Customer Focus Module

- Club Programme

- Club Information Booklets

- Pathways

- Volunteer Welcome Packs

- Communication Plan

- Media Plan

- Club Self Review Model

- End of Season Survey

- Database

Club Programme

When new members come to a club they often asked / have many questions. Questions like: How much are memberships? When does the season start? See below some frequently asked questions that you might like to prepare to have answers for:

1. Membership types
2. Membership procedures
3. What to wear. Where to put it.
4. Training times
5. Junior programs
6. Payments/how to pay
7. Age Requirements
8. Cell Phone and Camera Use
9. Equipment
10. Uniform Purchase
11. Smoke-Free Environment

You might like to have a club information booklet that you can give to new members. In the booklet you can outline: What the club does? How to get involved? What is expected of club members?

Club Information Booklet

Contents:

Welcome
About Us -   Vision / Mission Statements
Getting Involved
Memberships -   Fees / Types / Entitlements
Club Rules -   Club Policy's / Parents Roles
Sponsorship -   Fundraising
Different Sports -   Season Calendar / Training Times / Draws / Competition Dates/ Representative
Programme

                                            Contact People
                                            Team Travel & Accommodation
                                            What Happens on Away Competitions
                                            Equipment
                                            Uniforms
Risk Management Procedures -   RAMS

Pathways

The purpose of outlining a pathway is to show athletes, coaches, officials, and administrators the progression steps within your sport. It should show the different stages of development required, from grassroots to elite. A pathway plan will also:

- Highlight athlete development stages
- Unified national development pathway
- Alignment of the athlete, coach and competition pathways
- Create and provide the necessary coach, event and officials structure to support athlete development
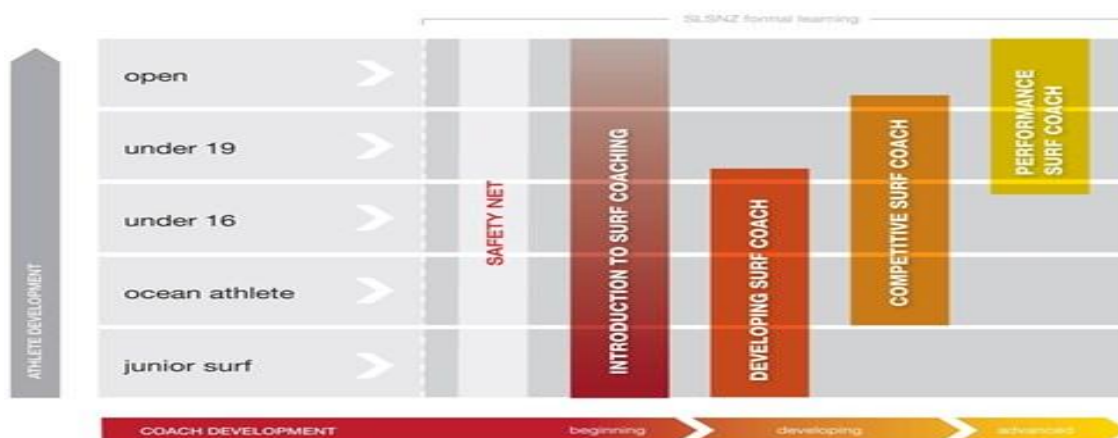- Educate all athletes, coaches and parents on long term athlete development

