



Call for Applicants

Director Operations (co-opted)

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Some members will already be aware that Ann Shepherd (Director Operations) has recently chosen to resign from her role on the Board of Directors, with effect from 1 October 2011. This role is a critical one in the running of our sport. The Director chairs the Operations Committee, and has a number of other important responsibilities (including managing part of the budget). It would not be appropriate for this role to remain vacant for the six month period up until the AGM in 2012. The Board is therefore acting – as set out under Article 38 of the Articles of Association – to fill this vacancy. The person appointed will serve as Director Operations until the 2012 AGM, when a new director will be elected. That election will take place in accordance with the normal requirements of our Articles of Association, and details of the process enabling candidates to register their interest for that election will be the subject of a further announcement.

In the meantime, the Board would like to hear from members who may be interested in serving as Director Operations for this interim period. Members who are interested should appreciate that the role carries considerable responsibility – the Director is accountable for managing a budget, chairing the Operations Committee, carrying out a range of Board duties and delivering a number of strategic priorities in line with the Key Performance Indicators shown below. The formal terms of reference for the post are also given below, and Members who wish to be considered for this role should not underestimate the significant time commitment involved.

Any Member wishing to be considered for this role should notify Dave Harrison (Chairman) by e-mail, at chairman@archerygb.org. Members wishing to be considered must submit their details in accordance with the timetable below, so that the Board can minimise the period during which this important role is vacant.

Timetable

By 31 October 2011, Members should notify their interest by email to chairman@archerygb.org as follows:

- Put “Director Operations Position” in the subject line,
- Include a short explanation of why they are interested in the role, and note any relevant skills and experience,
- Confirm that they have read the job description and work requirements, and are able to meet those requirements,
- Confirm their availability for a short telephone discussion about the role during the period 4 -11 November 2011, and the telephone number they can be reached at.

All Members expressing an interest will receive a response either confirming a time for a discussion with the Chairman (and other directors) or a statement that they have not been successful in this instance.

On 14 November 2011, the Board’s appointment will be announced.

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Job Description

Expected time commitment is 100 days per annum and will include attendance at meetings of the executive directors, Board Meetings and the AGM.

Main purpose of job

- Providing strategic guidance and delivery management to ensure the effective running of the sport of archery in the UK.

Main responsibilities

- Attendance at all Board Meetings and the AGM with such taking priority over other archery specific events
- Responsible for communication between the Board and the Operations Committees.
- Responsible for Operations Committees KPIs, resources and budget
- Liaison with Membership Services Manager
- Manage core team (Operations Committees)
- Fully participate in the executive director team (along with Director Finance and General Purposes, Director Marketing & Development, and the Chief Executive)

Knowledge, skills and experience required

- Understanding and acceptance of the legal duties, responsibilities and liabilities of a company director
- Broad knowledge of archery at all levels including but not limited to club, recreational, and events
- Broad business background with preferable experience in a sporting area
- Proven track record of translating strategic vision into practice
- Demonstrable effective leadership and management capacity, and high level business planning skills
- Ability to work effectively with a volunteer work force
- Success in delivering through partnership

Committees

- Chairs the Operations committee meetings
- Required to meet with the CEO and other executive directors on a regular basis

Work Requirements to AGM 2012

Committees

- Attend Board Meeting, 21-22 January 2012, Lilleshall
- Attend executive director meetings, 14 December 2011 and 21 March 2012
- Chair Operations Meetings, 7 January 2012 and 7 April 2012, Lilleshall
- Attend AGM, 21 April 2012

Specific Tasks

- Complete Budget allocation process
- Effectively communicate Board objectives to the Operations Committee Chairmen and to feedback to the Board the objectives of the Operations Committee
- Manage involvement of the Operations Committee with Board projects as appropriate (e.g. a marketing led project will start in January 2012)

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Key Performance Indicators

Each executive director is responsible to the Board for a number of indicators, and for supporting colleagues in the delivery of theirs.

The full list is given over the following pages:

Priority	Outcome	KPI	Sponsor
Facilitate a larger, more satisfied membership	An organisation with self-sustaining growth & increased retention able to pay for core services from membership income	M1. Increase number of new members joining by 2% year on year	CEO
		M2. Increase percentage of existing members renewing by 1% year on year across categories of archers with 1, 5 and 10 year history in the sport.	CEO
		M3. To implement and maintain a break-even budget, year-on-year, and bring the budget in on target each year.	Director Finance
	Expanding membership services which are understood & valued by the members	M4. Clear communication, through web and other channels, of what membership services the Society offers, and what each comprises.	M&D
		M5. Satisfaction surveys exceeds 80%.	M&D
		M6. All communications received by membership services office responded to within 3 working days.	CEO
		M7. Introduction of a mechanism for monitoring numbers of complaints received, and inquiry response times.	CEO
		M8. Introduce efficient membership renewal, and new member, process that meets the needs of members, clubs, counties, regions and the society.	CEO
	Regions, Counties and Clubs delivering quality sport experiences	M9. Work with Counties and Regions, to understand their experience in delivering services to their archers and clubs, and to promote sharing of service delivery information from other areas (to promote a consistent level of service to archers).	All
		M10. Provide effective communications and feedback process to the regions.	Ops

