



People

Great clubs attract and retain excellent people in a range of roles and are committed to developing them. **This document explores how well your club recruits, develops, supports and recognises its volunteers, coaches, officials and paid staff.** Your workforce will be happier and more confident if appointed to pertinent roles and helped with appropriate training, consider the monetary value of the work your volunteers put into your club.

Think about people in a wide range of roles and consider how they are recruited, supported, developed and recognised, as well as the impact they are having. Consider how your people represent the local community. The broader a representation you have within your club, the stronger your rugby offering will be.

Developing a volunteer management action plan

A volunteer management plan provides your club with clear outlined objectives and strategies to support volunteer recruitment and retention. Supporting, recognising and rewarding your volunteers is vital for the ongoing viability of your club. Overall, the volunteer management plan will assist in achieving an effective structure and management practices.

The development and implementation of this plan should be the combined effort of representatives across your club.

There are six areas to consider in the management of volunteers and while it's recommended you give consideration to each area, you may not find it necessary to provide as many actions as suggested.

The following are key areas which your club may wish to consider in the development of a volunteer management plan:

- Recruitment
- Selection & screening
- Induction
- Training & development
- Recognition
- Retention & replacement (succession planning)



Volunteer Management Action Plan

Recruitment

Required Outcome	Action	Action Owner	Completed By	Budget
Source ideas to conduct volunteer recruitment within the local community.	Develop a set of actions around recruitment, spanning a specific time frame, and identify useful ways to integrate within the community and promote the club's volunteer roles. Recruit all year round, ideally around the start of the season.			
Have clearly defined opportunities for volunteer involvement in the club	Assess the club capacity and identify where volunteer roles are required both for long term and short term (ad hoc). Tailor recruitment needs on the basis of the assessment.			
Identify creative ways to attract volunteers	Research ways in which other clubs of a similar nature attract volunteers. Focus specifically on promotional tools which attract the age and gender required.			



Selection & Screening

Required Outcome	Action	Action Owner	Completed By	Budget
Ensure an appropriate screening process is conducted	Develop a process whereby a club official is present to interview the new volunteers to ensure they is appropriate for the role. Then ensure all qualifications required/references are checked before the volunteer starts their position – e.g. PVG in place for a youth coach.			
Match volunteer skills, abilities and interests with roles	Collect volunteer skills, abilities and interests so these can be matched with available volunteer positions.			

Orientation

Required Outcome	Action	Action Owner	Completed By	Budget
Role descriptions	Ensure the volunteer roles have a description outlining the role and responsibilities, skills and time commitment required. For example, for the role of President, Vice President, Secretary, Treasurer, Team Coaches and Managers.			
Induction information	Develop a tool kit which volunteers can access, listing all the required information necessary to the volunteer.			
Collate contact details of club members	Develop a process to collate and update volunteer membership details. This can include a brief profile of the volunteer.			



Training & Development

Required Outcome	Action	Action Owner	Completed By	Budget
List training opportunities for volunteers	Identify and list appropriate and relevant training and development opportunities for volunteers of your club.			
Identify volunteer career progression opportunities for each volunteer	Profile each volunteer and identify ways in which the club can offer internal opportunities for rotation / progression in different positions.			
Conduct regular review of volunteer skills and abilities	Conduct annual reviews of each volunteer to assess skills and where necessary provide up-skilling or further training.			



Recognition

Required Outcome	Action	Action Owner	Completed By	Budget
Volunteer Appreciation Awards	<p>Implement Volunteer Awards where volunteers can be thanked and awarded for their support and dedication to the club. There are many ways to show appreciation for your volunteers, including Scottish Rugby's Regional Awards and rewards for exceptional volunteers.</p> <p>Reward year round at any function, at mid-season and season's end.</p>			
Understand the motivations around volunteer participation in the club	Interview volunteers to find the motivation behind them becoming a volunteer and use this information in marketing and promotion campaigns			
Have a relevant reward and recognition system in place	Assess the current approach to reward and recognition and research ways to implement an ongoing system.			



Retention & Replacement

Required Outcome	Action	Action Owner	Completed By	Budget
Maintain community partnerships	The club should maintain links with community organisations to help source additional resources when required.			
Communicate effectively with volunteers	Provide pathways to communicate information to volunteers. Develop useful tools such as the club's website, newsletter and flyers, Twitter and Facebook.			
Provide appropriate resources to ensure volunteers can conduct their roles effectively	Review on a quarterly basis the resources within the club and develop a list of items that are required or need replacing. From this, develop initiatives such as fundraising or grant applications to source funding.			
Conduct exit interviews when a volunteer leaves	Develop a basic exit interview which can be done via email, phone or face to face with volunteers who resign. Monitor and track reasons for volunteers' resignations and develop ways to overcome recurring issues.			

Scottish Rugby can provide clubs with support to recruit paid employees. This includes templates for creating job descriptions, assessing CVs, conducting interviews and taking up references.