

# Volunteer Needs Work Group

## Report to Board

Saturday 22<sup>nd</sup> June 2013



### Aim

The aim of the Volunteer Needs Work Group was to assess the needs for the support and development of the volunteer workforce in orienteering aligned to the vision, values and strategic objectives of British Orienteering.

### Context

The Board are concerned about the burden placed upon volunteers and the perceived increase in requirements for those giving up their time to help stage activities, events and hold roles on club and association committees. Long-term concerns, centered on the perceived lack of volunteers to actually fill roles and a perceived lack of succession planning done by clubs and associations.

The causes for this concern came from the personal experiences and anecdotes of directors, from feedback received from several Club and Association conferences and feedback from those volunteers staging, in particular, major events.

### Background

Orienteering, like most sports, relies on the time committed by dedicated volunteers to continue the sport's survival.

Compared to other sports, there are some differences in volunteering within orienteering. One of orienteering's greatest strengths as a sport is its ability to attract a wide age range of competitors; this does however pose an interesting challenge for volunteering within the sport. In sports where the numbers and hours of volunteering are the largest e.g. football, cricket, (Sport England 'Sports Volunteering in England 2002' report) the volunteers are largely sourced from 'retired' competitors e.g. once people can no longer compete they go into volunteering to help develop clubs and participants.

Within orienteering, participants are often competing and volunteering simultaneously which poses a number of challenges and indeed some of the survey results analysis suggested that a reason some people choose not to volunteer is it 'gets in the way' of competing at events. Conversely, from feedback and analysis, some suggest that where volunteering and competing co-exist, there were actually perceived benefits, such as roles contributing to the technical skills of participants, this was most relevant to event official roles e.g. planner, controller etc...

Time constraints have restricted the possibility of an extensive literature or wider sports review, however on brief consideration, an interesting potential for future work has been raised. It would be useful to put the findings of this report in context of other similar and different sports in the UK. A potential interesting investigation could be into a sport such as bowls or golf and how they support their volunteers. Bowls has a need for a greater number of volunteers and volunteer hours (3<sup>rd</sup> highest of all NGBs), (Sport England 'Sports Volunteering in England 2002' report) with a perceived similar participation/volunteering co-existence. Similarly, further work could investigate the 'Park Run' series and its volunteering strategy, as it targets participants as volunteers. It may be worth looking into whether their concept works at addressing 'pay and play' as well as introducing the ethos of volunteering to newcomers.

### Scope of the Group

The VNWG was set up by the Board in November 2012 as a task and finish group to give recommendations on the strategy required to recruit, train and support volunteers across all orienteering activities in the UK.

Full terms of reference are available in Appendix 1.

## Members of the Group

Lyn West, Chair (LW)  
David Maliphant Director with Development Portfolio (DM)  
Judith Holt, Director  
Laura Martin, Executive Officer (Workforce and Governance)  
Helen Errington, Event Manager  
Ernie Williams, Event Officials Group (ECC subgroup) Chair  
Hilary Quick, SOA nomination  
Christine Vince, nominated by Coaching Committee  
Linda Cairns, SEOA  
Ranald Macdonald, EMOA

## Methodology

The group had a face to face meeting in January to enable members of the group to meet and agree the way forward. It was an extremely constructive meeting with lots of discussion and exchange of ideas. It was agreed that the most important tasks were;

- Assessing the needs of orienteering in regard to volunteers
- Assessing the requirements for officials and volunteers to deliver events at all levels
- Assessing the roles of volunteers within clubs and associations
- Identifying shortages in skills and capacity

This would be done by focusing on the below 3 key areas. Hilary Quick presented to the group a skills matrix currently being piloted in Scotland. This matrix assessed what skills were available within clubs and how they could be most effectively utilized. The group supported the idea of potential further work using this matrix on a one-to-one basis with clubs.

- Clubs and volunteering (by using an online club survey and follow up telephone interviews)
- Volunteers, needs and motivations (by using an online members survey)
- Young volunteers (by using an online young person's survey)

Full minutes of the meeting are included in Appendix 2

Examples of the survey questions are available in Appendix 9-10

In addition, organisational needs would be compiled by Laura Martin and Helen Errington to set out the minimum requirements necessary to fulfil our obligations in terms of safeguarding, insurance etc...This would include conforming to the rules of orienteering as appropriate to the different level of event or activity. (Appendix 3)

## Results

The response rate to the surveys was positive showing that volunteering is a topic that inspires people to have their say. The surveys included a mixture of quantitative and qualitative data.

**Club Volunteers Needs Survey**-There were 50 responses with 40 (80%) clubs completing the survey. Of these responses, 23 suggested they would be willing to be contacted further about their answers and 17 received a follow up telephone call from a member of the VNWG.

