UNIT 5

UNION DEVELOPMENT PLANNING

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INTRODUCTION

The purpose of this Unit is to guide Unions in their planning processes.

The planning is for the Union as a whole. Once this has been done, plans for the individual sections of the Union can be developed using the same method.

These individual sections are:
1) Governance - the policy making, constitution, bye-laws.
2) Finance and Administration.
3) Rugby Operations - fixtures, tournaments etc.
4) Rugby Development - the training of players, coaches and referees at all levels of development.

This Unit explains each of these sections in detail.
The methodology guides Unions in a step-by-step to produce a Development Plan for the Union.
The steps are explained and examples are given. Some of these examples may be what a Union.
Following the explanation, space will be provided for unions to write in the details for the Union.
You can utilize this as your draft document.
By following this method, Unions will be able to identify their needs for the development of the Game.

The working document for your Development Plan is included as Appendix 1. This is so that Unions can prepare a final copy. The best method that Unions may use to produce a Development Plan is to conduct a workshop over 1-2 days or a number of evenings. People from a wide range of rugby interests should be asked to attend the workshop. By including them these people and the section of rugby they represent will be committed to the plan.

It is important that the Development of the Game is based on planning for the Union as a whole. However, if this cannot be achieved the method can be used for the individual parts of the Union.

THE PLANNING METHOD

The method has six steps.

STEP 1 Vision and Aims — the aims of the union for the next 4-5 years.

STEP 2 Outcome Goals — what the union has to achieve to reach the aims of Step 1.

STEP 3 Performance Goals — how each of the Outcome Goals could be met.

STEP 4 Achievement Strategies — the specific strategies or projects that will ensure the Performance Goals are met.

STEP 5 Monitoring — the method that will be used during a project to make sure it is meeting its goals.

STEP 6 Accountability — the method that will be used to review each project, the Performance Goals, Outcome Goals and Aims at the end of the season or year.

Each of the steps follows one after the other. It is very important to make sure that one step is thoroughly completed before moving onto the next.

Fig.1
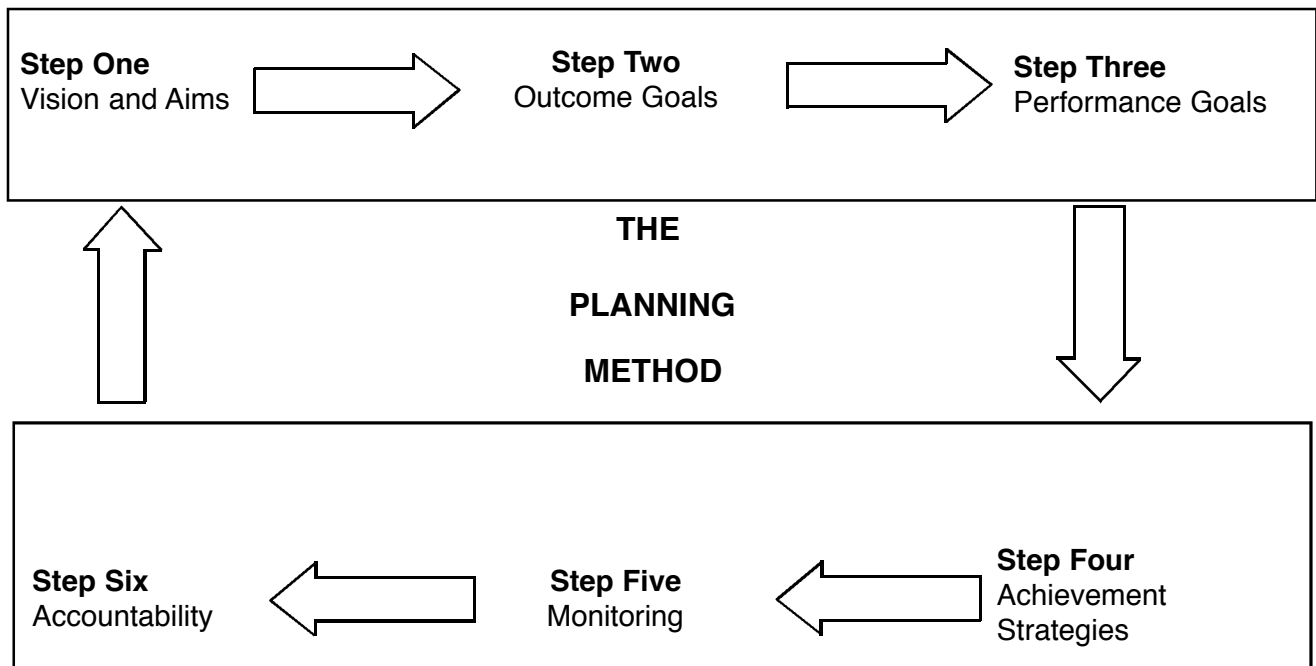
Six steps are followed in developing and implementing the plan. These steps follow a cycle. After steps 1 to 6 have been completed, it is time to reassess the Vision and Aims by returning to Step One once again.

The period of time is usually 3 to 5 years for a Development Plan and a year or the rugby season for an Action Plan and Budget.

The method can be used to plan, implement and review individual projects that are part of the Development Plan. It is an excellent way of ensuring objectives are met and aims are reviewed because changes have occurred.

STEP ONE Vision and Aims

To identify the aim of the union for the next 4-5 years, the union must analyse its present situation. To do this follow these steps:

1.1 Vision
Write a vision statement for your Union. This is an holistic statement about what you want your Union to do over the next four years.

_____

_____

_____

_____

_____

1.2 Aims

What should be the Aim(s) of the Union by the year 2001?

