



# GYMNASTICS NSW ('GNSW')

## ORGANISATIONAL CULTURE POLICIES

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<b>DOCUMENT NAME:</b>	<b>GNSW Organisational Culture Policies</b>
<b>DATE OF ISSUE:</b>	<b>As stated in the individual policy documents</b>
<b>POLICY COVERAGE:</b>	<b>As stated in individual policy documents</b>
<b>DATE OF REVIEW:</b>	<b>December each year</b>
<b>CONTROLLING BODY:</b>	<b>GNSW Board</b>

### 1. STATEMENT OF PRINCIPLE

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GNSW is committed to fostering an organisational culture within which the sport, through its Clubs, programs and services ensures that the sport:

- Is accessible and inclusive.
- Is ethical and acts with integrity.
- Makes Members feel valued, engaged, and enjoy their engagement with the sport.
- Implements programs and services that promote wellbeing and sustainable engagement.
- Delivers quality programs and services.

### 2. RELATED DOCUMENTS

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Related documents include:

- GNSW Constitution
- Discipline Policy
- Grievance Policy
- Inclusion and Equity Strategy
- Ethics and Integrity Strategy
- Membership Satisfaction Strategy
- Sustainable Engagement Strategy

Members should consult the GNSW website for other relevant information.

### 3. POLICIES

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#### PART A – INCLUSION AND EQUITY POLICY

PART B – ETHICS AND INTEGRITY POLICY

PART C – MEMBERSHIP SATISFACTION POLICY

PART D – SUSTAINABLE ENGAGEMENT POLICY

PART E – QUALITY POLICY

#### 4. RESPONSIBILITIES

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**Board** - The Board is responsible for the adoption of these Policies.

**Management** - Management is responsible for the implementation of these Policies.

**Officers** - Officers are responsible for program and service delivery under these Policies.

**Members** – Members are responsible for working cooperatively with GNSW for successful implementation and compliance with these Policies.

#### 5. PROMOTION

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These Policies will be available to all members via the GNSW website [www.gymnsw.org.au](http://www.gymnsw.org.au)

#### 6. ANNUAL REVIEW

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All policies will be reviewed by the GNSW Board each year.

#### 7. ADDITIONS OR AMENDMENTS

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In addition to the annual review of all policies, recommended changes to any policy may be submitted by the Board for consideration, at any time. In the event that the proposed changes are agreed, the policy will be amended and circulated to members via the latest news.

#### 8. DEFINITIONS

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Board	means the GNSW Board of Management
CEO	means the CEO of GNSW
Club	means a GNSW Affiliate Member
GNSW	means GNSW

For the purpose of this document Director and Board member shall be used interchangeably

## **A INCLUSION AND EQUITY POLICY**

<b>DOCUMENT NAME:</b>	<b>Inclusion and Equity Policy</b>
<b>DATE OF ISSUE:</b>	<b>15 February 2013</b>
<b>POLICY COVERAGE:</b>	<b>All GNSW activities</b>
<b>DATE OF REVIEW:</b>	<b>December each year</b>
<b>CONTROLLING BODY:</b>	<b>GNSW Board</b>

### **1. STATEMENT OF PRINCIPLE**

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Under federal and state laws, it is unlawful to discriminate against people (treat them unfairly compared with others), or to harass them, in employment, education and the provision of services. GNSW promotes these laws as the minimum standard for providing a fair, equitable and inclusive environment. This strategy aims to build upon this minimum standard by putting in place a framework that promotes practices and programs that are accessible, fair, equitable and inclusive for all.

GNSW aims to provide a fair, equitable and inclusive environment for all people regardless of their race, religion, disability, sexual orientation, gender, age, marital status, and carers' responsibilities. GNSW welcomes, encourages and supports the inclusion of all people in all areas of the organisation and will do all things reasonable to ensure they feel:

- Welcome
- Represented
- Included in decision making
- Able to participate
- Free from discrimination, harassment and vilification

### **2. SCOPE**

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GNSW activities and operations.

