



LEINSTER RUGBY VOLUNTEER TOOLKIT Recruit. Retain. Reward.



FROM
THE
GROUND
UP



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INTRODUCTION

This toolkit looks to help in the recruitment of the people who are waiting to be asked to help. It provides the framework to build a volunteer strategy and provides practical examples.

The objective of the IRFU and Leinster Rugby is to create a family of rugby clubs who work together and share best practice for their own benefit.

The success of volunteering in your club is best managed by a volunteer coordinator. In larger clubs, it can be divided between a couple of people. Volunteers keep the club fresh with new ideas and skills, while the volunteer coordinator ensures people who give up their time are rewarded and manages volunteer succession planning.

The world-class facilities of the Aviva Stadium, the RDS and Donnybrook help attract a wide-ranging audience and brings people together through sport.

Who can volunteer?

Anyone and everyone can volunteer. You can volunteer a few times a year or give a regular commitment of several hours a week. There are opportunities to suit all interests and skills.

Facts about volunteering

- Most volunteers across society are women ... but often our Clubs aren't in a position to capitalise on that.
- Fewer older people tend to volunteer ... but those who do tend to deliver more hours of input than anyone else!
- Between 17% and 33% of the adult population volunteers on a regular basis.
- People volunteer for an average of 5 - 12 hours per month, although the range is wide; some give less than one hour, whilst others give over 50 hours.
- 58% of people get involved in voluntary work because they are asked, 36% offer their services.
- The three main rewards people get from volunteering are the satisfaction of seeing the results, the feeling of doing good and meeting people.
- 65% of people who don't volunteer at present say they would be willing to use some of their spare time for voluntary work.
- 72% of people feel that volunteers offer something that could never be provided by paid professionals.

(source - volunteeringireland.ie)

Why do people volunteer?

There are many reasons why individuals volunteer. Volunteers come from a variety of places, religions and races. Volunteers include members, friends, parents and students.

If you look at your own club who are the volunteers?

People also volunteer for a variety of reasons. Some of the reasons include:

- To learn new skills
- To help other individuals
- To be involved with family and friends who are currently members
- To share abilities, knowledge and talent
- To do something other than a day job
- To make new friends
- To build up self-esteem
- To become a member of a team
- To get recognition and prestige
- To give something back to a club
- For the social aspect associated with working in a club
- To have fun!

Why do people NOT volunteer?

Even more revealing are the reasons why people do not volunteer. Any attempt to recruit new helpers needs to take cognisance of these factors. The reasons, taken from various sources, are as follows;

- I was not asked (quoted in research as the main reason).
- I don't have the skills required.
- I'll be over-burdened with work ... and will never "escape" from it.
- I don't have the confidence ...or the time ... or the interest.
- I don't know how to get involved.
- Lack of interest/enthusiasm.
- Clubs don't sell themselves/lack of marketing/communication.
- I don't know about rugby or the local Club (much as we might think they do) ... or, worse, they have a poor image of the club.
- I have a poor image of the Club.

The above lists contain many lessons for those who want to recruit volunteers into their club. Most of us can see ourselves reflected in many of the reasons given and awareness and good management can ensure valuable volunteers are kept, affirmed and refreshed.

It is a fact that people do sometimes leave and we need to be aware of why they do so. Apart from the obvious reasons like burnout, personality clashes and frustration at the staleness of the club, those who leave because they feel their involvement has ended organically send out a particular message to club management committees. Later on, some ideas will be presented with a view to holding on to ex-players and parents whose children have moved past the underage scene and now see no role for themselves within the club.

RECRUIT

The basic steps in recruitment are:



Club planning

Developing a club plan is a good way of promoting a positive image for the club and will give people a sense that the club is going in the right direction. People like to see progress and a plan is a great way of demonstrating that.

The responsibility of recruitment lies with the whole club. All members should be involved and aware of the club's recruitment strategy. Everyone working together to recruit new members will result in more success rather than leaving the recruiting in the hands of a couple of committee members.

