

Executive Committee Responsibilities

June 2023



Contents

1. Vision and Mission
2. Regulatory landscape
3. Delegation of Authority
4. Exco Responsibilities
5. Disciplinary Procedures
6. Expense Management Notes
7. Executive Committee Job Descriptions

Vision and Mission

Vision: To be the leading provincial hockey association in South Africa.

Mission: To support, oversee and guide the development of club hockey, whilst enabling clubs to invest in their infrastructure, systems and processes required to grow and develop all FIH formats of hockey in the province.



Governance landscape - June 2023

Constitution	Safeguarding (SAHA) policy	Code of conduct	Values statement
Finance policy	Exco responsibilities	Conflict of interest policy	General manager JD
Finance budget template	Accountant JD	Service contract template	Administrator JD
FIH match rules	General indemnity form		

High Performance (HP)		Clubs	Rules & Technical (R&T)
HP Player debt policy	Parent Consent / Player indemnity form	Club regulations	R&T policy
HP Selection policy	Acknowledgement of debt template	Senior league management rules	
HP Officials policy	HP Administration checklist		
Coach/Manager contract template	HP Player cost template		
Tournament letter for players			

Formal policy or regulation

Form, template, contract

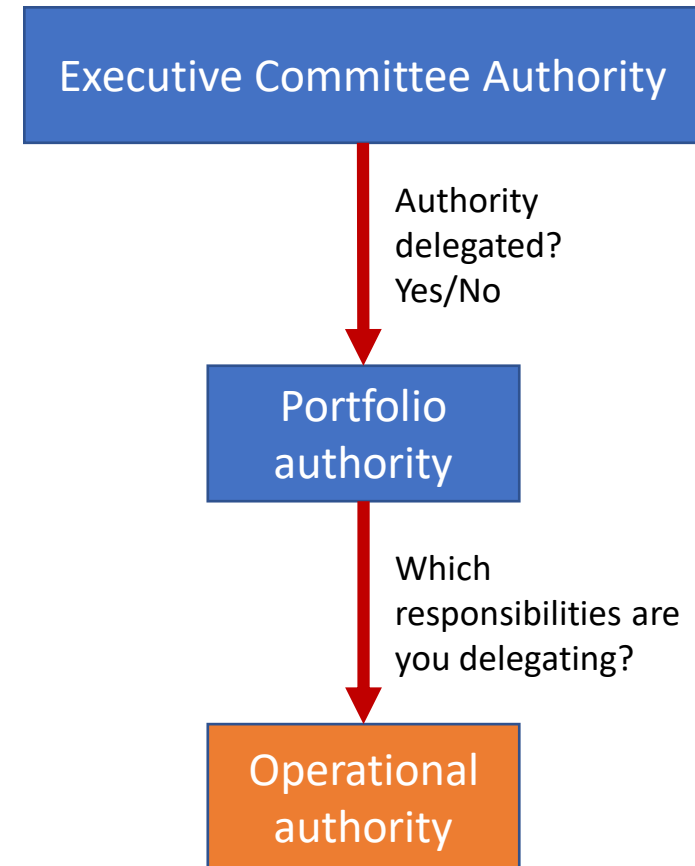
In progress

Exco – Executive Committee
JD – Job Description

FIH Match Rules: <http://fih.ch/inside-fih/our-official-documents/rules-of-hockey/>

Delegation of Authority

Governance structures should recognise that individual Exco members, General Managers, Administrators, etc. hold no authority to act on behalf of SGHA by virtue of their position alone. **All authority rests with the Executive Committee** (Exco), which may delegate authority to any person or sub-committee.



