

# THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

## **WELCOME!**

You have either been appointed as, or are considering a role as a club volunteer. We wish you a fulfilling and enjoyable experience in your role, and appreciate your commitment and time you are giving in developing the sport.

## **HOW THIS RESOURCE WILL HELP YOU**

This resource is intended to assist you in your role by providing:

- A guide to the roles and responsibilities of this position
- Templates/resources to assist you and save you time
- Top tips and good practice from experienced volunteers
- Further information and learning/training opportunities

This resource complements other national volunteer publications, which are listed at the back of this resource. The ASA Good Club Guides **EXTRA** will be particularly helpful, providing practical tips, questions and answers that will equip you with further knowledge and information as a Workforce Coordinator.

## **LINKS TO SWIM21**

swim21 is the ASA's club development programme. The Good Club Guide is intended to complement swim21, by providing tools, templates and resources that will assist the running of a club, and ultimately assist in achieving or maintaining swim21 accreditation.

## **ROLE OF THE WORKFORCE COORDINATOR**

A Workforce Coordinator is responsible for overseeing the volunteers within a club. The role of the Workforce Coordinator is not to line manage, but to ensure volunteers have a meaningful and enjoyable volunteer experience, through recruiting the right volunteers to the right roles, and providing appropriate training, support and recognition to assist them in their role. This role should report into the Club Chairperson.

\*workforce refers to volunteers and staff within a club e.g. secretaries and coaches, committee members, officials and helpers within a club

## **EXAMPLE ROLE DESCRIPTION FOR A WORKFORCE COORDINATOR**

### **DUTIES OF A WORKFORCE COORDINATOR:**

- To act as a main point of contact for volunteers within the club
- To be responsible for creating and implementing a Workforce Development Plan

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

- To build effective relationships with all club volunteers and the ASA County Workforce Coordinator
- To coordinate and help organise training for the club workforce
- To ensure all volunteer positions within the club have current role descriptions
- To be responsible for leading the recruitment, induction, and support of all club volunteers, in association with others
- To establish and manage a volunteer recognition programme within the club

### **COMMITMENT / TIME FOR THE ROLE**

Will vary from club to club, but will include ongoing weekly responsibilities, particularly in recruiting and inducting new volunteers, and supporting existing volunteers.

### **SKILLS AND QUALITIES REQUIRED**

- Enthusiastic with a good knowledge of the club, and the volunteer roles required
- Be an excellent communicator
- Have a knowledge and empathy for volunteer needs
- Sound organisational skills and ability to delegate

### **TERM OF OFFICE**

This will vary according to club constitutions, and club election processes. Some clubs have rules that stipulate a new person each year, or a limit to the number of times a person can be re-elected, to prevent one person remaining in post for too long a period of time.

### **TOOLS FOR THE ROLE**

The following are deemed to be essential items for Workforce Coordinators to have in order to do their role:

- Use of a computer and email address to produce posters, letters, emails, reports, and to store and record information relating to volunteers and volunteering within the club
- Filing system to record all letters and correspondence
- Notebooks for meetings
- Annual diary/chart to record volunteer training, availability and meetings
- Club headed stationery
- Telephone with access to an answer phone facility

### **GETTING STARTED**

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

The following sections will guide a Workforce Coordinator through the key areas of the role description above. This resource should be read in conjunction with the ASA Good Club Guide “Ever thought of volunteering”. See further information for more details and the ASA Good Club Guide **EXTRA**.

### **WORKFORCE DEVELOPMENT PLAN**

It is well acknowledged that sporting clubs need to plan in order to develop. Planning can help your club to:

- Ensure that resources are used effectively.
- Help to evaluate the club’s performance.
- Help a club to adjust to changes in the current environment.
- Identify the main objectives of the club.
- Encourage members to get involved in the development of the club.
- Bring consistency into the hectic business of running a club.

### **Who should be involved in the Club Workforce Planning Process?**

Try to involve as many people in the planning process as possible. The more people who are consulted, the more it will reflect the true direction of your club. It will also help your members to feel that the plan belongs to them and they will be more comfortable in helping to deliver it

After your planning meeting, it may be useful to circulate a draft plan to your members to make sure that it reflects their needs.