Think about potential volunteers as consumers. There are a lot of ways motivated individuals can give their time and talents to your club. Decide what your club offers that is special and might draw in potential members. The objective of a recruitment strategy is to examine and plan every aspect of volunteer recruitment in your club.

Re-examine why you need volunteers in your club:

- How many volunteers do you need?
- What do you want them to do?
- When will you need the volunteers?
- For how long do you need them?
- What demands will be made on the volunteer?
- Who will be making these demands?
- What authority will the volunteer have?
- Who is the volunteer answerable to?
- What support is there for the new volunteer?
- Is there time available for trained volunteers to work with new volunteers?
- Will your club accept and be open to new volunteers?
- What sort of people do you want in these roles?
- What skills do they need?
- Plan your recruitment strategy campaign and present it to your club committee looking for additional suggestions from members.

Is your club volunteer friendly?

This checklist aims to give clubs a quick way to assess their volunteer-friendliness. The checklist will help you to identify areas for improvement as well as highlight things that are already working well.

Being volunteer friendly will help your club to meet the challenges of maintaining a strong and diverse volunteer base now and into the future.

Accessibility

- Does your club have flexible volunteer hours to cater for volunteers' schedules and availability?
- Are there multiple ways for volunteers to find out more about volunteering opportunities in your club? E.g. website, brochures, email friendly documents
- Are there a number of ways for people to contact your club? E.g. phone, email, website or in writing

Governance

- Are your club committees' representative and inclusive of volunteer participation?
- Do you have clear and open club policies and procedures for involving volunteers?

Communication

- Is your communication open and age-friendly?
- Does the language that you use (choice of words and phrases) isolate or alienate potential groups of volunteers?
- Does your club have clear communication channels for raising and responding to volunteer issues?

Physical Environment

- Does your club have appropriate age-friendly spaces and environments?
- Does your club provide equipment and facilities appropriate to the volunteer role?

Recruitment

- Do you target your recruitment activities to particular volunteer audiences as well as a more general audience?
- Do you provide clear descriptions of the volunteer role or opportunities you are recruiting for?

Training

- Can you provide training/mentoring to suit a wide range of volunteer needs and skills?
- Can your training/mentoring be divided into a series of sessions or done at different times to suit different volunteers?
- Have you current volunteers in your club willing to act as mentors?

Recognition, Rewards and Retention

- Do you offer opportunities for volunteers to stay in touch with your club or with other volunteers?
- Does your club provide social opportunities, certificates or training qualifications for your volunteers?
- Are volunteers involved in the evaluation of your volunteer opportunities?
- Do you acknowledge volunteer effort based on a wide variety of factors and not just hours?

Role of the volunteer coordinator

The role of the Volunteer Coordinator is to coordinate the work being done by the various volunteers involved in your club. It also includes assisting with recruiting, retaining and rewarding as well as supporting individual volunteers where necessary.

Main Duties

Assess the need for volunteers in the club for positions and events
Get to know all club volunteers and potential volunteers and act as their main contact
Ensure that all volunteer jobs have a Role Outline
Coordinate the implementation of the volunteer recruitment, training and support plans
Work to organise volunteer rosters where required
Recognise and nominate your volunteers for volunteer awards
Identify and organise training opportunities for volunteers
Work with the club committee to organise social events for volunteers
Attend committee meetings to report

Where to find your volunteers?

The first thing to do when recruiting new volunteers is to ask them to get involved! Be specific about what they are being asked to do and the amount of time involved. Remember, one of the main reasons given for not volunteering is that people feel that they do not have the time and the necessary skills. If you are organised and have a clear idea and plan (i.e. when, where and why you want help) and seek it in an organised way, people will be more willing to volunteer. If the club needs someone to update the club website, ask someone with IT knowledge and explain to them the amount of time involved. Ensure that this is all they will be asked to do.

There is no set place, volunteers are everywhere. It is useful to target certain groups and areas when looking for volunteers. However, it should be noted that recruitment campaigns should be distributed widely and contain clear and accurate information.

