

# WORKFORCE PLANNING STRATEGY 2018-2021



**SOFTBALL IS A CHAMPION SPORT ON & OFF THE DIAMOND**



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**INFORMATION  
BOOTH**



## FOREWORD

In 2013, research conducted by Business and Economic Research Limited revealed that “if the [sport and recreation] sector continues to operate as it does, it will increasingly struggle to attract and retain the right people to deliver sport and recreation to a growing and changing population”.

As a softball community we are no different. Now, more than ever, there is a need for clubs and associations to consider their futures. Where will we be in five or ten years’ time? Where will our volunteers be?

Within a number of clubs and associations there are presidents, secretaries or coaches who are finding they are having to stay in the role much longer than they would want as there is simply no one to take over from them. Valuable volunteers such as these are often doing far too much work for one person for far too long. They become the lynchpin within the club/association as they hold vital knowledge and feel there is no one to ‘share the load’. As a result our volunteers become exhausted and even resentful. In the event they leave a club or an association the organisation can become vulnerable to collapse as there is no one prepared to step up to the role. In the event someone may be willing to take over, the task is often too great and there is a lack of skills or knowledge preventing them to do so.

In some instances a lack of volunteers is having an effect on our participation numbers. A decline in active coaches within some associations has resulted in less teams competing in local competitions and national tournaments.

In response to this finding and general trends within our softball community, we have developed a strategy to identify crucial future issues for us and our associations regarding developing and retaining a qualified and motivated workforce. The strategy also provides a potential work plan to help resolve identified issues, acknowledge current critical roles and ensure as an organisation we are well positioned to lead, enable and deliver.

This is an important document if we are to ensure; a future workforce, a workforce with a skill base and meet the changing needs of participants. Success of this strategy will only come from a willingness of our community to work together to increase knowledge, improve capability and most importantly, improve how we engage with staff and volunteers.

As the national body, our vision for this strategy is to create a skilled, dynamic and sustainable workforce to meet the collective current and future needs of our clubs and associations.

The need for a Workforce Strategy was developed through Softball NZ's partnership with Sport NZ and the creation of the Sport NZ Community Plan.

Although the Workforce Strategy is not in Softball NZ's 2014-18 Strategic Plan there are very close links to the Connecting Softball Nationally pillar, strategy 1 in particular "Provide resources to build sustainable and successful clubs/associations".

[SNZ Strategic Plan.](#)

## FOUNDATION PRINCIPLES

There are some underlying principles which will help in the development, implementation and success of this strategy. These are:

- Planning – Planning, and use of insights (including sector needs, trends, and environmental factors) and innovation will drive the strategy development and its implementation.
- Collaboration – Shared knowledge and action drives greater collective impact – we all achieve more together.
- Future focus – Strategy will ensure workforce capabilities and capacities provide for future requirements, not just those of today.
- Sustainability – Strategy partners share resources and actively identify opportunities for us all to operate more effectively and efficiently.
- Telling the stories – Best practice examples, stories of success, advocacy and leadership are promoted and shared to raise the profile of softball.

There are four stages to the Softball NZ Workforce Planning Strategy, these are:

Action Plan	Attract/Recruit	Support	Retain
<p>Policies, processes, structures and mechanisms are developed to understand, anticipate and provide for future workforce capabilities and capacities.</p> <p>Critical roles are identified, communicated and targeted.</p> <p>Funding models and calendars created to assist in gaining grant and sponsorship funding.</p> <p>Be prepared for the future by identifying key events early.</p>	<p>The value of working for the organisation and volunteerism is promoted.</p> <p>Critical role skill matrix is maintained and communicated to those interested.</p> <p>Quality recruitment practices are used by organisations to support and enable quality selection.</p> <p>Identifying talent and important members of our organisations, and keep them in our sport.</p>	<p>Quality experiences are delivered by people with appropriate skills and attributes.</p> <p>Build sustained expertise through investment in the capability of staff and volunteers.</p> <p>Upskilling our current workforce.</p> <p>Positive culture and environment within an organisation and their workplaces.</p> <p>Specialist skills and resources within SNZ are known, available and shared.</p>	<p>Knowledge is shared and retained within the organisation through collaboration and succession planning.</p> <p>Retention of highly skilled people is a priority.</p> <p>Remuneration packages appeal to the needs of the employee.</p> <p>Recognition mechanisms for employees and volunteers are developed and implemented.</p> <p>Funding models provide for stable and equitable employment.</p> <p>Strong communication across the</p>

			organisation, regarding direction, allows for early adaptation in the event of change.
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## ACTION PLAN