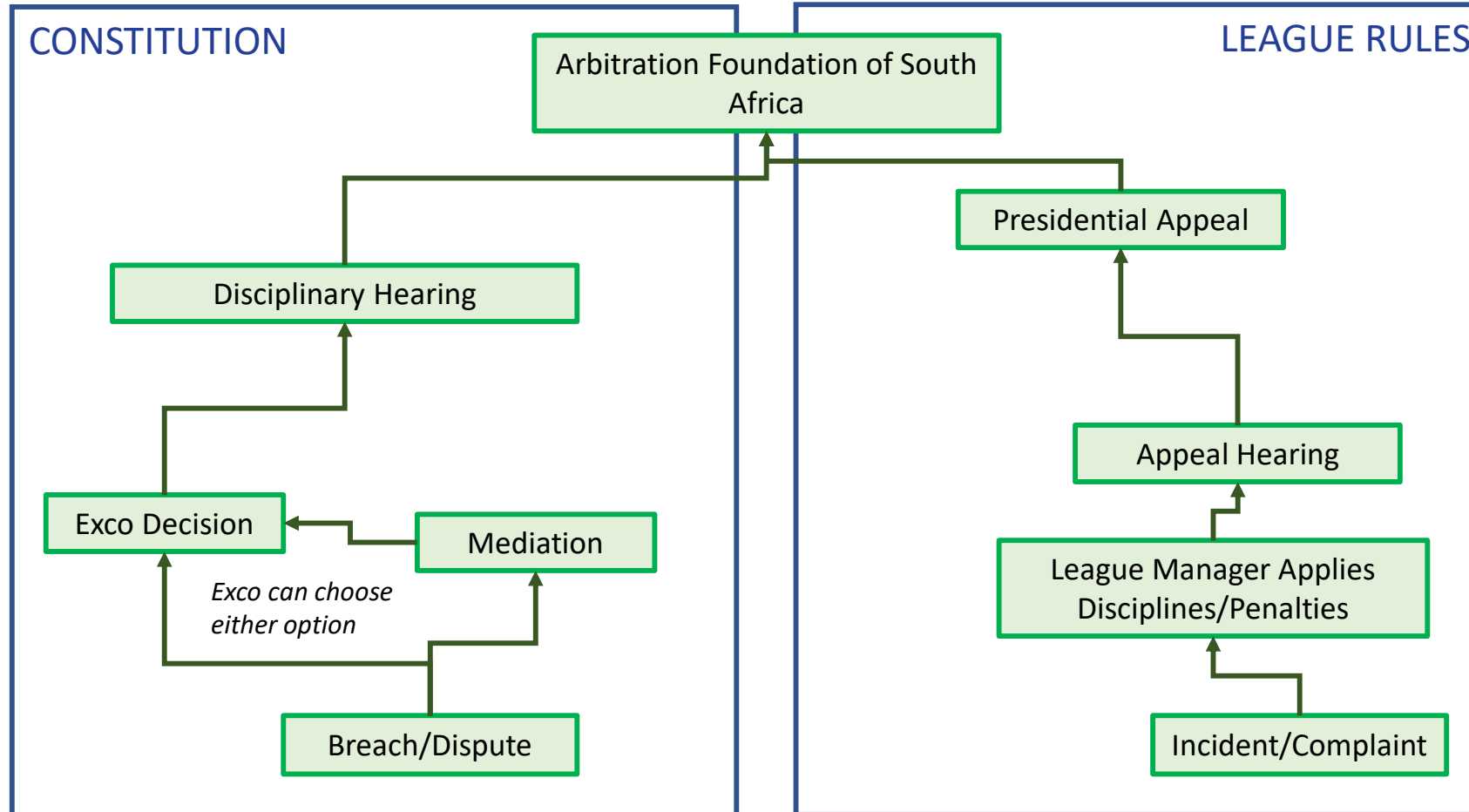
Board members who act with good faith and exercise due care are shielded from personal liability for the decisions they make while serving on a board. Board members can generally be held personally liable for breach of fiduciary duties, particularly in cases involving egregious (shocking) neglect of the Board member's oversight responsibilities or the receipt of a personal benefit from the organization's assets or resources (sometimes referred to as "private inurement"). State nonprofit corporation law generally specifies when the misconduct has risen to a level that can trigger personal liability.

