

INTRODUCTION

Thank you for taking a proactive stance by deciding to be on the subcommittee for your association. Your time and input will be valued greatly by your association.

In addition Softball New Zealand is deeply appreciative of the contribution volunteers make towards our great game. As a sport we are constantly looking for more volunteers either as coaches, umpires, scorers or administrators to help run our game effectively.

Development of the game is dependent upon a large number of dedicated volunteers, who give their time freely, without concern for financial gain. Our sport as a whole could not achieve what it has to date if it wasn't for our volunteers.

As a volunteer we know your time is precious, so in this document we have included some "need to know" info and handy templates which may make your subcommittee run more effectively and efficiently and ensure all members know what the role of the subcommittee is.

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The general structure of an association

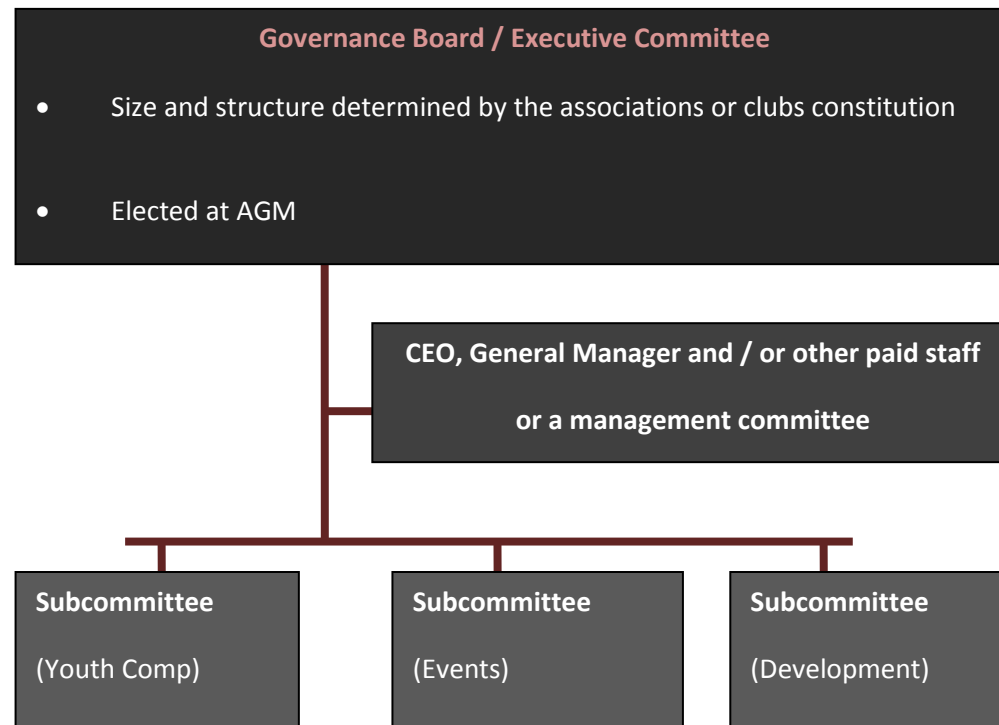
Often an association’s success will be down to the work of the Board / Executive Committee, its employees, and its subcommittees. Establishing all of these with clearly identified roles and reporting procedures helps to clarify who does what in the association, and spreads the workload to ensure the association is not dependant on only 1 or 2 people.

Creating an organisational chart may be a useful tool to help the Board / Executive Committee in the future. It is simply a flow chart or pyramid showing the lines of responsibility within the association. It shows who is responsible to whom, different roles and reporting relationships. It can include both paid and voluntary positions.

As you may know, any governance structure should feature a clear separation of powers and responsibilities between the Board / Executive Committee, any paid staff (if your association has this resource) and its subcommittees.

Keep in mind **“The Board directs the association, and the manager manages’ the association”**.

