback from the High Performance and Pathways Manager as follows:

11.1.1. Stage One – Unsuccessful applicants who address all of the key criteria may request their amalgamated Coach and Manager Assessment Matrix from the High Performance and Pathways Manager.

11.1.2. Stage Two and Three – Unsuccessful applicants may request feedback from their interview/s as well as their amalgamated Coach and Manager Assessment Matrix.

11.2. Applicants who do not address the criteria in their application may not receive feedback or may receive feedback limited to the they addressed.

12. REMOVAL FROM POSITION

12.1. A Head Coach, Assistant Coach or Team Manager may be removed from their position for any one or more of the following reasons, as determined in the absolute discretion of TFA:

12.1.1. Breach of the TFA Head Coach, Assistant Coach or Team Manager Agreement or TFA Code of Conduct;

12.1.2. Failure to meet performance standards and objectives;

12.1.3. Conduct detrimental to the best interests of TFA or Touch Football; and

12.1.4. Serious misconduct or breach of professional standards.

12.2. Any decision to remove a Coach or Manager must be:

12.2.1. Recommended by the GM-GI in consultation with relevant stakeholders;

12.2.2. Endorsed by the CEO; and

12.2.3. Ratified by the Board.

12.3. Before any public announcement is made in relation to the removal of a Head Coach, Assistant Coach or Team Manager:

12.3.1. the person must be notified in writing of the decision, including the reasons for removal; and

12.3.2. be provided with two business days to submit a written response for consideration by the GM-GI and CEO.

13. AMENDMENTS TO THE APPOINTMENT POLICY

13.1. This Appointment Policy may be amended at any time by TFA in accordance with the provisions of the Constitution.

13.2. TFA will publish amendments to the Appointment Policy on its website and communicate updates to relevant stakeholders within the TFA community.





APPENDIX A: ROLES AND RESPONSIBILITIES

Appointment Panel Chair - Stage 1 & 2

- Convene and chair the matrix assessment process and first round interviews
- Ensure all Stage 1 and 2 processes are followed and policies adhered to
- Coordinate the Appointment Panel and facilitate consensus building
- Manage candidate progression from matrix assessment through to first round interviews
- Ensure comprehensive evaluation against coaching criteria

Final Interview Panel Chair - Stage 3

- Convene and chair the final round interview process
- Ensure strategic alignment with TFA's long-term objectives and growth plans
- Assess candidates' leadership capabilities and vision for program development
- Make final recommendations for appointment based on all assessment stages
- Provide organisational perspective on candidate suitability

CEO or Delegate

- Provide organisational perspective and strategic oversight
- Ensure alignment with TFA's strategic direction and values
- Represent the interests of the broader TFA community

Independent/External Member

- Provide objective assessment and external perspective
- Bring relevant expertise in touch football or high-performance sport
- Challenge assumptions and provide constructive critique
- Ensure fairness and transparency in the process

Additional Panel Members

- Contribute specialist knowledge relevant to the specific position
- Provide insights into program requirements and team dynamics
- Support comprehensive assessment of candidates





APPENDIX B: HEAD COACH, ASSISTANT COACH AND MANAGER ASSESSMENT MATRIX

The Coach and Manager Assessment Matrix is a tool used by the Appointment Panel to evaluate candidates across a range of criteria specific to their role.

Application of the Matrix

1. Each Appointment Panel member will independently complete the Assessment Matrix for Head Coaches, Assistant Coaches and Team Managers under consideration.
2. Panel members will provide a rating (1-5) for each component based on their observations and assessments.
3. For each assessment area, members may provide brief comments to support their ratings.
4. Following individual assessments, the Appointment Panel will meet to discuss their evaluations.
5. Through discussion, the Appointment Panel will form a consensus on each assessment.
6. The matrix is not the sole determinant of selection but serves as a structured tool to inform selection decisions.
7. The completed consensus matrix will be retained as part of the documentation supporting selection decisions and may be used to provide feedback to Applicants.

