

The FA Football Development Programme Football Workforce



**FOOTBALL
WORKFORCE**



The Football Workforce

The Football Workforce is an important programme from The Football Association which recognises the value of volunteers to the development of football at every level of the game.

What is the Football Workforce?

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The Football Workforce is a programme that aims to:

"Build a skilled, well supported volunteer workforce, who enjoy undertaking clearly defined roles and responsibilities and whose work is recognised and valued throughout the organisation and beyond."

You told us:

"I do it for the love of the game but I wish I had more help"

"In an average week, I give 20 hours to my voluntary job in football and that's after I get home from work!"

"I took the job on because there was nobody else willing to do it. I wish I'd had somebody to show me what I was meant to do."

"It would be nice to be appreciated, a thank you doesn't cost anything"

The Football Workforce will help you to:

- Recruit more volunteers into football
- Retain volunteers within the sport and help them to work smarter, not harder
- Recognise and reward the work of all volunteers

The Football Association recognise that volunteers form the backbone of football in this country, and play a vital role in helping to meet our objectives of achieving the highest levels of participation in the world. The Football Workforce programme will help ensure that volunteers are recruited, recognised and rewarded.

The Football Workforce

The Football Workforce is for everybody working within football whether paid or voluntary

Who is the Football Workforce designed to help?

The Football Workforce is for everybody working within football whether paid or voluntary - we're all part of the same team.

The Football Workforce focus will be on volunteers working for football particularly at grass roots levels.

The Football Workforce ideas could be used by club secretaries, team managers, mini soccer organisers, league organisers, in fact, anybody who works alongside volunteers in football.

Whether you're running a one-team club or administering a large league, volunteering problems are very similar but on different scales! The Football Workforce suggests ideas that can be adapted to the smallest or largest club or league.

What will the Football Workforce look like?

The Football Workforce is a programme of information, ideas, packages and products that can help to provide some practical solutions to everyday volunteering problems.

You told us:

"We just don't seem to be able to encourage parents to get involved"

"People just don't seem to realise what's involved in running the club"

"We're losing out on many potential volunteers because they can't afford to take on jobs without having their expenses reimbursed"

"People are afraid to get involved in case they are asked to take on more work than they can manage"

How can we use the Football Workforce?

- As a checklist for good practice; how well does your club or league rate?
- To find solutions to problems
- To generate new ideas, new approaches
- To share good practice - The Football Workforce aims to act as an information exchange
- To access information and resources which you can adapt for use in your own club, league or county association

Where will we find the Football Workforce information?

Contact your County FA office/ Volunteer Co-ordinator, or visit The Football Association website at www.TheFA.com. Get the latest information, products, ideas and programmes at the touch of a button.

In addition you might wish to take part on the Effective Football Club Administration Programme (EFCA) for courses on Club Administration, Finance, Youth Football, PR, Marketing and Fundraising, Soccer Parent Volunteers and Club Development.

Recruiting your Football Workforce team

Six smart moves to scoring your recruitment goals!

1. Start early, don't wait until your back's against the wall!

What jobs need to be done?

Make a list. Are some of the jobs getting too big for one person? Think about sharing out the jobs that demand a lot of time.

2. Define the tasks

What's involved in each job?

Write a brief role description. Be honest. Let people know what you want them to do, and what they are taking on. Probably the best person to help with this is the person who did the job last season! Look at the 'Roles and Responsibilities' section of the pack for some ideas about describing jobs.

3. Leave time for some pre-season training

Who could do this job?

List the skills and experience needed. Do they really have to know about football? What's most important, skills or experience? How can you help people to gain the skills they need? Maybe one of the Effective Football Club Administration programmes could help?

4. The search is on!

Where will you find somebody with these skills? Use the network, Mums, Dads, friends, within the club, outside the club? Target your search to find the right person for the right job. Use your 'Club Information Leaflet' to gather information about the skills out there within the club, or amongst your supporters. Look at the example in your pack.

5. Right through the season

Let people know that they are needed! Sell the benefits of being part of the Football Workforce. Use your club information leaflet to let people know what help you need. Look at the example in your pack. People like to be asked! Match jobs to the time that people have to give. They're much more likely to stick at it if they're not overloaded.

6. The team's in place as the season begins

Make it easy to join the Football Workforce team. Ease people into their new jobs with lots of support from their team-mates. Well supported new recruits will soon want to play their full part in the team. Look at the 'Getting off to a Good Start' checklist.

Recruiting your Football Workforce team

Recruitment Goals	What Needs Doing?	Who Will Do It?	By When?
We need an assistant match secretary and assistant fund raiser	• Decide which parts of the jobs can be done by the assistants	Secretary	End of May
	• Write roles and responsibilities		End of May
	• Advertise the jobs in the newsletter	Secretary	June and July
	• Write a club information leaflet and identify potential recruits	Chairperson	July
	• Plan for a secretary and fund raiser to train up their new assistants	Secretary and Fundraiser	July and August

Use the planner below and start planning your own pre-season recruitment programme.

Season begins on: _____

Recruitment Goals	What Needs Doing?	Who Will Do It?	By When?

Roles and Responsibilities

"I was given a clear list of my roles and responsibilities, this made it much easier for me to see how my job fitted in with everybody else on the committee."

Roles and Responsibilities

You told us:

"I really didn't have any idea what it was I was being asked to take on."

"I was given a clear list of my roles and responsibilities, this made it much easier for me to see how my job fitted in with everybody else on the committee."

The Football Workforce offers some examples of 'Roles and Responsibilities' for typical club and league positions. Copy the master Roles and Responsibilities form and use it to describe jobs within your club. It might be helpful to ask current post holders to fill in the form, who knows the job better than the person who is doing it?

