

3. HOW AND WHO TO RECRUIT

FIVE-STEP RECRUITMENT PROCESS

1

Work out what tasks need doing

2

Think about the skills needed to do the tasks

3

Find volunteers

4

Match potential volunteer skills with tasks

5

Offer support

BEFORE RECRUITING

WHAT ARE THE CLUB'S TOP PRIORITIES?



Consider what your club's top priorities and goals are. Having a clear strategy will allow you to see if there are any gaps in terms of numbers, skills or experience needed.

- ▶ **Which roles are essential to your club?** This will be dependent on the size and goals of the club
- ▶ **Mapping your members' skills.** It could be useful finding out what types of skills members have as these could potentially be called upon in future. Remember, just because you have an electrician as a member doesn't mean they want to volunteer their services as an electrician, but they might advise on electrical work instead. Ask your volunteers to complete a **skills matrix** to see where the gaps are in your volunteer workforce
- ▶ **Have clearly defined roles which include the tasks required.** This will allow you to see how roles could be broken down into multiple bite-sized tasks
- ▶ **Raise awareness.** Show your members how much volunteers do for the club. Many members aren't aware that clubs are run by volunteers and don't always appreciate the work volunteers do
- ▶ **Team planning.** Provide more information on creating a volunteer culture



THE IMPORTANCE OF CLEAR ROLES AND RESPONSIBILITIES



- ▶ **IF VOLUNTEERS ARE CLEAR ABOUT THEIR ROLE AND RESPONSIBILITIES, THEY ARE MORE LIKELY TO FEEL CONFIDENT ABOUT WHAT THEY SHOULD BE DOING.**
- ▶ **USE A ROLE OUTLINE TO DESCRIBE WHAT THE ROLE IS, WHAT IS EXPECTED AND, WHERE POSSIBLE, THE TIME COMMITMENT EXPECTED. MOST IMPORTANTLY, SHOW HOW THE ROLE WILL MAKE A DIFFERENCE.**

Archery GB

Archery GB has created two documents: the [main roles](#) for a club and [additional roles](#) you could use or adapt for your club.

Be creative with your roles; think about skills rather than jobs.

Sport England Club Matters

Club Matters have a [number of resources](#) on their website dedicated to effective volunteer management.

MAKING THE ROLES AND TASKS MORE APPEALING



- ▶ Advertise tasks rather than roles. You have already created roles, so share any extra tasks to ease workloads and entice new potential volunteers
- ▶ Several people can meet regularly to handle the role, splitting the work as necessary and ensuring no individual always gets stuck with the boring or hard jobs
- ▶ Form a team with a specific well-defined goal and allow them to get on with the job. You may want to place limits on budget and ask that they report back to the committee regularly. You should try to empower the group by avoiding micromanaging; instead just ask the group for regular updates
- ▶ Incorporate new techniques to make the role or task seem more appealing

“ We used to have trouble getting many people along to help out at club ‘work days’, where we repacked bosses, did a lot of groundwork, cleaned the clubhouse, etc. We’d normally get five or six people at most. We arranged a work day and BBQ, and had 25 people turn up!

Helen Sharpe



SUCCESSION PLANNING

Your club could be running smoothly but what happens if a long-standing member of the committee moves away and takes all that experience with them? This can be avoided by planning for succession within roles and tasks.

Breaking a role into separate tasks already means that someone leaving does not cause major disruption. Build up experience of each role within the club by ensuring people change jobs after a fixed term, having a good governance code.

Succession planning should ensure:

- ▶ Club operations can continue regardless of individuals leaving
- ▶ Incumbents don't become jaded or overloaded

You can ensure a good succession by using the skills matrix and cultivating members who have the necessary skills and/or time. A clear **governance code** will enable succession planning, as it outlines moving people into different roles over time periods. This not only allows for change and succession but also brings new ideas to committees and clubs, in turn creating a developing club with change.

