Waitakere Junior Badminton Portfolios 2014

1. Clubs : 2014 focus
2. Oversee the creation of new clubs
3. Improve the professionalism and quality of current clubs
4. Increase number of junior volunteers
5. event management
6. Oversee effective interclub and similar in house competitions.
7. Arrangement of junior workshops
8. Oversee organization of special events
9. Oversee the organization of open and closed Age group Tournaments
10. Oversee the Celebrating all things Waitakere end of year function
11. Oversee the development of youth in leadership roles in the organization of events.
12. Rep teams
13. Selection
14. Training quality Assessment
15. Manager selection, training and support
16. Uniforms
17. Palmerston North
18. Derbys
19. Finance
20. Funding applications
21. Fundraising
22. Accounts reporting
23. Liaison with Auditors
24. Annual Budget
25. Coaching
26. Coach Recruitment and Development
27. Coach Recognition and Retention
28. Assignment of Coaches for Programmes, Teams, Clubs and Schools.
29. Marketing
30. Promotion of all Aspects of Juniors to all stakeholders
31. Website interaction.
32. Social media interaction.
33. Other media interaction
34. Signage
35. Communication with Stakeholders
36. Newsletter
37. Facility management
38. Annual stock take of all available of all badminton facilities in Waitakere region.
39. Responsibility of booking facilities for clubs in each facility needed.
40. Promotion of Working bees on Waitakere Hall
41. Overseeing of duties assigned to jnr committee relating to Waitakere hall maintenance.
42. Schools
43. Liaise with the schools to set up Clubs, gain NCEA, P.E and Team training jobs for coaches.
44. Court Officials
45. Recruitment and Development of junior linesmen and umpires
46. Recognition and Retention of Junior linesman and umpires.
47. Assignment of Umpires and linesmen for tournaments
48. Social activities
49. Organization of Social activities for all aspects of Juniors.
50. Equipment
51. Equipment sales to schools
52. Liaise with other section managers to identify their equipment needs.
53. Get quotes for funding manager regarding needed equipment
54. Source and screen sponsorship deals for players and coaches
55. Chairman & President’s role
56. Assignment of portfolios
57. Development of Portfolio content (relating to Strategic plan)in conjunction with experienced Portfolio managers
58. Support for Portfolio managers
59. Liaise with Senior Committee
60. Liaise with Badminton NZ Staff
61. Liaise with other supportive Associations
62. Chairing of committee/Management meetings (Management=Portfolio Managers)
63. Recruitment, retention and recognition of Committee members/Managers and Volunteers
64. Development, review and updating of Strategic and Operational Plans
65. Judiciary and Discipline of Junior Association Members when necessary.
66. Policy and Procedure development and implementation including writing of manuals.
67. Oversee Succession planning and implementation.

1. Secretary Role
2. Recording and Documenting of information at Committee meetings
3. Receiving and disclosure of Correspondence to all committee members.
4. Writing of official correspondence on behalf of committee/authorized members

Recommendations:

1. The Committee be made up of 1 person for each Portfolio who’s responsibility is the management of that portfolio. They do not have to be the person doing all the work. They can be managing a subcommittee or team who do all the leg work.
2. That the word committee and sub-committee be removed due to the stigma and replaced with Portfolio Manager and Team. This will give a sense of status for leaders and sense of belonging to a unit for the team members.
3. Job descriptions for each Portfolio Manager be drafted with policy and procedure manual in 2013 as a base for 2014 Team.
4. In 2013 Portfolios have teams of two working together to brain storm.
5. That a marketing drive goes out to the whole association calling for an injection of help under the new face lifted position branding. Starting with a recruitment poster to go up in the hall.

Team numbers recommendations per portfolio:

Clubs : 1-2 people doing 1 hr a week

Oversee the creation of new clubs 1 **+20** Improve the professionalism and quality of current clubs 1 **+20** Increase number of junior volunteers 1 +10

event management 4 People doing 1 hr a week (50 hrs a year)

Oversee effective interclub and similar in house competitions. +20 Arrangement of junior workshops +20 Oversee organization of special events 3x +20 Oversee the organization of open and closed Age group Tournaments 6x +10 Oversee the Celebrating all things Waitakere end of year function 3x+10 Oversee the development of youth in leadership roles in the organization of events. +20

Rep teams Manager = 29 hrs per year, Assistant: 10 hrs per year

Oversee the successful running of trials for all junior teams. 2 x 3hrs Select quality team managers & oversee their training/upskilling opportunities. +10 Offer effective support to Team managers +10 Ensure booking of travel arrangements & accommodation for all teams events +4 Oversee the availability and distribution of team uniforms and shuttles. +3 Oversee the selection of players with coaches +1 Training quality Assessment +5

Finance Manager = 2 hrs pw; Funders: 4 x 2; Fundraisers: 3 x 2 pw

Funding applications 4x2 Fundraising 3x2 Accounts reporting 1 Liaison with Auditors +2 Annual Budget +20

Coaching =10 Manager= 5 hrs pw; 9x 2 hrs pw, 3 x 6hrs pw, 5 x 3 hrs 2 x 1hr

Coach Recruitment and Development 2 Coach Recognition and Retention 1 Assignment of Coaches for Programmes, Teams, Clubs and Schools. +10 Oversee the coach’s selections of players in rep teams 1 Attend all National & cost effective International Coach education opportunities to up skill 1-3x +20 Coaches school 5x3hr programme 3x6hr team 9x2hr

Marketing 1 person doing 3 hrs pw plus 2 people doing 1 hr pw

Website interaction. 1 Social media interaction. 3 Other media interaction . 1

Design & production of communications such as newsletters, flyers, posters and signage **2** Communication with Stakeholders 1

Facility management 1 person 30 mins a week.

