QUESTION: How do you make sure that your organisational structure is effective?

» *This question provides an initial overview on People Capacity and Capability incorporating both staff and volunteers.*

» *Further details specifically on Staff or Volunteers are dealt with in separate sections beyond this point.*

Expectations:

1. Organisation structure may include a mix of staff and volunteers.
2. Structure consists of business units that suit operational requirements.
3. Appropriate balance in personnel and management responsibilities across the organisational structure.
4. Structure regularly reviewed against organisational needs and industry good practice.

Detailed Expectations for 'Sustainable' Organisations:

1. Organisation structure may include a mix of staff and volunteers.
2. Structure consists of business units (divisions, teams, operational areas) that suit operational requirements (e.g. finance and administration, high performance, coaching and officiating, events, communications and marketing, facility and equipment, sport development and delivery).
3. Appropriate balance in personnel and management responsibilities across the structure. (e.g. the range of positions or Boards/committees has a reasonably equally balanced workload, no one individual is overloaded with responsibility).
4. The organisational structure is regularly reviewed taking into account the organisation needs and objectives and good practice structures recommended by SPARC or in other organisations. (e.g. consideration given to sharing of staff through multi-sport or shared services structures, or changes to resources and funding that could impact structure).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

Community Net – Organisational Structures

HRINZ – Change management (around organisational structure changes)

SPARC – Nine steps to governance resources (Sample structures)

Community Net – Stages of Development

SPARC – Sportville Model Review

Community Net – Review and Renewal

ID Number: 95 Ref: E0-1

QUESTION: How do you make sure you have the right people in the right places within this organisational structure to achieve your plans?

Expectations:

1. Evidence that current structure meets organisational needs (e.g. needs clearly outlined, staff engagement reviewed, and productivity, workload and skills assessed.
2. Skill gaps proactively managed through up-skilling, reassignment or recruitment.
3. Regular monitoring and assessing staff and/or volunteer workloads, role descriptions, productivity and performance.
4. Organisation has adequate staff and/or volunteer numbers in key operational areas to effectively deliver on the annual plan.
5. Future requirements are driven out of strategic planning and/or structure reviews, documented within HR plan and reflected in individual development plans.

Detailed Expectations for 'Sustainable' Organisations:

1. Evidence that current structure meets organisational needs (e.g. needs clearly outlined, staff engagement reviewed, and productivity, workload and skills assessed. Current staff and/or volunteer capability (ability, skills and experience) meets organisational needs (e.g. the organisation is meeting its action plan goals (i.e. finances under control, athlete performance high, participation strong), the organisation mood is positive, volunteers happy to help and keep returning, no staff/volunteers showing stress or overload, no obvious need to go to one person for a lot of organisational decisions).
2. Skill gaps proactively managed through up-skilling, reassignment or recruitment. Demonstrated by reviewing skills of staff members and volunteers against what is required for the role.
3. Regular monitoring and assessing staff and/or volunteer workloads, job/role descriptions, productivity and performance. Demonstrated by understanding staff capacity and capability, monitoring staff workload, assessing staff productivity (outputs and deliverables), checks for engagement, and stakeholder feedback on staff/volunteer performance (e.g. volunteers informally rate their confidence to perform each aspect of their role as well as areas of volunteering that they might be keen on getting involved in or reducing involvement in).
4. Organisation has adequate staff and/or volunteer numbers in key operational areas to effectively deliver on the annual plan. (e.g. Coaching area has the necessary number of rep coaches, coaching development and support personnel, event management and marketing areas are suitably resourced, resources are available for the support services provided to affiliated organisations within the sporting structure, volunteers and/or staff are engaged as necessary to meet seasonal operating demands etc)
5. Future requirements are driven out of strategic planning and/or structure reviews. These may be reflected in individual development plans and changes to role descriptions and staff/volunteer changing needs may be documented within a Human Resource Plan.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – People Management

Community Net – People Sustainability

Community Net – Human Resources

SPARC – Sportville Model Review

Alberta NFP – Maximise your time and effort, collaborate!

SPARC – Sponsorship Fundraising Coordinator Role Description template

SPARC – Sample Volunteer Coordinator Job Description

SPARC – Marketing and Promotions Officer Job Description

SPARC – Health and Safety Coordinator Job Description

NZ Institute of Chartered Accountants – Treasurer

SPARC – People Management

ID Number: 658 Ref: E0-2

QUESTION: How does your organisation manage staff and volunteers to make sure they behave legally and ethically?

Expectations:

1. The organisation has an HR Manual (or Staff and Volunteer Manuals).
2. Codes of conduct and policies ensure legal and ethical compliance and behaviour.
3. Training to educate on policies and required behaviours.
4. Process for raising legal or ethical concerns or for decision-making assistance.
5. Full range of policies in place (e.g. expenditure approvals, computer/email use, sexual harassment, vendor selection, privacy etc).
6. The organisation has procedures for dealing with unacceptable behaviour.

