

New South Wales Tennis Association Limited  
trading as Tennis New South Wales  
"White City" 30 Alma Street, Paddington  
PO Box 21, Paddington, NSW 2021  
Ph: (02) 9331 4144  
Fax: (02) 9360 4036  
Email: tennis@tennisnsw.com.au  
Website: www.tennisnsw.com.au  
A.C.N. 000 011 558

16 May, 2000

**COPY**

Mr P Wilkins  
Senior Associate  
Corrs Chambers Westgarth  
Level 3, Governor Phillip Tower  
1 Farrer Place  
**SYDNEY NSW 2000**

Dear Peter,

Please find enclosed a complete Tennis Handbook including code of ethics for the New South Wales Institute of Sport. Also enclosed are some further documents, which might be of interest from Tennis Australia.

I think the one I forwarded last week was incomplete.

Yours sincerely,

Craig Watson  
Chief Executive

Encl.

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**Tennis...You're gonna love it!**



# O

## verview of Brief:

With a history of outstanding international achievement and an unrivalled national participant base, Tennis is well established as one of Australia's true hallmark sports. Tennis NSW, as the governing body of Tennis in the State of NSW, is responsible for the overall management, promotion and development of the game. With 120 affiliated Associations and Clubs, some 40,000 members and over 100 years of tradition, Tennis New South Wales enjoys its position as Tennis Australia's largest and most successful member State.

Tennis in Australia enjoys participant numbers and a corporate/media profile other traditional sports envy. Consistently ranked in the top three participant sports in Australia <sup>(1)</sup> Tennis also boasts high profile international competitions & successful Australian competitors; established coaching, talent identification and development programs and the benefit of inclusion on the (summer) Olympic program.

Tennis NSW, with over 100 years of tradition in managing Tennis programs and activities throughout New South Wales, is entering a new and exciting phase in its commercial *evolution*.

The Sydney 2000 Olympic Games have provided a catalyst to explore new opportunities for Tennis NSW including management of the Olympic Tennis Centre at Homebush Bay and concomitant major development options for White City. Talent identification and player development programs have been boosted, not only by Tennis NSW and its parent body Tennis Australia, but also through increased Government funding via the Australian Sports Commission and the newly created New South Wales Institute of Sport.

Tennis NSW has led the way for sporting organisations through initiatives such as the "1998 Tennis NSW Road Show" and the commercialisation of the *adidas International*. These programs and activities have been acknowledged in Tennis NSW being awarded the prestigious NSW Sports Federation "Organisation of the Year" for 1998.

To ensure Tennis NSW's *maintains the momentum* but also is well positioned to capitalise on the opportunities ahead, it is imperative to secure the most productive organisational structure to manage and implement the strategic and operational plans of Tennis NSW and manage the programs, practices and resources required to deliver these plans.

This Report provides the key elements for the implementation of best practice management strategies to establish the foundations to achieve another centenary of success for Tennis NSW and its members.

(1) Source - Brian Sweeney & Associates, *Australians and Sport* (1995, 1996 & 1997)

## Industry Comparatives & Organisation Structure:

In developing the Tennis NSW Organisational Models, a review of like sized sporting organisations was undertaken to determine any patterns or similarities in structures. A number of sporting organisations were contacted specifically for the review in addition to the records of a number of sporting organisations with whom *MCM Sportspeople* has provided Human Resource services. The Organisational Charts of the following sporting organisations were of particular assistance in the review:

Australian Rugby  
 Professional Golfer's Association of Australia  
 Swimming New South Wales  
 Soccer Australia  
 New South Wales Rugby  
 Basketball Australia  
 Basketball NSW  
 Royal NSW Bowls Association  
 NSW Cricket Association  
 Softball NSW  
 Netball NSW

Some of these Sporting Organisations had recently undergone a review in management structures, offering a useful insight into any common rationale behind the end organisational structures and personnel choices, while other organisations (Cricket & Bowls) present very traditional, rigid organisational models as comparisons.