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Priority	Outcome	KPI	Sponsor
Increase quality opportunity to progress and compete for all	A archer development model understood by members & supported by a high quality coaching workforce	O1. Define and communicate clear archer pathway and underpinning services for performance, feeding into representation at all levels.	M&D
		O2. Deliver consistent, high quality, coach education services, focussed on archers' outcomes/improvement.	Ops
		O3. Increase the number of coaches year on year by: Level 2 – 10 %; County – 5%; Senior 3.	Ops
		O4. Increase number of clubs with active Level 2 coaches by 5% year on year	Ops
		O5. Increase the number of coaching courses made available by 10% on previous year	Ops
		O6. Define coaching structure to support archer pathway.	Ops
		O7. Define appropriate quality assurance framework for coach education.	M&D
		O8. Implement appropriate quality assurance framework for coach education.	Ops
	A multi-level competition structure supported by a high quality judging workforce implementing maintained rule structures	O9. Make information available to all clubs on tournament organisation, facilitating entry/local level competitions - with workshops devolved to regions	Ops
		O10. Define competition structure to provide pathway from local competitions to national tournaments	M&D
		O11. Support National Tournaments in Target, Field, Clout and Flight (and reward all recognised bowstyles), facilitating near-elite standard tournaments for aspiring archers.	Ops
		O12. Increase the total number of judges by 5% year on year	Ops
		O13. Increase the total number of Regional & National judges by 5 for each year	Ops
		O14. Identifying appropriately skilled and experienced candidates for continental and international judging process.	Ops
		O15. Define appropriate quality assurance framework for judge education.	M&D
		O16. Implement appropriate quality assurance framework for judge education.	Ops
		O17. Seek to influence appropriate international bodies to support, promote Commonwealth level events for the benefit of the UK home nations.	CEO
	A successful performance unit for elite development	O18. Deliver agreed levels of medals in line with UK Sport agreed targets	CEO
		O19. To bring the Performance Unit budget in on target	CEO
		O20. Increase sponsorship of events by 10% on previous year	M&D
		O21. Ensure PU talent identification and development process is clearly defined and communicated, and open to all categories of archer, regardless of regional / county location.	CEO
		O22. Define and communicate clear terms of reference for all staff and ensure that staff processes remain professional and transparent.	CEO
		O23. Implement a performance management group to support the Board in ensuring effective oversight of the PU.	CEO

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Priority	Outcome	KPI	Sponsor
Develop the recognition of archery as a sport	A greater voice and influence for Archery GB within the UK and the Home Countries	R1. Ensure that a member of the Board is available to be in attendance at each Home Nation AGM.	Chairman
		R2. Ensure that all Home Nations are given the opportunity to attend appropriate meetings.	Chairman
		R3. Seek to increase the profile of archery with regional and national sporting bodies, NGO's etc, through attendance at appropriate meetings or other fora (such as LOCOG, BOA) or through other communication channels.	CEO
		R4. Increase media exposure of Archery by 10% year on year.	M&D
	A recognition by FITA that Archery GB is one of the top global archery associations	R5. Seek to maintain, or increase, the number of FITA posts which are held by British representatives (as part of an international influence strategy, subject to appropriate support from UK Sport)	CEO
		R6. Continue to support bids for major events as defined in Major Events strategic plan (facilitating UK archers building major event experience, and home advantage).	Ops
		R7. Actively investigate the establishment of a Commonwealth Archery Association for the development and promotion of the sport, and increasing opportunities for Home Nations to have access to elite/representative events.	CEO

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Priority	Outcome	KPI	Sponsor
Increase competence and effectiveness of staff and volunteers	Effective governance utilising income to obtain best value	E1. Maintain the Policy register for the society to ensure all policies are reviewed before listed review date, and at least tri-annually. (% of policies due for review)	CEO
		E2 - 100% of external service procurements follow defined policies and have appropriate contract documentation in place. (% of procurements)	Director Finance
		E3. Carry out ongoing review of strategic and operational governance processes and committees, and progress all review recommendations towards implementation.	Chairman
		E4. In support of KPI M3, provide accurate monthly reporting to the Board on the Society's key financial and budget metrics (demonstrating month-by-month progress against the annual budget targets).	Director Finance
	Salaried staff with competence enhanced through CPD	E5. Independently review operations office structure, business processes, training needs, skills matrix and work allocation.	CEO
		E6. Implement restructured office/work allocation to best deliver Society's strategic priorities.	CEO
	A volunteer structure that includes support, CPD and progression opportunities	E7. Identify roles and responsibilities of Volunteers.	M&D
		E8. Ensure training and/or support is Identified and make available or signpost support resources and training for Volunteers where this does not already exist.	Ops
		E9.Ensure opportunity to record CPD and/or to progress is available where applicable.	M&D
		E10. Ensure that appropriate information highlighting volunteer opportunities and progression is available on the Society's website.	M&D



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