

AUT Sports Performance Research Institute NZ report into CEO onboarding – Sport NZ response

In their report dated February 2018, the authors made many recommendations to:

- Sector boards of directors
- Their Chairperson
- Sport New Zealand
- Sport New Zealand's Partnership Managers

This document outlines Sport New Zealand's proposed response and timeframes to the recommendations made to it.

Recommendations

Response

Sport NZ

1) *Risk Mitigation*

- Encourage boards to include 'losing their CE' in their risk register.

Sport NZ agree and will move to include this in Governance documentation.

2) *Independent Exit Interviews*

- SNZ to implement a more structured independent exit interview process. It is suggested that these interviews are undertaken by trusted/independent interviewers who operate to a common set of questions and provide a relaxed, flexible environment. The information gained is used to carefully help both SNZ and the board.

Sport NZ will develop a standard exit interview question set for Partnership Managers (PMs) to use with departing CEs. Information gained would be referred to the Board to share as they see fit and retained by Sport NZ.

3) *Succession Plan*

- It is recommended that SNZ develop a formalised nationwide succession planning programme targeting up and coming future leaders in the sector. This programme would likely include targeting training and mentoring.

Sport NZ does not believe a formal sector succession planning programme is desirable or realistic. Sector organisations are sovereign entities, and Sport NZ respects their right to develop their people capability to meet their needs. Sport NZ has developed a Leadership Framework and is developing Leadership Development tools that will, in part, assist to develop a sector pool of leadership ready individuals.

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4) Sourcing and Selection

- Continue to develop the sourcing and selection framework. One area to be investigated is ensuring those who have been through the psychometric testing promptly receive their assessment results and that these are explained to them.
- It is also recommended that the rationale behind the psychometric testing and interviews is fully discussed with all those going through this process.
- The PM can play a supportive role with boards by helping them understand the most relevant information to be provided to the selected candidate.
- The PMs can also ensure that there is an opportunity for the new CE to informally attend networking events.

5) Mentoring Programme

- It is recommended that SNZ consider developing and implementing a formal mentoring programme using a range of mentors from both within the sector and externally.

6) Support Partnership Managers

- The development of a centralised suite of resources and information that the PM can access when working with a new CE. This may include the updated strategic plan, reporting requirements, key points of contact both within SNZ and externally.

7) Networking

- SNZ may like to consider relaunching some form of CE forums, either regionally or nationally. Care needs to be taken to ensure the offering meets the needs of all. A possible format for these events was investigated throughout the interviews and is available from the researchers if required.

Candidates assessed by a Sport NZ provider are provided with a 4-page briefing document prior to the assessment. The briefing document outlines the purpose of the assessment, an overview of the assessment process, what they can expect in the profile interview, their ability to request a copy of the cognitive assessment results, the offer of a free follow-up session, and how to arrange it. Sector organisations only receive the cognitive assessment results.

Sport NZ will continue to work with organisations to educate them on the rationale behind, and benefits of, psychometric testing.

Sport NZ agrees. Additionally – the intended role of PMs in Exit Interviews will extra value to Boards.

Sport NZ Partnership teams are developing standard guidelines for a 'New CEO' induction programme including networking.

Sport NZ supports the use of executive coaches and mentors for new CEs.

Partnership Managers can introduce new CEs to potential mentors, and discuss with the new CE and Board Chair an appropriate executive coach. Sport NZ may consider the development of a formal mentoring programme in the future.

The shared development of a 'Partner Plan' between the Organisation and Sport NZ provides the opportunity to achieve this. The development of these updated resources is currently underway.

Sport NZ currently facilitates or supports forums for large NSOs, RSTs, and small NSOs.

Sport NZ's Partnership Managers

1) **Risk Mitigation**

- Encourage boards and existing CEs to include losing their CE in their risk register and help the board develop mitigation strategies. Agreed.

2) **Independent Exit Interviews**

- It is recommended that PMs sit on the independent panel and implement SNZ's exit interview process. This needs to include undertaking the exit interview with the existing CE and sharing all relevant learnings with the board for planning purposes. Sport NZ will develop a standard exit interview question set for organisations to use with departing CEs. Information gained would be referred to the Board to share as they see fit. Sport NZ will offer the services of the PM to assist with this process.

3) **Succession Plan**

- It is suggested that PMs provide direct support to boards through the facilitation of workshops on SNZ's nationwide succession planning programme. Sport NZ does not believe that a formal succession planning programme is desirable or realistic. Exit interview data will however add to this process.

4) **Board Support**

- Provide support to the board at all stages of the process up to, and including, the first 100 days of the new CE. This may include acting as the connector between SNZ and the board. Sport NZ provide support via funding sourcing and selection expertise. On a case by case basis support with interviewing may be offered if requested. Additional support may be offered on a case by case basis.

5) **Induction Process**

- Assist the board in implementing SNZ's induction process. This occurs now with Sport NZ Partnership Managers and will continue.

6) **Partnership Manager-CE Relationship**

- The introduction of a more proactive partnership with the new CE on a case by case basis. This needs to include a regular scheduled meeting, for many this could start weekly and go out from there as the new CE grows into the role. Agreed – This occurs now via the Partner Plan process and Sport NZ Partnership Managers will work closely with new CEs as required. This will include education for these new CEs on the role of Sport NZ.

7) **Mentoring**

- It is recommended that PMs work with new CEs to identify areas of support required. Agreed. Partner Plan development and monitoring provides a vehicle for this.