If your association does not the resource to have paid staff in place, the subcommittees will report directly to either a management committee or to the Association Board / Executive Committee, or each Board member may sit on a subcommittee.



Note:

- The number of subcommittees will vary depending on the association

Background info: The role of a governance Board

To ensure that your sports association runs smoothly, efficiently and effectively, an Executive Committee or Board will be formed (hereinafter referred to as a Board). A Board, at the minimum, should have a president or chairperson, a secretary, and a treasurer. Your association's constitution will outline exactly what and how many roles are required on the Board.

The people on the Board provide governance for the association- they will ensure good leadership and adhere to principles of best practice. They will be "the glue" behind the association.

The Board influences how the objectives of the association are set and achieved, spells out the rules and procedures for making association decisions and determines the means of optimizing and monitoring performance, including how risk is monitored and assessed.

While there isn't a "one glove fits all" scenario when it comes to governance, the Board should look to include:

1. A leadership style which will encourage its staff and its members to have ongoing participation and help the association achieve its short and long term goals
2. Making sure that the association meets its aims and goals, and its obligations as outlined in its constitution
3. Making sure there are people and resources available to achieve these aims and goals
4. Managing any potential risks to the association
5. Developing and implementing policies that achieve its aims and goals
6. Involving everyone in the association with achieving its aims and goals
7. Reporting, at least once a year, to the wider association (this would be the AGM)
8. Ensuring the long term well-being of the association, both financially and organisationally.
9. Monitoring and evaluating the associations' activities for quality and relevance.
10. Insure the legal requirements of an association are being upheld (privacy, ACC Obligations, Health and Safety, Employee rights, etc)



The difference between a Board and a subcommittee:

As mentioned early in this document, the Board provides governance for the association- they will ensure good leadership and adhere to principles of best practice. The Board influences how the objectives of the association are set and achieved, spells out the rules and procedures for making association decisions and determines the means of optimizing and monitoring performance, including how risk is monitored and assessed. They will be “the glue” behind the association.

This means usually a Board takes a more hands off approach to the day to day tasks.

Subcommittees generally take a more hands on approach and can be in charge of specific projects or areas of development for the association that may be identified in an association’s long term planning E.G: events, health and safety, day-to-day management, player development etc.

A subcommittee, like any of the association’s members is answerable to the overall Board of the association, but they will report and communicate directly to the manager or appointed representative of the association, on a monthly basis generally.

A subcommittee does not always have decision-making power. In this case, decision making occurs at Board meetings based on the findings and recommendations of subcommittees.

To streamline this process, when a subcommittee would like to make a recommendation to the Board, they can use the template on pg 8. This template will allow a subcommittee to supply enough information to the Board to allow them to make an informed decision and in turn provide the subcommittee with their recommendation and resolution.



Who should make the big decisions for the association and who should take the "hands on" approach to daily tasks and / or development ????

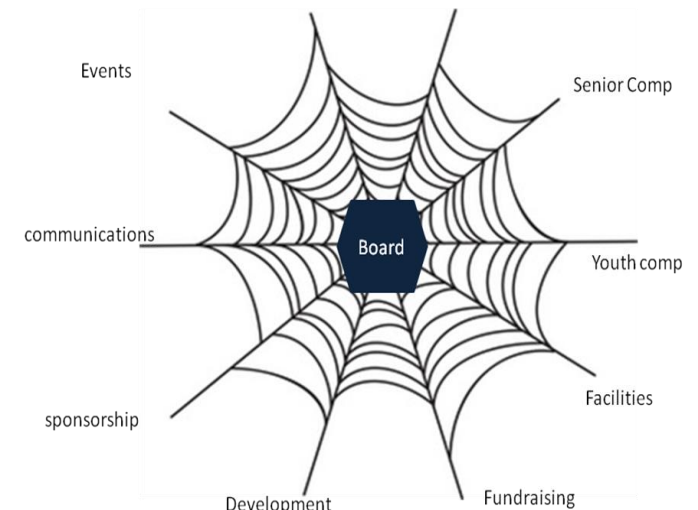
The purpose of Sub committees:

Each subcommittee plays an important role within the association to help develop or administer a particular area of our game or association. Basically they are responsible for one arm of an association’s spider web of activity or delivery.