While there are obvious idiosyncrasies in the organisational structure of these sports, there are some common features:

1. Divisionalisation of Core Activities: the core activities of these sporting organisations were broadly grouped as,
  - a) Commercial activities, to include elements of finance, administration, member services;
  - b) Marketing activities, to include Sponsorship (solicitation & servicing), Media and Communication;
  - c) Development activities, to include Coaching Programs & Coach education, Player participation & development, High performance & grass root programs;
  - d) Events and Competitions;

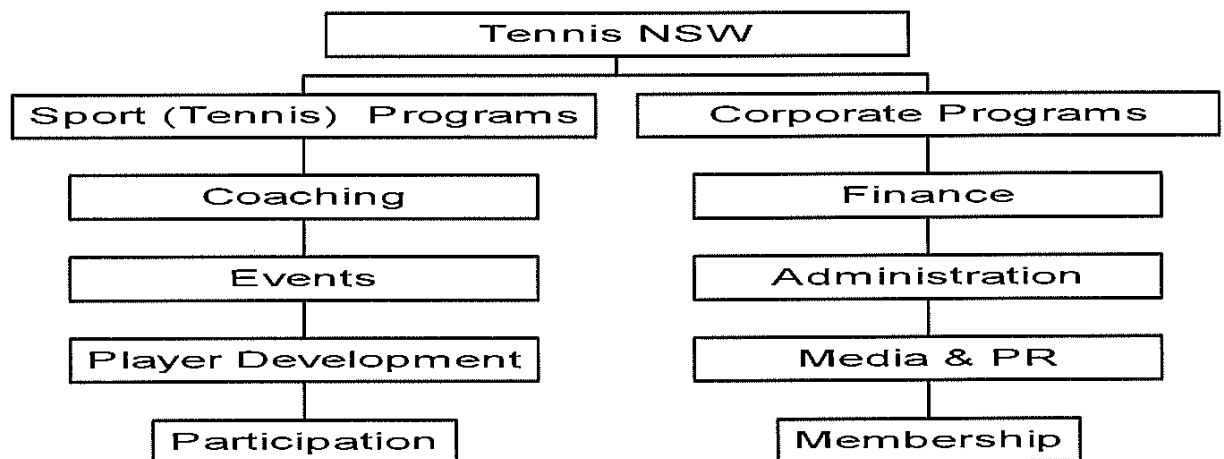
### Industry Comparatives & Organisation Structure - Continued

In broader terms these core activities are typically broken down into two Divisions, as follows:

- a) Corporate - to include elements of finance, administration, member services and Marketing activities, of Sponsorship (solicitation & servicing), Media and Communication;
- b) Sport - to include Coaching Programs & Coach education, Player participation & development, High performance through to grass root programs, Events and Competitions;

The following Model has been adopted for the Tennis NSW Review as it not only best reflects the present structure, it will accommodate future organisational growth and development.

Macro - Organisation Chart



On the basis of the current submission to the Tennis NSW Board, the above organisational structure reflects the following responsibilities being allocated to a Consultant for Tennis NSW:

1. Olympic Tennis Centre, Homebush Bay
2. White City development
3. Sponsorship solicitation and servicing
4. adidas International

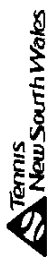
These activities will be contracted to the Consultant with a progressive wind-down to the year 2001, after which time (1) & (2) will be well advanced or completed; (3) Sponsorships, will become a function of Marketing activity under the responsibility of the Corporate Division while a decision on the protocol for the adidas International is somewhat dependent upon the continuation of the existing agreement with our current partners.

The Consultant will report directly to the President, Tennis NSW, with open lines of communication to the Chief Executive Officer.

These assumptions are reflected throughout the Organisational Models in this Report.