Exco Responsibilities

1. **Strategic and organizational planning:** define, drive and monitor strategic direction, priorities (goals) and results.
2. **Organisational performance:** approve and monitor the programmes and services across the various portfolios.
3. **Stakeholder management:** engage with members to ensure input into determining strategic goals and direction and informing them of SGHA achievements.
4. **Governance:** establish and maintain a board-level policy framework that addresses appropriateness of constitution, structure, policies and legal compliance.
5. **Fiduciary duty:** ensure sound financial management including oversight of funding, expense management, investments, annual budgeting and monitoring thereof.
6. **Risk management:** identify, assess and manage risks.
7. **Public image:** promote SGHA in a positive light and perform 'ambassadorial' duties.
8. **Reporting:** report back to Council on successes and failures of SGHA's programmes and services.
9. **Committee/Board effectiveness:** carry out board business through productive meetings, engaging in regular self-assessment and evaluation, and initiating board development.
10. **Manage the operational function:** appoint, manage, evaluate and reward the performance of personnel.

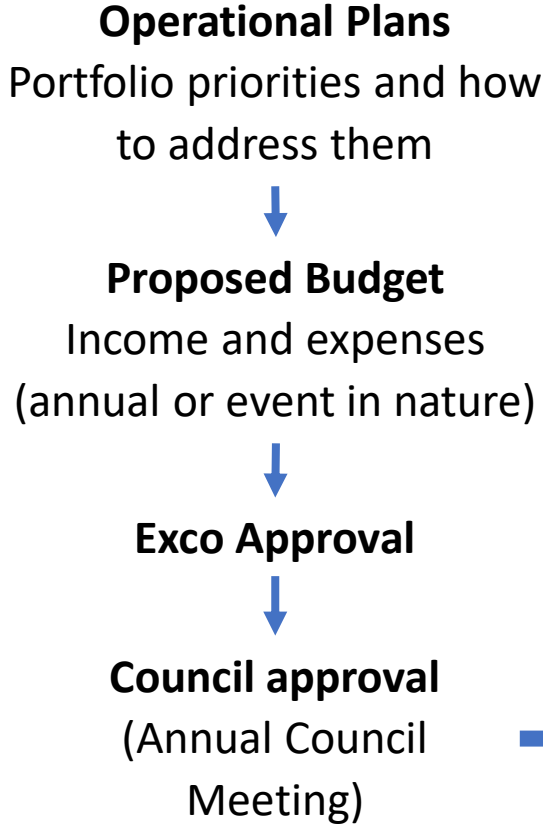
SGHA Disciplinary Procedures

As outlined in our constitution and senior league management rules. The incident, breach, etc. continues to flow upwards as long as it remains unresolved.

