



# **SNZ Performance and Pathways Programme Proposed Staffing Re-alignment**

***July 2011***

## **Introduction**

In December 2010 following the Commonwealth Games SPARC commissioned an independent report of SNZ.

The report was completed in June 2011 and among other things recommends that SNZ review the staffing structure of the Performance and Pathways programme.

The SNZ Board have established a committee (High Performance Governance Committee – HPGC) to provide strategic oversight of the Performance and Pathways programme and the committee has now completed a review of the staffing structure of the programme and is seeking feedback from stakeholders on a proposed new staffing structure for the programme.

Meaningful consultation will focus on our staff who may be affected by any of the proposals. The High Performance Governance Committee will also be consulting with the Swimming NZ Board, SPARC, Swimmers and Coaches Associations, and NZOC.

## **Rationale for the proposed changes**

There are several drivers for change :

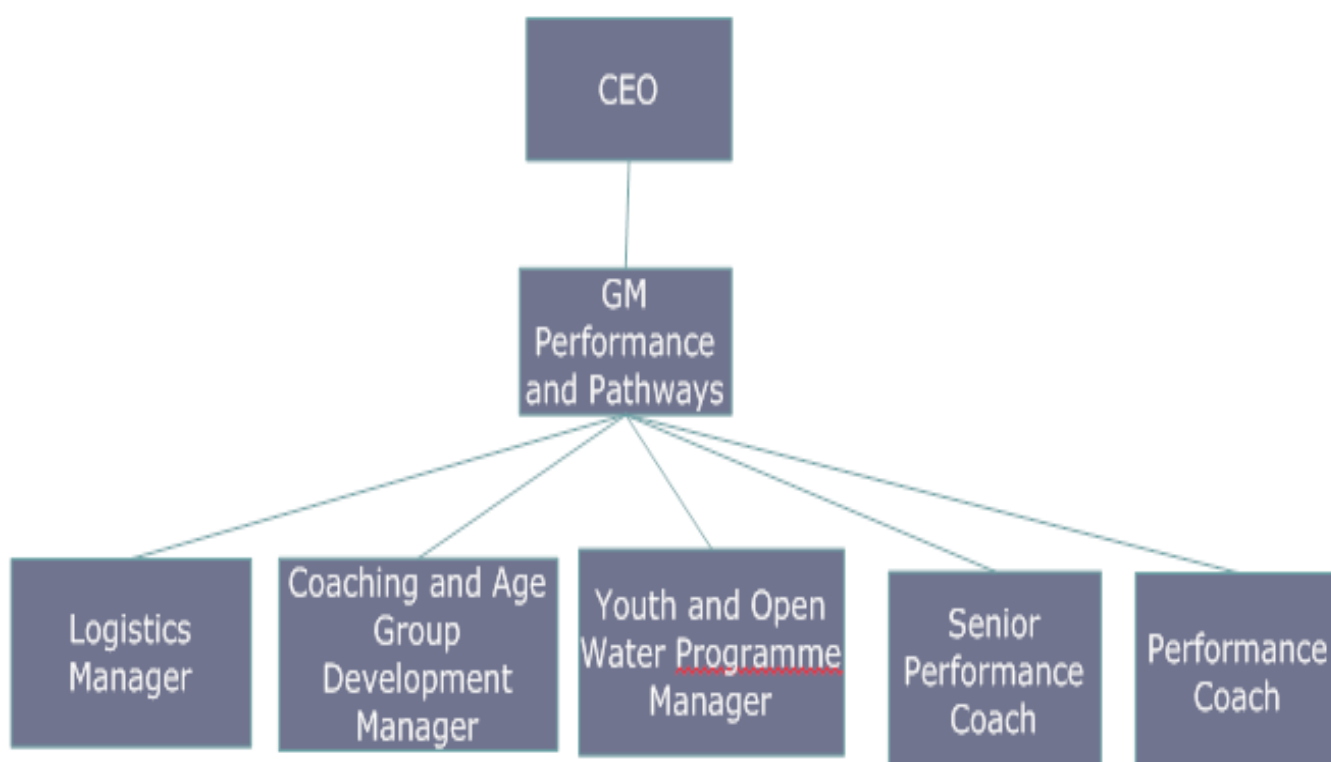
1. SPARC has made it very clear that continued programme funding is dependent upon restructuring to provide strong leadership for the London Olympics campaign.
2. The SNZ Board has committed to this review and advised SPARC of this commitment.
3. The HPGC review to date has identified that the current structure is one of the barriers to successful swimmer outcomes in and around the pool/open water. The current structure is also one of the factors that has resulted in what has been identified as the “dysfunctional” programme culture.
4. The proposed structure will provide a One Team environment for Performance and Pathways coaching and support management to give our High Performance swimmers every possible chance in and around the pool/open water to achieve success.
5. The structure will provide an environment of ownership and responsibility for coaches and swimmers.
6. The leaner and more responsive structure is consistent with the very successful Bike NZ and Rowing NZ High Performance models.
7. The proposed model highlights the importance that the HPGC places on coach development, athlete support, and the development of emerging youth and age swimmers.