Annual stock take of all available of all badminton facilities in Waitakere region. +10 Responsibility of booking facilities for clubs in each facility needed. +5 Promotion of Working bees on Waitakere Hall +4 Overseeing of duties assigned to jnr committee relating to Waitakere hall maintenance. +4

Schools 1.5 hrs pw for one person

Liaise with the schools to set up Clubs and gain jobs for coaches +20 Arrange Marketing opportunities including Road Shows at the schools +20 Work with Events manager to implement appropriate school competitions. +20

Court Officials 1 person 30 mins a week

Recruitment and Development of junior linesmen and umpires +10 Recognition and Retention of Junior linesman and umpires. +15 Assignment of Umpires and linesmen for tournaments +10

Social activities 3 people 5-8 hrs a month

Organization of Social activities for all aspects of Juniors. 3

Equipment 1 person 1.5 hrs pw

Equipment sales to schools +10 Liaise with other section managers to identify their equipment needs. +5 Get quotes for funding manager regarding needed equipment +10 Source and screen sponsorship deals for players and coaches 1

Chairman & President’s role Chairmans role:5 hrs p.w President’s role: 1 hr pw

Assignment of portfolios +20 Development of Portfolio content (relating to Strategic plan) in conjunction +20 with experienced Portfolio managers Support for Portfolio managers 1 Liaise with Senior Committee +20 Liaise with Badminton NZ Staff +5 Liaise with other supportive Association +15 Chairing of committee/Management meetings (Management=Portfolio Managers) +20 Recruitment, retention and recognition of Committee members/Managers and Volunteers +10 Development, review and updating of Strategic and Operational Plans +15 Judiciary and Discipline of Junior Association Members when necessary. +5 Policy and Procedure development and implementation including writing of manuals. 5 Oversee Succession planning and implementation. 1

Secretary Role 1 person can do all 3 sections with less than 30 mins a week.

Recording and Documenting of information at Committee meetings Receiving and disclosure of Correspondence to all committee members. Writing of official correspondence on behalf of committee/authorized members

Individual Portfolios below

waitakere Junior Badminton 2014 ‘CLUB’ Portfolio Related Strategic Focus: Strength

Summary of tasks

1. Oversee the creation of new clubs
2. Improve the professionalism and quality of current clubs
3. Increase number of junior volunteers

**Objective A: Overseeing the creation of new clubs**

2013-2017 KPI: Oversee the creation of 5 new junior clubs annually

*Method*:

1. Oversee the set-up of the clubs in schools network.
2. Provide Clubs with the “Start-up Kit
3. Ensure these clubs in local schools connect to the association’s support systems, competitions and training opportunities.
4. Secure hall bookings for current and anticipated clubs for coming year
5. Approach Language Schools and the home school association to create new clubs.
6. Set up a casual club over the summer that runs through summer holidays.
7. Increase the number of volunteers to run these clubs.

Once set up follow the procedure for current clubs.

**Objective B: Improve the professionalism and quality of the current clubs**

2013-2017 KPI: Get constructive feedback from 10 key stakeholders in each club each year.

*Method:*

1. Visit each club twice a year
2. Keep regular email contact with Club Captain, Secretary and President.
3. Liaise with Club officials to pre select 10 key stakeholders to return a survey which is done 3 times a year. (survey includes questions on club and interclub).
4. Offer the clubs a W.O.F question once a month
5. Follow the question up and work with each club to improve their W.O.F results.
6. Help clubs to make their club nights stimulating &
7. Engage their members to promote their club &
8. Run quality training opportunities and meaningful competitions for competitive players
9. Help them find ways to lower resistance to joining their club and playing the sport.
10. Ensure they have a succession plan.
11. Keep an open line of communication with club leaders through monthly newsletter.
12. Liaise with coaching staff to run educational workshops for club leaders and volunteers.

**Objective C Oversee the recruitment of junior volunteers to help run clubs.**

2013-2017 KPI: Recruit 5 new junior volunteers annually and the successful retention or replacement of current volunteers.

*Method*:

Approach

1. senior students in local High Schools particularly ones doing Leadership or Coaching papers.
2. parents.
3. current senior players
4. current mature junior players.

waitakere Junior Badminton 2014 ‘Event management ’ Portfolio

Related Strategic Focus: Offerings

Summary of tasks

1. Oversee effective interclub and similar in house competitions.
2. Arrangement of junior workshops
3. Oversee organization of special events
4. Oversee the organization of open and closed Age group Tournaments
5. Oversee the Celebrating all things Waitakere end of year function
6. Oversee the development of youth in leadership roles in the organization of events.

**Objective A: Oversee effective Interclub and similar in house competitions.**

2013-2017 KPI: Get feedback from 3 key stakeholders in each club each year.

*Method:*

1. Review current motives for interclub from a participant’s perspective.
2. Assess whether the current motives fit with the Association’s strategic and operational plans.
3. Design and implement the necessary changes to interclub as and when identified
4. Design and implement new innovative in house competitions particularly in summer.

**Objective B: Oversee the arrangement of junior workshops.**

2013-2017 KPI: Successfully organize the workshops planned in the operational plan each year.

*Method:*

1. Booking upstairs area/other venue; all equipment and presenters.
2. Ensuring effective communication to all stakeholders.
3. Arranging hand-outs and respondent surveys as required
4. Help run the Team inauguration day. Have manager’s/parents and player workshops.
5. Arrange the photographer for team photos to be taken on this day.

**Objective C: Oversee the organization of special events.**

2013-2017 KPI: Successfully organize the special events identified in the operational plan for the year.

