INTERNATIONAL QUIDDITCH ASSOCIATION

ORGANIZATIONAL STRUCTURE FOR THE EXECUTIVE BRANCH OF THE IQA

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The IQA does not currently have a strong organizational structure with a delineation of responsibilities or volunteer selection priorities. This document proposes a structure underneath the Executive Director to divide responsibilities necessary for growth and provide a structure into which volunteers can be selected.

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Executive Summary

The IQA does not currently have an organizational diagram, or any way to determine which positions need to be hired or who the reporting structure is. This leads to confusion and some people doing more or different work than is in their job description, and makes it difficult for new volunteers to come on board. This proposal hopes to rectify that and propose departments and specific roles for each department working under the Executive Director, to enable the IQA to grow and better serve its members.

Background

In the past, the IQA has experienced significant difficulty in volunteer selection and in its efforts to find people to do a specific role for a period of time. This has led to more disjointed volunteer selection rather than strategic hiring that will allow the IQA to have people in the roles necessary for growth.

The role of the IQA in the community has, for the past two years, been to organize the National Governing Bodies (NGB's), organize World Cup, and assist new and developing regions to increase their capacity for quidditch. More recently the IQA has also assimilated the International Referee Development Program, which is now part of the IQA as the Referee Development Team.

The proposal

The leadership of this branch of the IQA will consist of the Executive Director, who will work closely with the IQA Secretary and Finance Director. This team will oversee and support six departments, which will be as follows. The order in which these departments will be presented is not relevant; they are simply being presented in alphabetical order as they will all be equally important to the functioning of the IQA.

Each department will have a role to play in the overall mission and objectives of the organization and will propose policies relevant to the accomplishment of their mandate. The departments will be described below with its responsibilities and mandate to ensure flexibility of positions within each department. Tasks within each departmentmental mandate may be delegated to any committee, team, or individual within the department. The head of each department will be responsible for a quarterly assessment of risks and issues within their department that will be submitted to the Trustees. The document must also outline of the degree of control they have over each risk and the steps taken to manage or mitigate these risks and issues.

1. Business Development Department

The Business Development Department will be responsible for finding sponsorships, creating and selling merchandise, and working with the Finance Director to bring in more revenue for the IQA, within legal use given Warner Bros' ownership of the trademark. As we find solutions to move away from that current licensing agreement this department will become more and more important. The Business Development Department will also be responsible for specifically working to expand the image of quidditch in mainstream

media and new markets, and will likely work closely with the Communications Department to ensure a consistent brand is represented through all external relations.

2. Communications Department

The Communications Department will be responsible for all external communications, creating and maintaining the overall image and brand of the IQA, and ensuring that information received by the quidditch community and general public matches the brand. This will encompass social media, translations, photography, graphic design, and press releases. As the organization expands the Communications Department may expand to include content and news generation.

3. Events Department

The Events Department will be responsible for the organization and implementation of any IQA-sanctioned events. This includes creating and enforcing bid guidelines, licensing events, selection of event locations, ensuring comprehensive selection of event committees, management of event budgets and risks in accordance and conjunction with the overall organizational policies, and creation of event schedules and timelines. Events this department will be responsible for include continental championships and World Cups; more events may be added as the organization grows. The Events Department may maintain an advisory committee of individuals experienced in quidditch events to assist in the development of bid guidelines and location selection, in addition to volunteers responsible for regions and/or events.

4. Finance Department

The Finance Department will be responsible for creating and implementing a budget, financial policy, and ensuring that finances are handled with appropriate risk-averse process. The Finance Department will be responsible for distribution of funds based on established policy.

5. Gameplay Department

The Gameplay Department will be responsible for referee and snitch development, testing, and continuing competencies. The Gameplay Department may also be responsible for rule and rulebook development and implementation. This department may also consider implementation of communities of practice for positions and game officials to assist the Referee Development Team, Snitch Development Team, and/or Rules Team in decision making and research, and to further engage the community in the work of the IQA. As the IQA grows, the Gameplay Department may also include volunteers completing research into various aspects of the sport to support development and improvement of match officials, rules, and policies surrounding Gameplay.