## Organisation Charts

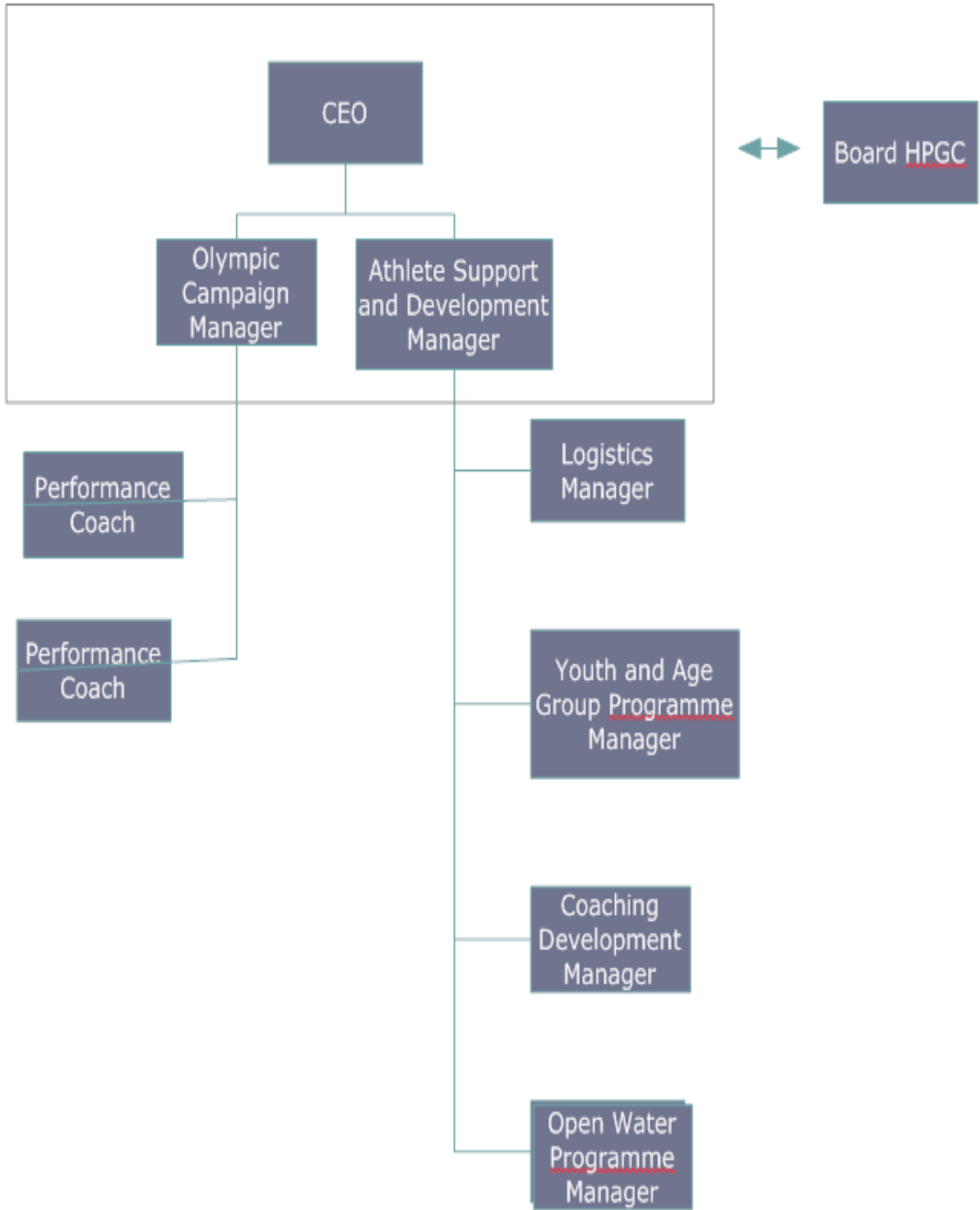
You will find below, a copy of the current organisation chart for the Performance and Pathways programme, and a copy of the proposed new structure for the Performance and Pathways programme for your review.