INSIGHTS	STRATEGY	ACTIONS	RESOURCES	PEOPLE INVOLVED	WHEN
<p>Traditional approaches to sport management will not cater for future demands.</p> <p>Limited resources.</p> <p>Aging population and workforce.</p> <p>20% of NZ adults volunteer in sport.</p> <p>Team sports have the highest levels of volunteerism.</p>	<p>Policies, processes, structures and mechanisms are developed to understand, anticipate and provide for future workforce capabilities and capacities.</p> <p>Critical roles are identified, communicated and targeted.</p> <p>Funding models and calendars created to assist in gaining grant and sponsorship funding.</p> <p>Be prepared for the future by identifying key events early.</p>	Insights on each association and club gathered and distributed to parties	Sport NZ insights tool	SNZ	2018
		Update association and club policies.	Club tool box and Develop your Legacy website	SNZ, Associations	2019
		Assist associations in creating their own workforce strategy.		SNZ, Associations, RST's	2019-20
		Identify critical roles for SNZ and our associations	Critical roles guidance (appendix 1)	SNZ, Associations	2018
		Help associations create funding models and funding calendars.	Club Tool Box and Develop Your Legacy Website, funders' websites.	SNZ, Associations	2018
		Create an event calendar so associations know what events are	SNZ events and	SNZ, Associations	BAU

		coming up and what they may need staff/volunteers for.	tournaments section of the website.		
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## ATTRACT RECRUIT

Insights	Strategy	Actions	Resources	People Involved	When
<p>Sport management not considered legitimate career option.</p> <p>Decline in volunteer participation.</p> <p>Early age volunteer recruitment (16-24) is important.</p> <p>Only 6% of paid sports employees are aged 20-24.</p> <p>High earning males aged 16-24 that are not NZ European are more likely to be volunteers.</p> <p>Motivations of</p>	<p>The value of working for the organisation and volunteerism is promoted.</p> <p>Critical role skill matrix is maintained and communicated to those interested.</p> <p>Quality recruitment practices are used by organisations to support and enable quality selection.</p> <p>Identifying talent and important members of our organisations, and keep them in our sport.</p>	Update volunteer resources with more recent data to help understand volunteer trends and limit barriers.	Gemba Survey, Sport NZ surveys.	SNZ	2018
		Update HR recruitment resources.		SNZ	2019
		Assist associations in recruiting volunteers.	Club Tool Box and Develop Your Legacy Website, RST and other organisations workshops.	SNZ, Associations	2018
		Assist associations in attracting staff.	Club Tool Box and Develop Your Legacy Website	SNZ, Associations	BAU
		Help associations understand means of advertising and create marketing plan.		SNZ	2018
		Use critical roles to identify needs and recruit suitable candidates		Associations	2018
		Softball Involvement tool developed for SNZ website		SNZ	2018
		Develop success stories and profiles of volunteers and staff.		SNZ staff, Associations,	2018

volunteers are selfless.				umpires and scorers associations.	
Most volunteers participate in the sport they volunteer in.		Encourage associations to put staff through qualification courses and professional development.	Skills Active website.	Skills Active, Associations, SNZ, RSTs	

## SUPPORT

Insights	Strategy	Actions	Resources	People Involved	When
If people don't enjoy their sporting experiences they will not continue to play the sport.	Quality experiences are delivered by people with appropriate skills and attributes.	Assist associations in developing volunteers.	Club Tool Box and Develop your legacy website.	SNZ Softball Officers, associations.	BAU
	Build sustained expertise through investment in the capability of staff and volunteers.	Ensure coaches and team staff are appropriate and vetted.	Police vetting form.	Associations	BAU
Lack of ongoing training for current staff and volunteers.	Upskilling our current workforce.	Assist coaches in upskilling	SNZ Coach accreditation, RST coach workshops	Associations	BAU
	Positive culture and environment within an organisation and their workplaces.	Encourage staff to take suitable qualifications and courses as professional development.	Skills Active website, RST workshops	Skills active, associations, SNZ, RSTs	BAU
Older coaches tend to be more qualified and engaged	Specialist skills and resources within SNZ are known, available and shared.	Create a positive environment within the association workplace and encourage open communication regarding issues/concerns OR Adopt policies and practices which promote health and wellbeing off staff and participants		Associations, SNZ Softball Officers.	BAU
50% of paid sport employees are formally qualified at NCEA					

Level 7 or above (i.e. Bachelor's Degree, Graduate Diploma or Certificate.				SNZ Softball Officers, associations.	BAU
		Help connect associations with other people and groups which can be of assistance.		SNZ Softball Officers and associations.	BAU

