

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

- » *This question looks at the overall structure of the organisation, which considers the mix of both staff and volunteers. Further details specifically on Staff or Volunteers are dealt with in separate sections beyond this point.*

Expectations:

1. The organisation structure may include a mix of staff and volunteers.
2. Structure consists of the operational areas that suit operating needs.
3. Appropriate balance in responsibilities across the structure.
4. Structure regularly reviewed against organisational needs and sports 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, subcommittees, operational areas) that suit operational requirements (e.g. finance and administration, high performance, coaching and officiating, events, communications and marketing, facility and equipment).
3. Appropriate balance in personnel and management responsibilities across the structure (e.g. the range of positions or 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 Sportville or multi-sport club structures, or changes to local community 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?

- » *This question looks at the overall capability and capacity of people within the organisation, which considers both staff and volunteers. Further details specifically on Staff or Volunteers are dealt with in separate sections beyond this point.*

Expectations:

1. Evidence that current structure meets organisational needs.
2. Skill gaps proactively managed through up-skilling, reassignment or recruitment.
3. Regular monitoring and assessing staff/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.

Detailed Expectations for 'Sustainable' Organisations:

1. Current staff and/or volunteer capability (ability, skills and experience) meets organisational needs (e.g. the club is meeting its action plan goals (i.e. finances under control, athlete performance high, participation strong), the club 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 club 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. Club Coach or Coaching Coordinator, Club Manager, Volunteer Coordinator, Gear Custodian 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

ID Number: 658 Ref: E0.2

QUESTION: How does your club manage volunteers and staff 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. club website or club computer).
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, Committee 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 Committee 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

[HRINZ – Legal compliance and employment relations](#)

[SPARC – People Management](#)

[Community Net – Workplace Management](#)

[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 and 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 and 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 and 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

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

- » *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).*
- » *This looks at how your organisation handles the human resource aspects of staff. Administrators, Coaches and Officials in their role as customers are considered in Module C.*

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.
7. Induction and training for new staff.

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).
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 sites, and other media e.g. social networking sites, SPARC and RST job sites etc).
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.
7. Induction and training for new staff.

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 – Not for Profit Remuneration](#)

[Community Net – Job analysis questionnaire and producing a person specification](#)

[Business.govt.nz - Finding and Hiring Staff](#)

[Work and Income – Free recruiting service](#)

[HRINZ – Job evaluation](#)

[Human Rights Commission – An A to Z Guide for Employers](#)

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 job 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 – Employment legal requirements \(ClubKit\)](#)

[www.business.govt.nz – Help for first time employers](http://www.business.govt.nz)

[www.business.govt.nz – Employment agreements](http://www.business.govt.nz)

[www.business.govt.nz – Employee entitlements](http://www.business.govt.nz)

[SPARC – People Management](#)

[Community Net – People Management](#)

[SPARC – Sport contract templates \(officials and paid/unpaid athletes\)](#)

[HRINZ – Employment legislation](#)

[HRINZ – Employment agreements](#)

ID Number: 100 Ref: E2.1-3

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

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 (e.g. Club Manager, Coaching Coordinator, Gear Custodian, Volunteer Manager, coach etc).
2. Key staff actively managed with tailored development and reward programmes (e.g. coach training, hourly pay vs seasonal contract).
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 – Seven suggestions for sensational staff](#)

[CEO Online – Eight retention strategies for any generation](#)

[HRINZ – Development](#)

ID Number: 375 Ref: E2.2-3

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 Committee Chairperson and the Club Manager in the case where there is only one employee).
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

[HRINZ – Performance management](#)

[SPARC – People 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 its staff.
2. Key factors affecting motivation and satisfaction are assessed during the performance management process.
3. Staff needs are met through work structure and processes, performance objectives and responsibilities.
4. Factors inhibiting motivation are systematically understood and addressed.
5. Job-sharing or job-rotation used to develop individuals internally (as relevant).
6. Work environment is supportive and enjoyable with flexible work hours and location (as relevant).

