

**Reset, Build, Excel - an ambitious vision for  
Scottish Hockey**

**Director of Hockey**  
Candidate brief





**Director of Hockey – Scottish Hockey**

**Salary:** £50-£60k based on experience

**Location:** Hybrid working: Based at Glasgow National Hockey Centre, with travel across Scotland and opportunities for home/remote working.

**Hours:** Full-time (32-37 depending on individual circumstances)

**Apply:** CVs and covering letter to CEO [barry.cawte@scottish-hockey.org.uk](mailto:barry.cawte@scottish-hockey.org.uk)

**Closing:** 5pm Friday the 6th of May 2022



A close-up, low-angle shot of a blue hockey net against a clear blue sky. The net's mesh is the central focus, with the top edge of the net visible. The background is slightly blurred, showing a hint of a building or structure.

## About the role

This newly created role will shape Scottish Hockey for the next decade and beyond. It offers a challenging, wide-reaching, and hugely rewarding opportunity for an existing senior leader, or someone with the appropriate skills, who is ready to take their next step.

We're looking for an ambitious, professional leader to drive our ten-year Reset, Build, Excel vision to be a professional, commercially sustainable, visible, inclusive and world-class governing body. Our Director of Hockey will lead all our hockey operations – from grassroots to high performance – including an in-depth analysis of current and potential growth strategies and leading the evolution of our culture.

Critically the role will motivate our Performance and Domestic Game teams to deliver our vision, strategy and objectives, supporting them through the challenges and opportunities that a reset naturally brings.





## About us

Hockey is an exciting, social, and fun sport to watch, play, officiate and volunteer. With more than 100 clubs and 13,000 players it's one of the most played team sports in Scotland, with huge potential for growth. Our players range from age four, to players in their 80's, making it truly a sport for life. Scottish Hockey is the governing body, which leads strategy, manages operations, and provides inclusion opportunities.

## About you

If you're looking for a career-defining job, with a real opportunity to shape the long-term future of a thriving sport that's aiming for unprecedented levels of success, then this could be the role for you!

You'll be experienced in creating pathways from grassroots to performance, and operational plans which you lead your teams to deliver. You'll also have sound knowledge of pathways, and the sporting landscape in Scotland and beyond, to inform our priorities and drive our game to reach its potential.

This will be complemented by your excellent communication skills which enable you to collaborate and build positive relationships with a diverse range of individuals and groups.

## How we'll support you

You'll be supported and empowered by our experienced CEO, committed board, and driven staff team who bring a wealth of expertise, and share a passion to drive hockey forward. You'll be encouraged to develop, and gain access to a range of learning opportunities.

## Job Description

**Job Title:** Director of Hockey

**Accountable to:** Chief Executive Officer

## Role Summary

### Leadership and people

- Provide effective leadership and direction for the following core areas of Scottish Hockey:
  - All staff connected across the domestic and performance teams
  - Coach education and competition teams
- Deputise for CEO, including attendance at meetings and leading staff interactions.
- Provide supportive line management to direct reports, agreeing SMART objectives which are clearly linked to Scottish Hockey objectives, and that all staff receive performance support, in line with Scottish Hockey policies.
- Motivate and support staff to identify and access learning opportunities for career and personal development.
- Lead on workforce planning for hockey operations, researching best practice and engaging staff to structure hockey operations to best meet strategic aims and delivery targets.



## **Relationships and communications**

Responsible for building, proactively maintaining, and overseeing positive relationships with a wide range of key stakeholders, including:

- Drive a 'One Team' cultural vision within Scottish Hockey by role modelling and implementing inclusive, transparent communication practices across the organisation.
- Set clear communication infrastructure, including SLA's and accountability, for all hockey operations practice, including between staff, coaches, volunteers, players and their families.
- Engage with stakeholders within the Scottish Hockey family to consult and share plans, drive engagement and promote Scottish Hockey:
  - o Scottish Hockey Board, CEO and staff team.
  - o Scottish Hockey districts and clubs, members, volunteers, masters, umpires and officials.
- Identify and initiate collaboration with potential partners and stakeholders to raise the profile of hockey and drive future engagement and sponsorship opportunities:
  - o Local community groups.
  - o Education partners including higher education, secondary and primary schools.
  - o Local government, health board and third sector organisations.
  - o Governing bodies and clubs within other sports.
  - o Local and national businesses and social enterprises.

## Relationships and communications cont.

- Influence, negotiate and collaborate with other sporting and hockey organisations with whom we are in partnership to agree and achieve aims and objectives:
  - o **sportscotland**
  - o Scottish Institute of Sport
  - o Commonwealth Games Scotland
  - o GB Hockey
  - o EuroHockey
  - o Federation of International Hockey
  - o Scottish Government and local authorities
  - o Scottish Student Sport

## **Strategy**

- Research, drive and integrate an inclusive and diverse approach to all elements of hockey.
- Ensure a world class workforce is in place to deliver our strategy.
- Review, set and deliver key technical and hockey development plans and strategies having consulted and listened to the key stakeholders within Scottish Hockey.
- Continuously review all aspects of our hockey systems, policy, approaches, and programmes, transforming where necessary with innovation, data, and analytics.
- Provide in-depth reports on all areas of responsibility and present to the board as required.

## **Finance and business operations**

Responsible for all financial planning and management of hockey operations to drive the profile of Scottish Hockey.

- Contribute to organisational budget planning, leading on aspects related to hockey operations.
- Work with the CEO to create income, expenditure and surplus forecasts and targets, and communicate these clearly to staff.
- Provide timely, accurate reporting to inform financial planning, review, and sustainability.
- Drive improvements in operational efficiency, financial and environmental sustainability.
- Contribute to identification of potential sponsorship and further income generation opportunities.



## Person specification

### Leadership and management

- Experience of inspiring, developing and supporting teams to work effectively and achieve collective and individual goals.
- Experience of senior management, and effectively influencing and interacting with senior-level stakeholders.
- Role models values and professional behaviours.

### Strategy and finance

- Experience of creating, developing, and implementing successful strategies.
- Skilled in thinking strategically and translating this to operational objectives.
- Skilled in making confident, data-driven, and evidence-based decisions.
- Experience of setting, managing, and reporting on complex budgets.

### Relationship building and communication skills

- Able to act as a team player as well as leader, and values advice from colleagues.
- Skilled in adapting communication style to the audience and situation.
- Experience in establishing positive relationships at all levels.
- Skilled in influencing, negotiating, and facilitating individuals and groups.
- An excellent network of contacts in the wider sporting community.

### Sport

- An understanding of all pathways of sport ranging from grassroots, performance, and governance.
- Proven track record in the delivery, development, and implementation of successful sports strategies.
- Knowledge of the workings of the wider sporting landscape in the UK and globally, including Commonwealth and Olympic functions.