In considering the optimal structure and roles and responsibilities for the Performance and Pathways programme, some positions will remain the same, some will slightly change, some will no longer exist and there will be some newly created positions added to our organisation.

### Current SNZ Performance and Pathways structure



# Proposed SNZ Performance and Pathways structure



## **Proposed new positions**

In the proposed structure, a number of new positions have been created. These are shown below, with the reasoning behind proposing each position.

Brief task descriptions for the two proposed leadership positions of Olympic Campaign Manager and Athlete Support and Development Manager are set out in Attachment 1.

### **Olympic Campaign Manager - London**

This position creates a dedicated role reporting to the CEO focussed on creating the right environment for NZ Swimming success at the London Olympics. The Ineson report and feedback the HPGC has received to date conclude that SNZ needs to have greater focus on the London Campaign and needs to create a one team ethos that removes the dysfunction that has been identified as a barrier to success. It is proposed that this position be based in Wellington to provide improved integration with the SNZ management team.

### **Athlete Support and Development Manager**

This position creates a dedicated role reporting to the CEO focussed on ensuring that the right support processes are in place for our athletes and that development programmes (age group and youth, coaching development) have the right focus. There is considerable work involved in the area of athlete support and development and having a role dedicated to this function will provide more bandwidth for ensuring that this area is managed effectively. It is proposed that this position be based in Wellington to provide improved integration with the SNZ management team.

### **Age Group and Youth Development Manager**

#### **Coaching Development Manager**

#### **Open Water Programme Manager**

Age Group development is currently integrated into the role of Coaching Development Manager (vacant). Youth Development is integrated into the role of Open Water and Youth Development programme manager. Feedback to date suggests that the coaching development role cannot effectively support coaching development and age group development. It is therefore proposed to create a dedicated Coaching Development Manager position.

It is also proposed to combine the activities of Age Group and Youth Development into one role. This will provide more seamless management and oversight of the entire development pathway.

The creation of the Age Group and Youth Development Manager position and the Coaching Development Manager position provide scope for SNZ to have a dedicated Open Water Programme Manager position. We are seeking feedback as to whether this should be a fulltime or part time position.

It is proposed that all three positions will be based in Wellington.

## **Current positions that would be disestablished**

The following current positions would be disestablished if the proposed new structure was implemented.

### **General Manager Performance and Pathways**

This position has been replaced by the creation of two new roles – Olympic Campaign Manager and Athlete Support and Development Manager.

### **Coaching and Age Group Development Manager**

The responsibilities for Age Group development have been moved to a new Age Group and Youth Development Manager position and a dedicated Coaching Development Manager role created.

### **Open Water and Youth Development Manager**

The responsibilities for Youth development have been moved to a new Age Group and Youth Development Manager position and a dedicated Open Water Programme manager role created.

## **Current positions that would be changed to some degree**

There are also some current positions that are changed to a small degree, but not so significantly that they become new positions. Set out below are the proposed changes for these positions :

- The **Logistics Manager** position will become fulltime. It will remain based in Auckland to provide logistics support to the HPC environment and coaches
- **Senior Performance Coach** position – this position will be renamed Performance Coach in line with the other coaching positions in the HP team and our One Team approach. There are no changes to the job description, responsibilities or remuneration for this position.

It is proposed that those employees currently in these positions will be reconfirmed in these positions after the restructure, subject to the above changes.

