

Finding and keeping volunteers

What the research tells us

2006

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Foreword

Volunteers make a significant contribution to the sport and recreation sector in New Zealand. The sector is dependent on the unpaid labour of approximately 500,000 volunteers. This means that for every paid person there are eight volunteers.

From SPARC Facts (1997-2001) we know that the number of adults who volunteer as coaches, referees or administrators, or assist with other organisational duties has remained constant. The problem we face has arisen as a result of increased demand for volunteer services without a significant increase in the supply of volunteers. A lack of sufficient volunteers poses a real threat to the continuation of organised sport and recreation.

Increasing demands on people's spare time place a strain on their availability and their commitment to volunteer work. The nature and quality of the volunteer experience is also a factor. While the recruitment and retention of volunteers are major concerns across the sport and recreation sector, of greater concern is the quality of volunteer management practised by the organisations that need volunteer support.

Fundamental change in our volunteer management practices is required. From research we know that volunteers are looking for more effective and efficient systems and processes for managing their work.

Volunteers are very special people and more effort must be made to keep them involved and engaged. By looking after our volunteers and providing them with greater support, we are not only showing them how much we value them but we are increasing the chance that they might continue to support sport and recreation in some capacity.

Sport & Recreation New Zealand (SPARC) has identified improving volunteer support for sport and recreation organisations as a key factor in achieving higher physical activity levels for New Zealanders. We want to help create a sport and recreation sector where there is a high level of volunteering and where the contributions people make through volunteering are actively supported and valued.

The purpose of this document is to provide information, from research, that supports and encourages sport and recreation organisations to develop better volunteer management practices in order to provide quality volunteering experiences and ultimately encourage more New Zealanders to step forward and volunteer.

Section 1:

Volunteer research – a summary

Introduction

During 2006 SPARC contracted Gravitas Research and Strategy Ltd to conduct social marketing, qualitative research to provide greater understanding of what motivates people to volunteer in sport and recreation and identify factors that prevent them from volunteering. Understanding volunteering from the perspective of those who volunteer was the central theme of the study. This research provides one of the first New Zealand-based studies on volunteering in sport *from the volunteer perspective* and considered three volunteer dispositions: existing volunteers; potential volunteers; and lapsed volunteers.

The study developed customer segmentation, grouping volunteers by their unique motivators and de-motivators towards sport volunteering. Nine motivational segments were identified and recruitment, management and retention responses developed based on these motivations.

Segmentation based on demographics only – age, ethnic background or income – is problematic. Segments defined in this way lack uniqueness, i.e. age or ethnic background, for example, are not truly discriminating. This makes demographic segmentation of limited value in targeting. The strategist is at a loss to know what will motivate a particular individual and so tends to use a ‘one size fits all’ approach. There is no chance to tailor actions to a person’s individual desires or drives.

With a motivational segmentation we can provide strategies to target exactly what people are looking for from being a sport volunteer. This type of segmentation becomes more valuable for attracting and retaining volunteers than a demographic study.

People with different drivers, attitudes and behaviours differ in how they want to deal with a sport organisation. For example, one of the identified segments, *Masters*, are highly skilled and confident people seeking a great deal of partnership and control in relation to a sport organisation. Another segment, *Cautious but Keen*, are not as confident and may require a more benign, parental approach from sport organisations. A segmentation strategy that deals with volunteer motivations, attitudes and behaviours is more valuable for attracting and retaining volunteers than a demographic strategy.

In total thirty-two, (n= 32), in-depth face-to-face interviews were carried out with potential, existing and lapsed volunteers. One-on-one interviews provided clear and detailed descriptions of processes and procedures people have gone through in their commitment or not to sport volunteering. Direct questioning was used, as well as projective questioning in order to understand volunteers.

