FANS MATTER!

VOLUNTEER MANAGEMENT SESSION 2

Presentation and Workbook

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SD Europe Advisory Board

SD Europe

www.sdeurope.eu

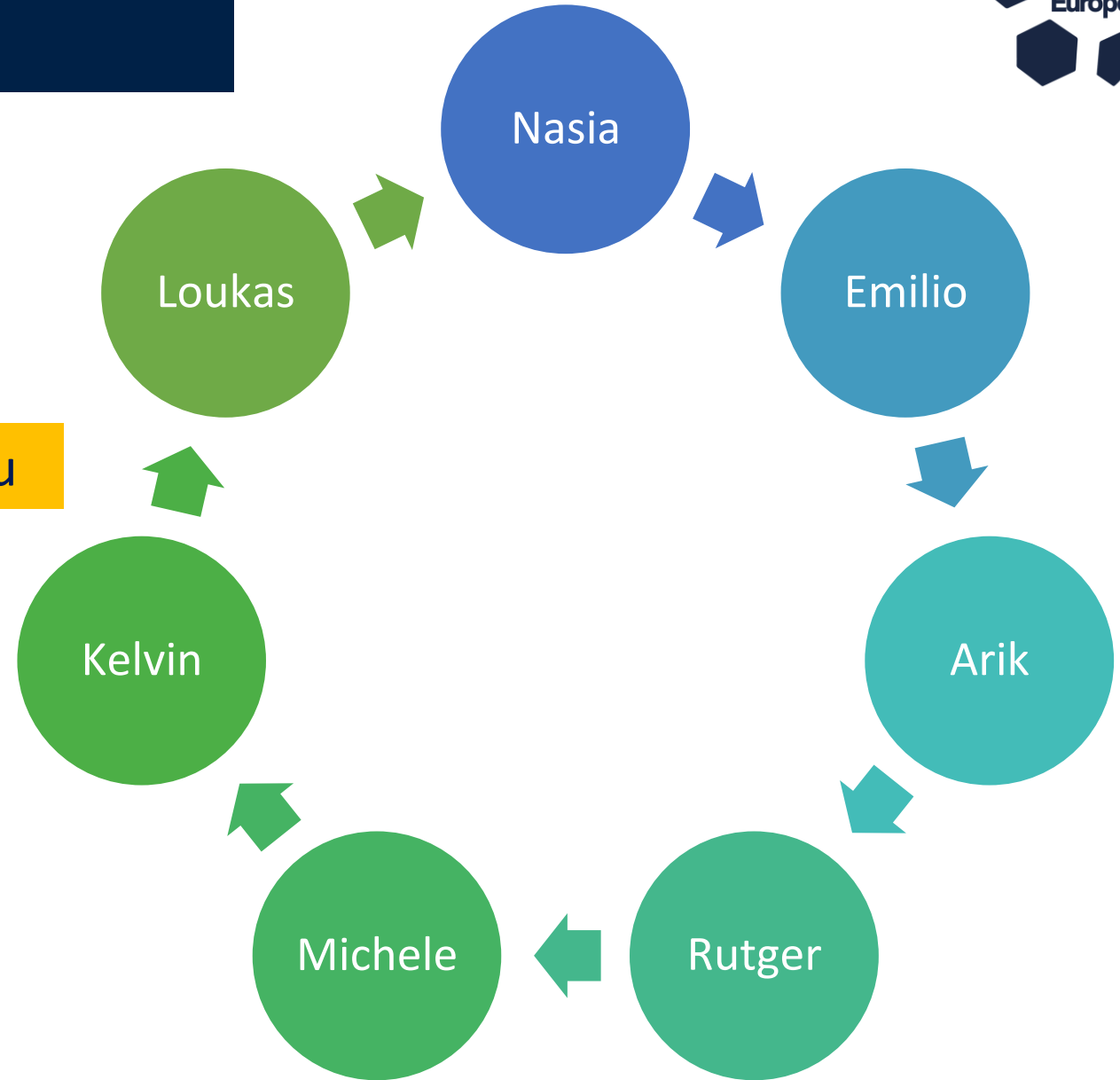**Bring the BEST SNACK to the session, and be ready to explain why it is the best snack.**

Best snack wins!