## Current positions that would remain unchanged

Positions that remain unchanged (and therefore not affected by this proposal) are set out below :

- **Performance Coach**

## Feedback

You will find in this information pack, all of the details you should need to thoroughly consider the proposed changes to our organisation. Included in Attachment 2 are details of the proposed implementation process. If you have any questions please contact me and I will do my best to answer them. Once you have had the opportunity to review this material, I welcome your written feedback. Please provide this feedback to me by no later than 5:00 p.m Friday 12<sup>th</sup> August 2011. I will also make myself available during this period to have any one-on-one meetings with affected staff if anyone wishes to talk to their written feedback. If you wish to do this, please contact me to arrange a suitable time. Any changes to Swimming New Zealand structure and jobs will only be confirmed once the HPGC have had the opportunity to review and take into consideration all feedback. Our primary concern when analysing proposals and feedback will be ensuring that our HP and emerging swimmers are given the best possible leadership, support and encouragement in and around the water to enable them to achieve success in London and beyond.

The indicative timetable from here is shown below.

I understand that this may be a difficult time for some of you, I encourage each of you to stay focussed on the job at hand and to support one another throughout this change. I am confident that we will emerge with a stronger programme going forward. I am available at any time to discuss any concerns you may have. Thank you for your ongoing support.

## Timeline

Below is an indicative timetable for implementing the new structure. We will be doing our very best to keep to this timetable, but there may be times when unforeseen business imperatives may cause the occasional delay.

<b>Action</b>	<b>Date</b>
Presentation of proposal to staff by CEO	27 July 2011
Consultation period	27 July – 12 August 2011
Written feedback from staff in writing	By 12 August 2011
Feedback considered	12 August – 17 August 2011
Proposed structure presented to board for sign	18 August 2011

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Final organisational structure announced to staff	19 August 2011
New roles advertised	Late August 2011
Interviews commence	Mid-September 2011
Appointments confirmed	Late September
New Structure Effective	Proposed date would be 1 October 2011

# Attachment 1

## Proposed responsibilities and qualities for proposed new leadership positions

**Olympic Campaign Manager – Fixed term, fulltime, concluding after London Olympics – Salary range \$85 to \$95k**

### Proposed responsibilities

- responsible for preparation, implementation and management of plan to achieve agreed success in the pool and open water at the London Olympics
- Establish the preparation plan including competitions, events and camps that will be attended between now and London
- Manage all logistics relating to London – travel, accommodation, meals, health and safety, pool and training access, accreditation in London, dealing with protests and relay qualification, attend official functions and meetings where required
- Work with NZOC / SNZ selectors/SNZ Board to set selection criteria for Olympics
- Work with coaching team to further develop one team ethos
- Regular contact with athletes to ensure all needs are being met
- Attend training sessions as appropriate
- Prepare and manage Olympics campaign budget
- Holistic case management for athletes, including monitoring IPP's
- Liaise with SPARC in relation to SNZ performance targets and tracking towards those
- Regular communications with SNZ stakeholders and media regarding team tracking and progress
- Establishment of review process for HP activity
- Regular contact with appropriate coaches
- Work with coaches to develop one team ethos
- Create meaningful, accountable coaching performance plans with the coaches
- Monthly contributions to Fastlane
- Weekly campaign meetings
- Monthly HPGC meetings
- CEO reporting

### Proposed qualities

- Leadership
- Results driven – London medals and finals
- Clear communicator
- Strong interpersonal and relationship building skills
- Decisive, proactive decision maker, particularly in challenging and sometimes urgent environments
- Organisational, planning and logistics abilities
- Able to work within agreed budgets and project plans

- Team player, belief in the power of One Team
- Strong ambition driven by London success of HP swimmers
- Strong set of personal values consistent with those of HPP
- Able to breed trust, confidence and success
- Humble, modest, respectful, loyal
- Successful track record in sports leadership
- Understanding of HP, and empathy with the needs of HP athletes and coaches

## **Athlete Support and Development Manager – Full time, salary range \$65-75k**

### **Proposed responsibilities**

- Manage Carding, PEGS and PM Scholarship programmes
- Develop selection criteria for non pinnacle events in conjunction with SNZ selectors
- Manage SPARC investment schedules
- Athlete agreements
- Operational management of SNZ Performance Centres
- Develop competition plan for development pathways
- Oversee coaching development
- Oversee youth and age group development programme
- Liaise with Swimmers Association, and NZSCTA
- Athlete communications
- Development and review of policies and procedures for SNZ performance programme
- Maintain HP section of website
- Performance tracking
- Ex officio member of selection panel
- Develop annual HP budget