# O rganisation Models:

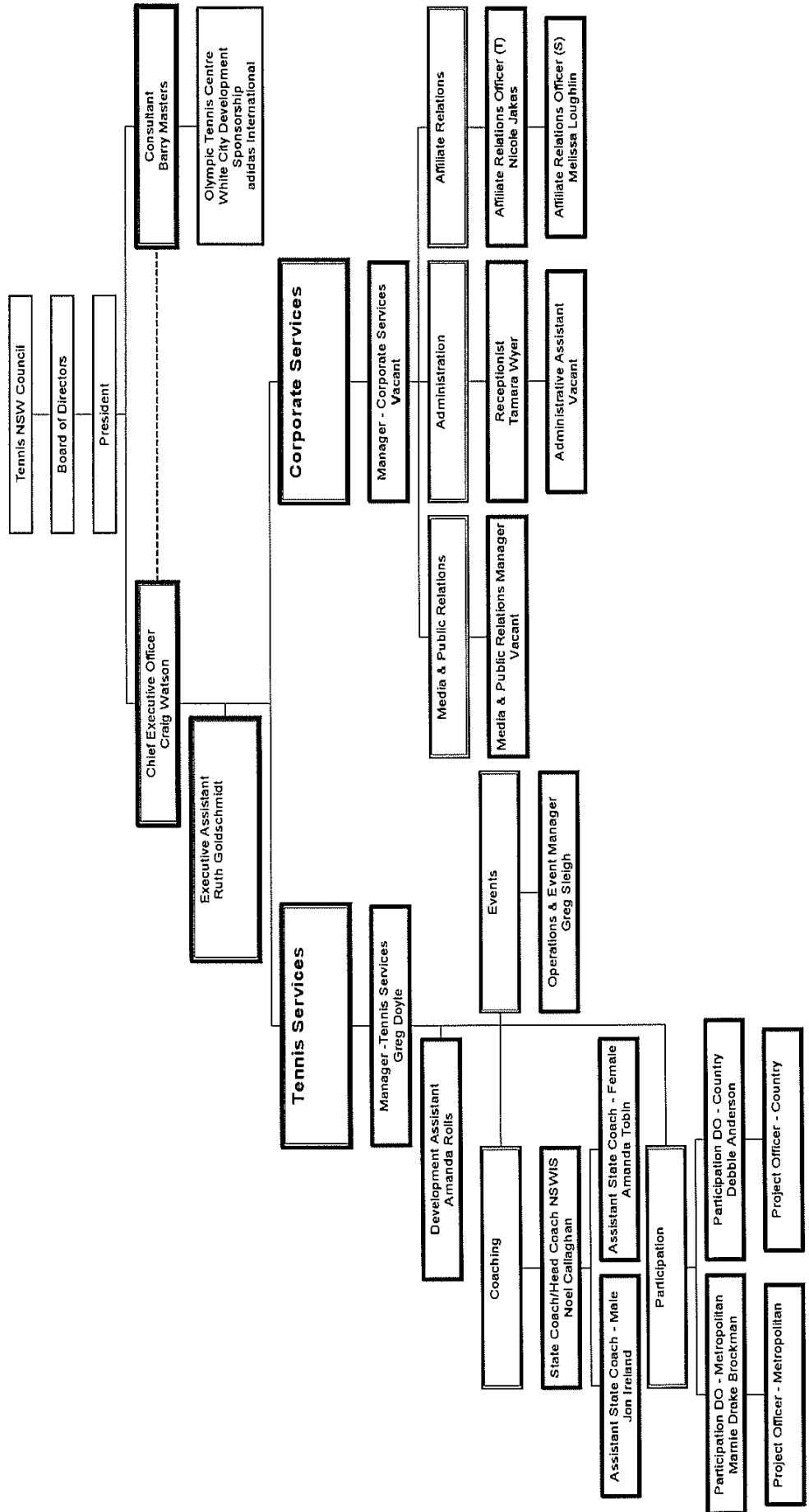
The following Organisational Models have been adopted by Tennis NSW during the transitional stage 1999 to 2001.



