



UNITED STATES OLYMPIC COMMITTEE

NGB Services Department
2018

NGB Services

Department Overview

Purpose

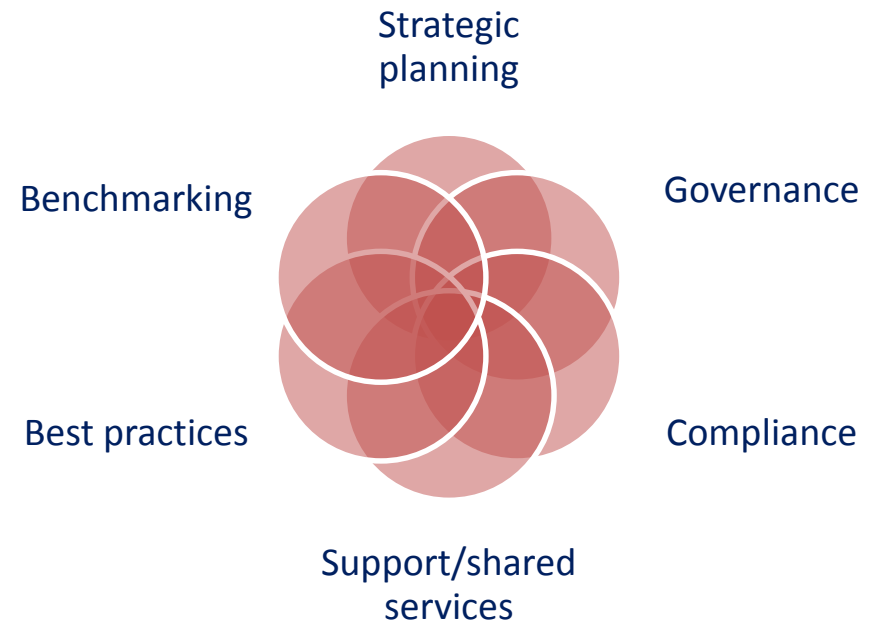
Support NGBs with governance, strategic planning and targeted business support and services to enhance their organizational effectiveness.

Approach to service

- Proactive
- Targeted
- Customized
- Collaborative

Core programming

- Governance/leadership
- Strategic planning
- Support/shared services
- Best practices
- Benchmarking
- Compliance



NGB Services

Approach to Service

Proactive

Proactively building relationships and opening communication channels with NGBs will allow us to better forecast their needs and provide targeted assistance. We will do this through annual ED/CEO meetings, regular onboarding and formalized feedback.

Targeted

NGBs that receive financial or shared services must have a strategic plan, be a willing partner and have the capacity to affect change. NGBs will be targeted in consultation with high performance; considerations may include medal diversification opportunities, percent USOC funded and compliance.

Customized

The USOC offers a robust network of support for NGBs. Through a strong strategic planning initiative, including a segmentation analysis of economic capacity, we can provide customized support to each NGB to maximize the return on investment for each service provided.

Collaborative

To support NGBs effectively, we must take a holistic approach to service. This starts with developing an effective needs assessment, as well as consolidating and analyzing all NGB information that is currently being cultivated by various USOC departments.

NGB Services

Customization through Segmentation

NGB segmentation

Segmenting NGBs based on their economic capacity will allow for a more tailored approach to service.