### **Proposed qualities**

- Leadership
- Results driven – best practice athlete support and development
- Clear communicator
- Strong interpersonal and relationship building skills
- Decisive, proactive decision maker, particularly in challenging and sometimes urgent environments
- Organisational, planning and logistics abilities
- Able to work within agreed budgets and project plans
- Team player, belief in the power of One Team
- Strong ambition
- Strong set of personal values consistent with those of HPP
- Able to breed trust, confidence and success
- Humble, modest, respectful, loyal
- Successful track record in sports leadership
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# Attachment 2

## Proposed Implementation Process

### Principles behind the proposed process

This process is designed to:

- Facilitate a change process that is orderly, fair and equitable, and ensure that all staff are treated consistently and with dignity.
- Ensure an orderly, fair and transparent process for the transition to the new structure
- Minimise uncertainty for staff and seek to ensure a minimum disruption for “business as usual”
- Where positions change or cease to exist, facilitate a transparent and fair staff appointment process
- Follow the relevant legislation and the provisions of employment agreements.
- Ensure that workplace support is available for all affected staff.

### Legal Advice and support

Staff affected by this proposal are welcome to obtain legal advice prior to submitting their feedback and also bring a support person to any meetings convened during the consultation process.

### Terms

In order to provide clarity on how the various parts of the appointment process impact on staff, set out below are some definitions of terms that we will be using in the process.

**Current position:** The current substantive position currently held by the staff member. It does not include positions where the staff member is acting in a temporary capacity.

**New position:** For the purposes of this review, a new position is one in the proposed structure that:

- has clearly not existed before, or
- has substantially changed from its current form, or
- is the result of two or more similar positions being merged or disestablished.

In the case of a substantial change in a job, the old job is deemed to no longer exist (disestablished), and a new job is created.

**Disestablished** A job that has ceased because it is either substantially

**position** changed or is no longer part of the proposed organisation.

**Affected staff:** Staff whose jobs are disestablished.  
Once staff have been appointed or reconfirmed to a role in the proposed new structure they will cease to be affected.

**Reconfirmed staff member:** Staff whose current position is considered to be the same or substantially similar to a position in the proposed new structure.

### **Establishing positions in the proposed structure**

While the process will be timed to reduce staff uncertainty, as far as possible it will be a phased approach to allow the new leadership positions in the new structure to have input into the make-up of his/her area. This will generally be at the level of individual division of responsibilities, and will not be to redesign the overall organisational structure.

#### New or Substantially Changed Positions

The final scope of proposed new or changed positions will be determined by the Chief Executive, and will include draft job and person specifications.

#### Position description

Each position description will include decision-making authority, key accountabilities of the position, specific knowledge and ability requirements, a person specification, and any generic Swimming New Zealand leadership, management and team member competencies.

### **Reconfirmation into unchanged positions**

Where a current position is deemed to be the same in the new structure, the incumbent will be reconfirmed as continuing in the position.

The following changes will not be considered as significant, or sufficient to change a current position into a new position:

- change in reporting line
- change in title
- minor change in responsibilities or duties

## **Appointment to new positions**

All staff will be able to apply for new positions in the proposed structure.

## **External advertising of new positions**

- The Chief Executive may decide to advertise some new positions externally because of the specific skill set and experience being sought.
- Such positions will be advertised internally and externally at the same time to expedite the total appointment process, rather than advertising externally only after an internal process fails to provide a suitable applicant.
- The purpose of concurrent internal and external advertising is to ensure that the best person for the new position is selected by seeking a wider pool of applicants.
- All staff may apply for any positions advertised externally.
- In deciding whether to advertise externally, the Chief Executive will consider:
  - the degree to which likely internal candidates would meet the requirements of the new position
  - the criticality of the position to Swimming New Zealand
  - the extent to which recent external experience is desirable for the job
  - the extent to which the specialist nature of skills required in the job mean a wider pool of candidates is desirable for comparison
- Where the appointment panel decide that internal candidate's qualities, skills, experience and suitability for the position are comparable with those of an external candidate, the internal candidate shall be appointed.

