

VOLUNTEER MANAGEMENT

Business of Curling Presentation
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CURL MANITOBA SYMPOSIUM

Curling Canada



WHY CANADIANS VOLUNTEER

- ▣ 93% to make a contribution to the community
- ▣ 78% to use their skills & experience
- ▣ 59% personally affected by the organization's cause
- ▣ 48% to explore one's strengths
- ▣ 48% because their friends volunteer
- ▣ 46% to network with or meet people
- ▣ 22% to improve job opportunities
- ▣ 21% to fulfill religious obligations or beliefs



THE CHALLENGES

- Small dedicated core group of volunteers: 80 – 20 is now 73:7
- Volunteer burnout – no succession plans
- Time is the new economy – potential volunteers have conflicts with more pressing demands
- Poor volunteer management: tasks not clearly defined, poor use of time, did not use volunteers' talents well, facility was not well managed
- Volunteers were not thanked

VOLUNTEER MANAGEMENT IN CURLING CLUBS

**There are FOUR components to a
Volunteer Management Program**

- ▣ Recruitment**
- ▣ Training**
- ▣ Recognition**
- ▣ Retention**

RECRUITMENT

- ❑ **Create a member / curler data base including a profile of knowledge, skills & abilities (KSA)**
- ❑ **Establish a record of every volunteer role noting what it involves, time frame, & the benefits. Get the current volunteers to provide the information!**
- ❑ **Match the KSA of the members with the requirements of the positions**
- ❑ **ASK the specific individuals directly...long gone is the sign up sheet!**
- ❑ **Use a "Join my Team" approach (More on that later) rather than we need a committee to do...**
- ❑ **Recognize that the best volunteers are busy people as they have to be organized otherwise if they have "all day" to do a task it may take "all day to complete"**
- ❑ **Be prepared to maximize volunteer time as time is now more important than money to many.**

BE ALL YOU CAN WIBIS*

WONDERPERSONS AND INDIVIDUALS FOR BONSPIEL IMPROVEMENT AND SPECTACULARIZATION*



JOIN THE GROUP THAT'S REVOLUTIONIZING BONSPIELS IN THE GTA

- ✓ Positive energy and creative thinkers needed
- ✓ No bonspiel planning experience required
- ✓ There should always be three bullets for maximum effect

READY TO JOIN?

E-MAIL: YUVAL@GRINSPUN.ORG

BECAUSE YOU DON'T HAVE TO CURL WELL TO HAVE A GOOD TIME!

TRAINING

- ❑ **Create a shadowing / mentoring system for all new volunteers**
- ❑ **Capitalize on the KSA of members**
- ❑ **Make volunteers feel their talents are needed – a sense of obligation**
- ❑ **Develop an orientation process to integrate volunteers**
- ❑ **Be accurate & honest in expectations of role & time commitment**
- ❑ **Provide support, evaluate performance, document success & make recommendations**
- ❑ **HAVE FUN!**

RECOGNITION

- ❑ **All volunteers should be thanked in a timely & appropriate manner**
- ❑ **Personal touch: in person, phone call, hand written note, credit for concession (bar, café, proshop), certificates, plaques...**
- ❑ **If possible include volunteer recognition in AGM (social / honorary memberships)...may just increase attendance!**
- ❑ **Be careful with luncheons / dinners where you recognize a "Volunteer of the Year" unless the recipient(s) have gone above & beyond. Need not be presented every year.**
- ❑ **Less costly volunteer appreciation lunch or evening with draw prizes works well.**



RETENTION

- ❑ **This is the culmination of all prior planning. Retention is successful only if all other elements of a fully functional volunteer management program are in place.**

To retain volunteers:

- ❑ **Address motivational needs**
- ❑ **Address a sense of belonging**
- ❑ **Treat volunteers as equal**
- ❑ **Promote opportunities for interactions**
- ❑ **Emphasize the benefits!**

A MODEL FOR VOLUNTEER MANAGEMENT

Create Strategic Teams related to functions with clearly defined Terms of Reference.

- ❑ **Management**
- ❑ **Communications & Marketing**
- ❑ **Building & Facility Enhancement**
- ❑ **Membership Recruitment & Retention**
- ❑ **Volunteer Management**
- ❑ **Revenue Generation**
- ❑ **Programs & Services**
- ❑ **Strategic Planning Review**