Some key points that would be beneficial whilst recruiting are:

- Raising awareness and the importance of volunteering on your website
- Producing information sheets for your volunteers
- Use past and present member's lists. Lists of jobs/skills already recorded will give an indication of who has the necessary skills for a position
- Hold social events encouraging new members to join
- Use local press
- Organise notices on your website
- Produce flyers to be handed out at local events where potential volunteers will be
- Promotion of your club in local schools and colleges may help involve parents in volunteering
- Asking supporters of teams or the club may produce new volunteers

It is important to avoid simply saying 'volunteers needed'. Instead focus on roles and what they have to offer.

The One Hour Commitment

Each recruitment drive should begin with the most basic unit of voluntary commitment which is 'One Hour'. This is the shortest time per week during which one person can make a difference. While it might appear a small amount, lots of one hour voluntary commitments can add up to a highly effective, focused group of volunteers who can take much of the hard work away from others in the Club.

Below are examples of how much work can be done in one hour per week;

- Sell some lotto tickets.
- Sunday morning under eight coaching.
- Clean the social club once a week.
- Put out chairs for a club function.
- Wash jerseys for one team.
- Keep the water bottles filled for an underage team.
- Update website.
- Assist with club shop/club merchandise.

Each of these tasks are straightforward and easy to do, but when taken off the workload of a hard-pressed volunteer, can make a great difference to the running of a club. More importantly, it is the minimum commitment which is required to make a difference.

Consider the following:

- Checking past and present membership lists
- Organise a recruitment drive using current volunteers to promote the club and its activities
- Using the local newspapers
- Organising a volunteer 'pledge' scheme among current members
- Produce specific club volunteer information kits
- Introduce a volunteer apprentice scheme for present members
- Produce fliers and send into all houses in the community
- Offer to present information sessions at local schools and colleges
- Running community information evenings
- Talking to other groups in the area

It is also essential that you have role descriptions for all volunteer roles in your club before trying to recruit. These descriptions will need updating annually and it is advised to involve the current position holders in the review.

The registration of underage players now occurs at a specified time in many clubs. These times present a great opportunity for recruiting new volunteers, since they are attended by parents who might be new to the area and might be keen to 'stay and play' with their children.

The challenge for the committee is to recognise this new talent and use it to its maximum. Once again, parents who arrive to register their children may suffer from the illusion that they have nothing to offer because they have never played the game, so tasks have to be offered which are non-games related, but still vital to the smooth running of the club. The first task is often to put all the information forms onto a spreadsheet or database and it is surprising how many hands go up when asked if there is anyone willing to take on this task.

The Registration Form is another rich resource for enlisting new recruits.

A sample paragraph can be added at the end of the registration form.

Volunteer Details:

Are you available to help out with some club activities?

YES / NO (Please Delete as Appropriate).

If YES circle what you are interested in:

Coaching / Admin / Food / Hospitality / First Aid / IT / Public Relations / Photography / Entertainment / Transport / Fundraising / Match Days / Other

After the Registration Night, the information gathered is placed on the Database of Members and you have a list of people and their skills. It is best to work on the basis of a small commitment at first which can grow if the person wants to increase their involvement.

The Importance of Asking

The easiest way to get new volunteers is to JUST ASK!! Ask, ask, ask. And when you get rejected, ask again or ask somebody else.

'Ask'

Flyers and adverts are fine, but not as good as an 'ask'. Who should you ask? Everybody. If there is anybody in the community who has an interest or could develop an interest in your club, ask. Who should do the asking? You, your current volunteers, your members. Believe it or not, the most effective asks usually come not from the "chairperson", but from the "satisfied customers" (current volunteers). When a current volunteer tells a peer that volunteering in the club is rewarding and worth the time commitment, it makes a powerful statement.

Don't Say Somebody Else's "No."

Don't say somebody else's "no." Too often we assume somebody is too busy, uninterested etc. so we say "no" on their behalf without ever actually asking them to volunteer. Don't assume. Don't say somebody else's "no." There are probably more people in your community willing to work with your club than you think. You just have to ask!

