



Review of NZHCS Management Functions

The following notes propose a review of the management functions of the New Zealand Highland Cattle Society with the objective of ensuring responsiveness to member enquiries and activities, accurate transactions and record keeping at a cost the society can afford.

Background

The New Zealand Highland Cattle Society (NZHCS) is in its 23rd year. During that time membership numbers and cattle transaction have grown to a peak of 415 members in 2008 with approximately 900 cattle registrations and transfers. Management costs at that time were approximately \$20,000 per annum.

Both membership and cattle registrations/transfers have declined since that time to approximately 180 full members and 170 (2014) registrations and transfers per year. Our management costs have been scaled back somewhat to approximately \$13,000 in 2014 and projected to be \$12000 in 2015 if the status quo is maintained.

During the society's life the management functions have continued to evolve to meet the needs of members, handle the transaction volume processed and to be cost effective.

During its growth management functions morphed from a single voluntary registrar/secretary/treasurer function to a split into Registrar and Secretary functions (finance tasks split between the two) in 2000 and then recombined in 2011.

The roles became paid at a nominal fee to reflect the volume of work undertaken.

The challenge of reducing cost to match our membership and cattle registration/transfer numbers, as well as ensuring responsiveness to member enquiries and activities, accurate transactions and record keeping at a cost the society can afford, requires the society to once again review how it delivers its management functions.

Over the last five years the Society's information systems have developed with a stronger web capability enabling a limited number of transactions to be done online. At the same time off the shelf web based database and financial products allow for an increasing number of management functions to be physically distributed.

This proposal, once again, looks at the management functions required for the Society to operate in 2015 and the next few years with the intent of investigating an alternative to a single management function. Such an alternative must be more cost effective, be responsive to member's needs while maintaining accuracy and integrity of processes.

The following table summarises the functions of the current five functions required for day to day running of the Society. Not included in this matrix are project roles for production of our annual calendar and Journal of Record.

Separate or Combined Functions

Recent investment in our information systems and publically available web based financial systems at a reasonable cost, enables less dependence on all management functions being provided from a single physical location. It is now feasible to have our membership management and Society secretarial services provided separately from registration services and treasurer services.

While acknowledging that separating the functions increases reliance on good information sharing with the challenges that brings, it does allow for greater use of voluntary positions as each of the roles become smaller and less onerous. Being able to involve more members in the functions of the society offers benefits around a perception of greater "ownership" and improved openness and understanding of the societies functions and importance of those for breed and pedigree management.

It is also felt that having multiple people providing these functions will maintain a degree of risk management. There is less risk of total collapse of systems that exists with a single person covering all roles and there is a degree of risk mitigation in splitting the roles as each person will be aware of the deadlines and workload of the other functions and can act in both a monitoring role and provide each other support as required.

How this review will be undertaken and action plan agreed

The appointment of the Registrar, Secretary and Treasurer roles is, as defined in our constitution, a Council of Management responsibility.

Nevertheless such an important change requires member input into a number of aspects to such change – this is particularly so in determining the relative priorities for the management functions and the service levels, or Key Performance Indicators (KPIs) for each function.

It important to note that although five functions are discussed they may or may not be provided by separate people. That decision will be made once members have registered interest in being involved in one of the five functions.

Key Performance Indicators

KPIs will be developed for each function once the responsibilities for each function are defined and member feedback on the transaction turnaround times expected are known.

Costs

Society costs could be reduced by \$6,000 over that of the 2015 year. Consumable costs should not increase significantly should the three roles be split. One of the benefits of further integration of digital and online systems may result in some efficiencies.

Maintaining up to date software is an ongoing function of Society management and there may be a requirement for purchase/licencing of software and but this would be offset by not having the contract cost as it stands currently. A combined printer and scanner should be purchased for the registrar. The printer has historically been provided by the person doing the registrar function with consumable costs paid by the Society. The Society currently has no scanning capability. Further email addresses are available to the Society at no extra as part of our contract with the supplier.

There will be costs associated with moving the assets and records of the society.

