



ORGANISATIONAL REVIEWS - BENCHMARKING AND GUIDELINES

A research report by

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ORGANISATIONAL REVIEWS – BENCHMARKING & GUIDELINES

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EXECUTIVE SUMMARY

Aim

To develop a user-friendly resource outlining suggested guidelines and processes for SSA's undertaking an Organisational Review.

Case Studies

The processes employed by four Victorian SSA's who have recently undertaken Organisational Reviews were profiled with each association adopting a slightly different method to suit their individual circumstances.

In Case Study One the association conducted an Organisational Review to assess structural changes to improve the efficiency of the association. The Review was done in-house, with extensive consultation with key stakeholders. This was considered the main success factor of the process.

In Case Study Two, preparation for the Review was done by the Executive Committee, followed by a Consultant who was contracted when the task became too onerous for the association. A key component in this situation was the level of industry analysis and the opportunity to employ the expertise offered by a Consultant.

In Case Study Three internal friction initiated the need for the Review. A Consultant was contracted to do the legwork and the aim of the review was to produce a Strategic Plan. The process was characterised by extensive analysis of the internal and external environments and the outcome was a draft strategic plan with recommended actions to be implemented by the Executive Committee. The recommendations were never implemented, and as such the association has seen little benefit from the process.

Case Study Four highlights the processes employed by an association in the creation of a Board of Management. In creating portfolios, the association consulted with members of the Executive as well as players and past members. The Review was conducted in-house and the association was able to gain an understanding of the portfolios required and the types of people who should be recruited to fill those positions. A key success factor of the Review was the amount of time board members were given to settle into their role and the communication to the clubs of the benefits they could expect from the changes.

Guidelines

The analysis of the case studies and literature enabled the development of guidelines to assist associations facing the task of an Organisational Review. The guidelines assist in the following ways;

a) Preparing for the Review

A clear articulation of the purpose of the Review and the strategic aims and objectives of the association are required.

b) The Roles of Board, Management, Staff and the Consultant in the Process

The board should play a central role in the process, while staff and managers should be empowered to play a significant part in the development of a plan for the organisation's future. The organisation must have a clear vision for the consultant, should one be contracted.

c) The Processes Employed

A clear plan of the processes to be used with regard to consultation is required prior to the Review being undertaken. Similarly the association must have a clear idea of the way in which the review would be managed and the parties responsible for managing the process.

d) Time lines

Sufficient time should be allocated for extensive planning, consultation and adequate implementation of the resulting recommendations.

e) Evaluation

The association must set aside time to assess the processes used against the original objectives of the project. Further an evaluation of the impact of changes on the association should occur at a later date.

1. AIM

To develop a user-friendly resource that outlines the suggested guidelines and processes for SSA's undertaking an Organisational Review.

Definitions

Organisational Review

An Organisational Review is a review of the framework by which an Organisation operates. It should:

- Assess the structure of the Organisation,
- Assess the roles and responsibilities of board, management and staff,
- Determine Organisational objectives and assess the extent to which these are being achieved,
- Determine the purpose of the Organisation and staff and the extent to which this is being achieved.

The Strategic Plan

Before a comprehensive Organisational Review can be undertaken, the Organisation should have a clear understanding of their strategic aims and direction. The Strategic Plan should be used as a tool to guide the Organisation. The Review is an assessment of the extent to which the Organisation operates in accordance with the strategic aims as laid out in the Strategic Plan and should enable recommendations as to the changes required to ensure this is achieved.

2. METHODOLOGY

2.1 Literature Review

To ensure the guidelines were theoretically sound, the following sources were used to compile a literature review:

- Sport and Recreation Victoria,
- VicSport Library, and
- Victoria University of Technology Database.

The findings from the literature review appear in Section 3.

2.2 Case Studies

VicSport has compiled a profile of four SSA's in Victoria examining the processes implemented in each scenario.

Interviews conducted with these organisations questioned:

- a) The initiator behind the Organisational Review,
- b) The aims and objectives of the Review,
- c) The processes undertaken in conducting the Review,
- d) The outcomes of the Review,
- e) Problems/resistance encountered in the process, and
- f) The length of time, from plan to completion.

2.2 Development of Guidelines

Profiling the processes employed by four SSA's in Victoria, together with theoretical knowledge gained through the literature review enabled the development of guidelines to assist associations planning on undertaking an Organisational Review.

3. LITERATURE REVIEW

3.1 The Need for a Review

A report by Martin Stewart-Weeks and John O'Donnell on the governance of SSA's in Victoria (Organisational Governance in Sport and Recreation Organisations, 1999) identified the existence of frameworks, which are often relatively unchanged from the original constitution and rules. Stewart-Weeks and O'Donnell found that it was common for changes to be ad hoc, cumulative and reactive. Foremost among the similarities between these associations was the frustration experienced by associations during the process of transformation from a relatively "pure" voluntary model of non-profit to a professional business.

To complicate the issue of Organisational Reviews, many SSA's lack financial and human resources. This limits their ability for planning and preparation. Similarly Organisational Reviews are often undertaken with insufficient planning and preparation and this can be a major contributor to the ineffectiveness of the review. (Stewart-Weeks & O'Donnell, 1999). The result of this lack of planning and the ineffectiveness of the review is wasted financial resources, a scenario few associations could afford to find themselves in.

The rapid pace of change within industries is a major contributor to the need for Organisational Reviews. Business processes are becoming the building blocks of organisations and are central to organisational design, with businesses recognising the need to assess the processes by which the organisation operates. During the review, many organisations discover the existence of unnecessary processes with no apparent contribution to the organisation, yet have been maintained purely because they have always been there. (Peppard, 1999)

A CEO of one state sporting association in Victoria commented that "Our association was established 120 years ago and our thought processes are 120 years old." Such a description is probably true for many SSA's who maintain procedures simply because they have always been there. Peppard suggests that in most cases it is necessary to get rid of all these unnecessary steps to enable more efficient customer service at lower cost. This is of particular relevance to state sporting associations where funding is limited. SSA's should use the review processes to identify where resources are being wasted and establish areas into which these resources can be channelled. However, it is imperative that any changes made must contribute to the organisation's strategic goals and objectives.

3.2 The Processes

For an association to benefit from a review of governance the process should be free of individual agendas and personal interest, allowing openness and analysis aimed at revealing the truth. Reviews often mask the reality of the situation in the name of politeness, with the result

that the real issues are not addressed and the outcome of the review will have limited impact on the organisation. (Charan, 1998.)

3.3 The Role of the Board

The role of the board must be determined before making a start on the process, as this will have a major impact on how the review unfolds. These roles and responsibilities should be evaluated regularly in order to ensure that the association is heading in the intended direction and that the board is performing according to expectations. Board composition guidelines and operating procedures should concentrate on the processes by which they work and the quality/competence of each director, and be less concerned with the number of directors and meetings. (Hilmer, 1993)

By having an appropriate structure and functioning according to commercially recognised principles and practices, the efficiency of boards can be greatly enhanced. To ensure the success of their sport, boards should comprise a blend of experience, skills and vision. Management needs the direction provided by appropriate planning, structure and policies to deliver what the board wants. “The board’s job is to govern the sports organisation, management’s job is to run the sports organisation.” (*Governing Sport, The Role of the Board and CEO*. Australian Sports Commission. 1999)

While board composition is important, so too is the quality and ability of each individual. The collective capacity of the board, in terms of their ability to provide a healthy mix and a good balance between the different skills available is also important. Boards should regularly review and assess their own performance and ensure that their structure and composition are relevant to their tasks and strategic objectives.