**Volunteer, needs and motivations survey**-There were 248 responses with 238 (96%) respondents completing the survey.

**Young volunteers survey**-There were 160 respondents completing the survey.

Full results and survey responses are available in the Appendices (Appendix 11-14)

## Analysis

There were several key areas that consistently appeared in the themes from the surveys (key themes for all surveys available in appendix 4-8), they are;

### Recruitment

Interestingly, most responses suggested that there were enough volunteers in orienteering. It appears that clubs and associations work within their capacity and as such do not allow themselves to be overstretched. These investigations did not attempt to define capacity or demand for volunteer activities and this has potential for future work.

Overall respondents, clubs and volunteers felt that face-to-face approaches were more successful in recruiting volunteers. Although other electronic forms were used, the direct approach was highly valued as it allowed people to be 'cherry picked' into suitable roles. Sometimes however roles were filled by those available and not always those with the appropriate skills.

Lots of clubs assign newcomers to volunteer 'teams'. There was disparity of opinion on whether or not this was an effective recruitment process. The disparity of opinion could be associated to whether newcomers have team allocation imposed on them by club committees or whether they can choose to volunteer to a particular job together with other like-minded individuals. This is a potential area for future work.

The main succession plan for recruiting volunteers was to increase the number of members and 'work' on converting them to regular volunteers. It was noted that this conversion can take some time. Results did not appear to suggest clubs and associations had any other strategies for succession planning.

Combining the fact that most clubs felt they had adequate numbers volunteers, with their main succession planning being to increase member numbers, this does pose an interesting potential cycle. To increase volunteer capacity the current plan involves persuading current club members to do more, and to recruit new members. To get more members, clubs need to attract new members via club-nights, summer series events etc... and this requires an additional amount of volunteer time that could otherwise be employed elsewhere. If a club feels it has reached volunteer capacity, it may reduce its efforts to attract new members and thus have less volunteers overall.

### Expectations and ethos

The majority of responses suggested that there were enough volunteers in orienteering. It appears that clubs and associations work within their capacity and as such do not allow themselves to be overstretched.

There were contrasting opinions regarding those members who wish to participate but not help. Some thought there should be an option available for those who wish to 'pay and play'. Others suggested that volunteering was a requirement and obligation of the sport and as such the expectations of newcomers should be set accordingly.

Respondents wanted more clarity of roles and responsibilities for all areas of volunteering; event officials, event helpers and committee roles.

Clear instructions, mentoring and sharing the roles were likely to encourage members to volunteer at events.

There were few or no mitigations identified that would have any impact on encouraging members to volunteer to hold committee positions.

### Training and mentoring

There was widespread use of mentoring as a technique for encouraging volunteers and giving them the confidence and skills to fulfill positions. Small events were used to develop new volunteers. A further investigation into the levels and types of mentoring taking place, and the relative successes, would be beneficial.

Respondents suggested promoting volunteering in orienteering as a part of youth award schemes such as DoE and Scouts. From the young person's survey, it was evident that using volunteering experiences on C.V.s and for interview examples was an important motivator for the 14-25 aged volunteers and clubs could use this knowledge when encouraging these volunteers.

There was some support for standard workshops to equip volunteers for the skills for roles and encourage confidence and knowledge. On the other hand, some thought the idea of additional courses added to burden and barriers. Anecdotal evidence from the Volunteer Needs Work Group members suggest a course such as the Event Safety workshop was received well by candidates and this method of disseminating knowledge via club level training could be useful.

### **Volunteer Coordinator**

21.6% of clubs responding had a Volunteer Coordinator in place. Clubs overall found this position unclear and difficult to fill. Where clubs had had people in position, some noted the role ended up being one of nagging and chasing people and therefore had little incentive for people to continue.

The telephone interviews suggested that many clubs have several committee members working together to fulfill the role and complete the tasks associated.

### **Motivations**

Overall, once members had volunteered they tended to become repeat volunteers and there was a general feeling of people gaining enjoyment and positives from their volunteering experiences.

The most popular reasons for volunteering were;

- Fun
- Social aspects including meeting people, sense of belonging and club cohesion
- Teamwork
- Feeling of giving something back to club and sport
- Improving their own technical skills (event officials)
- A sense of duty or obligation to ensure continuations of sport
- Satisfaction and recognition
- Developing and improving people
- Being outdoors

### **Reward and recognition**

Some financial incentives were given to volunteers such as reduced entry fees and payment of training course fees. However it was strongly felt that praise, 'thank yous' and expressions of gratitude were viewed much more highly by volunteers. This recognition, together with public displays of thanks, were more likely to encourage and motivate volunteers

Suggestions were made for the potential of a volunteer incentive scheme.

### **Burden and barriers**

Respondents perceive a high level of bureaucracy e.g. paperwork, courses, H&S, insurance requirements and attention should be paid to clarifying the core organizational requirements of event officials, event helpers and committee roles.

Consistently respondents made reference to difficulty recruiting volunteers to specific roles, especially organizer. There was a fear of responsibility that came with the role and need to clarify the requirements and potentially split down the role further.