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation has and HR Manual (or Staff and Volunteer Manuals). These are available and accessible in hard copy and soft copy (i.e. intranet, shared drives, and website).
2. Codes of conduct for staff/volunteers and policies that ensure legal and ethical compliance and behaviour. Encourage everyone to act ethically, support those who do and deter those tempted to veer from the path of ethical behaviour. Ensure no unchecked concentrations of power within the organisation (e.g. team selection policies, financial signatories and expenditure limits, Board and staff accountabilities and reporting processes, equipment sign in/out process, coach/manager codes of conduct).
3. Training to educate and support policies and to clarify the required compliance behaviours (e.g. part of induction into a role).
4. Process for raising legal or ethical concerns or for decision-making assistance. (e.g. individuals with responsibility within the Board or staff who can field questions or concerns).
5. A range of policies in place, which may include: police vetting, code of ethics, code of conduct, approval authority for financial transactions, misappropriation of funds, guidelines for controlling expenditure, email guidelines, acceptable network/computer use, occupational health and safety, travel, expense reimbursement, tax and other statutory returns, Smoke free, Sexual Harassment, Equal Employment Opportunity, Personal Grievance, acceptable use of technology, appropriate selection of vendors, teams, managers and coaches, stress, privacy etc.
6. The sport has procedures for dealing with unacceptable behaviour by staff and/or volunteers. (Reason for behaviour to be defined as unacceptable include; mental, physical or sexual harassment, infractions of the code of conduct, conflicts of interest, financial embezzlement, criminal prosecutions etc).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – People Management

Community Net – Workplace Management

HRINZ – Legal compliance and employment relations

SPARC – Managing Volunteers (ClubKit)

ID Number: 377 Ref: E0-3

QUESTION: How do you make sure your working environment is healthy and safe and complies with all regulatory requirements?

Expectations:

1. HR Manual includes Health & Safety (HSE) policies for staff and volunteers.
2. Annually reviewed HSE policies meet organisational needs and good practice.
3. HSE policy manual and training provided to all staff/volunteers.
4. Standard processes and accountabilities in place.

Detailed Expectations for 'Sustainable' Organisations:

1. HR Manual includes Health & Safety policies (i.e. Occupational Safety and Health, Emergency Plans, SmokeFree workplace, First Aid etc).
2. Policies in place comply with good practice and with the needs of the organisation, and are reviewed annually.
3. Health and Safety policy manual and training provided to all staff.
4. Standard processes and accountabilities in place. For Staff this may include: Health & Safety Officer, First Aid trained staff, hazard checks, accident register, reviews of compliance etc. For Volunteers this may include: First Aid trained volunteers, hazard checks, accident register etc.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

HRINZ – Health safety and wellness

HRINZ – Legal compliance and employment relations

HRINZ – Employment legislation

SPARC – People Management

SPARC – Recruiting Volunteers (ClubKit)

SPARC – Managing Volunteers (ClubKit)

Community Net – Some matters to include in policies

Western Australian Government – Member Protection

ID Number: 113 Ref: E0-4

Organisational Development Tool

QUESTION: How do you make sure you recruit quality staff?

- *This section looks at the Human Resource polices and processes for Management of Staff in your organisation.*
- *Staff are considered as any paid or partially paid employees or contractors who manage or deliver products, services, programmes or experiences on behalf of your organisation (i.e. may include Administrators, Coaches, and Officials).*
- *Specific aspects relating to these customer groups are considered in Module C: Customer Focus.*

Expectations:

1. Recruitment policy in place which outlines process to be undertaken.
2. Assessment of organisational needs and alternative options.
3. Use of specialist expertise for senior or specialist roles (as appropriate).
4. Review and update or development of job description.
5. Wide advertisement of role using appropriate mediums.
6. Candidate assessment processes.

Detailed Expectations for 'Sustainable' Organisations:

1. Recruitment policy in place which outlines process to be undertaken. All of the aspects indicated below are included in the recruitment process (as appropriate).
2. Assessment of organisational needs (i.e. considers alternatives and options).
3. Use of specialist expertise for senior or specialist roles (as appropriate). E.g. Specific employment agencies locally and internationally specialise in sporting role recruitment, SPARC, RSTs or other key bodies may provide personnel to assist with candidate assessment for key positions.
4. Development of job description (i.e. revisits current JD and updates as required).
5. Advertisement of role using appropriate medium (e.g. widely advertised using traditional newspapers, specific online job search and social media sites, other media)
6. Implementation of candidate assessment procedures such as; standard interview questions (behaviour based questions tailored for the role), use of a panel for selection process, skills assessment, and reference checking.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

6. Competency testing and psychometric testing to determine likely fit with the organisation and role requirements.

Further Reference

SPARC – People Management

Community Net – Job analysis questionnaire and producing a person specification

Business.govt.nz - Finding and Hiring Staff

Work and Income – Free recruiting service

HRINZ – Psychometric testing contacts

HRINZ – Job evaluation

Human Rights Commission – An A to Z Guide for Employers

ID Number: 99 Ref: E2.1-2

Organisational Development Tool

QUESTION: How do you make sure your employment agreements are appropriately documented?

Expectations:

1. Suitable types of employment used (permanent employee, fixed term contract, casual).
2. All staff have signed employment contracts meeting current legislative requirements.
3. All staff have role descriptions that are reviewed annually and as required.
4. Use of a standard template for contracts.