Aim (1)

_____

_____

_____

Aim (2)

_____

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_____

Aim (3)

_____

_____

_____

Note:- While aims may be written down to focus, it may be necessary to modify the aims after analysing the Current Situation (1.3).

Examples:
To increase playing numbers by 20% to 7,500.

To qualify for the final tournament of the 2011 Rugby World Cup.

To play a minimum of six internationals annually in Senior Men's, Under 21 yrs, Under 19 yrs and Women's Rugby and to win at least half of them.
Note: It is important that all those helping to produce the plan have the opportunity to speak. This is best done as part of Step One. This is because many will be anxious to "have their say". While this may not be specifically about AIMS this does not matter. Consequently the discussion about AIMS may take a lot of time but eventually this will be time well spent.

1.3 Stakeholder Analysis

Within your Union there will be many people interested in rugby. Each of these will have an interest or stake in the future of the Game. These are the stakeholders.

The first task is to list them all. All will not be of equal importance e.g. the players are more important than the coaches; probably the clubs are more important than the supporters who attend a few matches per season . However, all have a stake in the Game's future.

TASK 1

LIST THE STAKEHOLDERS

1		21	
2		22	
3		23	
4		24	
5		25	
6		26	
7		27	
8		28	
9		29	
10		30	
11		31	
12		32	
13		33	
14		34	
15		35	
16		36	
17		37	
18		38	
19		39	
20		40	

Once a list has been made three further tasks remain. The first is to identify those who have a direct link with the playing at the Game. These we will call Internal Stakeholders, e.g. national unions, referees, clubs, players etc.

TASK 2

INTERNAL STAKEHOLDERS

1		16	
2		17	
3		18	
4		19	
5		20	
6		21	
7		22	
8		23	
9		24	
10		25	
11		26	
12		27	
13		28	
14		29	
15		30	

Those that remain are external stakeholders i.e. they are not directly involved with the playing of the Game. These may be media, sponsors, travel companies etc.

TASK 3

EXTERNAL STAKEHOLDERS

1		16	
2		17	
3		18	
4		19	
5		20	
6		21	
7		22	
8		23	
9		24	
10		25	
11		26	
12		27	
13		28	
14		29	
15		30	

The final task is to arrange both lists in order of priority. The most important stakeholder in each list will be ranked first and least important ranked last.

TASK 4

RANKING OF STAKEHOLDERS

RANK	INTERNAL STAKEHOLDERS	RANK	EXTERNAL STAKEHOLDERS
1		1	
2		2	
3		3	
4		4	
5		5	
6		6	
7		7	
8		8	
9		9	
10		10	
11		11	
12		12	
13		13	
14		14	
15		15	

This will complete the stakeholder analysis.

1.4 Analysis of the Current Situation

This is sometimes called the technical audit.

The method that is best used is for all the information to be collected initially and then discussed. This is often called 'brainstorming'.

As the information is collected, it should be put into various categories or headings so that all the facts in one area are grouped together. These categories will be used in the examples that are given.

There are two methods that can be used to produce a technical audit.

• The first is a Pest Analysis.
  The word PEST is a mnemonic for:

P	=	Political
E	=	Economic
S	=	Technical/Technological
T	=	Administrative

• The second is a SWOT Analysis.
  The word SWOT is a mnemonic for:

S	=	Strengths
W	=	Weaknesses
O	=	Opportunities
T	=	Threats

While it is not necessary to use both methods, both will be explained so that Unions may choose which one they want to use.

TASK 5

PEST ANALYSIS POLITICAL SITUATION - INTERNAL

1.

2.

3.

4

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10.

Examples
  • A strong, centralised policy making body.
  • Not all clubs playing rugby are affiliated to the union.
  • The Game is dominated by a few strong clubs or provinces.

POLITICAL SITUATION - EXTERNAL

1. _____

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2. _____

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3. _____

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Examples
- Not recognised by the Ministry of Sport because of IOC status as a non-participating sport.
- Not encouraged in schools because it is regarded as a rough game.
- Government support for administrators' salaries.

ECONOMIC SITUATION

1. _____

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2. _____

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Examples
   • 78% of income from television and sponsorship.
   • Difficult to raise money because the game is not known to the public.
   • Distances and the cost of travel limit development.
   • Government funding depends on our union being able to contribute.
   • Funding depends on our coaches passing government coaching courses.
   • Payments to professional players have limited our ability to develop the Game.
   • Club rugby dominates to the detriment of the Game internationally.

SOCIAL AND CULTURAL SITUATION

1.

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Examples
- The Game is played by over 200,000 players in all socio-economic classes and both genders.
- The public image of the Game socially, involving alcohol and disruptive behaviour, prevents numbers increasing.
- The Game is dominated by the upper classes.
- The Game is played recreationally, most players play for their own enjoyment only.
- Pay to view television may have a detrimental impact on viewing audiences.

TECHNICAL SITUATION

Definition: Technical is defined as the activities that contribute specifically to what happens on the
field of play. That is, PLAYING, COACHING, REFEREEING.

1.

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Examples
- There are few coaches and many of these have not attended any courses.
- There are too few players to create competition to play for our national team
- Expatriates dominate our game - it is difficult to get a national identity.
- We have a well-established refereeing network through which referees are recruited and trained.
- Once they reach the age of 24-25 years, players join the work force from the army and universities and are lost to rugby.

TECHNOLOGICAL SITUATION

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    _____

Examples
   • The sport science back-up to our Game is excellent, with universities and other institutions providing us with programmes.
   • The cost of training facilities is too high for us to assemble national teams for élite coaching.
   • The Game is covered widely on pay-to-view television and attracts large audiences.
   • It is difficult to promote the Game when it is not available on television.
   • We have little information on fitness for rugby.

