

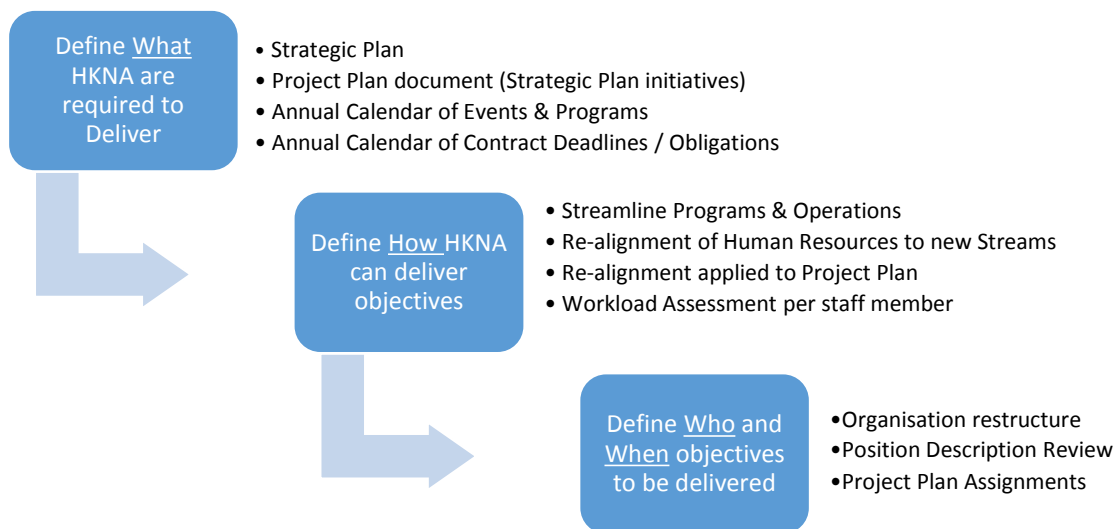
AGM Paper: HKNA Re-structure

Emma Wall (Chief Operating Officer), May 2015

“An organization structure needs to contain specific job roles and responsibilities to undertake work to accomplish the organisation’s mission and strategic objectives”.

In August - September 2014, the Council and staff undertook a strategic planning process to review all HKNA programs and corporate operations, which resulted in a number of strategic objectives being identified for the next two-three years. In order to accomplish these objectives, it has been necessary to review the roles and responsibilities across staff and Council, resulting in a re-structure of the HKNA organization. The following Paper outlines the process undertaken, key principles behind the new structure and a brief outline of the revised roles & responsibilities of staff and Council.

Process Undertaken



Key Principles behind the Re-structure

Streamlining

To ensure economies of scale and reduce duplication of work across roles, all programs and operations were assessed in accordance to work duties. This exercise highlighted the need to re-align duties assigned to staff and Council and also highlighted the various gaps within the existing organizational structure (e.g. Technology) which resulted in new roles. The new organization structure is based on the following streams:

Programs & Events
<ul style="list-style-type: none">• Coach programs• Local competition• Technical officials

Corporate Operations
<ul style="list-style-type: none">• Finance• Stakeholder Management• Human Resource Management• Communications & Marketing• Records Management & Technology• Strategic Planning & Policy

Succession Planning and Workload Management

In addition to streamlining the HKNA operations it was also important to address succession planning and workload management. In accordance with Clause 26 of the *Articles of Association*, the HKNA Executive Council can consist of a “maximum of 12 members, or such other number as the Association by Ordinary Resolution determine.” In Clause 28 it is stated that the Executive Council must include “members holding the following positions and offices: (a) President (b) Vice President (c) Treasurer (d) Secretary (e) other positions and offices as the Executive Council may from time to time determine.”

In regards to Clause 26, the restructure now proposes the Council increase from 12 members to 15 members to help address workloads on Council members and provide revised / new positions to help the Association address targets. In regards to Clause 28, the restructure has been designed to address succession planning, with particular attention to the four “essential” Executive Council roles (President, Vice President, Treasurer and Secretary), as the Council cannot exist unless these four roles are fulfilled each year. For this reason, some of the Executive roles will now assist the President in overseeing some of the operations of particular staff and Council members, and an additional Vice President role has been created to support the Executive. This strategy not only frees up the President to focus on more strategic matters, but also provides the Executive members with a hands on experience of overseeing the correlating program to better prepare them to perform “Acting President” when needed, or alternatively, take over the post in the future (pending elections).