Remove Barriers to Saying "Yes"

It is also important to remember that many potential volunteers feel that the only roles available may be in coaching with your teams and they do not have the skillset for this. It is essential to put people at ease and let them know that there are many roles available and that their skills can be hugely beneficial to the club in many capacities. Do not leave an obvious barrier to allow people to say 'No'.

People are waiting to be asked so ASK THEM!

Women and older people are the most willing volunteers. INVOLVE THEM!

Think beyond the Inner Circle. END THE CLIQUE!

Link tasks with available skills. - USE WISELY!

Begin with an agreed volunteer commitment. ONE HOUR!

Screening

Screening and selection is important for every club that involves volunteers as the majority of these volunteers will be in contact with juveniles in your club. It is important though that you are trying to involve the local community and encourage participation by those with a particular interest and are welcoming to anyone who wants to join in. There will be instances, however, where your club will need to make an informed decision about who it will and will not accept as a volunteer.

Examples include:

if volunteers will be working with vulnerable people, such as children

if volunteers are going to be doing a lot of unsupervised work

if volunteers will be handling money, or will be put in similar positions of trust

Some Basics

- There is no screening device in the world that comes with a guarantee
- Having checks in place, and advertising this, is in itself a good screening technique, but be careful about putting off potentially good volunteers
- Be clear and fair throughout the process; tell people what checks you are planning to carry out and get their consent beforehand
- Don't acquire any more information than you actually need to know about the volunteer
- Be consistent; check every volunteer in the same way, even if you already know him/her.
- Don't be any stricter when checking volunteers than you would be if you were checking paid staff
- Store all confidential information securely; restrict access to those who really need it
- Never rely on 'gut instinct' alone; a combination of screening tools (see below) is always preferable than relying on only one, and only use methods which are appropriate to the nature of the voluntary work.

Role Descriptions

This is the first stage in any screening and selection procedure. By providing accurate information about your club and the tasks to be done, you enable potential volunteers to undertake a self-selection to see if they would be interested in, and suitable for, working with you.

Application Forms

These allow the club to gain administrative details (name, address etc.) as well as asking questions about experience and reasons for wanting to volunteer. Application forms ensure that everyone is treated the same way and that the same information is gathered from all.

Interviews (Chats)

Interviews, which can be individual or group sessions, should always be regarded as a two-way process, in which the club and the volunteer can find out about each other's suitability. Make interviews as informal as possible (consider calling them 'chats'; putting people at ease will ensure you get the best out of them.

Checking Skills and Qualifications

It might be appropriate, at times, to ask people to perform a task, in order to verify a certain skill. Examples include: coaching a team and so on. At times, you may also need to confirm that someone holds certain qualifications such as coaching certificates. You could ask applicants to bring proof of qualifications with them.

References

Some clubs may ask their volunteer for a reference for a specific role. References can be given over the telephone or in writing. A simple reference form or telephone reference checklist ensures consistency, is easy to complete and also guarantees that difficult issues are not avoided deliberately.

Garda Vetting

Garda Vetting is a procedure that investigates individuals if their work involves substantial access to children and other vulnerable persons. The procedure provides information on any prosecutions or convictions a person may have had. There are strict procedures around how the process operates and the IRFU or Leinster Rugby can advise on this.

Please remember that these checks are by no means fool proof.

Induction

First impressions are important – even in a club.

Inductions Help Volunteers:

- feel welcomed and valued
- understand the club
- understand their role and what is expected of them

Inductions Help Clubs:

- reduce risk
- demonstrate professionalism in their approach to volunteering
- provide a safe environment for volunteers
- support volunteers

Forms of Induction

- A hand-over period where the outgoing volunteer supports and trains the incoming
- A buddy system - where new volunteers are assigned to someone already in the role to work alongside them and to learn 'on the job'
- Mentoring - to nominate mentors around the club to support new volunteer in an ongoing manner
- Training Session - to conduct a session where new volunteers are offered training / information about their role and the requirements
- Drip Feed - organise a regular catch up with new volunteers to extend induction over time
- External Training - support volunteers to undertake the necessary training required for their role e.g. funding or part funding a Coaching Course

Ensure the volunteer is given a club Welcome Pack and is shown around the facility and introduced to members.