Detailed Expectations for 'Sustainable' Organisations:

1. Suitable types of employment used (permanent employee, fixed term contract, casual).
2. All staff have signed employment contracts that meet current legislative requirements. (e.g. 4 weeks annual leave, minimum wage, paid parental leave, 90 day trial period).
3. All staff have role descriptions that are reviewed annually and as required.
4. Use of a standard template for contracts. Templates are often available from a RSO/NSO, and from the local RST.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – People Management

SPARC – Sport contract templates (officials and paid/unpaid athletes)

www.business.govt.nz – Help for first time employers

www.business.govt.nz – Employment agreements

www.business.govt.nz – Employee entitlements

HRINZ – Employment legislation

HRINZ – Employment agreements

Community Net – People Management

SPARC – Employment legal requirements (ClubKit)

ID Number: 100 Ref: E2.1-3

Organisational Development Tool

QUESTION: How do you make sure new staff are effectively inducted into your organisation?

Expectations:

1. Induction policy and programme in place.
2. Everything is ready and working for the arrival of new staff.
3. New staff member is familiarised with all areas of organisational activity, key staff and volunteers, facilities and equipment.
4. Introduced to Leader (CEO) and/or Leadership team (understands the vision).
5. Briefed on and given copies of organisational policies (e.g. OSH, Employee handbook).
6. Progress and behaviour of new staff monitored through induction (e.g. buddy system).
7. Induction process effectiveness is measured and reviewed regularly via staff survey and staff turnover indicators.
8. Organisation encourages regular social activities.

Detailed Expectations for 'Sustainable' Organisations:

1. Induction policy and programme in place. It includes all of the following aspects, as appropriate.
2. Everything is ready and working for the arrival of new staff (e.g. workspace, phone, computer, attire, equipment etc as relevant).
3. New staff member is familiarised with all areas of organisational activity, introduced to key staff/volunteers, shown around facilities and provided an introduction to key equipment, as relevant to role.
4. Introduced to Leader (CEO) and/or Leadership team (understands the vision).
5. Briefed on organisation policies and provided copies of the policies (e.g. Employee handbook). Health and safety is covered.
6. Progress and behaviour of the new staff member is monitored throughout induction. Organisation has a buddy system where new staff have ongoing support in early stages.
7. Induction process effectiveness is measured and reviewed regularly via staff survey and staff turnover indicators.
8. Organisation encourages regular social activities. A larger organisation may have an active social club and encourage membership. Smaller organisations may create opportunities to socialise with affiliated sports organisations, or other informal gatherings may be encouraged.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Standardised 'good practice' induction programme in place (e.g. 'X Organisation – Your First Three Months').

Further Reference

SPARC – People Management

Community Net – People Management

CEO Online – Induction, first impressions really count

HRINZ – Induction

CommunityNet – Induction Guide

ID Number: 102 Ref: E2.1-4

Organisational Development Tool

QUESTION: How do you manage the retention of your key staff?

- *This section looks at the Human Resource polices and processes for Management of Staff in your organisation.*
- *Staff are considered as any paid or partially paid employees or contractors who manage or deliver products, services, programmes or experiences on behalf of your organisation (i.e. may include Administrators, Coaches, and Officials).*
- *Specific aspects relating to the customer groups of Administrators, Coaches and Officials are considered in Module C: Customer Focus.*

Expectations:

1. Key staff and key roles identified.
2. Key staff actively managed with tailored development and reward programmes.
3. Remuneration is appropriately reflected and linked to performance.
4. 'At risk' staff identified and actively managed.
5. There is succession planning for key roles and consideration for workload sharing.

Detailed Expectations for 'Sustainable' Organisations:

1. Key staff and key roles identified.
2. Key staff actively managed with tailored development and reward programmes. (e.g. specialist position training, hourly pay vs seasonal contract, performance bonuses tied to specific role performance measures, opportunities for leadership).
3. Remuneration is appropriately reflected and linked to performance (staff feel adequately remunerated).
4. 'At risk' staff identified and managed actively to ensure competitive remuneration, job satisfaction and personal development.
5. There is succession planning for key roles. This may be difficult when you have only one employee, but Regional Sports Trusts often know people with relevant sporting skills, and existing volunteers may consider employment. Workload sharing considered annually, especially for specialised roles (e.g. sharing roles, alternates, deputies or assistants).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

2. Organisation has a Talent Management Strategy that includes all relevant initiatives and plans for addressing. Provides options for rewarding key staff.
4. Employee value proposition understood. Survey staff to identify what is important to them.

Further Reference

SPARC – People Management

Community Net – Not for Profit remuneration

CEO Online – Retaining key staff, can you afford not to?

CEO Online – Eight retention strategies for any generation

HRINZ – Development

Community Net – People Management

ID Number: 375 Ref: E2.2-3

Organisational Development Tool

QUESTION: How do you manage the performance of your staff?

Expectations:

1. Annual performance management process in place and documented.
2. Process aligned to annual planning process and annual plan requirements.
3. Annual individual performance objectives set using good practice templates.
4. Regular consultation on performance expectations to verify staff understanding.
5. Quarterly manager/staff meetings to discuss progress and required assistance.
6. Regular performance reviews with outcomes linked to remuneration and development plans.

