



VOLUNTEER RECRUITMENT



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Welcome from the RFU

Rugby is reliant on the army of volunteers who keep the game running week in week out. With the hosting of the Rugby World Cup in England we hope to grow the number of people playing our game and more players will require more volunteers.

There will be times when new volunteers are needed to help with specific events, or to keep a management committee at full capacity. The ideas and tactics in this workshop will provide you with new ways to approach recruitment and succession planning. We will never be able to find a “one size fits all” approach to volunteer recruitment, but by trying something new you might just find a hidden gem in a parent of a junior member, in a community volunteer who wants to get involved in something new or a player that is thinking of hanging up their boots.

So good luck, enjoy the workshop and have a go at a new tactic or two to help your club welcome many new members and volunteers that your club and our sport has to offer.

Steve Grainger

Rugby Development Director



Introduction

More than 60,000 volunteers give over 10 million hours a year to rugby, contributing an estimated £125m annually to the sport. Clubs couldn't survive without people who willingly give their time to be part of the team running their activities. It's clear, therefore, that volunteering must be an integral part of every club's development plan.

As the game grows and more demands are made on people's time, greater numbers of effective volunteers are required to undertake essential but manageable tasks.

For volunteer recruitment to be successful, the needs of club and new volunteer need to be met simultaneously. When recruiting, there are three key elements for an effective recruitment message:

The statement of need

How the volunteer can help

Benefits of the position to the volunteer

This workshop will help you decide WHO to recruit and HOW to plan your recruitment. You will also have the opportunity to start making an action plan to take back to your club. The ideas and case studies are all proven approaches that have helped sports clubs recruit volunteers. All you need to decide is which one to try first!

By the end of this session you will have:

An understanding of the roles you need at your club;

Some practical examples of how to recruit;

Understood what classic mistakes to avoid;

Created a plan of action for recruiting in your club





Definition

Recruitment is a process to attract and invite people to consider volunteer involvement within your rugby club.

Key factors:

1. Until you identify and address people's possible resistance to volunteering, you will not reach your potential in volunteer recruitment
2. For volunteer recruitment to be successful, the needs of the club and volunteer must be met simultaneously

3. The recruitment invitation must be compelling to the volunteer including:

- a. What is required
- b. How to help
- c. Benefits to the volunteer

4. Effective, trained people should recruit volunteers

TIP: All research studies on volunteering and giving have discovered people were **FOUR TIMES** more likely to volunteer when they were personally asked.

RFU Core Values

An RFU task group identified the following principles at the heart of rugby union in England.

Teamwork

is essential to our sport

Respect

forms the basis of our sport

Enjoyment

is the reason we play and support rugby union

Discipline

underpins our sport

Sportsmanship

is the foundation upon which rugby union is built

RFU Core Values & Volunteering

As part of volunteer recruitment, the Core Values can be used to demonstrate the benefits of getting involved and the need for new volunteers.

Discipline

Respect

The club can't function without you

You help new participants understand the game

You can develop new skills

Sportsmanship

Teamwork

Your opportunity to stay involved in the game

You'll be part of the team

You can help the club to be the club it wants to be

Your skills can help the club develop - it is not just knowledge of the game

Enjoyment

Volunteering is a rewarding experience in lots of ways

You can keep the rugby community alive

It is your opportunity to be part of something bigger

You'll feel good about doing something worthwhile

You don't have to give up lots of time to help

From the list above, which ones do you see your volunteers experiencing at your club?

What volunteers do you need?

Recruiting for events and projects

Before

Who will organise and promote?

Who will recruit the workforce?

During

What roles and how many are required?

What specialist skills are required?

Who leads each project area?

Who looks after the workforce?

After

Who will promote your success?

Who will follow-up with the volunteers to retain them?

Who will say thank you?

Who do you need to fulfil the roles?

Now you've established what roles need to be filled, start to think about the skills and attributes those people need to have.

For example:

Hosts:

Welcoming

Friendly

Knowledgeable about the club

Enthusiastic about the England team's success and the club's involvement

Marketing and Promotion:

Computer literate: posters, emails, social media

Creative

Generates ideas

Well connected

Team Leaders:

Well organised

Friendly

Natural leaders

Enthusiastic

Use the template on the following page to add the roles and skills/attributes you are seeking to run your project. To help decide, think about the specifics for your project and how this might affect your team, including:

Who is the event for (audience, ages, current members, potential members, local community)?