*Method:*

1. Booking venue; all equipment and presenters and organizing volunteers.
2. Organize any sponsorship/prizes/gifts needed if necessary.
3. Arranging hand-outs and respondent surveys as required

**Objective D: Oversee the organization of open and closed Age group Tournaments**

*2013-2017 KPI: Successfully run all age group champs as determined by participants*

*Method:*

1. Put together a team that takes care of every aspect of each tournament
2. Ensure enough volunteers for each event
3. Ensure all equipment is ready and present for each event.
4. Ensure entries are well promoted and online early.
5. Organize attractive prizes
6. Mix prize giving and pizza’s drinks etc to promote more people to stay for it.
7. Arrange for photographer and pictures to be published afterwards.

**Objective E: Oversee the Celebrating all things Waitakere end of year function**

2013-2017 KPI: Get a significantly high % of total junior participants and parents to attend.

*Method:*

1. Make the event irresistible to participants.
2. Limit how long it goes for by eliminating boring aspects of similar functions.
3. Make all arrangements for prizes, catering, invites etc.

**Objective F: Oversee the development of youth in leadership roles in the organization of events**

2013-2017 KPI: Future proof all events by having a succession plan involving young leaders in positions of responsibility for all aspects of all events. Method:

1. Train up young leaders through the leadership programme.
2. Assign Leaders to a progressive level of responsibility under full mentorship.

waitakere Junior Badminton 2014 ‘Rep Team ’ Portfolio

Related Strategic Focus: Strength

Summary of tasks

1. Oversee the successful running of trials for all junior teams.
2. Select quality team managers and oversee their training/upskilling opportunities.
3. Offer effective support to Team managers
4. Ensure booking of travel arrangements & accommodation for all teams events
5. Oversee the availability and distribution of team uniforms and shuttles.

**Objective A: Oversee the successful running of trials for all junior teams.**

2013-2017 KPI: Trials run smoothly, are fair and inclusive in nature to all participants.

*Method:*

1. Book courts for trials.
2. Ensure effective dissemination of information of trials reaches all potential participants.
3. Ensure all parents are aware of the time and $ commitments involved in being selected.
4. Arrange a team to run the day.
5. Organize shuttles
6. Liaise with Coaching manager to ensure coaches are present.
7. Receive the results of trials from the Coaching Manager at end of day.
8. Publish the results to participants within 24 hours.

**Objective B: Select quality managers and oversee their training/upskilling opportunities.**

2013-2017 KPI: High rate of retention of managers, low rate of issues and incidents during the year.

*Method:*

1. Send out the first call for interested parties interested in a team manager role in sep.
2. Send out a second call to parents of players in the development squad in Jan.
3. Send out a final call to all parties with the letter for trials.
4. Have a meeting of parents of those who make teams directly after trials.. Hand out parent’s information pack.
5. Liaise with events manager to hold a workshop for successful managers of all teams at the teams inauguration day. (day when they receive uniforms etc.) .
6. Hand out manager’s kit and go over responsibilities, tips and key notes.

**Objective C: Offer effective support to team managers.**

2013-2017 KPI: High score from team managers’ survey at completion of year.

*Method:*

1. Issue Manager kit at team inauguration day. Including in this: completed template with all relevant dates for the year.
2. Send out a regular newsletter to team managers for noted up and coming events.
3. Have an open memo system in place that results in all key points being disseminated to all managers.
4. Be on call to help solve problems that arise.
5. Be a part of the mediation team/ disciplinary committee should the need arise.

**Objective E: Ensure the booking of travel arrangements & accommodation for all teams events**

2013-2017 KPI: Bookings for all teams, including support personnel are made at the earliest point to procure the most cost effective result.

*Method:*

1. Make contact with the motels as soon as the dates for the competitions are confirmed.
2. Arrange for appropriate travel methods as soon as dates are confirmed.
3. Where travel is by land, seek out relationship/sponsorship with a bus/van company or similar.

**Objective F: Oversee the availability and distribution of team uniforms and shuttles.**

2013-2017 KPI: Ensure enough shuttles and team uniforms are present to fulfil the needs of all teams for the full season.

*Method:*

1. Order shuttles in Jan.
2. Distribute team uniforms on team inauguration day. (also team photos day)
3. Distribute shuttles to team managers on team inauguration day.

**TEAM MANAGERS ROLE**

First week in the job

1. Attend the workshop on inauguration day.
2. Collect updated Team Manager info pack.
3. Liaise with coach regarding training session times.
4. Circulate the completed newsletter with your own welcome note and training times.to parents of team members, CC coach & Portfolio manager.
5. Contact all players prior to the first training session to ensure they will attend and remind them to check their equipment list.

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First month

1. Collate sizes of player’s uniforms for all team players.
2. Collect all Player Contracts for players and give them to the Portfolio Manager on inauguration day.
3. Co-ordinate Derby’s
4. -Identify and book in parents who are able to help with transportation for Derby’s.

-One week prior to each Derby make sure all players are available, remind them to check their equipment list, arrange shuttles and confirm transport arrangements with all players and parents.

-Touch base with Team Coach.

- On the day get the playing order from the coach, fill in the tie sheet.

-The manager needs to sit at the manager’s table with the manager from the opposing team

-During Derby roster players to umpire, collect all umpire sheets, record info on match sheet. -Sign off match sheet at completion of derby.

-At the end of the derby make sure players have cleaned up the area of all team rubbish and vacate without leaving anything behind.

1. Manager needs to follow up on Payments not made to WBA for all commitments.
2. **North Island Teams and individual Championship**

-This tournament is usually held in Palmerston North in the first week of the July school holidays. The manager is responsible for ensuring that all team/ parents are given the information booklet on Palmerston North

- The manager needs to ensure all players submit all their entries with all correct information online for Palmerston North on tournament planner for individual entries, making sure all entry deadlines are met.

-Manager needs to liaise with coach for appropriate team list rankings.

Then needs to make sure team entries are submitted within the deadline with all correct information.

- Assist where required to organise partners.

-The manager needs to find 2 parent helpers within the team to assist at Palmerston North with making sure the team is fed and taken care of.