Having completed this exercise for key roles, use them to:

- check that there isn't too much duplication between jobs, or that a really important task hasn't slipped through the net.'
- explain to potential volunteers what's involved in each job.
- match potential volunteers to jobs they will enjoy.
- see how each job links to another, people like to see how their work fits into the bigger picture.
- review the roles within the club or league. Is this the most effective way to get the work done, or are the roles there because they always have been?
- explore the possibility of breaking down time demanding jobs into smaller parts.

Please Note: For all adults engaged in football in whatever capacity, it is important to be familiar with The Football Association Child Protection and Best Practice Handbook. It is our aim to ensure that football takes place in a safe, secure and enjoyable environment. For updated information visit www.TheFA.com/Goal

Look at these examples of roles and responsibilities. They may not match the jobs that exist in your club but they will provide you with a framework and ideas. Photocopy the 'Roles and Responsibilities' form and use it to describe the jobs that are important in your club.

These might include:

- Chair
- Vice-Chair
- Secretary (mini-soccer section)
- Secretary (youth section)
- Minutes Secretary
- Treasurer
- Social Secretary
- Handbook Editor
- Publicity Officer
- Volunteer Co-ordinator
- Schools Liason Officer

Football Club _____

Roles and Responsibilities for _____



Who will I be responsible to?

Who will I be responsible for?

What is the role of the...

How much time will I need to give to the job?

What sort of tasks are involved?

Tasks will include:

What else can you tell me about the job?

Example 1: Club Secretary Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Club Secretary _____



Who will I be responsible to?

The Main Committee, through the Chairperson

Who will I be responsible for?

The Assistant Secretary

What is the role of the Club Secretary?

The main purpose of this job is that of principal administrator for the club. The Club Secretary carries out or delegates all the administrative duties that enable the club and its members to function effectively. The Club Secretary is a pivotal role within the club, with a close involvement in the general running of the club. The secretary and their assistant provide the main point of contact for people within and outside the club on just about every aspect of the club's activities.

What else can you tell me about the job?

As the first point of contact with the club it is helpful for the secretary to be available to take phone calls during the working day. The club is keen to support the secretary in the use of modern office technology to assist them in their job. This is a demanding, high profile job that has a major impact on the efficient and effective management of the club. The secretary has contact with a wide range of people from within and outside the club. Representation of the club at outside meetings provides the opportunity to find out what's going on at league and county level and this could be a platform for future volunteering opportunities.

How much time will I need to give to the job?

Approximately eight hours each week and many of these will be at weekends and in the evenings.

What sort of tasks are involved?

Tasks will include:

- Attending league meetings
- Affiliating the club to the County Football Association
- Affiliating the club to the league(s)
- Registering players to the league(s)
- Dealing with correspondence
- Organising and booking match facilities for the season
- Organising the club AGM and other club meetings
- Representing the club at outside meetings at the direction of the main committee

Example 2:

Youth Team Manager Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Youth Team Manager



Who will I be responsible to?

Club Committee

Who will I be responsible for?

Under-13 age group team

What is the role of the Youth Team Manager?

The main purpose of the job is to ensure that the club provides a team to compete in the District Youth League and Cup Competitions. The Manager is responsible for all aspects of activity regarding the age group. The Manager is permitted to engage assistants as required, so long as they meet the membership requirements of the club.

What else can you tell me about the job?

The Club requires the minimum FA qualification of the Level One Coaching Football Award (including first aid award) for all Team Managers. The Club will assist you in obtaining this award during the season if you do not already have the qualification. An allowance for telephone calls is paid. Other Club Officials and Team Managers are always available for any assistance or advice. A Club first aid kit will be issued to all team managers, which can be replenished on request. The Club provides all playing kit and match and training equipment.

How much time will I need to give to the job?

Team activities on match day will, depending on the venue for the game, take up approximately 4 hours. Coaching and training sessions at the club each week (usually on Tuesday evening) take up around 2 hours. Other duties associated with the tasks outlined above are spread across the week, with telephone calls etc., and will take around 4 hours.

What sort of tasks are involved?

Tasks will include:

Weekly:

- Team selection
- Organisation of coaching/training at club once per week
- Organisation of transport for team matches
- Team kit & equipment (including laundry, parents usually take turns)
- Reporting results to Club Secretary after matches

Monthly:

- Team accounts
- Monthly Club team managers meeting

Once each season:

- End of season report to Club Committee

Example 3: Chairperson Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Club Chairperson _____



Who will I be responsible to?

The Main Committee

Who will I be responsible for?

Not Applicable

What is the role of the Club Chairperson?

Chair the Committee meetings and AGM.

Assist the secretary to produce the agendas, head the committee in making decisions for the benefit of the whole club including disciplinary matters.

What else can you tell me about the job?

As the Chair of the Club, it is essential you are a strong leader who can be objective. As the supporting officer to the Secretary, it is useful for you to have access to a telephone. You may wish to attend a specific training course on how to chair/run meetings.

How much time will I need to give to the job?

Two to three hours per month for meetings.

What sort of tasks are involved?

Tasks will include:

- Chair committee meetings/AGM
- Agree monthly agenda for committee meetings and the AGM

Example 4:

Fund-raising Secretary

Roles and Responsibilities

Football Club _____

Roles and Responsibilities for Fund Raising Secretary



Who will I be responsible to?

The Main Committee

Who will I be responsible for?

Fund Raising Committee

What is the role of the Fund Raising Secretary?

To raise funds

What else can you tell me about the job?

On average three to four hours each week, but this could rise to eight hours around the time of fundraising events.

How much time will I need to give to the job?

As the fund raising officer it is essential to have good organisational skills, innovative, enthusiastic and be prepared to make a regular time commitment. It would be useful if you have completed grant applications. Training courses are available through Effective Football Club Administration Programme, 'Marketing and Sponsorship' and Sport England 'Raising Money'.