TERMS OF REFERENCE FOR ALL STRATEGIC TEAMS

- ❑ Teams and their respective chairpersons are to be appointed by the Board of Directors of the curling club on an annual basis.
- ❑ Each chairperson has the authority to add individuals to their Team from the membership at large. Teams should generally have only 3-5 members.
- ❑ There will be a member of the Board of Directors on each Team, for policy interpretation and reporting purposes.
- ❑ Sub groups of each Team can be appointed by the chairperson or the Board of Directors.
- ❑ The Board of Directors can add Teams as the need arises.
- ❑ Each Team must present its annual plan and budget for the fiscal year to the Board of Directors for approval by October 1 of each year.
- ❑ Once approved by the Board of Directors, the Team has the responsibility and authority to carry out the plan.
- ❑ Each Team will provide progress reports to the Board of Directors at each regularly scheduled Board of Directors meeting. The Team will report using the report template approved by the Board of Directors. The Team will also prepare a report for the annual general meeting.
- ❑ It is the responsibility of each Team chairperson to liaise with other chairpersons to ensure that programs are co-ordinated in a timely and efficient manner.
- ❑ Teams are to deal with member concerns in a cordial and prudent manner, and to bring such matters to the appropriate Team and/or the Board of Directors.
- ❑ Teams can recommend policy amendments and/or additions as are deemed to be in the best interests of the curling club.
- ❑ Each Team volunteer will be made aware and understand these responsibilities.

MANAGEMENT TEAM

- ❑ **Goal:**
- ❑ To identify, implement and maintain a management structure that will ensure the curling club remains progressive and viable, and to put in place the necessary staff to manage the structure.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled in order to function effectively in the best interests of the curling club.
- ❑ Continually assess the management structure particularly the Board: size, composition, length of term, portfolio descriptions, succession...
- ❑ Hire the staff necessary in order to carry out the operational plan of the curling club.
- ❑ Ensure that staff have updated job descriptions.
- ❑ Annually review all internal contracts and staff remuneration and recommend direction on same.
- ❑ Provide to the Board of Directors any concerns regarding staff and staff relations.
- ❑ Do an annual review of the management staff and provide guidance to the Board of Directors on contract renewals.
- ❑ Keep a record of Team meetings, which will record Team activities, including critical dates and events.
- ❑ Report to each meeting of the Board of Directors and the annual general meeting on the report form approved by the Board of Directors.
- ❑ **Expectations:**
- ❑ To put in place and maintain a management structure and management staff to ensure the future growth and prosperity of the curling club.

COMMUNICATIONS & MARKETING TEAM

- ❑ **Goal:**
- ❑ To plan, develop, implement and maintain a communications and marketing strategy for members, the public and the media that will help to ensure the continued success, ongoing growth and future potential of the curling club.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled to function effectively in the best interests of the curling club.
- ❑ Develop, implement and maintain an appropriate communications and marketing plan to keep members, the public and the media informed as to activities at the curling club.
- ❑ Present the plan to the Board of Directors for approval and any budgetary needs.
- ❑ Ensure the curling manager regularly sends out the newsletter to members and maintains the website.
- ❑ Liaise with other Teams to assess communication and marketing needs.
- ❑ Maintain an inventory of proposed communications and marketing ideas.
- ❑ Maintain a record of Team meetings and activities, including critical dates and events.
- ❑ Report to each meeting of the Board of Directors and to the annual general meeting, using the report form approved by the Board of Directors.
- ❑ **Expectations:**
- ❑ That members, the public and the media have regular updates on activities and events at the curling club, which will help increase participation and ensure the club's viability

BUILDING & FACILITY ENHANCEMENT TEAM

- ❑ **Goal:**
- ❑ To ensure the building is maintained, improvements identified, and recommendations and budgeting are in place to enhance the building's appearance, increase revenue generation opportunities and ensure the operation is at its highest possible level.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled to function effectively in the best interests of the curling club.
- ❑ In consultation with other Teams, employees and members set priorities and budgets for the maintenance, improvement and operation of the building.
- ❑ Maintain an inventory of projects with proposed priority and estimated costs and when appropriate, present same to the Board of Directors for consideration.
- ❑ Maintain an inventory of equipment which should include the state of repair, life expectancy and replacement cost.
- ❑ As required, establish volunteer teams based on their KSA to oversee specific activities.
- ❑ Oversee implementation of projects where appropriate.
- ❑ Maintain a record of Team meetings and activities, including critical dates and events.
- ❑ Report to all Board of Director meetings and to the annual general meeting, using the report form approved by the Board of Directors.
- ❑ **Expectations:**
- ❑ Assist employees and the Board of Directors to plan and organize all matters associated with the maintenance, improvement and operation of the curling club building, equipment and facilities.

MEMBERSHIP RECRUITMENT & RETENTION TEAM

- ❑ **Goal:**
- ❑ To promote membership and fellowship within curling club and identify new programs to increase participation and assimilation of new members.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled to function effectively in the best interests of the curling club.
- ❑ Identify groups in the community which are underrepresented at the curling club and develop new approaches to getting them involved.
- ❑ Identify new user groups and program opportunities and recruit new members to implement.
- ❑ Work with user groups to identify reasons why people are not participating.
- ❑ Ensure that a membership data base is maintained.
- ❑ Develop a system to personally follow up with all non- returning curlers at the start of the season following the registration process.
- ❑ Develop a system for having representation at community events and networking with community organizations such as realtors, chamber of commerce and welcome wagon.
- ❑ Maintain a record of Team meetings and activities, including critical events and dates.
- ❑ Report to the regular meetings of the Board of Directors and to the annual general meeting on the report form approved by the Board of Directors.
- ❑ **Expectations:**
- ❑ To increase the participation in curling club activities and events.