RETAIN

Volunteers want to feel welcome, valued, part of the team, needed and useful.

Recruitment actually continues throughout the life of the volunteer, since retention is simply the process of re-recruiting the volunteer every time they show up.

The 1, 2, 3 of retention lies in **Induction, Support, Recognition**.

- 1. Induction** - is crucial to volunteer retention. It should include a welcome pack and any necessary training. It is important to meet new volunteers and make them feel welcome and appreciated from the start.
- 2. Support** – maintain regular contact with new volunteers. Show appreciation for a job well done.
- 3. Recognise.** Volunteers are truly special people. Continually acknowledge their involvement and contribution

Ensuring volunteers are not overloaded is part of the battle to retention. With a volunteer coordinator in place, there is a point of contact and a communication channel.

It is important to maintain a database of volunteers including contact details, availability and awards

Communication is key to keeping volunteers informed and involved with the club.

Communication is key in helping to get your volunteers involved with the club. It keeps them updated and in the 'loop' with what is happening at the club and helps them and the club progress towards those goals.

Communicating with volunteers will also help the volunteer to take greater responsibility in the club. Communicating should also help in encouraging ideas and where practical, allows responsibility to implement them.

- Recruiting new volunteers is costly and time consuming
- The experience of your current volunteers is invaluable
- The club may have invested time, skills and training in the development of volunteers
- Retaining ensures that the continuity of the club ethos is maintained
- The loyalty of the volunteers is vital to the club, especially during difficult or busy periods

Here are some examples of things you can do that will make volunteering a better experience and, therefore, help retain your volunteers:

Have a Welcome Pack and Induction - This should include information on club structures and policies and contact details

Clear, regular communication – use text or email for quick communication

Have a volunteer page or section on your website

Make sure they are enjoying the challenge

Give recognition and reward (say Thank You)

Make the volunteer feel wanted and valued

Keep people motivated

Use team work where appropriate

Give your volunteers skills and training

Identify with the volunteer, what, if any, training is needed – sell training as a positive reward

Finally, it is important to retain your volunteers for the right reasons. Sometimes it is the right time for someone to move on or take more of a back seat. Your club should plan for this as part of your retention policy.

Management of volunteers

Coordination – appoint a volunteer coordinator

Planning – develop a volunteer management plan (roles, responsibilities, training, support)

Orientation – welcome and support

Training

Support – ensure recognition and keep informed

Effective leadership

Leadership has a central place in the management of volunteers, especially at a community level. It is important for clubs to identify the leadership style that will best take account of volunteer needs and provide support for leaders to develop these competencies.

Volunteers see strong leadership within a club as the way for them to focus on their roles. Good leadership results in some of the following:

- Provision of a safe environment
- A well-run club
- Manageable volunteer roles
- A supportive and encouraging environment
- Clarity and certainty about the commitment required from volunteers
- Volunteers feeling respected and listened to
- Clear processes and systems for managing volunteers

Implications

Without good leadership volunteers may be uninspired and unsure about what is expected of them and may eventually lack commitment, which will see them discontinue their volunteering

Clubs must create a motivating environment for volunteers so that they can achieve their own goals as well as those of the club

RECOGNITION and REVIEW

Volunteer Appreciation Plan

It is essential that you show appreciation to all the volunteers involved in your club and show support for their effort. The unpaid work of all the people involved in the club allows the base of your club to be wide, deep and strong and continue to grow annually.

In order to maintain or increase the volunteer base it is important that all volunteers at all levels of the game are appreciated, thanked and supported in appropriate ways by your club.

The Plan

While the volunteers and their roles are many and varied, there are 3 common areas that can be focussed on to appreciate and support the volunteers. These are:

Recognise
Resource
Respect

Many clubs are already showing appreciation to their volunteers but you should review what you are doing against the following and if appropriate implement into your clubs.