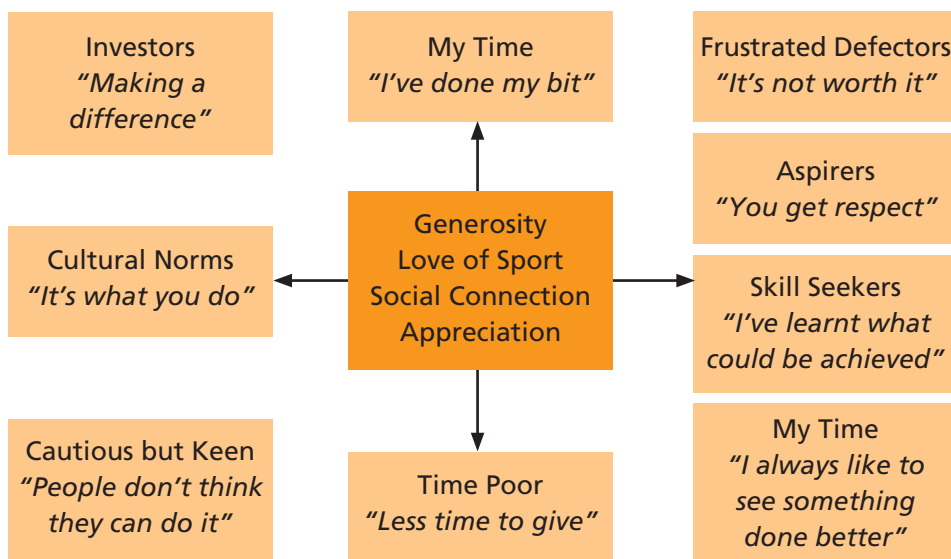
Four (n = 4) of the interviews also consisted of an accompanied visit. This entailed a researcher going to the place where the participant volunteers and observing the volunteer experience as it happened. Photos were taken, with the participant’s permission, to illustrate needs expressed.

Observing and questioning whilst the participant undergoes the volunteer experience puts the volunteer in their familiar context and allows them to remember aspects of their volunteer role that they may not remember in a different interview setting. The researcher also gains a much richer understanding of sport volunteers and what is involved in their role.

Some of the key findings included:

Nine different mindsets

Nine motivational segments, or mindsets, were identified and recruitment, management and retention responses developed based on these motivations. These are shown in the diagram below.



The segments were differentiated by the key drivers or motivators for and against volunteering as identified below.

- Investors driven by achievement and success.
- Aspirers driven by importance and recognition.
- Masters driven by the need for control over their environment.
- Skill Seekers seeking knowledge and development.
- Cultural Norms seeking group wellbeing.
- Cautious but Keen driven by the need for confidence.
- Time Poor driven by the need for relief from time pressures.
- My Time driven by the need to be free to do other things.
- Frustrated Defectors driven by the need to be involved and engaged with sport volunteering.

Core drives/values

At the heart of volunteering in sport and recreation are four drives or values that characterise all volunteering and volunteers. The core values are: generosity; love of sport; social connection; and appreciation. These generic values are common to all volunteers or potential volunteers, and have therefore not been used to define the different volunteer segments.

Life-stage

The differing mindsets need also to be considered in the context of people's life-stage.

Our life experiences shape and mould the motivations, attitudes and behaviours expressed in the segments, which is why it is important to consider life-stages as well as mindsets when developing strategies for sport volunteering. The life-stages identified in the study were: late teens; youth; family; and seniors.

Different commitment levels to volunteering

Potential volunteers were found to have different commitment levels to volunteering. The commitment continuum ranged from being unaware of the possibility of volunteering at one end to active consideration at the other.

Understanding roles

Two fundamentally different roles were reported by volunteers: low risk entry level roles (junior roles); and roles carrying more responsibility and risk (senior roles).

Coaching is seen as a 'gateway' role to volunteering and because of its closeness to the game and the association with the team, volunteering in a coaching capacity has huge appeal.

Refereeing and umpiring roles are perceived as roles where people can develop and exhibit mastery. However, these roles are often regarded as intimidating because of others' responses. Umpires and referees are also seen as the poor relation of coaches because of the lack of connection with the sport team and the limited appreciation, recognition and support provided in return.

Management, governance and administrative roles were less likely to be considered by the participants in the research study. These roles are seen as intimidating for many because of the perceived experience and skills required for the roles. They are not necessarily top of mind considerations for the volunteer because of their distance from the playing of the game. These roles are often seen as not offering prestige or respect from others.

The image of volunteering

Volunteering is generally regarded positively but there are associations with volunteering in sport and recreation that are negative and this is a concern. In short, volunteers told researchers that at times they felt like 'losers'. They also felt disempowered and many, especially younger volunteers, perceived volunteering in sport and recreation to be a bit dull.

Implications

- Based on the findings of the research it is clear that sport and recreation organisations need to rethink their approaches and considerations about volunteers.
- Organisations need to develop a culture that reflects a greater 'customer care' philosophy and align their processes and practices more closely with what volunteers tell them is important to them.

Section 2:

Key messages about volunteers

Not all volunteers are the same

Volunteers come from all age groups, educational backgrounds, income levels, genders, and types of employment. They become involved for a variety of reasons, depending upon both the individual and the cause they are considering. The basic motivations that are often cited include:

- helping others;
- having an interest in the work or activity;
- wanting to learn and gain experience;
- having a lot of free time;
- being devoted to the cause; and
- knowing someone who was involved.