Detailed Expectations for 'Sustainable' Organisations:

1. Annual performance management process in place and documented.
2. The timing of this process aligns with annual planning process and is aligned to annual plan requirements.
3. Annual individual performance objectives are set. Good practice template used for setting of individual work objectives and activities, including Key Performance Indicators (KPIs or measured goals) linked to relevant organisational objectives, actions to be undertaken.
4. Regular communication and consultation with staff about performance expectations. All staff in the organisation understand what is expected of them. This is tested with staff during the process.
5. Regular (at least quarterly) meetings held between staff and managers to discuss progress and identify help required. (e.g. this may be between the Board Chairperson and the Leader if there is only one staff member)
6. Review performance annually with an additional six month review. The outcomes of the performance management process are linked to remuneration and development plans. Performance assessment involves evaluation against performance measures and core competencies and uses a scoring mechanism. Performance assessment involves staff self assessment and manager assessment. 360°/180°/peer feedback assessment where appropriate.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – People Management

HRINZ – Performance management

Community Net – People Management

Community Net – Not for Profit remuneration

ID Number: 104 Ref: E2.3-1

QUESTION: How do you make sure your staff are engaged and motivated?

Expectations:

1. The organisation understands what motivates and engages its staff.
2. Key factors affecting motivation and satisfaction are assessed during the performance management process.
3. Staff needs met through work structure and processes, performance objectives and responsibilities.
4. Understand and address reasons for unmotivated and disengaged staff.
5. Clear career pathways and/or job-sharing or job-rotation to develop individuals internally.
6. Work environment is supportive and enjoyable with flexible working policies.

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation understands what motivates its staff. (e.g. safe working conditions, clear goals, good communication, strong leadership, social networking, recognition and reward). Engaged employees are those who are truly connected with their organisation. They believe in what the organisation is trying to accomplish and are much more likely to give their all in helping their organisation succeed.
2. The key factors that affect staff motivation, satisfaction and well-being are assessed during the performance management process. JRA indicates the ten most significant drivers of employee engagement in NZ are: jobs that provide a sense of personal fulfilment; people feeling there is a future for them in the organisation; personal sense of belonging in an organisation; personal belief in what the organisation is trying to accomplish; working in a fun working environment; staff confidence in the leadership of the organisation; sense of working for a successful organisation; pay and benefits considered fair for the work performed; organisations that care about the wellbeing of their people; and recognising good work performance.
3. Organisation meets staff needs (i.e. for affiliation, empowerment, and achievement) through work structure and processes, performance objectives, and responsibilities. (e.g. large vs small level of responsibility, considerable vs insignificant social interaction, defined and structured task processes vs processes open to innovation and flexibility etc)
4. Understand and address reasons for unmotivated and disengaged staff. Factors inhibiting motivation are systematically understood (e.g. through staff survey or exit interview to identify any 'drivers of engagement' in #2 that are missing from your organisation). These are then addressed. Such factors typically lead to ambivalent or disengaged employees. Ambivalent employees are those that on one day may exhibit signs of doing something extra to help the organisation succeed, but on another day choose for whatever reason to withhold such discretionary effort. Disengaged employees are the people who are neither satisfied with their work nor committed to the organisation, doing the bare minimum to get by (or less) and in the extreme can act as a drain on effective organisational functioning.
5. Staff understand the career pathway within the organisation, and job-sharing or job-rotation is allowed to develop individuals within the organisation as long as possible. This is useful where there is more than one paid role with cross-over skills. In smaller sports organisations a career path is often difficult, so understanding career aspirations and where that career path might be within the sport or the wider sports industry is important.
6. The work environment is supportive and enjoyable. (e.g. good communication between staff and volunteers, opportunities to socialise together). Flexible policies such as work hours and location (e.g. some staff may work from home or out of RST or other shared services office during times when working from the organisation is not necessary; time in lieu or hours variation to account for busy in-season times).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

3. Employee Value Proposition is articulated and proactively managed. Staff feedback is used to improve it.

Further Reference

SPARC – People Management

HRINZ – Achieving business results through employee engagement

JRA – Best Places to Work survey

HRINZ – High performance culture

HRINZ – Flexible working

Community Net – People Management

CEO Online – Prioritising employee engagement initiatives

CEO Online – Harnessing the power of an engaged workforce

ID Number: 374 Ref: E3.2-2

QUESTION: How do you make sure you recruit quality volunteers?

- ***This section looks at the Human Resource polices and processes for Management of Volunteers in your organisation.***
- ***Volunteers are considered as any unpaid personnel who manage or deliver products, services, programmes or experiences on behalf of your organisation (i.e. may include Administrators, Coaches, and Officials).***
- ***Specific aspects relating to the customer groups of Administrators, Coaches and Officials are considered in Module C: Customer Focus.***

Expectations:

1. Volunteer Recruitment Policy outlining the process (i.e. the steps below)
2. Assessment of organisational needs and alternative options.
3. Develop or review/update a volunteer role description based on desired capabilities, experience and qualifications.
4. Advertise the role appropriately within and outside the organisation (e.g. ask potential volunteers and consider a range of ethnic groups).
5. Systematic process to assess potential candidates.
6. Selection based on skills, accreditation, experience, personality and/or motivation.
7. Annual review and improvement of the effectiveness of volunteer recruitment.