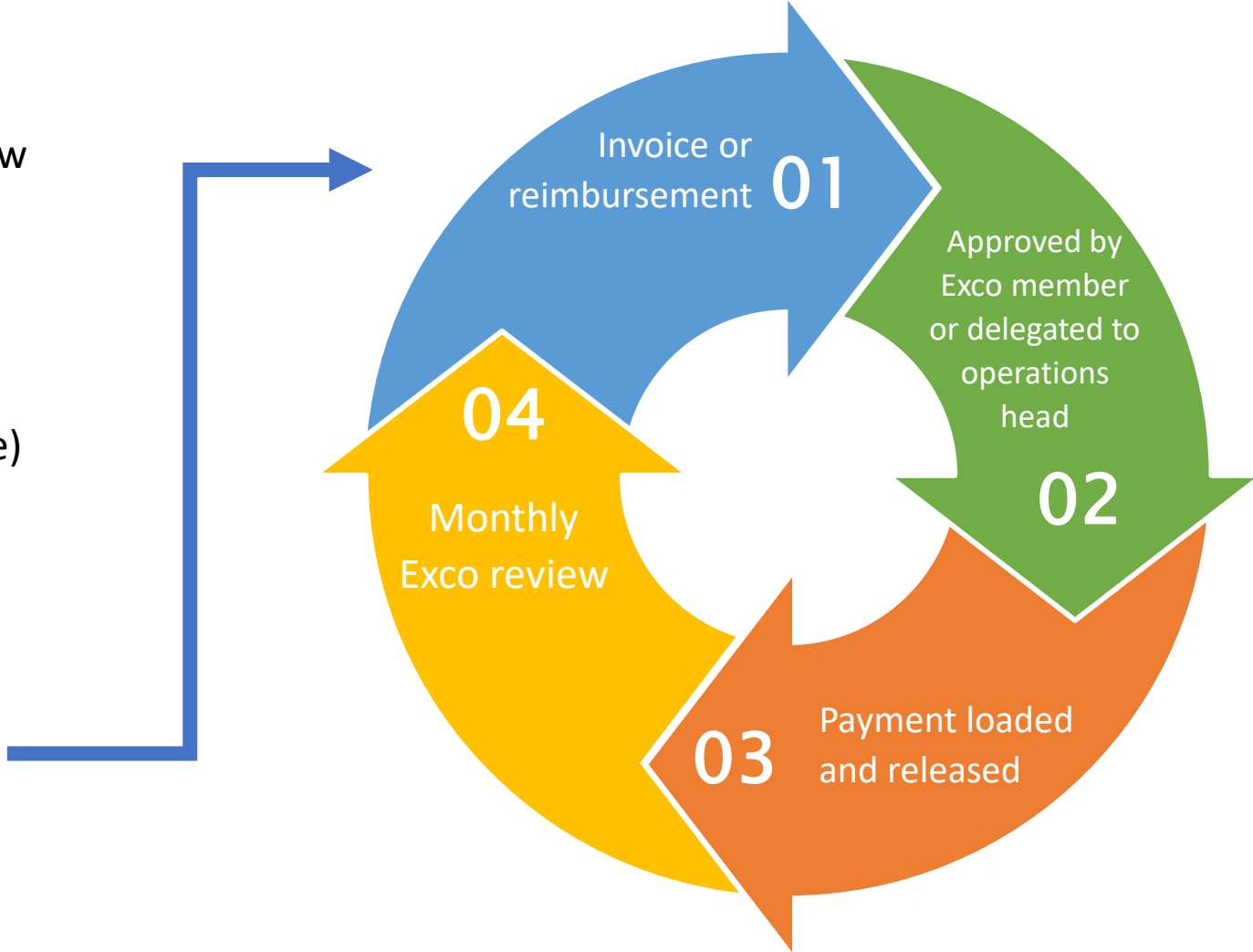


Expense Management Notes

Exco Planning



Expense Management



Executive Committee Job Descriptions

President

Vice-President

Treasurer

Secretary

Rules & Technical

Community Development

Senior Clubs

Junior Clubs

High Performance

Player Representative

SGHA Portfolio: President - 27 July 2022

Summary

The president takes overall responsibility for the leadership and strategic direction of SGHA. The president oversees the board's work and chairs board and council meetings. The president is generally the primary person who works with senior staff to make sure things are running smoothly and assists with board and member issues and concerns.

Primary Duties

- Sets short- and long-term goals, in consultation with board members and senior staff, in support of SGHA's mission and vision.
- Tracks progress and evaluating the completion of established goals, ensuring that SGHA's programmes and services are carried out.
- Determines frequency of meetings, schedules and leads board meetings.
- Solves disputes and deals with dissention, invoking disciplinary processes if required.
- Ensures there is co-ordination across the portfolios, board members are fulfilling expectations and takes the lead in the annual board member self-evaluation process.
- Takes the lead on senior staff's annual performance evaluation.
- Represents SGHA to outside parties when appropriate including ceremonial responsibilities.

Previous Experience

Candidates for this role should have or display:

- A commitment to and understanding of hockey clubs, preferably with significant experience having run a hockey club or similar organisation previously.
- Previous sport administration or not for profit experience.
- Previous, significant experience working as an active board member in any capacity.
- Good planning and problem solving skills which support and enable sound decision making.
- The abilities to develop trustworthy relationships, convene, facilitate and build consensus among diverse individuals.
- Good presentation and communication skills.

SGHA Portfolio: Vice-President - 27 July 2022

Summary

The vice-president generally offers support to the President and other board members when needed. The vice-president may be the future leader of SGHA.

Primary Duties

- Fulfils the president's duties when the president is absent or if the office becomes vacant.
- Assists the president in the execution of his or her duties.
- Helps the president track progress and evaluate the completion of established goals, ensuring that SGHA's programmes and services are carried out.
- Prepares to assume the office of the president.

