

Volunteer Recruitment and Retention Policy

INSERT PLACE TO PLAY NAME uses appropriate means to advertise for volunteers, taking into account the principles of its equal opportunities and diversity policy.

The following areas are taken into consideration when recruiting a volunteer:

- Does the volunteer hold relevant and current qualifications for the role (if necessary)?
- Do they have the skills necessary to undertake the role?
- Do they have experience of working with the age group/level of player?
- Where was the previous experience gained?
- Does the volunteer agree to undertake any required training courses?
- Do they hold adequate insurance cover (if necessary)?

Potential volunteers will meet with the volunteer co-ordinator and/or a member of the management committee to assess their suitability for the role. A full job specification is available for each volunteer role, complete with responsibilities and time commitment. A criminal records check with the Criminal Records Bureau will be made (if the role involves working with children in any capacity) and references will be taken up.

An induction will be prepared and delivered by a member of the management committee. This will include:

- A job description of the role, complete with responsibilities and time commitments
- A list of all other management committee members, with role and responsibilities
- A copy of the following policies:
 - Child protection
 - Code of practice for working with children
 - Equality and diversity
 - Volunteer recruitment and retention
 - Health and safety
 - Complaints and feedback
- Any other relevant documentation for the specific role

The (*appropriate person*) (whether paid or unpaid) will receive support and regular supervision sessions from the chairperson of the management committee (or from another named management committee member).

The organisation has a valid insurance policy which you are advised to read.

Resolving problems

The relationship between *PLACE TO PLAY NAME* and its volunteer workers is entirely voluntary and does not imply any contract. However, it is important that *PLACE TO PLAY NAME* is able to maintain its agreed standards of service to members, and it is equally important that volunteers should enjoy making their contribution.

If your work as a volunteer does not meet with the organisation's standards, these steps will be taken:

An initial meeting with the (*appropriate person*) will explain the concerns. If this does not resolve the concern, then a meeting with the chair of the management committee will be convened. If your work still does not meet with the standards, then the management committee shall have to stop using your

services.

If you are dissatisfied with any aspect of your work you should:

Give an initial explanation of your dissatisfaction to the (*appropriate person*). If that does not resolve the concern, then a meeting should be convened with the (*appropriate person*). If that does not resolve the issue, then a formal meeting with the chairperson of the management committee should follow. If, after this, we are still unable to resolve your grievance, then it would be inappropriate for you to continue as a volunteer.

At all times, you will be free to state your case and a friend can accompany you.

This volunteer policy is freely accessible to all and will be reviewed on a yearly basis.

Example of generic volunteer roles and responsibilities

| Role | Key Responsibilities |
|------------------------------------|--|
| Chairperson | Well informed about the activities of the place to play, along with the financial position Able to keep the meeting to the agenda and make sure that all issues are covered Unbiased and impartial |
| Secretary | Be the first point of contact for all enquiries Organising and attending all management committee meetings Ensure all delegated tasks are actioned |
| Treasurer | Keeps up to date records of all the financial transactions Reports regularly to the management committee on the financial status Prepares year end statements of accounts to be presented to the auditor |
| Head Coach | Experience of setting up and delivering quality, comprehensive tennis programmes, which include competitive and coaching progressions for all ages and abilities Excellent communication and people skills Excellent organisational skills |
| Communications Co-ordinator | To raise the profile of the place to play locally (in the community) and in the county Make sure the website and information on the website is kept up to date Regularly attend and have a good understanding of all aspects of the programme and activities |
| Competition Co-ordinator | Work with the fixtures secretary and committee to schedule the club competition calendar Develop competition opportunities for all at the club Seasonally monitor and evaluate competition opportunities and report back to the committee or management team |
| Volunteer Co-ordinator | Confident and effective communicator Recruit, recognise, reward and retain volunteers Ensure that each volunteer understands their job and their role within the organisation |
| Junior Team Manager | Ensure the club is represented appropriately in available team competitions at a junior and adult level Be a point of contact for all junior team activity at the club Work with the club coach to select parent captains for each age group |
| Social Co-ordinator | Sociable! Motivated with an ability to motivate other key volunteers Bring all members together to develop and enhance relationships |