Face to face meeting costs should be maintained as reporting by the registrar or treasurer for example could be completed via a teleconference or online hook up to a meeting rather than being in attendance. Alternatively meeting venues could be located at a place that enabled attendance if required – flexibility in planning.

Review Process

10 May	The Council and the Registrar/Secretary/Treasurer will review this draft plan and finalise the draft plan prior to the 2015 AGM
23 May	A presentation to the 2015 AGM and discussion will be held to gauge: <ul style="list-style-type: none">• What KPIs members want to have for the management functions• What unforeseen benefits and risks may arise from separating functions
Early June	The plan will be finalised with AGM and other member feedback
Early June	The Council will determine its preferred separation of functions to meet the KPIs and any honorariums it may wish to put in place for each function
Mid June	Expressions of interest called for from members to fill the management functions
End June	Short list selected by selection panel of the Council Functions/applicants assigned. An applicant may be offered one or more roles depending on their skill mix and enthusiasm
August	New roles transition from existing role

Required Management Functions

	Registrar	Secretary	Treasurer	Member Communications	Web Technical
Reports to	1. Chair of Breed Management sub committee	1. President NZHCS	1. Chair of Society Management sub committee	1. Chair of Member Services Sub Committees	1. Chair of Society Management sub committee
Primary Purpose	To ensure that the information recorded in the Herd Book reflects a true and accurate record of pedigree Highland cattle in NZ.	To provide secretarial services for NZHCS	To act as Treasurer for the NZHCS.	To ensure that effective two way communications are maintained with members on matters pertaining to the Societies activities	
Primary objectives	To collect, verify, preserve and publish the pedigrees of Highland Cattle by establishing and maintaining a Herd Book.	To maintain accurate membership lists, to communicate with present and prospective members, to write correspondence as directed by Council and to record minutes of Council and AGM/SGM meetings. Ensure constitutional requirements for meetings, voting etc are met	To invoice and collect all monies owing to the Society, to keep correct records, to pay all accounts owing and to prepare accounts for the AGM and for auditing.	To Manage the content on the web site and emailed newsletter system ensuring that information provided to members is relevant, accurate, timely, interesting and accessible.	Ensure the web systems are pragmatically developed and maintained to add value to members individually and the Society generally.
Key tasks	1. Herd Names and ID <ul style="list-style-type: none"> Receive applications for Herd Names and Herd ID's and collect fees Check details so that there is no duplicity of names or ID letters. Record on the database. Print out Certificates and send to member. Send applications to Secretary for filing. 2. Society Records <ul style="list-style-type: none"> Keep an accurate database. Do regular back-ups of the files. Keep a hard copy of all 	1. Members <ul style="list-style-type: none"> Contact prospective members pointing out the benefits of the Society inviting them to join. Maintain an accurate membership data base recording all new members, all alterations to existing members' details and recording resignations. To report to Council regularly on the above. To insure members are aware 	1. Accounts <ul style="list-style-type: none"> To receive accounts, check, verify authorisation, initiate payment and record. To receive payments, receipt, bank and record. To invoice for advertising, subscriptions and any other services as necessary. To follow-up outstanding invoices. To prepare monthly or quarterly trading position and budget, monitoring as required by Council. 	1. Communication <ul style="list-style-type: none"> Proactively develop content of interest to members for both the website and regular emailed newsletters. Ensure non email members receive paper version of newsletters on a regular basis. Lead the production process for the Society's Annual Journal of Record 	1. System Maintain <ul style="list-style-type: none"> W3 hosted backend systems NZHCS email system AdPeep advertising system 2. System improvement <ul style="list-style-type: none"> Propose any system enhancements that would improve member access to information to the Society Management subcommittee for approval