What sort of tasks are involved?

Tasks will include:

- Apply for grants/sponsorship or other forms of financial assistance from organisations such as Sport England/Football Foundation, Local Authorities or commercial companies
- To co-ordinate fund raising events, possibly two major events per year
- To ensure events and activities are properly licensed with local authorities/customs and excise
- To promote fund-raising activities in press (where there is no PR Officer)
- To ensure that funds are properly accounted for and information is passed on to the Treasurer
- Sale of lottery style draws or raffles on a regular basis, probably weekly

Example 5: Media Secretary Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Media Secretary _____



Who will I be responsible to?

The Main Committee

Who will I be responsible for?

PR/Media Committee (if club has one)

What is the role of the Media Secretary?

To raise the profile of the Club in the local community.

To be available to talk to local media.

Co-ordinate weekly match reports for all teams and age groups to be forwarded to the local press.

Possibly editor of the match day programme (in larger clubs)

What else can you tell me about the job?

As the media officer, it is essential to have good communication skills and ability to produce coherent match reports, press releases etc. Access to a fax, telephone and computer are necessary. Training courses are available through Effective Football Club Administration Programme, 'Marketing and Sponsorship'.

How much time will I need to give to the job?

Approximately two hours per week.

What sort of tasks are involved?

Tasks will include:

- Produce weekly match reports for inclusion in the local paper
- Produce a club News Sheet twice a season
- Co-ordinator production of programme for home games
- Produce general interest stories about the club for local press
- Ensure that the club is featured in locally produced sports magazines

Example 6: Social Secretary Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Social Secretary _____



Who will I be responsible to?

The Main Committee

Who will I be responsible for?

The Social Committee

What is the role of the Social Secretary?

The main purpose of this job is to organise social events to bring the players, officials and parents together in a social setting to enhance relationships within the club.

You may also wish to consider inviting local dignitaries to develop and improve your club's relationships within the community or representatives from any sponsors of the club. In both instances you should liaise with the Club Secretary.

What else can you tell me about the job?

As Social Secretary, you must be enthusiastic, motivated, have good communication skills and be well organised and committed.

How much time will I need to give to the job?

Approximately three hours per month.

What sort of tasks are involved?

Tasks will include:

- Organising a pre-season event and at least two other social events per year
- Organising an end of year event
- Organising a Christmas function
- Booking venues and entertainment

Example 7: Treasurer Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Treasurer _____



Who will I be responsible to?

The Main Committee

Who will I be responsible for?

Match/training fees collector

What is the role of the Treasurer?

The main purpose of this job is to look after the finances of the club.

What else can you tell me about the job?

The treasurer must be well organised, able to keep records, careful when handling money and cheques, scrupulously honest, able to answer questions in meetings, confident handling figures, prepared to take instant decisions when necessary. Training courses are available through Effective Football Club Administration Programme, 'Club Finances' and Sport England 'Looking after the money'.

How much time will I need to give to the job?

Approximately two to three hours per week.

What sort of tasks are involved?

Tasks will include:

- Collecting subscriptions and all money due to the organisation.
- Paying the bills and recording information
- Keeping up date records of all financial transactions.
- Ensuring that all cash and cheques are promptly deposited in the bank or building society.
- Ensuring that funds are spent properly
- Issuing receipts for all money received and recording this information.
- Reporting regularly to the committee on the financial position.
- Preparing a year end statement of accounts to present to the Auditors
- Arranging for the statement of accounts to be audited
- Presenting an end of year financial report to the AGM.
- Financial planning including producing an annual budget and monitoring it throughout the year.
- Helping to prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE and NI returns, grant aid reports).

Even if these duties are delegated to a professional officer, the Treasurer is still ultimately responsible. It is up to the Treasurer to make sure that any delegated work is done properly.

Example 8: Youth Officer Roles and Responsibilities

Football Club _____ Roles and Responsibilities for Youth Officer _____



Who will I be responsible to?

The Main Committee

Who will I be responsible for?

Youth team coaches

What is the role of the Youth Officer?

The main purpose of the Youth Officer is to oversee the development of youth team coaches and teams.

What else can you tell me about the job?

As the Youth Teams Officer it is advisable for you to have an FA Coaching Certificate qualification, attended an FA Child Protection and Best Practice Workshop and have good communication skills. Training in club development is advisable. Training courses are available through effective Football Club Administration Programme, 'Developing Youth Football' and Sport England 'Developing a Junior Club' and 'Sports Link'.

How much time will I need to give to the job?

Five to ten hours per week.

What sort of tasks are involved?

Tasks will include:

- Co-ordinate the recruitment of junior players.
- Co-ordinate the recruitment of coaches/managers for junior sessions and teams.
- Assisting/delivering of youth sessions.
- Organise fixtures for junior teams in liaison with the youth manager
- Liaise with schools to recruit junior players.
- Liaise with Local Authority Sports Development Unit/County Development Officer to recruit junior players, recommend players to centres of excellence, county squads etc.

Club Information Leaflet

"Volunteering is great,
you get to know lots of people
with the same interests"

Club Information Leaflet

You told us:

"Lots of people turn up to watch the matches but they never seem to want to get involved in the club"

"Parents of the younger players are really supportive. It's a pity we can't encourage them to get involved whilst they're so enthusiastic"

The Football Workforce has designed a 'Club Information Leaflet' that aims to tell potential volunteers about the club, the jobs that need to be done, who to contact if they can help and to encourage them to provide you with some contact details to follow up. People like to be asked, it's how most volunteers became involved!

Adapt the layout to create your own Club information leaflet and use it to 'break the ice' with your potential volunteers.

Think about a range of different jobs. People may only have an hour or so each week to offer. Is there some way in which they can help?

Sell the benefits of becoming involved as a volunteer; making friends, helping the team to success, being part of a successful team, being valued, even for the smallest contribution.