When will the event be run (evening, weekend, term time, school holidays)?

What needs to happen for the event to succeed (specialist skills or knowledge)?

Consider time commitments needed and demands of the event (how much time is needed in the lead up and delivery?)

Who do you need to fulfil the roles?

Role:
<u>Skills / Attributes:</u>

Role:
<u>Skills / Attributes:</u>

Role
<u>Skills / Attributes:</u>

Role
<u>Skills / Attributes:</u>

Role
<u>Skills / Attributes:</u>

Role
<u>Skills / Attributes:</u>



Recruitment Tips and Tactics

In the workshop three different approaches to recruitment have been identified:

1. The Personal Touch
2. Cover All Bases
3. Buddies

Recruiting new volunteers requires time and effort; don't be put off if you don't find the right people with your first efforts. Continue to be diligent and creative and you'll find the right people.

Recruitment is all about relationships so think about who you already know and whether they could be potential new volunteers or people who can help with your recruitment drive.

The following will give you some ideas on how you can recruit new people into roles in your club. Don't be afraid to try something new, or more than one approach.

The Personal Touch

Taking the time to establish relationships with the most promising parts of the community will mean your efforts are more concentrated and help you connect with the right people. Make people feel needed and important and let them know that they have something valuable to contribute.

New members

Setting expectations of volunteering early with new members can help breed a culture of helping out and taking responsibility for the club's success. You could think about writing into membership forms that every member is expected to volunteer for at least two days a season. This will help ensure you have a start point for recruiting new volunteers into roles of responsibility.

Keep track of who volunteers and when. This will help you remember who was most helpful, who showed enthusiasm for the role and has potential for continued volunteering

This will give you an opportunity to get to know your new members and their skills and experiences. It will help settle them into the club community and give you a better idea of who your new volunteers may be

As with young players' parents, asking new members to take on a specific task or role helps break down barriers that volunteering is a big job or an intimidating task



Being available and visible, and making recruitment an ongoing task

It is important to think about how new volunteers would view your venue and the current volunteers. People are more likely to want to help friendly, welcoming people than start volunteering at an intimidating venue.

Try to ensure that you (or someone else responsible for recruitment) are around when your prospective volunteers are at the club

Introduce yourself, don't be anonymous or just a name

Consider putting a photo and your phone number and email address on the notice board so people know who is contacting them about volunteering or if they want to contact you

While a specific event can help boost recruitment, try to keep it on the agenda. Keep an eye out for people at the club a lot, such as parents of really keen children, and spend time getting to know them

Make sure your current volunteers are happy in their roles to ensure a positive, welcoming atmosphere for new members and volunteers

Competitions, Festivals, Open Days

Using a specific event to recruit helps to get everyone in one place. You can demonstrate what a fun, social place your club can be and show that getting involved in volunteering isn't an intimidating or unavailable option.

An event for achieving club accreditation gets all members together to celebrate shared success and also demonstrates that your club offers a quality product. Invite new members and parents to the club to get to know and recruit people

A social event, like a BBQ or family tag tournament, is a fun way to recruit volunteers. These events allow people to discover more about the club, your people and the game's values. At the same time you can learn more about your potential volunteers

Don't forget, you know most about your club and what makes it special. This is why you're involved as a volunteer and why others would benefit from being involved. Use these positives in your recruitment campaigns



England
Rugby





YOUNGRUGBY
AMBASSADORS



Spencer Burgess, Huntingdon & District Youth Chairman told us how using an event helped Huntingdon RFC recruit new volunteers:

“We held a presentation day which became a ‘meet & greet your new home’ [as we had plans for a new facility]. The bar was open. A BBQ was cooked by the Youth Chairman. Training/mini games were followed by players’ presentations for all age groups. The Chairman welcomed everyone to the proposed new ground and outlined the plans. The event was attended by 150+ children and 80+ adults and was an outstanding success, with approximately 40 new volunteers signed up for the projects needed to get the clubhouse and pitches ready in time for the new season. These ranged from plumbers and painters to people just willing to turn up and lift/carry/clean where needed. Working parties are now being organised for the summer and a Priority of Works arranged so we can be ready for the new season.”