Our Table

Anyone missing?

Remember the person before and after you

Take a screenshot of the table if your memory is not very good!

Nasia

Emilio

Arik

Rutger

Michele

Kelvin

Loukas

1. Recap
2. What Makes a Great Volunteer
3. Recruiting Volunteers
4. Managing Volunteers
5. Next Steps

PART 1: RECAP

- Be respectful, inclusive and supportive
- Get involved!
- Camera on, if possible
- Eating and drinking is fine
- If you need to step away, we understand

KEY LEARNING OUTCOMES

1. UNDERSTAND KEY PRINCIPLES OF GOOD VOLUNTEER MANAGEMENT

2. CO-CREATE AND LEARN TO APPLY PRACTICAL TOOLS

1. HAVE ACCESS TO LEARNING AND WORKSHOP TECHNIQUES FOR YOUR SESSIONS

KEY PRINCIPLES OF GOOD VOL MANAGEMENT

1. **Reflect on the role of volunteers in your organisation and why you want/need them. Prioritise and allocate resources accordingly.**

Tool:
- **Volunteer Strategy**

See Scenario 1 and Scenario 2, and the WHY, HOW, WHAT for two different types of clubs

2. **Understand and agree what motivates your volunteers, find their individual strengths and weaknesses**

Tools
- Application form
- Volunteer development form
- Exit interview

See the Jamboard with examples of what motivated you, and the questions you should ask volunteers to find out what will help motivate them
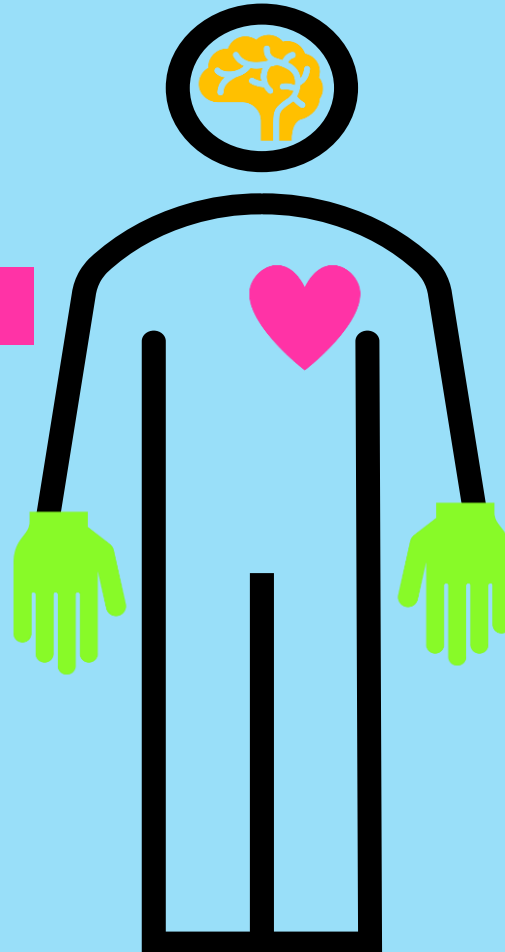
CHAPTER 2: WHAT MAKES A GREAT VOLUNTEER