Detailed Expectations for 'Sustainable' Organisations:

1. Recruitment policy in place which outlines process to be undertaken. All of the aspects indicated below are included in the recruitment process (as appropriate).
2. Assessment of organisational needs (i.e. considers alternatives and options). Where typically a role may have been done by one volunteer, there may be opportunities to share the tasks out to make it less onerous. Considering which tasks can be stopped, and which can be handled in a better way. (e.g. using sports student on work experience annually for event or member management tasks to reduce volunteer needs). Consider if current volunteers could commit more hours to your organisation or how you can convince those volunteers who no longer having a participating family member to maintain their involvement with your organisation.
3. Development of role description in line with organisational objectives and desired competencies. Revisit current role description and update as required. Include realistic time requirements (e.g. for coaches and administrators). Consider any formal qualifications needed (e.g. financial, sports management, coaching) and desirable experience (e.g. previous paid or voluntary exposure to area of work) as suitable for roles.
4. Wide advertisement of role using appropriate mediums, including instigating an 'asking' strategy and considering a range of ethnic groups and tailored marketing to different volunteer mindsets). (e.g. shoulder-tapping, active promotion to club members, promotional flyers, alignment with local 'volunteering' organisation; approaching people associated with teams, students, trainees, retirees, unemployed, local businesses and ex-members). Engage in active identification and encouragement of potential volunteers from within the club membership. Use methods such as providing free services (e.g. training) on the agreement that x hours of volunteering will be provided in return. Overcome Kiwi modesty by recognising the skills of your members and asking people who have the relevant skills or experience to consider being involved.
5. Implementation of candidate assessment procedures such as; standard interview questions (behaviour based questions tailored for the role), skills assessment, and reference/police vetting. Policies may outline competencies required and assessment process to be used. Often with volunteers this may be a simple list of questions.

6. Selection based on matching role to skills, accreditation, experience, personality, motivation of individual. While often organisations will 'take whoever they can get' this often leads to disengaged and unmotivated volunteers. Understanding what their needs are and how their skills fit the volunteer role enables the organisation to get the best match and increase the chances of a longer term volunteer. Desire to support your organisation or sport is often a key motivator, but ultimately won't be enough if there is a capability or interest mismatch.
7. Volunteer recruitment effectiveness reviewed and improved annually. Consider how many customers of your coaching, administration and officiating products/services have been actively recruited as volunteers for your organisation. Seek successful approaches used by other organisations (e.g. RST feedback on successful approaches, NZ Volunteering Association etc). Consideration for how products and services can drive the supply of volunteers (e.g. hosting of national or RST training courses and maximising any recruitment potential that may offer)

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

3. Competencies required linked to organisational vision and values. Combination of technical skills, behavioural values and core competencies ('how we do things').

Further Reference

SPARC – Recruiting volunteers (ClubKit)

SPARC – Managing Volunteers (ClubKit)

SPARC – Volunteers: The Heart of Sport – The Experiences and Motivations of Sports Volunteers 2007

SPARC – What research tells us on finding and keeping volunteers

Volunteering Waikato – Resources for Volunteer Recruitment

Human Rights Commission – An A to Z Guide for Employers

Volunteering Waikato – Checking criminal records

ID Number: 438 Ref: E5.1-1

Organisational Development Tool

QUESTION: How do you make sure new volunteers are effectively inducted into your organisation?

Expectations:

1. Induction policy and programme in place (i.e. the steps below)
2. Everything is ready and working for the arrival of new volunteers.
3. New volunteer is trained for their role and familiarised with all areas of organisational activity, facilities and equipment.
4. Introduced to staff and other volunteers.
5. Briefed on and given copies of organisation policies (e.g. OSH, Volunteer handbook).
6. Buddy system to mentor and support new volunteers.
7. Organisation encourages regular social activities.
8. Annually review and improve the effectiveness of your volunteer induction.

Detailed Expectations for 'Sustainable' Organisations:

1. Induction policy and programme in place. May include a Welcome Pack with all key information. Induction programme includes all of the following aspects, as appropriate.
2. Everything is ready and working for the arrival of new volunteers (e.g. workspace, phone, computer, attire, equipment etc as relevant).
3. New volunteers are trained for their role and familiarised with all areas of organisational activity, shown around facilities and provided an introduction to key equipment, as relevant to role. In particular younger volunteers may need more training and supervision to have the confidence.
4. Introduced to staff and other volunteers (understands the vision).
5. Briefed on organisation policies and provided copies of the policies (e.g. Volunteer handbook). Health and safety is covered.
6. Organisation has a buddy system where new volunteers have ongoing support.
7. Organisation encourages regular social activities. A larger organisation may have an active social club and encourage membership. Smaller organisations may create opportunities to socialise with affiliated sports organisations, or other informal gatherings may be encouraged.
8. Annually measure, review and improve the effectiveness of your volunteer induction. (e.g. volunteer survey, volunteer retention/turnover indicators, informal verbal feedback).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – Induction checklist

CommunityNet – Induction Guide

SPARC – Recruiting volunteers (ClubKit)

CEO Online – Induction, first impressions really count

HRINZ – Induction

SPARC – Employee Handbook template

ID Number: 441 Ref: E5.1-2

QUESTION: How do you manage the retention of your volunteers?