Previous Experience

Candidates for this role should have or display:

- A commitment to and understanding of hockey clubs, preferably with significant experience having run a hockey club or similar organisation previously.
- Previous sport administration or not for profit experience.
- Previous, significant experience working as an active board member in any capacity.
- Good planning and problem solving skills which support and enable sound decision making.
- The abilities to develop trustworthy relationships, convene, facilitate and build consensus among diverse individuals.
- Good presentation and communication skills.

Summary

The main duties of a treasurer are to oversee the financial administration of the organisation, develop and review financial related policies and procedures and review financial reporting. The treasurer advises the board on financial strategy funding and the management of expenses.

Duties and Responsibilities of the Treasurer

Financial management:

- Oversee the development of the organization's financial policies including effective internal financial controls (annually review financial policies for relevance and appropriateness).
- Act as SGHA's official with SGHA's selected banker.
- Maintain adequate accounting records, ensuring that financial transactions are recorded and that these transactions can be timeously analysed and reported on.
- Set and monitor internal control standards aimed at reducing the risk of error or loss in a cost effective manner.
- Set and monitor standards for the collection of income and the payment of expenses, ensuring that cash flow is effectively managed.
- Invest excess funds as appropriate.

Planning and budgets:

- Engage with member treasurers, chairpersons and high performance representatives to help determine SGHA's financial priorities.
- Lead and facilitate the preparation of an annual budget that supports SGHA's operational plans and goals (the budget is to be reviewed and approved by the board).

Reporting:

- Ensure regular financial reports are made available to board members and council members (the constitution requires financial reports at least every two months).
- Use reports to assess SGHA's financial health.
- Monitor and compare actual revenues and expenses incurred against the budget.
- Manage the relationship with SGHA's external auditor.
- Ensure that audited, annual financial statements are prepared at the end of each financial year and made available to the board, members and affiliate members.
- Ensure that the necessary financial reporting takes place with regulatory bodies, eg. SARS.

Previous Experience

Candidates for this role should have or display:

- A commitment to and understanding of hockey clubs or schools, hockey officials and hockey players in general.
- Previous sport administration or not for profit experience.
- A natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals.
- A relevant financial accounting qualification and/or financial accounting experience.

SGHA Portfolio: Senior Clubs - 28 August 2022

Role Summary

The main objective of this portfolio is to provide a cost effective platform to run senior hockey leagues and manage, develop and grow SGHA's hockey clubs.

General Responsibilities

- Define, drive and monitor priorities (goals) and results of this portfolio.
- Engage with *club representatives and the HP and R&T Exco members* to ensure input into determining priorities and that SGHA is meeting or managing stakeholder expectations.
- Aligned with our constitution, establish and maintain appropriate policies, structures, related regulations and appropriate indemnity agreements with portfolio stakeholders.
- Ensure sound financial management including the creation of an annual budget, oversight of funding and expense management, timeous invoicing and timeous collection of debt.
- Report back regularly to Exco and at least annually to Council on progress against agreed priorities for this portfolio.

Specific Responsibilities

- Oversee the end-to-end administration of all senior club leagues and competitions across agreed hockey codes.
- Ensure that programme logistics are arranged timeously and that there is effective communication with clubs and officials in advance of, during and after each programme or event.
- Ensure venues and clubs participating in SGHA's programmes are charged and compensated fairly (when SGHA utilises their facilities or resources).
- Ensure that SGHA's resources (people and systems) are used effectively and efficiently, particularly for league management.
- Ensure that hockey fields, hockey goals and related infrastructure used for league and competitions meet minimum standards.
- Ensure that club contact details and website content is kept up to date.
- Ensure that league or competition rules remain relevant and up to date.
- Ensure that disciplinary procedures or complaints are managed in terms of the constitution, league rules and any other relevant policy.

Previous Experience

Candidates for this role should have or display:

- A passion for senior club hockey.
- Significant experience in running hockey programmes at school, club, university or provincial context.

SGHA Portfolio: Junior Clubs - 28 August 2022

Role Summary

The main objective of this portfolio is to provide a cost effective platform to activate and grow junior hockey across SGHA's clubs.