What other information do you think potential volunteers might need?

How will you follow up an offer of help from a new or potential volunteer?

How will you record the information received from new or potential volunteers?

A simple list of who is out there, when they can help, what they are interested in doing and you have your volunteer database!

Where else could you distribute the leaflets; schools, colleges, the local volunteer bureau?

If you can't produce a leaflet, have you thought about making similar information available with posters placed on your notice-board or even on your website?

Please complete this form and return to...
(Name, Address, Postcode).

Name: _____

Address: _____

Telephone Home: _____

Telephone Work: _____

Email: _____

I am particularly interested in helping out with: _____

I can give _____ hours per week / month*

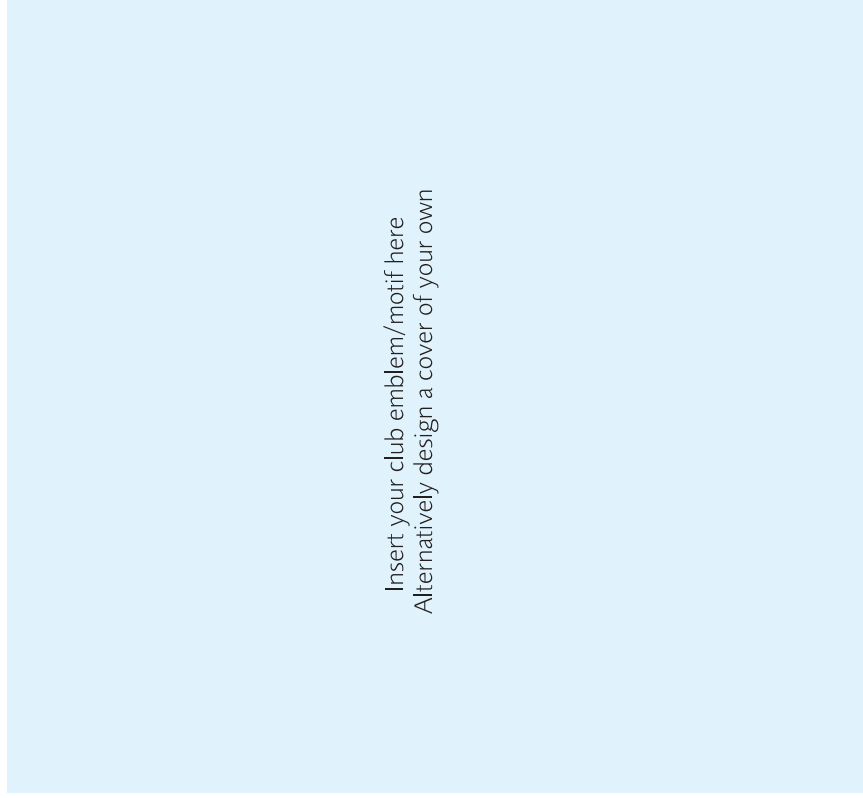
Preferably evenings* / weekends* / anytime* / occasionally*

(*delete as applicable)

Thank you

**Get involved...
you'll gain more than you give!**

Welcome to
(insert club name here)



Insert your club emblem/motif here
Alternatively design a cover of your own

Welcome to (Insert club name here)

Our club exists to promote football for all players, whatever their age, whatever standard, boys, girls, women and men are welcome! You don't even have to play the game! Mums, Dads, Grandmas, Grandads, partners are very welcome as supporters and have a valuable role to play in making the club a success.

We are based at the Bridge Road Playing Fields where we share a club house with the local Cricket Club.

Our programme includes:

- Mini-soccer for boys and girls under 10 years of age.
- An extensive programme of football for girls and women, either for fun or competitive football in the local leagues. Age ranges from 11 – 60+!
- Boy's and Men's football.
- Age group teams playing in local leagues. Coaching sessions at the Club on three nights each week.
- We also run a great social programme that can involve all the members of the family.

The notice board in the main entrance at the Clubhouse shows the full programme offered by the club. You'll be amazed when you see what we have to offer!

Willing helpers are never turned away!

The Club is run entirely by members on a voluntary basis and we are always looking for more people to help. Even if you can only give one hour a week we'll make sure we make good use of your time and your skills.

Many hands make light work.

We realise just how precious time can be and we won't pressure you into taking on more than you can manage.

These are just a few of the jobs that members can do:

- Marking the pitches
- Looking after the kit
- Producing posters
- Writing press releases and reports
- Organising social events
- Cooking at the BBQ
- Collecting match fees
- Selling raffle tickets
- Coaching, or helping coaches at training sessions
- Arranging transport
- Arranging fixtures
- First Aiders

Helping out is a great way to get to know people and to contribute to the Club's development and you don't necessarily need to know anything about football!

So... don't stay in the car whilst your child is enjoying the football, come and get involved, there's plenty to do! There's more than one way to support your footballer!

How to get involved:

- The Club Volunteer Co-ordinators are: (INSERT NAMES HERE) who can be contacted on (DAYTIME or EVENING). Or you can find them at the club every Saturday morning and at evening training sessions on Tuesday and Thursday evenings. (INSERT NAMES HERE) will be pleased to meet you, to tell you more about the Club and to try to match any time that you have available with a job that you will enjoy! Please give them a call, or introduce yourself next time you're at the club. They will make you very welcome.
- Keep an eye on the notice board, this is where you'll see advertisements for any voluntary jobs that need filling and appeals for help for one off events, such as the Mini-Soccer festival or the Christmas party.
- Or fill in the form on the reverse of this leaflet and we'll get in touch with you.

You too can be part of the club.... Get involved as a volunteer

We're waiting to hear from you!