### **TOP TIPS FOR WRITING A WORKFORCE DEVELOPMENT PLAN**

In planning for your club’s workforce, the number and type of people needed will depend upon the size and objectives of the club. For example, a development club may have very different needs to a performance club.

For a club to be successful there must be a sufficient financial plan to effectively implement all club activities, therefore you need to consider your financial and physical resources when writing your Workforce Development Plan.

At the end of the season always try to look back at your plan and ask the questions

- What went well?
- What did not go so well?
- What need to happen to do better next year.

For further ideas about how to write a Workforce Development Plan please refer to the Good Club Guide **EXTRA**.

### **VOLUNTEER RECRUITMENT**

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

The role of a Workforce Coordinator will involve responsibilities for leading and developing a volunteer recruitment programme, which for many clubs is a new venture.

### **UNDERSTANDING WHY PEOPLE VOLUNTEER**

There will be many reasons why someone may wish to volunteer within the sport, and these reasons will be important to bear in mind when coordinating a volunteer recruitment programme.

Here's what ASA volunteers say about why they volunteer within the sport.....

- To learn and develop myself and my skills
- For some fun!
- Through my paid work, I feel I have something to offer the sport
- Through my parents involvement, as they acted as role models for me
- It is part of my social life as my friends are also volunteers
- To provide opportunities for others, either as competitors of fellow volunteers
- To help others achieve their goals
- To be involved in what my children enjoy doing, and support those who provide the opportunities for them
- To be involved in the sport once I had stopped competing
- I love the sport and want to share my enthusiasm with, and for others
- To encourage my children into the sport, and to understand what they are being taught

### **TOP TIPS FROM SWIM 21 CLUBS FOR SUCCESSFULLY RECRUITING VOLUNTEERS.**

#### **1. Outline the volunteer roles that are needed**

Against a development plan for your club (ideally Swim 21) identify the roles that need to be done within the club. You could involve and discuss this with the club by suggesting this as an agenda item for a club committee meeting. Try the approach of asking "what needs to be done?" rather than "what can volunteers do around here?"

#### **2. Provide clear role descriptions that profile what is involved**

Volunteers generally appreciate clear guidance on the work needing to be done, and the expectations required of them. A volunteer role description is a useful tool that gives clear guidelines about the part they play in the running of the club. The following may also help:

- If someone has already been involved in the position speak to them to get honest feedback as to what is 'really' involved.

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

- Use the ASA Swim 21 Club Management website or the ASA County Workforce Co-ordinator to access example role descriptions, or refer to the other ASA volunteer resources available.
- A sample role description template is provided in the Good Club Guide EXTRA. With any role description, ensure it is kept brief. Decide if particular skills are more important than experience, and ensure it sounds interesting and rewarding rather than too daunting. The following prompts may also help in designing the role description:
  - What work is involved?
  - How much time would someone need to commit? E.g daily, weekly, monthly or ad hoc basis? Could it be made into a rota system?
  - What sort of person would be best suitable? Would it suit someone wanting to meet people, expand their skills, someone looking for a challenge?
  - What skills would be helpful or necessary?
  - What could the volunteer get in return? Expenses, training, insurance, rewards, social activities?

### **3. Identify opportunities for recruiting volunteers**

- Consider where would be the best place to find the right person for the role. For example, if you need someone to update the website, think about what people would be most likely to be interested and where would be the best place to reach them e.g A young person with IT skills who is a current member of the club, or a poster at an IT college?
- Use your membership. Ask member's parents, grandparents, brothers, sisters and friends by chatting through the prospects of becoming a volunteer. The Good Club Guide EXTRA provides an example of how one club use a questionnaire to approach parents/guardians when a child registers with the club.
- Adapt your club membership form to ask any new members about any time they may have available or any skills they may have to offer. The fact you are asking for this information might just prompt somebody to offer their help.

### **4. Use effective recruitment methods for attracting volunteers:**

The challenge here is to put yourself in the shoes of a potential new volunteer and ensure your recruitment method would be appealing!