Pathway documents can be used by athletes, coaches, officials, and parents as a guide to understanding the steps in developing on the way to becoming a world class athlete. It will also provide the structure necessary for understanding the way forward. Many pathways will have been developed by the NSO (national sporting organization) and they should be your first port of call.
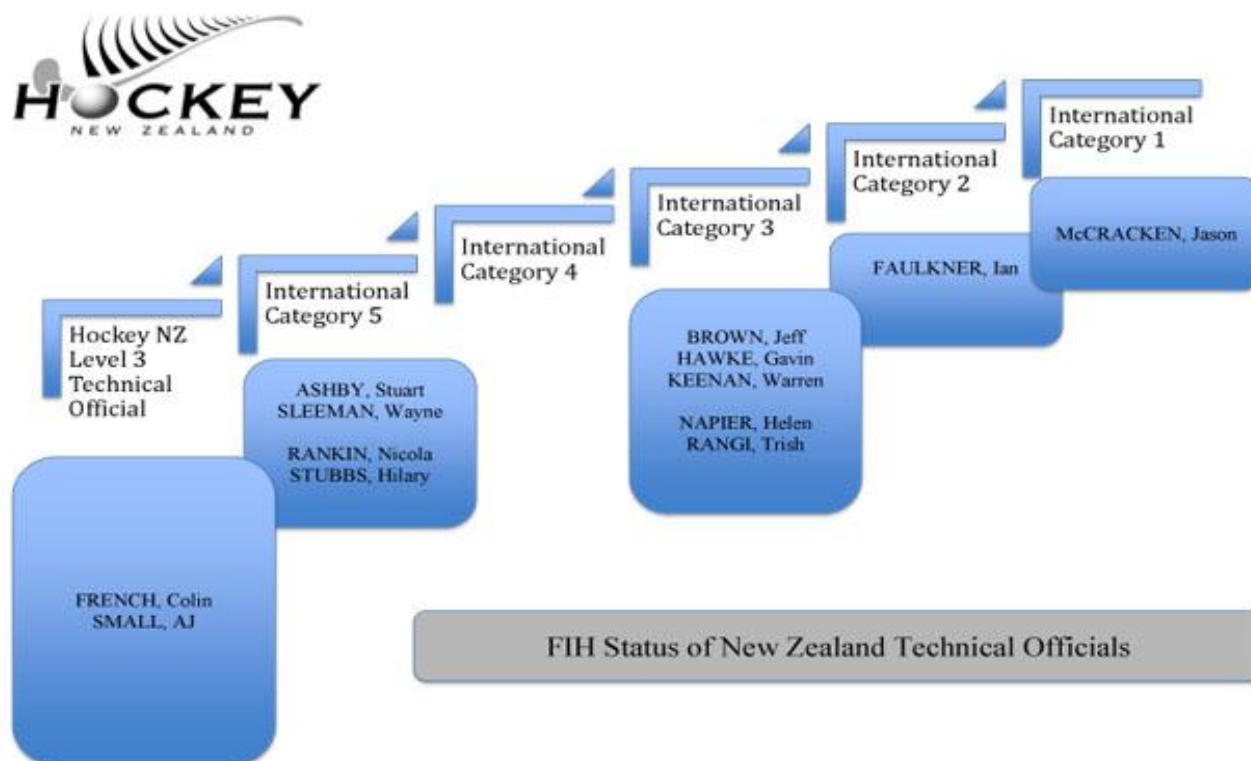
Athlete Pathway Example:

Coach Pathway Example:

Official Pathway Example:

FIH Status of New Zealand Technical Officials

Volunteer Welcome Pack

A volunteer welcome pack is a great way to make volunteers feel comfortable and an important aspect of volunteer management. It gives the volunteer important information about their new role.
Things it might include would be:

- A personal welcoming letter from your Club President
- A copy of the job description
- A list of members in the club, their roles, responsibilities and contact details
- Volunteer code of conduct
- Explanation of the structure and size of the club – as well as its history
- Dates and times of practices and competitions
- Schedule of club fees and what are they used for
- Details of any fund-raising events
- Information on upcoming training course dates and costs
- Reimbursement information for out-of-pocket expenses

Communication Plan

Many clubs find it difficult to communicate effectively with their members, particularly when their club grows. There are a variety of communication types that a club could utilize…

1. EMAIL COMMUNICATION:

You can, of course, just maintain an email list of all your members and paste their addresses into a standard email. This works well, but has a number of limitations

- Several servers will reject incoming email where there a large numbers of recipients
- People often change their email address without telling you
- Addresses are revealed to all, unless the BCC (blind carbon copy) field is used
- Many people have to maintain their own email address lists

2. CONNECT WITH OTHER COMMUNITY GROUPS

There are several platforms within the community that you can use to promote/communicate your clubs programme/events.