L1: Popular network

- *Very strong economic capacity*

L2: Robust network

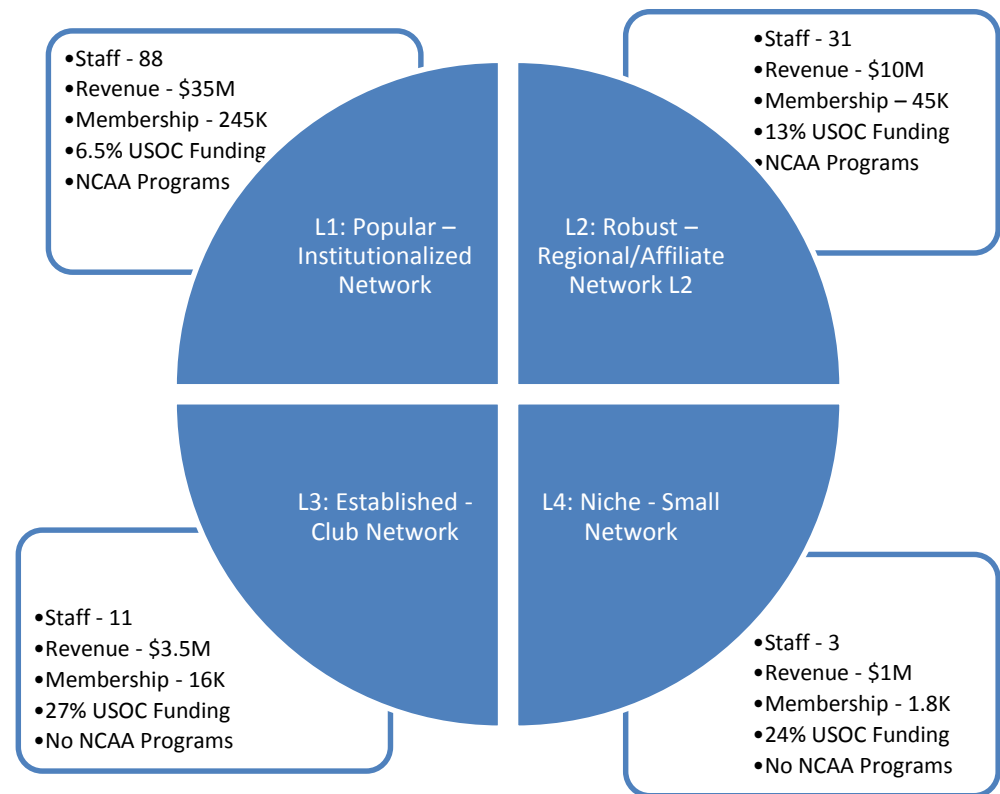
- *Strong economic capacity*

L3: Established network

- *Weak economic capacity*

L4: Niche network

- *Very weak economic capacity*



NGB Services

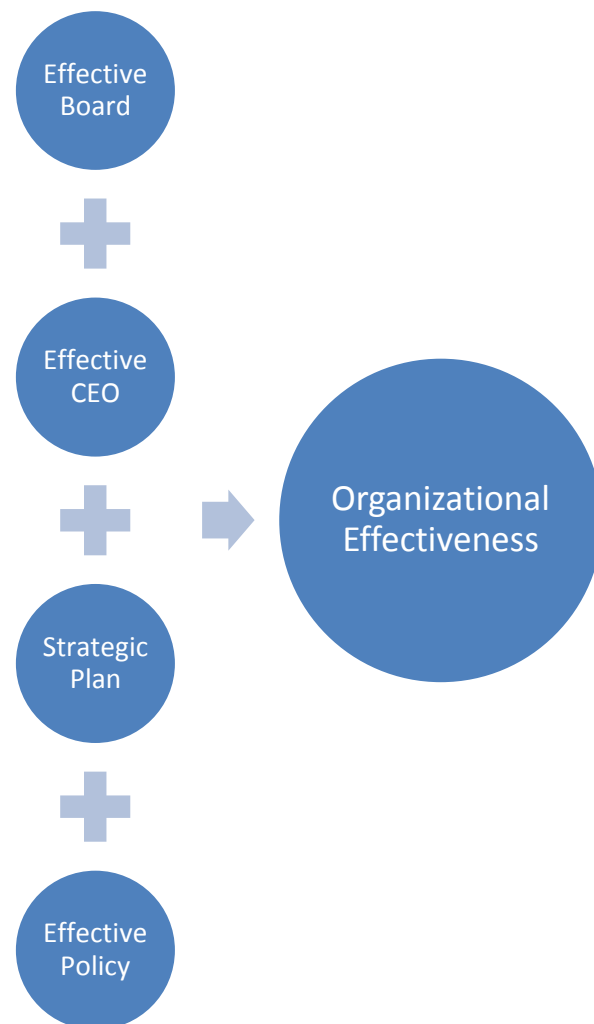
Governance/Leadership Programming

Overview

Good governance starts with four key pillars: developing high-functioning boards, creating strong and effective leaders, establishing a feasible and impactful strategic plan, and implementing well-developed bylaws, policies and procedures. Developing core programming around these areas will allow NGBs to reach peak organizational effectiveness.

Programming

- Board training/onboarding
- Independent director database
- ED/CEO onboarding and mentoring
- Strategic planning services
- Policy counseling and best practices sharing
- Bylaw and policy templates



NGB Services

Targeted Program Support

Overview

The strategic planning process supports prioritization of initiatives by NGB, but also provides guidance to NGB services on how to help the NGB through targeted program support.

Programming Examples

- Coach education program development
- Membership growth initiatives
- Collegiate programming
- Youth sport development
- Event programming and support
- Fundraising efforts



NGB Services

Staffing Support/Shared Services Programming

Overview

Smaller niche sports (L4 segment) are unable to benefit from the many support services the USOC offers due to a lack of personnel. Through a reduced-cost, shared service model, and/or support of staff positions that are directed at revenue-producing programs, the USOC can support an NGB's business growth initiatives.

Shared Services Examples

- Communications (public relations, website, social media)
- Human resources (staffing services, consultation, executive searches)