Building upon good practice, here's how a selection of clubs recruit volunteers:

- Advertising – in an event programme, your local press or at the swimming pool reception. Make sure to include contact details, location, a brief description of the work and benefits. This approach is best for recruiting people with general skills, or if you are looking for several people. The Good Club Guide EXTRA provides an example recruitment poster.
- Press releases – combine a press/news release with a request for volunteers, or do it as an article in its own right

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

- Contact your local volunteer centre/development agency – By registering with your local bureau, they may post it on to [www.do-it.org.uk](http://www.do-it.org.uk) on your behalf. To find your nearest bureau log on to [www.do-it.org.uk](http://www.do-it.org.uk) and type in your postcode into the agency finder.
- Existing volunteers - Ask current volunteers to identify people who might be interested in taking over from them if they are leaving.
- Invite family and other supporters who come to watch training and events - provide an enquiry form for potential volunteers to complete and return.
- Hold an open day or use a festival to promote your need for volunteers.
- Use a social event, such as a dinner, to raise the profile of volunteer recruitment.
- Contact your local school and colleges– citizenship classes now involve a volunteering element, and students may be able to use volunteering for their CV or even as part of their course work. E.g a person studying Project Management may be interested in running a festival for you or someone completing their Duke of Edinburgh can volunteer as part of their award
- Through a ASA County Workforce Co-ordinator who may know of people and or opportunities to promote and recruit.

### **5. Provide a meaningful induction programme for a new volunteer.**

Most volunteers leave organisations within the first six months, with the first 60 days crucial in making this decision. Here are some suggestions to assist in providing a great induction programme for new volunteers.

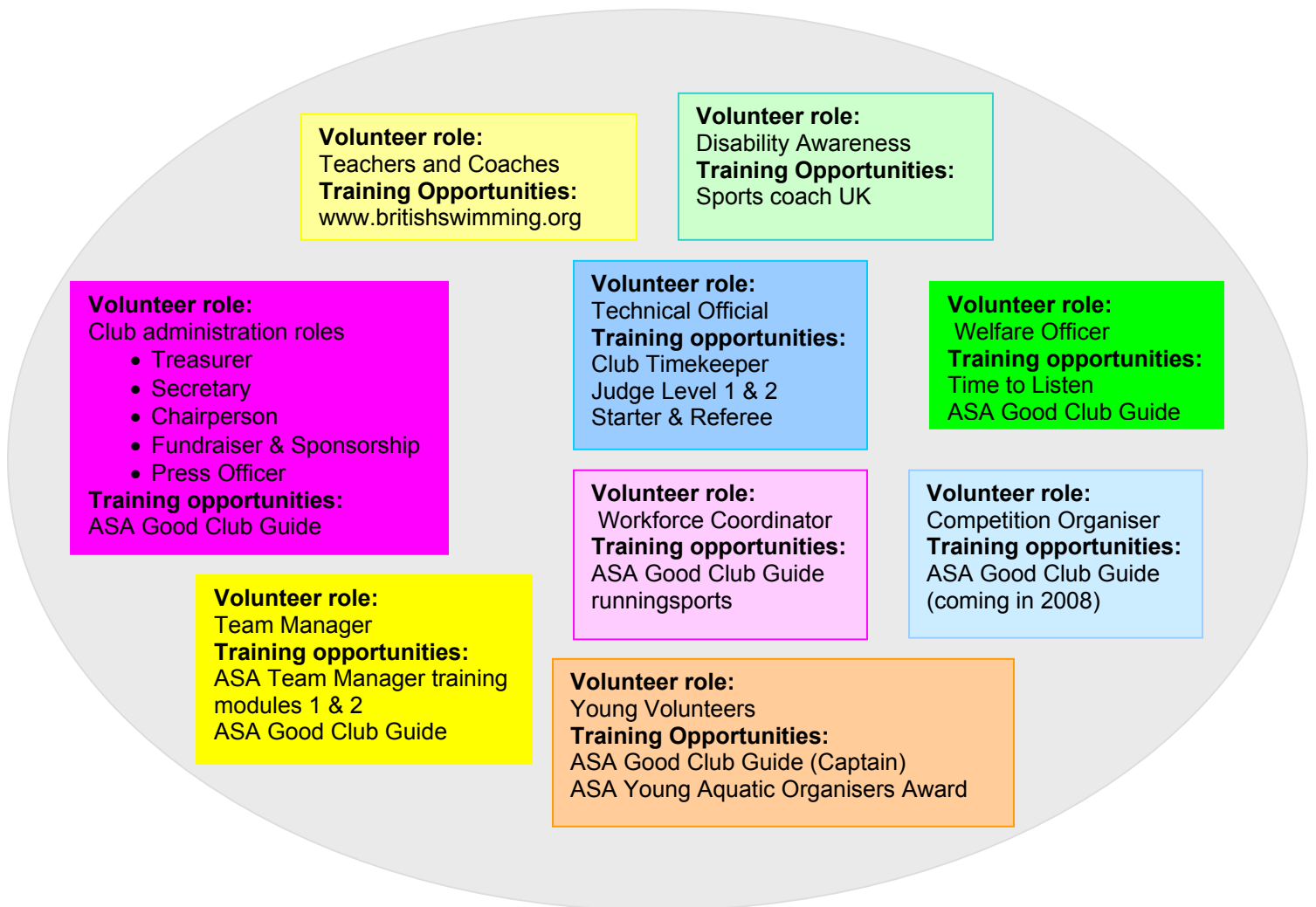
- **Provide key information** such as emergency procedures, health and safety, child protection, equity policies and code of conducts, contact numbers for members of the club, a copy of the club handbook, a written agreement, a copy of the role description, any meetings they need to attend, when and where, where equipment is kept and how to use it. The Good Club Guide EXTRA provides a template to assist you.
- **Set standards.** Most volunteers want to do a good job and will appreciate knowing what standards your club expects early on, rather than being told they have done something wrong afterwards. The Good Club Guide EXTRA contains a template volunteer agreement that may help you.
- **Support where needed.** Providing you have found the right person, give them ownership of their work to 'get on with it'. Support where necessary, but empower all volunteers to take responsibility. People operate better if they feel they are trusted but know that they can ask for help.
- **Provide a mentor/buddy to act as** a point of contact, answer their questions and most importantly a friendly face. Also introduce them to other members of the club and explain what roles they carry out. It is often a good idea for the club chairperson to spend time with any new recruit, welcoming them to the club and thanking them for their interest in becoming involved.