## RETAIN

Insights	Strategy	Actions	Resources	People Involved	When
Skilled people leave the sport sector for the commercial sector.	Knowledge is shared and retained within the organisation through collaboration and succession planning.	Ensure associations have appropriate succession plans in place and current staff are documenting knowledge.		SNZ, Associations	BAU
		Manage staff workloads to prevent burnout. Include flexible working arrangements if need be.		Associations	BAU
High turnover of board, staff and volunteers in some organisations.	Retention of highly skilled people is a priority.  Remuneration packages appeal to the needs of the employee.	Retain valued staff by advocating with governance for performance rewards or service recognition (e.g. increased annual leave).		Associations	BAU
		Develop remuneration packages appealing to the needs of employees, including transparent salary/bonus scales and non-financial benefits.		SNZ, Associations	2019
A number of people doing a significant amount of work with little or no help or remuneration.	Recognition mechanisms for employees and volunteers are developed and implemented.  Funding models provide for stable and equitable employment.	Identify and implement strategies of recognition such as awards, appreciation gifts, thank you opportunities.		SNZ, Associations	2018
		Update the SNZ 'Our volunteers' page		SNZ	2018
Staff/volunteer burn out and leave organisation.	Strong communication across the organisation, regarding direction, allows for early adaptation in the	Create a suitable funding model to ensure job security		SNZ, Associations	BAU



Organisations are dependent on lottery funding so job security is limited.	event of change.	Create a volunteer database.		SNZ and associations	2019
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## APPENDIX

### Critical Roles

Critical roles are the people/positions within an organisation in which the organisation could not function without. To determine which roles are critical, one must ask is the job core to the organisations mission? And does the job have a significant impact on the organisations business.

Critical roles fall under two key themes:

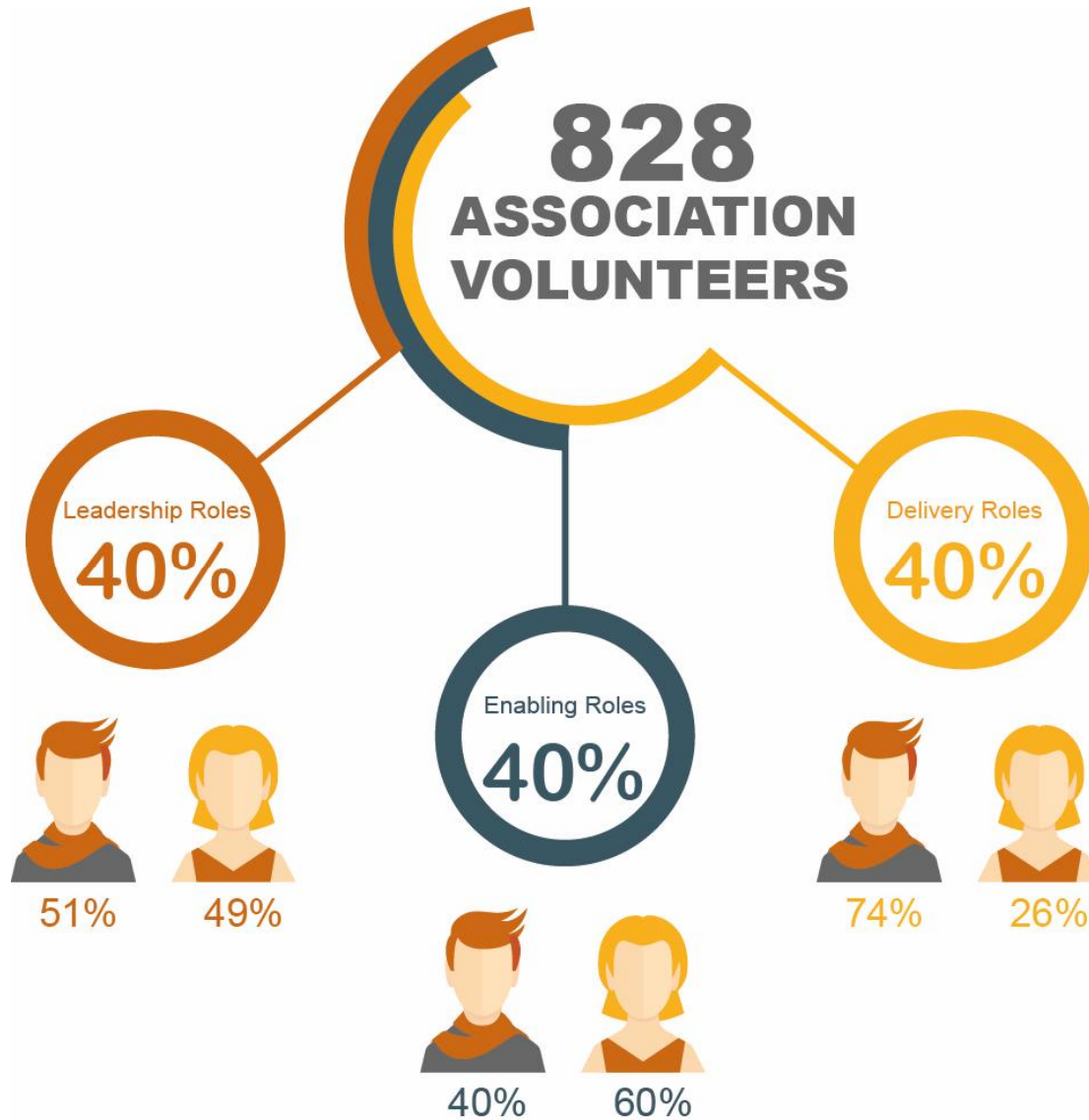
1. Leadership – including governance and management
2. Enabling – those who enable participation.