Organisation Review - February, 1999

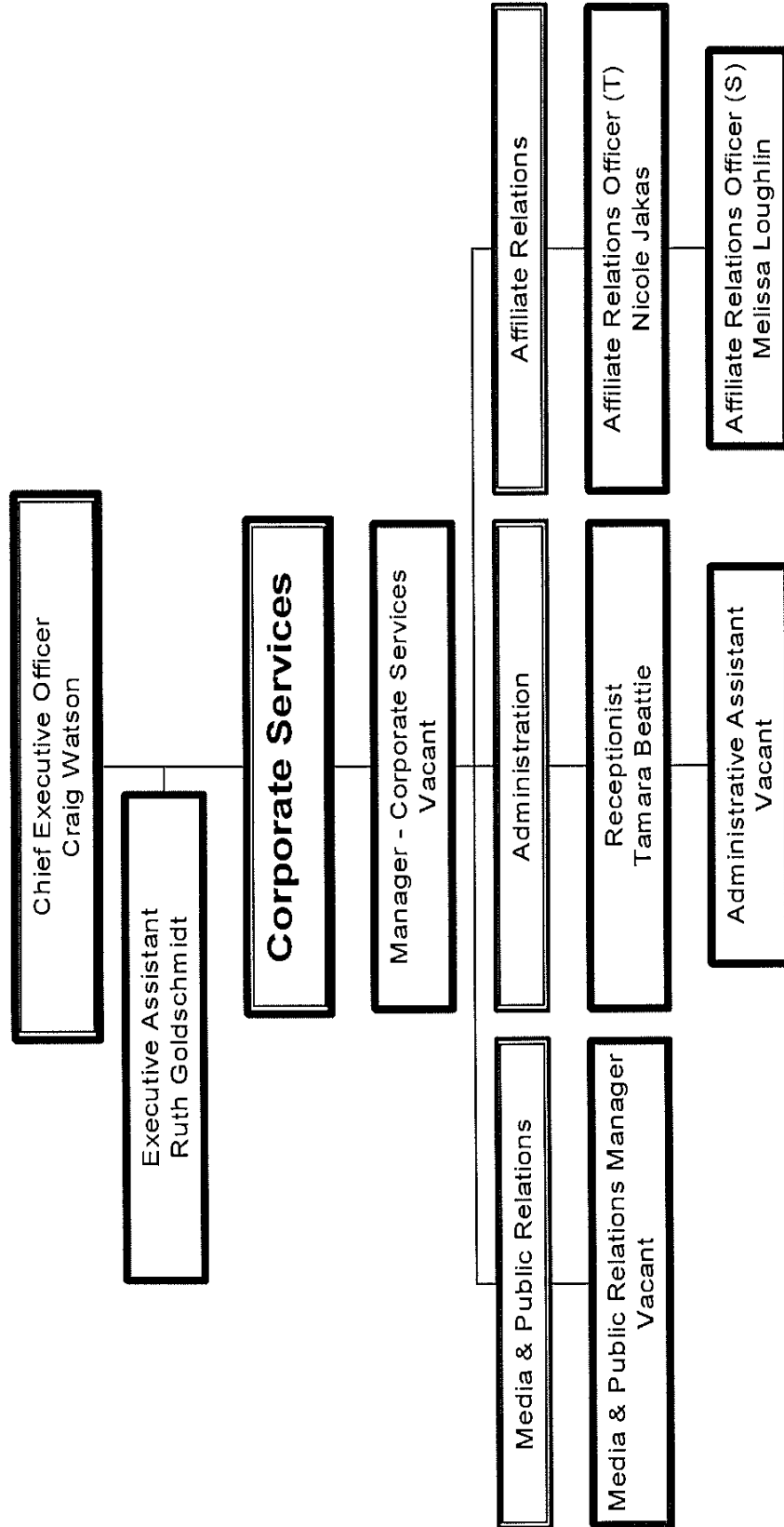
# Organisation Chart for Tennis NSW 1999 - 2001