In addition, by grouping Council and staff members into teams it is hoped that communication and integrated planning across the related programs will be enhanced, which also improves the succession planning across the Convener roles. It also provides staff / Council members with an Executive representative to advance approvals. The groupings are:

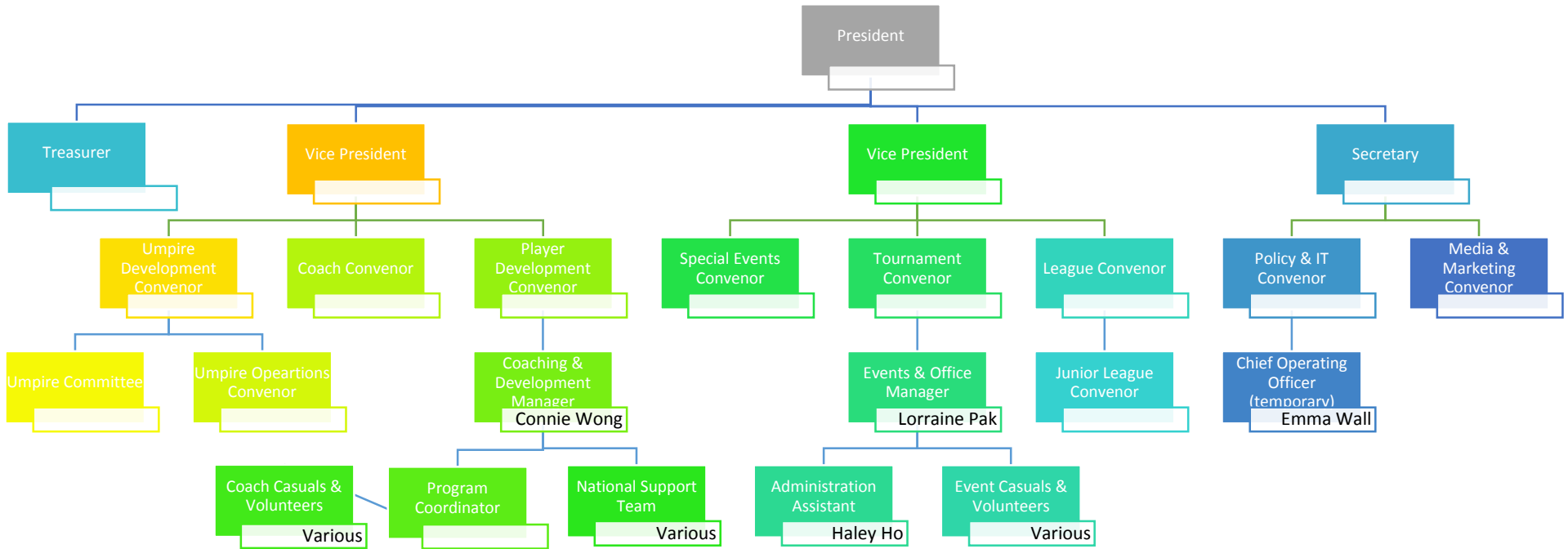
Vice President (Competition focus)	Vice President 2 (Technical Officials & Pathways focus)	Secretary (Members: Management & Communication focus)	Treasurer (Finance)
<ul style="list-style-type: none"> • Tournament Convener • League Convener • Junior League Convener • Special Events Convener • Events & Office Manager • Administration Assistant 	<ul style="list-style-type: none"> • Coaching Convener • Player Development Convener • Umpire Operations Convener • Umpire Development Convener • Coaching & Development Manager 	<ul style="list-style-type: none"> • Policy & IT Convener • Media & Marketing Convener • Events & Office Manager • Chief Operating Officer 	<ul style="list-style-type: none"> • Events & Office Manager • Administration Assistant

It is important to highlight that the proposed reporting layer to Executive Council members is *not* intended to negatively impact direct communications to the President. A direct line to the President will always be available to staff and Council, however, the Executive members can progress operational matters, whilst keeping the President informed. The President will become more involved as required. The second Vice President (VP) is an “extra VP” and does not impact the Clause 28 noted above – if this position is not elected, the President would oversee the respective Conveners. Lastly, in determining whether a duty is a Council or a staff responsibility, the general principle is: 1) staff role involves day-to-day operations; and, 2) Council role supports staff and is governance orientated (policy and strategy).