The role of the board should be to govern the organisation in order to secure a sound and prosperous future. In order to perform the role of governance, it is important that the board’s agenda is not cluttered with items and issues that are operational in nature. Information should be specific to the role of governance. Board members cannot afford for their meetings to be cluttered with operational issues. (*Get that Clutter off the Board’s Agenda*. Good Governance, Nov – Dec 2000.)

3.4 Analysis Techniques

The value from questionnaires and survey instruments comes from the discussion that ensues as opposed to the numerical tabulation of the results (Charan, 1998). A survey is not complete without discussion, as it is the discussion that initiates the action and the development of strategies to change behavioural and procedural practices. Individual responses from the questionnaires should be collated prior to the meeting enabling the association to enjoy maximum benefit from the exercise.

3.5 Nature of the Review

Organisational Reviews should be ongoing and form part of the organisation’s annual activities through annual planning days. These days are most effective before the commencement of the calendar year. In addition to planning days, the association should develop appropriate goals and performance measures to deliver the specified outputs and outcomes. (Department of Education, 1997)

In an article entitled “*Choosing a Retreat Facilitator*” (Good Governance, No 14, P 8), BoardWorks International stressed the value of making use of a facilitator to guide strategic planning at board/executive retreats. “Ideally all members of the board and executive should be free to participate actively in the discussion process without worrying about managing the meeting. Because these are purpose designed gatherings – relatively unstructured, ‘thinking aloud’, process-oriented events – that are quite different to a normal relatively structured, task focussed board meeting, the use of specialist skills is well justified.”

BoardWorks International recommended that the facilitator should:

- Have experience at dealing at a board level,
- Be skilled in governance level strategic thinking,
- Have an ability to design and lead effective group processes,
- Have the credibility and personality to provide effective retreat leadership.

3.6 Problems facing Sports Associations undertaking Reviews

A study undertaken by McDonald (Australian Journal of Public Administration, March 1999) into the characteristics of non-profit Human Service Organisations found a number of factors limited their capacity for effective governance. The study found that typically the classic mechanisms of guidance and control in non-profit human service organisations are weak and that such organisations experienced a lack of management knowledge and skills. The study found that employees and management committee members in the non-profit human services sector are often ill-equipped to develop and implement systems for monitoring and inspection and that the types of people involved in the sector are often recruited for reasons other than their management expertise.

The overriding finding of McDonald’s study;

“In effect employees in small organisations ‘do their own thing’ without any coherent managerial framework. Operational management systems are, for the most part, not in place in small organisations.”

Sport and Recreation Victoria conducted an Organisational Governance Survey in 2000 to assess the levels of satisfaction with regard to governance within State Sporting Associations in Victoria. The draft report suggests that the highest level of dissatisfaction with regard to quality of governance was expressed by smaller organisations. They were largely of the opinion that boards did not undertake regular assessments of their own performance and that insufficient time was spent discussing the organisations long-term future directions and priorities.

Many smaller organisations indicated strong dissatisfaction at the process for the identification of qualified people to serve on the Board/Executive Committee and that the organisation's plans for the future were not widely promoted and not clearly understood by its members.

The Governance Survey 2000 Draft Report made the following recommendations of particular relevance to this project:

- The Organisations need to develop a process through which suitable board (and management committee) members are selected, inducted and opportunities for identifying and meeting their ongoing training needs are provided.
- An issue related to the above is the need to clarify roles and responsibilities, whether for paid staff or volunteers, especially the various committees or groups working for the board or the Chief Executive Officer.
- Sport and Recreation Organisations need to be educated on the importance of review processes and strategic planning and develop the skills to undertake them. There is some evidence that this should involve not just internal systems but planning for their future in the wider environment. There is also evidence of an overall decline in the volunteer base that supports the industry so the strategic planning process should also involve decisions as to where and how the remaining volunteers can be most effectively used.

4. CASE STUDY ONE

4.1 Background

One of the largest State Sporting Associations in Victoria, with approximately 110 000 registered players, this Association services 270 affiliated associations/clubs and currently employs 22 permanent staff members. The Association is directed by a Board, comprising 8 members plus the CEO.

Prior to 1996, the Organisation operated under a flat structure. All members of staff reported directly to the CEO and management tended to work on their own areas in their own way. In order to ensure that the Association maintained pace with business trends, they recognised the need for greater strategic planning. Hence the Association's first Strategic Management Plan, which was drawn up in 1995 and is used as a professional tool to guide the operations.

4.2 Determining the Need for a Review

Feedback from staff and Management's willingness to be open to suggestions were the two major contributors to the implementation of the Organisational Review. Weekly meetings between staff and management enabled the staff to provide ongoing feedback on all matters concerning the Association. There was a lot of dissatisfaction about the direction in which the organisation was heading and the management believed that an Organisational Review would assist in minimising this.

The following factors contributed to the need for an Organisational Review:

- The current structure (ie. flat structure) did not allow for the professional development of staff.
- A lack of coordination among Management was evident. Managers tended to work on their own areas in their own way.
- Inefficient use of resources.
- Staff were overloaded with operational tasks, which could be passed on to volunteers. This would free them up to devote more attention to strategic and management issues.

At the end of 1996/beginning of 1997 a staff retreat was held where it was agreed that, in addition to a structural change, a Business Plan was needed. Staff workshopped the idea and it was decided that the Business Plan would be drawn up to:

- Identify the key business principles, and
- Identify key position statements across the Organisation.

The Organisational Review would enable the Association to identify the required structural changes as well as assisting with the development of a Business Plan.

4.3 Aims and Objectives

4.3.1 Aim of the Organisational Review

The Organisational Review would identify measures to adopt a “do more with less” approach to business and enable a more coordinated approach to the management and development of the sport.

4.3.2 Objectives of the Review

The objectives of the Review were to:

- Review of the structure.
- Assess the current operations and future directions, ie strengths and weaknesses.
- Assess the extent to which the management operated as managers as compared to technicians.
- Identify measures to improve business practice in the Association, ie implement a “do more with less” approach to business.

4.4 Terms of Reference

No terms of reference were stated at the outset, although following the development of the Unit Management System, Unit Managers were responsible for directing the process within the context of their unit.

4.5 The Processes

4.5.1 Staff Retreat

The process began with the first staff retreat. It was here that ideas were debated and members of staff were grouped according to their core business to form the beginnings of Business Units. This was the first step towards achieving greater coordination among staff.

4.5.2 Facilitator

Before any changes could be made, it was important that the Organisation’s strategic aims were reviewed. A facilitator was brought in to chair the first workshop and assisted in reviewing:

- a) *The Organisation* - The major objectives of the Association.
 - The Business Unit structure.
 - The role of the CEO.
- b) *The Vision* - Where the Association will be in the future.