## Staffing



# Organisation Chart for Tennis NSW 1999 - 2001

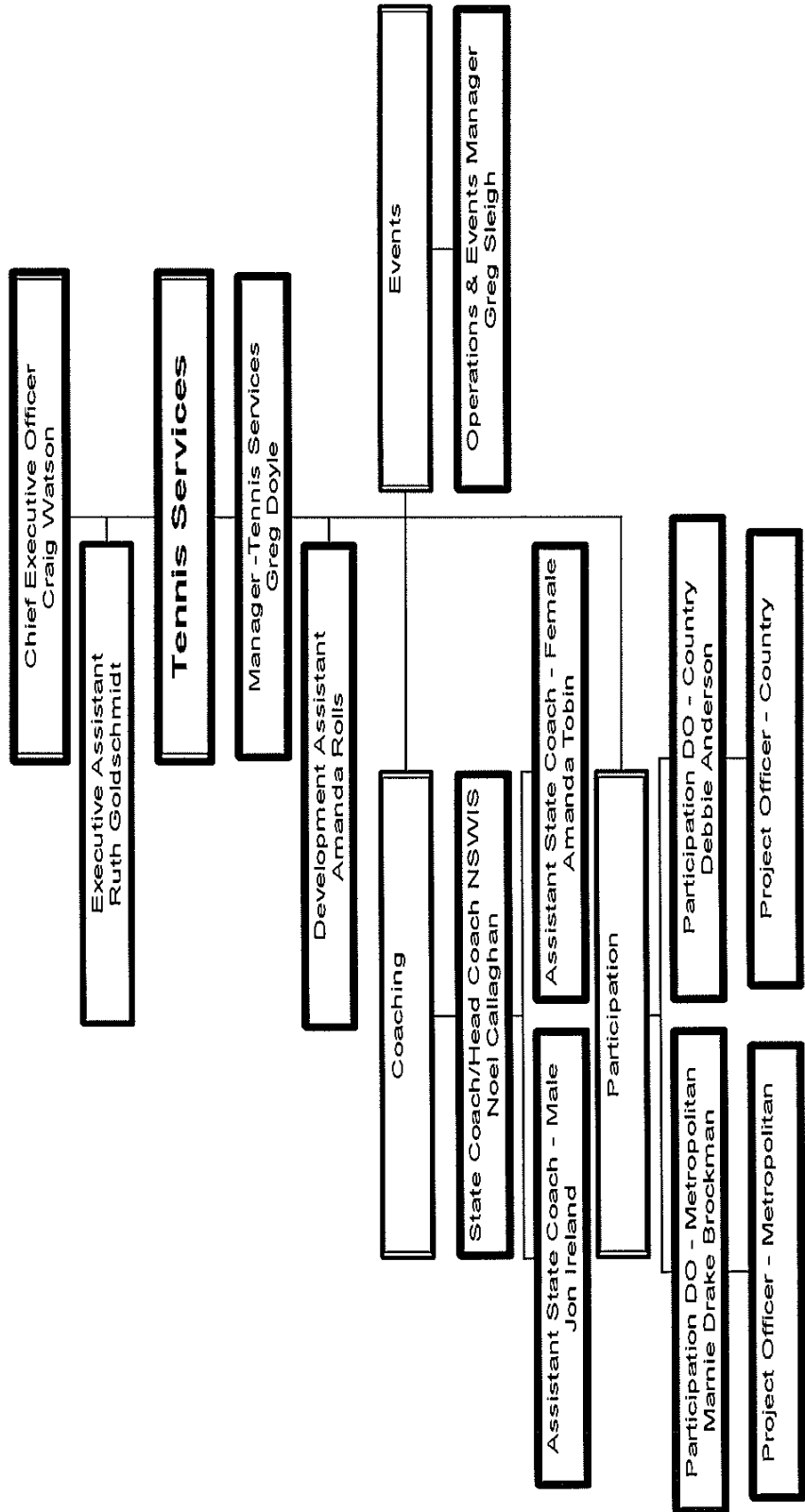
## Corporate Services Division





# Organisation Chart for Tennis NSW 1999 - 2001

## Tennis Services Division



# T he Human Resources of Tennis NSW:

Human Resources is all about an organisation managing its people resource, maximising output and efficiencies to maximise bottom line efficiencies. Human Resources is about an organisation's management of the internal elements of its people resource so it projects professionally to the external world and its customers.

The important elements in developing the Human Resource policies for an organisation include, but are not limited to:

## 1. Attracting & Selecting:

As our industry changes, so does the type of work. Instead of competitiveness being a function of *hard sweat & labour* - or even *trying hard* - it is increasingly becoming a matter of working more effectively and efficiently. Whether large or small, organisations depend primarily on their employees for success. Therefore an organisation's ability to survive and prosper is largely dependent on the management of these Human Resources.

To achieve the desired outcomes an organisation must plan to have the right people available to carry out the required tasks. The organisation's present Human Resource needs as well as its future needs have to be considered. This strategy assists managers in reducing uncertainty about the future.

This Report focusses on planning for Tennis NSW in both the short range (one to two years), guiding the immediate recruitment needs, and proposes some options for mid to longer term planning (up to five years), assisting with strategic plans, career management and developing a source of supply of particular skills for future needs.

In the absence of planning for the future, Tennis NSW will focus only on short term crisis.

## 2. Job Design

Tennis NSW, is a system created to achieve a set of goals. These goals are achieved by people-to-people and people-to-work relationships. To organise and co-ordinate these relationships, so that work is carried out effectively and efficiently, an organisational structure is developed.