This means that organisations seeking volunteer support cannot treat all the volunteers in the same way and volunteer management programmes must take this into account.

Implications

- Recruitment messages and processes must be tailored to the intended target audience or volunteer mindset.
- Support and training must also be provided to match the volunteer motivation.
- Recognition needs may well be different and consideration should be given to this.
- It should be understood that barriers to volunteering will be different for each mindset and this must be allowed for in volunteer management planning.

Volunteering is a two-way relationship

Good volunteer management creates a win-win situation for the volunteer and the organisation.

Historically the organisation–volunteer relationship has been very one-sided, where an organisation seeks volunteers to benefit the organisation without consideration of any value that might be created for the volunteer.

Broadly speaking, to help volunteers achieve their needs, the organisation must improve the experience of volunteers whilst overcoming the barriers to sport volunteering.

By balancing the needs of the organisation and those of the volunteer, the organisation may well benefit from increased volunteer support over a longer period of time.

Implications

- Organisations must develop a 'customer care' approach to volunteer recruitment and management.
- Matching the needs of the volunteer with the needs of the organisation will create a win-win situation.

Volunteering has image problems

Positive Images

On the positive side volunteers are seen as people who are:

- generous;
- dedicated;
- caring;
- honest; and
- full of integrity.

Sport volunteering is viewed as genuine and real compared with other activities people can undertake and is seen as friendly and relaxed. Organisations are seen as reasonably well run and organised.

The positive associations for sport volunteering appear to be quite generic to any volunteering environment. They are intuitive associations people would make on hearing about sport volunteering and don't really differentiate sport volunteering from volunteering in general.

Negative Images

On the less positive side volunteers are viewed as:

- having to work overly hard as 'slave labour';
- being treated badly with little or no respect from sport organisations; and
- feeling like 'second class citizens'.

Volunteering in sport and recreation is seen as time consuming, onerous, a worthy task but ultimately quite boring (especially if you are young). Sport and recreation organisations are seen as distant and stand-offish.

Overall, sport volunteering can be perceived as 'for losers' who don't aspire to much, or as dull and disempowering.

Implications

- Negative experiences will discourage continued involvement by volunteers.
- Organisations must develop a culture that supports volunteers and makes them feel valued.
- Consideration must be given to the roles allocated to volunteers to ensure they are engaged in meaningful work.

Volunteers want more structure

Volunteers recognise that they are not in the paid environment when volunteering and make allowances for this. However, many hope for a good level of operation and organisation. The trade-off for sport organisations with policies and processes is not to formalise things so much that the risks for people volunteering become so high, or become so intimidating, that they won't participate.

One way of keeping policies and processes within the informal tradition of sport and recreation volunteering is to make them verbal and optional where appropriate.

<p>The following policies and processes represent good practice and could be implemented without overstepping the formality levels people are expecting:</p> <ul style="list-style-type: none"> • Short written job descriptions. • Induction programmes. • Professional development programmes. • Verbal feedback. • Health and safety briefings. • Access to mentors. 	<p>These policies and practices could be implemented for higher level roles or specialised roles where there is a rationale for greater formality:</p> <ul style="list-style-type: none"> • Applications and references. • Police screening. • Interviews. • Annual reviews. • Written reporting. • Exit interviews.
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The following policy and process could be viewed as optional for those who want it or for senior roles:

- Performance management, i.e. someone reflecting on volunteer's work and giving feedback. Performance management could be positioned as a low risk way of learning these skills particularly for youth.

Other policies and practices that will provide support for volunteers are:

- Spectator and player (fair play) codes of conduct. Consider this a key way of sending the message to volunteers that they are valued.
- Continuing to develop strategies with businesses to release people for volunteering and build a culture of volunteering within the paid workforce.

Implications

- Organisations must plan how they will manage their volunteers and determine what policies and processes to use.
- Implementing more formal systems and processes will provide volunteers with a sense of security and order.
- Not every process will need to be applied to all volunteers.

The importance of asking

Asking someone to become a volunteer communicates the belief that someone has something valuable to offer. Asking also overcomes the Kiwi trait of modesty and not wanting to be seen as a 'show off'. It is an automatic acknowledgement of a person's skills and abilities, that the person is suitable for the role and the club is confident in their abilities. Particularly with the high level volunteer roles, people generally wait to be asked to volunteer.

Asking is an important strategy for people considering volunteering because it endorses their search for information on volunteering. For passive considerers asking them to volunteer should prompt them to think about it. For active considerers, by asking we may be able to actively recruit them into volunteering.