Snapshot of Changes proposed

Previous Positions on Council	Proposed Positions on Council
<p>Executive</p> <ol style="list-style-type: none"> 1. President 2. Vice President 3. Treasurer 4. Secretary 	<p>Executive</p> <ol style="list-style-type: none"> 1. President 2. Vice President 1 3. Vice President 2 (New) 4. Treasurer 5. Secretary
<p>Local Competition & Technical Officials</p> <ol style="list-style-type: none"> 6. Umpire Convener 7. Ladies League Convener 8. Mixed League Convener 9. Equipment / Facilities / Venue Convener 10. Tri-Nations Co-ordinator <p>Coaching</p> <ol style="list-style-type: none"> 11. Nationals Convener <p>Operations</p> <ol style="list-style-type: none"> 12. Publicity Convener 13. Beach and Events Co-ordinator 14. 2 people currently unassigned role 	<p>Technical Officials</p> <ol style="list-style-type: none"> 6. Umpire Convener (Revised) 7. Umpire Development Convener (New) 8. Player Development Convener (revised) 9. Coaching Convener (New) <p>Local Competition</p> <ol style="list-style-type: none"> 10. League Convener (Revised) 11. Junior League Convener (New) 12. Tournaments Convener (New) 13. Special Events Convener (Revised) <p>Operations</p> <ol style="list-style-type: none"> 14. Media & Marketing Convener (Revised) 15. Operations Convener (New)
<p>Staffing</p> <ol style="list-style-type: none"> 1. Office Manager – Lorraine Pak 2. Administration Assistant – Haley Ho 3. Technical Manager – Connie Wong 4. Coach Casuals – various 	<p>Staffing</p> <ol style="list-style-type: none"> 1. Events & Office Manager (Revised) – Lorraine Pak 2. Administration Assistant – Hayley Ho 3. Head of Coaching & Development (Revised) – Connie Wong 4. Program Coordinator - Part-time (New) 5. Coach Casuals - various 6. Chief Operating Officer - (6 month appointment – Emma Wall)

Revised Organisation Chart (15 Council Members)



Position Description Summary

Detailed Position Descriptions have been written for each position detailed below. The following table provides a brief summary of key responsibilities of each role. Refer to the HKNA website if you wish to read the full PD.