### The Human Resources of TNSW - Continued

Job design is the process of developing this structure. It structures the jobs as they ideally should be performed. The elements of job design are:

- The range of tasks
- The demands on the individual
- Authority - that is, the right to command or compel those under you or the right to be compelled.
- Responsibility - that is, the obligation to perform assigned tasks, functions or assignments
- Accountability - that is, the obligation to report back the results of the responsibilities undertaken
- Relationship to other jobs & people in the organisation

Job design is the assembly of a number of tasks into a job or groups of jobs. A completely integrated job will include:

1. Giving the worker, or group of workers, objectives - that is, output and quality and decides how the work is to be performed
2. Assembles the required resources and how the tasks should be performed
3. Monitors the output, quality and standards

Management is usually concerned with planning and controlling, while the worker is usually responsible for the execution. The Job Design is important as it defines Tennis NSW's expectations for the employee. It will also assist Tennis NSW in formalising these expectations and listing the skills required for the job and the key duties.

Once we understand the elements of Job Design, we can embody these fundamental elements into Job Descriptions. Job Descriptions form the basis of any recruitment or Human Resource activity. Every member of staff should have a Job Description.

Job functions, salary, leave, sickness benefits and performance appraisals are included in the Job Description. These are used in the briefing and recruitment process and form the basis of the Employment Agreement.

This Report provided to the Board includes summary Job Descriptions, re-drafting existing positions as well as creating Job Descriptions for positions created in the organisational review. This Report has been prepared as a summary document for the Tennis NSW Board, with detailed Position Descriptions available upon request.

# P

## erformance Management & Rewards

### 1. Performance Management:

Performance appraisals underpin performance management.

It is essential Tennis NSW's evaluate people's performance. It is equally important these appraisals be undertaken on the entire organisation, including the professional staff, volunteer base & committees. Tennis NSW needs to:

- discriminate between those who are and are not contributing to the organisations goals
- reward those who contribute by superior performance
- build on people's strengths and overcome weaknesses
- communicate successful or poor performance to employees, volunteers & committees

### 2. Relating Pay to performance:

Pay is just one part of the reward structure - values, promotional opportunities, recognitions, status and other privileges also need to be considered.

If performance management systems are successfully introduced and implemented, everyone wins - Tennis NSW members & clients, the sponsors & suppliers, the organisation, the employer and the employees.

Many organisations do not implement performance management systems because of:

- Habit
- Fear
- Disagreement
- Ignorance
- Lack of Time
- Insufficient resources

The key to removing these barriers is information, communication, and value adding Human Resource practices.

## Performance Management & Rewards - Continued

### 3. Rewarding Employees:

People are not owned by organisations - they bring their own perceptions, feelings and attitudes to work with them. Tensions, conflicts and politics are inevitable as are informal structures and unofficial work methods.

Therefore, the organisation that recognises the contribution of its people, that provides a workplace that appropriately meets the needs of its personnel, and stimulates them to contribute in a creative manner, will not only be responsive to its task environment but is likely to be assertive and successful in that environment. This requires the organisation to:

- encourage new ideas
- tolerate failure
- accept change
- provide the right balance between support & freedom to achieve
  - recognise and appropriately reward achievement
  - permit extensive employee interaction

If Tennis NSW is prepared to adopt this outlook the consequences can be rich. As your staff are nurtured and encouraged to grow, they maximise their effectiveness, which can translate into how they contribute to the achievement of the organisation's objectives and goals.

The depth of commitment is reflected in their concerns for the organisation's health. Their confidence and acceptance of responsibility will result in keener observations. There will be a greater commitment to the best possible result. In addition, a stimulating workplace can awaken creativity that may result in innovative decision making and planning.

Human Resources is all about managing your people resource, maximising output and efficiencies to maximise your bottom line, while managing the internal elements of your people resource so you project professionally to the external world.

The recommended organisational structure is just the first step toward more effective management. Tennis NSW needs to ensure systems are in place to manage, monitor and develop its HR activities in the years ahead.

# J ob Design:

The following Positions Descriptions have been developed and adopted for inclusion in the Tennis NSW organisational structure 1999 - 2001:

Title	Job Code	Reports To
✓ Chief Executive Officer	CEO.01	Chairman
✓ Manager - Corporate Services	CSA.01	Chief Executive Officer
✓ Manager - Tennis Services	TSA.01	Chief Executive Officer
✓ State Coach/Head Coach - NSWIS	TSPD.01	Manager - Tennis
✓ Assistant State Coach - Male	TSPD.02	Manager - Tennis
✓ Assistant State Coach - Female	TSPD.03	Manager - Tennis
✓ Participation DO - Metropolitan	TSPD.04	Manager - Tennis
✓ Participation DO - Country	TSPD.05	Manager - Tennis
✓ Area Project Officers	TSPD.06 +	Manager - Tennis
✓ Operations & Events Manager	TSEV.01	Manager - Tennis
✓ Development Assistant	TSAD.01	Manager - Tennis
✓ Executive Assistant	CSAD.01	Chief Executive Officer
✓ Receptionist	CSAD.02	Manager - Corporate
✓ Administrative Assistant	CSAD.03	Manager - Corporate
✓ Affiliate Relations Officer (Technical)	CSME.01	Manager - Corporate
✓ Affiliate Relations Officer (Services)	CSME.02	Manager - Corporate
✓ Media & Public Relations Manager	CSPR.01	Manager - Corporate

✓ denotes position description completed and included

# S

## ummary of Positions

The following are summary reports on the positions adopted by Tennis NSW, showing key responsibilities...

### Chief Executive Officer:

Reporting to the Chairman, the Chief Executive Officer is the key person responsible for developing and delivering the extensive Tennis and Corporate Services of this progressive NSW sporting organisation. The Chief Executive Officer is empowered by the Board of Directors with the overall responsibility for the professional management and implementation of the strategic and operational plans of Tennis NSW and the management of the programs, practices and resources required to deliver these plans.

The Chief Executive Officer is responsible for providing leadership, direction and overall management of the Corporate Services and Tennis Services divisions of Tennis NSW. In fulfilling these duties the Chief Executive Officer will be expected to achieve positive outcomes for the following overall duties, including:

1. In conjunction with the Board of Directors, staff, Committees and membership, develop and implement a corporate vision for Tennis NSW and devise and implement strategies to achieve these goals;
2. Drive and manage the commercial operations of Tennis NSW;
3. Co-ordinate and manage the Corporate and Tennis Services divisions to ensure the professional, timely and efficient delivery of Tennis NSW services to stakeholders;

## Summary of Positions - Continued...

### Manager - Corporate Services:

Reporting to the Chief Executive Officer, the Manager - Corporate Services is the key person responsible for developing and delivering the extensive range of Corporate Services for this progressive NSW sporting organisation. The Manager - Corporate Services works closely with the Chief Executive Officer to ensure the professional management and implementation of the strategic and operational plans of Tennis NSW and the management of the programs, practices and resources required to deliver these plans.

As a key member of the Tennis NSW management staff, the Manager - Corporate Services will take responsibility for specific financial and administrative activities as well as directly managing support staff under the Corporate Services Division.

The Manager - Corporate Services is a new position, created as a result of transitional changes to Tennis NSW over the period 1999 - 2000.

### Manager - Tennis Services:

The Manager - Tennis Services, is responsible for providing leadership and direction to all Tennis programs and activities through the relevant Boards, Committee(s) and staff under the Tennis Services Division. This will include managing and delivering the existing Player Development Strategic Plan and Participation Development Plan, encompassing tournaments, events and developmental programs across the full range of Tennis participation, from grass roots to elite level.

### State Coach/Head Coach NSWIS:

The State Coach plays a key role in the establishment and maintenance of policies and practices aimed at developing junior tennis throughout New South Wales. The State Coach will work closely with the Manager - Tennis Services, other members of the professional staff of Tennis NSW, Coaches, affiliates and Committees to establish and maintain development & coaching programs. Tennis is a foundation sport at the NSW Institute of Sport and, as such, the State Coach has the dual responsibility of Head Tennis Coach, NSWIS.



## Summary of Positions - Continued...

### Assistant State Coach - Male:

The Assistant State Coach plays an integral support role to the State Coach, assisting maintenance of policies and practices aimed at developing (male) junior tennis throughout New South Wales and to establish and maintain development & coaching programs. Tennis is a foundation sport at the NSW Institute of Sport and, as such, the Assistant State Coach will be expected to provide administrative and coaching support to achieve the outcomes of the NSWIS Tennis Program.

### Assistant State Coach - Female:

The Assistant State Coach plays an integral support role to the State Coach, assisting maintenance of policies and practices aimed at developing (female) junior tennis throughout New South Wales and to establish and maintain development & coaching programs. Tennis is a foundation sport at the NSW Institute of Sport and, as such, the Assistant State Coach will be expected to provide administrative and coaching support to achieve the outcomes of the NSWIS Tennis Program.