ADMINISTRATIVE SITUATION

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Examples
- Administration is in the hands of professionals who run the Game as a business.
- The Game is run by a committed group of volunteers.
- The Game is run by ex-patriots.
- The Game is dominated by the strong clubs who aim to retain their status.
- The union has a comprehensive network from the national body to provincial unions to clubs and schools.
- The union's administration is centralised at national headquarters.

TASK 6

SWOT ANALYSIS STRENGTHS

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Examples
- A comprehensive administrative structure.
- A comprehensive training programme for players, coaches and referees.
- Loyal and reliable sponsors.
- Attendance at games is high.
- We are in the top ten playing countries in our region.
- We have a detailed Development Plan that is reviewed each year.

WEAKNESSES

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Examples
- The cost of professional rugby is limiting the development of the Game.
- No sponsorship, as we have nothing to sell.
- We have mainly adult players who enter the Game as adults after they have played other sports.
- Our clubs/schools/provinces vary greatly in standards and playing numbers.
- There are few teams and they are so spread out that it is difficult to get regular competition.
- Our referees are poorly trained.

OPPORTUNITIES

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Examples of Opportunities
- Our large population provides us with a huge potential market to promote our top 20 ranking.
- Support from the Ministry of Sport will allow us to get rugby into schools.
- Professionalism will attract top athletes to our game.
- Our sound administration and our central location will allow us to establish sevens and tens tournaments.
- Our top players may be recruited for professional teams, improving their standard of play when they play for our national team.

THREATS

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10. _____

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Examples of Threats
  • Strong unions recruiting our players into their professional competitions.
  • Unable to pay our players the same amount as they are receiving for playing professionally.
  • A lack of back-up when we promote the Game because there is no-one available to do so.
  • Insufficient financial support to keep the game going.
  • Competition from other sports.
  • The domination of professional rugby by a single sponsor for a number of seasons.
  • The poor public image of the Game.
  • The increased cost of making progress by developing our national team.

1.5 Competitive Position

Once the analysis has been completed your union will be able to identify its competitive position.
This can be identified in two ways.
The first identifies the competitive position within rugby internationally.
The second identifies the position of rugby in the country.

TASK 7

COMPETITIVE POSITION IN INTERNATIONAL RUGBY

1. _____

2. _____

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5. _____

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Examples
  • Play eight internationals against traditional rivals each year by our national team and our U19
    Years team and we usually win half of them.
  • Fourteenth place at the RWC Sevens Qualifying Tournament.
  • Ranked 25th on International Rankings.
  • First ranked women's team in the World.
  • Qualified for the 1999 RWC finals tournament.

TASK 8

COMPETITIVE POSITION OF RUGBY IN OUR COUNTRY

1. _____

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Examples

•We are the sixth ranked sport in playing numbers.
•We receive little government support for the development of the Game.
•We are able to get on television for most of our games which attract the largest T.V. audiences.

1.6 Review of the Aims

There has been a considerable amount of analysis undertaken between the first statement of the Aims and the point the planning is at now. By reviewing the Aims the Union will be able to ensure that the original aims are still relevant. If they are not changes should be made.

REVIEW OF THE AIMS

ORIGINAL AIMS OF THE UNION	
Aim 1	
Aim 2	
Aim 3	
Aim 4	

REVIEWED AIMS	
Aim 1	
Aim 2	
Aim 3	
Aim 4	

1.7 Critical Success Factors Determination

You will now have a large amount of information.
By using the methods outlined this information will be in order under the various headings.
The task is to discuss this information to decide which are the most critical factors for the future success of the union, i.e. the critical success factors.

These factors will be those most necessary for the Game's development, i.e. development that is contributing to the Aims of the union. The purpose of this is to focus all activity on the Aims.

Process for Critical Success Factor Determination

1.   **Review**   -   PEST Analysis or
                -          SWOT Analysis and
                -          Competitive Position

        Write down the most important factors. It doesn't matter if there are too many at this stage.

2.   Now **review** your list and divide the factors into three categories:

      Category 1   - That are definitely Critical Success Factors for your union.

      Category 2   - Those that are definitely **not** Critical Success Factors for your union - eliminate these.

      Category 3   - Those that need to be discussed further to decide if they should be included (the "ins") or excluded (the "outs").

By now there should be a manageable number - definitely no more than ten.

3.   **Prioritise**

This list should now be put in order of importance, from the most important to the least important.
A good way to work this out is to ask the question:
"What has to be done before we do that?"
If the answer is nothing, then the factor will be ranked number 1.
If the answer is "It has already been done", then the factor you are considering will come next.
To put items in order of priority it is best to use small pieces of paper with one item on each piece.
Now the pieces of paper can be moved about to put them in order of priority.

4.   Grouping

These factors can be grouped.
Headings for this that have been found to be useful are:-

(A) Governance
    The Rules, laws, regulations and policy making functions of the Union including the Constitution, Statutes and Bye-Laws.

(B) Administration and Finance (often a service function of the others)
    Administrative structures, communications, financial management and accountability.

(C) Operations
    The Competitions, tours, tournaments, Laws of the Game and promotions.

(D) Development
    Technical planning, production and delivery of programmes and resources.

However, Unions may have their own headings that may correspond with committees. Make sure the committees meet your needs. Your analysis may result in re-naming and changing the terms of reference of your committees.

If we just used the PEST Analysis:
Example of Critical Success Factors Determination
1. Political Situation

1.1 To reduce the time necessary to make policy.
1.2 To place national interests ahead of provincial and club interests.
1.3 To appoint executive staff to carry out policies.
1.4 To ensure national interests are promoted internationally to secure competitions.