EXERCISE – The Perfect Volunteer

Think about the best volunteer you've ever worked with (for example a volunteer you worked with or managed). What made them great?
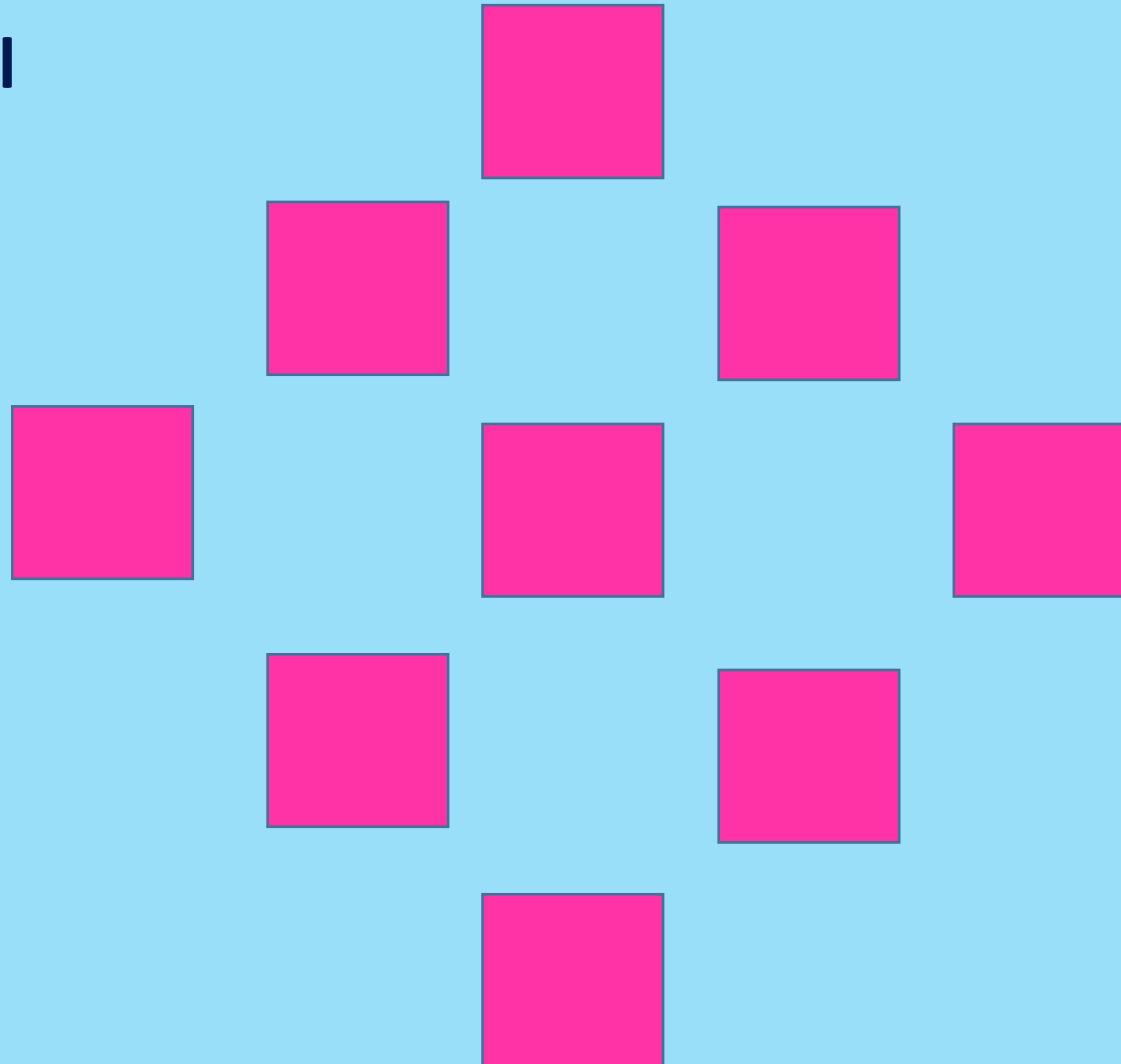
Think

Feel

Do

EXERCISE – The Perfect Volunteer

ADAPTING THIS EXERCISE FOR IN-PERSON SESSIONS

- Split the groups into teams of 2– 4 people.
- Give each of them a flipchart paper with an outline of a person draw on it
- Give them three piles of post-its in different colours: yellow for THINK, pink for FEEL, and green for DO
- Get them to write their ideas on the post-its and place them next to the head, heart and hands
- At the end of the break out discussion give each person ten small stickers and ask them to distribute them across the post-its from other people. They can distribute them evenly or all on one post it!
- Get them all to pick one or two key characteristics and report back on why these were so important to them.
- While participants are taking a break, take all the post its off and rank them based on the number of stickers and stars. You can use a "Diamond Nine" model.
- When they come back from the break get them to spend five minutes reviewing this ranking.
- Allow for another 10 – 20 minute discussion about where they agree and disagree. The aim is not to build consensus but get them talking, and get them to understand the many different skills we expect and different demands we make of volunteers.