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).
2. The key factors that affect staff motivation, satisfaction and well-being are assessed during the performance management process.
3. Organisation meets staff needs (i.e. for affiliation, empowerment, and achievement) through work structure and processes, performance objectives, and responsibilities.
4. Factors inhibiting motivation are understood (e.g. through staff survey, one-on-one meetings, or exit interview) and addressed.
5. Job-sharing or job-rotation is allowed to develop individuals within the organisation (useful where there is more than one paid role with cross-over skills).
6. The work environment is supportive and enjoyable (e.g. good communication between staff and volunteers). Flexible policies such as work hours and location (e.g. Club Manager may work from home or out of RSO offices during times when working from the Clubrooms 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.

1. Example

Further Reference

[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 policies 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).*
- » *Administrators, Coaches and Officials in their role as customers of your organisation are considered in Module C: Customer Focus.*

Expectations:

1. Club has a Volunteer Recruitment Policy outlining the process (i.e. the steps below)
2. Assess the needs of the club and consider alternatives.
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 club (e.g. instigate an 'asking' strategy, consider a range of ethnic groups, tailor marketing to volunteer mindsets)
5. Use a systematic process to assess potential candidates.
6. Make a selection based on skills, accreditation, experience, personality and/or motivation.
7. Annually review and improve the effectiveness of your 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 club 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. is there an opportunity to get a student on work experience each year to do certain event or member management tasks and reduce the need for volunteers?) 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 club 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 clubs 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 club to get the best match and increase the chances of a longer term volunteer. Desire to support your club is often a key motivator, but ultimately that 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 regional training courses and maximising 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

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

Expectations:

1. Club has a Welcome Pack and induction programme (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. Club has a Welcome Pack and induction programme in place. It 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 (e.g. particular emphasis on those staff/volunteers who will have direct involvement or reporting lines).
5. Briefed on organisation policies and provided copies of the policies (e.g. HR or Volunteer Handbook). Health and safety is covered.
6. Organisation has a buddy system where new volunteers have ongoing support and mentoring. E.g. new coaching volunteer is partnered up with an experienced coach or an administration volunteer (e.g. team manager) volunteering in the same area.
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, and 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.

6. Transition of new volunteer into role before prior person leaves.

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 – Induction checklist

CommunityNet – Induction Guide

SPARC – Recruiting volunteers (ClubKit)

SPARC – Managing volunteers (ClubKit)

Community Net – Volunteering

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 policies 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 (as relevant).
6. Budget for volunteer training and development (as relevant).
7. 'At risk' volunteers identified and actively managed.
8. Workload sharing and succession planning considered.

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). Roles might include coaches, officials, event organisers, gear custodian, fundraising manager etc).
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 so volunteers feel adequately valued. For example, organisation subsidises the cost of training opportunities, or provide leadership opportunities, volunteers are actively nominated for sport-specific or regional volunteer appreciation programmes/awards (i.e. administrators, officials and coaches recognition programmes that acknowledge these groups for their specific contribution, commitment, and results etc). 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 club budget for this may be limited and/or the RSO may provide budgetary support for developing specific types of volunteers region-wide.
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 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.

4. Organisation has a Talent Management Strategy for key volunteers that 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](#)

ID Number: 444 Ref: E5.2-1

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 and volunteer consultation.
6. Regular recreational or social activities.

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. Regular volunteer consultation.
6. 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.

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.

5. 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](#)

[Community Net – Using a Wiki for your organisation](#)

[Online communication e.g. Skype, Google Gmail, Microsoft Wiki, Twitter, Facebook, MySpace etc.](#)

ID Number: 454 Ref: E6.2-1

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

Expectations:

1. The club understands what motivates and engages its volunteers.
2. Rates itself in terms of the key factors that affect motivation, satisfaction and engagement.
3. Volunteers' needs are met through the structure and processes in place and 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 research 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'). Use of 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