Theme	Role	Key responsibilities	Resources
Leadership	Chair, Board/Committee	Governance and leading direction of the organisation.	Role descriptions, Sport NZ governance framework
Leadership	Operations Manager	Creates draw, runs competition, organises representative teams.	To be developed
Enabling	Coach Developer	Ensures coaches are improving and teams are receiving adequate coaching.	Sport NZ coach developer resource tool kit.
Enabling	Officials and Official's Manager	Umpires and organises/appoints umpires.	SNZ Chief Umpire, SNZ Umpire resources, Sport NZ resources for volunteers and officials.
Enabling	Groundsman	Ensures grounds are suitable to play on and marked.	To be developed

		May be partially covered by the council. Particularly important during a tournament.	
Enabling	Commerce/business/finance specialist (may be a secretary/treasurer)	Manages accounts, ensures requirements are met for affiliation, May manage communications, marketing, funding applications and/or sponsorship.	SNZ Tool box.

## Workforce Profile

Who We Are?



## ASSOCIATION COMMITTEES



## What We Do?

### LEADERSHIP ROLES

e.g. CEOs, GMs Club Development Managers	Paid   Unpaid	Male   Female	Full time   Part time	Contract   Fixed
President	0   14	9   5	0   0	0   0
Chair	0   12	6   6	0   0	0   0
Committee	6   102	50   54	0   6	0   6
Executive Officer	1   0	0   1	1   0	0   1
General Manager	1   0	1   0	1   0	1   0
Operations Manager	2   0	2   0	2   0	2   0
<b>Totals</b>	<b>10   130</b>	<b>68   72</b>	<b>4   6</b>	<b>3   7</b>

### ENABLING ROLES

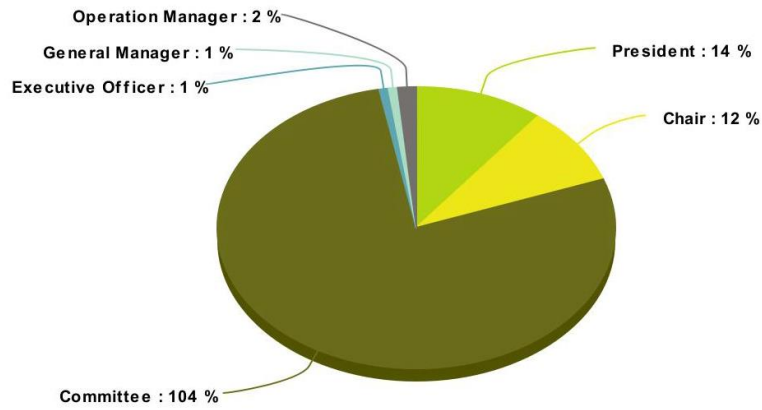
e.g. Volunteer Managers, Officials and Developers of Officials	Paid   Unpaid	Male   Female	Full time   Part time	Contract   Fixed
Chief Scorer	1   10	0   11	0   1	1   0
Scorers	5   68	4   70	0   5	5   0
Chief Umpire	2   15	16   1	0   2	2   0
Umpires	23   58	62   17	0   23	23   0
Managers	0   90	25   65	0   0	0   0
Trainers	0   10	5   5	0   4	0   0
Equipment Officer	0   6	3   3	0   0	0   0
Groundsman	12   22	32   2	0   12	9   3
Junior Coordinator	0   32	6   26	0   6	1   0
Secretary	1   5	1   5	0   1	1   0
Treasurer	0   28	3   25	0   0	0   0
Office Administrator	1   1	1   1	0   1	1   0
Facilities Processes Development	0   1	1   0	0   0	0   0
Fixtures Organiser	0   1	0   1	0   0	0   0
Delegates Chair	0   1	1   0	0   1	0   1
Accountant	1   0	0   1	0   1	1   0