EXERCISE – The Perfect Volunteer

Diamond Nine Model

EXERCISE – The Perfect Volunteer

YOUR NOTES FROM THIS EXERCISE

EXERCISE – The Perfect Volunteer

LEARNING TIP

There are no right or wrong answers to this question. The aim of the process is not so much to define the perfect volunteer (is there any such thing?!) but to get people to think about and articulate what their expectations are.

If you don't tell people what is expected of them, they will most likely fall short of those expectations! This will differ from organisation to organisation, and role to role. So the intended outcome is to get each organisation to outline their expectations in a way that can be really clearly communicated to their volunteers. These targets can become indicators of success for any reward, incentivisation or award scheme.

EXERCISE – The Perfect Volunteer

FACILITATION TIP

The best workshops give people concrete takeaways (list of questions, templates, flipcharts that can be photographed). It's not about writing out the solutions for people – in fact, you want to get them to walk through the thought process again to deepen their knowledge.

But you want to give them an *aide memoire,* something that triggers or reminds them of some of the steps in that thought process.

In this case, you can suggest that people take photographs on their phones of all the flipcharts, and especially the Diamond Nine exercise. If you want, you can add on an extra part to this task: get them to create their OWN Diamond Nine exercise, tailored to their organisation by asking the question: "Review this Diamond Nine, and do another walk through of the flipcharts. Is there anything you would add/replace?"

WHAT MAKES A GREAT VOLUNTEER?

This depends on their role, but may include:

- Manages their time and commitment
- Delivers on support promised
- Understands and upholds the values of the organisation
- **Has the right skills for the job**
- Sticks around / commits to long term support
- Is nice/kind/considerate to colleagues
- Takes initiative

Remember: these are all things you need to _tell_ volunteers upfront, and possibly _help_ them develop.

Also, it's _your_ job to make sure the match the right volunteer to the right role. Be realistic and make sure you're not setting them up to fail.

KEY PRINCIPLES OF GOOD VOL MANAGEMENT

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2. **Understand and agree what motivates your volunteers**

Tools
- Application form
- Volunteer development form
- Exit interview

See the Jamboard with examples of what motivated you, and the questions you should ask volunteers to find out what will help motivate them

3. Articulate your expectations so volunteers know what the target is, and help them meet it

Tools
- Recruitment Ad / interview process
- Job Description
- Induction Process
- Incentivisation, rewards or award scheme

Use your/their Diamond Nine to ensure they are clear about the key things to share with volunteers.

CHAPTER 3: RECRUITING VOLUNTEERS

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THE RECRUITING PROCESS

There are usually three stages to the recruitment process:

1. Advertising for a role
2. Interviewing for the role
3. And offering/agreeing the role

These are all great opportunities to put the Key Principles we've discussed into practice: it's the perfect time to make it clear exactly **why** you want volunteers to get involved, **how** you'll support them and **what** you expect from them. It's also a great time to learn more about what they want and need, and what why they want to join.

Recruiting in any context can be a bit of a hassle. But investing in the wrong people, or even having to get rid of people, is even more work.

So invest a bit of time in the process, and try to get it right first time.

It doesn't have to be perfect: start small if you're feeling overwhelmed!

"Don't let the perfect be the enemy of the good."

What to include in a job advert: about you

- why the organisation exists and what it does
- the difference a volunteer can make
- the range of volunteer opportunities that exist and/or the type of role being advertised
- what the volunteer can gain from working with the organisation
- how prospective volunteers can find out more/apply
- the process of becoming involved
- how you will facilitate and encourage diversity

THE RECRUITING PROCESS

All good recruitment takes into consideration diversity and inclusion.

Think about:

- the values of the organisation
- the purpose of the organisation
- the beneficiaries of the organisation
  - Youth Council?
  - Women fans?
  - Accessibility?
- The values of and opportunities offered by funders and sponsors
- Reputational risk
- Legal responsibility

Don't forget the legals!