Other months

1. Sit in on the occasional training session and meet with players to make sure they are happy with the coach and report back to the Rep Team and Coach Portfolio Managers.
2. To submit a mid season and end of season report to the Portfolio manager.
3. Ensure reminders are sent out to players when tournament entrees are due, or are about to be on.

waitakere Junior Badminton 2014 ‘finance’ Portfolio

Related Strategic Focus: Finance

Summary of tasks

1. Funding Applications
2. Fundraising
3. Compile and report on year ending WJB accounts to rest of the Portfolio managers and Chairman
4. Liaison with Auditors if required.
5. Produce the Annual Budget
6. Implement a future proof system for Waitakere Junior Badminton finances.

**Objective A: Produce the annual budget**

2013-2017 KPI: Table a mistake free, surplus based budget based on the information given by all other portfolio managers by Nov 1st to enable funding to be applied for to be put to use if successful early in the new year.

*Method:*

1. By Oct 1st ascertain from each portfolio manager their budgets for the following year in line with that year’s operational plan
2. Create a draft transparent budget and circulate it for all managers to see by Oct 21st.
3. Call for constructive comments by Oct 31st
4. Finalize and publish the annual budget by Nov 1st.

Objective B: **Oversee & sign off on the funding applications required by other Portfolio Managers**

2013-2017 KPI: Have a robust systematic process for identifying, applying and reapplying for funding.

*Method:*

1. Meet with the portfolio managers Nov 7th to identify what funding requirements they have based on their budgets for the following year.
2. Have one team member identify all current and new sources of funding to match requests
3. Have one team member create a funding schedule, identifying which trusts will be applied to for which goals.
4. Put a team together to help with applications and submit a minimum of 2 funding per team member per month until successful at all requests.
5. Report successes to at Management meetings.

Objective C: **Manage a fundraising team to raise additional funds for portfolio managers & strategic goals**.

2013-2017 KPI: Use a success based reward system for fundraising efforts to encourage low risk enterprises, fundraising and subsidiary income for investment into the outcomes of the strategic plan.

*Method:*

Objective D: **Liaise with Auditors if required.**

2013-2017 KPI: Have a reporting system and records that our auditors approve of.

*Method:*

1. Once Auditing is a requirement , meet with auditors first and identify what is required.
2. Get an assessment of procedures and systems after 3, 6 and 12 months in the first year to ensure everything is correct.

Objective E: **Compile and report on year ending WJB accounts to rest of the Portfolio Managers and Chairman.**

2013-2017 KPI: Present the accounts in a simple format, against budget, with sectional titles and notes for discrepancies.

*Method:*

1. Work with other Portfolio managers to ascertain their actual expenditure and income for the year end by April 6th.
2. Compile figures and present a draft format to the April managers meeting
3. Present the figures to the auditors and chairman by April 30th.
4. Present Auditors or final version to the managers meeting in June.

**Objective F: Implement a future proof system for Waitakere Junior Badminton finances**.

2013-2017 KPI: Instigate a perpetual future fund which retains 90% of annual surplus funds or $1000 whichever is greater.

*Method:*

1. Put the money into a non-withdraw able account. (Currently the banks do not offer this
2. Put the maximum number of signatories on this account with 2 or preferably 3 signatures required to withdraw funds, no eftpos, no cheque, no internet banking facility attached.
3. Make this account independent to all other Waitakere Senior and Junior accounts.
4. Make the beneficiary of the interest of this account the main Waitakere Junior Badminton Account.
5. One of the signatories must always be a life member of the BNZ or Waitakere Association, another must be the current chairman and the third signatory must be an independent organization such as a lawyer.
6. The purpose is to build this fund up indefinitely until the interest being transferred is greater than the total required expenditure for Badminton in NZ.
7. At this point the current committee of the time can only exercise the right to stop contributing to this fund but can never authorise the withdrawal of the base funds.
8. If initially a surplus of less than $1000 is not reached and thus this value is required, it must be transferred within the month of July, with the authorization of deposit being made at the June management meeting.
9. On the death or dissolution of a signatory, the chairman in the first instance will approach a new suitable candidate who has similar ideals and future foresight before approaching the remaining signatory to authorise the new signatory.

waitakere Junior Badminton 2014 ‘Coaching’ Portfolio

Related Strategic Focus: Strength

Summary of tasks

1. **Coach Recruitment and Development**
2. **Coach Recognition and Retention**
3. **Assignment of Coaches for Programmes, Teams, Clubs and Schools.**
4. **Attend all National and cost effective International Coach education opportunities to up skill**

**Objective A: Coach Recruitment and Development**

2013-2017 KPI: Recruit enough volunteers to meet all the coaching demands of the Association

*Method:*

1. Join the annual Waitakere promotional road show for Volunteers
2. Run recruitment drives into high schools targeting teachers and senior students.
3. Run targeted workshops on a monthly basis to up-skill new and existing coaches for specific programmes.
4. Implement a coach and player mentor programme
5. Have a transparent pathway in place for coaches to be able to progress
6. Have a procedure for new recruits, which involves the assimilation of experience through an assistant’s position in the first instance then a mentored leadership role to follow

**Objective B: Coach Recognition and Retention**

2013-2017 KPI: Have good communication, support and a highly prized recognition system in place for WJB coaches

*Method:*

1. Create a data base of all coaches and correspond often with them.
2. Hold social events for Coaches
3. Start a wall of recognition for volunteer of the month.
4. Have a budget to give valued spontaneous gifts to coaches
5. Have profiles of our coaches efforts for the year put up on our web site.

**Objective C: Assignment of Coaches for Programmes, Teams, Clubs and Schools.**

2013-2017 KPI: Ensure all coaches are police vetted, fairly and appropriately assigned.