Financial Administrator	1   0	0   1	0   1	1   0
Results admin	1   0	0   1	0   1	1   0
Development Administrator	1   0	1   0	1   0	1   0
<b>Totals</b>	<b>48   332</b>	<b>157   235</b>	<b>1   59</b>	<b>47   4</b>

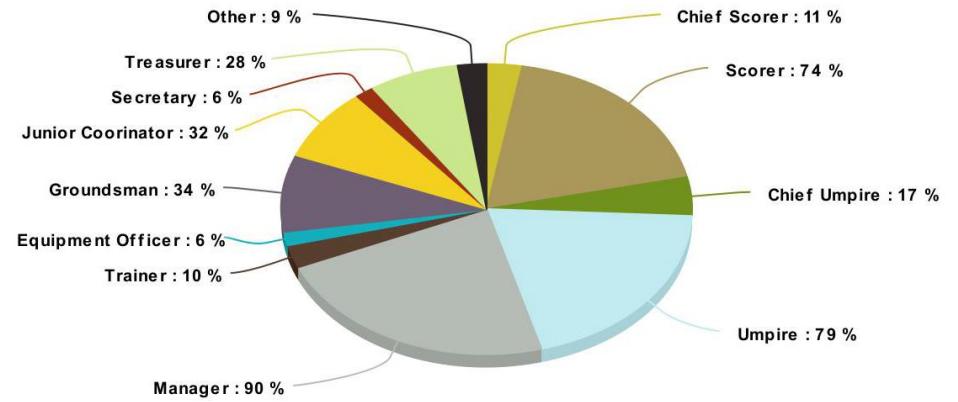
### DELIVERY ROLES

e.g. Coaches, Development Officers	Paid   Unpaid	Male   Female	Full time   Part time	Contract   Fixed
Head Coach (rep teams)	0   124	101   25	0   0	0   0
Assn Coach	0   120	89   31	0   0	0   0
Pitching Coach	1   2	3   0	0   1	1   0
Development Officer	6   0	2   4	4   2	5   1
Kiwi Sport Deliverers	27   0	9   18	0   27	27   0
Rookie Sox Battery Deliverer	0   5	3   2	0   0	0   0
Coaching Coordinator	1   5	5   1	0   1	1   0
Rep Coordinator	1   1	1   1	0   1	1   0
Community Softball (Slow Pitch)	1   0	0   1	0   1	0   1
<b>Totals</b>	<b>37   259</b>	<b>213   83</b>	<b>4   33</b>	<b>35   2</b>

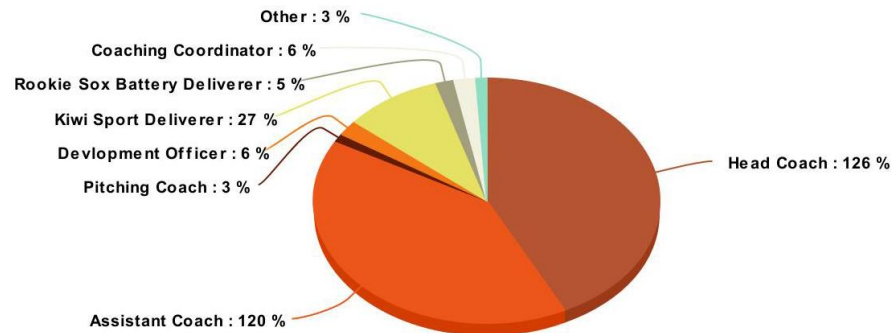
LEADERSHIP ROLES



ENABLING ROLES



DELIVERY ROLES



## Role Descriptions

### President / Chairperson

The President is the principle leader of the club/association and has overall responsibility for the club's/association's administration.

The President is elected by the members and is responsible for representing the views of the members.

The President sets the overall annual committee agenda (consistent with views of members), helps the committee prioritise its goals and then keeps the committee on track by working within that overall framework. At the operational level, the major function of the President is to facilitate effective committee meetings.