COMMUNICATION CHANNELS FOR RECRUITING

- ▶ **Social media.** Social media websites like Facebook, Instagram and Twitter are fantastic platforms to enable you to reach a wider audience, including members, parents, volunteers and the wider community. Archery GB have an [Online and Social Media Policy](#) to protect our members and staff from abuse online
- ▶ **Website.** Have a volunteering section on your website (if you have one) that identifies who your volunteers are, what they do and the valuable contribution they make to the club. Use the website to post updates on available roles and provide an email address or contact number for people to express their interest in volunteering. Even if you don't have any current requirements, it's always a good idea to encourage people to register their interest for future opportunities. Obtain parental consent when displaying photographs of young volunteers and do not provide personal information
- ▶ **Newsletter.** A club newsletter can be another opportunity for you to encourage people to give their time. Whether you have a specific need or are just looking for more people to occasionally lend a hand, take advantage of any communication opportunity you have
- ▶ **Promotional materials.** You might want to develop posters, flyers or postcards to promote your club and let people know that there are lots of ways they can use their skills, interests and experience to support the club. These can be distributed in a place your potential volunteers may visit: leisure centres, gyms, doctor surgeries, libraries, local school notice boards, etc
- ▶ **Advertise locally.** There are lots of other places in the community you can advertise opportunities to volunteer at your club, such as feature articles in local newspapers or magazines, through the local council and even in shop windows

TOP TIP

A short video clip featuring current volunteers, what they do and why they enjoy their role can work really well on social media and websites, helping people to get a feel for what volunteering is like at the club and what to expect when they come along.

[Watch Sport England's volunteer thank you video](#)



HOW TO RECRUIT WITHIN YOUR CLUB

Allow people to try it out. Offering taster sessions for volunteering roles can be more appealing for people who like to 'try before they buy', and help alleviate any fears people have about the role.

Bring a friend. Encourage existing members or volunteers to introduce a friend to the club and identify possible areas they would be keen to help out with.

Embed volunteering within the club's culture. Show how supporting each other is what makes your club a great community. One way to do this is to communicate at the enrolment of members the importance of everyone playing their part to making the club successful. Don't forget to highlight the positive benefits of people pulling together.

Parents. Encourage parents to get involved in volunteering, instead of watching their children shoot from the sidelines. The CPSU has some information about how to get parents involved in the [Parents Hub](#).

Beginners. Create a volunteering expectation for new volunteers – it's easier to bring in new volunteers than change behaviours of long-standing members.

Create a rota. Ask members and parents when they can help out and what they would like to do. If people know in advance that their help is required for a small ad hoc task, they can build it into their plans and are happy to step up.

Make sure members know that it's *their* club. By instilling ownership, volunteering becomes easier to suggest. Start from the beginning – part of a beginner's course should be setting up and packing away the range, etc.



WHERE TO RECRUIT VOLUNTEERS

WITHIN YOUR CLUB

- ▶ Ask members, archers and parents if they'd like to volunteer
- ▶ Many people do not volunteer as they have never been asked
- ▶ Create a volunteering culture by introducing the volunteers to new starters, explaining the social benefits of volunteering and showing how their efforts support the club

THE WIDER ARCHERY COMMUNITY

- ▶ By recruiting volunteers from outside of the club, you are increasing the range of skills and experiences available to the club
- ▶ Word of mouth is very effective. If someone's having a good time volunteering with your club, they're likely to tell others. This could help increase your membership and your volunteer workforce, too

OTHER ORGANISATIONS

Find volunteers through other organisations such as:

- ▶ [Sport and Recreation Alliance's Join In](#)
- ▶ [vInspired](#)
- ▶ [The National Council for Voluntary Organisations](#)
- ▶ [Welsh Council for Voluntary Action](#)
- ▶ Contact your local Active Partnership

[Sport England's Club Matters](#) and [Sport Wales Club Solutions](#) both have lots of useful information on finding and recruiting volunteers.