Recruiting parents

Mini, Midi and Junior training are great places to meet parents who could be your future volunteer workforce. Encouraging parents to stay and watch or help out at training puts in place the volunteering building blocks. Tips for recruiting parents:

Introduce yourself and your role at the club

Remember names, and the children they’ve come with

Find out what their skills are – jobs, knowledge, qualifications etc



Ask them to help with one thing – putting out cones, tidying at the end of a session, small tasks for individual sessions. People find it very difficult to say no to a friendly, small request. Your job is to repeat this request on a regular basis!

You will start to get an idea of which parents are most engaged. These are the ones to ask to do a little more and focus more attention on

Talk to these parents about your RugbyForce club host project, who you need and what the plan is, with regards to:

- Events
- Timelines
- Commitment needed
- Who is available to help out

Jane Richardson, Volunteer Coordinator, from Morley RUFC ,explains how they recruited parents into voluntary roles:

“Morley recently recruited an extra 14 volunteers. This was simply a case of inviting all the Junior parents to a meeting, on training night, and explaining to them what the club does and what help was needed. The problem so often within rugby clubs is that parents perceive the committee and the running of the club as a ‘closed shop’ and don’t get access to information on what is happening and how it is all achieved.



By meeting with the parents and obtaining preferred contact details, drawing up a list of forthcoming events for the year, and letting the parents know what help is needed at each event, they were all more than willing to step up to the plate and all contributed some good ideas.”

Cover All Bases

While targeted recruitment will help with people you have identified as potential volunteers for your project, there is also merit in ensuring that volunteering has a high profile and is on everyone’s agenda – player, committee member, parent, junior...

Emails

Including volunteer recruitment and recognition in your newsletters and emails helps to raise the profile of volunteering in your club. Publicly thanking your current volunteers helps not only to ensure that they feel valued but also demonstrates to potential volunteers that efforts are noticed and appreciated.

When you are looking for specific roles adding these as adverts in your emails or on the club website will keep recruitment as a reminder to those interested in taking on a role.

REMEMBER: asking someone once or sending one email will not be enough! You will probably need to try more than one tactic to recruit new volunteers.



Member Skills Audit

Discovering the talents that exist in your club can surprise you. Knowing people’s skills in terms of life and work can help you to develop appropriate roles or tasks. For example, a parent of a current player may be a school teacher or have experience in managing finances...

Case Study: Luton RFC created a trade directory from the skills audit they undertook so that they understood the membership skills on offer but also gave the members an opportunity to promote trades and services to other members over and beyond the club setting = a win win situation.

An example of a skills audit that could be distributed to members is attached at the end of this workbook.

Posters, Newspapers, Noticeboards

Using lots different types of media, both internally and externally, helps to raise the profile of your volunteer recruitment. It also raises the likelihood of finding someone new who may not already be involved in the club but has expertise to offer.

The recruitment of RugbyForce volunteers is slightly different to committee members, or management, as it is for a specific period of time and very focused on one particular project. You might find you attract a different audience than your usual volunteers. This is something to embrace and use to challenge the status quo.



When advertising roles think about covering the following:

Name of the role

The need the role is fulfilling

Time commitment required / suggested

Brief overview of basic duties

Who is there to help

Skills / expertise required

Benefits they will get from becoming involved

Remember – you want this to be as inclusive as possible! Try to dispel any potential fears the potential volunteer may have. For example:

No previous experience necessary

Induction and welcome pack provided

Specific times required, e.g. From June to October we are looking to find...

Sean Bailey, Mini & Junior Chairman from Moseley FC showed us how using a number of recruitment tactics helped them to recruit sufficient volunteers for their 30th Anniversary Minis Festival.... 82 new volunteers in total were needed for the event!

“The event planning began soon after the start of the season. It quickly became apparent that a significant number of volunteers from across the club were needed. The event was broken into manageable tasks so we could recruit for specific jobs rather than a blanket requirement. Recruitment was undertaken by regular emails, phone calls, the club website, match day programmes, announcements and the ‘Moseley Matters’ ezine which goes out to over 1,000 subscribers weekly”.

Buddies

Looking back at the targeted approach to recruitment of volunteers: sometimes your current membership / volunteer workforce are the best recruiters for new people.

Bring a Friend

If you’re planning a social event to help with your recruitment, why not suggest club members bring a friend who isn’t already involved in the club. Make sure these non-members are served quickly at the bar, see lots of friendly, welcoming people across the day and leave with a really positive image of the club. They’re far more likely to come back (and maybe help out!) if they are bought into the ethos of the club.