Getting Off to a Good Start

"I wanted to put something back into the game, I really enjoy being involved"

Getting off to a Good Start

You told us:

"Because I'd been around at club level, everybody assumed that I knew what was involved at league level. It took me the whole of the first season to find out what I was supposed to be doing and who to contact. I made a lot of mistakes that could have been avoided if only I'd had some guidance."

"I was elected at the AGM, somebody dropped off a huge cardboard box full of papers the following day and I spent the next three months trying to find out what it was all about!"

"The retiring League Secretary let me work alongside him for a few months before I took over and after that, he was always at the end of the phone if I needed any advice."

The Football Workforce has produced a checklist of ideas to help you to support volunteers to settle into their new jobs. Investing time in the short term to help people to settle into their new jobs will pay dividends in the long term.

- They will feel more confident and will enjoy the job
- The quality of work will be better
- They will be working smarter, not harder
- People who are handing over their job will feel confident that their good work will be continued
- A smooth hand-over minimises disruption for the club
- Job shadowing helps a club to plan for succession. Don't leave it until the AGM to start looking for a successor!

Select ideas that suit the individual's circumstances, the complexity of the job and the time available.

Where to go for further help

Visit The FA website at www.TheFA.com or contact your County FA office/Volunteer Co-ordinator.

You may also be interested in the Effective Football Club Administration training and development programme.

For further details contact your County FA.

Getting Off to a Good Start

"I've learned so much
since I got involved with the
Mini-Soccer programme"

Getting off to a Good Start Checklist

- Make sure each new volunteer has a 'buddy', somebody they can ask if they are in doubt about anything to do with their new job - ideally, somebody who has done that job before.
- Check that they have received a list of their roles and responsibilities and that they understand exactly what they are supposed to do.
- Introduce them to the people with whom they will be working.
- Provide a list of names, addresses and telephone numbers of their key contacts, within and outside the club.
- Provide details of meetings or events that they will need to attend in the first few months of their job.
- Provide details of key dates, for example; the closing date for league affiliations.
- Make sure they know where to find the things they need to do the job (and how to work them!) e.g. line marking equipment, first aid kit, computer, paperwork, stationery.
- Do they have all the skills needed to do the job? Could somebody within the club help by 'showing them the ropes'? Or maybe they could attend an Effective Football Club Administration workshop and learn from people from other clubs?
- Provide written details of expenses that may be claimed, and how to claim them.
- If appropriate to the job, provide information on club financial procedures, confidentiality, and other operating policies such as child protection practices.
- Tell them how they are getting on - provide some feedback on progress. People like to know how they are getting on and to learn positively from any mistakes they have been making.
- Committee chairpersons should take time to get to know new committee members, briefing them about committee procedures, terms of reference and responsibilities.

Mid-Season Team Talks

"Is the team up to full strength?"

Mid-season Team Talks

You told us:

"We started off with a good team of helpers this season, but when things got really busy people felt overloaded and disappeared, leaving even fewer of us to cope."

"I thought I had volunteered to help out with the mini-football sessions on a Friday evening. I've ended up running the whole mini football programme. It's not really what I wanted to do."

"Somebody asked me if I could help out one evening setting out equipment and keeping an eye on the youngsters. I really enjoyed it, so now I go along every week. I'd like to get more involved, but I'm not sure how to go about it."

Good team managers know that to get the best out of their team they need to provide:

- Motivation
- A clear focus on the goals
- Recognition of achievements and performance
- Training and support to develop skills
- Team building activities

Your team of volunteers and helpers are no different.

Football Workforce offers some ideas to help keep your team performing well as things settle down during the mid-season.

So you started off the season with your team of Football Workforce volunteers and helpers. How are things going?

Take a few minutes to think about your team. Ask yourself these questions and try to be objective in your answers (nobody else is listening!)

The Team

- Is the team still up to full strength?
- If not, why have people opted out, overload, boredom, wrong job, or personal reasons?
- Are they working well as a team?
- Is the work being shared out or are one or two people doing more than their fair share?
- Are jobs being delegated appropriately, or are one or two people 'holding on' to jobs?
- Are there any gaps in the team, perhaps some skills that are missing?

- How would you describe the team spirit? Are they a happy team of people who enjoy what they are doing and working together?
- What do they think of the way in which you lead the team?
- Are people in the right positions?
- Are you using their skills, time and enthusiasm in the best way?

Mid-Season Team Talks

Individuals

- How are they performing?
- Are they still doing the job that they are expected to do and that you want them to do – or has it grown into something else?
- Are they enjoying their involvement?
- Do they have the potential to take on more or are they already feeling overloaded?
- Would some one-to-one support or skill development help them to do even better?

And last but not least – yourself

- How are you doing as a volunteer manager?
- Are you enjoying your role?
- What do you think you are doing well?
- What, if anything, would you want to improve about the way in which you carry out your role?
- List one or two action points that will make the job more enjoyable, or help you to do it even better?

Hopefully, things are going well and your answers to these questions are mostly positive. You might be aware of one or two problem areas and may have some ideas about how to address those problems.

Perhaps the team has some ideas on how things could be improved. Certainly the team needs to be made aware of the things that are going well.

Time for a Team Talk

Who?

Everybody who is involved as a volunteer or helper, even if they only help out occasionally.

When?

Maybe after a training session, a match or at a social evening organised as a mid-season 'thank you' for all of your helpers. Informal chats with small groups of volunteers or individuals can be an effective way of finding out how people are getting on, providing some feedback and demonstrating an interest in their role.

What?

Remember that a team talk is a two way process. The purpose of a team talk is to:

- Motivate
- Review performance
- Recognise achievement (and possibly make some changes)
- Renew the team focus
- Identify any skill gaps and need for support
- Build the team spirit

Ask questions, similar to those you asked yourself. Be prepared to listen, people may have different views about how things are going.