'Core' volunteers were often taking on multiple roles. Not only is this additional burden on individual but it also explains why some respondents felt clubs could be 'cliquey' with volunteer and committee circles difficult for newcomers to break into.

### **Promotion**

Respondents felt that overall volunteering should be promoted more widely within British Orienteering. Suggestions such as having local personalities to inform and inspire newcomers to volunteer, a frequent column in FOCUS mag highlighting volunteering stories and promotion of the motivations and enjoyment that can be gained from volunteering were all made.

## Recommendations

It is evident from the below recommendations that much of the work to support volunteers can be done by promoting good practice, sharing experiences, explaining rationale for things and educating on the simplification of roles to make jobs more manageable. Any work or changes, as a result of the recommendations, should be explained clearly to clubs, associations and members to ensure they do not add to the perceived burden of volunteers.

### Recruitment

- Share best practice on how clubs can successfully approach newcomers, face-to-face and electronically and encourage them into volunteering opportunities. **(S)**
- Clarify clear roles, responsibilities and skills required for volunteer roles, starting with those most difficult to fill e.g. event organiser, publicity officer etc... **(M)**
- To further investigate the effectiveness of allocating newcomers to volunteer teams. This investigation should look at the process from the perspective of club effectiveness and individual contribution. **(L)**

### Expectations and ethos

- To measure the volunteer capacity of clubs in respect to event and committee work. **(L)**
- To investigate the trend for those who wish to 'pay and play'. **(L)**
- To investigate a strategy for increasing volunteers interested in holding committee roles. **(L)**

### Training and mentoring

- To investigate how clubs mentor volunteers. What does mentoring and support for volunteers entail? **(L)**
- To approach and promote orienteering volunteering as part of Youth Award Schemes. **(M)**
- To review and simplify the courses and content currently provided to volunteers (starting with event officials which Helen Errington has already tasked to Event Officials Group to review)**(M)**

### Volunteer Coordinator

- To share best practice on how to address the tasks associated with coordinating volunteers. This does not have to focus on the role being done by one person. **(S)**
- Identify a 'volunteer champion' within each region to provide support to clubs and disseminate best practice on how to organize, recruit and support volunteers. **(L)**

### Motivations

- To raise awareness amongst clubs of the positive reasons why people want to volunteer e.g. social aspects, team, fun and encourage them to promote these when encouraging people to volunteer. **(S)**

### Reward and recognition

- To develop a 'thank you' note pro-forma that can be added to the print portal site. Clubs can access the print portal, customize the note and then order to give to volunteers in recognition of their work. **(S)**
- To investigate the possibility of a volunteer incentive scheme.**(M)**

### Burden and barriers

- To outline the actual organizational requirements of each volunteer role. This should clearly identify the difference between the requirements of the NGB e.g. insurance, H&S, safeguarding and those associated with the rules. This information should be communicated to clubs, association and event officials. **(M)**
- In terms of event officials, organisers were generally found to be the hardest to recruit. The wide range of tasks that fall to the organiser and the level of responsibility that this creates is a barrier. There is scope for reviewing the role of the organiser to identify which are the essential tasks and which can be delegated to another person. **(M)**
- Training for new organisers should be considered to give greater confidence to potential organisers. **(M)**

### Promotion

- Good practice and success stories need to be promoted to provide a resource to support clubs this should be done through a variety of media – club newsletter, Focus articles and a dedicated area on the website. **(S)**

**(S) Short term 0-3 months**

**(M) Medium term 3-6 months**

**(L) Long term 6-12 months**

## **Appendices**

### **Appendix 1**

#### **British Orienteering**

#### **Volunteer Needs Work Group**

Terms of Reference – agreed November 2012

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The purpose of these Terms of Reference is to provide the umbrella framework within which the work group will operate.

#### **Authority**

The Board delegates authority to the Volunteer Needs Work Group to assess the needs for the support and development of the volunteer workforce in orienteering aligned to the vision, values and strategic objectives of British Orienteering.

#### **Composition and Membership**

Volunteer Needs Work Group shall consist of:

- Chair as appointed by the Board
- Director with Development Portfolio
- A.N.Other Director
- Executive Officer (Workforce and Governance)
- Event Manager
- Event Officials Group (ECC subgroup) Chair
- SOA Development Director/Manager or other nomination
- Association rep nominated by Coaching Committee
- Association rep nominated by Development Committee
- Club Welfare Officer
- 2 active club officials nominated by clubs/associations

#### **Responsibilities**

Volunteer Needs Work Group is responsible for recommending to the Board the strategy required to recruit, train and support volunteers across all orienteering activities in the UK including:

- Assessing the needs of orienteering in regard to volunteers
- Assessing the requirements for officials and volunteers to deliver events at all levels
- Assessing the roles of volunteers within clubs and associations
- Auditing the skills and capacity of volunteers in clubs and associations
- Identifying shortages in skills and capacity
- Making recommendations for recruitment to meet the needs identified including volunteers from outside orienteering
- Making recommendations as to what training, licensing and support is required to meet the needs identified
- Recommending how progress should be monitored and reviewed

#### **Reporting**

The Volunteer Needs Work Group will make recommendations direct to the Board. A preliminary report should be available in time for consideration at the Board meeting on 12 February 2013. The work group will be disbanded once a final report is produced, scheduled for delivery to the Board by the end of April 2013.

