

ASA  
**VOLUNTEER**  
ENGAGEMENT

The Good Club Guide for a

# Workforce Coordinator



  
the **asa**  
*swim for life*



## Welcome

You have either been appointed, or are considering, a role as a Workforce Coordinator.

We wish you a fulfilling and enjoyable experience in your role. We greatly appreciate the time and commitment that you are giving to support the development of aquatics.

### How this resource will help you

This resource is intended to assist you in your role by providing:

- A guide to your roles and responsibilities as a Workforce Coordinator.
- Templates and resources to save you time.
- Top tips and good practice advice from experienced volunteers.
- Useful links and information about additional learning opportunities.



## Role of the Workforce Coordinator

A Workforce Coordinator is responsible for overseeing the volunteers and staff within a club, e.g. secretaries, coaches, committee members, officials and helpers, etc.

The role of the Workforce Coordinator is not to line manage, but to ensure volunteers have a meaningful and enjoyable experience, to recruit the right volunteers to the right roles, and provide appropriate training, support and recognition. The Workforce Coordinator should report to the Club Chairperson.

## Duties of the Workforce Coordinator

- To act as a main point of contact for volunteers and staff within the club.
- To be responsible for creating and implementing a Workforce Development Plan.
- To build effective relationships with all club volunteers, staff and the ASA County Workforce Coordinator (if in place).
- To coordinate and help organise training for the club workforce.
- To ensure all members of the club workforce have role descriptions.
- To be responsible for leading the recruitment, induction and support of all club volunteers, in association with others.
- To establish and manage a volunteer recognition programme within the club.

## Skills and qualities required

- Enthusiastic with a good knowledge of the club, and the volunteer roles required.
- Be an excellent communicator.
- Have a knowledge of and empathy for volunteer needs.
- Have good organisational skills and the ability to delegate.

## Level of commitment required

This will vary from club to club, but will include ongoing weekly responsibilities, particularly in reference to recruiting and inducting new volunteers, and supporting existing volunteers.

## Term of office

This will vary according to club constitutions and club election processes. Some clubs have rules stipulating that a new Workforce Coordinator should be appointed each year, or impose a limit to the number of times a person can be re-elected, to prevent one person remaining in post for too long a period of time.



## Getting started

All clubs should implement a Workforce Development Plan. It is part of your role to liaise with club members to create this resource. Planning can help your club to:

- Ensure that resources are used effectively.
- Evaluate the club's performance.
- Adjust to changes in the current environment.
- Identify the main objectives of the club.
- Encourage members to get involved in the development of the club.
- Bring consistency into the hectic business of running a club.

### Who should be involved in the club workforce planning process?

Try to involve a variety of people in the planning process to ensure that you reflect the true direction of your club. It will also help your members to feel that the plan belongs to them and they will be more comfortable in helping to deliver it.

After your planning meeting, it may be useful to circulate a draft plan to your members to make sure that it reflects their needs.

### Top tips for writing a Workforce Development Plan

In planning for your club's workforce, the number and type of people required will depend upon the size and objectives of the club. For example, a development club may have very different needs to a performance club.

For a club to be successful there must be a sufficient financial plan to effectively implement all club activities, therefore you need to consider your financial and physical resources when writing your Workforce Development Plan.

At the end of the season always try to look back at your plan and ask some questions.

- What went well?
- What did not go so well?
- What needs to happen to do better next year?

## Volunteer recruitment

The role of a Workforce Coordinator will involve responsibilities for leading and developing a volunteer recruitment programme, which for many clubs is a new venture.

It is important to consider that there are many reasons why someone may wish to volunteer within the sport, and it will be important to keep this in mind when coordinating a volunteer recruitment programme.

### Top tips from swim21 clubs for the successful recruitment of volunteers

#### 1. Outline the volunteer roles that are needed

Against a development plan for your club (ideally swim21) identify the roles that need to be filled within the club. You could involve and discuss this with the club by suggesting this as an agenda item for a club committee meeting.

#### 2. Provide clear role descriptions

Volunteers generally appreciate clear guidance on the expectations required of them. A volunteer role description is a useful tool that gives clear guidelines about the part they play in the running of the club. The following may also help:

- If someone has already been involved in the position speak to them to get honest feedback as to what is 'really' involved.
- You can find role descriptions on the ASA Volunteer Engagement Hub at [www.swimming.org/volunteering](http://www.swimming.org/volunteering) which can be tailored to meet the club's needs.



- With any role description, ensure it is kept brief. Decide if particular skills are more important than experience, and ensure it sounds interesting and rewarding rather than daunting.

### 3. Identify opportunities to recruit volunteers

- Consider where the best place to find the right person for the role would be. For example, if you need someone to update the website, think about what people would be most likely to be interested in and where the best place to reach them would be, e.g. a young person with IT skills who is a current member of the club, or a poster at a college/university?
- Use your membership. Ask members' parents, grandparents, brothers, sisters and friends by chatting through the prospects of becoming a volunteer.
- Adapt your club membership form to ask any new members about any time they may have available or any skills they may have to offer. The fact you are asking for this information might just prompt somebody to offer their help.