Encourage people to put forward their ideas, maybe a 'Football Workforce ideas box' would enable people to contribute their constructive ideas over two or three weeks before the meeting.

Why not set up three Football Workforce meetings each year – one pre-season to set the team going, one mid-season to review progress and one at the end of the season to review the year, say thank you and plan for next year?

When things aren't going According to Plan

You told us that many volunteers and helpers give up because they are:

- Overloaded and 'put upon'
- Not confident about the task they have been asked to do
- Fed up with doing the same thing
- Afraid that they will be committed for life!

Football Workforce solutions that might work for you include:

Job Sharing

If a job is too onerous for one person, why not split it into two or three smaller parts. It's not as difficult as it may first appear. Use the roles and responsibilities form to identify the

tasks that make up the job. You should find that you can group these into tasks that need to be done at the club, away from the club, daily, weekly, monthly, or tasks that need specific skills. This will help to break the job down into smaller, more manageable parts and people will enjoy having a 'buddy' to share the workload.

Support Systems

Help people to develop confidence in their current role or to prepare for a new role by providing:

- A 'buddy', somebody who has done the job before, who can help them settle into the job without feeling out of their depth. A smooth hand-over from the person who did the job last year always helps people to get through the first few weeks with more confidence.
- Some 'on the job' coaching
- Training opportunities which can include: Effective Football Administrator Workshops, Running Sport Workshops and booklets, Job shadowing, talking to other people to see how they do the job in their club or league.
- Football Association Club Development Manual and Workshops
- Magazine articles
- E-learning and websites

Time for a Team Talk

"Use team talks to build team spirit"

Planning for Succession

Try to find the balance between a high turnover of volunteers and helpers and stagnation. Skill and experience are invaluable qualities but 'waiting for dead men's shoes' can be off-putting to potential volunteers.

People will be motivated by new challenges and will be reassured that they are not taking on a life time commitment by volunteering their help.

Volunteers are more likely to feel comfortable about moving on to a new challenge if they know that they are handing over their role to somebody who will do a good job.

Plan ahead. Encourage volunteers and helpers to look out for somebody who could take over from them. Offer them the chance to 'shadow' the job for a while, to find out what's involved and to see if it's the right role for them.

Good succession planning helps to ensure that the right people are doing the right roles at the right time.

Where to find further information:

Football Workforce
The Football Association
25 Soho Square
London
W1D 4FA
www.TheFA.com

or telephone the Football Workforce
Hotline on: 020 7745 4777

or contact your County FA for
advice from:

Football Workforce
Advisor
County FA Secretary

Administration courses and supporting resources

"Learning to work smarter not harder"

Effective Football Club Administration Programme

The following details outline a number of courses and resources to help your Football Workforce to work smarter not harder.

The Effective Football Club Administration Programme is now offered by an increasing number of County Football Associations who run the following four workshops:

1. Running a Club – Club Secretaries

- Defines the roles and qualities of the Club Secretary. Describes ways in which the Secretary can work smarter not harder
- Outlines the club's obligations to its League and County FA
- Describes the way in which volunteers can be recruited and retained

Publications

- Running Sport – 'Running a Club', 'Getting things done'

2. Club Finances – Club Treasurers

- Describes the role of Club Treasurer
- Identifies simple rules in looking after the money
- Financial requirements for Clubs
- Lists possible sources of funding

Publications

- Running Sport – 'Raising Money', 'Looking after the money'
- The Football Association – 'Funding Guide'

3. Developing Youth Football – Youth Team Co-ordinators

- Lists the benefits of introducing young people to the football club
- Identifies the factors that contribute to a quality youth section/club
- Lists ways of obtaining help from the community to support youth football
- Guidance on Child Protection issues for clubs

Publications

- Running Sport – 'Developing a Junior Club', 'Sportslink'

4. Marketing and Sponsorship – Club Officials with responsibilities in these areas

- How to devise an outline marketing plan appropriate to the club's needs
- Ways of publicising the football club
- Production of a press release
- Funding and Fund-raising opportunities

- Preparation of a sponsorship proposal

Publications

- Running Sport – 'Raising Money'

5. Charter Standard Club Development

- Principles of Football Development
- Charter Standard Club Development Pathway
- Principles of the Planning Process
- How to write a plan

6. Volunteer Management

- Bringing the FA Football Workforce Resource to life
- Recruitment and Retention
- Roles of Volunteers
- Rewarding Volunteers

7. Soccer Parent

- Ideas and Resources for working parents
- Ensuring parents are aware of club policies
- Making parents aware of their responsibilities

For further details contact The FA, 020 7745 4601 or contact your County FA.

Administration courses and supporting resources

Sport England courses on 'Running Sport'

Marketing and Raising Funds

Introductory booklets

- 'Raising money', fund-raising, marketing and sponsorship.

Workshops

- Smart Marketing, Becoming better known to gain the rewards.
- Finding the funds, locating resources all around you.

Developing your Club

Introductory booklets

- 'Developing a junior club', Planning for Sports.
- 'Development', the basics of sport development.
- 'Laying the Foundations', an introduction to starting a building project.
- 'Sportslink', how schools and clubs can work together.

Workshops

- 'Sport Development Planning', how to plan your club's progress.
- 'Building for the Future', planning and managing a building project.

People Management

Introductory booklets

- 'Getting things done', an introduction to recruiting and training volunteers.

Workshops

- 'Employment Matters', recruiting and keeping your staff.
- 'Leadership and delegation', making the most of the people around you.
- 'Motivation and Team building', giving people what they need to get moving.
- 'Valuing Volunteers', recruiting, retaining, recognising and rewarding volunteers.

Money Management

Introductory booklets

- 'Looking after the money', basic book-keeping systems.
- 'Managing the risks', insurance guidelines for clubs.