- Unpaid work is regulated differently in different countries. Check your national requirements (hope vs expectation).
- Anti-discrimination principles sometimes apply, even for volunteers.
- Safeguarding is ALWAYS important
  - Volunteers as risks
  - Volunteers as vulnerable individuals
- GDPR / data protection rules are likely to apply
  - Avoid storing data
  - Store data legally

What to include in a job advert: about them

- Their motivation (for the organisation and the role)
- Their qualities and skills
- Their availability (frequency, duration etc)
- Any particular traits they want to flag at this stage from a Diversity, Equality and Inclusion (DEI) perspective

THE RECRUITING PROCESS

How to interview volunteers

- Make sure you are testing for the right skills in the right way: most people find interviews stressful.

- That means interviews often test people's ability to answer questions under pressure.

- Unless you're interviewing a senior public facing role, that is unlikely to be the <u>main</u> skill you need from your volunteer!

- Think about how to remove the stress and level the playing field.

* SOBBING *
NO, PLEASE! I'LL DO ANYTHING.

Recruitment as a two-way process

- Recruitment should be a two-way process. It's a great way to promote your organisation!

- To make that practical, think of hosting a regular event for people who may be interested.

- You can then add people to a roster, invite them to an induction session and call them up when you need them.

Sourcing volunteers

- Existing fans (from ultras to parents)
- Local volunteer centres
- Schools/universities
- Local employers
- Business councils
- Job centres

EXERCISE – Recruiting the right volunteer

In this exercise, you'll be reflecting on how to use the recruitment process to meet the Key Principles

- Split into groups

  - Group 1: Kelvin, Emilio, Michele:
    https://docs.google.com/document/d/1zdI9GkvM4FP6b2BO8VJzWwK2YZKvmf0mOyQN2nyJd5k/edit?usp=sharing

  - Group 2: Rutger, Nasia, Arik:
    https://docs.google.com/document/d/1WrNyzkOVxCnudJCueCi03vrPXorvW88lzeBjXiVWBVk/edit?usp=sharing

- Open up the Google Docs link
- Give me a thumbs up when you're done

- Discuss in breakout groups. I'll pop into each group, but whatsapp me (+447876680049) if you have an urgent question!

EXERCISE – The Perfect Volunteer

YOUR NOTES FROM THIS EXERCISE

CHAPTER 4: MANAGING VOLUNTEERS

Why invest in volunteer management?

A good management process means that volunteers' efforts are recognised and valued

This will aid retention and develop mutual respect.

This is critical: if someone who does not feel that their efforts are of worth, they will not gain satisfaction from their work **and will be less likely to show the commitment that is required**.

The three main steps to good volunteer management:

1. Find the right fit
2. Give them the tools
3. Check in regularly

1. Find the right fit

- Not every volunteer will be suitable for every role

- Match their skills to your needs

- Not everyone needs to be taken on!
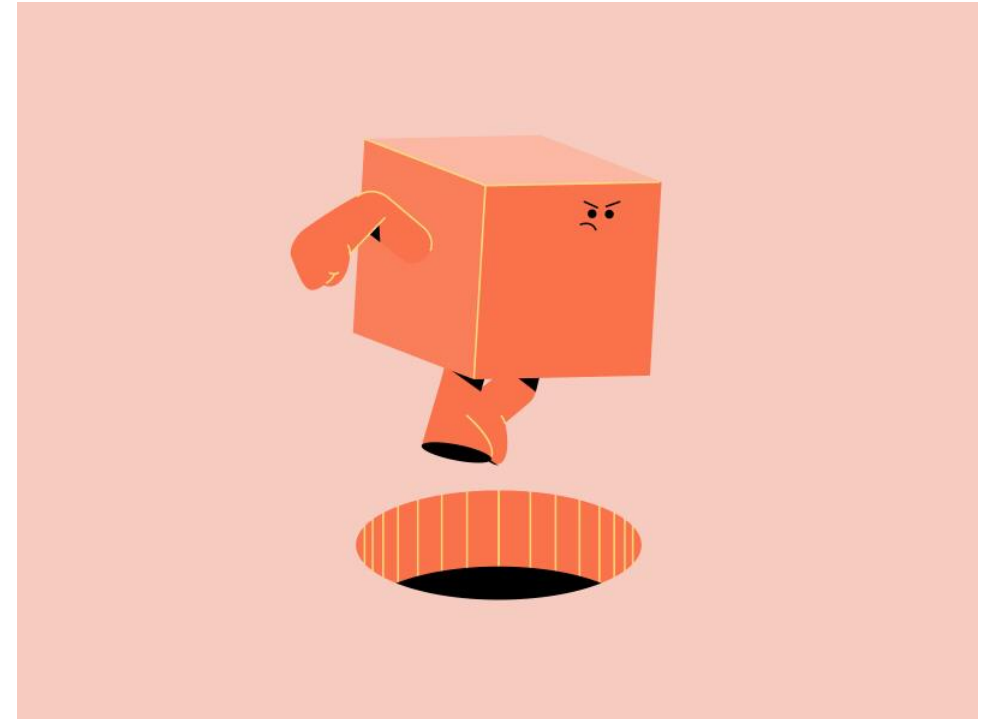
**Role descriptions and/or volunteer agreements can help with this!**