## **TRAINING VOLUNTEERS**

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

In terms of training and support, the following diagram outlines the existing opportunities for volunteers. This may be useful for you to work through with volunteers at the club to determine appropriate training and support opportunities.

Please note swim21 provides guidance about specific training requirements for each module (compliance, workforce development and athlete development).



Volunteers may need different levels and styles of support, and the role of the Workforce Coordinator is to ensure all volunteers feel that they can ask for help.

### TOP TIPS FOR IDENTIFYING TRAINING NEEDS

- Attend club committee meetings to ask what individual needs are
- Give out questionnaires asking what the individual needs are
- Face to face conversations
- Have a background knowledge of the training available for different roles
- Know who to contact in your region to organize the necessary training

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

### RETAINING VOLUNTEERS

Once you have recruited, appointed and inducted your volunteers, the challenge is now keeping these volunteers. Supporting and retaining your volunteers will lead to greater stability, better team work and increased development opportunities for your club. The more volunteers you can keep the less time and energy you have to spend on recruiting new ones.

Volunteers may need different levels and styles of support, and the role of the Workforce Coordinator is to ensure all volunteers feel that they can ask for help.

Volunteers generally like to know they feel valued, that someone has an interest in what they are doing and they receive feedback in how well they are doing. The role of a Workforce Coordinator should provide volunteers with feedback and praise, it should also give them the chance to ask any questions or air any concerns.

### TOP QUESTIONS FOR A WORKFORCE COORDINATOR TO USE IN SUPPORTING VOLUNTEERS

- Are you enjoying yourself in the role?
- What are the good points/ not so good points?
- Is the role what they expected it to be, if not, why not?
- Would you like to take on anything else?
- Is there any training you would like to get involved in?
- What else, if anything, would help you in your role?

#### TOP TIP:

The Disability Rights Commission has produced a free guide for volunteer providers entitled 'Recruiting, Retaining and Developing Disabled Volunteers.'