Council Roles

Council Role	Position Description Summary
Executive	
1. President	<ul style="list-style-type: none"> Retain current PD – <i>“Representative of the HKNA. Oversees overall operation.”</i> The Executive Council members will now oversee selected programs to assist the President in management of selected programs. This will reduce <i>operational workload</i> on the President regarding day-to-day operations, so that the President can focus time on strategic developments, stakeholder management, strategic networks, contract management, human resource management and policy.
2. Vice President 1	<ul style="list-style-type: none"> Retain current PD – <i>“Assist the President and in the absence of the President act on her behalf. May take on additional role”</i>. Two Vice Presidents have been introduced. The <i>“additional role that the VP may take”</i> will now be the role to assist the President by overseeing the following group of Conveners / staff: <ul style="list-style-type: none"> VP1: Local Competition program Conveners (League Convener, Tournament Convener, Special Events Convener, Junior Convener) and office staff (Office & Events Manager) VP2: Technical Officials program conveners (Elite Player Development, coaching, Umpire, Umpire Development) and office staff (Coaching & Development Manager)
3. Vice President 2	<ul style="list-style-type: none"> NOTE: If a 2nd VP is not appointed, the President will take over the duties assigned to one of the VP’s as the <i>Articles of Association</i> only requires one VP (a 2nd VP is preferable, but not a requirement).
4. Treasurer	<ul style="list-style-type: none"> Retain current PD – <i>“Manage the collection of fees, subscription & all monies payable to HKNA, prepare accounts, and submit accounts to Auditor and Council.”</i> Treasurer not oversee any Conveners on Council as this role needs to focus purely on finance. This role will work closely with the President, Office & Events Manager and Admin Assistant re. finance.
5. Secretary	<ul style="list-style-type: none"> Retain current PD – <i>“Compile Agenda, record and Minutes of Executive Council. Shall keep update Register of Members. Send notice of meetings to Council and all General Meetings to Members”</i> Secretary oversee Operations and Marketing as both impact membership management and our communications to members.
Council Conveners	
6. Umpire Operations Convener	<ul style="list-style-type: none"> Need to reduce workload previously placed on this position. Hence, introduced a 2nd umpire convener (see Umpire Development Convener) and the members on the Umpire Committee will be assigned duties (as agreed by the respective Committee). Umpire Convener main focus is the operational requirements across tournaments, leagues and National special training. This role shall deal with penalties, disputes and issues, and Code of Conduct. NOTE: The new on-line database (once complete) will alleviate much administrative time aligned with umpire scheduling, statistics, payments and umpire badge register.
7. Umpire Development Convener	<ul style="list-style-type: none"> This role is responsible for the development of umpires within HK. This role will develop umpire pathways, organize umpire development training courses (for all levels of umpires) and arrange the respective testing / observers required for badging. This role would maintain the umpire qualifications register and investigate means to qualify umpires to Elite (ie. A Badge). This role would stay abreast of INF rule changes / issues and ensure umpire communication is up to date with umpire developments.
8. League Convener	<ul style="list-style-type: none"> League Convener will oversee the three Leagues (ladies, Mixed and Juniors) in relation to policy (Bylaws), key communications (Captains meetings), league fixtures and program design to ensure consistency across the Leagues and to reduce duplication of work across the Leagues. The administrative duties currently performed by the League Convener will be taken over by the office (Admin Assistant and Program Coordinator, with Events & Office Manager overseeing) and the Junior League Convener will deal with much of Juniors administration. The new on-line database will alleviate much administrative time associated with fixtures, duty roster, registrations, recording guest players, results, penalties etc. The admin of the database will be managed by the office, however, the Convener would be responsible for final approvals of penalties, grading etc.