2. Give them the tools

- Invest in an induction process

- Tell them what good looks like

- Not every volunteer will have all the skills from the start

- Offer in-house and external training opportunities

Handbooks, mentoring and trainings can help standardise this process

3. Check in regularly

- Highlight success so they feel valued

- Give them the opportunity to discuss how **they** are doing, and identify training needs based on their responsibilities or individual goals and development targets

- Give them the opportunity to discuss how **you** are doing /express their views and ideas and to be involved in relevant decision making

- Timely intervention to course correct

- Create systems for volunteers to have a positive and managed exit
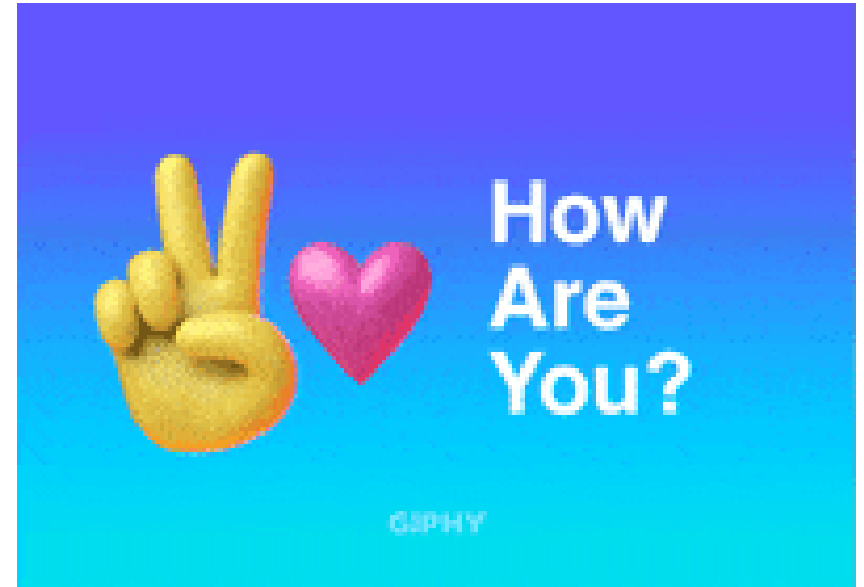
What's going well?

What could be better?

What should each of us do to make that happen?

Check list for volunteer role descriptions

- title of role
- objective(s) of role
- a broad outline of tasks and activities to be undertaken
- the name of the person who the volunteer reports to
- location and volunteering hours
- how the role fits in with the work of the organisation
- expectations of behaviour (code of conduct) and what happens if those expectations are not met
- What they can expect from the organisation and what happens if those expectations are not met

Avoid contractual language within the agreement, but to refer to 'hopes' and 'aspirations' and to convey the understanding that the agreement is in honour only and is non-binding.

Induction = Welcoming to the club, making sure they understand the organisation and their role within it

Some tips on induction

- Don't overwhelm people with information. You may need to split this process.

- Repeat information in different formats over time.

- Induction can (and in some parts should) be informal: split out the hard and the soft information. Consider starting with the soft info.

- Give volunteers time to ask question on the formal issues.