2. Economic Situation

2.1 To obtain funding for the development of the national team.
2.2 To promote sevens rugby to take advantage of qualifying for RWC sevens.
2.3 To pay players at a sustainable rate and to maintain our development programmes.

3. Social and Cultural Situation

3.1 To increase recruitment amongst teenage players.
3.2 To increase retention amongst teenage players.
3.3 To promote rugby as a competitive sport with world-wide status.
3.4 To provide rewards for volunteer helpers.

4. Technical Situation

4.1 To follow up after coaching schools, clinics and courses so that enthusiasm is maintained.
4.2 To provide elite coaching for the national team in sevens and fifteens.
4.3 To conduct courses for coaches and referees.

5. Technological Situation

5.1 To provide games on television.
5.2 To establish electronic communications between the national union and the provincial unions.
5.3 To improve the fitness levels of national team players.

6. Administrative Situation

6.1 To produce a plan that focuses on the union's future aims.
6.2 To create a register of all players.

TASK 10

CRITICAL SUCCESS FACTOR DETERMINATION BASED ON PEST ANALYSIS

Political Internal

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Political External

- _____
- _____
- _____
- _____
- _____
- _____

Social and Cultural

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Technical

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Technological

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Administrative

- _____
- _____
- _____
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- _____
- _____

CATEGORY 1
Critical Success Factors that will be included (from example on page 26)

1.1   To reduce the time necessary to make policy.
2.3   To pay players at a sustainable rate and to maintain our development programmes.
3.2   To increase retention amongst teenage players.
3.4   To provide rewards for volunteer helpers.
4.3   To conduct courses for coaches and referees.
5.1   To provide games on television.
6.1   To produce a plan that focuses on the union's future aims.

CATEGORY 2
Critical Success Factors that are now rejected (from example on page 26)

1.2   To place national interests ahead of provincial and club interests.
1.3   To appoint executive staff to carry out policies.
3.3   To promote rugby as a competitive sport with world-wide status.
5.2   To establish electronic communications between the national union and the provincial union.
5.3   To improve the fitness levels of the national team.

CATEGORY 3
Critical Success Factors for Discussion (from example on page 26)

1.4   To ensure national interests are promoted internationally to secure competitions and training to improve our rugby.
2.1   To obtain funding for the development of the national team.
2.2   To promote sevens rugby to take advantage of qualifying for RWC sevens.
3.1   To increase recruitment amongst teenage players.
4.1   To follow up after coaching schools, clinics and courses so that enthusiasm is maintained.
4.2   To provide élite coaching for the national team in sevens and fifteens.
6.2   To create a register of all players.

TASK 11

CRITICAL SUCCESS FACTOR DETERMINATION BASED ON SWOT ANALYSIS

Strengths

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Weaknesses

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Opportunities

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Threats

- _____
- _____
- _____
- _____
- _____
- _____
- _____

TASK 12

CRITICAL SUCCESS FACTOR REVIEW

Definitely Critical Success Factors

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Definitely not Critical Success Factors

- _____
- _____
- _____
- _____
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- _____
- _____

Critical Success Factors for discussion.

- _____
- _____
- _____
- _____
- _____
- _____
- _____

TASK 13

CRITICAL SUCCESS FACTORS PRIORITIZATION

List all critical success factors in order of priority. 1 = highest priority.

PRIORITY	CRITICAL SUCCESS FACTORS
1.	
2.	
3.	
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16.	
17.	
18.	
19.	
20.	

Example: Grouping and Prioritising

(A) Governance
   Priority 1
   6.1   To produce a plan that focuses on the union's future aims.

   Priority 2
   1.1   To reduce the time necessary to make policy.

(B) Administration and Finance

   Priority 1
   6.2   To create a register of all players.

   Priority 2
   2.1   To obtain funding for the development of the national team.

   Priority 3
   2.3   To pay players at a sustainable rate and to maintain our development programmes.

   Priority 4
   3.4   To provide rewards for volunteer helpers.

(C) Operations

   Priority 1

   1.4   To ensure national interests are promoted internationally, to secure competitions and
              training to improve our rugby.

   Priority 2

   5.1   To provide games on television.

   Priority 3

   2.7   To promote sevens rugby to take advantage of qualifying for the RWC Sevens.

(D) Development

Priority 1

4.2   To provide élite coaching for the national team in sevens and fifteens.

Priority 2

4.3   To conduct courses for coaches and referees.

Priority 3

4.1   To follow up after coaching schools, clinics and courses so that enthusiasm is maintained.

Priority 4

3.2   To increase retention amongst teenage players.

Priority 5

3.1   To increase recruitment amongst teenage players.

We have now identified what has to be achieved by a Union to meet its aims. The following pages can be used to apply the methods explained in Step 1.7 - Critical Success Factors and Step Two - Outcome Goals to your union so that you can do the same.

TASK 14

CRITICAL SUCCESS FACTOR GROUPINGS

We will use the headings previously used to group the critical success factors, however, change these to suit your Union.

(A) GOVERNANCE / _____

(Or Your Union's heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

(B) ADMINISTRATION AND FINANCE / _____

(Or Your Union's heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

(C) OPERATIONS / _____

(Or Your Union's heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

(D) DEVELOPMENT / _____

(Or Your union's heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

(E) _____
(Heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

(F) _____
(Heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

STEP TWO Outcome Goals

The Critical Success Factors noted under Grouping and Prioritising gnow become he Outcome Goals. They say what has to be achieved to meet the Aims.

STEP THREE Performance Goals

As it was explained in Step Two Outcome Goals, the Critical Success Factors are the Outcome Goals for each part of the Union's operation, i.e. they describe what the union has to do to meet its Aims. Now that it has been decided WHAT has to be achieved, this can now be combined with HOW it is going to be achieved, i.e. the Performance Goals.