### **3. POLICIES**

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- GNSW acknowledges that its legal and moral responsibilities cover the areas of inclusion and equity:
  - in the provision of services offered by GNSW
  - in employment by GNSW
  - in the provision of information offered by GNSW
  - to training and development offered by GNSW
  - to events hosted by GNSW

- All GNSW staff shall have adequate support and training to provide services and information.
- GNSW shall, wherever feasible, ensure its programs are designed and constructed to provide equal access for all users.
- GNSW, in its role as an employer, will ensure all people have equal access to advertised positions, interviews, equipment, office accommodation, staff training and promotion.
- GNSW shall, wherever feasible, assess proposals for any new (or substantially revised) policies or programs for their direct impact on the lives of people from diverse backgrounds or people with a disability prior to any decision to pursue such proposals.
- Any new (or substantially revised) policies or programs that impact disadvantageously on the lives of people from diverse backgrounds or people with a disability shall be reviewed by GNSW in consultation with people from those backgrounds.
- GNSW shall, wherever feasible, have an effective communication strategy developed and sufficiently resourced to adequately inform people from diverse backgrounds and people with a disability of new policies or programs and changes to existing policies and programs.
- GNSW shall maintain a complaint mechanism that will enable people to address issues and raise concerns about its performance.
- GNSW shall, where feasible, require that any agents, contractors, or partners of GNSW deliver outcomes consistent with this policy.

#### 4. PROCEDURE

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- GNSW shall, when considered by the Board reasonable to do so, provide for the special needs of members from diverse cultural and linguistic backgrounds through the provision of language assistance through the use of interpreters or facilitators.
- GNSW shall, where necessary and feasible, provide for the special needs of members in remote areas through developing outreach and community liaison arrangements.
- GNSW shall incorporate cultural diversity and disability information in training programs provided.
- GNSW staff shall receive ongoing equity and diversity training to develop knowledge and skills to work more effectively with people from diverse backgrounds or people with a disability.

- GNSW shall, where appropriate, consult with other providers and government agencies to ensure co-ordination of services appropriate to members' needs.
- GNSW shall promote equity and diversity in the membership of its boards and committees.
- GNSW shall collect feedback in accordance with the Membership Satisfaction Policy.

## 5. RESPONSIBILITIES

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GNSW will:

- Put people first, focus on what they can do and find out how they want to participate.
- Ask each individual – and their parents if the participant is a child – for their advice about what modifications would help them to participate.
- Where possible, make adjustments to programs, services and facilities to accommodate any special needs.
- Be honest and explain if certain modifications or adjustments are not currently possible.
- Communicate with people and share information in appropriate ways and formats.
- Expect all members accept and welcome people from diverse background and people with a disability.
- Recognise people of all abilities and from diverse backgrounds for their contribution and achievement.
- Implement policies to ensure people participate without discrimination, harassment or bullying.

If you are a person from a diverse background or you are a person with a disability please:

- Tell us what we can do to help include you.
- Understand that we will do our best to make any necessary adjustments or modifications.
- Talk to us if you have any concerns or ideas to help us make our clubs more inclusive.

## **B ETHICS AND INTEGRITY POLICY**

<b>DOCUMENT NAME:</b>	<b>Ethics and Integrity Policy</b>
<b>DATE OF ISSUE:</b>	<b>2 December 2013</b>
<b>POLICY COVERAGE:</b>	<b>All GNSW activities</b>
<b>DATE OF REVIEW:</b>	<b>December each year</b>
<b>CONTROLLING BODY:</b>	<b>GNSW Board</b>

### **1. STATEMENT OF PRINCIPLE**

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This Policy reflects a commitment by the GNSW Board towards ensuring that GNSW and its members comply with their legal obligations, particularly with relation to anti-doping, bribery and corruption, and that all members act with integrity and in an ethical manner. This will be achieved through regulation, compliance, and education.

Through the principle of mutual obligation, the Board recognises that it is only through an effective partnership with members that the application of the principles of ethics and integrity will become cultural norms within GNSW.