This guidance is suitable for organisations of all kinds, and aims to help to create barrier free volunteering opportunities for disabled people, in many different types of volunteering environment. Tel: 08457 622 633. Textphone: 08457 622 644.

### EFFECTIVE COMMUNICATION

Communication with volunteers is vital to keeping a happy and motivated volunteer workforce and ensure that they feel part of your club.

Here's how some clubs communicate with their volunteers:

- Providing get-togethers or forums after training sessions or events
- Dedicated volunteer meetings linked to a social event. Some clubs have set up three team talks for volunteers, one to plan for the season, one mid-

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

season to review progress and one at the end of the season to review the year

- Through club notice boards, signs and posters
- Club newsletters
- Group email or text messages
- Having a suggestion box so that people who may be nervous or shy in voicing their opinions are given an opportunity to be heard

### **VALUING VOLUNTEERS**

Most volunteers say that they do not expect to be thanked or rewarded for their involvement because they enjoy it. However, it is likely that those same people would say something along the lines of “it makes all the difference knowing that you are appreciated and that you’re making a positive contribution”! People like to be appreciated and to be thanked for work they have done and volunteers are no exception.

Here’s some examples of how clubs have recognised and rewarded volunteers for their time and commitments.

- A face to face thank you – probably the simplest method of all! .
- A phone call, the day after an event such as a festival, to say thank you.
- Send them a card – make it specific to the role they play.
- Remember dates special to that volunteer – birthdays etc. and send a card.
- ‘Dinner-on-us’ vouchers, certificates, social evenings, invitations to events.
- Display photos of the volunteer team on your club notice board – making sure all your volunteers are pictured, including those who help out occasionally.
- Creating a notice board dedicated to volunteers and volunteering
- Supporting development opportunities by helping with the costs of training
- Have a ‘volunteer of the month’ – and promoted via the club notice board, competition programmes, or even start a newsletter to publicise it.
- Provide a pathway for volunteers to progress, so they can find new and challenging roles.
- Give volunteers a team identity with T-shirts, badges etc.
- Invite volunteers to club events, taking the time to introduce them to other members of the club – don’t forget to mention the role they play.
- Name volunteers in competition reports, committee reports and minutes.
- Via a club website, with a volunteer feature on the homepage
- Use National Volunteer Week (usually 1st – 7th June each year) as an opportunity to thank your volunteers and to recruit new ones.
- Nominate someone for the ASA Aquaforce Volunteer Awards or other local schemes.

### **MOVING ON FROM YOUR ROLE.....**

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

Have you thought about how you (and other volunteers moving on from their roles) will ensure all your knowledge and experience is passed onto a person taking over from you, when you (or they) decide its time to move on?

Here are some suggestions to ensure a smooth transition, and to ensure the person taking over from you has the information and resources they need:

- Try to give as much notice to the club that you are moving on, in order to allow the club to recruit / elect another volunteer
- Assist in developing an up to date role description and advert for the post based on your experience in the role, and think of any people that may be interested
- Think about the type of information you would like to receive if you were to volunteer for this position, and the format you would like to receive it in eg. one big file, a face to face hand over meeting, hand over in a 2 week period to not overload with information
- Prepare an information pack for the new volunteer to assist them in their role
- Prepare a list of any outstanding work/issues
- Prepare a top tips or similar list to help a new volunteer
- Provide a list of key contacts or people who can assist a new volunteer
- Hand over hard copies of any files or important correspondence. Put electronic information onto a USB stick or disk
- Offer to mentor the new volunteer in this role for an agreed period of time

### **SUMMARY**

You have now worked through the key areas and have the tools to do your role as a Workforce Coordinator – well done!

We hope you have found this guide informative in supporting you in your role, and providing you with information and helpful tips. We wish you a great experience in your role and thank you once again for all your time and commitment you are giving to the sport.

### **FURTHER INFORMATION**

The ASA accepts no liability for any errors or omissions in this resource. Further, whilst it is hoped that volunteers will find this resource useful, no liability arising out of it's use can be accepted by the ASA or the club.