Workshops

- 'Balancing the books', getting to grips with financial systems.
- 'Managing the money', budgeting.

Club Administration

Introductory booklets

- 'Running a club', the role of a club secretary.
- 'Running Meetings', the right 'chair' for a sports club.
- 'Getting it right', ethics, disciplinary procedures and appeals.
- 'Making a Match', how to organise teams and competitions

Personal Development

Introductory booklets

- 'Making your Point', how to present your views.

Workshops

- 'Active presentations', help with preparing and presenting information to larger groups.
- 'Time Management', beating the clock in stress free ways.
- 'Effective networking', calling on others to help improve your club.
- 'Personal Effectiveness', becoming a solid all-rounder for your club.

For more information about these courses, and for local contacts call the Running Sport Hotline
08457 583 136

Administration courses and supporting resources

"It's easy to forget that the hard work enables people to play football"

Saying Thank You

Why?

It doesn't take long or cost a lot, but it can mean so much.

How?

- A straightforward face to face thank you
- Make a phone call, perhaps the day after the tournament, to thank individuals for their hard work
- Or send a card. Make it specific, for example, 'thank you for all your help with refreshments.' This demonstrates that you really noticed and valued what they were doing.

When?

Overdoing the thanks may devalue your intentions or make them appear insincere. A simple thank you to the team at the end of an evening training session is fine. Use the cards or phone calls to recognise special effort.

Who should say thank you?

Chair, Vice Chair, Event Organiser, the players, maybe the Football Workforce Advisor, it doesn't matter who does it as long as somebody does!

Players' appreciation

It's easy to forget that all of the hard work that goes on is to enable people to play football. Players, most of all, should recognise the importance of valuing and recognising all the voluntary work that goes on behind the scenes.

Put together a player's appreciation pack for youth teams. Make it easy for them to say thank you, until it becomes a habit. Help young players to establish good habits, they are the volunteers of the future.

A player's appreciation pack might include:

- Some thank you cards
- A Team Helper of the Month award. The team can determine which volunteer or helper they wish to receive the award each month through the season.
- A list of all the people who work behind the scenes at the club and their roles, so that they can appreciate and value the off-the-field team.
- A reminder about the Football Association's Code of Conduct, which promotes fair play and a respect for everybody involved in the game

- Nomination forms for annual awards for volunteers and helpers

Make each Team Captain responsible for co-ordinating the use of the pack with their team.

Recognition and reward

"It would be nice if, just once in a while, somebody said thank you"

End of Season Recognition and Reward

Bringing the season to a close – review and preview

You told us...

"I enjoy my work for the club. I get a lot out of it. But, it would be nice if, just once in a while, somebody said thank you."

"The kids turn up to play, make a mess and go away again. I wonder if they realise just how much work goes into arranging their training sessions and matches?"

"There are people in our club who do very little, but they're hanging on in there until they get their long service award. On the other hand, there's a young Mum who has only just got involved and she's done so much to help already. She's the one who deserves the award!"

On or off the field, as the end of the season approaches, you can look back over the year, celebrate the successes, analyse the things that didn't go quite so well and think how it's going to be even better next year!

Recognising and rewarding the hard work and enthusiasm of the team of volunteers and helpers is something that should go on throughout the season, perhaps by:

- Somebody taking the trouble to say 'thank you' at the end of the training session
- Team talks that recognise achievement and hard work
- Raising the profile of volunteers and helpers throughout the club and in the local community

And at the end of the season, maybe something a bit special?

- An award evening
- A social event just for volunteers and helpers to say thank you
- An end of season team talk, to begin planning for next season

Football Workforce offers some suggestions that will make your volunteers and helpers feel valued and that will build their recognition and reward into your season planner.

The End of Season Team Talk

"Volunteering is great, you get to know lots of people with the same interests"

The End of Season Team Talk

Why?

To celebrate success, review and evaluate the year and begin to plan for next year.

Who?

Everybody who is involved as a volunteer or helper, even if they only help out occasionally.

Where?

- At a special social event for volunteers and helpers
- At an awards evening
- At an informal gathering

When?

At the end of the season, but before everybody disperses for the summer. Remember that you want to gain their commitment to being part of your team again next season.

How?

- Think back to your mid-season team talk
- What worked well?
- Was it more successful to talk to people in small groups, on a one-to-one basis, or in a larger meeting?

- Were the questions you asked effective in finding out how things were going?
- How effective were you in resolving problems?
- How are you going to motivate people to come back next season?

However you decide to manage the end of season team talk, aim to produce an action plan that will help you and the team to build on your successes. Revisit the Football Workforce Season Planner to help you.

Special note-Insurance

The FA advises that all members of the Football Workforce should ensure their legal liability is properly insured. If the club purchases liability cover on behalf of all its participants, committee members etc., we suggest that the policy should also include indemnity to volunteers in the club.

Raising the profile of volunteers

Raising the Profile of volunteers within the Club and the Local Community

Football Workforce offers some ideas to help you make the invisible team a little more visible not only within the club, but within the local community.

Just occasionally, think about adding some special interest stories about the off-the-field team in your news report to the local paper.

Look at the following examples, they may help you with some ideas for your own press release or an article for your newsletter.

Success at new Town is a family affair

The New Town Colts continued their best ever season last weekend with a 4-3 win at home against their old rivals, Old Town. Player of the match this week was Mark Jones, who has played for the Colts for the past three years. His on-the-field talents are matched by the work he does behind the scenes to support the club.

Mark is working towards his Community Sport Leader Award at New Town High School where he is a pupil. He puts his leadership training into practise by helping out at the Club's mini soccer training sessions and is an excellent role model to the younger players. In fact, it's a Jones family affair. Dad, Martin has been a volunteer at the Club since he hung up his boots some eight years ago. There's hardly a job in the club that Martin hasn't taken on, giving endless hours to make sure that the teams can run out on a Saturday to enjoy their football. Mum, Jean is always there to lend a helping hand at those essential fund-raising and social events.