- ***This section looks at the Human Resource polices and processes for Management of Volunteers in your organisation.***
- ***Volunteers are considered as any unpaid personnel who manage or deliver products, services, programmes or experiences on behalf of your organisation (i.e. may include Administrators, Coaches, and Officials).***
- ***Specific aspects relating to the customer groups of Administrators, Coaches and Officials are considered in Module C: Customer Focus.***

Expectations:

1. Key volunteers and key roles are identified and supported.
2. New volunteers are well supported in a safe environment with minimal risk of failure.
3. Roles allow volunteers to use their time and skills productively to provide a service and achieve positive results for your organisation.
4. Recognition, reimbursement or rewards are appropriate and linked to performance
5. Volunteer roles have development plans in place (as appropriate).
6. Budget in place for volunteer training and development.
7. 'At risk' volunteers identified and actively managed.
8. Workload sharing and succession planning considered annually.

Detailed Expectations for 'Sustainable' Organisations:

1. Key volunteers and key roles identified and supported. (e.g. adequately resourced and supported to take on what they were led to believe needed to be done, and not treated like slaves providing free labour).
2. High level of support for new volunteers (e.g. buddy system and regular meetings with manager and team, volunteer information sheets, handover checklist, volunteer support schemes). Volunteers have a safe environment that has the structures and processes to provide them with a minimal risk of failure.
3. Roles allow volunteers to use their time and skills productively. Volunteers generous with their time like to provide a service. Many volunteers have a strong desire to achieve results and want help focusing on the results that need to be achieved.
4. Recognition, reimbursement and/or rewards are appropriate and linked to performance (e.g. volunteers feel adequately valued). For example, administrators, officials and coaches recognition programmes that acknowledge these groups for their specific contributions, commitment, and results. Coaches also should be recognised for their effectiveness in developing the person/athlete. Consider both implicit and explicit rewards.
5. Volunteer development plans in place. Where resources are scarce development plans may simply be tailored to volunteer roles rather than individual volunteers (e.g. standard development plan for a committee secretary might include provision of a documented secretarial task/process list, attendance at an RST 'role of the secretary' course, six months of buddying with an experienced secretary from a partner organisation, observation of an experienced secretary during an AGM and a free online 'using new technology' course etc). The plans integrate formal and informal training and experience gaining. These can then be adapted based on the current volunteer's capabilities, performance, and organisational and personal development requirements.

6. Volunteer training and development budget in place to provide cost subsidies on training products/services as an incentive for coaches, officials and administrators to remain as active volunteers. The organisational budget for this may be limited and/or governing bodies may provide budgetary support for developing specific types of volunteers nation-wide or region-wide. Training and development activities reviewed regularly.
7. 'At risk' volunteers identified and managed actively to ensure role satisfaction and personal development. Provide the right balance between structure and efficiency and fun and social times (e.g. a 'volunteer holiday' scheme to give them time off to avoid burnout, novel/interesting training, networking or leadership opportunities etc). For example, an experienced volunteer coach who has been historically overloaded may risk burnout, so reallocation of responsibilities and identification of the support or recognition/reward needed to turn the situation around). Understand the barriers around time constraints, family commitments and work commitments and develop strategies to address these so volunteers can continue their involvement with your organisation.
8. Succession planning and workload sharing considered annually, especially for specialised volunteer roles e.g. sharing roles, alternates and deputies. Active plans to ensure that qualified people are available to take up positions as people retire, resign or leave.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

3. Talent management strategy provides options for rewarding key volunteers.
4. Organisation has a Talent Management Strategy for key volunteers. It includes all relevant initiatives and plans for addressing. Volunteer learning needs identified. Development plan in place, actioned and monitored. Learning outcomes identified in advance of training and development opportunities and reviewed following the training. Learning is captured and shared across the organisation. Also provides options for rewarding key volunteers

Further Reference

SPARC – Thank your volunteer with an e–card

SPARC – Recruiting volunteers (ClubKit)

SPARC – Managing volunteers (ClubKit)

Volunteering NZ – Your organisation as a volunteer magnet

SPARC – What research tells us on finding and keeping volunteers

SPARC – Volunteers: The Heart of Sport – The Experiences and Motivations of Sports Volunteers 2007

CEO Online – Eight retention strategies for any generation

HRINZ – Development

ID Number: 444 Ref: E5.2-1

Organisational Development Tool

QUESTION: How do you manage the performance of your volunteers?

Expectations:

1. Documented annual performance management process in place for senior/specialised volunteer roles (as applicable).
2. This process aligns to the Annual Plan (i.e. timing, objectives and measures).
3. Volunteers help develop individual performance objectives which are S.M.A.R.T.
4. Volunteers' performance annually evaluated against their objectives/measures, with frequent informal reviews.
5. Regular communication about performance expectations, with under-performance addressed constructively.
6. Review outcomes linked to recognition, reward and development opportunities.