*Method:*

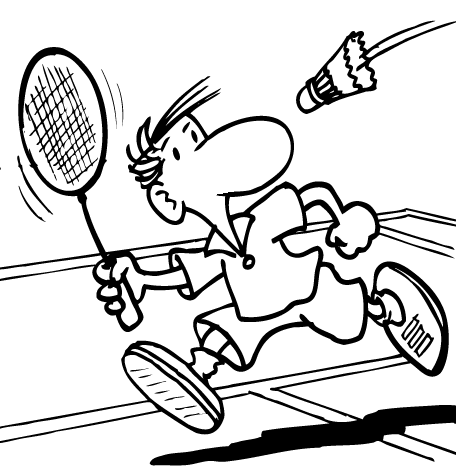
1. All coaches must sign a contract, permission form for police vetting and code of conduct
2. Coaches are attributed jobs on a tiered rotational basis based on experience and customer feedback for tiers and queue for rotation, notwithstanding customer feedback.
3. Any coach failing an all clear police vet will be engaged at the discretion of the Coaching manager in an appropriate field ie if the misdemeanour is not relating to youth or children then they can be engaged in schools provided doing so cannot lead to bringing WBA into disrepute.

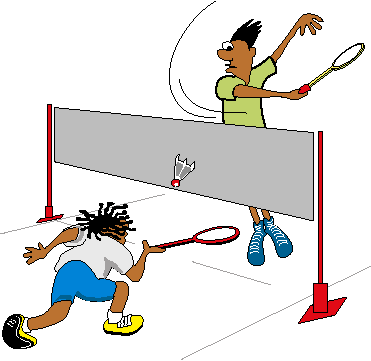
**Objective D: Attend all National & cost effective International Coach Education opportunities to up skill**

2013-2017 KPI: All workshops and courses must be budgeted for and be used to disseminate the latest information through the WBA Coaching and player ranks through localized workshops.

*Method:*

1. Research courses
2. Identify which courses are going to be most beneficial for WBA Coaches and players.
3. Book flights and accommodation early to be cost effective.





waitakere Junior Badminton 2014 ‘Marketing’ Portfolio

Related Strategic Focus: Offerings

Summary of tasks

1. **Communication and promotion of all aspects of junior badminton to all stakeholders**
2. **All aspects of Media interaction including website and social media.**
3. **Design & production of communications such as newsletters, flyers, posters and signage.**

**Objective A: Communication and promotion of all aspects of junior badminton to all stakeholders**

2013-2017 KPI: Ensure fresh promotional material is available consistently, regularly and in appropriate languages for client niche markets.

*Method:*

1. Circulate a stimulating monthly newsletter.
2. Have localised promotions for members.
3. Design and publish quality offerings advertising material for walk in customers.
4. Get some flyers and posters translated into Chinese and Korean.
5. Identify new local markets to advertise to and tailor market specific advertising.

**Objective B: All aspects of Media interaction including website and social media**

2013-2017 KPI: Ensure regular maintenance & promotion on mainstream & popular media avenues.

*Method:*

1. Put together a young responsible team to look after the below aspects.
2. Redesign web site then update weekly.
3. Up load images and questions to facebook daily.
4. Keep abreast of the latest sites and methods of communication young people are using.
5. Have a marketing budget that predominantly uses word of mouth ie instigate the ‘bring a friend’ prize campaign.

**Objective C: Design & production of communications such as newsletters, flyers, posters & signage.**

2013-2017 KPI: Produce professional, ‘attractive to target’ flyers that reach their market.

*Method:*

1. Use a professional in the design process
2. Design up effective fresh templates annually.
3. Encourage a pass it on process with the flyers.
4. Use professional services to print the signs, flyers and posters.

waitakere Junior Badminton 2014 ‘Facility’ Portfolio

Related Strategic Focus: Facilities

Summary of tasks

1. Annual stocktake of all available badminton facilities in Waitakere region.
2. Responsibility of booking facilities for clubs as needed.
3. Promotion of working bees on Waitakere Association hall
4. Overseeing of duties assigned to WJB relating to Waitakere Hall maintenance.

**Objective A: Annual stocktake of all available badminton facilities in Waitakere region.**

2013-2017 KPI: Maintain an accurate data base of all available badminton courts in Waitakere.

Method:

1. In conjunction with the schools portfolio manager make contact with all schools with their own facilities. Ascertain if the courts can be hired and if so how much and when are they available for hire.
2. Keep this updated on an annual basis.

**Objective B: Responsibility of booking facilities for clubs as needed.**

2013-2017 KPI: Ensure bookings of facilities are done in the year prior to being needed.

Method:

1. Build a relationship with the school.
2. Aim to get the courts for free by running an after school badminton club.
3. Look at the options of a trade-off of court hire for coaching services to take further bookings.
4. If not possible then simply make straight up bookings and build this into the cost of the club.

**Objective C: Promotion of working bees on Waitakere Association hall**

2013-2017 KPI: Create a Soul culture of giving within Waitakere Juniors to achieve high percentage turnouts at working bees for the Association.

Method:

1. Circulate WJB Soulful thoughts of the week to instil a culture of giving.
2. Circulate working bee dates well in advance and have a list of things we need help with
3. Have a RSVP system with a public % of how many people who can come from Juniors are coming.
4. Send out reminders 1 month, 2 weeks, 1 week and 1 day before hand.
5. Tie in with something else social to help attract numbers.
6. Send out a certificate of appreciation to all who attend.
7. Send out a memo of appreciation with a note of how many Junior stakeholders came compared to Seniors.

**Objective D: Overseeing of duties assigned to WJB relating to Waitakere Hall maintenance**

2013-2017 KPI: Ensure a high state of integrity is maintained by WJB in regards to the quality, competence and completion our share of the “duties of care” of our WBA Hall.

Method:

1. In conjunction with Senior management set up a schedule of care for all clubs and major stakeholders of the association.
2. Oversee that WJB stakeholders are fully aware of their responsibilities, dates and job descriptions.
3. Have a certificate of appreciation given out to each group upon the completion of their term of roster.