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|---------------------------------|--|
| Child Protection Officer | To act as a point of contact for any child protection concerns Confidentiality procedures/principles To record child protection cases in an effective and reliable way |
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Additional Guidance Notes

Recruiting NEW Volunteers

Ensure your administration is in order before you go any further:

- Create simple, job specifications for each specific role – see the basic templates in the ‘management’ resource section of the LTA website
- Remember to put some emphasis on having fun/being social and could offer a chance for individuals to re-use old skills, or learn new ones
- Produce features/articles about a particular role in the newsletter and/or on the website this will help bring the roles to life for potential volunteers
- Make sure you have a clear, transparent policy which encourages new faces into voluntary roles
- Fixed term appointments help in open recruitment so people know they will have the opportunity to apply for roles in the future
- Ensure you are ready to do a Criminal Records Bureau (CRB) check (if necessary)
- Make sure your management committee agrees with the recruitment plans
- Make sure information is sent out to all enquirers and that anyone answering the phone is aware that the place to play is looking for volunteers and what to do next

Recruiting Young Volunteers

Juniors form an important part of your development plan and therefore should form an important part of the volunteer workforce. Given the chance, young people will take on the responsibility and bring energy and enthusiasm to their voluntary roles. The junior co-ordinator should encourage youngsters to get involved in running tennis and social events, to help at practice sessions and to be responsible for some administrative functions of the junior section.

You may wish to consider the following if you are recruiting young people:

- Reflect the different motivations that young people will have to volunteer
- If possible, include young people in designing your recruitment campaign
- Concentrate on working with other local groups/organisations and peer-to-peer recruitment methods
- Use new media platforms to communicate messages (e.g. on the website)
- Work with Student Volunteering England to attract those still in education
- Work closely with educational institutions and school sport partnerships – they have often already done the recruitment and are looking for placements for their young people!

Additional Training for Young Volunteers

Tennis Leaders and Competition Organisers

The Tennis Leader Awards and Competition Organiser Course encourage young people to play an active role in their place to play or schools tennis programme. Children 14+ years old can attend local courses and benefit from practical experience. Tennis Leaders covers the basics of planning, organisation and communication through to media and communications. Throughout the course they are encouraged to become further involved in tennis as a volunteer, coach or official.



The competition organiser course provides the basics of planning, organising and running low level, good quality competition. Both courses are an excellent way to retain junior members, as well as enhance the human resource available to assist the coach, junior co-ordinator and competitions co-ordinator.

Coaches and teachers can complete a local one-day training course and then deliver the structured training awards courses. For further details contact your local Tennis Development Manager.

Valuing and Retaining Volunteers

We often reward the players with 'player of the season', 'most improved player of the season' and 'fair play' awards, but what do we do to recognise and reward the volunteers who ensure all that sport can take place?

For most places to play, volunteers are their lifeblood, and in some cases a facility wouldn't be able to function without the tireless support they receive from their volunteers. So how can these efforts be acknowledged, and what are the best ways to reward volunteers for their contributions?

Ensuring people feel that their role and their actions are important can be enough, in terms of recognition, and should be seen as part of the recognition system. Actions that can be taken to support this type of recognition include the following:

- A simple thank you from a senior management committee member (the chairperson / president where possible) can be enough and this can be done in front of an audience or directly to the person(s) concerned
- Lunch on us - it need not be expensive but it is a special event which reflects the organisation's appreciation of the hard work which has taken place on a particular project or event. Great for team building too!
- Awards for long service to an organisation are admirable and much valued by their recipients. Think about linking awards to the goals within your development plan. Reward people who make a special contribution to the achievement of targets within your plan
- External awards - nominate volunteers for both place to play and external awards that recognise the contribution of volunteers
- Team branding – sweatshirts and T-shirts specifically designed for the volunteer group within a place to play can help to create a valuable team identity and to project a strong public image that these people are working hard
- A volunteer membership package - some examples include discounted membership fee for the year, discount vouchers for local sports shops or discounted tournament/match entry fees
- Expenses – think about reimbursing volunteers for the expenses e.g. travel and telephone calls

Recognising the worth of volunteers in more general terms is important, in terms of underpinning the recruitment and retention plans for volunteers. If members understand the importance of the 'backroom staff', the roles and tasks they undertake and the fun they have in performing these roles, it will certainly be easier to recruit new volunteers in the future. How can you do this?