### **2. SCOPE**

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The principles within this Policy shall be applied through all of GNSW operations. It addresses areas concerning the integrity of gymnastics. These include:

- Anti-doping
- Sports gambling
- Negative officiating behaviours and practices, including but not limited to:
  - Bias and cheating
  - Lack of experience / competence
  - Abuse of power
  - Criticism of other officials
  - Inappropriate behaviour
  - Favouritism / nepotism
- Negative coaching behaviours and practices, including but not limited to:
  - A focus on winning at all costs
  - Bias and cheating
  - Criticism of officials
  - Abusive coaching style
  - Selection processes
  - Favouritism / Nepotism
- Negative administrator behaviours and practices, including but not limited to:

- Conflicts of interest
- Selection processes
- Favouritism / nepotism
- Lack of experience / competence
- Failure to follow policy and processes
- Juniors competing against more physically developed opponents
- Anti-social behaviours and attitudes including sledging, bullying and harassment

### 3. REGULATION

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The Board and Management shall implement regulations that promote ethical conduct and address areas of sports integrity including:

- Anti-doping
- Sports gambling
- Codes of conduct for:
  - officials
  - coaches
  - administrators
  - athletes
  - parents
  - committee members
- Junior sport
- Selection process and policy for committees, teams and state events
- Conflicts of Interest
- Judges oath
- Bias and cheating
- Protection for persons reporting unethical conduct

### 4. COMPLIANCE

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Management shall implement policy, systems and processes that ensure GNSW and its member clubs comply with requirements including:

- Anti-doping,
- Sports gambling, and
- Any other legal requirements.

Management shall implement policy and processes for breaches of the rules. This shall include:

- Discipline Policy
- Grievance Policy
- Where appropriate, a penalty table

- Any other requirement considered by the Board to promote a sport free from harassment and unethical conduct.

## 5. EDUCATION

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**Anti-doping** - Management shall provide state team athletes, coaches, judges and officials with anti-doping information, resources and training each year.

**Sports gambling** - Management shall provide administrators, athletes, coaches, judges and officials with sports gambling information, resources and training each year.

**Cheating, bias, conflict of interest** - Management shall provide administrators, coaches, and judges with information, resources and training in the areas of cheating, bias and conflict of interest.

**Induction** - Management shall implement induction processes for administrators and committee members that includes information regarding this Policy and the rules drafted pursuant to it

**Play by the Rules** - GNSW shall promote the NSW Sport and Recreation Play by the Rules program.

## 6. REPORTING

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An annual report card and regular meeting updates shall be provided by Management to the Board each year. Gymsport Committees shall complete a template report to Management each year based upon the performance of their Gymsport regarding matters of ethics and integrity.

## C MEMBERSHIP SATISFACTION POLICY

<b>DOCUMENT NAME:</b>	<b>Membership Satisfaction Policy</b>
<b>DATE OF ISSUE:</b>	<b>21 November 2012</b>
<b>POLICY COVERAGE:</b>	<b>All GNSW Activities</b>
<b>DATE OF REVIEW:</b>	<b>December each year</b>
<b>CONTROLLING BODY:</b>	<b>GNSW Board</b>

### 1. STATEMENT OF PRINCIPLE

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This Membership Satisfaction Policy provides a framework that promotes 'Member Satisfaction' as a primary consideration when GNSW develops programs, provides services and regulates operations.

The Policy is intended to provide sufficient flexibility to enable GNSW to respond to changing and sometimes conflicting membership expectations. It reflects a commitment by the GNSW Board towards ensuring members are listened to, provided with good customer service, and have access to a range of products that will help them run a successful gymnastics program.

Through the principle of mutual obligation, the Board encourages members to take an active role in the future of the Association, and the products and services it provides to ensure:

- Effective two-way communication
- High levels of customer service, and
- Relevant products and services.

### 2. COMMUNICATION

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#### *Strong two-way communication*

Management shall ensure that systems and processes are in place that promote and facilitate active participation by members through the principle of mutual obligation.