Required Management Functions

	Registrar	Secretary	Treasurer	Member Communications	Web Technical
	<p>registrations, attach any transfers or death/cull notices to hard copies so that there is a paper trail of each animal for future reference.</p> <ul style="list-style-type: none"> Print out a Genealogy register to be used as a working copy. File each member's details and their registration applications in their individual files. Checks and Security. Swap a back-up file at regular intervals with some Council appointed person. Review backup and retention policies for Society Records and make recommendations to the Council that take full advantage of electronic transaction and storage capabilities. <p>3. Registration of Cattle</p> <ul style="list-style-type: none"> Receive registrations. Check details, fees, and signed declaration. Verify mating details: <ul style="list-style-type: none"> Natural matings against Herd Returns Sires not owned by breeder then verify against Sire Service/Lease forms AI matings against AI Certificates Embryo Transplants against Blood Verification/ DNA tests 	<p>of their privacy rights and update same from time to time</p> <ul style="list-style-type: none"> To issue communications to all members from time to time as directed by Council <p>2. Council and AGM Secretarial</p> <ul style="list-style-type: none"> To record minutes of Council, AGM & any special general meetings and circulate these to Council as appropriate. To prepare Agendas for Council, AGM & any special general meetings as directed by Council (including teleconference meetings) and according to the constitution and circulate as appropriate To write correspondence as directed by Council or the Chairperson To maintain hard copy records of all the above To investigate and secure optimum pricing options for travel, Council meetings, and stationery needs To take orders for Society merchandise and arrange for the payment for and dispatch of the merchandise. To liaise with the Member Services sub-committee of Council To liaise with the web-site 	<ul style="list-style-type: none"> To prepare and monitor the annual budget. To prepare cash flow, budget comparison and investment reports for council meetings. To invest surplus balance when applicable. To account for and file GST returns. To prepare annual accounts, arrange an audit and report to the AGM. To invoice annual subscriptions in December of previous year maintain a record of payments of same and send reminder notices as appropriate. To oversee the accurate keeping of AGM financial records and liaise with the AGM organising committee as appropriate. Investigate NZHCS web site and web based accounting system that provides for Secretary and Registrar to check financial status of members and to initiate invoices for transactions. 		

Required Management Functions

	Registrar	Secretary	Treasurer	Member Communications	Web Technical
	<ul style="list-style-type: none"> ○ Females bought in-calf verify against Transfer details • Complete DNA profile requests for all bulls registered. Record DNA availability. File hard copy in breeder's file • To compile lists of bulls for which assessment applications have been made, ensure payment and all required documentation is complete and distribute to bull assessment organisers. Verify that bulls have been approved registration through the Society's Bull Assessment Scheme. • For all registrations and transfers Contact breeders for any clarification, missing information or fees. Process registration details onto the database. Print Certificates and post out to breeders. Checks or Queries. Any application that does not follow the rules as set out in the Constitution, or for any animal more than 2 years of age, to be brought before the Registration Liaison Committee for decision. <p>4. Transfer of Cattle</p> <ul style="list-style-type: none"> • Receive transfer applications. Check details, signatures and fees. 	<p>maintenance officer.</p> <ul style="list-style-type: none"> • To ensure communications to NZHCS that may require action or response are circulated to council or appropriate subcommittee in a timely manner • ensure council is kept aware of constitutional rules that may impact on society business and functions <p>3. Other</p> <ul style="list-style-type: none"> • Prepare calendar information (show dates/notices) by 30 Sept and supply to calendar editor Maintain accurate database of societies assets (banners etc) 			

Required Management Functions

	Registrar	Secretary	Treasurer	Member Communications	Web Technical
	<ul style="list-style-type: none"> Contact breeders for any clarification, missing information or fees. Process transfer details onto the database. Print out new Certificates. Post out to existing Members. Checks or Queries. Any application that does not follow the rules as set out in the Constitution to be brought before the Registration Liaison Committee for decision. <p>5. Registration Liaison Committee</p> <ul style="list-style-type: none"> Compile all relevant information on 'problem' case. Send package out to members of the committee. Arrange a 'Tele-conference. Report findings back to breeder concerned. Brief council on RLC meetings and outcomes. <p>6. Herd Returns</p> <ul style="list-style-type: none"> Each year in March send a Herd Return for each breeder giving details of animals currently registered in the Herd Book as being owned by them. Send to breeders and request them to fill out information about mating details, any deaths during the year, any transfers of 				