Duties may include:

- Manage committee and/or executive meetings.
- Manage the Annual General Meeting.
- Represent the club/association at local, regional, state and national levels.
- Act as a facilitator for club/association activities.
- Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members.

### Executive Officer

The Executive Officer is responsible for handling the administrative affairs of the club/association. This person promotes the aims and objectives of the club/association.

The roles and responsibilities of the Executive Officer vary greatly from club to club and executive officers will tell you that their duties often expand beyond what is normally expected of the Executive Officer.

The Executive Officer is directly responsible to the President and the members of club/association.

Duties may include:

- Promote to all ages.
- Coordinate media coverage and liaison.
- Source funding and sponsorship.

- Investigate and implement new competitions and ways of introducing people to the club.
- Correspondence.
- Liaise with clubs.
- Coordinate annual prize giving
- Prepare annual report.
- Monthly reports to management committee.
- Prepare agendas, minutes and reports for management committee.
- Prepare association calendar of events and monthly newsletter.

### Treasurer

The Treasurer is the chief financial management officer of the club/association. The Treasurer is directly responsible to the President and members of the club/association.

The Treasurer may chair the Finance Committee at larger clubs or associations.

Duties may include:

- Prepare a budget and monitor it carefully.
- Keep the club's books up-to-date.
- Keep a proper record of all payments and monies received.
- Make sure financial reports are available and understood at all committee meetings.
- Show evidence that money received is banked and documentation provided for all money paid out.
- Ensure that information for an audit is prepared each year.
- Arrange the audit.
- Give treasurer's report at regular meetings and when required.
- Produce an annual financial report.
- Send out accounts.
- Pay the bills.



## Secretary

The Secretary is the chief administration officer of the club/association. This person provides the coordinating link between members, the management committee and outside agencies.

The roles and responsibilities of the Secretary vary greatly from club to club and secretaries will tell you that their duties often expand beyond what is normally expected of the Secretary.

The Secretary is directly responsible to the President and the members of the club/association.

Duties may include:

- Prepare the agenda for club/association meetings in consultation with the Chairperson.
- Make arrangements including venue, date, times and hospitality for club meetings.
- Send adequate notice of the meetings.
- Collect and collate reports from office bearers.
- Call for and service nominations for committees and other positions for the club/association AGM.
- Take the minutes of meetings.
- Write up the minutes as soon as possible after the meeting.
- Read, reply and file correspondence promptly.
- Collate and arrange for the printing of the annual report.
- Maintain registers of members' names and addresses, life members and sponsors.
- Maintain files of legal documents such as constitutions, leases and titles.
- Act as the public officer of your club/association liaising with members of the public, affiliated bodies and government agencies.
- With Associations – process transfer applications; enter teams in competitions; represent your club/association at Association meetings; obtain Association sanction for club/association events; communicate information between Association and club/association members, such as event deadlines.
- Other tasks: handle bookings and entries; supervise uniforms; respond to general duties as directed by the club/association committee.

## Minute Secretary

The Minute Secretary is expected to attend all Board meetings and is responsible for the taking of minutes on behalf of the club/association.

It is expected that this person will maintain an accurate record of any discussions at the meeting. The Minute Secretary must also maintain confidentiality at all times, in relation to both the discussions at Board level and any matters arising.

The Minute Secretary is directly responsible to the President and will have a functional relationship with all Board Members.

The Minute Secretary is not a Board Member and, as such, does not have speaking rights at the meeting, unless invited to contribute. The Minute Secretary will be asked to leave the room during 'in-committee' discussions at Board meetings.

Duties may include:

- Attend all Board meetings.
- Take the minutes of each meeting ensuring they are an accurate record of Board discussions and are at the level of detail as outlined by the Board.
- Ensure that all decisions and proposals are recorded on the minutes, as well as the name of the person responsible for carrying them out and ensure that all action points are clear.
- Write up the minutes as soon as possible after the meeting.
- Finalise meeting minutes (within one week of the meeting), using a format that is acceptable to the Board and proof read them before forwarding them to the Chairperson.
- Ensure that any queries from the community regarding Board discussions or meetings are referred to the Board Chair.
- Maintain confidentiality regarding matters arising from the Board meeting.
- Unless invited to contribute, refrain from contributing to the Board discussions, in accordance with your position as a non-Board member without speaking rights.
- Leave the room during 'in-committee' discussions at Board meetings, on the request of the Chair and refrain from commenting on the decisions for this.
- File the minutes in an agreed place so they are accessible for all Board members, going forward.
- Circulate agenda and relevant documents 1 week prior to next board meeting.