#### *Clear rules and guidelines*

Management shall ensure that clear rules and guidelines are implemented, including rules for:

- Gymsport levels, team selection and squad selection
- Competitions and judging
- Competition awards
- Awards of recognition
- High performance selection

- Education pathways, courses, workshops and other education activities
- Financial administration
- Any other areas where the application of rules and guidelines will promote transparent and accountable operations and service delivery.

### 3. CUSTOMER SERVICE

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- GNSW Management shall design, plan and implement processes that have a customer focus.
- Officers shall be trained in quality customer service.
- Officers shall be trained to understand and comply with GNSW processes and procedures including:
  - their own portfolio of responsibility
  - the cross function of responsibilities within departments, and
  - the cross function of knowledge between departments.
- The Board shall implement fair and transparent processes for the timely resolution of grievances and disputes.

### 4. RELEVANT PRODUCTS AND SERVICES

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Management shall implement products, programs and services under this Policy that focus upon:

- Promoting active participation in the Gymsports,
- Enabling gymnastics clubs to build strong, viable business models,
- Enabling the Gymsport Committees and Regional Committees to contribute to decisions in areas that concern them,
- Promoting the interests and inclusion of young people in decisions that concern them, and
- Providing products and services that enable opportunities for participation from disengaged groups.

## D SUSTAINABLE ENGAGEMENT POLICY

<b>DOCUMENT NAME:</b>	<b>Sustainable Engagement Policy</b>
<b>DATE OF ISSUE:</b>	<b>1 November 2018</b>
<b>POLICY COVERAGE:</b>	<b>All GNSW Activities</b>
<b>DATE OF REVIEW:</b>	<b>December each year</b>
<b>CONTROLLING BODY:</b>	<b>GNSW Board</b>

### 1. STATEMENT OF PRINCIPLE

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Through a focus upon people, proximity, profit, and process, GNSW aims to ensure that a person's engagement with gymnastics is satisfying, promotes wellbeing, and is sustainable. GNSW is fortunate to have many passionate people serve the sport in different capacities. Their contribution is as important as it is valued. Through this Policy, GNSW aims to ensure that the wellbeing of its people remains an important consideration for future strategy, program and service development.

### 2. PEOPLE

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#### ***Workforce Development and Education***

GNSW will maintain a ***Workforce Development Strategy*** to ensure the supply and quality of coaches and judges meets demand. The Workforce Development Strategy seeks to address existing coach and judge shortages within the system. GNSW has concerns that the shortage of coaches and judges could result in;

- existing coaches working extended hours to meet demand,
- longer events, and
- a loss of membership, and therefore income for GNSW and Clubs as prospective members are placed upon waiting lists.

All of these factors place pressure upon Members and could contribute to Member burn out.

#### ***Partnerships for social capital***

GNSW will continue to seek partnerships with government and other stakeholders with the view to implement projects that contribute to the wellbeing of the people of NSW. Gymnastics has a capable and engaged membership, it also has effective means of working with Clubs to achieve social outcomes. Increased job satisfaction and the sense of purpose related to the work performed will promote a positive association with the sport and a more sustained engagement with it.

#### ***Cooperation***

GNSW will work cooperatively with Clubs, GA and other states and territories for the design, plan and implementation of services and resources. This cooperative approach will not only build the capacity of GNSW, but GNSW employees and Committees will be empowered to drive projects and initiatives of significant scale. This will lead to increased job satisfaction and in turn, motivation and productivity.

### ***Volunteer Engagement and Retention***

The long-term sustainability of GNSW is dependent upon its ability to effectively engage and retain volunteers, particularly those that volunteer on GNSW Committees. To this end, GNSW shall maintain a ***Committee Care Succession Plan*** that focuses upon Committee satisfaction and motivation.

### ***Youth Leadership***

GNSW shall continue to invest in young people through the ***LEAP*** leadership program as a means of engaging young people and providing them with a voice and training to become the sport's next leaders.

### ***Training and Development***

GNSW is committed to ensuring the ongoing professional development of employees, coaches and Club administrators. GNSW shall seek partnerships for program development and delivery, and solutions that promote a flexible approach to obtaining qualifications to accommodate Member needs.