Rosters:

There are 52 weeks a year.

There is floor sweeping, wall cleaning, vacuuming, rubbish removal from the external car parking areas, gardening, painting, dusting, bathroom cleaning, window washing as the main things that could be done.

If there are 4 junior clubs, 6 senior clubs, so each was rostered on twice a year to do a few .In addition to this there are 2 major working bees a year which incorporate all groups coming together.

So Roster would look something like this:

July: Club J Wk 2

July : Major working B Week 4

Aug : Club A Wk 4

Sep: Club B Wk 2

Sep: Club C Wk 4

Oct: Club D Wk 2

Oct: Club E Wk 4

Nov: Club F Wk 2

Nov: Club G Wk 4

Dec: Club H Wk 2

Dec: Club I Wk 4

Jan: Club J Wk 2

Jan: Club A Wk 4

Feb: Major working B Week 2

March: Club B Wk 2

March: Club C Wk 4

April: Club D Wk 2

April: Club E Wk 4

May: Club F Wk 2

May: Club G Wk 4

June: Club H Wk 2

June: Club I Wk 4

In addition to this there may be call from our member clubs such as titirangi for a working bee.

waitakere Junior Badminton 2014 ‘sCHOOLS’ Portfolio

Related Strategic Focus: Strength

Summary of tasks. This is predominantly a sales role.

1. Liaise with the schools to set up Clubs and gain jobs for coaches
2. Arrange Marketing opportunities including Road Shows at the schools
3. Work with Events manager to implement appropriate school competitions.

**Objective A: Liaise with schools and present the school marketing kit which shows all opportunities available to the schools including clubs, development squads, NCEA, P.E and Team training.**

2013-2017 KPI: Visit all schools in first year, increasing the number of schools adopting our initiatives each year until saturation is reached.

*Method:*

1. Build relationships with the schools in conjunction with the facility manager.
2. Work with the Sports Co ordinators, HOD’s and principles to set up win win situations for the school and the coaching department to boost the school’s reputation and the Association’s strength.
3. Keep returning to the school until it is signed up.

**Objective B: Arrange marketing opportunities including Road Shows at the schools**

2013-2017 KPI: Hold road shows in every school that adopts our initiatives.

*Method:*

1. Arrange a date for a road show with the schools that are receptive to having a club.
2. Book in the players and coaches for the road show.
3. Organize transport, equipment etc
4. Design and collate the necessary posters, flyers, registration forms.
5. Be there on the day to pump up the enthusiasm and hand out the flyers.

**Objective C: Work with Events manager to implement appropriate school competitions.**

2013-2017 KPI: Hold an annual primary schools competition at the beginning and end of the year.

*Method:*

1. Identify the different competition options and logistics.
2. Once the competitions have been designed, ensure courts, shuttles etc are booked.
3. Finally market the competitions to the schools.

This seems like a very simple job, but this is probably the most important job in the Association at this time. I have considered the idea of amalgamating this job into one of the other portfolios; however, this role has scope for that to happen once the relationship with all of schools is secured.

waitakere Junior Badminton

2014 ‘Court officials’ Portfolio

Related Strategic Focus: Strength

Summary of tasks.

1. Recruitment and Development of junior linesmen and umpires
2. Recognition and Retention of Junior linesman and umpires.
3. Assignment of Umpires and linesmen for tournaments

**Objective A: Recruitment and Development of junior linesmen and umpires**

2013-2017 KPI: Recruit and train a surplus number of linesmen and umpires to our needs.

*Method:*

1. Run a compulsory linesman and basic umpires workshop for all Junior rep team members.
2. Run a Level 1 umpires course once a year in March which will enable participants to practice all year.
3. Run a level 2 umpires course once a year in December.
4. Co ordinate with other associations and BNZ for willing participants who wish to go further with their court official qualifications.

**Objective B: Recognition and Retention of Junior linesman and umpires.**

2013-2017 KPI: Increase the ‘permanent’ register of qualified umpires by +1 person per year. Increase the data base of qualified linesman by +5 each year. Gain one new referee once every 5 years.

*Method:*

1. Get team managers and the marketing team to take photos of linesman and umpires in action at different events throughout the year and get them posted online.
2. Liaise with team managers & competition organizers to find outstanding court officials. Have monthly awards for “Outstanding Umpire/Linesman of the month”.

**Objective C: Assignment of Umpires and linesmen for tournaments**

2013-2017 KPI: Have a 50% showing of total junior volunteers at every Major Waitakere Tournament.

*Method:*

1. Keep a data base of all junior linesman and umpires
2. Advertise the event well in advance.
3. Run a competition with an excellent prize for those that volunteer giving them one entry into the draw for every hr they turn up & a prize to the person who invests the most hrs.

waitakere Junior Badminton

2014 ‘social activities’ Portfolio

Related Strategic Focus: Offerings

Summary of tasks.

Organize social activities for Waitakere junior players.

**Objective : To give balance and a fun perspective particularly to long term committed and loyal badminton players once a month.** Method:

1. Organize monthly fun activities such as paintball, ten pin bowling, movies, discos, puzzle nights, mystery nights, games evenings, fun badminton nights, beach trips, picnics, confidence courses, ropes courses, adventures,
2. Arranging logistics including transportation for trips
3. Negotiating with suppliers for discounts.
4. Arranging for registration forms and collection of payment for activities.
5. Organize social activities connected to trips away such as rotorua, or if north Islands and nationals etc are in another city.
6. Cross training opportunities for development squad such as soccor in the park
7. Solibad and similar flash mob
8. West Auckland expos
9. Organize friend swaps/joint activities between other/our association clubs

waitakere Junior Badminton

2014 ‘Equipment’ Portfolio

Related Strategic Focus: Offerings

Summary of tasks.