MANAGING VOLUNTEERS

Volunteer induction checklist, consider including:

- The WHY, HOW and WHAT of the club
- key policies and procedures (Safeguarding, Code of Conduct, Health and safety, Complaints/Grievances, Disciplinary, Expenses, Social Media)
- introduce them to other staff and volunteers (especially supervisor, child protection officer)
- show them around the building/ground
- explain who they can go to if they have any questions or problems
- show them where they will be sitting and where they can find any equipment they need
- let them know about breaks
- explain how to claim expenses
- explain your organisation's policy on volunteers using telephones and internet
- ask them to shadow other experienced volunteers or paid members of staff
- some idea of the culture/vibe (formal <> informal, hierarchical <> non-hierarchical)

TOOLS TO MAKE THIS PROCESS MORE EFFICIENT:

- Volunteer induction checklist
- Handbook
- Scheduled check-ins
- Buddying/mentoring system
- CPD/Ongoing training: sign up for updates from local FA etc for free spaces for volunteers
- Exit interview form

The basics of a risk management system

1. Identify the potential risks
2. Identify likelihood of harm
3. How bad will it be if it occurs
4. What you are going to do to avoid the risk
5. What to do if it goes wrong (include insurance!)

LIKELIHOOD	SEVERITY		
	1	2	3
1	LOW - 1 -	LOW - 2 -	MEDIUM - 3 -
2	LOW - 2 -	MEDIUM - 4 -	HIGH - 6 -
3	MEDIUM - 3 -	HIGH - 6 -	HIGH - 9 -

RISKS

Risk Type	Likelihood	Severity	Risk Level	Risk Mitigation
Safeguarding issue				All volunteers will be interviewed, vetted, references will be checked. They will be provided with an induction, first aid and child protection.
Poor performance				
Accidents				First aid box clearly identified, safety precautions such as anti-slip signs etc will be in use. Volunteers to be trained in managing accidents.
GDPR Breach				
Victim of anti social behaviour				Volunteers will always be assigned to work in pairs. Extra security will be hired on Friday and Saturday nights. Volunteers will receive training in how to identify and deal with anti-social behaviour.

EXERCISE – Problem solving

Challenges

- My volunteers are not turning up consistently
- My volunteers are not team players
- My volunteers aren't showing any initiative
- My volunteers are not doing what is expected of them
- My volunteers are overstepping their remit
- My volunteers don't take feedback constructively
- My volunteers don't have the right skills
- My volunteers take up too much of my time
- My volunteers refuse to undertake mundane tasks/pick and choose
- My volunteers drop out after a short time

EXERCISE – Problem solving

Insights/tools

- Job ad
- Induction process explaining roles and responsibilities
- Job descriptions/Volunteer agreements
- Check ins/designated feedback sessions
- Training sessions
- Team meetings
- Reward schemes
- Volunteer code of conduct
- Central to-do lists
- Time recording tools
- Peer management
- Exit interviews with leaving volunteers

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KEY PRINCIPLES OF GOOD VOL MANAGEMENT

3.   Articulate your expectations so volunteers know what the target is

Tools
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- Job Description
- Induction Process / induction checklist
- Incentivisation, rewards or award scheme

Use your/their Diamond Nine to ensure they are clear about the key things to share with volunteers.

4.   Set your volunteers up for success

Tools
- Volunteer agreement
- Handbook
- Regular check-ins
- Buddying/mentoring system
- CPD/Ongoing training: sign up for updates from local FA etc for free spaces for volunteers
- Volunteer of the month
- Risk management process

EXERCISE – The Perfect Volunteer

YOUR NOTES FROM THIS EXERCISE

1. Complete the survey I send out tomorrow

1. Take the key principles and **stress test** them for your local context –c change things if needed!

1. Consider how you will help your workshopees **discover/engage** with the key principles: review the guidance on adapting workshops and flag any questions

1. Review the range of tools, and **create simple templates** based around the questions/factors we identified in the workshop and contained in the PPT. Couple of things to consider:
   a. Keep it simple: if tools are not workable they won't get used. It's better to have a form with 3 questions that is used all the time, than a form with 10 questions which people ignore.
   b. Different formats increase/decrease the likelihood of use: checklists, multiple choice based questionnaires and flowcharts tend to work well.
   c. For example, a checklist for volunteer induction might be a good idea, and a multiple-choice based form for volunteers to fill out for a mid-term review (with additional open questions)

Thanks a lot!

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