It is recommended that a strategy is used where sportspeople known as 'inviters' ask and recruit via networking and personal contact. An important part of this is that the inviter must be someone who knows the potential or lapsed volunteer. The people to target are those with known skills and suitability for the position. Asking can also be done through flyers and notices at sport clubs, or by phoning people from club contact databases.

In the process of asking, organisations need to make it easy for the invitee to say 'yes'. This can be achieved by ensuring that a potential volunteer's motivations are considered and information is provided that lets the person know exactly what is required of them in terms of tasks and time and what support they can expect from the organisation. Additionally, identifying a single point of contact within the organisation will be helpful.

Implications

- Organisations should not underestimate the power of asking someone to volunteer.
- Included in an organisation's recruitment strategy should be an 'asking' strategy.
- Organisations should identify 'inviters' to work on behalf of the volunteer coordinator and be actively involved in recruitment.
- A database should be kept that identifies not only existing and lapsed volunteers but also potential volunteers.

Young people do volunteer

There are many advantages to including young people in sport volunteering roles. They are energetic and often enthusiastic, and can bring new life and fresh ideas into a club. Encouraging youth participation may pay dividends in the future. If early life experiences include sport volunteering it is likely people may volunteer later in life.

To appeal to young people, volunteering will need to position itself as being as much about fun and good times as about helping others out. Sport organisations need to provide experiences that allow young people to test out activities and practices without creating a role that is onerous or involves a great deal of responsibility. Providing role counselling prior to taking up commitments is important because young volunteers can better understand the commitment that is required for the role and what skills they need to have.

Young volunteers like many others can be *Investors* wanting to see others achieve or their sport do well. They are also likely to be *Cautious but Keen* types and hence a bit anxious about whether they can perform as a volunteer. The roles they are typically looking for are junior or assistant roles as these carry less risk and offer more opportunity for mentoring and skill and confidence development. Satisfied younger volunteers will be those whose roles have the right balance of 'safety' and the sociability they seek.

Young people are likely to have commitments as sport players and students, as well as social commitments. As a result, they are sometimes less able to commit to volunteering. Young people often require more intensive training and closer supervision than more mature volunteers and for the younger volunteer, volunteering can add to the pressure they feel to gain an education or the learning required for their work commitments. Voluntary roles can often be seen as onerous, boring, full of responsibilities, providing little reward and not delivering on the social pleasure and interaction they crave, i.e. uncool.

Implications

- Organisations must consider young people for volunteer roles.
- Young people will be more likely to need training and support.
- Young volunteers may need mentoring support.
- Organisations should ensure that the volunteering experience provided for young people delivers social outcomes.

The importance of leadership

The research identified that leadership has a central place in the management of volunteers, especially at a community level. It is important for organisations to identify the leadership style that will best take account of volunteer needs and provide support for leaders to develop these competencies.

Volunteers see strong leadership within an organisation as the way for them to focus on their roles. Good leadership results in some or all of the following:

- Provision of a safe environment.
- A well-run organisation.
- Manageable volunteer roles.
- A supportive and encouraging environment.
- Clarity and certainty about the commitment required from volunteers.
- Volunteers feeling respected and listened to.
- Clear processes and systems for managing volunteers.

Implications

- Without good leadership volunteers may be uninspired and unsure about what is expected of them and may eventually lack commitment, which will see them discontinue their volunteering.
- Sport and recreation organisations must create a motivating environment for volunteers so that volunteers can achieve their own goals as well as those of the organisation.

Thanking volunteers

The study found that all volunteering is conditional. At some level, people want to feel appreciated for their efforts. Acknowledgement and recognition should encompass two types of rewards:

1. Implicit rewards where recognition is inferred and inherent in the action. This is where the internal rewards of volunteering are more important than external rewards.
2. Explicit rewards where recognition is tangible and stated. We found that people were not generally looking for a high level of explicit reward in sport volunteering except for *Aspirers*.

Implicit rewards include:

- volunteer advocacy;
- creating a dialogue with volunteers and giving them a voice;
- policies and practices to enable volunteer tasks to be accomplished;
- the 'buzz' of achievements made tangible; and
- actions and structures that increase the volunteer experience.

Explicit rewards encompass such tangible rewards as:

- a verbal thank you;
- prizes;
- naming rights;
- access to sports gear;
- recognition from peers;
- social functions for volunteers at the beginning and end of the season;
- acknowledgement of people's efforts in the committee minutes;
- sincere thank you from the players; and
- Christmas and birthday cards.



Implications

- Rewards can be built into volunteer roles as well as through explicit means.
- Organisations should take the time to ask volunteers how they might like to be recognised and rewarded/thanked.
- Clear criteria should be established for thanking volunteers.