1. Equipment sales to schools
2. Liaise with other section managers to identify their equipment needs.
3. Get quotes for funding manager regarding needed equipment
4. Source and screen sponsorship deals for players and coaches

**Objective A: Equipment sales to schools**

2013-2017 KPI: Work with the pro shop manager to provide schools with competitive options to purchase badminton equipment.

*Method:*

Give the schools portfolio manager an up to date catalogue each year for HOD and Sports Department decision makers.

**Objective B: Liaise with other section managers to identify their equipment needs**

**Objective C: Get quotes for funding manager regarding needed equipment**

2013-2017 KPI: Always get 3 quotes, always in a timely fashion.

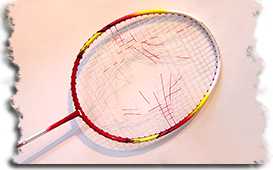
Approach several suppliers to tender for the best deals and get 3 quotes for funding

**Objective D: Source and screen sponsorship deals for players and coaches**

2013-2017 KPI: Deal transparently with suppliers and potential candidates maintaining a high level of integrity at all times.

*Method:*

1. Never allow personal gain to yourself as portfolio manager.
2. Decisions must be made in the best interest of players and coaches.
3. Contracts must be made in the best interest of the supplier.
4. Design a sponsorship criteria that clearly shows potential candidates and suppliers what is expected of them. So they can see we are serious about developing a win-win situation.



waitakere Junior Badminton

role of the Head Secretary

Related Strategic Focus: Structure

Summary of tasks.

1. Recording and Documenting of information at Management meetings
2. Receiving and disclosure of correspondence to chairman all portfolio managers.
3. Writing of official correspondence on behalf of chairman & portfolio managers

**Task A: Recording and Documenting of information at Management meetings**

*Method:*

1. Take short hand notes at meetings using a personal recorder for reference.
2. Type up notes into meeting template within 48 hours.
3. Circulate as a draft and await any corrections.
4. After 24 hours if no corrections are requested, then co-sign with the chairman as a true and correct record and then forward in the first instance to the funding manager and then the other portfolio managers if corrections have been made.

**Task B: Receiving and disclosure of correspondence to chairman all portfolio managers.**

Method

1. Circulate all soft copy correspondence immediately it is received to appropriate recipients. Either specific Portfolio managers, or everyone.
2. Send a weekly memo out of physically received correspondence to appropriate recipients.
3. CC ALL correspondence out to Chairman.
4. Arrange to get physical correspondence to the appropriate recipients if needed.

**Task C: Writing of official correspondence on behalf of chairman & portfolio managers**

Method

1. Receive all outgoing correspondence from all portfolio managers, proof read, correct but do not materially alter, then send out to appropriate recipients.
2. Help with written letters of support for funding applications
3. Send out letters of appreciation to selected recipients.

waitakere Junior Badminton

role of the Chairman/President

Related Strategic Focus: Structure

Summary of task directives

As Chairman

1. Assignment of portfolios
2. Development of Portfolio content (relating to Strategic plan)in conjunction with experienced Portfolio managers
3. Support for Portfolio managers
4. Liaise with Senior Committee
5. Chairing of committee/Management meetings (Management=Portfolio Managers)
6. Recruitment, retention and recognition of Committee members/Managers
7. Development, review and updating of Strategic and Operational Plans
8. Policy and Procedure development and implementation including writing of manuals.
9. Oversee Succession planning and implementation

As President

1. Liaise with Badminton NZ Staff
2. Liaise with other supportive Associations
3. Judiciary and Discipline of Junior Association Members when necessary.
4. Recognition of WJB Volunteers

Task

**Directive A: Assignment of portfolios**

KPI: Assign solely on the merits of the recipients abilities to fulfil the role.

*Method:*

1. Initially go on a Road show of junior clubs and meet with Parents and supporters
2. Go on a road show of senior clubs (since Juniors are the future of their clubs)
3. Put up an inspirational web cast on the web site that lets the community know our new goals and what we are looking for in terms of moving forward.
4. Get some flyers into the hall with the same intention
5. Create a procedure for helping make a decision when interviewing potential candidates.
6. Get a second opinion
7. Trial managers for 3 months before assigning them the official roles.
8. In consecutive years enquire that the current managers are willing to run with their portfolios for another year.
9. Make a determination as to whether the right person is in the right role before re-awarding any portfolios.
10. Award portfolios on December 1st.

**Directive B: Development of Portfolio content (relating to Strategic plan) in conjunction with experienced Portfolio managers**

KPI: Review the content of the portfolios every year in November for the following year.

*Method:*

1. Send out a memo in Oct to all current managers requesting a draft budget and review of their portfolio goals for the following year against the strategic plan and current year’s operational plan.
2. Meet with current managers and review their goals, budgets and assigned tasks in early November.
3. Meet again in December with new managers once portfolios are awarded.

**Directive C: Support for Portfolio managers**

KPI: Be a strong inspiring leader to the other Managers.

Method:

1. Empower your managers, but stay in regular contact so that your finger is on the pulse and they feel connected to you.
2. Schedule regular ph/physical or online meetings with them to ensure they are on track for their monthly tasks and to see what sort of support they need.
3. Let them know you know what their required tasks are for the week in your communications..ie how are you going with your year-end budget? Do you need any help?
4. Look out for low cost or free workshops put on by Sport Waitakere and other community providers to help up skill your managers.
5. Ensure the managers are managing, not doing everything themselves. Their task is to oversee a team.
6. Ensure each manager has a well-oiled team below them that is functioning diligently.