Required Management Functions

	Registrar	Secretary	Treasurer	Member Communications	Web Technical
	<p>ownership that should have taken place and any other information requested.</p> <ul style="list-style-type: none"> • Upon return of these Herd Returns: <ul style="list-style-type: none"> ○ Record any deaths on the database and on the individuals files ○ File Herd Returns and any AI docket, Bull Lease Forms, etc into Breeders files. <p>7. Herd Register</p> <ul style="list-style-type: none"> • At the beginning of each breeding year print a Herd Register for the previous year including: <ul style="list-style-type: none"> ○ Registrations for the breeding year ○ Transfers for the breeding year ○ Deaths/culls for the breeding year <p>8. Herd book Risk Assessment</p> <ul style="list-style-type: none"> • Complete tasks as determined by current risk assessment protocols <p>9. Upload to website</p> <ul style="list-style-type: none"> • Update the online herdbook by uploading a current version of the registration database <p>10. Financial</p>				

Required Management Functions

	Registrar	Secretary	Treasurer	Member Communications	Web Technical
	<ul style="list-style-type: none">• Check the financial status of members before undertaking transaction.• Initiate invoices/receipts using the web based accounting system.				

Key Performance Indicators	To be developed once role descriptions finalised	To be developed once role descriptions finalised	To be developed once role descriptions finalised	To be developed once role descriptions finalised	To be developed once role descriptions finalised
	<p>1. Registrations/transfers</p> <ul style="list-style-type: none"> Acknowledgement of receipt of request at first work day after receipt of papers [include indicator of turnaround time so applicant knows what to expect. Should be possible to indicate at this time if further details or payment are required] Completion of transaction 7-14 days after acknowledgement if all documents are correct. 7-14 days from receipt of any extra information required. If RLC involved allow 21 days. Upload to online herdbook at least fortnightly. <p>2. Herd returns</p> <ul style="list-style-type: none"> Process within 10 days after receipt <p>Regardless at certain times notice of transaction delays may be required – Inform Breed Society chair of any delays as soon as known. If member notification is required this can be done by a notice on web page or email to members.</p> <p>Registrar to proactively identify efficiencies in all aspects system is cumbersome and some real gains can</p>	<ul style="list-style-type: none"> Responses to member enquiries or to potential new members to be within 7 days of receipt of enquiry. Membership database to be updated weekly from Jan to March and at least fortnightly thereafter, must be updated even more often during voting for AGM/SGM. and posted in drop box for others to access readily. Meet constitutional requirements for distribution of agendas for all meetings. (Agendas must be with councillors 7 days before a meeting.) Set call for items early enough to enable above to be met. Produce draft minutes within 7 days of meetings. Sooner if meeting interval requires this. Correspondence as required 	<p>Year end financials to be ready for delivery to auditor by 31 March</p> <p>Ensure reports to Council include schedules of receipts and payments and that all payments are correctly authorised before payment.</p>		

	<p>be made going forward. E.g. herd return to go out via email if possible – consult with Breed Management and Society committees – initiate any recommended changes</p> <p>Continuous system improvement is expected.</p>				
Systems	<ul style="list-style-type: none"> • Access database • Website backend system • Paper files • MS Office tools • Xero accounting • Teleconference facility • read only access to bank account • NZHCS supplied laptop, printer/scanner 	<ul style="list-style-type: none"> • MS Office tools • Teleconference facility • read only access to bank account 	<ul style="list-style-type: none"> • Teleconference facility • Xero accounting • Online banking 	<ul style="list-style-type: none"> • Website front end • Newsletter email system 	<ul style="list-style-type: none"> • Web site backend • Email Cpanel (email/database) • AdPeeps
	<p>Go To Meeting Teleconference or alternate systems \$420 p.a. (already included in 2015/16 budget)</p>				
Time (per month)	8 hours per week – 32 per month	2 hours per week – 8 per month plus 16 hours for AGM	2 hours per week – 8 per month plus 16 hours for AGM	2 hours per week	2 hours per week
Annual Costs	Honorarium to be investigated All in one printer/scanner \$480	Honorarium to be investigated	Honorarium to be investigated Xero Accounting: \$600 p.a.	Honorarium to be investigated	Honorarium to be investigated