## Appendix 2

Volunteer Needs Work Group

Tuesday 8<sup>th</sup> January 2013, 10.00 – 14:00

Pilot House, King Street, Leicester



### **Minutes**

**Attendees:** Lyn West (LW); Judith Holt (JH); David Maliphant (DM); Laura Martin (LM); Helen Errington (HE); Hilary Quick (HQ); Randal MacDonald (RM); Christine Vince (CV); Ernie Williams (EW);

**Minute taker:** Laura Martin

### **Apologies received:**

#### **Meeting Administration**

LW thanked everyone for their attendance at the meeting especially given how far some had travelled. LW also thanked Ernie Williams for arranging use of the venue, free of charge.

There were no apologies for absence as all members were in attendance.

Group members introduced themselves to the group, noting their experience of volunteering inside and outside orienteering.

LW reminded group members to note any declarations of interest as discussions progressed and asked members to complete a British Orienteering Declaration of Interest form.

**Action 1:** LM to circulate 2013 declaration of interest forms for completion if members had not already done so in other capacities. (LM, ASAP)

#### **Work Force Development Programme**

LM explained that her two main areas of responsibility were managing the governance structure and, newly assigned, volunteer workforce development.

LM noted that the governance work would be similar to that previously undertaken in supporting the Board and governance structure as a whole. LM would also support the committee structure review outcomes and aimed to try to professionalise and standardise the structure.

LM explained that the volunteer workforce development area was newly assigned and that this shift in responsibility was evidence of British Orienteering's focus on support for volunteers. With a few notable exceptions, including the great work of Helen Errington, LM explained that this had been an area neglected by British Orienteering and was something that needed support and leadership.

LM suggested that her work in this area would have two major threads including developing a strategy and providing direct support to the volunteer workforce through training and resources.

LM explained that the Needs group have a real opportunity to input into the direction of the work and it is hoped that the outcomes and recommendations from the group will help shape strategy and subsequent support. LM noted that no areas were 'out of bounds' for input from the group and the only limiting factor on delivery of recommendations would be the resource available. Staff hope that the themes raised by this group can help set priorities and direct staff resource available in this area.

### Scope of work of Group

Group members discussed the use of the labels 'volunteer', 'workforce' or potential alternative titles for volunteer roles in orienteering and how this 'volunteer work' was viewed by the sport as a whole. Group members noted the importance of raising the profile and status of the work of volunteers in orienteering.

Group members discussed the need to simplify much of the work of volunteers and make it less labour intensive.

Group members discussed the need for role descriptions and person specifications for volunteer roles and members noted the resources already available to assist clubs with these.

RM noted the importance of succession planning for volunteer roles.

Group members went on to try to categorise volunteers within orienteering, suggestions were;

- 14-18 year olds
- 'New to Sport' adult
- 'New to role or level'
- 'Been there, done that' experienced volunteer

Other possible categories were;

- Volunteers following rules
- Volunteers working on strategy and development
- Volunteers working with people

Group members discussed these possible categories in relation to volunteering and presented several key questions;

- What does the individual volunteer need?
- What do clubs need?
- What does orienteering need?
- What does the organisation need?

Group members discussed the changing ways that people volunteer and thinking of ways to volunteer outside the normal orienteering conventions. Group members expressed the importance of ensuring the wellbeing of the volunteer workforce and 'putting yourself in their position' to try to identify best practice. Group members suggested that the changing nature of sport participation to 'pay and play' made it more difficult to attract volunteers as some people do not want the obligations of being 'club members'.

HQ explained a new project instigated by Sport Scotland to try to encourage 14 to 26 year olds involved in the running of sports. Group members went onto detail the importance of this younger age group to volunteering in orienteering and suggested it should be a focus area of work moving forwards.

## Club Skills Matrix

HQ briefed group members on the club skills matrix she had designed to use with Scottish clubs. The matrix was designed to help clubs assess their volunteer needs but also to look for abilities and preferences within the club membership that could find people to fill specific roles. The tool was designed to be completed in conjunction with the club members, face-to-face to enable discussion and explanation. The tool should not just be emailed to clubs without explanation or follow up.

Group members discussed the importance of a volunteer manager or coordinator within clubs to support this work and provide support and encouragement to current and prospective volunteers. Group members agreed that this should also be a focus area, encouraging clubs to appoint a volunteer manager or coordinator, moving forwards. Group members suggested setting a target of having all clubs with a volunteer coordinator by a given time period. Members agreed it was not only important to have a person in the role but also to ensure the person had the appropriate skills and personality traits to support the role.