Council Role	Position Description Summary
	<ul style="list-style-type: none"> A Junior League Convener will support the League Convener.
9. Junior League Convener	<ul style="list-style-type: none"> Junior League Convener will run the day-to-day operations of the Junior League (as it runs simultaneously to the Ladies League). This role will be supported by the office in regards to administrative duties and the League Convener will support this role to develop League fixtures, policies etc. This role is a good understudy to the League Convener, providing for succession planning.
10. Tournament Convener	<ul style="list-style-type: none"> Tournament Convener to work with Events & Office Manager to develop the annual tournament program (Tri-Nations, University, Interschool – currently march & April), review policies and procedures of event management and work with the Marketing Convener and Treasurer regarding promotions and budgets. NOTE: With the Youth Asian Championships being hosted by HKNA in December 2015, it is recommended that this role establish the Asian Championship Organising Committee and be “Chair” on the Committee.
11. Special Events Convener	<ul style="list-style-type: none"> Special Events Convener organizes the Beach Netball and is responsible for developing netball networking functions (e.g. end of season functions or social events like Sydney World Cup screenings), or special events requested by sponsors.
12. Media and Marketing Convener	<ul style="list-style-type: none"> Media and Marketing Convener key focus is to build netball media presence in HK by writing media releases for newsworthy stories / events, build media relations, develop photo library and maintain media portfolio. All media coverage should be recorded and on-line to help sponsorship objectives. This position will support the Chief Operating Officer in the development of the Marketing Strategy across the Association. Once the Marketing strategy is developed, this position will approve promotions /on-line publicity to ensure a consistent “look” is portrayed across programs.
13. Operations & IT Convener	<ul style="list-style-type: none"> Operations & IT Convener is responsible for reviewing policy and procedures, records management and technology systems. This role will ideally have an IT or Policy background. This position will support the Chief Operating Officer and President in the development of the on-line database project and support Media & Marketing Convener regarding on-line marketing systems.
14. Coaching Convener	<ul style="list-style-type: none"> The <i>Coaching Convener</i> is responsible for working with the “Coaching and Development Manager” to develop coaching strategies and provide support regarding the design of training schedules across the Grassroots and Elite programs. This position should be an experienced coach. This position will also work with the Coach Manager to arrange Coach Training workshops.
15. Elite Player & Development Convener	<ul style="list-style-type: none"> The <i>Elite Player & Development Convener</i> will work with the <i>Coaching and Development Manager</i> to develop the Athlete Pathway programs (YATS, Academy, Youth and Opens Nationals). The key responsibilities associated with the program will be policy and procedures (Selection Policy, selection trials, selection of support team and coach, team handbook), budget planning and Tour planning. This role will work with the <i>Media & Marketing Convener</i> to build the profiles of the players / team and work with the President regarding appointment of Kit supplier. Most of the current administrative duties and Kit scoping previously performed by the Nationals Convener and Team Manager will be taken over by the office (Program Coordinator – new part-time position), so that this role is freed up to perform more policy / strategic development of the program. This role would continue to be the Liaison person between HKNA Council, National Team Manager and National Coach. The team players can approach this person relating to grievances. This position would also be responsible for liaison with other Netball NSA’s (National Sports Associations).