General Responsibilities

- Define, drive and monitor priorities (goals) and results of this portfolio.
- Engage with *club representatives and the R&T and Community Development Exco members* to ensure input into determining priorities and that SGHA is meeting or managing stakeholder expectations.
- Aligned with our constitution, establish and maintain appropriate policies, structures, related regulations and appropriate indemnity agreements with portfolio stakeholders.
- Ensure sound financial management including the creation of an annual budget, oversight of funding and expense management, timeous invoicing and timeous collection of debt.
- Report back regularly to Exco and at least annually to Council on progress against agreed priorities for this portfolio.

Specific Responsibilities

- Oversee the end-to-end administration of all junior club leagues and competitions across agreed hockey codes.
- Ensure that programme logistics are arranged timeously and that there is effective communication with clubs and officials in advance of, during and after each programme or event.
- Ensure venues and clubs participating in SGHA's programmes are charged and compensated fairly (when SGHA utilises their facilities or resources).
- Ensure that SGHA's resources (people and systems) are used effectively and efficiently for junior initiatives.
- Ensure that club contact details and website content is kept up to date.
- Ensure that league or competition rules or codes of conduct remain relevant and up to date.
- Ensure that disciplinary procedures or complaints are managed in terms of the constitution, league rules and any other relevant policy.

Previous Experience

Candidates for this role should have or display:

- A passion for junior hockey.
- Significant experience in running junior hockey *development and participation or recreational* programmes.

SGHA Portfolio: High Performance - 28 August 2022

Role Summary

The goal of the high performance programme is to develop coaches and players across identified hockey codes and age groups that those teams they represent can better perform at national tournaments and that more SGHA players make national teams.

General Responsibilities

- Define, drive and monitor priorities (goals) and results of this portfolio.
- Engage with *club representatives and the senior club Exco member* to ensure input into determining priorities and that SGHA is meeting or managing stakeholder expectations.
- Aligned with our constitution, establish and maintain appropriate policies, structures, related regulations and appropriate indemnity agreements with portfolio stakeholders.
- Ensure sound financial management including the creation of an annual budget, oversight of funding and expense management, timeous invoicing and timeous collection of debt.
- Report back regularly to Exco and at least annually to Council on progress against agreed priorities for this portfolio.

Specific Responsibilities

- Develop and implement a high performance program for coaches and players for identified age groups and codes.
- Engage with senior club and school hockey officials, club senior coaches and school 1st team coaches with the intent to develop a short list from which coaches can be selected to coach SGHA representative teams.
- Actively engage, communicate and collaborate with SGHA's best coaches to help develop less experienced coaches that have high performance aspirations.
- Develop and maintain an end-to-end blueprint (from initial selections to tournament debriefs) for operations personnel to follow when teams are to be selected to represent SGHA at national tournaments.
- Develop and utilise performance measures to manage coach and manager performance (accountability and evaluation).
- Use policies and procedures for player and official selection for teams that represent SGHA.

- Ensure that there is effective safeguarding of players and officials when away at national tournaments.
- Ensure that sufficient equipment is available for player development sessions and practices.
- Ensure that SGHA playing kit is of the required standard and that players are happy to play in the playing kit provided.
- Utilise policies, high performance values and codes of conduct to manage behaviour of players and officials representing SGHA.
- Oversee the hosting of national or regional provincial tournaments.
- Develop an SGHA ethos across officials and players, proud of their efforts and proud of the province they represent, thereby promoting themselves and SGHA in a positive light.

Previous Experience

Candidates for this role should have or display:

- Passion for high performance.
- The ability to develop trustworthy relationships across our diverse, development partners.
- Good presentation and communication skills.
- Experience of having played at senior, provincial level or better and/or significant experience in a hockey leadership position at a club or educational institution.

SGHA Portfolio: Rules & Technical (R&T) - August 2022

Role Summary

R&T's primary role is to maintain and grow this portfolio including its people, processes and systems.