### ***Respect and Recognition***

GNSW shall ensure the contributions of its employees, Members and Clubs are respected and recognised through events such as the ***Annual Awards*** and other initiatives.

## 3. PROXIMITY

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### ***Region Development***

GNSW acknowledges that a key driver of burn out within the community is the number, and length, of weekends when events, education and other activities are held. GNSW also acknowledges that the long distances country clubs travel to attend state events could affect a Member's wellbeing.

To alleviate these pressures, GNSW shall adopt a ***Regions Strategy*** that promotes the local delivery of competition and education. By localising activities and implementing regional selection processes for lower level competition, GNSW aims to alleviate challenges associated with distance for country programs and reduce the length of competitions for all involved.

### ***Information Technology***

GNSW will continue to seek IT solutions that will reduce travel, costs and provide flexible education and meeting attendance solutions for members.

#### 4. PROFIT

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##### ***Build a Sustainable Gymnastics Business Model***

GNSW will continue to design and promote programs and events that enable flexible delivery, promote a financially feasible coach-to-gymnast ratio, and that promote participation in a competitive program without the necessity to train long hours each week. By doing this, in combination with other strategies, the financial sustainability of the sport will improve, while ensuring the cost of participation is reasonable and accessible to all.

##### ***Facility Development – Critical Mass***

GNSW will adopt a ***Facility Strategy*** that promotes the development of facilities of scale, within a wider sporting precinct, that serve the sport as region hubs for education, events, disability and high performance gymnastics. The ability for Clubs to invest in high performance and/or employ full time staff is directly related to their financial capacity, which in turn is related to membership numbers and program delivery expenses. Facilities of scale will enable large memberships in excess of 1,000, which in turn reduces administrative costs per member and enables better coach-to-gymnast ratios.

##### ***External Financial Support***

GNSW shall explore opportunities that increase the investment into GNSW and Clubs by government and other stakeholders. Government assistance for the development and implementation of new and existing services will promote sustainability and innovation.

#### 5. PROCESS

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##### ***Operational Efficiency***

GNSW shall regularly review its administration, structure and operations and those of Clubs to improve efficiency through partnerships, outsourcing, and the implementation of new technology. Efficiencies gained will free up resources to improve the sustainability of GNSW and member clubs, and for the implementation of new programs and services that improve member satisfaction.

##### ***Event Consolidation***

To improve member satisfaction and reduce the risk of member burn out, GNSW shall actively promote the consolidation of the event structure and delivery to improve efficiency, reduce travel, and reduce the number and length of events on weekends.

## **E      QUALITY POLICY**

<b>DOCUMENT NAME:</b>	<b>Quality Policy</b>
<b>DATE OF ISSUE:</b>	<b>1 November 2018</b>
<b>POLICY COVERAGE:</b>	<b>All GNSW Activities</b>
<b>DATE OF REVIEW:</b>	<b>December each year</b>
<b>CONTROLLING BODY:</b>	<b>GNSW Board</b>

### **1.      STATEMENT OF PRINCIPLE**

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The implementation of a Total Quality Management (TQM) system (ISO 9001/2000) by GNSW will help ensure GNSW maintains:

- A customer focus
- Employee involvement
- A process centred approach
- An integrated system
- A strategic and systematic approach
- Continual improvement
- Fact based decision making
- Communication to and from Members.

Through these actions, GNSW aims to ensure member and employee satisfaction, operational efficiency, and superior product and service design. GNSW is on a journey that will enable the adoption and implementation of TQM philosophy and practice over time, as resources permit.

### **2.      MEMBER FOCUS**

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As a member focused organisation, GNSW will view programs and services through the lens of member need. To this end GNSW will:

- Constantly gather information from and about members to determine who they are, their needs and wants, and their thoughts and feelings.
- Ensure that information gathered is embedded within GNSW strategy, programs and services.
- Focus upon member retention to promote loyalty and satisfaction.
- Debrief after events, activities and member exit, to learn from the member about their experience.