- Legal (compliance management, investigation, hearing panel, ethics panel, contract review, policy review)
- Information technology (network services, software licenses)
- Finance/accounting (benefits, payroll service, bookkeeping)
- Lower-negotiated rates for background screening, shipping, business support services, etc.

NGB Services

Best Practices Programming

Overview

NGBs face similar issues. Bringing current trends to the forefront, sharing best practices and providing opportunities to learn from each other is critical for an NGB's overall business development. The USOC can support this initiative by facilitating best practices sharing among NGBs and industry experts.

Programming

- NGB Best Practices
- Finance Best Practices
- Legal Best Practices
- Development Best Practices
- Communications Best Practices
- Youth Sport Working Group Best Practices
- Continued learning opportunities (LinkedIn Learning/Leadership Academy, etc.)
- Human resources/membership/events information sharing

NGB Services

Data Collection and Benchmarking Programming

Overview

Understanding NGB key business drivers, tracking them on a timely basis, and communicating them back to NGBs in a collaborative and helpful format is an important service the USOC can provide NGBs.

Programming

- USOC dashboards
- NGB dashboards
- Customer service satisfaction surveys
- NGB benchmarking research

NGB Services Compliance Programming

Overview

Establishing clear expectations for compliance with NGBs is important to establish trust and create a transparent environment. NGBs should know and understand the compliance checklist and consequences of non-compliance. NGB Services should provide support to ensure NGBs maintain their compliance.

Programming

- Compliance certification in the areas of governance, financial capability, due process and athlete representation
- Board/CEO training

