



Club Workforce Review

This document is designed to enable a Club Committee to review how the club workforce is structured.

DEFINITIONS

In this document:

“Club” means **[ENTER NAME OF CLUB]**;

“Committee” means the management committee of the Club;

VERSION CONTROL

Version 1 Adopted by the Club on **[ENTER DATE]**

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INTRODUCTION

It is recommended that the workforce at a typical club should consist of the following:

- Management Committee / Trustees
- Sub-committees
- Project Groups
- Volunteers

This structure has many advantages, including:

- Enables the Committee to spend more time on key issues
- Enables the club to bring in specific expertise to a given sub-committee
- Provides an excellent system for succession planning

Please note that you will need a clause in your constitution/articles to empower the Committee to create sub-committees.

In reviewing whether you have the right structure at your club, you should consider the following:

- What is the purpose of the club?
- What has it identified as its strategy, i.e. what are its short-term and long-term objectives?
- How does the club make its money?
- What are the major sources of expenditure?
- Does the size of the committee have a detrimental impact on decision-making, i.e. decisions take longer than they should because too many people are involved?
- Is the workload identified for each role reasonable for one person to manage?
- What level of workload can one person manage effectively? Do you have individuals carrying out multiple roles and is this effective?



- Do you have a good balance of skills and experience on the committee?
- How are decisions made and on whose authority?
- What checks and procedures are there to ensure decisions are made in the best interests of the Club?
- Does each role/responsibility on the Committee and associated sub-committees have a clear role description that outlines their agreed terms of reference?
- Draw your existing structure and review it with the other members of the committee – do they agree with your interpretation of the structure at the club? If not, get them to draw what they think it looks like.

HOW TO USE THIS DOCUMENT

To enable you to determine the best structure for your club:

- **VOLUNTEER WORKFORCE MAP** - The volunteer workforce map is a helpful tool, designed to enable clubs to assess their current volunteering structure and the volunteers who are active in the various roles. It will also assist with identifying gaps in provision, opportunities for succession planning and recruitment, in conjunction with the role descriptions. New rugby volunteers can also refer to it to gain an overall perspective of the sort of opportunities that may be available at a local club. [Download the map here](#) (PDF 100kB)
- Use the **MANAGEMENT COMMITTEE** and **SUB-COMMITTEES** and sections of this document to determine what your current structure looks like.
- Use the **RESTRUCTURING ANALYSIS** checklist in this document to determine whether your setup requires reviewing.



VOLUNTEER WORKFORCE MAP

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Getting to know your volunteers:
Date: _____

**Who volunteers at your club?
How many key people keep the club going?
Do you have any gaps in your workforce?**

You don't need to have every box filled but look out for people doing more than one role or clear gaps in your workforce. This will help you identify where and if you need to recruit more volunteers.

GOLDEN ROLES			OTHER KEY ROLES				
CLUB PRESIDENT	ROVER REP. CHAIRMAN	MAN & YOUTH CHIEF	COLLEGE MANAGER	COACH	SCOUTING MANAGER	COUNTRY REPRESENTATIVE	
FINANCE TREASURER	MANAGING OFFICER	INTERNATIONAL TICKETS OFFICER	FOUNDRY MANAGER	CAPTAIN(S)	COACH	SCOUTING MANAGER	PLAYERS OFFICER
YOUTH SECRETARY	RECEPTION SECRETARY	CLUB COACHING COORDINATOR	MEMBERSHIP SECRETARY	BAR MANAGER	FOOD COOKING/DEVELOPMENT CO.	TOUR MANAGER	TEAMWORK MANAGER
FINANCE SECRETARY	RECEPTION COORDINATOR	CLUB VOLUNTEER COORDINATOR	EQUIPMENT MANAGER	PLAYER ENGAGEMENT	TEAM MANAGER	CLUBS AND PS MANAGER	MANAGER
			EVENTS MANAGER	EVENTS MANAGER	SOCIAL SECRETARY	RECREATION MANAGER	RECORDS OFFICER

ADDITIONAL VOLUNTEER ROLES						ANYTHING ELSE?	
CATERING MANAGER	DATA MANAGER	PLAYERS					
MARKETING AND PROMOTION MANAGER	COMMERCIAL MANAGER	MANAGER & COORDINATOR	WOMEN'S COORDINATOR	SOCIAL COMMUNICATIONS OFFICER	EXPOSURE		



MANAGEMENT COMMITTEE

List the current roles on your management committee:

Role	Incumbent	Due for Re-election
Chairperson		
Treasurer		
Secretary		

TEMPLATE NOTE

List the roles that should be represented at each management committee meeting, as detailed in the club constitution/articles of association.



SUB-COMMITTEES

List the sub-committees that are established at the club:

<i>Sub-committee</i>	<i>When Established</i>	<i>Chairperson</i>
Finance & Governance		
Marketing & Communications		
Playing Affairs		
Facilities		



WHEN SHOULD YOU CARRY OUT A REVIEW OF YOUR CLUBS STRUCTURE?

You should carry out a review if:

- Your current structure is not enabling you to achieve your strategic objectives, as identified in your strategic/business plan
- There are members of the club who are having to undertake too much or too little of the required work
- You are unsure of who should be doing an identified task or tasks
- There are roles in the club with overlapping responsibilities
- There are committee members of volunteers who are unsure of who they report to and/or what they are responsible for
- The committee is experiencing significant unrest from members and/or there have been numerous complaints about the way the club is being run/managed
- Significant new priorities/demands have been identified that cannot be handled by the current structure/roles

You should NOT carry out a review if:

- You are only doing so to demonstrate that you are in charge
- You have issues with an individual rather than the role they carry out
- You are looking for a 'quick fix', rather than dealing with the actual issues



RESTRUCTURING ANALYSIS

Complete the following to determine whether the workforce at the club should be subject to a restructuring:

<i>Question</i>
Is all of the work required at your club to run the club efficiently carried out EXCLUSIVELY by members of the management committee?
When was the last time the structure of the club was reviewed? CONSIDER – HOW MANY BUSINESS PLANS HAVE YOU HAD IN THIS TIME?
Is there regular confusion about people's roles and expectations?
Is too much time spent on servicing the organisation (e.g. running internal meetings) as opposed to doing the work?
Is your structure aligned to achieving you club's strategy?
Is your club performing effectively? WHAT EVIDENCE DO YOU HAVE TO BACK THIS UP?



What future plans do you have?

ARE YOU PLANNING TO INTRODUCE A NEW SECTION?

What are the club's new priorities?

Are there any new demands on the club?

What impact will these plans, priorities and demands have on the roles required and skills of volunteers?

How do you ensure representation from the different sections of the club, e.g. seniors, mini and juniors, women's section, etc.?

What skills does your committee need?

What skills does your committee have?



Are volunteers in the right roles?

Are volunteers doing what is needed in the role?

Are ALL sections of the club working towards the identified strategy of the club?

WHAT EVIDENCE DO YOU HAVE?

Is there someone who oversees the direction of all of the various sections of your club to ensure they are working towards the same strategic objectives?

Do all sections of the club have the same set of rules and regulations?

IF NOT, WHY NOT?

Does the club ensure that each section is mindful of the need to ensure that members should be encouraged to move to a different section when relevant, e.g. juniors to seniors?

WHAT EVIDENCE DO YOU HAVE FOR THIS?