## Volunteer Co-ordinator

The Volunteer Co-ordinator is responsible for the human resource planning, recruiting, selection, training and recognition of club/association volunteers.

Duties may include:

- Assess the human resource needs for the club for general running and special events.
- Recruit and recommend the appointment of volunteers to roles that suit them.
- Organise the orientation and induction of volunteers.
- Work with the secretary organising volunteer rosters and maintaining records.
- Identify and organise the training and education opportunities for volunteers.
- Ensure that volunteers are reimbursed for their approved out-of-pocket expenses (if applicable).
- Ensure all volunteers are recognised for their efforts.
- Submit regular reports to the club/association committee.

## Club Captain

The Club Captain is responsible for managing club facilities and needs, on and off the field.

The roles and responsibilities of the Club Captain vary greatly from club to club and Club Captains will tell you that their duties often expand beyond what is normally expected of the Club Captain.

The Club Captain is directly responsible to the President and the members of club.

Duties may include:

- To attend committee meetings. If unable to, then advise another committee member to give your apologies to the Chair.
- To liaise with all other members of the club.
- To act as MC for after games and co-ordinate speeches & other activities
- To assist with the appointment of all club coaches and managers.
- To hold a pre-season meeting with coaches and managers advising them on club policies and protocols.
- To assist coaches and managers with the retention and recruitment of players.
- To allocate training times and venues for all teams.
- To control all club softball equipment.
- To prepare a budget for training equipment requirements in conjunction with the Treasurer (if applicable).

- To appoint a person, if required, for position of Assistant Club Captain.
- To prepare a budget for Club Captain's requirements in conjunction with the Treasurer.
- To ensure coaches and managers are aware of competition formats and the length of the season.
- To ensure coaches and managers are aware of the competition rules regarding their competitions.
- To collate weekly results and Player of the Day awards
- To set dates and times for committee meetings in conjunction with the President/Chair and report on team results at such meetings.
- To liaise with Club President/Chair for any special team function.
- To report any maintenance requirements inside and out of club facilities.
- To make yourself known to all players as Club Captain and to uphold all Club rules.
- To liaise closely with coaches and managers during the season and advise the committee of any issues that may arise.
- To ensure functions and activities planned by the club committee are communicated to teams.
- To assist other committee members in their roles.

#### Marketing & Promotions Officer

The Marketing and Promotions Officer is responsible for overseeing the implementation of the club/association marketing plan.

The Marketing and Promotions Officer is directly responsible to the President of and members of club/association.

The Marketing and Promotions Officer may chair the Marketing and Promotions Committee.

Duties may include:

- Develop (as part of the club/association plan) in conjunction with the Marketing and Promotions Committee the club/association marketing plan.
- Work with the Treasurer to develop a budget for the marketing plan.
- Oversee the implementation of the strategies in the marketing plan.
- Submit regular reports to the club/association committee.

### Fundraising and Sponsorship Co-ordinator

The Fundraising and Sponsorship Co-ordinator is responsible for overseeing the sponsorship and fundraising activities within club/association.

The Fundraising and Sponsorship Co-ordinator is directly responsible to the Treasurer and the members of club/association.

The Fundraising and Sponsorship Co-ordinator may chair the Sponsorship and Fundraising Committee.

Duties may include:

- Determine what purpose the funds are being raised for.
- Develop a fundraising plan.
- Identify potential source of funds e.g. sponsorship, grants etc.
- Write the grant application or sponsorship proposal.
- Ensure the acquired funds are being used for the designated purpose.
- Maintain relationships with donors, grant agencies and sponsors.
- Submit regular reports to the club/group committee.

### Equipment Officer

The Equipment Officer is responsible for all club equipment.

The roles and responsibilities of the Equipment Officer vary greatly from club to club and gear custodians will tell you that their duties often expand beyond what is normally expected of the Equipment Officer.

The Equipment Officer is directly responsible to the President and the members of club/association.

Duties may include:

- To attend committee meetings. If unable to, then advise another committee member give your apologies to the Chair.
- To offer support or help to other committee members.
- To attend Coaches and Managers meetings and report on any matters related to the position.
- Check all gear is in good condition and if not, repair it.
- Playing gear to be distributed by and to approve persons only.
- Playing gear requirements to be submitted together with costings for Treasurer and Committee approval.
- Arrange for laundering of gear.

- To arrange collection of all gear at end of season, checked and stored.
- All gear with club logo to be approved before purchase.
- Arrange for an annual stocktake.
- All balls (training and game) to be purchased and maintained by Gear Custodian and records kept.
- To co-ordinate assistant gear staff as required.