- c) *The Mission*
- The purpose.
 - The priorities of the Association.

4.5.3 The Staff

The staff were the main drivers behind the strategic planning process and their involvement was important in ensuring that changes were accepted and that staff members understood their roles within the new structure.

Following the acceptance of the Small Business Unit (SBU) structure, the composition of the units was the responsibility of staff. Management believed that the members within each Unit would have to feel comfortable with the processes employed within their unit. By leaving the task up to unit members, staff felt ownership over the outcomes of the process and could implement the most effective processes to suit the context within their SBU. This would enable a more coordinated approach to business and was a logical step for the Association.

The widespread acceptance of the changes was justification for the amount of time taken by the transformation. Management did not rush the evolution process, allowing units to develop at their own pace. This contributed to staff morale and enhanced the levels of respect between members of the Association.

Staff were responsible for identifying:

- Common threads in their unit,
- The core business of their unit, and
- Their unit objectives.

4.5.4 Unit Managers

Unit Managers were appointed and given the task of implementing and controlling the changes within their unit. Unit Managers were responsible for ensuring that the system implemented within their unit was efficient and was in accordance with the strategic aims of the Association.

The Unit Managers held meetings with their unit members to address issues such as:

- Communication,
- Planning,
- Budgeting,
- Resources.

4.5.5 Managing the Process

By involving the staff and Board in the process, the CEO gave ownership of the new system to the people working within it. It became apparent very early on that each unit would operate differently. Two areas (Finance and Marketing) became service units. The Development Unit had the biggest task – they had to address areas of program and service delivery. The formation of this unit took much longer, as the fact that the unit had more staff members also contributed to the lengthy development of this unit.

An Executive Unit was created, which was made up of all the Unit Managers. The Executive Unit provided the feedback and monitoring process for the CEO throughout and following the changes. The Association is fortunate in that it has the expertise available to manage the units, and was thus able to empower Unit Managers to manage the development of their unit. The basic message was “Here is the concept – this is what we need to achieve – GO DO IT!”

4.5.6 The Board

Retreats were held independently for the Board and staff to plan the Review process. This was beneficial in that it enabled staff to express their opinions without feeling intimidated. The risk here was a possible breakdown in coordination between the staff and the Board.

4.5.7 The Role of the CEO

Management recognised the fact that expectations on the role of the CEO would differ from individual to individual. For this reason the role of the CEO was put forward to staff for discussion, in the hope that by encouraging debate, there would be consensus over the role of the CEO. The CEO was thus able to understand the expectations of staff and employ a more appropriate management style.

4.5.8 Resources and Training

To assist in the process, appropriate resources were purchased from agents such as Sport and Recreation Victoria. Strategic planning workshops were held to give staff the opportunity to provide input into the future direction of the Association. The use of a consultant was considered, but due to cost factors, it was decided that the Review would be conducted in-house.

4.5.9 Regional Management

A large proportion of the membership base comes from Regional Victoria, and measures had to be taken to ensure that any possible negative impact which may have been caused by the changes were minimised. A Regional Review was undertaken with the aim of identifying ways to improve the level of coordination between Regional Victoria and the governing association. Once again this contributed to coordinating business practice and, by involving Regional Victoria, resistance to the changes was minimised.

4.6 Outcomes

4.6.1 Administering the Sport

In administering the sport across Victoria, the Association employs a Zone Management System whereby the 22 regions within Victoria are grouped into six zones. A Full time Zone Manager supports each “Zone Commissioner”. Each zone has the capacity to organise their own calendar of events and deliver their own programs. This system was an effective measure to improve best practice and the level of coordination between the Associations within Victoria.

4.6.2 Unit Management System

According to the Unit Management System, the Association was divided into four core management areas. The SBUs developed were:

- Development
- Management Services
- Financial Services
- Marketing and Communications

The Unit Manager provides the link with the CEO. Each unit is responsible for decision-making on an operational and strategic level. Regular meetings between all Unit Managers and the CEO ensure all units work towards common objectives and operate in line with the strategic plan. Each unit must organise individual planning days, and Unit Managers are required to attend monthly meetings with the CEO to ensure an element of control. In addition an annual retreat is held with all staff in attendance.

According to the 1999 Annual Report, the changes were successful. Staff had settled into their new roles and were operating efficiently within the new system. The major benefit of the Unit Management System is that it provides the opportunity for professional development while relieving the CEO of operational tasks. This enables the CEO to focus on strategic decision-making.

4.6.3 Staff Mentoring

The concept of staff mentoring was introduced as part of the professional development of staff. This allows staff the opportunity to learn from others in the work place and gain an understanding of the roles of others within the organisation. Once again this measure has contributed to the coordination of business activities and is an excellent tool for communication and relationship building within the organisation.

4.6.4 Role of the CEO

The role of the CEO would be to liaise with the Board on strategic matters and translate the strategies into actions to be carried out by the Unit Managers and staff.

4.6.5 Governance

The Review recommended the Board of Management become a Board of Governance. This would involve a move away from day-to-day activities towards strategic governance and the roles of Board Members would be to provide strategic direction to Management.

This shift towards a Board of Governance is only possible if the Board Members possess the required skills. This Association is fortunate in that the members of the Board possessed the required expertise to enable this outcome.

4.6.6 Resources

A decision was made to close the retail shop due to the excessive financial resources required to keep the shop running. This decision contributed to the overall organisational strategy of decreasing the inefficient use of resources.

4.6.7 Ongoing Review

The Association recognises the ongoing nature of review and as a result has implemented measures to allow for this. Each Unit Manager is responsible for organising planning days which are used for review on both an operational and strategic level. In addition to this, regular meetings are held, with all Unit Managers and the CEO present, to review the Association and plan for the future. Therefore it is part of the professional development of staff that each SBU is responsible for their core business.

In planning for the future, each SBU is required to undertake a review of current and past operations in order to assess areas that require attention. Annual retreats have become a regular feature, allowing staff the opportunity to review the organisation and operations and to think strategically about their role in the organisation as a whole.

4.6.8 Effectiveness of the Review

Before the effectiveness of the Review could be assessed, it was important to allow time for the changes to be implemented and the staff to settle into their new roles. The process was given time to run its course prior to any significant evaluation. However this is not to say that the Association did not monitor the process. Monthly meetings with the Unit Managers and CEO provided the opportunity for the process to be monitored and small changes to be made to enhance smooth progress.

The outcomes of the Review were assessed in light of the initial objectives. The management revisited their Business and Strategic Plans and used a staff and board questionnaire to assess the effectiveness of the Review and the resulting changes. The Association has put in place processes to enable annual review, illustrating the importance of the use of reviews. The 2000 review focused on Human Resources – specifically with regard to the needs of the units.

4.6.9 Organisational Review Report

Although there was no report following the process, there is a policy whereby reports to the Board, staff etc are ongoing. This is crucial to achieving effective communication within the Association.