As in the previous steps, examples will be used so that the process is clearly understood.

This will then be followed by pages whose format will allow the same process to be completed for your Union.

The Performance Goals list HOW the Outcome Goals are to be achieved. However, it is very unlikely that there will be enough money for all of the Performance Goals to be implemented.

Once the amount of money, the budget, has been decided, then the Performance Goals that can be achieved in the first year of the Development Plan can be decided.

The Performance Goals that can be achieved within the budget are based on the priorities.

Example

<div align="center">

(A) GOVERNANCE

</div>

Outcome Goal 1

To produce a plan that focuses on the union's future plans.

    Performance Goals

    1.1   To conduct a meeting of those interested in rugby to prepare a Development Plan for the union, i.e. to follow the process being described in this workbook.

    1.2   To prepare and to distribute to all those attending the meeting a draft Development Plan.

    1.3   To obtain feedback and to change the plan based on this feedback.

    1.4   To present the plan to the union's governance committee for discussion.

    1.5   To finalise the content of the Development Plan.

Outcome Goal 2

To reduce the time necessary to make policy.

Performance Goals

2.1   To base the future policy of the union on a Development Plan. The Development Plan is to be for the union and for each of the divisions at the union, e.g. Governance, Finance and Administration, Operations and Development.

2.2   To produce action plans and budgets annually to allow these to be implemented without reference to the policy makers.

2.3   To conduct meetings of the policy makers to confirm annual action plans and to review the plans after their implementation.

2.4   To reduce the number of policy makers for the union and to delegate executive authority to executive staff to implement the plan.

2.5   To allow executive staff to co-opt the assistance of rugby people on an ad hoc basis to give advice and to assist with implementation

(B) ADMINISTRATION AND FINANCE

Outcome Goal 1

To create a register of all players.

Performance Goals

1.1   To produce a standard registration form for players that meets all requirements.

1.2   To distribute these forms so that they are available for registration.

1.3   To receive returns and to collate these returns to produce a register of players.

1.4   To issue all players with an individual registration card. These will remain with players throughout their rugby careers.

Outcome Goal 2

To obtain funding for the development of the national team.

Performance Goals

2.1   To conduct a meeting to identify:
- existing sources of funding
- new sources of funding
- what aspects of the national team's activities are suitable for obtaining funding.
- the value of each of these activities.
- approaches to be made to sponsors to obtain funding.
- the methods that will be used to obtain funding and to ensure that those giving the funding are well looked after to ensure continued funding.

2.2   To approach sponsors.

2.3   To establish Heads of Agreements.

2.4   To implement the Heads of Agreements.

Outcome Goal 3

To pay players at a sustainable rate and to maintain our development programmes.

Performance Goals

3.1   To establish a rule that states clearly the proportions of the union's income that is to be used for the payment of players and for development.

3.2   To implement this rule as part of the process of budgeting for union activities.

3.3   To review this rule annually to make sure there is a balance between player payments and development programmes.

Outcome Goal 4

To provide rewards for volunteer helpers.

Performance Goals

4.1   To produce a complete range of possible rewards.

4.2   To cost these rewards.

4.3   To seek assistance from sponsors and other funding agencies.

4.4   To produce a budget for volunteer helpers to submit to the union's policy makers.

4.5   To implement the policy.

(C) OPERATIONS

Outcome Goal 1

To ensure national interests are promoted internationally to secure competitions and training to improve our rugby.

Performance Goals

1.1 To apply for support under the International Rugby Settlement Operational Support Scheme.

1.2 To enter all competitions available to our national team.

1.3 To conduct regular matches with a range of unions of similar ability in our region.

1.4 To play matches with major unions by assisting with deviations after major tours by their national teams.

1.5 To play matches against teams from major unions by seeking pre-season warm up games.

1.6 To take the national team to training camps with teams from major unions.

Outcome Goal 2

To provide games on television.

Performance Goals

2.1 To lobby organisations conducting major competitions to provide television programmes at a price the union can afford.

2.2 To negotiate with domestic television time to show rugby on television.

2.3 To obtain money through the IRS/OSS to finance rugby on television.

2.4 To produce promotional materials advertising the times at which rugby on television is to be scheduled.

Outcome Goal 3

To promote sevens rugby to take advantage of qualifying for RWC Sevens.

Performance Goals

3.1 To conduct age grade and open grade sevens tournaments in the regions in summer and autumn.

3.2 To conduct training weekends for the national team in association with these tournaments.

(D) DEVELOPMENT

Outcome Goal 1

To provide élite coaching for the national team in sevens and fifteens.

Performance Goals

1.1 To obtain élite coaching assistance from overseas coaches through the IRS/OSS.

1.2 To employ a Rugby Development Officer to plan and implement the coaching and refereeing development plan of the union.

1.3 To conduct coaching schools for national teams as part of the Development Plan.

1.4 To conduct local competitions so that players are available for these coaching schools.

1.5 To use the overseas specialists to assist the RDO and the national team coach to improve the fitness, skill level and tactical decision-making of national team members.

Outcome Goal 2

To conduct courses for coaches and referees.

Performance Goals

2.1 To appoint a Rugby Development Officer.

2.2 To use the IRB Technical Strategic Plan Manuals to provide course syllabus and prescriptions.

2.3 To conduct courses based on the IRB Strategic Plan so that the development of the Game takes place in a structured and organised way.

2.4 To obtain resources from the IRB to assist in conducting the courses.

Outcome Goal 3

To follow up after coaching schools, clinics and courses so that enthusiasm is maintained.