Keighley RUFC uses the social atmosphere at their club to help attract new volunteers:

“The Club Volunteer Co-ordinator (CVC) and the members of the [current volunteer] gang are constantly on the lookout for potential new recruits.



The targets are newly retired members and their friends. All are people who enjoy the pleasure of knowing they are contributing to a worthwhile cause - the welfare of the club. The gang has 15-20 volunteers (holidays permitting). They care for the clubhouse and the grounds, doing general maintenance, grass cutting, field marking, machinery upkeep and more. We have a wide range of skills, including decorator, joiner, plumber and electrician. Over time maintenance schedules have been developed and followed. Tasks are shared according to ability, but some volunteers change their chosen tasks as new needs arise. Wednesday mornings are always very sociable with coffee and banter and possibly a pub lunch with a well-earned pint!"

Deputies / Sub-Roles

Recruiting for an event or project gives you the opportunity to be very specific and to recruit more than one person for a role. This may be a good opportunity to recruit two or three people to share responsibilities. Your new recruits may be new to volunteering, or at least new to volunteering in your club, so sharing the role with a friend or team member could make it a more inviting prospect.



Young Volunteers

Recruiting younger people into volunteer roles is a good way to bring the club together and share new ideas. Asking for a youth perspective on events, projects or the day to day running of the club can help to shift perceptions and create a fresh, enthusiastic atmosphere. Engaging with a younger volunteer demographic can help with longer term succession planning and can help to forge links between your junior and senior sections for both boys and girls.

For more information on opportunities for young volunteers in rugby and how to get involved please contact your local Rugby Development Officer.

Looking Outside

Potential Partners

Identify potential community and commercial partners that could support your volunteer recruitment.

These could be from:

- Schools (eg Duke of Edinburgh Award students)
- Colleges

- Universities
- Scouts
- Girl Guides
- Local Businesses
- County Sports Partnership
- Local Authority

Partner organisation	What For?

There are other ways to engage with potential volunteers who might not currently be club members. Some people offer their time to volunteer because they enjoy giving back to their local community and others may be interested in getting on the pitch and having a go at rugby as well as volunteering their time to the club to try something new.

Join in*

Join in was set up in 2012 to bring the enthusiasm generated by London 2012 Olympic and Paralympic Games into local sport. They connect volunteers with local sports clubs who need their help.

You can register on Join In and advertise for volunteers via the website: www.joininuk.org/we-need-volunteers/.

More than 7000 UK clubs post volunteering opportunities every day and Join In's main aim is to recruit and retain 100,000 volunteers each year. Why not register and see who is looking for volunteer opportunities in your area.



The London Evening Standard describes Do-it as: "a website dedicated to volunteering. Simply type in your postcode to find a host of volunteering opportunities in your area. Volunteers can search for

opportunities in their local area and organisations can advertise volunteer vacancies".

To post volunteer vacancies in your club, for specific festivals, events or on-going vacancies you can sign up onto the Do-it website here: <http://www.do-it.org.uk/partners/>. Tens of thousands of opportunities are available to the thousands of volunteers registered on the website so why not add yours and see who you find.



Volunteer centres are set up across the country where people can look for and advertise volunteer opportunities in the local area. To find out where your local Volunteer Centre is please visit the Volunteering England website: <http://www.volunteering.org.uk/where-do-i-start>. The Centres will be able to provide support and expertise to potential volunteers and organisations looking for them.

Advertising for Volunteers

For help writing an advert for a volunteer role, Volunteer England has information and guidance that can help: <http://www.volunteering.org.uk/component/gpb/writinganadvertforvolunteers>. The key steps to follow are:

Highlight the need: “Rugby clubs rely on volunteers to run week in, week out...”

Outline the role: “we need someone to help our club prepare for, and maximise the opportunities coming up over the next 12 months. We are looking for people to help host events...”

Dispel any fears: how many hours a week will someone be required, if it’s just for a few months let them know

Highlight the benefits: meeting new people, new skills on their CV, fun!

Tips from other Volunteer Coordinators

Steve Keates, Volunteer Coordinator

Before you get stuck into recruiting your volunteers, here are some tips from real rugby Volunteer Coordinators to help you succeed...