RM suggested it was important to consider how British Orienteering support volunteers and how clubs support volunteers. Also RM noted it was important to consider what it is actually like to be a volunteer involved in orienteering. Group members suggested some important questions were;

- How are volunteers recruited, developed and supported?
- How are clubs currently meeting the needs of volunteers?

Having discussed these questions and the group decided the priorities would be;

- Clubs and volunteering (including encouraging clubs to appoint volunteer coordinators)
- Volunteers, needs and motivations
- Young volunteers

Having discussed these priorities in detail, the group decided on the follow actions:

- Draft and send a questionnaire to clubs looking at how they recruit, develop and support volunteers. This questionnaire would be followed up by a phone interview with the club member completing the questionnaire to get answers of greater detail and relevance. RM and JH would draft a set of questions that would be circulated to the group and refined prior to distribution (by Monday 14<sup>th</sup> January 2013). HE and LM would pilot the questionnaire and phone interview with some clubs and give feedback to group members prior to roll-out (by Monday 4<sup>th</sup> February 2013). Questions would then be refined and circulated (by Monday 11<sup>th</sup> February 2013). Members of the group would then be given a sample of clubs to follow up with a phone interview (completed by Thursday 28<sup>th</sup> February 2013). Raw data would be submitted by Friday 8<sup>th</sup> March 2013 followed by LM, RM and JH analysing the results of the interviews and drawing together themes to be discussed further (by 29<sup>th</sup> March 2013)
- Draft and send a questionnaire to all members about volunteering looking at the motivations for volunteering (or not volunteering).
- Draft and send a questionnaire looking at young people and volunteering in orienteering. (DM to draft questionnaire to be refined by group. Once finalised email to members under 26 and distribute via social media networks).
- Use the Skills matrix developed by Hilary Quick as a follow up with interested clubs after the initial club/volunteer survey.

Group members noted that the resource available limited what areas could be focussed on but potential further work could be consulting with non-members on volunteering and those new to the sport.

### Training and event officials

Group members reviewed a paper provided by Helen Errington on the current status of volunteer training.

Group members agreed that any training programme and content needed to be developed after the consultation and recommendations had been developed by the group. Group members also suggested that the Event Officials Group could lead the work on what training was specifically required of event officials by focussing on job and role descriptions and person specifications.

The content and type of training needed to be developed from this 'bottom-up' approach and the role descriptions and person specifications would shape the training needed.

Group members noted the success of the roll out programme used for the Event Safety workshops and suggested, in the future, this could be a way of addressing the training process.

Members of the EMOA praised the holding of 'Development Days' where training courses for different roles ran concurrently and attendees could discuss, network and share good practice with other volunteers in different roles.

### Recruitment

Group members discussed the different processes for recruiting volunteers and also how the culture of volunteering had changed in recent times and in different sports.

Group members emphasised the importance of encouraging young people to be involved in volunteering in orienteering.

### Closing business

LW noted that the final report from this group would be presented to the Board at the April Board meeting. The February Board meeting would receive an update on progress.

LW thanked members for their contributions and closed the meeting at 13.45.

## **Appendix 3**

### **Organisational needs**

- Insurance requirements.
  - Completion of risk assessments for events and activities
  - Registers of attendees for events and activities (where the results do not already cover this)
  - Completion of parental consent form (where applicable)
  - Completion and submission of accident report forms (only if an accident occurs)
  - Events/activities to be registered on the British Orienteering website
- Adherence to the competition rules of orienteering as appropriate to the different level of event or activity being held.
- Adherence to British Orienteering's policies and procedures inc. 'O'Safe-Safeguarding and Protecting Children and Vulnerable Adults.
- Completion of participation numbers in the British Orienteering website and payment of associated levy.
- Submission of results to British Orienteering website (if level of event requires).
- Completion of Annual Club affiliation return inc. club constitution, AGM minutes, at least 3 officers of club

## Appendix 4

### Club Volunteer Needs Survey key themes

- Overall role titles and associated vocabulary within clubs were similar, with the most common being;
  - Chair
  - Secretary
  - Treasurer
  - Coaches
  - Controllers
  - Planners
  - Organisers
- Some clubs have own unique role titles and associated vocabulary.
- Finding volunteers to fill roles was done by communication, the most effective perceived as direct persuasion and face-to-face interaction. Often the same people were doing multiple volunteer roles.
- Although clubs looked for people with appropriate skills, it sometimes came down to who had the time and who was willing. Skills versus time? Process of self-selection.
- Varied responses; some clubs struggled to find volunteers and others had a sufficient group to choose from. Regional differences?
- Of the respondents, the % having volunteer coordinators was low.  
Q) Is there one person in your club who coordinates volunteers?