4.7 Time Lines

The Review officially began in 1996, with the first Annual Retreat. The Unit Management structure was first introduced to the Organisation at the retreat at the end of 1996. It took all of 1997 to put the appropriate systems in place, update strategic plans, budgets etc. The system was never meant to be static and ongoing evaluation and modification occurred so that by early 1999 the system had settled into a highly functional system. The first stage of the process ended in 1999.

The importance of allowing sufficient time for the implementation of changes and those affected to settle into their new roles was recognised. This was more important than focussing on the time it took to conduct the Review. The Development Unit is a good example illustrating this point. This SBU took twelve months to settle into their new roles, however it was important that they were given this time to alter their processes as required in order to discover the most appropriate method of operation.

4.8 Strengths of the Process

4.8.1 Communication

Communication was a key strength in the process. Although units were given the freedom to develop their own structure, regular meetings were held to ensure ongoing communication. Management had faith in their staff and staff were encouraged to throw ideas around and develop a structure and processes that would give their unit the best opportunity to achieve their objectives.

4.8.2 Planning and Preparation

The Review could not have been successful without the extensive planning and groundwork by all staff employed at all levels. The Annual Retreat is an important feature of their calendar as it provides a platform from which planning and review can be effectively undertaken.

This planning and preparation had definite stages – ie pre, during and post. Planning occurred through staff meetings and all staff were expected to get involved.

4.8.3 Key Stakeholders

The process was driven by the staff and, more importantly, management trusted the staff to debate the issues and recommend strategies. This was a key success factor given that staff are the best source of information and their needs should be central to the management of an association. The following are key factors leading to the success of the process:

- Staff involvement,
- Staff ownership over changes and decision-making, and
- Empowering staff with the autonomy to make decisions.

Staff should be empowered to get involved in decision-making up to a certain point. There are situations where executives should step in to make autonomous decisions in order not to lose momentum.

The Association encourages staff training and is in the fortunate position where staff can be assisted financially or with the allocation of time to pursue further study. This demonstrates the Association's commitment to professional development and contributes to loyalty and work satisfaction.

4.8.4 Regional Victoria

It was important that the Association recognised that changes would impact on those associated with the sport. The Regional Review was important in that it illustrated the Association's commitment to all stakeholders across Victoria. By involving Regional Victoria in a review, the Association encouraged widespread ownership over the decisions that were made.

The outcome of the Regional Review was the Zone Management System with all zones reporting to an administrator employed at the head office. This outcome contributed to the objective of implementing a “do more with less” approach to business.

4.8.5 Achieving the Objectives

The Review process was focused and directed by the initial aims. The evolutionary implementation of the new structure enabled staff to feel comfortable with the changes and decreased the possibility of anxiety associated with change.

4.8.6 Strategic Plan

The entire Organisational Review process was aimed at strengthening the Association's strategic position. The process was more than adequately managed with all changes assessed in light of the Strategic Plan. The Association had a clear idea of where it was heading and this enabled the Review to elicit recommendations that would take the Association towards their vision.

A major strength of the process was the CEO's ability to provide the vision/leadership by delegating the process to the staff who could make it work. The CEO provided support to the Unit Managers but ultimately empowered them to guide the process and make the decisions (and a few mistakes).

4.8.7 Annual Retreat

The first retreat was held in 1996/1997 where the Review was discussed and the SBU structure was initiated. Since that time the retreat has become essential to the ongoing development of the management of the sport. It is at these retreats that many of the major issues are introduced, presented, debated and plans developed for ongoing development. The retreats enable the involvement of all staff and staff recognises that they all have a role to play in taking the organisation to the next level.

4.9 Weaknesses of the Process

4.9.1 Board and Staff

There is a feeling that the process may have benefited from greater involvement and communication between Board Members and staff. This would have allowed an opportunity for greater alignment between board and staff priorities. Although this did not present itself as a major problem, it may be problematic for other associations undertaking reviews.

4.9.2 Consultant

The process may have benefited from the services of a consultant, specifically as far as the development of the SBU structure is concerned. Although a consultant would have represented a financial cost, they may have assisted in speeding up the transition process. This could have been particularly useful in the Development and Finance Units and may have represented a reduction in the financial and human cost of the lengthy transition process.

4.9.3 Workload

Developing the unit structure would have placed a significant amount of pressure on the Unit Managers. The amount of time dedicated to planning and development would have represented an opportunity cost to the Association. The implementation of changes required significant attention of Unit Managers and may have resulted in them being unable to perform alternative tasks.

5. CASE STUDY TWO

5.1 Background

A medium sized Association in Victoria servicing 160 clubs with over 5 000 members. The Association is governed by a Board and employs one full-time CEO and sports administrators.

5.2 Determining the Need for a Review

In 1991 the President drafted a “long range plan” to direct the Association for a five year period. This plan was the beginning of the transformation process and focussed mainly on the creation of a standing committee to assist in the development of the plan.

By 1994 it was the opinion of the Board, staff and affiliated associations that structural problems were evident and needed to be addressed. In 1995, a paper prepared by the Treasurer proposed changes to the Board structure, with the following reasons given:

- The Association was slipping further behind other States in terms of management of the sport.
- The systems in place slowed down the decision-making process.
- Affiliates and Board Members were too preoccupied with operational issues with insufficient time to address strategic issues.
- The existence of a strong set of rules had resulted in staff devoting an increasing amount of time enforcing these rules. This resulted in a negative relationship between staff and Affiliates.
- The Association lacked the expertise needed to make long-term strategic decisions.

The overriding recommendation to come out of the 1995 report:

- To put in place a structure which would enable timely decisions and would allow the Association to react to changes in the best interests of the sport.

A “Structure Review Sub-Committee” was set up to investigate a new structure. The sub-committee conducted a survey and drafted a report in which it identified the following areas for improvement:

- Improved communication,
- More delegation to the committees,
- More authority to the Board, and
- More sponsorship.

Following the 1995 report by the “Structure Review Sub-Committee”, it was recommended that a consultant be employed to conduct an Organisational Review. The SSA applied for a “Future Directions Grant” from Sport and Recreation Victoria and hence the Organisational Review was underway.

5.3 Aims and Objectives

5.3.1 Aim of the Organisational Review

The Organisational Review would enable the development of strategies to develop the sport for a 4 to 5 year period.

5.3.2 Objectives of the Review

The objectives of the Review were to:

- Review the operations of the Board and recommend a restructure of the Board.
- Review the relationship between - The Board,
 - Technical committee/portfolios, and
 - The administration of the office.
- Assess the extent to which staff operated as office administrators as opposed to professional managers.

5.4 The Brief

A brief was drafted to direct the work of the consultant. The Review would cover the following key areas:

- Assess the delegation of power to the various technical committees and portfolios allowing them to administer the sport.
- Examine the processes within the office and determine the functions and processes to be performed by office staff. Provide recommendations as to staffing requirements and remuneration.
- Examine the functions and processes of the Board.
- Provide actions on the nature of the organisational and functional structure for the Board. This would enable the Board to focus on strategic issues and minimise its involvement in the day to day issues of the sport.