Because they take a more hands on approach they make things happen for the association. At meetings they will work out how they will achieve their objectives, and make sure they have the resources to do so. They will provide clear directions on how, who, and when actions will be completed by or activity will take place in a responsible manner.

Finally each subcommittee should complete a monthly progress report in season (or as otherwise requested). Progress reports are an important device for keeping members informed of each other’s activities and making sure objectives are being achieved in a timely fashion.

Examples of subcommittees



The need for subcommittee role descriptions and Induction packs.

Induction

New committee members should receive an induction or information pack to the board that allows them to familiarise themselves with the Association, its policies and procedures, its activities and a role description for the subcommittee they are part of.

The induction pack can include the long term plans and strategies, minutes of recent subcommittee meetings or progress reports so they can see what the subcommittee is working on or has worked on in the past.

Ask your association to provide you with an induction pack if they don't already do so.

Role descriptions

It is important that each subcommittee has a role description so that each of its members understands the below 4 points. An example subcommittee role description can be found on page 7

1. The main aim / objectives of the committee
2. Who they are responsible to and when
3. What their main responsibilities and duties are and
4. Who they may work closely with (ie: other subcommittees, a paid member of staff, etc)

Ask your association to provide your subcommittee with a role description (if they haven't already done so) so you know the boundaries you are to work within and the goals you are expected to reach.

Monitoring and Evaluating Performance & Practice

Monitoring and evaluating the performance of the subcommittee is another important aspect to consider. This provides an opportunity for the subcommittee to evaluate its own effectiveness, to assess areas of strength and weakness, to set standards and performance expectations, and to evaluate individual member performance.

To start you on your way a "subcommittee self assessment check" can be located on pg 9 of this resource.

What can you do to be active and effective member?

- Communicate effectively and be a good listener
- Make sure you are well informed of all Sub Committees past activities (if applicable).
- Have a good working knowledge of what your Subcommittees aims and objectives are
- Understand the direction and long term plans of the association
- Utilise a specific skill set or an area of expertise if you have one
- Prior to meetings make sure you have read the agenda and are well prepared
- Turn off your phone (or put on silent) and be respectful of others and their opinions
- Complete the “Sub committee self assessment check” located on pg 9 quarterly



In Summary

The aim of this resource has been to provide you with a basic understanding of the role of a subcommittee, and tips to help your subcommittee run effectively and efficiently - all while keeping in mind subcommittee members are volunteers who give up precious time to dedicate to their association and game..

Please feel free to contact Softball NZ head office if your association would like any of the below and we will aim to assist you on your way to creating a better governance structure;

- A review done of its board structure
- Induction packs created
- Role descriptions created
- General advice provided.

EXAMPLE: Sub committee role description

Committee Title: Grounds and Maintenance Subcommittee

People required: 2 – 3 people, with a chairman

Estimated time commitment per week: 2 – 3 hrs in season

Purpose of the subcommittee

The main aim of this committee is to maintain the grounds to ensure a high standard of safety and presentation for matches, training, events and other activities conducted from time to time. The Committee will look to develop and implementing short and long term projects for the improvement and maintenance of the grounds on the approval of the Associations Board.

The Grounds and Maintenance Sub-committee will work closely with the Manager to complete any work or grounds preparation necessary but will also work closely with the Competitions Sub-committee so they are aware of the season schedule

The committee undertaking this portfolio will have an interest in grounds maintenance and improvement. Committee members will be required to have good communication skills, be proactive and delegate duties when required.