Yes	21.6%	8
No	78.4%	29

- Although clubs use other methods to co-ordinate volunteers such as emails, web, newsletter, overall face-to-face interaction was perceived as most successful.
- Regarding communicating with members about volunteer opportunities, respondents use the following methods;
  - Email
  - Websites
  - Newsletter
  - Face-to-face interactions
  - Yahoo Groups
  - Meetings
- Regarding involving new members in volunteering, respondents use the following methods;
  - Approach face-to-face interaction
  - Allocate to teams
  - Mentoring
- Clubs use a variety of methods to prepare and support volunteers in their roles, e.g.
  - Paying for training courses
  - Referring to job descriptions and roles
  - Previous volunteer notes

However the majority of clubs were somewhere on a 'spectrum of mentoring' which includes, shadowing, buddying up, handover periods, assistant roles etc...

- Clubs reward volunteers both practically and with encouragement. Practically some clubs pay expenses, offer free or reduced entry fees, food vouchers and subsidise annual dinners and kit. Majority of clubs expressed the importance of saying 'thank you' and expressing gratitude via face-to-face interactions, website 'thank yous' and articles in newsletters.

- The majority of clubs do not pay people to hold previous volunteer roles. With some minor exceptions of mapping and coaching, overall clubs did not want to disenfranchise current volunteers by paying others.
- Regarding plans for getting more volunteers, most centred on increasing membership and participation and continuing to convert these members into regular volunteers. The conversion was done through appeals, face-to-face chats and supporting any initial involvement.
- Some difficulty was expressed in filling the Volunteer Coordinator role within clubs.
- Of the respondents, 31 clubs were encouraging 14-25 year olds to volunteer and 5 were not. Mainly as these clubs had a low number of young people as members.
- Clubs suggested a number of ways for how to encourage 14-25s into volunteering;
  - Stepping stones e.g. start with a small event and gain confidence
  - Assist parents in their volunteering activities to begin with
  - Junior volunteer together in a 'junior volunteer team'
  - Annual awards for juniors contributing to club
  - Appointing a junior club rep or captain
  - Focus on nurturing participation, get them to love the sport and then they will be involved as volunteers for longer
  - Appoint an experience mentor to nurture interest.

(LM)

#### Key themes – Club Volunteer Needs survey

- Overall role titles and associated vocabulary within clubs were similar although some clubs did have their own unique role titles and associated vocabulary.
- Surprisingly, responses on difficulty of finding volunteers were varied. Some clubs struggled to find volunteers and others had a sufficient group to choose from.
- Finding volunteers to fill roles was done by communication, the most effective perceived as direct persuasion and face-to-face interaction. Often the same people were doing multiple volunteer roles.
- Although clubs looked for people with appropriate skills, it sometimes came down to who had the time and who was willing. Skills versus time? Process of self-selection.
- Only 21.6% respondents have volunteer coordinators although follow up phone calls suggest that some degree of coordination was done by people in a variety of roles. Difficulty in filling this role was expressed.
- Although clubs use other methods to recruit and co-ordinate volunteers such as emails, web, newsletter, overall face-to-face interaction was perceived as most successful. The same was true of involving new members.
- Clubs use a variety of methods to prepare and support volunteers in their roles. However the majority of clubs were somewhere on a 'spectrum of mentoring' which includes, shadowing, buddying up, handover periods, assistant roles etc...
- Clubs reward volunteers both practically and with encouragement. Practically some clubs pay expenses, offer free or reduced entry fees, food vouchers and subsidise annual dinners and kit. Majority of clubs expressed the importance of saying 'thank you' and expressing gratitude via face-to-face interactions, website 'thank yous' and articles in newsletters.
- The majority of clubs do not pay people to hold volunteer roles. With some minor exceptions of mapping and coaching, overall clubs did not want to disenfranchise current volunteers by paying others.
- Regarding plans for getting more volunteers, most centred on increasing membership and participation and continuing to convert these members into regular volunteers. The conversion was done through appeals, face-to-face chats and supporting any initial involvement.
- Unnecessary bureaucracy, over complicated systems and fear of responsibility were perceived as barriers to recruiting and retaining volunteers

(Lyn West)

