

Recruiting Volunteers

Recruitment is the process of attracting new volunteers to sport and recreation organisations. Personal contact with potential volunteers, whether through friends, family or individuals already involved in an organisation are among the most frequently cited ways that volunteers first became involved in voluntary work. Clearly people need to be asked to volunteer if an organisation is going to be successful in recruiting volunteers. Once asked, the recruitment process should provide potential volunteers with a realistic preview of what a job entails. When recruiting volunteers, it is important to emphasise the benefits for volunteers rather than the needs of the organisation. Volunteers need to feel valued by sporting organisations and not feel as though they are being recruited to fill a position that no one else wanted. The purpose of this module is to:

- Introduce the human resource management approach to managing volunteers in sport and recreation
- Explain the value of volunteers' diversity, motives and roles
- Explain the processes of human resource planning, recruitment, selection and orientation

Retaining Volunteers

The goal of volunteer retention is to develop a sense of organisational commitment among volunteers. Although volunteer turnover is to be expected in sport and recreation organisations and creates opportunities for organisational change, high rates of turnover can hinder the capacity of organisations to deliver the quality or range of services and programs clients and members have come to expect. Sport and recreation organisations with high rates of volunteer turnover may have to divert large proportions of limited resources to recruiting, orientating and training new volunteers. The purpose of this module is to:

- Provide an overview of the maintenance and development of human resources
- Explain the processes of human resource training and development, performance appraisal, rewards and recognition, and retention or replacement
- Outline the rights and responsibilities of sport and recreation volunteers
- Explain the nature of organisational commitment and its importance in the retention of volunteers

Managing Event Volunteers

Managing event volunteers is fundamentally different to managing volunteers in sport and recreation organisation settings. The difference lies in the nature of the commitment of event volunteers compared to organisational volunteers. The commitment of event volunteers tends to be short term, whereas organisational volunteers at either the policy or operational level develop relationships with their sport and recreation organisations over longer time periods. Such differences may impact on the dependability of some volunteers, which may compromise the success of an event. Whatever the nature of their commitment, event volunteers are likely to perform better and be more satisfied when event organisers genuinely value them. The purpose of this module is to:

- Explain the importance of human resource management planning in the successful coordination and delivery of events
- Position human resource (volunteer) management and planning within the context of event management
- Provide an overview of the major processes involved in managing event volunteers

Volunteer Management Policy

Every sport and recreation organisation requires overall guidance to ensure that its day-to-day activities are coordinated and conducted in ways that are fair, impartial and consistent. Policies assist in this process and clarify the values and beliefs considered important by the organisation. By developing and implementing policies, the organisation is indicating the rules, boundaries and expectations of behavioural standards to members and other stakeholders. Given the extensive reliance on volunteers by sport and recreation organisations, policies that address the interaction of volunteers and the organisation are especially important. Clearly stated and communicated policies allow volunteer management processes and priorities to become more transparent to stakeholders. The purpose of this module is to:

- Define policies and outline a rationale for policies
- Clarify the lines of responsibility for policy development
- Outline the policy development, implementation and evaluation processes
- Introduce and explain a number of policy areas relevant to volunteer management

The Volunteer Coordinator

Volunteering does not simply happen. Volunteers who are unsupported, uncoordinated and not well managed are unlikely to feel positive about their volunteer experience. The work of volunteers needs to be coordinated if organisations are to be effective in achieving their goals and volunteers are to be satisfied that their time and efforts have made a difference. The appointment of a Volunteer Coordinator is recognition of the importance of volunteers to the effective operation of a sport and recreation organisation. A key role for Volunteer Coordinators is matching the skills, experiences and expectations of volunteers to available positions within sport and recreation organisations. The purpose of this module is to:

- Clarify the position and role of the Volunteer Coordinator within sport and recreation organisations
- Outline the skills and attributes that may help in being successful as a Volunteer Coordinator
- Detail the responsibilities of the Volunteer Coordinator as a human resource manager in sport and recreation organisations

Volunteer Management: A Guide to Good Practice

The key to good practice in volunteer management in sport and recreation organisations is effective leadership. Without successful leadership, people tend to be uninspired, unsure of their role and may lack commitment. Furthermore, successful leadership requires positive attitudes about people. If the volunteers in the organisation are viewed and managed as creative, motivated people who seek responsibility, then they are likely to exhibit high levels of performance. On the other hand, if the volunteers are treated as if they dislike their work, are lazy and must be coerced to perform, then it should not be surprising that their behaviour may reflect the way they are supervised. The quality of leadership is a key to good practice in volunteer management. The purpose of this module is to:

- Highlight the role of effective leadership in good volunteer management practice
- Emphasise the importance of a motivating environment for volunteers
- Clarify the relationship between leadership, motivation, performance and satisfaction
- Discuss the need to resolve conflict and stress as a part of good practice in volunteer management
- Highlight examples of good practice in volunteer management