6. Human Resources Department

The Human Resources Department will be responsible for volunteers and future employees of the IQA. It will be handle any complaints by or about volunteers, manage volunteer and employee records, maintain appropriate confidentiality, and enforce volunteer behaviour policies. It will also be responsible for helping create and implement more perks for our volunteers and incentives for time spent in service of the IQA, as well as ensuring a good experience for volunteers. In the future the HR department may also offer education on leadership skills for people to help our managers and team leaders feel more confident in those roles, along with any other services that our volunteers see as helpful to the fulfilment of their roles.

7. Information and Communications Technology Department

The Information and Communications Technology (ICT) Department will be responsible for the creation and maintenance of a secure website, for implementing secure data protection solutions that follow international laws and cover all documents from inception to destruction, for creating and maintaining organizational email accounts where necessary, and for the protection of all technological assets. The ICT Department will also be responsible for proposal and implementation of a secure internal messaging system, and maintaining confidentiality and protection of all IQA documents. The ICT Department will work closely with the Communications, Human Resources, and Business Development Departments to accomplish this mandate.

8. Membership Department

The Membership Department will be responsible for expansion of the sport into new parts of the world through local expansion team members, creation of resources for existing and developing National Governing Bodies (NGB's), and support of the NGB's where necessary. This may include researching and creating written resources, meeting with NGB's, sending letters of support, etc. The Membership Department will also develop and implement processes through which to distribute funds reserved for charity to NGB's and other projects.

Within each of these departments, there will be a hierarchy of positions as follows:

1. Executive Director
2. Head of [Department]
   - Eg. Head of Gameplay
3. Manager
   - Eg. Referee Development Manager
4. Team Leader
   - Eg. Referee Testing Team Leader; Referee Resource Team Leader
5. Team Member
   - Eg. Referee Testing Team Member

Implications

Strategic implications

Determining this will help the IQA move forward and be able to select departmental Heads. This will allow the Executive Director to focus more on the work of an Executive Director. Selection of heads of department will allow for more development in all the areas we are looking to develop. It will also be beneficial to have departmental Heads in place who know the role and have selected some managers to work with them before the Strategic Plan is completed, so the plan can be implemented with as few delays as possible upon completion.

Financial implications

At present, there will be no cost for hiring or paying individuals who are selected into these departments. There is likely to be a cost at least initially for email address for Heads of department; using Google for business is $5/month, although this should be waived once the IQA is incorporated as a charity and may change depending on the document and file sharing service implemented in the future by the ICT Department.

Stakeholder implications

As outlined above, selection of volunteers into departments with mandates as outlined above will allow the Executive Director to focus on guiding the direction and policy of the organization, and will allow the IQA to provide benefits to and services for the members of the organization.

Risks and issues

As with any delegation of responsibilities, there is the risk that individuals selected for positions within the departments outlined above will do a poor job. This will be mitigated through performance reviews and selection of experienced Heads of departments with good interpersonal, management, and problem-solving skills.

A second potential issue is poor communication between departments. Business Development and Communications in particular are similar but not identical; Membership and Gameplay may also see crossover in research and member services; and all departments will be regularly liaising with Communications for publication of materials created. This will be mitigated through:

- biweekly meetings with all departmental Heads and the Executive Director to discuss current projects, provide support for problems within the department, and ensure there is no duplication of effort, and
- ongoing communication via email or Slack between all department Heads.

Next steps

Management responsibility

The Executive Director will oversee implementation of these departments through position descriptions created in collaboration with the current Head of HR that will be advertised at the beginning of May.

The only department for which we currently have a departmental Head is HR; all others will need to be selected.

Actions required of the trustees

Approval of this Paper.