So as the team runs out next Saturday morning at Mid Town, hoping to maintain their unbeaten record through another match, the Jones family will be there supporting on and off the pitch.

Raising the profile of volunteers

"...don't worry if you don't know anything about football, there are all sorts of jobs that need doing..."

Raising the profile of volunteers within the Club and the Local Community

Use your club newsletter to publicise all the work that goes on behind the scenes. Feature two or three people in each newsletter, perhaps in an interview style, asking them about their role, how they became involved, and the things they enjoy about helping out at the club, for example:

Volunteers in View

Introducing the October Football Workforce

Volunteer of the Month, Shereen Bashir

Shereen, you've never actually played football, so what got you involved as a volunteer with the girls club programme?

"Well, my daughters came home from school really excited about a new after-school football session just for girls. I wasn't sure that this was the right thing for them to be doing – girls and football – so I went along to the first couple of sessions to watch, just to check it out. The organiser asked me if I would mind helping out with registration and collecting subs and before I knew it, I was involved!

From after school sessions, the girls got involved with the club's new girls programme and once again I came along to check it out and once again I got involved."

What do you do, and how much time do you give each week?

"The coach said that there should always be more than one adult at the sessions, so I started out just 'being there'. Then one day she asked me to look after one group of players whilst she coached another group. I was terrified! 16 girls running in all directions at high speed with as many footballs and I was supposed to be in control!"

The experience didn't put you off?

"No, it spurred me on and now I've completed my Junior Team Managers Course! I'm much more confident and I feel that I can be a real help to the coach and to the girls.

I just come to the sessions that my girls are involved in, which means that we're here as a family for three sessions each week. I really don't have any other time to give. I'll be here as long as my girls are involved but I can't make any commitments beyond that."

Any tips for other Mums (or Dads) who would like to get involved?

"Yes, don't worry if you don't know anything about football, there are all sorts of jobs that need doing, some that only take an hour a week – others that need a bit more time. We're a very friendly group and we'll make you welcome."

Thanks Shereen and congratulations on being awarded the Football Workforce Volunteer of the Month.

Raising the profile of volunteers

Raising the profile of volunteers within the Club and the Local Community

Next time the photographer arrives to take a team photograph, make sure that the volunteers and helpers team is in the picture! They might even like some T-shirts or baseball caps to give them a sense of identity.

If your players award their Team Helper of the Month Award, make sure a photograph of the winner appears on the notice board.

Football Workforce Awards don't need to stop at club level. Why not nominate your successful Football Workforce team members for a County Award? The County Awards link into national award programmes run by the Football Association and other national sport organisations, your Football Workforce team members club may even hit the national headlines!

For further information about the FA County Awards programme and other volunteer recognition and reward programmes contact:

A. The Football Workforce Advisor
at your County FA office (for participating County associations)

B. Football Workforce
The Football Association
25 Soho Square
London
W1D 4FA

www.TheFA.com

C. VIP Programme
Sport England
16 Upper Woburn Place
London
WC1H 0QP

Or telephone on: 0800 363 373

www.englishsport.gov.uk

Raising the profile of volunteers

"I wanted to put something back into the game, I really enjoy being involved"

Rewarding Achievements

There will be some volunteers and helpers who deserve a special award.

It may be because:

- They never let you down, they were always there, even though their role might not be seen as high profile
- They took on a new role and made great efforts to develop the skills to do it well.
- They are an example of good practise that the club wishes to promote, for example, a young person who has taken on a voluntary role.

Try to think of a prize or gift that is appropriate to the individual, for example, a youngster might not appreciate a meal for two at a local restaurant, but the Mum who has manned the refreshments stand every Saturday throughout the season would welcome being waited on!

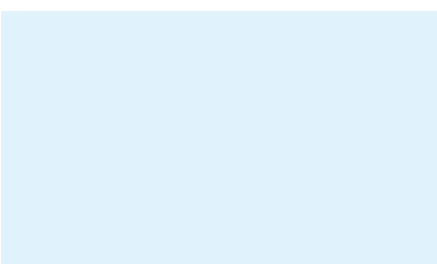
A youngster might appreciate some sports kit, or tickets for a premier league game.

Maybe the Club has a trophy designated for the off-the-field team members, which can be awarded annually.

Make a special occasion of presenting awards, perhaps an awards evening, or at the Annual General Meeting.

Schools are usually pleased to hear about their pupils' out of school achievements. It may be possible to arrange to present your Young Volunteer of the Year with their prize at a school assembly.

Think of other good examples of voluntary help that you might want to reward.



Club Certificate

- Using the criteria suggested in this section clubs may wish to use the club certificate provided by the Football Workforce programme to help recognise the efforts of volunteers and helpers. Certificates are available free of charge from the County Football Association volunteer advisor. All clubs/ organisations, which are part of our Football Workforce database, will be invited to request free club certificates to reward their volunteers

County Awards

- The County Football Association would also like to recognise the efforts which volunteers and helpers make during the year. Clubs and organisations are invited to nominate individual(s) who they feel have made a significant contribution to any aspect of their activities over the season. Letters and forms will be distributed to all clubs in the Football Workforce Programme. Clubs then reply to their County Football Association.

National Commendation

- The Football Association will be looking to recognise the contributions of volunteers and helpers by making five national commendations from those gaining County Awards. Those receiving National commendations will be invited to a suitable occasion to mark the contribution they have made.

The Football Association
25 Soho Square London
W1D 4FA

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+44 (0)20 7745 4545
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+44 (0)20 7745 4546

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www.TheFA.com



**FOOTBALL
WORKFORCE**



The FA Football Development Programme Football Workforce