Staff Roles

Staff Role	Position Summary
Events & Office Manager	<ul style="list-style-type: none"> <i>Events & Office Manager</i> will continue to perform the existing duties associated with the office management and finance and the Development Officer duties. This role will continue to supervise the Admin Assistant. The programs operated by the <i>Events & Office Manager</i> will be aligned to the “Local Competition” stream. Hence, this role will continue to operate the tournament programs. The administration duties associated with the League programs will now fall under the <i>Events & Office Manager</i> supervision (admin Assistant and Program Coordinator to enter data) and this role will continue to work closely with the League Convener.

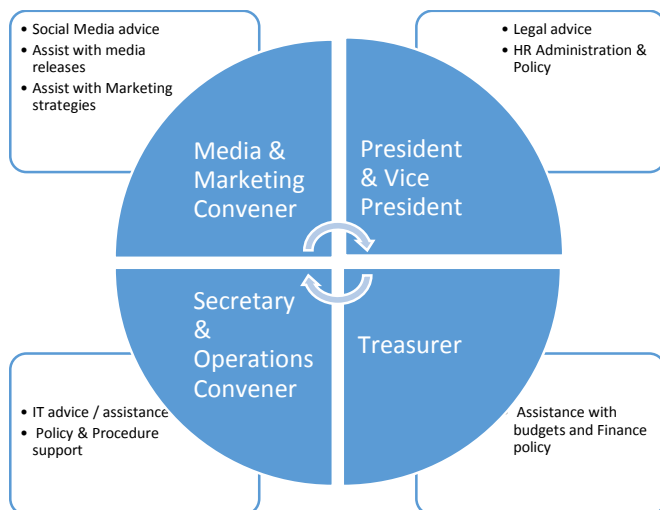
Staff Role	Position Summary
	<ul style="list-style-type: none"> The following programs will be removed from the <i>Events & Office Manager</i>: <ul style="list-style-type: none"> <u>Promotion Program; LCSD School Sports Programs; and LCSD Training Programs</u>: these programs will transfer to <i>Coaching and Development Manager</i> as these programs are aligned with the coaching stream: <u>Office Administration</u>: various office administrative duties usually performed by the Office Manager will transfer to the Admin Assistant, with the Events & Office Manager overseeing / support (see AA role). This role will be supported by the following Council positions: Treasurer, Secretary / VP, Tournament Convener, League Convener, Umpire Convener, Media & Marketing Convener. Maintain a direct report to the President.
Administration Assistant	<ul style="list-style-type: none"> The Administration Assistant (AA) will continue to report to and support the <i>Events & Office Manager</i>. The AA to take over the following duties from the <i>Events & Office Manager</i> (the E&OM to supervise / support): financial processing on Quickbooks; venue bookings for events, programs and training courses; assist technical officials with course administration; sales and ordering systems (bibs, balls, whistles etc.); database admin. Admin Assistant to be the primary administrator of the database, particularly player registration and administration. Once the database is operational, the AA to co-ordinate customer surveys. The AA and Program Coordinator to perform League administrative duties (supported by E&OM and League Convener) including: player registration, score cards, check team lists, record guest players & penalties, issue team standings, organize venue equipment / trophies, organize finals and general operations.
Coaching & Development Manager	<ul style="list-style-type: none"> <i>Coaching & Development Manager</i> is to head up all coaching programs (Grassroots to Elite) and player pathways. The role will now supervise a Program Co-ordinator (see new role). This role to continue delivering the existing duties assigned to the Elite coaching programs (i.e. Player Pathways – YATS, Academy, Youth and Opens). Funding will be sought for payment to some positions on the National Support Team (e.g. Fitness Coach) to help improve National team ranking. The following programs will no longer be managed by this role as they do not fall under the coaching stream: <ul style="list-style-type: none"> <u>Junior League</u>: this will be transferred to the Events & Office Manager and Junior League Convener to oversee (with the Admin Assistant and Program Coordinator performing the administration) <u>Website management</u>: this will transfer to the Admin Assistant and selected parties will have capabilities to edit respective program information on-line. This role to take over the following grassroots coaching programs from the Office Manager, as part of the coaching stream: Schools Promotion Program; LCSD School Sports Programs; and LCSD Training Programs. This role will be supported by the following positions on Council: Vice President, Elite Player Development Convener, Coaching Convener, Media & Marketing Convener. Maintains a direct report to President.
Program Co-ordinator	<ul style="list-style-type: none"> Program Co-ordinator” is a new part-time position developed to support the <i>Coaching and Development Manager</i> with the administration of Elite and Grassroot coaching programs and support the Admin Assistant with the administrative tasks of the Leagues. This role will take over some of the administrative duties previously assigned to Team Manager & Nationals Convener (volunteer roles) including admin for tours, booking hotels & flights, scope Kit sizes across teams, assist with National team special training arrangements, collation of expense receipts etc. This role will assist the <i>Coaching & Development Manager</i> in the organization / administration of the school sports programs. This role will answer enquiries re coaching programs, maintain player database, assist with updating tour handbooks, records management and general administrative support to coaching.

Honorary Advisors

In accordance with Clause 45 of the Articles of Association: “*the Executive Council have the power at any time to invite any person to be an honorary advisor of the Association and shall have the power to invite them to participate in any of the Executive Council meetings*”.

Within the netball community we are aware that many of our members are happy to help with the development of netball in Hong Kong, however, due to work / home commitments are unable to offer their time to sit on Council. Likewise, for those who do sit on Council, they also have limited time to commit, or at times, do not have the qualifications to carry out specialized functions. For this reason, we ask members with skills in the following areas to be available as an Honorary Advisor, to assist the respective Council members:

- Social media and technology
- Public Relations & media
- Marketing strategies and sponsorship
- Legal and Human Resource administration
- Policy Development
- Finance



Conclusion

The restructure is designed to help HKNA achieve its strategic objectives, develop programs and continue to develop netball within Hong Kong. The work of the staff, Council members and the various volunteers within our netball community has always helped the HKNA in delivering the objects of the Association as detailed in the *Memorandum of Association*. However, in order to develop further, we now need to streamline our operations, increase our resources (Council size and staffing) to share the workload and utilize the varying talents / expertise of our members as “Honorary Advisors” in specialized areas.

This Paper aims to provide a brief overview of the process undertaken and key conclusions associated with the restructure of the HKNA. More detailed information is available including the Strategic Plan, Project Plans, Streamlining and Realignment Assessments, workload Assessments and varying reports. If you wish to obtain such documents, please email Emma Wall (emma.wall@netball.org.hk) or feel free to call to discuss further (60853100).