### 4. Use effective recruitment methods for attracting volunteers

The challenge here is to put yourself in the shoes of a potential new volunteer and ensure your recruitment method would be appealing! You could try:

- Advertising – in an event programme, your local press or at the swimming pool reception. Make sure to include contact details, location, a brief description of the volunteering opportunity and benefits.

- Press releases – combine a press/news release with a request for volunteers, or do it as an article in its own right.
- Contacting your local volunteer centre.
- Using platforms like the ASA Volunteering Hub, Join In, Do-it.org or Vinspired to advertise volunteering roles.
- Existing volunteers – ask current volunteers to identify people who might be interested in taking over from them if they are leaving.
- Inviting family and supporters who come to watch training and events – provide enquiry forms for potential volunteers to complete and return.
- Holding an open day or using a festival to promote your need for volunteers.
- Using a social event, such as a dinner, to raise the profile of volunteer recruitment.
- Contacting your local schools and colleges – students may be able to use volunteering for their CV or even as part of their studies, e.g. someone completing their Duke of Edinburgh can volunteer as part of their award.

### 5. Provide a meaningful induction programme for a new volunteer

Here are some suggestions to assist in providing a great induction programme for new volunteers:

- Provide key information such as:
  - › emergency procedures
  - › health and safety
  - › safeguarding policies
  - › code of conduct
  - › contact numbers for members of the club
  - › a copy of the club handbook
  - › a copy of the role description
  - › details of any meetings they need to attend
  - › timings
  - › where equipment is kept and how to use it.



- Set standards. Most volunteers want to do a good job and will appreciate knowing what standards your club expects early on, rather than being told they have done something wrong afterwards.
- Support where needed. Providing you have found the right person, give them ownership of their work to 'get on with it'. Support where necessary, but empower all volunteers to take responsibility. People operate better if they feel they are trusted but know that they can ask for help.
- Provide a mentor/buddy to act as a point of contact, to answer their questions and most importantly to be a friendly face. Also introduce them to other members of the club and explain what roles they carry out.

### Training volunteers

The following table outlines some of the existing opportunities for volunteers. This may be useful for you to work through with volunteers at the club to determine appropriate training and support opportunities.

Role	Role
Club administration roles	Good Club Guides for a Treasurer, Chairperson, Secretary, Fundraising Officer and Marketing and Press Officer
Welfare Officer	ASA/NSPCC Time To Listen, Wavepower, Good Club Guide for a Welfare Officer
Team Manager	ASA Team Manager training Modules 1 and 2, Good Club Guide for a Team Manager
Teachers and Coaches	All training and courses are listed at <a href="http://www.awardingbodyasa.co.uk">www.awardingbodyasa.co.uk</a>
Technical Officials	Discipline specific information can be found at <a href="http://www.britishswimming.org">www.britishswimming.org</a>
Young Volunteers	Aquatic Helper Workshop, Young Aquatic Leader, Good Club Guide for a Club Captain
Event Organiser	Good Club Guide for Running an Aquatic Event

Please note swim21 provides guidance about specific training requirements for each module (compliance, workforce development and athlete development).

Volunteers may need different levels and styles of support, and the role of the Workforce Coordinator is to ensure all volunteers feel that they can ask for help.

Top tips for identifying training needs:

- Attend club committee meetings to ask what individual needs are.
- Give out questionnaires asking what the individual needs are.
- Face-to-face conversations.
- Have a background knowledge of the training available for different roles.
- Know who to contact in your region to organise the necessary training.

Details of all training opportunities for volunteers can be found on the Volunteer Engagement Hub [www.swimming.org/volunteering](http://www.swimming.org/volunteering). You will also find a sample workforce development plan within the Workforce Coordinator online guide, a resource which can be accessed free of charge from the hub.



## Retaining volunteers

Once you have recruited, appointed and inducted your volunteers, the challenge is now keeping these volunteers. Supporting and retaining your volunteers will lead to greater stability, better teamwork and increased development opportunities for your club. The more volunteers you can keep, the less time and energy you have to spend on recruiting new ones.

Volunteers may need different levels and styles of support, and the role of the Workforce Coordinator is to ensure all volunteers feel that they can ask for help. You may find it useful to read the Supporting Your Volunteers resource, which can be found on the ASA Volunteering Engagement Hub.

The Workforce Coordinator should provide volunteers with feedback and praise, but should also give them the chance to ask any questions or air any concerns.

### Top questions for a Workforce Coordinator to use in supporting volunteers

- Are you enjoying yourself in the role?
- What are the good/not so good points?
- Is the role what you expected it to be, if not, why not?
- Would you like to take on anything else?
- Is there any training you would like to get involved in?
- What else, if anything, would help you in your role?



## Valuing volunteers

Most volunteers say that they do not expect to be thanked or rewarded for their involvement because they enjoy it. However, it is likely that those same people would say something along the lines of “it makes all the difference knowing that you are appreciated and that you’re making a positive contribution!”. People like to be appreciated and to be thanked for work they do and volunteers are no exception.