Performance Goals

3.1 To assess those coaches who want to be assessed.

3.2 To distribute a monthly newsletter on coaching and refereeing to those who attend courses.

3.3 To make attendance at courses a requirement for coaching and refereeing appointments.

3.4 To conduct refresher courses for those who attend courses.

Outcome Goal 4

To increase retention amongst teenage players.

Performance Goals

4.1   To appoint rugby development coaches to coach 15-18 year olds in clubs and schools.

4.2   To give clubs and schools guidelines and assistance in establishing club-school liaison schemes.

4.3   To provide clubs with a list of activities that they can use to attract school leavers and collegiate players to their club.

Outcome Goal 5

To increase recruitment amongst teenage players.

Performance Goals

5.1   To produce resources for physical education classes in schools that will allow the teachers to teach rugby as part of the physical education programme.

5.2   To conduct refereeing courses at an elementary level for teenage players in clubs and schools.

5.3   To assist in conducting inter-class competitions in non-contact rugby in schools.

5.4   To provide guidelines for establishing women's rugby in schools and clubs.

The Performance Goals listed for each of the Outcome Goals are examples. This will enable unions to understand the method that can be used in planning the development of a union.

Unions may find that some of the Outcome Goals and Performance Goals are relevant to your union. However, you must not just adopt these without going through the method that we have used.

STEP FOUR - Achievement Strategies

The Action Plan is made up of the Performance Goals for the year and the details that explain how the Performance Goals are to be achieved. These details are the Achievement Strategies.

The details of the Achievement Strategies for each of the Performance Goals will not be explained here. What is provided is a checklist that will be useful to unions in working out their achievement strategies. Not all the items in the checklist will apply to each Performance Goal.

When a Performance Goal is being planned select the items in the checklist that apply. When each of the Achievement Strategies has been completed, then the Performance Goal will be achieved.

Add to the items in the checklist so that it is suitable for your Union.

Achievement Strategies Checklist
(for Performance Goals)

1.   ORGANISATION
1.1 Budget
1.2 Date (s)
1.3 Time Line Items
   •   Presentation dates for the Development Plan, Action Plan and Budget
   •   Preparation of the Calendar of Events
   •   Written and Electronic Resources
       •   drafting dates
       •   editing dates
       •   production dates
       •   sign-off dates
       •   distribution dates.

   •   Courses/Coaching Schools etc
       •   booking and confirmation of the venue
       •   advertising the events
       •   nomination deadline for those attending
       •   nominations to selectors to select those who may attend.
       •   selection guidelines - who qualifies to attend?
       •   appointment and confirmation of resource personnel,
             i.e. coaches and presenters.
       •   notify people of their selection
       •   travel requirements
           •   to the city
           •   to the venue
       •   accommodation schedule - who sleeps where.
       •   finalise the programme including
           •   venues
           •   equipment
           •   presenter(s)
           •   those attending
           •   meals, including diet
       •   outfitting of players for clothing
       •   presenter(s) requirements
   •   Plan review deadlines

1.4 Venue requirements (including seating capacity)
   •   lecture rooms
   •   seminar and meeting rooms
   •   video facilities
   •   changing rooms
   •   gymnasium
   •   swimming pool
   •   playing fields
   •   wet weather facilities
   •   outdoor power supply

1.5 Accommodation requirements
   •   range of accommodation needed

2.   PERSONNEL

2.1 Appointments for Courses and Coaching Schools
- Course Director
- Secretarial Staff
- Coaches/Selectors
- Presenters
- Referees and Touch Judges
- Physiotherapists
- Doctors
- Assistants
- Players/Course Attendees

2.2 Resource Development
- Editors/Editing Committee
- Tenders and selection of the successful tender.

3. EQUIPMENT

3.1 Rugby Hardware

- Rugby Balls
- Ball Pump
- Marker Cones
- Fitness Test Gear and Fitness Test Forms
- Hit Shields
- Kicking Tees
- Scrum Machine
- Drink Bottles
- First Aid Equipment
- Medical Equipment

3.2 Clothing and Gear

- Playing Gear
- Coaches Gear
- Towels

3.3 Administration Equipment

- Blackboard
- Whiteboard
- Electronic Whiteboard
- Whiteboard Pens
- Overhead Projector
- Transparency Plastic Sheets
- Transparency Pens
- Video Recorder
- Television Set
- Video Camera
- Video Tapes
- Name Tags
- Pens

4. RESOURCES

- Programmes
- Handbooks (for instructors)
- Workbooks (for those attending)
- Player Diary
- Team Sheets
- Evaluation Sheets
- Manuals
- Venue regulations
- Letter of invitation/confirmation/selection
- Thank you letters
- Briefing Sheets for Presenters and Coaches
- Letter/Certificate of Attendance
- Certificate of Selection
- Certificate of Accreditation

STEP FIVE - Monitoring

The methods that will be used during a project to make sure it is meeting its goals will be:-

1. To make sure each of the Achievement Strategies have been met. (Use the checklist).
2. To make sure that the Performance Goals have been met.
3. To make sure that the Outcome Goals have been met.

By doing this the plan will be able to achieve the aims and goals of the Development Plan.

If these are not met, the reasons why will be identified by reviewing the achievement strategies for each Performance Goal.

This review will be the report that is prepared for each Performance Goal of the year's Action Plan.

STEP SIX - Accountability

At the conclusion of the year or rugby season, the committee that has been responsible for the Development Plan should meet.

At this meeting they should complete the following processes:
1. Review each of the Performance Goals to identify if they have been achieved. Secondly, to identify the alterations that have to be made to the achievement strategies so that any problems are solved.