RECRUITING VOLUNTEERS FROM OUTSIDE YOUR CLUB – BENEFITS

Volunteers from non-archery organisations:

- ▶ Bring in new ideas that could help the club develop over time and modernise
- ▶ Bring in new skills which the club might not have
- ▶ Raise awareness of archery and possibly increase your membership

Volunteers from other clubs:

- ▶ Might have some experience that your club is missing, especially if your club is new, and be willing to help you grow your club temporarily



There used to be a lack of high level coaching within student archery. Over the last ten years, some coaches have worked across multiple clubs and this has contributed to a significant rise in the standards of student archery.

Ash Cowie

ASKING FOR HELP

Contact Archery GB

- ▶ Speak to your [Regional Development Officer](#) to see if they have any ideas of where you can find volunteers. They might know of members from other clubs who would be willing to help
- ▶ Bringing awareness of your club to Archery GB could have benefits with support in the future
- ▶ Possibly show the rest of the organisation what your club is doing, which is a positive advertisement for your club





YOUNG VOLUNTEERS

Engaging with young people can help the club and can also help them, but what is the benefit to the club and the young volunteer?

When using young volunteers under the age of 18, please remember that emails must be sent to both the young person and their parent or guardian. Consent forms and risk assessments might be required.

- ▶ If your club currently has 14-25 year olds volunteering with you, or it could do in the future, you can sign-up with [vInspired](#) as an award provider. **vInspired** is a charity which pairs organisations, including sports clubs, with young volunteers
- ▶ **vInspired** run an [award scheme](#) that young people can sign up to. By logging volunteer hours, they can work towards various awards and the scheme will look great on their CV, impressing colleges, universities and potential employers with their commitment. Through vInspired, young volunteers can work towards their V10, v30, v30 and v100 awards, showing how many hours they've donated
- ▶ Archery GB has an Ambassador programme from age 11+. More information is available on [our website](#)
- ▶ If you're interested in organising an Archery GB's Young Leaders Award, email coaching@archerygb.org
- ▶ The Duke of Edinburgh Award is also a good way to support young people in volunteering in archery. [Alia Fallouh](#) explains what mastering archery meant for her DofE award
- ▶ The CPSU has developed a [free e-learning course](#) that will guide you through why, what and how to effectively involve children and young people in decisions
- ▶ Empowering young people could bring in more young volunteers, their friends or family. A club that has a healthy junior membership could also apply for [ontarget Young People](#) specialism, too
- ▶ The young person gains real-life experience, which will help to create a well-rounded adult. It's also something they can put on their CV or in their university application
- ▶ Creates succession planning for the club and ensures that knowledge is kept within the club for the future

RECRUITING FOR TOURNAMENT VOLUNTEERS

A tournament is a large undertaking. It needs a fair bit of planning and work, culminating in a frantic weekend of activity. Quite often it is the same few people that arrange and run these, whilst the rest of the club are largely unaware of the efforts involved.

The organiser will have booked the date months in advance and is tied to the event. Often, when volunteers are asked months before, they commit to 'probably being around', though closer to the event their plans may change.

- ▶ Ask for help well in advance, and keep asking
- ▶ Try to assign specific jobs and tasks so that people own their role and feel responsible for the success of the event
- ▶ For any jobs that can be done well in advance (repacking bosses, pasting faces, groundwork, etc), aim to get them done early by parcelling them out to your current volunteer pool
- ▶ Give good instructions, take their advice and make them part of (or in charge of) a small team. Make sure to put new volunteers with experienced helpers
- ▶ Thank you gifts are a wonderful way to reward people for their hard work. Make sure they get food and drink on the day, offer to pay their expenses, and if the club can afford it, a bunch of flowers, box of chocolates or a voucher for a local business is a lovely way to express your gratitude
- ▶ Let the club know who did what, thank them in any press releases and make sure you have a volunteer photo as part of a shoot report
- ▶ If members can't volunteer their help, ask them to pop along and to support the club. They may help next year!