Detailed Expectations for 'Sustainable' Organisations:

1. Annual performance management process in place and documented. This may not be applicable to all volunteers but for higher level roles or specialised role where there is a greater rationale for formality these steps would add value.
2. The timing of this process aligns with annual planning process and is aligned to Annual Plan requirements. Performance measures are derived from the organisation's Annual Plan and link through to the Strategic Plan.
3. Annual individual performance objectives are set. Volunteers are involved in developing their performance measures. Performance measures are S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, and Time-bound).
4. Process for monitoring and evaluating volunteer results against performance measures. Performance is reviewed annually with informal reviews during this period. For higher positions this may through a mutually documented process in a formal meeting. However it may equally be as simple as a peer review checklist process or verbal review with feedback (e.g. for all levels of volunteers). Informal reviews through a process of reflecting on a volunteer's work and giving feedback could be positioned as a low risk way for people in your organisation to learn these transferable skills, particularly for young people.
5. Regular communication and consultation with volunteers about performance expectations. All volunteers understand what is expected of them. Under-performance is addressed in a constructive manner and improvement targets are set and monitored. The level of formality around this will equate to the level of the volunteer role and the culture of the organisation.
6. The outcomes of the performance management process are linked to recognition and reward and development opportunities. Many volunteers have a strong desire to achieve results and want help focusing on the results that need to be achieved, and equally value being appreciated or recognised for their achievements.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

3. Volunteers are measured on performance (KPIs) and core competencies.
4. Good practice system for managing this process that is linked to performance management and appraisal.

Further Reference

SPARC – Volunteers: The Heart of Sport – The Experiences and Motivations of Sports Volunteers 2007

SPARC – What research tells us on finding and keeping volunteers

SPARC – Recruiting Volunteers (ClubKit)

HRINZ – Performance Management

SPARC – Managing Volunteers (ClubKit)

SPARC – People Management

Community Net – People Management

ID Number: 446 Ref: E5.3-1

Organisational Development Tool

QUESTION: How do you appropriately reward your volunteers?

Expectations:

1. Volunteer recognition and rewards policy in place.
2. Recognition and rewards are aligned to the performance management system (as applicable).
3. Consistent assessment across the organisation to recognise and reward desired performance.
4. A range of implicit and explicit rewards are considered.
5. Volunteers have input into preferred types of rewards or recognition (e.g. responsibility, training, public recognition, vouchers).

Detailed Expectations for 'Sustainable' Organisations:

1. Volunteer recognition and rewards policy in place.
2. Recognition and rewards are aligned to the performance management system (as applicable). (e.g. when a formal or informal performance review takes place there is an opportunity to reward or recognise that volunteer if they have achieved in some desired manner)
3. Assessment consistently applied across the organisation to recognise desired performance. Rewards may be linked to outstanding individual performance, achievement of objectives, demonstrated skills, stakeholder evaluations, exemplary team performance, dedication and long service. Important that all volunteers have a chance to be recognised, including those that manage this process (research indicates that currently coaching volunteers are more likely to be recognised/appreciated than administrators or officials)
4. A range of implicit and explicit rewards and considered. Consider both implicit rewards (e.g. volunteer advocacy and consultation, policies and procedures to allow achievement, the buzz of achievements made tangible) and explicit rewards (verbal thank you, prize giving, access to sports gear, social functions, birthday cards). Other examples of rewards: provide leadership opportunities, volunteers actively nominated for sport-specific or regional volunteer appreciation programmes/awards, free/subsidised training or skill development, public/social recognition, increased profile of voluntary role, increased/decreased responsibility, vouchers etc.
5. Volunteers should have input into preferred types of rewards or recognition. (e.g. create lists of rewards of different values and allow volunteer to choose what best meets their needs. Rewards are not just monetary but experiential too (e.g. to meet people's needs for affiliation, power and achievement).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – Volunteers: The Heart of Sport – The Experiences and Motivations of Sports Volunteers 2007

SPARC – What research tells us on finding and keeping volunteers

Volunteering NZ – Your organisation as a volunteer magnet

SPARC – Thank your volunteer with an e-card

SPARC – Managing Volunteers (ClubKit)

Running Sports UK – Recognising and rewarding volunteers

Nestle Reward a Community Volunteer competition

ID Number: 448 Ref: E5.3-2

Organisational Development Tool

QUESTION: How do you make sure communication and skill sharing between volunteers is effective?

Expectations:

1. Volunteers understand the roles of other volunteers and staff in the organisation.
2. A variety of communication tools used for effective communication between staff and volunteers.
3. An environment of encouragement, trust, knowledge sharing, cooperation, innovation and mutual respect is fostered.
4. Process for managing any conflict or dissension between volunteers and/or staff.
5. Regular information-sharing opportunities (e.g. formal/ informal, in-person/ virtual).
6. Regular volunteer consultation to give them a 'voice'.
7. Regular recreational or social activities.
8. Volunteers are coached, mentored, and challenged by CEO/Leader and other experienced staff/volunteers.