Māori and volunteering

Māori sport volunteers fit all motivational profiles previously identified, e.g. there are Māori sport volunteers who are *Masters* and who fit the *Time Poor* and other profiles. In addition, core drivers for sport volunteering by Māori are the cultural norms they feel around supporting and giving back to others.

Three key aspects to sport volunteering by Māori are identified.

Cultural norms – ‘What you do’

Giving up time for others was not seen as ‘volunteering’ for some Māori sport volunteers. There is in fact no Māori word equivalent to volunteering. Participating in unpaid activities for Māori is reciprocated by the overwhelming sense of whanaungatanga and belonging gained from the experience as well as the sense of contributing to the wellbeing and success of the collective whānau group.

Whanaungatanga

Whanaungatanga comprises a feeling of belonging and comradeship, and a sense of kinship with others. Important to this concept is feeling valued. Meeting up with others in a family environment is integral to wellbeing for Māori, and sport often provides this environment.

Investment in rangatahi

Most Māori sport volunteers fitted the *Investor* profile, i.e. they were driven to volunteer to see others achieve. Māori participants particularly expressed a strong sense of the need to invest in rangatahi (youth) and in Māori development. From the observation of a Māori sport volunteer in his coaching role it was clear that his volunteering experience was largely about developing the players throughout their early adulthood. It was however more than just developing their game; it was acting as a counsellor and making sure they stay on track with their lives.

Implications

- Māori sport volunteers do not necessarily view what they do as ‘volunteering’. Ensure language addresses this by using words such as ‘helping out’ and ‘giving back’, as well as volunteering.
- It is important that organisations with Māori sport volunteers value this group orientation and take note of the need to build relationships.
- Sport organisations need to ensure that opportunities exist to build a whānau atmosphere and that there is recognition of the importance of hui whakawhanaunga (relationship building).

Section 3:

Volunteering values/drives

The research identified four core values associated with volunteering in sport and recreation: generosity; love of sport; social connection; and appreciation. Further detail of each of these values is provided below.

Generosity

The need to give of ourselves to others is an important core motivator. Generosity of self is seen as a core motivator for all volunteers.

Giving of oneself to others through volunteering is not necessarily unconditional. People often attach several conditions to their giving:

- Volunteers need to be able to use their time and skills productively and efficiently, particularly if they are already achieving in other aspects of their lives. People don't want to have their time wasted.
- People are looking for volunteering to have a service and results focus. Many volunteers have a strong desire to achieve results and want help focusing on the results that need to be achieved.
- People need to ensure that the environment in which they volunteer and operate carries limited risk. They are looking for certainty in what they are committing to, and structures and processes that allow them to carry out volunteering in safety and with minimal risk of failure.
- Volunteers do not wish to take on more than what they were led to believe needed to be done.
- Those volunteering are looking for codes of conduct, processes to deal with conflict in relationships and implementation of boundaries which have a protective function around their roles and responsibilities, e.g. role clarity and job descriptions.

Love of sport

Volunteers also have a love of or passion for the sport they are volunteering for. People volunteer because they can operate in and be surrounded by an active and physical sporting environment or because they can support people they are attached to.

Involvement as a player is often a gateway to volunteering and provides fertile ground for recruitment. This suggests that sport volunteering always needs to acknowledge the pleasure people get from sport and the importance they have placed on activity and participation.

Social connection

People want to bond with others and through volunteering a range of diverse connections is possible. Volunteering can be a way to stave off loneliness and find friendship with like-minded people.

Any volunteering strategy needs to build in adequate social times and give people who work together the ability to have fun with one another. It is critical to retaining volunteers that the right balance is achieved between structure and efficiency and fun and social times.

Appreciation

Common across all sport volunteers is the expectation or hope of some kind of appreciation. Many volunteers do not want direct recognition for their volunteering efforts, but do want to feel good about giving up their time.

This also has implications for potential sport volunteers who may be more likely to volunteer if they know their efforts will be appreciated.

New Zealand cultural values

New Zealand cultural values shape and influence sport volunteers. Sport volunteers in New Zealand are likely to be people who have grown up with an outdoor lifestyle and are willing to get stuck in and tend to be fair and resourceful. They also like a volunteering experience that is informal and easygoing.

Many volunteers do not like to put themselves forward for a role but will wait to be asked before taking up a role. Whilst in part this is to do with a lack of confidence around skills for the role, it also points to the fact that at heart we are a humble people.