2. Based on the review of the Performance Goals the AIM of the Development Plan can be reviewed.

3. Once this has been completed the remaining steps can be completed, i.e. Outcome Goals and Performance Goals.

4. The new Performance Goals should be listed in order of priority. Some may be Performance Goals rejected in the first Action Plan because of a lack of money.

   Based on the order of priority and the money that is available in the Budget an Action Plan for the second year can be written.

5. Write the Achievement Strategies for each of the Performance Goals in the Action Plan.
   Once this has been completed the plan can be implemented.
   At the conclusion of each year the same processes should be completed in Step 6 - Accountability to produce the Action Plan for the year that follows.

Conclusion

This planning method will result in a Union achieving its Aims in an organised and methodological way.

APPENDIX ONE

DEVELOPMENT PLAN

WORKING DOCUMENT

TABLE OF CONTENTS

CONTENTS   **PAGE No.**

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Vision and Aims

1.1 Vision Statement

1.2 Aims

For the period _____ - _____ the <u>Aims</u> of the _____ Rugby Football Union are:

AIM (1)

AIM (2)

AIM (3)

AIM (4)

1.3 Stakeholder Analysis

LIST THE STAKEHOLDERS

1		21	
2		22	
3		23	
4		24	
5		25	
6		26	
7		27	
8		28	
9		29	
10		30	
11		31	
12		32	
13		33	
14		34	
15		35	
16		36	
17		37	
18		38	
19		39	
20		40	

INTERNAL STAKEHOLDERS

1		16	
2		17	
3		18	
4		19	
5		20	
6		21	
7		22	
8		23	
9		24	
10		25	
11		26	
12		27	
13		28	
14		29	
15		30	

EXTERNAL STAKEHOLDERS

1		16	
2		17	
3		18	
4		19	
5		20	
6		21	
7		22	
8		23	
9		24	
10		25	
11		26	
12		27	
13		28	
14		29	
15		30	

RANKING OF STAKEHOLDERS

RANK	INTERNAL STAKEHOLDERS	RANK	EXTERNAL STAKEHOLDERS
1		16	
2		17	
3		18	
4		19	
5		20	
6		21	
7		22	
8		23	
9		24	
10		25	
11		26	
12		27	
13		28	
14		29	
15		30	

1.4 Analysis of the Current Situation

PEST Analysis

Political - Internal

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Political - External

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Economic

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Social and Cultural

-
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-
-

Technical

-
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-
-

Technological

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-
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-

Administrative

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-

SWOT Analysis

Strengths

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Weaknesses

- _____
- _____
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- _____
- _____
- _____
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- _____
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Opportunities

- _____
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- _____

Threats

- _____
- _____
- _____
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- _____
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- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

1.5 Competitive Position in International Rugby

1. _____

    _____

2. _____

    _____

3. _____

    _____

4   _____

    _____

5. _____

    _____

6. _____

    _____

7. _____

    _____

8. _____

    _____

9. _____

    _____

10. _____

    _____

1.5 Competitive Position in International Rugby

Competitive Position of Rugby in our Country

1. _____

   _____

2. _____

   _____

3. _____

   _____

4 _____

   _____

5. _____

   _____

6. _____

   _____

7. _____

   _____

8. _____

   _____

9. _____

   _____

10. _____

   _____

1.6 Review of the Aims

ORIGINAL AIMS OF THE UNION	
Aim 1	
Aim 2	
Aim 3	
Aim 4	

REVIEWED AIMS [if there has been a change]	
Aim 1	
Aim 2	
Aim 3	
Aim 4	

1.7 Critical Success Factors

- List Critical Success Factors from the PEST Analysis or the SWOT Analysis and the Competitive Position

Definitely Critical Success Factors

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Definitely not Critical Success Factors

_____

_____

_____

_____

_____

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_____

_____

Critical Success Factors to for discussion.

_____

_____

_____

_____

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_____

_____

_____

_____

Critical Success Factors Prioritization

List all critical success factors in order of priority. 1 = highest priority.

PRIORITY	CRITICAL SUCCESS FACTORS
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
19.	
20.	

Critical Success Factor Groupings

(A) GOVERNANCE / _____

Priority 1   _____

Priority 2   _____

Priority 3   _____

Priority 4   _____

Priority 5   _____

(B) ADMINISTRATION AND FINANCE / _____

Priority 1   _____

Priority 2   _____

Priority 3   _____

Priority 4   _____

Priority 5   _____

(C) OPERATIONS / _____

Priority 1   _____

Priority 2   _____

Priority 3   _____

Priority 4   _____

Priority 5   _____

(D) DEVELOPMENT / _____

Priority 1   _____

Priority 2   _____

Priority 3   _____

Priority 4   _____

Priority 5   _____

(E) _____

(Heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

(F) _____

(Heading)