Recognise

- Make a club policy that all teams have a way to thank team officials.
- "Volunteer of the Year" Award as part of the club prize giving. This award can go to any administrator, team official or volunteer in any capacity. Nominate volunteers for Leinster Rugby's Volunteer of the Year award
- Letter from Club Chairperson to all volunteers and club officials thanking them for their contribution.

Resource

- Where possible clubs should endeavour to obtain clothing sponsorship that also covers team officials and the volunteer base of the club.
- Clubs have a stated policy as to reimbursement of personal expenses incurred by volunteers on behalf of the club.
- Training and up-skilling actively promoted.

Respect

- Ease the administration load for team officials.
- Workload is divided into small lots.
- Roles and responsibilities are clearly defined and documented.
- The club should develop a volunteer succession plan so that no volunteers feel that they are forced to keep the role for life.
- Volunteers need to know who to turn to for help and support.

Job satisfaction is one of the most important aspects to remember when you are encouraging volunteers to remain with your club. This is easy to achieve but also easily forgotten.

Succession Planning Process

1. *Examine your club's position* (current needs, critical roles and expected vacancies). To commence succession planning it is vital for you to understand exactly why your club needs a plan for the future and what you hope to get out of it. This involves clarifying your club's current position to identify its needs for the future. There are three stages to this first step:

- *Identify your club's current and future needs.* Consider your club in its current form. Think about the following three areas: club management, club activity and club people. Thinking about this helps you to understand your club's current position and why you are beginning to make a plan for succession.
- *Identify critical roles within your club.* Once you have identified your club's current position and needs it is essential to identify the key roles within the club that will serve to address these needs now and into the future. That is, what do you see as the vital roles to your club's success in the future?
- *What vacancies are expected in these positions?* Once you have established the critical positions within the club you need to assess (to the best of your ability) the risk of turnover in these positions in the near future. Who is retiring? Who is moving away? Who has been in a role too long and is sick of it? Make a list and rank the expected departure/vacancy of key positions as either 'immediate', 'short term' (in next 12 months to 2 years) or 'long term' (in two years' time of beyond). The more you know about the timing of handover the more prepared you can be to ensure the transition is as smooth as possible.

2. *Identify skills required to fill critical roles in your club.* The second step in succession planning is to break down the roles, responsibilities and required knowledge for the critical roles you identified in Step 1. It is recommended to begin with the roles you marked as 'immediate' expected vacancy, then move on to 'short term' and finally 'long term'. You need to devise a role description, in cooperation with the current volunteer in those roles, for each critical role. Record what skills and experience are required for key positions which will help the club in the future. If a role description exists, it provides a level of continuity in that role as the new volunteer continues in the position knowing exactly what is required of them and what the position is all about. Secondly a position description outlines exactly what you are looking for when you start to recruit volunteers to fill the position. It is important to revisit these descriptions regularly and make appropriate updates.

3. *Assess the skills gap in your club and identify potential successors.* You should now have a good idea what positions you see as vital for the future success of your club and what skills and expertise are required to fill these positions. Now it is essential to identify whether your current volunteers possess the skills and expertise or whether skill gaps exist; in which case, you will need to train and develop certain club volunteers to allow them to step into the role or alternatively recruit new volunteers with the appropriate expertise. Whether new or existing volunteers, your club must begin to identify individuals who could step into the roles when current volunteers leave.

- *Assess existing volunteers' skills.* The first step is figuring out what skills, experience or relevant qualities existing volunteers might have. Think about your current volunteers. Even though you may not have considered someone a good fit for the Treasurer role because they have always been involved on the coaching side of things, perhaps they run a small business and would have great skills to manage the club's financial needs. You need to identify the expertise and valuable qualities of your existing volunteers in case this fits well with one of your critical roles outlined in step 1.
- *Identify Potential Successors.* Refer to the role descriptions you created in Step 2. Try to match the skills, characteristics and expertise of volunteers or members of your club with those outlined in these descriptions of your club's critical roles. Once you have identified which volunteers match up with which positions it is also necessary to think about the following:
 - o Who has done good work in the past?
 - o Who has the qualities that fit well within our club?
 - o Who is a fast learner and easily adaptable to change?
 - o Who do you see as the leaders of the future in your club?
 - o How can we create a diverse volunteer base?
 - o Which volunteers have received positive feedback in the past?