Being asked by other people to volunteer endorses our ability to do the job, provides us with clearance to volunteer and is a vote of confidence in our abilities. Being asked gives us permission to demonstrate our competencies, skills and abilities.

Section 4:

Recommended actions

Gravitas has made eight key recommendations for sport and recreation organisations to consider as they seek to engage more volunteers in their activities.

The diagram below presents the recommendations:



1. Develop a sports organisation culture aligned to volunteers.
2. Identify the leadership style that will empower volunteers.
3. Provide policies and processes to support volunteers. Focus on clear role descriptions, induction, verbal reporting, and health and safety briefings.
4. Create a feeling of partnership and dialogue with volunteers. If appropriate to the organisation, implement a volunteer advocacy role.
5. Provide training and development opportunities. People want access to mentors; thus the Volunteer Strategy could focus on executing a mentoring policy.
6. Provide acknowledgement and recognition. Consider many of the strategies mentioned here as implicit rewards. Provide explicit rewards such as regular low level verbal acknowledgement from players, spectators and officials, as articulated in a player/spectator code of conduct.
7. Reposition sport volunteering.
8. Implement recruitment strategies with the primary target being players and those associated with players. Core strategies to consider here are to work with schools; allow for compulsory volunteering through teams; instigate an 'asking' strategy; and work out and show the pathway to volunteering over a person's lifetime.

Conclusion

This research will be used to further inform SPARC's strategy for sport and recreation volunteers. The diagram provides an outline of the strategy.

VISION	A sport and recreation sector where there is a high level of volunteering and the contributions people make through volunteering are actively supported and valued.
KEY OBJECTIVES	<ol style="list-style-type: none"> 1. Address the issues that prevent New Zealanders from volunteering in sport and recreation. 2. Ensure that New Zealanders have positive volunteering experiences through sport and recreation.
KEY STRATEGIES	<ol style="list-style-type: none"> 1. Improve the capability of sector organisations to manage and support volunteers. 2. Collaborate with other key agencies to the advantage of sport and recreation volunteers. 3. Collect and disseminate more and better information about volunteers and volunteering. 4. Raise the profile and improve New Zealanders' understanding of the value of volunteering in sport and recreation.
KEY OUTCOMES	<ul style="list-style-type: none"> • Better evidence, both quantitative and qualitative, on which to base future decisions about sport volunteering. • Increased awareness and understanding of the value and benefits of volunteering in sport. • An increase in the numbers of young people, older adults and Māori and Pacific peoples volunteering in sport and recreation. • A higher standard of volunteer management and support within the sector. • Volunteer opportunities that match the skills, aspirations and lifestyles of individuals.

The strategy contains three key projects: marketing and communications; research; and building capability.

- The outcome for the marketing and communication project is increased awareness and understanding of the value and benefits of volunteering in sport and recreation.
- The research project will provide better evidence and increase our knowledge and understanding of volunteers.
- The capability project will help to achieve higher standards of volunteer management and support within the sector.

During 2006/07 SPARC will complete the following work.

Marketing and Communication

- The Cheers Volunteers campaign will continue to be developed.
- SPARC will determine how it can support awards made to volunteers in recognition of their contributions.

Research

- A quantitative project will follow this qualitative study to determine how many volunteers sit within each of the segments identified.
- Research into club sport will be conducted to determine, amongst other things, what volunteer management practices are happening and what support is required from clubs to manage volunteers.

Capability building

- Volunteer management resources will be developed, including online best practice guides, toolkits and templates.
- The Running Sport modules will be revamped and incorporated into the new online resources.
- Volunteer management workshops will be held and included in the 2007 seminar series.

Appendix One:

Nine volunteer motivation segments

Below is a summary of the nine different volunteer motivation segments identified through the research. For each group, an overview and key points relating to managing volunteers with the particular motivation are outlined.

Investors

- These are volunteers who are willing to give their time so others, or their sport, will achieve and be successful.
- Investors have been so named because they want to act as a catalyst for positive change in others and spend their time so that others may achieve physically, emotionally or socially.
- Investors want to be recognised for having contributed to a successful outcome.
- They are looking for results from their volunteering and are looking for the volunteer environment to help achieve these results.
- They are the type of people who want to use their time and skills productively and efficiently and value the good use of their time to enhance the performance of others.
- These people want to get back what they have put into helping others. They seek acknowledgement for the time and effort they have put in.