5.5 Time Lines

As with most reviews, the exact start and finish dates are unclear. The development of the “Long Range Plan” in 1991 certainly contributed to the identification of the need for a Review. However the Review officially started in 1995 with the successful application for a Sport and Recreation Victoria “Future Directions Grant”. The Review ended with the implementation of changes towards the end of 1996. However, given the outcomes of the review, it may be suggested that further ad hoc Reviews would be required.

5.6 The Processes

5.6.1 Workshops

Workshops were held with Board Members and Delegates to discuss the processes by which the Association operated and assess the nature of changes required. It was important that the views of the stakeholders were determined in order to minimise resistance to changes. This was done through a questionnaire that was distributed to Board Members and Delegates prior to the workshop, with the results discussed at the workshop.

5.6.2 Industry Analysis

As part of the process, the management recognised the importance of understanding industry trends. Sport and Recreation Victoria assisted in the external environmental analysis in which the structure of other SSAs was examined. This enabled them to compare their structure to that of others within the industry. In addition to this, a questionnaire was distributed to all other associations involved in the same sport Australia-wide. The questionnaire focussed on the governance structures of the Associations and enabled a comparison of these structures.

The Sub-Committee undertook a needs analysis/member survey during the planning process. This enabled an understanding of member's expectations of management. Further an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) assisted in understanding their position within the industry.

5.6.3 Consultant

The most significant recommendation to come out of the discussions was to apply for the "Future Directions Grant" as this would enable the Association to employ a consultant to undertake the Review. It should be noted that the consultant was only appointed after the complexities of the task became too onerous for the organisation.

Despite a prior working relationship between the consultant and Board Members, the consultant worked independently of the Association. It was the task of the Structural Review Sub-committee, made up of members of the Executive, to oversee the process and to work closely with the consultant.

5.7 Problems Encountered

5.7.1 Consultant

The use of the Consultant was beneficial to the Association in that they lacked the expertise required to undertake a Review. However a major problem was the lack of coordination between the Consultant and the Sub-Committee during the process and the misdirection of the brief given to the Consultant.

The brief given to the consultant was too focussed on the operational side, as opposed to focussing on strategic issues. This meant that the consultant delivered according to the brief, but the initial objectives were unable to be achieved. The point was made that the processes undertaken in conducting the review were good, but the results were doomed to be ineffective. There was scepticism about the Review, but no resistance. This scepticism may have been a result of insecurities regarding a possible loss of responsibility with structural changes.

5.8 Outcomes

5.8.1 Staff

The overriding result of the Review was a change in personnel. The Review recommended recruiting staff with sufficient expertise to enable a transformation from office administration to professional management. It was believed that a change in staff would satisfy and resolve the problems of the sport.

The Review recommended that the role of Administrative Officer be redesignated to the role of Executive Officer with appropriate remuneration. As a result a sports management company now manages the Association, effectively the Association hires the services of a CEO. This is extremely beneficial to the Association, as it allows for the employment of expertise it otherwise may not have been able to afford.

5.8.2 Office

The Review recommended that the office be relocated to an alternate site. Further the Review recommended an upgrade of the telephone system to improve communication and upgrade of computer systems with links to the members of the Board.

5.8.3 Board

The Review recommended that individual members be appointed to head up portfolios. Further the CEO should report directly to the President of the Board.

5.9 Strengths of the Process

5.9.1 Consultant

Contracting the services of a consultant to complete the Review was important because the Association did not have the required expertise readily available.

5.9.2 Industry Analysis

The industry analysis assisted in putting the Review in context. It was widely accepted that the processes employed were good, however the misdirected brief limited the effectiveness of the Review.

5.10 Weaknesses of the Process

5.10.1 Strategic Direction

From the outset, the strategic direction of the Association was unclear. This had serious implications for the Organisational Review. An Organisational Review cannot be effective without a clear strategic direction for the Association. This was a key weakness in the process.

5.10.2 The Objectives

The initial objective was to review the overall structure of the organisation and recommend changes required enabling greater emphasis on strategic issues. The actual outcome was a review of the staff and recommendations on changes to the staff.

5.10.3 The Board

One of the key objectives of the Review was to provide recommendations on a restructure of the Board. This was not translated into the brief given to the consultant and as such was not addressed in the Review.

Recommendations on the processes used by the Board had more to do with the election of office bearers and the operational role of the Board, rather than the strategic role the Board would be anticipated to play in the future. In addition to the above, the Board did not follow up on the restructure and it was left up to the CEO to produce a Development Plan in 1998.

5.10.4 Assessing the Review

There was no assessment of the extent to which the Review achieved the objectives and there was a general feeling that the organisational structure would be dealt with later – or there was not too much concern that the review had not actually achieved what it was set out to.

Despite the ineffectiveness of the Review in addressing the issues, there was a general feeling of satisfaction among Board Members. This may be due to a feeling that problems were being addressed even though the outcomes were not providing solutions to the problems the Association faced. There was a general feeling that doing something was better than doing nothing. The result is that further reviews have been needed to get to the root of the initial problems.

5.10.5 The Nature of the Review

The Review was intended to be strategic in nature, however the core recommendations were largely operational in nature. The Board Members lack an understanding of governance responsibilities and do not provide strategic leadership to the Association. This is a major weakness given the strategic nature of the Review.

The Organisational Review has led to more efficient management, however it has not contributed to the strategic governance of the sport.

5.11 Measures to improve the effectiveness of the Review

5.11.1 Monitoring Mechanism

By implementing a monitoring mechanism, the changes could have been tracked and adaptations could have been made where necessary.

5.11.2 Staff Involvement

Greater consultation with the staff would have enabled an assessment of the type of changes needed in the context of the working environment. Staff have to be comfortable with the changes and operate within the new structure, therefore it is important to involve them in the process.

5.11.3 The Review Process

The reviewing process is ongoing and should not be a one-off. The Association would have been in a better position had they recognised the ongoing nature of Organisational Reviews and developed strategies to allow for this. Associations should put in place processes that make strategic management fluid and ongoing. Management should be given the opportunity and time to step back and think about the long-term objectives of the Association, without being forced to deal with daily issues.

5.11.4 The Role of the Board

Processes should be put in place to enable Board Members to understand their role and responsibilities. The Board should offer strategic advice and direction to the Association and should be given the opportunity to concentrate on long-term issues, with the staff responsible for the operational side.

6. CASE STUDY THREE

6.1 Background

This Association currently has a membership of approximately 1300, although at the time of the Review the membership was estimated at 2500. The Association employs a part-time Executive Officer/CEO and six other part-time employees. The CEO is responsible to an Executive Committee and members are re-elected on an annual basis. The constitution does not have a clause governing terms of office for Executive Members; ie the composition of the Executive could change annually.

For the period mid 1999 to November 2000, the Association did not have a CEO in employment. The President performed the role of CEO for this period.

6.2 Determining the Need for a Review

Internal division among members of the Executive Committee was the chief catalyst behind the need for an Organisational Review. This division created additional work and led to inefficient use of resources. The Executive Committee saw an Organisational Review as a measure to improve the management of the sport. The major outcome of the Organisational Review would be the development of a Strategic Plan. It was believed that the Strategic Plan would provide the organisation with direction and enable internal division to be resolved. The Executive anticipated that the Strategic Plan would enable the Association to become a unified and profitable organisation.