### **3.      TOTAL EMPLOYEE INVOLVEMENT**

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GNSW is committed to ensuring the direct participation of employees to organisational success through:

- Clear delegations of authority.
- The empowerment of all levels and branches of the organisation to involve employees and Committees in decisions that relate to them and their area of engagement.
- A strategic commitment to localised decision making under a strategic umbrella.

#### 4. PROCESS CENTERED

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##### ***Control of Documents***

In a quality system where documentation of processes is essential, it is logical that the close and effective control of that documentation is crucial to the implementation and maintenance of the system. The following process for the 'Control of documents' is in accordance with the requirements of ISO 9001:2000. GNSW shall implement processes for:

- Document approval prior to issue
- Review and amendments to existing documents
- Identification of current documents
- Access to relevant versions of documents
- Legibility and identification of documents
- Control of external documents
- Control of obsolete documents

##### ***Control of Records***

Records shall be maintained to provide evidence of conformity and operation of the quality management system. GNSW shall ensure processes are in place for the:

- Identification of records
- Storage of records
- Protection of records
- Retrieval of records
- Retention of records
- Disposal of records.

##### ***Internal Audit***

GNSW shall implement a system for the internal audit of programs. All Management shall be trained in ISO 9001:2000 internal audit practices.

### ***Complaint and Non-Conforming Product and Service Reporting and Corrective Action***

GNSW shall implement systems and Policy to enable employees and members to raise concerns regarding GNSW products, services, Clubs and representatives.

GNSW shall take action to eliminate the cause of non-conformities and complaints in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities / complaints encountered. This includes:

- Review of complaints / non-conformities
- Determining the cause of the complaint / non-conformity
- Evaluating the need for action to prevent a reoccurrence
- Determining and implementing actions required
- Recording the results of action taken
- Reviewing corrective action

### ***Preventative Action***

A risk assessment shall be completed on all GNSW programs and services. This shall include:

- Determining the cause of the risk.
- Evaluating the need for action to mitigate the risk.
- Determining and implementing actions required.
- Recording the results of action taken.
- Reviewing the effectiveness of preventative action taken.

## **5. INTEGRATED SYSTEM**

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As GNSW grows and evolves, it shall take steps that ensure an ongoing commitment to horizontal and vertical alignment of programs and services. Although clear delegations of authority exist, this does not mean that GNSW employees and Committees should work in a silo. A collaborative approach to work and operations will promote a positive and inclusive culture while simultaneously enabling improved operations and outcomes.

## **6. STRATEGIC AND SYSTEMATIC APPROACH**

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The adoption of a systematic approach to operations is the most efficient means to generate consistent, optimum results that enable the attainment of GNSW strategic objectives. GNSW shall develop and maintain documented policy and procedure in all areas of operation that reference, align with, and enable the attainment of relevant strategy.

## 7. CONTINUAL IMPROVEMENT

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GNSW operations will adopt the basic premise of a continual improvement model. To this end, GNSW will:

- **Plan** – GNSW will measure current performance, formulate ideas for improvements, identify how those improvements should be implemented, set objectives, and make the plan of action.
- **Do** – GNSW will implement the plan by ensuring effective implementation, training, awareness and adding controls to avoid future problems.
- **Check** – GNSW will measure relative performance and take corrective measures to ensure desired implementation.
- **Act** – GNSW will analyse data and results to determine the success of the change and determine whether any further adjustments are required.

Documented processes and templates shall facilitate the inclusion of this model within GNSW operations.

## 8. FACT BASED DECISION MAKING

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GNSW is committed to ensuring effective decision-making processes are in place throughout its operations. Where appropriate, templates will be provided that support the decision-making process set out below.

- Define the problem.
- What research and evidence is required to support the decision making process?
- Identify the decision criteria / project objectives.
- Where possible, allocate weights to the criteria.
- Develop alternative solutions.
- Evaluate the alternatives.
  - Outcome / Participation / Member satisfaction / Competition results
  - Finance / Multiplier
  - Risk Management.
- Select the best alternative.

## 9. COMMUNICATION

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GNSW shall adopt and implement a **Communication Strategy** that gives members a voice through online and face to face communication, and that measures the effectiveness of GNSW communication.