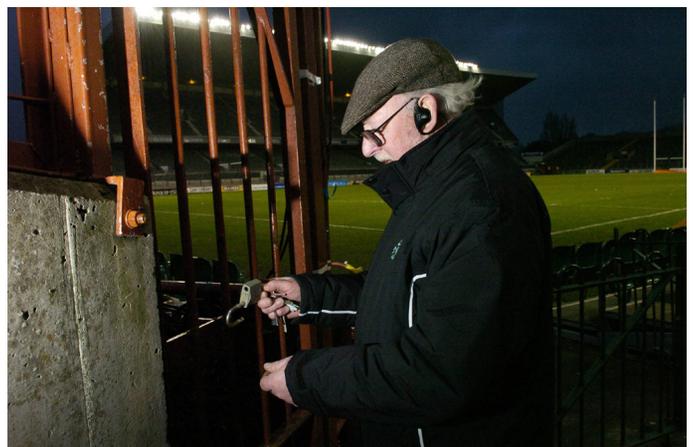
These questions will help you distinguish between two potential successors with the same skill level or perhaps justify the placement of a volunteer who may not currently have the skills but demonstrates the potential to learn the skills quickly.

Now you should have an idea of whether you can fill the critical roles with existing club members or if need to recruit new volunteers to fill gaps.

Evaluation of your club's succession plan needs to be ongoing. It is about constantly monitoring movements within your club and making sure that you are prepared for what has to come. A succession plan is not something that you complete and then don't look at for a few years. It should be reviewed and evaluated on an ongoing basis to make sure it is keeping up with the changes within your club. Your club should choose measurable indicators that reflect your main priorities for the plan. Some may be measured purely with numbers but other indicators might require you to use surveys, informal chats or conduct interviews with volunteers. Some indicators could be:

- Volunteer turnover (how frequently your volunteers come and go)
- The number of existing volunteers who have stepped into new roles when they have become vacant and the number you had to recruit
- Feedback (from members, volunteers, committees, new recruits)
- Retention rates of volunteers (how long are they staying in your club?)
- Volunteer satisfaction (are they bored or overworked?)
- Reasons given for volunteer departure

The evaluation process is a crucial step to ensuring future growth of your club.



APPENDICES

Welcome pack

A Welcome Pack should contain the following:

- Personal welcoming letter from the club chairperson
- Volunteer code of conduct setting out the basic rules about what is expected of volunteers
- Copy of their role description to help the volunteer understand what their role entails
- A list of club contacts
- A list of key club dates
- Dates and times of training for various teams if available
- Information on any upcoming training courses and costs
- Expense claim forms (if applicable)

Induction

An Induction Presentation (on screen or printed) walk-through is a great way to share details with the new volunteer.

The presentation should include:

- The Club – history, structure, objectives etc
- The Role – a detailed role description
- Who's who – contact details for all club volunteer roles

Role Description

ROLE	Summary Description	Approx. no. of hours
Administration	Oversee all committees. Games and events will depend on your sub-committees	4 hours per week
Age Grade Coordinator	The guardian of the future of the club, responsible for leading everyone associated with Mini and Youth rugby	6 hours per week
Bar Manager	Manage and run the bar profitably	Possibly fulltime
Bingo Volunteers	For clubs that run a club bingo, arrange participants, ticket sales and draw	0.5 hours per week
Catering Coordinator	Responsible for catering for players, supporters, volunteers and visitors	2 hours per week
Chairperson	To provide the vision, leadership and business plan to develop the club. To run the management committee	6 hours per week
Club Captain	To be a role model at the club. TO be the link between players and administration, representing the views of players and guide their interests in the development of the club	10 hours per week
Club Development Manager	Plan and manage all club house and grounds development	Sporadic
Club Referee Coordinator	To help the club referees develop their skills. To ensure quality refereeing in the club	1 hour per week
Club Welfare Officer	Provide leadership in the safeguarding of children and adults within the club. Required to undertake appropriate IRFU safeguarding courses	2-3 hours per week
Coaching coordinator	To develop a coaching structure and promote the development of all coaches within the club	2-3 hours per week
Communications and PR Manager	To spread the good news of rugby. Promote the club to the public, raise the profile and boost the popularity of the game	3-4 hours per week
Data Officer	Responsible for the data entry and management in the Clubhouse database	1-2 hours per week
Director of Rugby	To lead a group of coaching and support volunteers who produce successful teams on and off the field	6-8 hours per week
Discipline Committee	The Discipline secretary is in charge of the club's reputation for fair play by investigating and dealing with allegations of foul play and misconduct	1 hour per week
Equipment Manager	To take responsibility for all club kit, from team shirts to balls, pads, posts, flags etc	2 hours per week