6.3 Aims and Objectives

6.3.1 Aim of the Organisational Review

An Organisational Review would enable the development of a Strategic Plan and provide a clear direction for the future of the sport.

6.3.2 Objectives of the Review

The Strategic Plan, which would result from the Review process, would have the following objectives:

- Analyse current issues, strengths, weaknesses, opportunities and threats.
- Develop a vision that sets clear direction for the organisation.
- Establish broad goals to be achieved in the next 12 months.
- Set tangible objectives that can be used as a measuring stick of the plan's effectiveness.

With the implementation of the Strategic Plan, the Association would become:

“A united organisation that demonstrates leadership, professionalism and innovation while ensuring the highest standards of safety and education for recreational and competitive participation.”

6.3.4 Implementing the Plan

The following steps would be undertaken in the implementation phase of the strategic planning process.

- The Strategic Plan would be accepted and ratified at the Annual General Meeting and would be widely circulated.
- The Executive would be monitoring the progress towards achieving each objective as laid out in the Strategic Plan.
- The Plan would be reviewed and updated in June 2000.

6.4 The Processes

6.4.1 Managing the Process

The Executive Committee was involved in the process and, for the purpose of the Review, was labelled “Strategic Planning Committee”.

6.4.2 Consultant

A consultant was contracted to carry out the process and facilitate the workshops. Documentation as to the Association’s requirements from the consultant was not available and it is unclear as to whether they ever did document their expectations from the consultant.

The consultant was told the aims of the process and his task was to work with the Committee in developing the Strategic Plan. The consultant would do the legwork;

- Identifying the Vision of the Association
- Drafting a Mission for the Association
- Determining the aims of the Association
- Putting all the above information into a logical sequence to form a Strategic Plan.

6.4.3 Workshops and Analysis

Two workshops were held with all members of the “Strategic Planning Committee” and the consultant in attendance. The consultant facilitated the workshops and subsequent discussions. At these workshops, the following exercises were undertaken:

6.4.3.1 SWOT Analysis

This was done with the consultant and the result was an extensive list of strengths, weaknesses, opportunities and threats. This was the first step in the reviewing process.

6.4.3.2 Questionnaire

This was distributed to all Executive Members and was intended to determine the issues facing the sport, and individual perspectives on the goals of the Association.

6.4.3.3 Structure

An analysis of the current structure would be undertaken and a suggested future structure presented.

6.4.3.4 Action Plan

An action plan would be developed and would direct the implementation phase of strategic planning. The Action Plan would identify:

- The strategy.
- The person responsible for implementing the strategy.
- The cost of implementing the strategy.
- The start and end dates.
- The measure of success.

It was anticipated that the action plan would play a central role in ensuring the success of the process. However the lack of implementation of the strategies resulted in the action plan losing its value in the process.

6.4.3.5 Strategic Direction

The consultant facilitated workshops aimed at developing Vision, Mission and Aims of the Association. This was mostly done on whiteboards with the Executive Committee in attendance.

6.5 Problems Encountered

6.5.1 Internal Politics

The consultant encountered problems stemming from internal politics evident within the Association at the time. This was thought to be partly due to the “discipline fragmented nature” of the Association.

6.5.2 Executive Committee

Inappropriate behaviour by members of the Executive created problems during the process. There was a lack of consultation between Executive Members and the President, which inhibited the effectiveness of the Review and the quality of outcomes.

6.5.3 Resistance

Other than personality problems and sectional interest issues among the Executive Committee, there was no evidence of resistance to the Review or the outcomes.

6.6 Outcomes

6.6.1 Issues Identified

With the aid of a SWOT Analysis and questionnaire, the following issues were identified;

6.6.1.1 Strategic Planning

The absence of a strategic plan and the lack of common direction were identified as major issues facing the sport.

6.6.1.2 Financial Security

The Association is under-resourced with issues around the cost of participation. There is a need for additional funding and the Association wants to progress towards financial independence, which may be assisted with additional administrative funding.

6.6.1.3 Marketing

There was a need to raise the profile of the organisation and the sport in general. Mainstream promotion and publicity exercises were lacking with a need to communicate member benefits, particularly around financial, social and environmental aspects.

6.6.1.4 Governance and Structure

Issues were identified around staff management, employee direction and an overall organisational structure. The Executive was of the opinion that corporate governance was poor and that a lack of functional management structure was creating problems. In addition lines of communication needed attention. There were also questions raised as to the ability of the Discipline Committee representative to act in the best interests of the Association overall.

6.6.3 Internal Division

There was an issue around the level of mutual respect between individual disciplines. It was felt the Association was being pulled in different directions. A major issue facing the Association was the fragmentation of the sport in Victoria, and there was a need for the encouragement of mutual respect between the disciplines.

Associated with the issue of fragmentation was the problem of loyalty by members and the major challenge facing them would be to unite the disciplines under one focus.

6.6.4 Draft Strategic Plan

The main outcome of the Review was a Draft Strategic Plan, which was to be implemented and acted upon by Executive Members. The Draft Strategic Plan includes:

- Vision
- Mission Statement
- Key Shifts needed to achieve the vision and mission.

- Goals
- Goals and Objectives that would be measurable and achievable.

However, for various reasons, the recommendations were not implemented and as such the Strategic Plan has not yet been of benefit to the Association. The process ended with the draft strategic plan, which was not the initial intention of the Review.

Tasks were distributed but nothing further was done. This is where the breakdown happened. The Executive were happy with the process and the outcome, but lacked time to further act on the outcome. Executive Members were in general agreement that the plan was a major benefit to the Association, but benefits were not seen as they were not implemented.

6.6.5 Structure

The consultant undertook an analysis of current structure and proposed changes to the structure that assist in improving the governance of the sport. The proposed structure would involve the following changes:

- Governance – the Council and Board would be responsible for Governance Roles.
- Management – Executive Director and the Standing Committees for each discipline would perform management roles.
- The structure would be flatter and less complex. The structure would be decentralised.
- Strategic responsibility would be shared between the Council and the Board.

This structure was merely a proposal to come out of the process and was not part of the initial objectives.

6.7 Time Lines

The process was started in 1998 following an SRV “Future Directions Grant”. This enabled them to contract a consultant to undertake the Review and facilitate strategic planning. The actual Review process began around the beginning of 1999. A Draft Strategic Plan was presented to the Strategic Planning Committee in July 1999 to be reviewed and accepted at a meeting at the end of July 1999. However it may be argued that the absence of the implementation of the Strategic Plan indicates that the process was not completed.

The process, from planning to the presentation of a Draft Strategic Plan took approximately eight months. The initial intention was to resolve the major issues facing the sport by the end of December 1999, however one would have to question the degree to which this could have been achieved given the absence of the implementation phase.

6.8 Strengths of the Process

6.8.1 The Processes

There is a general feeling that the Review and strategic planning process was done to the best of the Association's ability given the circumstances under which the Review was conducted. The Executive Members were satisfied that the processes used were of a good quality, however no implementation phase was undertaken, and thus the Association has not seen the full benefit.