#### Head Coach

To plan, control and implement the activities set down by the committee, by being aware of your responsibilities, obligations, who you are accountable to and your entitlements with due regard to club/association policies and procedure.

Duties may include:

- To develop a successful team.
- By using your coaching skills, develop and enhance those players under your control.
- To develop your own coaching skills by meeting all national and regional organisation criteria for the appropriate grade or age association level coached.
- To instil pride in the club/association by high team performance at all levels.

#### Team Manager

The Team Manager will plan, control and implement the activities set down by the committee, by being aware of his/her responsibilities, obligations, who they are accountable to and their entitlements with due regard to club/association policies and procedure.

The roles and responsibilities of the Team Manager vary greatly from club to club and club team managers will tell you that their duties often expand beyond what is normally expected.

The Team Manager is directly responsible to the President and the members of club/association.

Duties may include:

- To develop a successful team.
- To develop team discipline and team spirit this will provide a good base for coaches to coach the team.
- To ensure the team is organised, through clear communication.

- To ensure the team had pride in themselves, their Club and their sponsors.

### Umpire

The Umpire is responsible for officiating and controlling all softball games and to ensure the safety of all participants during all softball games.

Duties may include:

- Demonstrate good communication skills.
- Interpret and enforce Softball NZ rules and local rule adaptations on the field throughout the game.
- Supervise and control the general conduct of all participants in the game.
- Invoke and impose penalties for violations of adopted rules.
- Start and end games according to the schedule or weather cancellation policy.
- Examine safety of equipment and playing area in compliance with rules.
- Wear issued umpire uniform.
- Must arrive 15 minutes prior to commencement of scheduled games.
- Communicate with participants and managers in a professional manner.
- Report incidents and concerns to Association in a timely manner.
- Attend all necessary program meetings.
- Other duties as assigned.

### Scorer

It is the role of the scorer to record the game and provide provision of timely, accurate statistics for umpires and teams of all ages and levels.

Duties may include:

- Understand and score to the level of the game they are officiating, and just as importantly, be able to interact with umpires and coaches in a positive way.
- Use Scoring Symbols and Methods for a more advanced way of scoring.
- Analysing a game.
- Produce statistics for Coaches, Players and Administrators.

## SWOT ANALYSIS

	Internal	External
Positives	STRENGTHS	OPPORTUNITIES
	<ul style="list-style-type: none"> <li>Resources available through the Softball NZ Club Tool Kit, RST and Sport NZ websites.</li> <li>The softball community is generally passionate and enthusiastic.</li> <li>National Pathways for Coaches, Umpires and Scorers in place.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a Team Manager Accreditation programme.</li> <li>Access to national and regional databases.</li> <li>Collaboration/sharing between coaches. Regional workshops provide an ideal vehicle for collaboration.</li> <li>Target players ending their careers to take up volunteer roles.</li> <li>Annual Awards (regional and national) provide an opportunity to make our people feel valued.</li> <li>Job descriptions and understanding for various volunteer roles.</li> <li>Develop resources to encourage volunteer coordinators.</li> <li>Volunteer workshops.</li> </ul>
Negatives	WEAKNESSES	THREATS
	<ul style="list-style-type: none"> <li>No volunteer pathway outside of the coach, umpire and scorer pathway.</li> <li>Lack of players embracing volunteer roles once they leave the game.</li> <li>Administrators short on hours to engage and support volunteer's needs.</li> <li>Sharing good practice – working together for the good of the game – putting personal agendas aside.</li> <li>Large numbers of t-ball and junior softball participation that do not transition through to higher levels of the game. Less participation relates to less volunteers.</li> <li>No recognised national database to engage/network.</li> <li>Membership and associations don't recognise their volunteer base e.g. annual awards, accolades.</li> <li>The majority of associations do not employ staff and are reliant on</li> </ul>	<ul style="list-style-type: none"> <li>Limited amount of capable coaching mentors (&amp; geographical challenges).</li> <li>We are turning good coaches off by expecting them to shoulder too much of the organisational side of the game and not the coaching.</li> <li>Lack of organisation and structure is turning volunteers away. Volunteers need time to be prepared so they can fully commit.</li> <li>Volunteers not engaging due to local politics and personalities.</li> <li>Although we are a family oriented sport the culture is at times off putting and not an attractive environment for potential volunteers.</li> </ul>



	<p>volunteers – capability of volunteers is variable.</p> <ul style="list-style-type: none"><li>• Lack of (or no) volunteer coordinators (paid or unpaid).</li><li>• Lack of personal development or succession plans offered.</li></ul>	
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