Priority 1 _____

Priority 2 _____

Priority 3 _____

Priority 4 _____

Priority 5 _____

OUTCOME GOALS AND PERFORMANCE GOALS

(A) Governance

Outcome Goal (1) _____

Performance Goals

      1.1 _____

      1.2 _____

      1.3 _____

      1.4 _____

      1.5 _____

Outcome Goal (2) _____

Performance Goals

      1.1 _____

      1.2 _____

      1.3 _____

      1.4 _____

      1.5 _____

(B) Administration and Finance

Outcome Goal (1) _____

Performance Goals

    1.1   _____

    1.2   _____

    1.3   _____

    1.4   _____

    1.5   _____

Outcome Goal (2) _____

Performance Goals

    1.1   _____

    1.2   _____

    1.3   _____

    1.4   _____

    1.5   _____

(C) Operations

Outcome Goal (1) _____

Performance Goals

     1.1   _____

     1.2   _____

     1.3   _____

     1.4   _____

     1.5   _____

Outcome Goal (2) _____

Performance Goals

     1.1   _____

     1.2   _____

     1.3   _____

     1.4   _____

     1.5   _____

(D) Development

Outcome Goal (1) _____

Performance Goals

     1.1   _____

     1.2   _____

     1.3   _____

     1.4   _____

     1.5   _____

Outcome Goal (2) _____

Performance Goals

     1.1   _____

     1.2   _____

     1.3   _____

     1.4   _____

     1.5   _____

ACHIEVEMENT STRATEGIES ACTION PLANS, BUDGET SUMMARY

ACTION PLAN 20____

Outcome Goal

_____

_____

_____

Performance Goals

1. _____

2. _____

3. _____

Target Date: [_____] **Delegated Responsibility** _____

Achievement Strategies

1. Organisation (Time lines, venue, accommodation etc)

_____

_____

_____

_____

_____

_____

_____

2. Personnel (Appointments, Selections, Nominations)

_____

_____

_____

_____

_____

_____

3. Equipment (Rugby Hardware/Clothing and Gear/Administration Equipment)

4. Resources

ACTION PLAN - BUDGET SUMMARY

Performance Goal 1   **Budget**

_____   _____

   Achievement Strategies

_____   _____

_____   _____

_____   _____

_____   _____

                                                                          TOTAL   _____

Performance Goal 2   **Budget**

_____   _____

   Achievement Strategies

_____   _____

_____   _____

_____   _____

_____   _____

                                                                          TOTAL   _____

Performance Goal 3   **Budget**

_____   _____

   Achievement Strategies

_____   _____

_____   _____

_____   _____

_____   _____

                                                                          TOTAL   _____

ACTION PLAN 20____

Outcome Goal

Performance Goals

1. _____

2. _____

3. _____

Target Date: [   ] **Delegated Responsibility** _____

Achievement Strategies
1. Organisation (Time lines, venue, accommodation etc)

2. Personnel (Appointments, Selections, Nominations)

3. Equipment (Rugby Hardware/Clothing and Gear/Administration Equipment)

4. Resources

Action Plan - Budget Summary

Performance Goal 1   **Budget**

    Achievement Strategies

                                          TOTAL

Performance Goal 2   **Budget**

    Achievement Strategies

                                          TOTAL

Performance Goal 3   **Budget**

    Achievement Strategies

                                          TOTAL

ACTION PLAN 20____

Outcome Goal

Performance Goals

   1.

   2.

   3.

Target Date: **Delegated Responsibility**

Achievement Strategies
1. Organisation (Time lines, venue, accommodation etc)

2. Personnel (Appointments, Selections, Nominations)

3. Equipment (Rugby Hardware/Clothing and Gear/Administration Equipment)

_____

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4. Resources

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ACTION PLAN - BUDGET SUMMARY

Performance Goal 1   **Budget**

_____   _____

   Achievement Strategies

   _____   _____

   _____   _____

   _____   _____

   _____   _____

                                                        TOTAL   _____

Performance Goal 2   **Budget**

_____   _____

   Achievement Strategies

   _____   _____

   _____   _____

   _____   _____

   _____   _____

                                                        TOTAL   _____

Performance Goal 3   **Budget**

_____   _____

   Achievement Strategies

   _____   _____

   _____   _____

   _____   _____

   _____   _____

                                                        TOTAL   _____

ACTION PLAN 20____

Outcome Goal

Performance Goals

1. _____

2. _____

3. _____

Target Date: [   ] **Delegated Responsibility** _____

Achievement Strategies
1. Organisation (Time lines, venue, accommodation etc)

2. Personnel (Appointments, Selections, Nominations)

3. Equipment (Rugby Hardware/Clothing and Gear/Administration Equipment)

4. Resources

ACTION PLAN - BUDGET SUMMARY

Performance Goal 1   **Budget**

_____   _____

Achievement Strategies

_____   _____

_____   _____

_____   _____

_____   _____

                                          TOTAL   _____

Performance Goal 2   **Budget**

_____   _____

Achievement Strategies

_____   _____

_____   _____

_____   _____

_____   _____

                                          TOTAL   _____

Performance Goal 3   **Budget**

_____   _____

Achievement Strategies

_____   _____

_____   _____

_____   _____

_____   _____

                                          TOTAL   _____

ACTION PLAN 20____

Outcome Goal

Performance Goals

1. _____

2. _____

3. _____

Target Date: [   ] **Delegated Responsibility** _____

Achievement Strategies
1. Organisation (Time lines, venue, accommodation etc)

2. Personnel (Appointments, Selections, Nominations)

3. Equipment (Rugby Hardware/Clothing and Gear/Administration Equipment)

_____

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_____

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_____

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_____

4. Resources

_____

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_____

ACTION PLAN - BUDGET SUMMARY

Performance Goal 1	**Budget**
Achievement Strategies	
TOTAL	

Performance Goal 2	**Budget**
Achievement Strategies	
TOTAL	

Performance Goal 3	**Budget**
Achievement Strategies	
TOTAL	

ACTION PLAN 20____

Outcome Goal

Performance Goals

1. _____

2. _____

3. _____

Target Date: [   ] **Delegated Responsibility** _____

Achievement Strategies

1. Organisation (Time lines, venue, accommodation etc)

2. Personnel (Appointments, Selections, Nominations)

3. Equipment (Rugby Hardware/Clothing and Gear/Administration Equipment)

4. Resources

ACTION PLAN - BUDGET SUMMARY

Performance Goal 1   **Budget**

    Achievement Strategies

                                                TOTAL

Performance Goal 2   **Budget**

    Achievement Strategies

                                                TOTAL

Performance Goal 3   **Budget**

    Achievement Strategies

                                                TOTAL