## **Appendix 5**

### **Club Volunteer Needs Survey Follow-up telephone calls key themes**

- Volunteers holding multiple volunteer roles was common including volunteers choosing to hold both event and committee roles.
- Most clubs have a 'hard-core' of volunteers that do the majority of the volunteer work. These volunteers try to encourage the participation of others. This supports other findings in that some respondents have expressed the view that clubs have 'cliques' of volunteers that are difficult to break into.
- Interestingly, most respondents said their clubs had enough volunteers and most aligned this to clubs working only within their own levels of volunteer capacity.
- Clubs felt that the only way to increase volunteer numbers was to recruit more members. It was noted that it takes time for members to become volunteers.
- Respondents noted that it was often difficult for newcomers to get involved due to a perceived lack of skill or them having no time. Questions were raised over the value of a 'pay and play' opting for participation that required no volunteering.
- Established members view volunteering as part and parcel of being involved in the sport. Issues were raised about setting the expectations of newcomers to have this same viewpoint?
- Use of assigning newcomers to volunteer teams was high; however there was a discrepancy in whether or not this worked as a method of increasing volunteers. Some clubs suggested this worked, other felt it did not portray a welcoming image of the sport to newcomers.
- Following on from this, some clubs posed the question of what should realistically be expected of volunteers and that this should better align with what people are prepared to give.
- Most clubs appoint volunteers to committee roles at AGMs. Their predecessors or a member of the current committee has usually approached members, perceived as having the appropriate skills, beforehand and persuaded them to accept the role.
- Overall respondents expressed difficulty in appointing people to senior committee roles and publicity officer. The most difficult event official role to fill was strongly the organiser. There was a feeling that there was too much responsibility shouldered by the organiser. It was suggested that there was not an overall shortage of volunteers but there was shortages in certain roles and skill sets.
- Risk assessments seen as a barrier to volunteering.
- Mentoring was a common approach to encourage new volunteers. Club use small events to allow those new to role to practice, with face-to-face support from experienced club members.
- The volunteer coordinator role was not viewed with much positivity. Clubs found the role unclear, not well defined and difficult to fill. The role was seen as one of nagging and chasing. Clubs suggested that the tasks were done by several members of the committee.
- Regards assigning roles, clubs perceived approaching people face-to-face and asking them directly for help as most successful.
- Clubs felt that where people were directly approached to fill roles, people had the appropriate skills for the tasks needed. It was possible to 'cherry pick' people for roles.
- Clubs did use some financial incentives to encourage volunteers the most common being reduced entry fees or paying for training courses.
- Clubs found that praise and 'thank yous' were generally the most successful reward for volunteers.
- Largely, the only roles that were paid were coach tutors and some mapping contracts. There had been some negativity expressed to club night coaches receiving money.

### **Suggestions for how British Orienteering could help**

- Develop incentive schemes for volunteers
- Promote orienteering in youth award schemes such as Scouts and DoE

- Produce advice sheets and packages of info for volunteer helps and officials (need some way of allowing modification for club specific procedures)
- More standard workshops for event official roles to encourage and give people skills and confidence to have a go
- Moves to change traditions and relax rules and bureaucracy for activities and level d events.
- Find and promote local personalities to inform and inspire newcomers to volunteer
- Make it easier to find volunteer information on the web.
- Regular 'volunteering' column in FOCUS mag covering stories about 'feel-good' aspects of volunteering in orienteering, personal testimonials.
- Produce a template 'thank you card' to be personalised and printed from the print portal.

## **Appendix 6**

### **Volunteer Needs Survey – Key themes**

- Respondents were 2/3 male and 1/3 female with the majority being aged between 55-69 (48.8%)
- Regarding occupation, 37% were employed full-time with 35.4% being retired.
- 56.5% of the respondents orienteer at least once per week
- 95% of respondents attend local level C and D events and 80% attend 'Big' championship style events. The timing of the survey (immediately after the major events of 2013) may have influenced results
- 60.4% of respondents volunteer outside orienteering. The respondents have a wide variety of volunteering experiences and therefore this highlights the experience, knowledge and commitment already with orienteering volunteers.
- Respondents viewed the volunteering roles in 3 categories;
  - Event Officials
  - Event/Activity helpers
  - Committee roles
- Respondents saw the gains of volunteering as;
  - Doing something sociable
  - Getting to meet people
  - Having fun
  - 'Warm glow' after helping others
  - Felt less guilt after helping
  - Felt it was their turn to help and a sense of duty
  - Club pressure
  - Putting something back
  - Developing others and themselves
  - Strong sense of volunteering to sustain the sport, an understanding that it was needed to ensure continued existence of sport.
- Respondents motivations for volunteering were;
  - Enjoyment (largest emphasis)
  - Sense of working as a team
  - Fulfilment
  - Obligation
  - Putting something back