## **Process parameters**

- All new positions will be advertised within Swimming New Zealand, with all relevant information about the position and person requirements.
- The Chief Executive may decide to also advertise some positions externally because of the specific skill set and experience being sought.
- Position descriptions, skill and experience requirements, application forms and selection criteria will be available from the Chief Executive.
- All Swimming New Zealand staff will be able to apply for new positions.
- Appointments to new positions will be managed through the appointment process outlined below.
- Affected staff who are unsuccessful in their applications, or who elect not to apply for any new position, will remain in their existing positions on existing terms and conditions, until such time as their position is disestablished.
- An appointment panel will undertake the selection for each new position.

## **Appointment process**

- For appointment into any proposed leadership position reporting to the Chief Executive, the appointment panel will be the Chief Executive (chair), two HPGC members, and a representative from SPARC.
- For appointments to other new positions, the appointment panel will be the Chief Executive, (where possible) the manager who will be responsible for the position concerned and a representative from the HPGC.
- Internal applicants will submit a completed application form, and will be interviewed by the panel.
- Where a staff member is the only applicant for a position, s/he will be notified of this. The appointment panel will review these applications first, and determine whether the sole applicant meets the threshold in terms of demonstrated functional requirements. If the sole applicant meets these, s/he may then be offered the position.
- Where more than one staff member applies for a new position, the panel will first assess the applicants based on the written applications. In most cases the individuals will be known to the panel and an interview may not in all cases be necessary for a decision to be made.
- There may be some positions for which an interview stage is seen as desirable, due to the nature of the position, or a need to obtain more information regarding the staff member's skills and work background. In these situations, all applicants for the new position will be interviewed.

### (a) Successful applicants

- All appointments will be subject to the approval of the Chief Executive.
- Once this approval has been given, the successful applicant will be notified by the Chief Executive who will offer the position to the successful applicant in writing.
- Existing terms and conditions of employment may be varied as appropriate to the position, and outlined in a new employment agreement.
- Once appointments are confirmed and accepted, they will be announced within Swimming New Zealand.

### (b) Unsuccessful applicants

The Chief Executive will personally inform those applicants who have not been appointed to vacancies for which they have applied. This discussion shall be confirmed in writing.

Written notification will include:

- A statement confirming that the staff member has not been appointed to a new position and, if appropriate, that their existing position will be disestablished.
- A statement advising the staff member that a discussion will take place to explore options.
- Termination of employment due to redundancy will apply only when other options have been exhausted. This termination will be in accordance with the staff member's employment agreement.
- Counselling and career transition support will be available.

## **Redeployment**

During the recruitment process, another position may become available that might match an unsuccessful applicant's skills and experience. Such a position may be deemed to be a "reasonable" alternative position and offered to the affected staff member.

However with a small organisation such as Swimming New Zealand, it is expected that redeployment opportunities may be limited.

## **Fixed term staff**

Fixed term positions will be considered for reconfirmation.

Staff who are currently employed on fixed term agreements can apply for positions in the new structure. However where two suitably qualified staff apply and one of those is currently on a fixed term arrangement the panel, in arriving at an appointment decision, will give preference to the permanent employee.

Fixed term staff who are not appointed in the new structure through either the reconfirmation or reassignment phases, may at the discretion of the Chief Executive :

- Have their current fixed term agreement terminated in accordance with their fixed term employment agreement; or
- Continue to work under their current fixed term agreement until such time as the agreement expires.

## **Redundancy**

Termination of employment due to redundancy will occur where a staff member's current position has been disestablished and no other position has been offered through reconfirmation, appointment, or redeployment. Any termination will be in accordance with the staff member's employment agreement.

Final pay including notice periods and annual leave entitlements shall be paid via direct credit upon the cessation of employment with Swimming New Zealand.

Date of termination of employment shall be at a date determined by Swimming New Zealand after consultation with the staff member.

### **Staff Support**

During the period of notice every effort will be made to find alternative work within Swimming New Zealand.

Swimming New Zealand will:

- refer the staff member to services to assist with applications if required, including the preparation of a CV, or expression of interest;
- assist with training in the interview process, if required;
- ensure the staff member has access to the support services provided by Swimming New Zealand.