The most important part is building relationships with people connected in some way with the club. It is a joy to see people get really involved.

Step 1 - Create the right mind set

Believe that investing time in people will strengthen the club. Make time to talk to people one-to-one because you are building your future. Draw up a vacancy list from your project plan, with simple role descriptions. Have an idea of the skills you are looking for. Work as a team. Have section leaders share the responsibilities and provide good communication. Manage project groups so they are small enough to allow contributions and are kept short.

Step 2 - Really get to know people

Welcome new visitors and members informally at every opportunity: induction days, matches, festivals, RugbyForce etc. Introduce yourself. Get to know people’s names. Show them round your club. Introduce them to the club officers. Encourage general social interaction by introducing them to others.

Step 3 - Help people feel comfortable

Before a person will take anything on, they need to feel comfortable. Let them know they don’t need to know anything about rugby. Explain your club traditions and quirks. Don’t use jargon or initials. Keep things simple. Explain how you communicate. Provide a simple project outline with photos and contact details of project leaders on notice boards, websites and in handbooks. Provide support for volunteers. Invest in training for volunteers (first aid, welfare, hygiene, coaching, grounds maintenance, etc.) Ask for their ideas and views.

Step 4 - Use the right approach

“Can we work together?” is more likely to be successful than “I’ve got a job for you.”

Step 5 - Find the right role for the right person

Keep each role uncomplicated and fun. Understand what time people have to give and when they are free. Match the role to the person. Start small. Have project leads to support volunteers. Don’t force round pegs into square holes.

Step 6 - Grow your own talent

Don’t expect a perfect person to arrive on your doorstep – develop them from within, allow them to grow into a role. Find out people’s talents and interests and use them. Have different groups to spread the workload and avoid burnout. Have understudy roles and role shares.

Step 7 - Say Thank You

Give lots of thanks – certificates, flowers, cards, awards, post event meals...

Classic Mistakes to Avoid when Recruiting Volunteers

(As told to us by Volunteer Coordinators)

Don't

Persuade someone to do the wrong role for them - they will quit

Expect too much time from a person or overload them with roles

Use jargon or you will turn some people off

Make roles too complicated

Fail to offer introductions, support and training

Have too many meetings

Forget to give recognition

Say the role is simple, while another club officer says it is hard (or vice versa)

Speak to people (or email them) once and expect to get 20 volunteers

Rush in over enthusiastically - it will scare people off

Action Plan

Using the ideas and tips given, think about your club and how you are going to start approaching volunteer recruitment in a way that works for you.

When / Roles	What / How	Who	Cost (£ and time)
When do you want to get things done? What roles are needed?	What do you need to do to recruit them? How are you going to approach this?	Who is going to be key to making things happen? Do you have potential volunteers in mind?	How much time or money do you need to dedicate to the task?

Club Skills Audit

Name	Date
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How can we contact you?

Tel

Email

What is your current occupation?

--

What expertise could you bring to the rugby club?

Skill/Competency/Knowledge	Yes?	Skill/Competency/Knowledge	Yes?
Project Implementation & Planning	<input type="checkbox"/>	Human Resources/Training	<input type="checkbox"/>
Bar work	<input type="checkbox"/>	Sustainability practices	<input type="checkbox"/>
Painting & Decorating	<input type="checkbox"/>	Legal	<input type="checkbox"/>
Fundraising	<input type="checkbox"/>	Coaching	<input type="checkbox"/>
Surveying	<input type="checkbox"/>	Refereeing	<input type="checkbox"/>
Finance/Accountancy	<input type="checkbox"/>	Wood Work	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	Grounds Maintenance	<input type="checkbox"/>
Plumbing	<input type="checkbox"/>	Strategic Planning	<input type="checkbox"/>
Collaboration & partnership skills	<input type="checkbox"/>	Health & Safety	<input type="checkbox"/>
Risk Assessments	<input type="checkbox"/>	First Aid	<input type="checkbox"/>
Media/PR	<input type="checkbox"/>	Catering	<input type="checkbox"/>
Electrician	<input type="checkbox"/>	Social Media	<input type="checkbox"/>
Web design	<input type="checkbox"/>	Governance	<input type="checkbox"/>
Event Management	<input type="checkbox"/>	Other (please tell us below!)	<input type="checkbox"/>

Are there any particular areas of the club you would like to be involved or any other comments?

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