### **Volunteering at events**

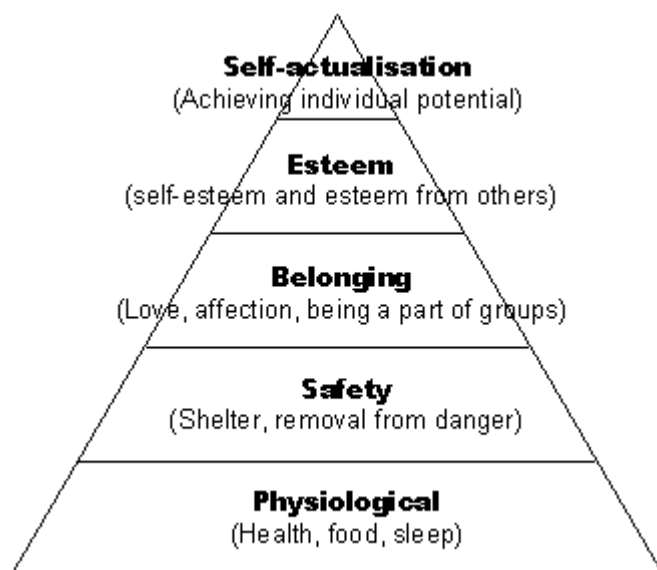
- Respondents felt that the social aspects of volunteering at events were important.
- Regarding recruiting people to hold roles at events it was viewed that direct face-to-face approaches were more successful than emails.
- Clear instruction for roles, having a more experienced mentor and sharing the role were likely to encourage volunteers. Incentives, freebies and shadowing someone doing the role made no difference to likely volunteers.
- Clarity of event roles was important to volunteers.
- The importance of recognition of volunteer contribution was viewed as important.
- Regarding barriers to volunteers, the most common were lack of time to commit, burden of roles e.g. courses needed and lack of empowerment.
- Volunteers gained enjoyment from roles in the following ways;
  - Social, team work and sense of belonging to club
  - Being outdoors

Obligation, duty and to keep sport going  
Personal development-learning, gaining skills  
Satisfaction of challenge, contribution, improving sport  
Recognition-feel appreciated, valued, seeing others enjoy event.  
(Maslow's hierarchy of needs?)

### Volunteering in Committee roles

- Often same people hold several roles within club/association which some respondents perceived as this as clique within the club.
- Overall it was felt that respondents only have time for a limited amount of volunteering and event volunteering was done first.
- There were few things that could encourage respondents to volunteer to committee roles e.g. shadowing others, mentoring or sharing the role.
- Barriers to volunteering in this form were seen as;
  - Speed of change
  - Other more established orienteers
  - Lack of time and burden of roles
  - Roles including more than expected- need for role clarity
- Volunteers gained enjoyment from roles in the following ways;
  - Social, team work and sense of belonging to club, club cohesion
  - Obligation, duty and to put something back into club
  - Share ideas and have access to privileged information
  - Satisfaction of challenge, contribution, achieving a good outcome
  - Personal development-learning, gaining skills
  - Developing others
  - (Maslow's hierarchy of needs?)

### Maslow's hierarchy of needs diagram



## Appendix 7

### Key themes of Young People's survey

- Majority of young people responding were in some form of further or high education and were members of orienteering clubs.
- Respondents participated relatively equally in training activities, local and major events.
- Respondents participated frequently with most orienteering with once a week or fortnight.
- Overall respondents were aware that orienteering events and activities only happened due to the work of volunteers.

### Events and activities

- 98% of respondents would be willing to volunteer at events or activities in the future.
- Of the roles requiring little or no preparation e.g. car park, start etc... 79% of respondents would be willing to help.
- Regarding events official roles, the majority of respondents would want help and guidance from other, more experienced club members to take on these roles. Together with this, there was a feeling that event official roles, particularly the organiser held too much responsibility and this discouraged respondents from volunteering for this role.
- Regarding encouraging volunteers, incentives and rewards had less overall impact. Respondents were more likely to volunteer where roles had mentors, clear instructions and where work could be shared out.
- Of those respondents who didn't want to volunteer, there was little that could be done to encourage them further.
- Of the reasons why respondents were not likely to volunteer, the most common were 'it gets in the way of competing', barriers put up by older, more established club members and a perceived level of high bureaucracy.

### Committees

- Although respondents were overall willing to volunteer for roles helping at event and activities, the picture was different for roles on club committees.
- 69% of respondents said they would not be willing to stand for election to a club committee.
- The reasons why respondents would not be willing to hold club roles were;

Too busy	57%
No other young people	41%
Too young	39%
Not interested	26%

- Of the comments, common themes were a perception of too much bureaucracy from BOF and the clubs themselves. Similarly, there was a feeling that the work could be boring and their opinions would be ignored. Those respondents holding roles on committee or at events could feel unsupported.
- Respondents felt focus areas could be to increase the number of young people in the sport generally which would overall help to change the ethos and possibly increase the number of university clubs.
- Conversely, the reasons respondents did hold roles on club committees, such as Junior Rep, were;

To enhance CV and interview examples

To give something back to the club

To feel part of club and be involved socially

To encourage others to help

To be involved in influencing and decision making, to change ethos

## **Appendix 8**

### **Email feedback to Volunteer Needs Survey key themes**

When advertised, the survey encouraged any respondents to email any additional feedback. Only 4 email responses were received. Although a small sample, they too support the general themes of the overall survey results. They make reference to, the reasons for volunteering;

- To give something back
- Social aspects
- To see people developing and improving
- Improves technical skills

They make reference to, the barriers for volunteering;

- Burden (or perceived) of paperwork, registrations and training courses
- Burden (or perceived) of H+S, insurance, safeguarding requirements
- Need for clarity of roles and responsibilities
- Changing requirements placed upon volunteers by British Orienteering governance structure e.g. ECC committee and groups