6.8.2 Goodwill

A benefit of the process was the element of goodwill that resulted. Despite personal problems, everyone tried their best under the circumstances. Everyone on the Executive knew that the Association needed help and there was agreement that strategic direction was needed.

6.8.3 Resistance to the Process

Other than personal political problems within the Association, no further resistance was encountered.

6.8.4 Consultant

The consultant brought an element of objectivity to the process and was able to do the legwork. Executive Members were already overloaded with meetings and would not have been able to devote sufficient time to ensure the process was thorough.

6.8.5 Funding

The successful application for a Future Directions Grant enabled the Association to employ a consultant. The consultant offered expertise and was removed from the internal politics.

6.9 Weaknesses of the Process

6.9.1 Internal Division

Inappropriate behaviour by Executive Members limited the Committee's ability to provide strategic advice to the Association. Internal problems, as a result mainly of personality clashes and sectional interests, resulted in Executive Committee members experiencing unnecessary pressure during the process.

6.9.2 Documentation

There is insufficient documentation detailing the process in its entirety. Those involved in the process were unable to provide documentation other than the resulting Draft Strategic Plan. This limited the ability of the Association to revisit the process and plan for future Reviews.

6.9.3 Leadership

The fact that the Association did not have a CEO for over a year resulted in Executive Members becoming overloaded with operational issues as opposed to strategic issues. Therefore there was

a lack of strategic leadership and limited scope for professional development. In addition to this, the style of management at the time limited the capacity for open discussion.

6.9.4 Inconsistency of Leadership

Without a clause governing the terms of office on the Executive Committee, the composition of the Committee can change annually. The only positions, which are not re-elected annually, are the Vice-Presidents. This is a threat to continuity and there is a risk of instability.

Although the committee may not have offered the finest expertise, members gave of their best during the development of the Plan. It was in the implementation phase that member's commitment could be questioned.

6.9.5 Time Constraints

Members of the Executive complained of heavy time constraints. This resulted in insufficient time devoted to the planning and workshops. The process may have benefited if the planning and discussion had taken place over a weekend as opposed to a few hours at a time. However the fact that Executive Members were already overloaded prevented this from being possible.

It was the opinion of Executive Members that too many meetings were held, each meeting being too lengthy. This led to dissatisfaction especially at the fact that meetings would run overtime and the agendas could not be completed.

6.9.6 Losses

The Association received funding to improve the management of the sport through a Future Directions Grant from SRV in 1998. The Association missed out on the opportunity to use this funding to give the Association the push it needed. The reason for the missed opportunity was the inability of the Association to implement the recommendations to come out of the Review process.

The processes undertaken were deemed valuable and the outcomes worthwhile, however the fact that these were never put into practice has resulted in the Association seeing no significant benefit from the process. This represents a financial cost as well as an opportunity cost. The Association lost the faith of the members and lost their structure and this has contributed to the Association's loss of just under half their members.

6.9.7 Lack of Strategic Direction

The Association continues to operate without a Strategic Plan in place, and thus lacks clear direction for the future.

6.9.8 Reactive Approach

The Association's approach to business is reactive rather than proactive. This is due to factors such as:

- Lack of Governance,
- Shortage of staff,

- Lack of expertise available from the Executive Committee,
- Excessive workload on the Executive and staff.

The intention of the process was the implementation of a strategic plan to direct the Association for a period of a few years. This was the primary downfall of the Review.

7. CASE STUDY FOUR

7.1 Background

This SSA has a membership base of approximately 2000 including players, non-players, life members, individual members and umpires. The Association employs 1 full time employee, 2 part-time employees and 2 casuals. Prior to the Review, the Association was directed by an Executive Committee, which consisted of a group of sub-committees, each with about 5 members.

7.2 Determining the Need for a Review

A needs analysis of current and potential future members was conducted to assess the extent to which the needs of all stakeholders were being addressed. Feedback from clubs indicated that dealing with the Association was too complicated, hence the need to simplify processes. Further an environmental analysis was undertaken to assess the extent to which the Association operates in accordance with emerging industry trends. The result of the analysis found that there was a need to change its operations in order to keep up with industry trends.

The Executive Committee recognised the need to become more professional and largely initiated the Review. The Association needed to move from a “voluntary type” organisation to a “business”.

As with many SSA’s, the Association lacked expertise and strategic assistance. This was identified by the Executive Committee as a weakness and in 1998 a recommendation was put forward that the Executive Committee be replaced by a Board of Management. In order to create a board, the Executive Committee recommended an organisational review. The Review would enable the creation of portfolios and would assist in identifying the type of skills required to fill these portfolio positions.

7.3 Aims and Objectives

7.3.1 Aim of the Organisational Review

To review the current operations and management structure. The review will enable recommendations and actions to take the sport into the 21st Century.

7.3.2 Objectives of the Review

The objectives of the Review were:

- To review the organisation, ie Executive Committee v Board of Management.
- To review the processes by which they operate in order to make participation easier for the clubs.
- To undertake an assessment of the stakeholder's needs.
- To review the needs/concerns of current and potential future members.

7.4 The Processes

The Review was largely the responsibility of the Administrator and President. Following is a summary of the key tasks that were identified in order to ensure an effective review. The consultation process and the provision of recommendations took about 10-12 months. This was followed by another twelve month implementation phase in which the Board Members were given time to settle into their new roles.

7.4.1 Core Activities

The first task was to group the core activities of the Association. The administrator and president identified the following core groupings:

- Development
- Coaching
- Club
- Elite programs
- Marketing
- Umpires
- Archives

7.4.2 Portfolios

The second task was to develop portfolios and identify the expertise required to fill the portfolio positions. This was an important element of the transformation towards a more professional organisation based on business principles.

7.4.3 Needs Analysis

The third task involved the use of surveys to identify the needs of clubs and members. These surveys enabled the Association to define its role in servicing the clubs. This also enabled the Association to understand member's expectations of the role of the Association. By involving the members in the process, a degree of ownership over the resulting outcomes was achieved.

7.4.4 Strategic Plan

The fourth task was a review of the Business Plan. This involved all members of the Executive and resulted in a draft Strategic Plan for 1999-2003. The draft Strategic Plan was distributed to the Executive Committee and other stakeholders for comment and finally distributed to the affiliated clubs for their input.

It was important that the recommendations to come out of the Organisational Review were in accordance with the Strategic Plan and that the creation of board portfolios linked in with the organisational aims and objectives. The Board of Management and the administrator, following the outcome of the process, assessed the extent to which the outcomes achieved the initial objectives.

7.5 Outcomes

7.5.1 Identification of Portfolios

Following the Review, a Board was formed with seven portfolios plus a President. The Review highlighted the need to source skilled people with the ability to assist the Association strategically. The board was to represent all sectors, especially grassroots participation. In theory the outcome would have been ideal, however the lack of strategic ability offered by the Board limited the achievement of this transformation towards a more strategic role.