Here are some examples of how clubs have recognised and rewarded volunteers for their time and commitments:

- A face-to-face thank you – probably the simplest method of all!
- A phone call to say thank you.
- Send them a card – make it specific to the role they play.
- Display photos of the volunteer team on your club notice board and/or website – making sure all your volunteers are pictured, including those who help out occasionally.
- Creating a notice board dedicated specifically to volunteers and volunteering.
- Supporting development opportunities by helping with the costs of training.
- Have a ‘volunteer of the month’ opportunity which you can promote via the club notice board, competition programmes, or even start a newsletter to publicise it.





- Provide a pathway for volunteers to progress, so they can find new and challenging roles.
- Give volunteers a team identity with t-shirts, badges, etc.
- Invite volunteers to club events, taking the time to introduce them to other members of the club – don't forget to mention the role they play.
- Name volunteers in competition reports, committee reports and minutes.
- Use National Volunteers' Week (usually 1-7 June each year) as an opportunity to thank your volunteers and to recruit new ones.
- Nominate any outstanding volunteers for the ASA Aquatics Awards or any local schemes.

## Moving on from your role

When you decide it's time to move on, it's important to think about how you will ensure that all your knowledge and experience is passed on to the person taking over from you.

Here are some suggestions to help ensure a smooth transition, and to ensure the person taking over from you has the information and resources they need:

- Try to give as much notice as you can that you are moving on, in order to allow the club to recruit or elect another Workforce Coordinator.
- Where possible, try to build up or be part of a small team of Workforce Coordinators in your local area in order to share workloads, ensure others can take over when you move on and are able to offer training to new volunteers.
- Assist in developing an up-to-date role description and advert for the post based on your experience and think of any people that may be interested.
- Think about the type of information you would like to receive if you were to volunteer for this position again, and the format you would like to receive it in, e.g. e-mail, paper file, face-to-face handover meeting, shadowing at a competition, etc.
- Prepare an information pack for the new Workforce Coordinator to assist them in their role, including a list of any outstanding work/issues, a list of key contacts and any 'top tips' that may help.
- Hand over hard copies of any files or important correspondence and pass on any electronic information by saving it on a USB stick.
- Offer to mentor the new Workforce Coordinator for an agreed period of time.





## Additional resources

In addition to this guide, the ASA have created a Workforce Coordinator online module to support you within your role. This online module contains templates, resources and guidance to assist you and save you time. For more information on how to access this guide, please visit the Volunteer Engagement Hub.

## Summary

We hope you have found this guide informative. We wish you a great experience in your role and thank you once again for all the time and commitment you are giving to the sport.

## swim21

swim21 is the ASA's quality mark for the development of effective, ethical and sustainable clubs. The opportunity to gain swim21 accreditation is available to all ASA affiliated clubs, across any of the aquatic disciplines, regardless of size or activity delivered. swim21 is about creating the best possible aquatic experience for all and raising the quality of aquatic provision across all areas. The swim21 programme enhances club management, strengthens the structures and unites the club with shared goals to ensure the best environment is available for all swimmers.

To find out more about swim21 and the associated benefits, please visit [www.swimming.org/asa/clubs-and-members/swim21-accreditation/](http://www.swimming.org/asa/clubs-and-members/swim21-accreditation/).

## Equality and diversity

Is your club as inclusive as it could be? Does your club truly reflect the local demographics? Aquatic sports can and should be made accessible to everyone, to the greatest extent possible. Opening your club to everyone will aid with sustainability, add new dimensions to the club's social element, and you may even find talent, in many different forms, where you least expect it.

Read more about the ASA's commitment to equality and diversity and find further support for clubs at this link: [www.swimming.org/asa/about-us/equality/](http://www.swimming.org/asa/about-us/equality/).

## Further information

The ASA accepts no liability for any errors or omissions in this resource. Further, whilst it is hoped that volunteers will find this resource useful, no liability arising out of its use can be accepted by the ASA or the club.

This resource is not a contract of employment and the role you undertake as a volunteer will not create an employment relationship between you and the club or the ASA.



### ASA Volunteering Hub

Did you know that the ASA has a dedicated hub for volunteers? To access this hub, go to [www.swimming.org/volunteering](http://www.swimming.org/volunteering) or email us at [volunteering@swimming.org](mailto:volunteering@swimming.org).

### Acknowledgements

The ASA Volunteer Engagement Team are grateful for the contributions of both staff and volunteers who supported the creation of this resource. The knowledge and experience of those involved is vital to ensuring these materials are as beneficial as possible.

### Useful links

The ASA  
[www.swimming.org/asa](http://www.swimming.org/asa)

Sport England  
[www.sportengland.org](http://www.sportengland.org)

Sport England Club Matters  
[www.sportenglandclubmatters.com](http://www.sportenglandclubmatters.com)

Child Protection in Sport Unit  
[www.thecpsu.org.uk](http://www.thecpsu.org.uk)

The National Council for Voluntary Organisations  
[www.ncvo.org.uk](http://www.ncvo.org.uk)

Sport and Recreation Alliance  
[www.sportandrecreation.org.uk](http://www.sportandrecreation.org.uk)

Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)



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