ROLE	Summary Description	Approx. no. of hours
First Aid Officers	Adequately trained first aid officers to ensure all injuries are treated immediately	2 hours per week
Fixtures Secretary	Responsible for organising league, cup and friendly matches for all teams	2 hours per week
Funding Coordinator	Identifying, applying for and following up all grant applications. Investigate investment opportunities	1-2 hours per week
Fundraising Coordinator	Plan, organise and lead a team to raise funds for the club	2 hours per week
Grounds Manager	Responsible for the pitches, training areas, stands and car parks. Plan the effective use and maintenance, manage budgets and preparation	4 hours per week
Head Coach	Responsible for organising the senior team coaches and managers with the Director of Rugby. Also, responsible for recruiting players	16 hours per week in season
Health and Safety Officer	Responsible for minimising the risk to people and prepare risk assessments	1 hour per week
Honorary Secretary	The head administrator for the club, looking after the general running of the club	4 hours per week
Honorary Treasurer	Looking after all the club accounts and financial dealings, reporting to the management committee	2 hours per week
Major Events Coordinator	Plan, organise and deliver major events	Sporadic
Marketing/Sponsorship/Commercial Manager	Manage advertising and sponsorship programmes for the club to create sustainable income and use the club assets to its full potential	3-4 hours per week
Medical Officer	Advise and assist in the development of medical policies, protocols and practice	2-3 hours per week
Membership Secretary	Manage existing memberships and actively encourage new ones including subscriptions, renewals and data	3-4 hours per week
Merchandise Manager	To give people the chance to show their allegiance in a range of ways through the club colours	2-3 hours per week
Player Registrars	To be the keeper of the official information about player registration, ensuring all players are eligible to take part in competitions	0.5 hours per week
President	The President is the figurehead of the club, representing the club at all functions and guiding, supporting and advising club officers	6 hours per week
School/College Liaison Officer	The President is the figurehead of the club, representing the club at all functions and guiding, supporting and advising club officers	6 hours per week
School/College Liaison Officer	To create mutually beneficial links with local education institutions	2-3 hours per week term time
Senior Match Day Coordinator	To coordinate visiting teams, dressing rooms and pitches. Point of contact for match day	3 hours on match
Social Media Manager	Promote the club, build the brand, contribute and filter and guide the social media presence	
Team Coach	Coaches must have completed IRFU coaching courses and passed by the Welfare officer to coach. Responsible for player development	
Team Manager	To keep the team in the loop on club requirements, ensuring players are registered, completing team sheets, relaying match and training schedules	5-10 hours per week
Transport Manager	Manage the clubs transport requirements for all away matches	1 hour per week
Vice-President	To work alongside the President, attending functions and games if the President is unavailable	3 hours per week
Volunteer Coordinator	Responsible for recruiting, training and engaging a team of volunteers. Be the point of contact	1-2 hours per week
Webmaster	Create a dynamic website and maintain up to date information attractively presented	2 hours per week
Women's Rugby Coordinator	To sell the game of rugby to interested women and guide girls through the minis and youths	2-3 hours per week
Youth Chairperson	To oversee the running of the Youth section	2 hours per week
Youth Treasurer	To look after all accounts and financial dealings of the youth section	1 hour per week

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