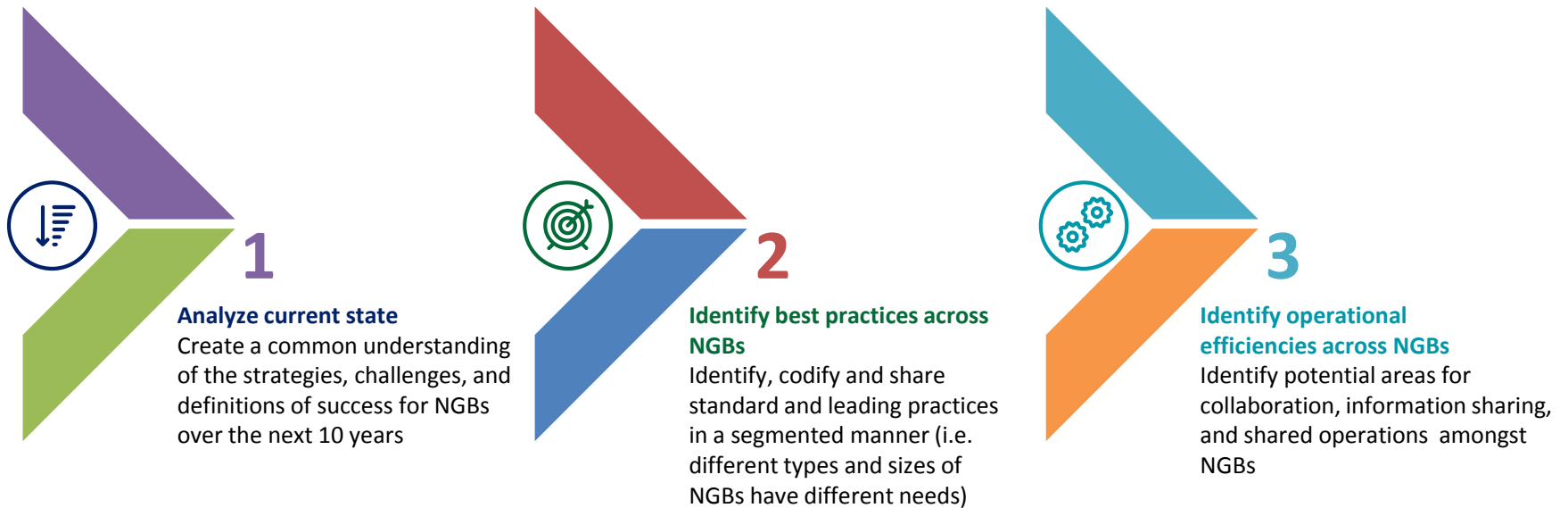


NGB Needs Assessment

Kick-off presentation







- January 2018

USOC wants to work with the National Governing Bodies (NGBs) to help support their efforts to become more efficient and effective. The goals of the effort include the following:

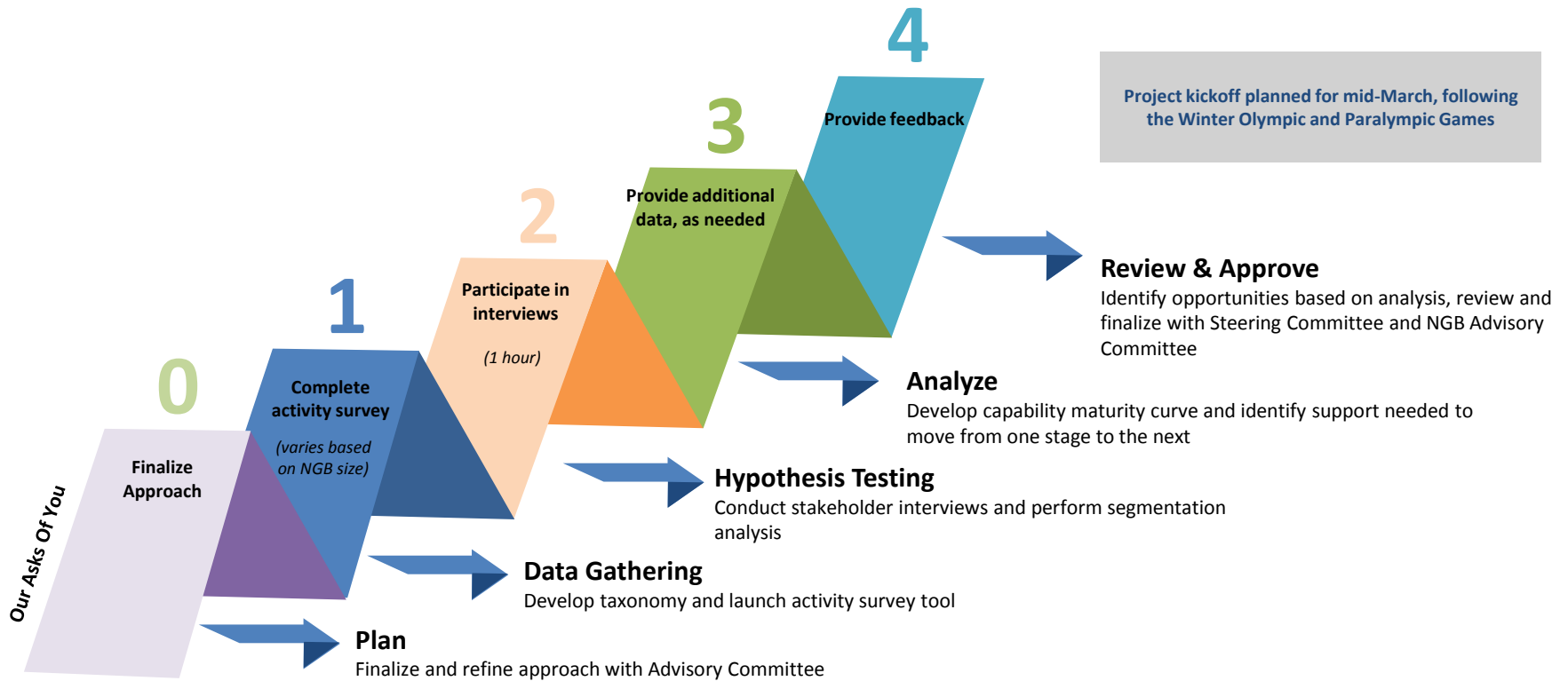


Potential Areas of Collaboration

We believe opportunities to collaborate exist, agnostic of current size and maturity. Some of the potential programs to be explored during this project include:

	Shared services	<i>Stand-up of shared service centers that centralize common, repetitive operational activities to provide cost savings and free up resource bandwidth</i>
	Athlete and customer analytics	<i>Identification of leading practices across NGBs for athlete and customer analytics to drive membership, customer and organizational insights</i>
	Enhanced membership engagement	<i>Activation of new membership engagement activities to grow organizations' membership bases and increase current member satisfaction</i>
	Governance process modernization	<i>Maturation of current governance processes to handle membership, revenue and organizational growth</i>
	Revenue stream optimization	<i>Identification of additional revenue sources and optimization of existing revenue streams to drive top line growth</i>
	Athlete pipeline and support	<i>Visibility into leading athlete support and development practices to enhance athlete development and experience</i>

The eight week project will involve five phases of engagement, each with varying levels of involvement from your NGB staff



NGB Good Governance Modules

Project with  tse consulting



Module 1

Non-profit governing body best practices

- Help individuals who sit in a leadership position understand current best practices related to their roles, responsibilities and legal duties
- Understand the expectations of leadership
- Provide comparison of traditional nonprofit governance obligations and NGB governance requirements under Federal law
- Recognize and illustrate the three basic duties of care, loyalty, and obedience

Module 2

Review of NGB requirements under ASA and USOC Bylaws & Policies

- Ensure that the broader and more comprehensive responsibility of NGB governance is understood in comparison to other nonprofit organizations
- Provide context to the Olympic Movement, the role of the USOC, and the rights and responsibilities of NGBs to the Federal government and the USOC
- Illustrate the broad requirements of the Amateur Sports Act
- Review NGB compliance check-list and the NGB requirements regarding this list

Module 3

Grievance management and hearing panel best practices

- Provide guidance to best practices on how to handle grievances and hearings that are in-line with NGB requirements and current best practices
- Understand that recent NGB grievances have more regularly resulted from misunderstandings about dispute resolution and due process
- Understand what obligations have to be met in order to provide a fair and transparent grievance management process.