**Directive D: Liaise with Senior Committee**

KPI: Be a positive and assertive figure in the senior management

Method:

1. Attending all meetings
2. Send Deputy Chair Vice or President when unable to attend.
3. Ensure all concerns of Junior Management are submitted as an agenda item
4. Generate good relationships within the management committee
5. Tap into those relationships when seeking political influence on decisions.
6. Remain unemotional and professional in meetings when not in control of the situation.

**Directive E: Chairing of committee/Management meetings (Management=Portfolio Managers)**

KPI: Run efficient, well structured, purposeful meetings

Method:

1. Call for agenda items for general business on the last day of the month.
2. Design up and use a reporting template which all portfolio managers submit by email 3 days prior to the meeting.
3. Request questions, reflections, comments on reports within 24 hrs giving time for managers to bring further information to the meeting if required.
4. Keep the meetings on task
5. Run the meeting using a simplistic method of sequential summarized reporting. Each Manager has 3 mins to summarize their successes/failures against last months goals (1 min), their challenges (1 min) (this is the why they didn’t achieve any particular goal) and their goals for the coming month. Then allow 2 mins for questions relating to their circulated report. Further discussion can be brought up in general business if necessary. Maximum time for reporting therefore should take 1 hr and 5 mins.
6. Keep general business conversation on the point. What is the summarized topic, what do you want to achieve, how can we help?
7. Budget and arrange for refreshments at meetings. Vary these.
8. Seek feedback from others on the way meetings are run.
9. Be a good listener.
10. Make yourself avail 30 mins early at meetings so others can come to you for advise & support.

**Directive F: Recruitment, retention and recognition of Committee members/Managers and Volunteers**

KPI: Regularly recognize the efforts of those that make up your team.

*Method:*

1. Hire the right people the first time.
2. Be an inspirational leader to your team.
3. Lead by example and be a light that they can see the way to being great leaders themselves.
4. Regularly find fresh new ways to recognize the efforts of your team.
5. Go out of your way to see the detail in their efforts.
6. Organize social outings with your team as a token of gratitude for efforts (3 times a year)

**Directive G: Development, review and updating of Strategic and Operational Plans**

KPI: Develop effective, professional strategic & operational plans which are reviewed annually.

*Method:*

1. Start off a vision
2. Draft a 5 year plan to bridge the gap between where you are now and that vision.
3. Review this plan annually.
4. Work out which steps can be started and which can be achieved in the immediate year.
5. This then is your Operational plan.
6. Divide your plan into sections. These are your portfolios.
7. Award them to competent managers.
8. Involve your managers in the review process, listening to all their ideas.
9. Get your managers to work out the shape of the following year’s operational plan.
10. Make them responsible for their own budgets.
11. Change the strategic plan based on their sound recommendations.
12. Empower them to fulfil their goals.

**Directive H: Policy and Procedure development and implementation including writing of manuals**.

KPI: Produce a professional policy and procedures manual for every aspect of Junior Badminton.

*Method:*

1. Work with each Portfolio manager to design up procedures that cover every aspect of their roles.
2. Work with each manager to ascertain what policies are needed in relation to their section.
3. Get them to submit a draft of each and compare the drafts against industry standards.
4. Publish two copies of the manuals. One to be kept with the Chairman and one with the secretary.
5. Give each portfolio manager the appropriate policy & procedure manuals for their sections.

**Directive I: Oversee Succession planning and implementation**

KPI: Ensure every aspect of the Junior Association from top to bottom has an effective succession plan in place by 2015.

*Method:*

1. Identify every single role that exists in the WJB Association structure from top to bottom; from management to club.
2. Figure out the total man power required to fulfil the goal.
3. Work out the training requirements needed to up skill those volunteers.
4. Work out the logistics of achieving the task and delegate responsibility to make it happen within one year.
5. Start in one area and make it happen.

As President

**Directive J: Liaise with Badminton NZ Staff**

KPI: Be professional with all Badminton NZ Staff all of the time.

*Method:*

1. Tap into their expertise and contacts when you need help.
2. Drive them to offer more of what we need as a forward thinking association.
3. Support their sound endeavours and conscientiously work towards their long term success.
4. Attend all Official BNZ meetings and workshops when possible or send a replacement.

**Directive K: Liaise with other supportive Associations**

KPI: Build endearing relationships with other smaller associations to share advice, resources & voice.

*Method:*

1. Start off building a relationship with other associations and keep in touch regularly.
2. Compare challenges they are having and share solutions we have found.
3. Start organizing joint opportunities such as fun tournaments, friendly sparing, shared training opportunities etc.
4. Look at all possibly ways of uniting including shuttle/equipment purchases, up-skilling opportunities, and transportation to events e.t.c to achieve economies of scale and therefore mutual benefits.
5. Start off with Northland, B.O.P and Manawatu?

**Directive L: Judiciary and Discipline of Junior Association Members when necessary**.

KPI: Design a transparent, fair & just judiciary system to attend to misdemeanours when they occur.

*Method:*

1. Create and effective code of conduct form for players to sign that clearly states the consequences of breaking the rules.
2. Create a culture of good behaviour with players at workshops prior to travelling events.
3. Design a procedure for attending to issues. Ie how many and what type ie male/female ratios will sit on the decision making panel to hear complaints.

**Directive M: Recognition of WJB Volunteers**

KPI: Improve retention of volunteers by employing inspirational, quality recognition initiatives.

*Method:*

1. Display photos and ‘effort profiles’ on the web site and at the hall.
2. Create a wall of appreciation at the hall.
3. Design up a certificate of appreciation for volunteers.
4. Go meet our volunteers & thank them personally for their contributions regularly.
5. Hold a volunteer appreciation party once a year.
6. Investigate other organization’s volunteer recognition programmes.

**Other things we need.**

1. Templates for the first newsletter needed.
2. Include:Section on What a player should bring to training, derby’s/competitions.
3. Develop a Junior Leadership programme that will filter through to become the future management team.
4. Team roles identified within portfolios, down to hours of commitment required for each job.