7.5.2 Making Participation Easier for Clubs

Through the use of surveys and workshops, the Association was able to gain an understanding of the needs of clubs. Processes were implemented to make it easier for clubs to operate within the framework. For example, surveys showed that many clubs found it difficult to submit results on time, and as such were being fined. Making participation easier for the clubs was a key outcome of the review.

An additional benefit of this outcome, was the reduction in the amount of time and human resources required to enforce the rules. By making it easier for clubs to operate within the framework, less attention was required to ensure clubs operated within the rules.

7.5.3 Development of the Strategic Plan

The Strategic Plan was imperative in providing direction and in allowing them to make informed strategic decisions. This was accepted and adopted in September 1999.

For the Board to be able to perform their primary function, ie strategic advice to management, it was imperative that a Strategic Plan was drafted. The process could not have been successful without a clear vision for the future.

7.5.4 Effectiveness of the Review

The Organisational Review was widely regarded as successful and stakeholders have accepted the resulting portfolios and practices across Victoria. Very little resistance was encountered, largely due to the extent of club consultation and involvement in the planning and decision-making processes.

The clubs can see the benefits of the changes and are able to satisfy the requirements of the Association with greater ease. This in turn has lightened the load on the administrators.

7.6 Time Lines

With the creation of new portfolios and the recruitment of portfolio managers, it was important to allow the changes to take effect slowly and allow people time to settle into their new roles. Board Members took, on average, 12 months to settle into their roles and fully comprehend the extent and nature of their responsibilities.

An important contributor to the success of the process was a period of initiation for the board members. Although not all board members were replaced, their roles were changed and the Association recognised the need to assist them in adapting to these changes.

7.7 Strengths of the Process

7.7.1 Tradition

The sport has a long and proud tradition and the Association appreciated the importance of making way for new blood without losing knowledge and history. This was important in order to gain support for changes. In making changes, the Association tried to achieve a delicate balance between implementing the changes required to take the sport forward, whilst maintaining cognisance of its history, including the traditions of the sport.

7.7.2 Time Frame

Results were not expected overnight and the Association understood that the process was evolutionary and required patience. The planning and consultation phase took approximately 10-12 months, ending with the finalisation of the Strategic Plan.

Another twelve months was needed for some board members to settle into their new portfolios and for clubs to adjust to the new processes implemented. Whilst time lines were planned, the consultation process was not rushed in order to achieve them.

7.7.3 Key stakeholders

Feedback from clubs and members contributed significantly to the success of the review process, this took on the form of workshops and meetings. The Association recognised the importance of involving members in the planning process in order to ensure members accepted the changes. Changes were communicated to clubs and emphasised the benefits they would see from the changes. This minimised resistance and contributed to an increase in the support for the changes and the process as a whole.

7.8 Weaknesses of the Process

7.8.1 Management of the Process

The President and Administrator did the majority of the work. The workload on the President and Administrator would obviously have increased significantly. By undertaking the Review in-house, they may run the risk of becoming too bogged down and losing a degree of objectivity.

7.8.2 The Board

The availability of expertise on the Board has implications on the Association's ability to meet its strategic objectives. The Association is in a similar position to most other SSA's in that it does not have the luxury to select Board Members.

7.8.3 Staff

The Association operates with minimal staff and this impacts on their ability to operate on a strategic level, as employees are preoccupied with operational issues. Given the limited strategic capacity available from the Board, in reality the Administrator would be expected to perform strategically as well as operationally.

8. GUIDELINES

Through an analysis of the four case studies and a literature review, the following guidelines are recommended. These guidelines have been drafted using the key strengths of the processes employed within the case studies together with learning from the key weaknesses of the processes employed within each case study. It must be noted that the circumstances under which the review takes place have a significant effect on the processes used, as does the size of the organisation.

Mistakes are inevitable and associations should learn from difficulties along the way. Through a monitoring process, mistakes can be rectified before any major impact is felt.

8.1 Preparing for the Organisational Review

Prior to undertaking the review, the association must clearly articulate the purpose of the review, the aims of the review and develop terms of reference (especially if a consultant is used). Before an Organisational Review can be undertaken, the association must have a clear idea of their strategic aims and direction. Ideally the Association should have a Strategic Plan in place, although in some circumstances this may be in draft form.

Further the association needs to demonstrate:

- The full commitment of the Board and the CEO to the process,
- The degree to which consultation with stakeholders will be undertaken,
- How the outcomes of the Review will be implemented and the capacity of the Association to implement changes.

8.2 Clarifying the Roles

8.2.1 Role of the Board

The Board plays a central role in the whole Review process. The Board sets the scene for the Review and should lead the process strategically. The relationship between the Board and CEO is a strong determinant of the success of the Review and the ability of the Association to implement the Review.

8.2.2 Role of the Management and Staff

Staff and managers need to be empowered to play a major role in the process and their needs should be central to all decision-making. This will allow for greater acceptance of changes as staff and management will feel a sense of ownership over the decisions. The needs of staff must be heard and action taken to address these needs. There is much to be gained from involving staff, the most obvious benefit being the development of staff morale.

8.2.3 Role of the Consultant

Consultants bring in the necessary expertise and enable an objective approach to the process. Prior to contracting a Consultant, the Association must ensure:

- They have clear objectives for the role of the consultant.
- They are able to express their expectations from the consultant.

The consultant needs to know what the Association expects of him/her in order to be of maximum benefit to the Association.

8.3 Processes

8.3.1 Consultation Process

This might include the use of:

- Surveys
- Workshops/Retreats
- Focus Groups
- Interviews with management/staff

The extent and length of the consultation process is dependent on the resources available to the association in terms of finances, staff and time. Case study one is a good example of extensive consultation during the process. This association organised a staff retreat which gave staff the opportunity to express their opinions and concerns and become involved in the future of the association. In addition to this, regular workshop-style meetings were held to discuss the development of the review and make adjustments as needed.

In the example of case study three, a consultant was contracted to undertake the review and the consultant arranged workshops, planning meetings and distributed surveys during the review process.

The use of a consultant should in no way diminish the “ownership” of the Review by the Association.

8.3.2 Managing the Process

Those managing the process must allow time for staff/members to express their opinion freely and actively partake in debate. The project manager or consultant must lead the process without being domineering, as the Organisational Review should be an opportunity to find out exactly

how staff feel about the situation. Project managers should not inhibit freedom of expression in the fear that this may expose their weaknesses.

Ongoing monitoring of the Review is essential to minimise the impact of any mistakes along the way.

8.4 Time Lines

Allow sufficient time for comprehensive planning prior to any action/changes implemented. Planning and discussing should take place over a few days, with staff removed from their daily responsibilities. Ideally this could occur over a weekend at a staff retreat, as happened in Case Study One.

Also sufficient time for changes to take effect in order to assess the impact of the changes on the association and stakeholders.

8.5 Evaluation

8.5.1 Evaluation of the Review

The association should allocate time for an evaluation of the review process against the original objectives of the project.

8.5.2 Evaluation of the Outcomes

Following the implementation of the recommendations, the association should evaluate the extent to which the changes have had a positive effect on the governance of the association and have contributed to the association's strategic aims and objectives.

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