KEY IMPLICATIONS

- The Investor mindset appears to be a key one, and often sits alongside other motivations or barriers people hold for sport volunteering.
- For this reason, providing volunteers with a sense of achievement will help to position volunteering more positively.
- Investors rate achievement and making a difference highly and they want to see and experience the results of their 'investment'.
- The volunteer experience for these people can be increased by ensuring that achievements are made explicit. Organisations should acknowledge in all forms of communication exactly what has been achieved because of volunteers, from the small to the large, from new skills learnt, to wins achieved by the team, to the number of new players in a sports code.
- Sport organisations can reinforce the volunteer experience by placing importance on their volunteers' time and investment and explicitly acknowledging just how valuable they are to the club. Organisations should ensure processes and practices are developed that respect and protect the value of Investors' input, such as ensuring there are codes of conduct for players and spectators that advocate respect for Investors' time and efforts.

Aspirers

- Aspirers are volunteers who have a drive to obtain a level of respect and prestige.
- These volunteers need to feel important, recognised and appreciated, and enjoy other people looking up to them.
- Aspirers may see volunteering as an opportunity to obtain recognition and achievement, possibly more so than in other areas of their lives.
- Aspirers often strive to reach a high level of status in volunteering (e.g. coach or referee) because of the large amount of skill and achievement that are associated with these positions.

KEY IMPLICATIONS

- It is important that Aspirers get visible expressions of appreciation and that their contribution is valued. Prizes could be presented to these volunteers in front of others.
- Often the greatest rewards and recognition for Aspirers are from peers and those higher up.
- Providing a sense of a volunteer career pathway and career planning helps Aspirers to know where volunteering can take them.

Masters

- Masters want to influence others through transferring their knowledge and passing on their skills.
- Masters want to control their environment and invest in their personal identity. These people consider themselves to be experienced and knowledgeable and expect others to turn to them for advice.
- Masters appear willing and confident to take on responsibilities, especially in higher level roles.
- 'Mastery' in the context of sport volunteering is used to mean having particular skills and ability in sport, but it also refers to having skills to shape the infrastructure of sport organisations.

KEY IMPLICATIONS

- Some Masters are not sure of how to apply their skills to sport volunteering. It needs to be made explicit to people exactly what skills the sport organisation is looking for. This may activate the Master in people who were otherwise inactive.
- Masters like to improve organisation and efficiency, so will probably respond positively to codes of practice for players and parents. Guidelines, policies and practice for volunteering are also well received by Masters.
- Masters are also ideal for testimonials on websites, with particular attention being paid to their skills and how these skills were used for volunteering.
- Acknowledging Masters will increase the likelihood of their continued commitment to volunteering and will make the roles Masters carry out more attractive to others.

Skill Seekers

- Skill Seekers are looking for opportunities for skill development and increased knowledge. This can involve organisational skills, personal development, interpersonal skills and technical skills.
- This mindset fits with many young people and those with career aspirations.
- Having access to a mentor for Skill Seekers is seen as ideal because this provides them with guidance and a person to communicate their needs to.

KEY IMPLICATIONS

- We need to give people the opportunity to understand what potential skills they can learn through sport volunteering and give them the option to use volunteering in this way.
- However, because of its self-focused nature, it is critical that skill seeking is not positioned as the primary goal for sport volunteering.
- People recruited on the basis of a focus on skill development may only have a shallow commitment to sport volunteering and may not return the investment made in them. This may undermine the integrity of the commitment volunteering requires.
- Mentoring programmes need to be a priority because of the level of skill development that can occur.
- Skill Seekers benefit from knowing how to leverage and transfer their skills for paid employment. This can be carried out by mapping out a 'volunteering career path' so people can see what skills can be obtained as they progress as a volunteer.

Cautious but Keen

- Many potential volunteers lack confidence in their ability to undertake sport volunteering. The people in this Cautious but Keen segment are keen on the idea of volunteering, but cautious because they are full of self-doubts about their abilities.
- This anxiety in a group, club or organisational setting means people are unlikely to put themselves forward. A key factor in deterring Cautious but Keen people from volunteering is their perception of their lack of credibility with a team of players.
- Cautious but Keen people perceive sport volunteering to be about a large amount of responsibility, no support and no financial benefits. Many believe they will get overloaded and many are young people who are needing to build their life skills.

KEY IMPLICATIONS

- There needs to be active management of pathways into volunteering. People need to feel free to take risks and try things out, but with safety nets in place.

Strategies to build confidence that could be considered are:

- Compulsory volunteering.
- Mentoring and Support in Roles.
- Training and skill development, especially in working with groups and managing others.
- Providing a psychologically safe volunteering environment, by being really clear about what the role requires and what the responsibilities are.