### Participation DO - Metropolitan:

The Participation Development Officer (Metropolitan) is employed to promote and develop the game of Tennis in the Greater Region of Sydney at all levels. A primary outcome of the Participation Development Officer (Metropolitan) is to increase the profile of Tennis participation in schools and Clubs, Centres & Association's, in particular ACE Tennis, working in consultation with Department's of Sport & Recreation and Education & Training and Tennis Coaches Australia.

### Participation DO - Country:

The Participation Development Officer (Country) is employed to promote and develop the game of Tennis in the designated Country Region at all levels. A primary outcome of the Participation Development Officer (Country) is to increase the profile of Tennis participation in schools, Club's, Centre's & Association's, in particular ACE Tennis, working in consultation with the Department's of Sport & Recreation and Education & Training and Tennis Coaches Australia.

## Summary of Positions - Continued...

### Area Project Officers:

To develop an integrated and strategic *Tennis in Schools Program* involving affiliates, coaches and schools to make Tennis in Schools a way of life in the designated area. Tennis NSW has made an undertaking not to disturb successful, existing Tennis Programs in schools. Each initiative should be progressed with full consultation with key stakeholders, providing Club/Centre/Associations ownership of the Program.

### Operations & Events Manager:

The Operations & Events Manager is responsible for the organisation, management and conduct of Tennis NSW events scheduled as components of the Tennis Services Division. These events are key elements in the Participation & Player Development programs of Tennis NSW, and form an integral part of the *public face* and member services of Tennis NSW. The Operations & Events Manager will work closely with the Manager - Tennis Services, in developing and delivering these events and assisting in the ongoing management of the Participation & Player Development programs. The Operations & Events Manager will also assume the operational responsibilities of the Tennis NSW court & playing facilities.

### Development Assistant:

The Development Assistant is a key member of the professional staff of Tennis NSW, providing secretarial and administrative support for the Tennis Services division. This position also has responsibilities for projects within the division.

### Executive Assistant:

The Executive Assistant provides executive administrative support to the Chief Executive Officer and Tennis NSW Board, including the Chairman. Working closely with the Chief Executive Officer, the Executive Assistant also provides a range of personnel management functions, including assisting with the supervision of administrative and support staff under both the Tennis and Corporate Services Divisions of Tennis NSW.

## Summary of Positions - Continued...

### Receptionist:

The Receptionist plays a key role in the administration of Tennis NSW, managing the busy reception area as well as defined responsibilities in supporting the Corporate & Tennis Services staff.

### Administrative Assistant:

The Administrative Assistant is a key member of the professional staff of Tennis NSW, providing secretarial and administrative support for the Corporate Services division.

### Affiliate Relations Officer (Technical):

The core function of the Affiliate Relations Officer (Technical) is to provide friendly, professional and efficient administrative support and services to the membership of Tennis NSW. As a primary contact person, the Affiliate Relations Officer (Technical) is an important member of the professional staff of Tennis NSW. The Affiliate Relations Officer (Technical) has responsibilities for supporting the continued growth of Tennis in New South Wales, servicing programs and initiative aimed at developing Tennis at all levels and providing support, guidance and assistance to affiliates and the general membership.

### Affiliate Relations Officer (Services):

The core function of the Affiliate Relations Officer (Services) is to provide friendly, professional and efficient administrative support and services to the membership of Tennis NSW. As the primary contact person for Tennis NSW membership telephone and counter enquiries, the Affiliate Relations Officer (Services) is an important member of the professional staff of Tennis NSW. The Affiliate Relations Officer (Services) has responsibilities for supporting the continued growth of Tennis in New South Wales, servicing programs and initiative aimed at developing Tennis at all levels and providing support, guidance and assistance to affiliates and the general membership.

## Summary of Positions - Continued...

### Media & Public Relations Manager:

The Media & Public Relations Manager is responsible for the development, implementation and management of the public relations and communication strategies for Tennis NSW. These strategies aim to inform stakeholders and the general community of the range of services, programs and tournaments provided by Tennis NSW and the achievements of Tennis NSW members and affiliates. The Media & Public Relations Manager plays a key role in servicing Tennis NSW commercial partners, through strategic media releases supporting Tennis NSW events and programs to a network of key media personnel and agencies. The Media & Public Relations Manager assumes the responsibility for editorial content of Tennis News, the primary marketing & public relations tool of Tennis NSW.

Detailed Position Descriptions are available from the Chief Executive Officer, upon request.