General Responsibilities

- Define, drive and monitor priorities (goals) and results of this portfolio.
- Engage with *club and umpire representatives and both club Exco members* to ensure input into determining priorities and that SGHA is meeting or managing stakeholder expectations.
- Aligned with our constitution, establish and maintain appropriate policies, structures, related regulations and appropriate indemnity agreements with portfolio stakeholders.
- Ensure sound financial management including the creation of an annual budget, oversight of funding and expense management, timeous invoicing and timeous collection of debt.
- Report back regularly to Exco and at least annually to Council on progress against agreed priorities for this portfolio.

Specific responsibilities

- As custodian of all FIH rules and regulations, ensure that all current and new FIH rules are effectively communicated across SGHA's stakeholders including club representatives, umpires, technical officials and SGHA officials.
- Working with the Junior Club Exco member, oversee the provision of umpires, while maintaining and developing umpire standards for club junior section competitions and leagues.
- Working with the Senior Club Exco member, oversee the provision of umpires and technical officials for the agreed, top, competitive senior leagues and competitions.
- Nominate umpires and technical officials for relevant SAHA tournaments.
- Maintain and develop a code of conduct to guide and support, player, coach, umpire and technical official behaviours.
- Ensure that regular briefings for umpires, technical officials, coaches and senior players are run, particularly before a season commences and during the season if there are recurring problems or issues.

- Ensure that where league or competition rules apply, the relevant R&T roles, rules, clauses and penalties are included.
- Ensure that training courses are run at appropriate times for umpires and technical officials.
- Implement and maintain an umpire grading system, aligned to SAHA's expectations and requirements.
- Liaise with and support USSA, Country Districts and schools hockey regarding umpire development opportunities and in support of nominations for national tournaments.
- Ensure that umpire and technical official contact details and website content is kept up to date.

Previous Experience

Candidates for this role should have or display significant umpiring or technical official experience and have a passion for the technical aspects of all hockey codes.

Summary

The role of a board secretary is critical for the smooth operations of the board including meeting management and supporting board members with tasks they are responsible for, in-between meetings.

Primary Duties

- Ensures that board and council members are given appropriate notice of meetings.
- Assures that an agenda has been prepared by the president and that the agenda is distributed in advance of the meeting.
- Oversees the distribution of background information for agenda items to be discussed.
- Prepares the official minutes of the meeting and records motions, discussions, votes, and decisions.
- Prepares and provides the previous meeting's written minutes to board members before the next meeting and records any changes or corrections.
- Reminds and supports board members accountable for tasks between meetings.

Previous Experience

Candidates for this role should have or display:

- A commitment to and understanding of hockey clubs, preferably with significant experience having run a hockey club or similar organisation previously.
- The ability to organise and prioritise tasks and track the completion of those tasks.
- Sufficient attention to the necessary details, particularly in relation to governance.
- Assertiveness and strong communication skills.

SGHA Portfolio: Community Development - 27 July 2022

Role Summary

The primary objectives of this role include the introduction of hockey to new participants in disadvantaged areas, support the development initiatives of existing, local development partners within SGHA's demarcation and greater areas, and to help transform these hockey hubs into functioning hockey clubs.

Programmes and Responsibilities

- Initiate and participate in hockey roadshows and events to introduce the game to new participants.
- In partnership with SAHA run modified hockey sessions across Gauteng's four regions.
- Support hub development personnel run their own, local hockey initiatives such that they can grow their hubs into clubs that (can more regularly) participate in SGHA events and leagues.
- Host youth festivals for SGHA's development hubs / teams.
- Run level 0 and 1 coaching and umpiring courses for SGHA's community development leaders and officials.
- Collaborate with SGHA clubs, identify and source free facilities, hockey equipment and transport for SGHA's hubs.

In Support of Programmes and Primary Duties

- Actively engage, communicate and collaborate with all potential partners including SGHA, clubs, sponsors, schools, SAHA, GSACR, GHD and others.
- Liaise with the school associations to secure development opportunities for hub coaches, managers, umpires and administrators (district and provincial hockey festivals and tournaments).
- Coordinate a central calendar of development events and activities and publish this to all interested parties.
- Monitor programmes and services providing quarterly reports for SGHA and our development partners.

Previous Experience

Candidates for this role should have or display:

- Passion for community development.
- An understanding of the value of sport within the community.
- The ability to develop trustworthy relationships across our diverse, development partners.
- Good presentation and communication skills.