Cultural Norms

- The people in the Cultural Norms segment are motivated to give of themselves in unpaid activities for sport to fulfil cultural expectations.
- The benefits of volunteering are those derived from being together and building kinship ties within whānau groups and the community. Most of these people do not see themselves as volunteering but as reciprocating what is contributed within the whānau group. Giving in unpaid activities is reciprocated by the overwhelming sense of whanaungatanga and belonging gained.
- This segment was found to be mostly Māori sport volunteers but the motivations may also be present in Pacific sport volunteers, owing to the collective drivers of this cultural group.

KEY IMPLICATIONS

- To cater for the needs of people who fit the Cultural Norms segment, sport volunteering needs to be positioned to highlight the mana (honour) that Māori and Pacific people associate with volunteering.

Time Poor

- The Time Poor segment will contain volunteers with multiple demands on their time, who resolve this conflict by limiting how they spend their time.
- These people are cautious about committing to sport volunteering and would seek clarity about the exact nature of the time commitment before volunteering.
- Time Poor people are looking for lower risk commitments in shorter time blocks, perhaps with shared responsibility within a role.
- People in this segment look to sport organisations to provide a high level of structure so they can put boundaries around volunteering.

KEY IMPLICATIONS

- Time Poor people may be persuaded to volunteer if they are able to meet their time commitments.
- It is important to build certainty over time commitments and roles by communicating the efficiencies in the sport organisation.
- Organisations should inform people about volunteer roles that require a small amount of commitment and time. This could partially overcome the negative image of volunteering as a time-intensive activity.
- Creating less time-intensive entry level roles and positions will leave people open to other possibilities and create confidence in their ability to integrate the role with their other responsibilities.
- Sport organisations need to consider keeping volunteer roles highly structured so that volunteers are not overburdened.
- Volunteers should be given the option to share their role responsibilities with someone else.
- Organisations should keep potential and lapsed volunteers informed about volunteer roles via newsletters while acknowledging that volunteering is not possible for some people in some situations.

My Time

- My Time people have made a conscious decision to spend their time freely in ways other than volunteering. These people may have volunteered previously for a number of years and now sport volunteering does not fit with their lives.
- Lapsed volunteers in this segment often planned their exit from volunteering (e.g. retirement), especially when they were involved in a volunteer position with a large amount of responsibility. Potential volunteers in this segment were often postponing volunteering so they could spend time in other ways (e.g. for youth socialising or studying).

KEY IMPLICATIONS

The My Time segment is rather difficult to encourage into volunteering because of their conscious decision to use their spare time in ways other than volunteering; however, the following strategies may persuade some My Time people that their time may be best spent volunteering:

- Acknowledging those people who have volunteered extensively before and their need for a break from volunteering.
- Making a link, for those older My Time volunteers who have not volunteered before, to their grandchildren who are playing sport.
- Focusing on the value of the experience and wisdom of older My Time volunteers and the need for them to pass this on to younger generations.
- Targeting those people who would consider volunteering in the future, especially young potential volunteers by providing them with information that gets sport volunteering on the radar.
- Informing young My Time volunteers of the options available to them in terms of the different sport volunteering roles.
- Emphasising the fun and social aspects of sport volunteering.
- Emphasising the value of sport volunteering in terms of skills development, investing in other people and achievement.

Frustrated Defectors

- People accept that when they are volunteering they are in a different context from the paid workforce. Overall it has been found that people show high levels of goodwill to sport organisations, but for many there are high expectations around organisational management and efficiencies.
- Frustrated Defectors appear worn down by the negative aspects of volunteering within a sport organisation. These people are frustrated from participating in a group, club or organisation and are looking for more engagement, involvement and autonomy from the sport organisation.
- Frustrated Defectors look for opportunities to strengthen their relationship with volunteering and are looking for more respect and inclusion overall.
- Frustrations arise in many areas, from being taken for granted, to organisational politics and agendas. These people feel that communication channels are not effective and that they have a lack of voice and influence.

- There are feelings of a lack of respect for them as a volunteer and that volunteers are not treated as well as they should be. This often comes from workloads being too heavy and from treatment by spectators involved in the sport.
- Frustration also occurs when outside pressures and compliance measures impact on decision-making autonomy at a local level (e.g. ACC, OSH).

KEY IMPLICATIONS

- Sport organisations need to be capable of developing a relationship with their volunteers and of increasing their satisfaction with sport volunteering.
- Sport organisations could consider creating a safer (psychological, emotional, physical) environment for sport volunteers.
- Mentoring into roles with a senior person always available greatly helps the culture of a sport organisation, because volunteers would know they have support when it is needed and more senior volunteers are able to feel valued.
- Having an advocate for volunteers and information sessions for new volunteers increases the likelihood of a smooth transition into volunteering.



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