Detailed Expectations for 'Sustainable' Organisations:

1. Volunteers understand the roles of other volunteers and staff in the organisation.
2. Effective communication between staff and volunteers to ensure a focus on customers (i.e. RSOs/clubs, members and stakeholders). Volunteers are identified within the member database to allow targeted communication. Use of a variety of communication tools (e.g. email, internet, meeting, forum, blog, wiki, Skype, twitter etc).
3. Foster an environment of encouragement, trust, knowledge sharing, cooperation, innovation and mutual respect.
4. Process for managing any conflict or dissension between volunteers and/or staff. (e.g. person available to air grievances to, hierarchy for raising issues, confidentiality rules, external support from independent party such as RST as required) Politics and personality clashes are key drivers of disengagement of volunteers.
5. Regular opportunities to meet and share information formally and informally, in-person or virtually. Regular activities such as team meetings for information sharing.
6. Regular volunteer consultation to give them a 'voice'. Advocacy on behalf of volunteers where required.
7. Regular recreational or social activities. A larger organisation may have a social club. For smaller organisations, collaborating with other similar organisations or others within shared premises may provide 'larger' social networking.
8. Leader/staff/volunteer emphasis on role modelling, coaching, mentoring, and challenging volunteers.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

6. Active and widespread participation in decision making, information sharing and working collaboratively.

Further Reference

SPARC – Volunteers: The Heart of Sport – The Experiences and Motivations of Sports Volunteers 2007

SPARC – What research tells us on finding and keeping volunteers

SPARC – Recruiting Volunteers (ClubKit)

SPARC – Managing Volunteers (ClubKit)

Community Net – Volunteering

Online communication e.g. Skype, Google Gmail, Microsoft Wiki, Twitter, Facebook, MySpace etc.

ID Number: 454 Ref: E6.2-1

QUESTION: How do make sure your volunteers are engaged and motivated?

Expectations:

1. Organisation understands what motivates and engages its volunteers.
2. Organisation assesses itself against key factors that affect motivation, satisfaction and engagement (e.g. role clarity, contribution appreciated)
3. Volunteers' needs are met through the structure and processes in place, and clear volunteer objectives and responsibilities.
4. Understand and address reasons for unmotivated and disengaged volunteers.
5. Volunteer environment is supportive and enjoyable with flexible volunteering policies.

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation understands what motivates its volunteers. SPARC research indicates six segments of volunteers with different motivations (i.e. Mutual Beneficials – perceive themselves as gaining personally from the experience and feel they are giving something back to the sport/community they love; Investors – feel they are contributing to the sport but not gaining much personally (often older people); the Cautious but Keen – similar to mutual beneficial segment but not as personally engaged and have concerns about the commitment involved; Social Norms – those engaged in teams sports who have a family member involved and will put in a minimal number of hours and have less emotional commitment (limited volunteering); The Frustrated – have experienced positives from volunteering but feel their contributions are not appreciated or recognised and have issues with role/responsibility clarity and time commitment; The Disengaged – get much less out of volunteering than other segments and agree with negative aspects). These types of volunteers will be found in varying roles in the organisation and come from all different demographic groups.
2. The key factors that affect volunteer motivation, satisfaction and well-being are assessed (e.g. two way communication, rewards and recognition, good leadership, clear role definition). JRA indicates the ten most significant drivers of engagement in NZ are: roles that provide a sense of personal fulfilment; people feeling there is a future for them in the organisation; personal sense of belonging in an organisation; personal belief in what the organisation is trying to accomplish; working in a fun environment; confidence in the leadership of the organisation; sense of working for a successful organisation; rewards and benefits considered fair for the work performed; organisations that care about the wellbeing of their people; and recognising good performance.
3. Organisation meets volunteer needs (i.e. for affiliation, empowerment, and achievement) through volunteering structure and processes, objectives and responsibilities. (e.g. large vs small level of responsibility, considerable vs insignificant social interaction, defined and structured task processes vs processes open to innovation and flexibility etc)
4. Understand and address reasons for unmotivated and disengaged volunteers. Factors inhibiting motivation are systematically understood (e.g. through volunteer survey or exit interview to identify the reasons for The Frustrated or The Disengaged volunteers in your organisation). These are then addressed (e.g. lack of appreciation or recognition, lack of clarity around roles and responsibilities, issues around the time commitment involved etc)
5. The volunteer environment is supportive and enjoyable (e.g. club provides opportunities for social interaction between volunteers, inclusion in club communications, and no 'politics'). Flexible policies such as volunteering hours and location (where feasible). SPARC research indicates satisfaction was frequently because "it's fun and enjoyable", "They enjoy and love the game and the job" and "They enjoy seeing players develop". The things that limit satisfaction are that "little or no support is provided", "it takes up too much time" and "It's harder than I thought it would be".

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

SPARC – Volunteers: The Heart of Sport – The Experiences and Motivations of Sports Volunteers 2007

SPARC – What research tells us on finding and keeping volunteers

SPARC – Thank your volunteer with an e-card

SPARC – Recruiting Volunteers (ClubKit)

SPARC – Managing Volunteers (ClubKit)

ID Number: 455 Ref: E6.2-2