REVENUE GENERATION TEAM

- ❑ **Goals:**

- ❑ To identify and implement new opportunities for increasing revenues for the curling club, to keep the membership fees reasonable, the building and facilities serviceable and maintain club viability.

- ❑ **Responsibilities and Duties:**

- ❑ Ensure the Team is in place and all positions are filled to function efficiently in the best interest of curling club.
- ❑ Prepare a list of revenue generation ideas for curling, dry floor and lounge activities and the food and beverage sector for consideration by the Board of Directors.
- ❑ Identify and apply for grants to enhance programs and improve the building.
- ❑ Identify and implement a variety of fund raising endeavours.
- ❑ Identify and implement a variety of sponsorship and advertising opportunities.
- ❑ Review all league fees and ice rentals and provide recommendations to the Board of Directors annually.
- ❑ Capitalize on annual charitable tax receipt opportunities through the National Sport Trust Fund where 95% of all donations are returned for specific projects.
- ❑ Maintain a record of Team meetings and activities, including critical dates and events.
- ❑ Report to the regular meetings of the Board of Directors and the annual general meeting, using the report form approved by the Board of Directors.

- ❑ **Expectations:**

- ❑ That new approaches and financing opportunities are put into practise in order to ensure the viability of the curling club.

VOLUNTEER MANAGEMENT TEAM

- ❑ **Goal:**
- ❑ Promote volunteerism and plan and organize volunteer recruitment, training, recognition and.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled to function effectively in the best interests of the curling club.
- ❑ Promote volunteerism using a “Join my Team” approach.
- ❑ Develop and maintain a comprehensive list of members’ KSA.
- ❑ Create job profiles noting roles and responsibilities and realistic time frames for every volunteer type of involvement.
- ❑ Develop a volunteer orientation and training manual.
- ❑ Develop a system to keep track of volunteer hours for use in future grant applications and recognition programs.
- ❑ Identify suitable volunteer recognition programs.
- ❑ Create retention strategies indicating progression and succession.
- ❑ Maintain a record of Team meetings and activities, including critical events and dates,
- ❑ Report to regular Board of Director meetings and the annual general meeting on the report form approved by the Board of Directors.
- ❑ **Expectations:**
- ❑ Volunteers are the life blood of every curling club. There must be a strong contingent of volunteers for curling clubs to survive and prosper in the future.

PROGRAMS & SERVICES TEAM

- ❑ **Goal:**
- ❑ To identify programs and services which will result in maximizing the utilization of the building and facilities of the curling club throughout the entire year.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled to function effectively in the best interests of the curling club.
- ❑ Collaborate with all leagues to maximize ice utilization.
- ❑ Develop a Master Ice Utilization calendar for the entire season including maintenance.
- ❑ Identify dry floor and off ice area rental opportunities.
- ❑ Work with the other Teams to identify new opportunities for curling leagues, theme nights, corporate challenges, social mixers, charitable fund raisers...to fill vacant times.
- ❑ Identify opportunities to teach people about the game of curling through progressive skill development and strategy clinics.
- ❑ Identify opportunities for the development of coaches, instructors, umpires and ice technicians.
- ❑ Make applications for provincial, national and international curling events and championships that the curling club and community at large can host.
- ❑ Review and make recommendations regarding concession sales: pro shop, bar and food services, as applicable, annually.
- ❑ Maintain a record of Team meetings, which records activities, including critical events and dates.
- ❑ Report to regular Board of Directors meetings and the annual general meeting on the report form approved by the Board of Directors.
- ❑ **Expectations:**
- ❑ To have the building and facilities of the curling club utilized to maximum capacity throughout the year.

STRATEGIC PLANNING REVIEW TEAM

- ❑ **Goal:**
- ❑ To review progress of the Teams, as it relates to the mission or guiding principles and the multi- year strategic business plan of the curling club.
- ❑ **Responsibilities and Duties:**
- ❑ Ensure the Team is in place and all positions are filled to function effectively in the best interests of the curling club.
- ❑ Meet semi annually to review progress.
- ❑ Encourage Teams and offer assistance to help Teams meet their Goals and Expectations.
- ❑ Maintain a record of Team meetings and activities with critical events and dates.
- ❑ Report progress to the Board of Directors and at the annual general meeting.
- ❑ Assess progress and recommend changes to the Strategic Planning process.
- ❑ **Expectations:**
- ❑ To have the Teams function in an efficient (financial) and effective (human resource) manner, and be accountable, to ensure the viability of the curling club in the future.



Thank You