- Create a poster display on a notice board, showing different roles – see earlier role template
- Put features in external newspapers/newsletters.
- Appoint a volunteer co-ordinator, which ensures that members know how important volunteers are to the organisation

Most volunteers get intrinsic pleasure from volunteering, but we all like to be treated well and thanked when we have given our time up for free. It is an essential part of retaining your volunteer workforce – don't leave it to chance!

Retaining Young Volunteers

First of all – don't expect all young volunteers to stay forever! Many will go to university or you will lose them while they establish their career. However, if they have had a good experience, they are much more likely to stay or at least return to you (or tennis at another place to play) at a later date.

A great way to support, develop and retain volunteers is through having a young volunteer co-ordinator. This person sits on the management committee and has a particular responsibility to look after the young volunteers, perhaps acting as a mentor who keeps young volunteers motivated and busy. It could be the head coach, especially if the young volunteers are Tennis Leaders or Competition Organisers, as the support of the coach will be vital. Don't be worried about giving young people responsibility if they want it.

Where do we find volunteers?

The most obvious place to look for volunteers is from within your membership or the wider family (e.g., parents), but do remember that there are lots of people out there who would like to volunteer in your organisation but aren't aware that the opportunities are available. So remember to advertise don't just rely on word of mouth or a list of vacancies on the notice board to attract volunteers.

Before you decide where to look for volunteers, decide what specific role you would like the volunteer to play, as this will help you identify the best method for recruitment and ensure you get the best person for the job, for example:

- If you are looking to rewrite your constitution or develop a business plan you may wish to look at organisations like ProHelp or Reach (both organisations are committed to making a difference in their local community by providing free advice and professional support)
- If you would like someone to help promote your facility locally you may be best to use an existing member who has an understanding of the place and can therefore promote it effectively to the local community
- If you want someone to help manage the bar or develop a rota people who have registered with your local Community Service Volunteers (CSV) may be able to help

Some advertising ideas include:-

- Design a snappy leaflet or flyer to attract attention and send it with a mail shot to parents and families or even past members to see if you can attract them back
- Stage an active recruitment day to coincide with a popular event. At the active recruitment day make sure you have detailed role descriptions, offer flexible opportunities such as sharing roles and ask existing volunteers to talk about what they get out of volunteering
- Don't forget to look outside - there are many places to look for volunteers. Some of the agencies that may help you in your search are listed at the end of this guidance note

Have you thought about looking for volunteers outside your place to play?

Lots of people want to volunteer for a variety of reasons. :-

- To build self confidence



- Meet new friends
- Try out new types of work
- Make a difference to other people's lives
- Learn new skills
- Get training and qualifications
- Network
- Get satisfaction from doing something useful

Where to advertise?

Local Volunteer Centres provide support at a local level for individual volunteers and volunteer involving organisations. They have a list of volunteers in your local area and can promote opportunities:

www.volunteering.org.uk/WhatWeDo/Local+and+Regional/findoutaboutvolunteeringinyourarea.htm

Volunteering England - www.volunteering.org.uk

Community Service Volunteers (CSV) - www.csv.org.uk/Services/Need a Volunteer/

Criminal Records Bureau - www.crb.gov.uk

Do-it.org.uk - www.do-it.org.uk/needvolunteers

ProHelp - www.prohelp.org.uk

Reach - www.reach-online.org.uk

TimeBank - www.timebank.org.uk