This resource is not a contract of employment and the role you undertake as a volunteer will not create an employment relationship between you and the club or the ASA.

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## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

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### FURTHER INFORMATION

#### **Amateur Swimming Association**

Harold Fern House  
Derby Square  
Loughborough  
Leics LE11 5AL  
Tel: 01509 618700  
Email: [info@swimming.org](mailto:info@swimming.org)  
Web: [www.britishswimming.org](http://www.britishswimming.org)

#### **runningsports**

3<sup>rd</sup> Floor, Victoria House  
Bloomsbury Square,  
London WC1B 4SE  
Tel: 0800 363373  
Email: [info@runningsports.org](mailto:info@runningsports.org)  
Web: [www.runningsports.org](http://www.runningsports.org)

#### **Sport England**

3<sup>rd</sup> Floor, Victoria House  
Bloomsbury Square,  
London WC1B 4SE  
Tel: 0845 850 8508  
Email: [info@sportengland.org](mailto:info@sportengland.org)  
Web: [www.sportengland.org](http://www.sportengland.org)

#### **CCPR – One voice for sport and recreation**

Fourth Floor  
Burwood House  
14-16 Caxton Street  
London  
SW1H 0QT  
Tel: 020 7976 3900  
Email: [info@ccpr.org.uk](mailto:info@ccpr.org.uk)  
Web: [www.ccpr.org.uk](http://www.ccpr.org.uk)

#### **Child Protection in Sport Unit**

NSPCC National Training Centre  
3 Gilmour Close  
Beaumont Leys  
Leicester LE4 1EZ  
Tel: 0116 234 7278  
Email: [cpsu@nspcc.org.uk](mailto:cpsu@nspcc.org.uk)  
Web: [www.thecpsu.org.uk](http://www.thecpsu.org.uk)

#### **SkillsActive**

Castlewood House  
77-91 New Oxford Street  
London WC1A 1PX  
Tel: 0207 632 2000  
Email: [skills@skillsactive.com](mailto:skills@skillsactive.com)  
Web: [www.skillsactive.com](http://www.skillsactive.com)

#### **National Association of Councils for Voluntary Service (NACVS)**

177 Arundel St  
Sheffield S1 2NU  
Tel: 0114 278 6636  
Email: [nacvs@nacvs.org.uk](mailto:nacvs@nacvs.org.uk)  
Web: [www.nacvs.org.uk](http://www.nacvs.org.uk)

#### **Sportscoach UK**

114 Cardigan Road  
Headingley  
Leeds  
LS6 3BJ  
Tel: 0113 274 4802  
Email: [coaching@sportscoach.org](mailto:coaching@sportscoach.org)  
Web: [www.sportscoachuk.org](http://www.sportscoachuk.org)

#### **Volunteering England**

Regents Wharf  
8 All Saints st  
London N1 9RL  
Tel: 0845 305 6979  
Email: [information@volunteeringengland.org](mailto:information@volunteeringengland.org)  
Web: [www.volunteering.org.uk](http://www.volunteering.org.uk)

#### **Youth Sport Trust**

Sir John Beckwith Centre for sport  
Loughborough University  
Loughborough  
Leics LE11 3TU  
Tel: 01509 226600  
Email: [info@youthsporttrust.org](mailto:info@youthsporttrust.org)  
Web: [www.youthsporttrust.org](http://www.youthsporttrust.org)

#### **County sports Partnerships**

(located all across England. Contact details available via ASA Regional Offices.

#### **In addition:**

runningsports has a series of top tips that can be downloaded for free. These include tips on health and safety of volunteers, recruiting young volunteers and older volunteers. Available at [www.runningsports.org](http://www.runningsports.org)

**ASA website pages dedicated to volunteers.....**

## THE GOOD CLUB GUIDE FOR A CLUB WORKFORCE COORDINATOR

Did you know the ASA website has a dedicated section for volunteers? To find this section, go to [www.britishswimming.org](http://www.britishswimming.org), and click on the “club” tab at the top of the home page. When you are through to the “club” page, click on the “volunteers” link on the left hand side of the page.

Your **ASA County Workforce Coordinator** may be able to provide guidance and assistance to you in your role. Further details are available on the British Swimming website.

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