Responsible To

The Manager & the Associations Board

The chair is provide a monthly report to the Manager or as requested

Responsibilities and Duties

- In conjunction with Manager, manage maintenance of grounds, fences and buildings.
- Outline and prioritize physical maintenance, repairs and improvement projects that need to be undertaken on the associations diamonds to the Manager
- Committee members to assist with or delegate diamonds/preparation for competition, local and national tournaments
- Manage ground crew for maintenance and tournaments
- Manage all equipment needs for events
- To develop and implement a long-term facility maintenance plan in conjunction with the Manager
- Liaise with the treasurer pre season and provide a forecast of expenses for the Associations budget in regards to maintenance, upgrades, equipment needing replaced and essential supply
- Arrange for building and grounds maintenance and facilitate improvements as funds permit
- Monitor safety concerns

TEMPLATE: Sub committee self assessment checks

It is recommended that this assessment is to be completed quarterly by each Sub committee member and handed to the chairperson. This check will take no more than 5 minutes and will help the Sub committee monitor if they are working cohesively together, if you are running effectively and efficiently and if you are achieving the purpose of your committee.

At this month's meeting (insert date)	(circle one)			
we prioritised our objectives	strongly agree	agree	disagree	strongly disagree
We outlined the details of how we are going to achieve each objectives (how, who, when and where)	strongly agree	agree	disagree	strongly disagree
We have met deadlines of our objectives	strongly agree	agree	disagree	strongly disagree
Prior to meetings, we receive the agenda and all relevant info necessary in a timely fashion	strongly agree	agree	disagree	strongly disagree
All members have the opportunity to contribute to the meeting agenda	strongly agree	agree	disagree	strongly disagree
At meetings a diversity of viewpoints was encouraged	strongly agree	agree	disagree	strongly disagree
At meetings we spent about the right amount of time discussing agenda items	strongly agree	agree	disagree	strongly disagree
we have met openly and honestly with a high degree of mutual trust among the members	strongly agree	agree	disagree	strongly disagree
we made collective (rather than individual) decisions	strongly agree	agree	disagree	strongly disagree
The knowledge, skills and experience of individual members are well utilised by the committee	strongly agree	agree	disagree	strongly disagree
we are proactive rather than reactive	strongly agree	agree	disagree	strongly disagree
all members contributed to the meeting discussion	strongly agree	agree	disagree	strongly disagree
Conflicts are resolved on the committee and dissenting views are not overly criticised	strongly agree	agree	disagree	strongly disagree
we observed a clear separation between governance and the Sub committee (our role)	strongly agree	agree	disagree	strongly disagree
we received about the right amount of monitoring information on projects	strongly agree	agree	disagree	strongly disagree
We work well together as a team	strongly agree	agree	disagree	strongly disagree
I am leaving with a sense of achievement	strongly agree	agree	disagree	strongly disagree

TEMPLATE: Sub committee proposal to the Board (part A):

Date					
FROM (Committee + person name + persons position on the committee)					
Subject / project title					
Are there any previous Board papers on similar or related topics that can be referred to?	Yes	Please provide detail	no		unsure

1. Proposed resolution to the Board:

2. Information about project / request

Provide enough information to enable each Board member to understand the resolution and to form an opinion on the correct outcome

a) Objective	
b) Actions <i>(needed to achieve objective)</i>	
c) Outcomes / Measures	
d) What are the considerations? <i>(this could cover issues, risks, researching, resourcing)</i>	
e) What are the financial implications <i>(where relevant)</i>	
f) Consultation <i>Outline who has been consulted about/involved in the development of the paper</i>	
g) How does this link in with the SSA Strategic Plan?	

TEMPLATE: Boards recommendation to a proposal (part B)

Proposal received to Board on (insert date)	
From (Committee + person name + persons position on the committee)	
Subject / project title	
Board meeting date	
Chairman name	
Chairman signature	

Board recommendation (s):

Board resolution:

Please ensure the subcommittee proposal to the Board is attached