- Radio Stations
- Newspaper
- School Newsletters/assemblies
- Workplaces noticeboards/ staff rooms/ social events
- Sport Gisborne Tairawhiti
  - o Primary School Co-ordinartor is in regular contact with all the regions Primary and Intermediate schools
  - o Regional Sports Director works for all the Secondary Schools within the region
  - o E-newsletter is sent out to over 1000 recipients each month
  - o Facebook and website page
  - o Weekly radio spots on Saturday morning covering sports news from the region.

3. ONLINE GROUPS:

A common and free service is to use a facility such as Yahoo Groups. You establish a group for your club and invite members to join. You can publish news and photos to the Group for everyone to see. The in-built messaging service enables members to post messages to the Group and these are automatically forwarded to every member of the Group. You can also upload files such as fixtures, AGM minutes, newsletters etc. Some examples are Yahoo Groups, Google groups, Facebook, and MSN Groups.

4. WEBSITES:

Many clubs now have a website. The site should look professional, be up-to-date and properly maintained. Many clubs may have a website designer among their members. There are a huge number of professional website designers. These can usually be identified through either yellow pages or by searching the Internet.

Websites are a simple and effective way to communicate to your members, supporters and the local community. Basic websites should include:

- What your club offers (eg. Age group teams, trainings etc)
- Calendar of events and meetings
- Membership information
- Who to contact ie. your club's contact details

Visit www.freewebsites.co.nz, or www.sportsground.co.nz and build your club a free website in minutes

5. NEWSLETTERS:

Newsletters are an easy and effective way of getting information to your club members. It is good practice to assign the task of writing the newsletter to one volunteer (it looks great for a young member on their CV!). To save money on postage, newsletters can be emailed out to members or made available at the clubrooms and to the team coaches / managers.

6. FACE-TO-FACE:

Don't forget that good old-fashioned face-to-face communication can never be under-estimated! We are human after all and the small effort of talking to your members, will reap huge benefits.

Media Plan

Community messages:

What is your message to the community and how regularly are you profiling your clubs programme in the media?
It is important for the community to know what your club / team is all about, a key factor to remember is your members are your best marketers!
Some things to consider are:

- Provide weekly updates on your clubs programme to the media
- Ensure participation/achievements out of the region are feedback to the media.
- Provide high quality sport and recreation opportunities for people of all ages in the community
- Work closely with schools to ensure young people in the region have the opportunities and support to try a range of sports, and to develop good lifelong habits
- Work with families to look after their health
- Actively support the development of local sport and work with a range of stakeholders to develop high quality sport and recreation opportunities
- Offer transparent processes – an angry ex-member can destroy many hours of good work!

Talking to the Media:

It is best practice for an organisation to nominate staff / members who speak to the media, this limits risk for your club..
Ensure the media is aware of whom the nominated club media spokespeople is and that they receive training or support as required completing this task..

The process for responding to media queries could look like:

1. When you get a call, take the reporter's name and number, ask what they are calling about and what they need from you by when, confirming that you will call them back shortly.

2. Let the Chairman / President or Communications person know you have had a call – there may be background information you need to know before responding, or they will refer it to the media person.

3.   Collect your thoughts, work out your key messages, and talk to the Communications person about whether it is best to respond by phone or email – this will depend on the complexity of the topic.

4.   Call the reporter back or email your information before their deadline.

5.   Look out for the story and follow up if corrections are needed – constructively, by phone then email.

PLEASE REMEMBER – We need to maintain a positive working relationship with reporters and give them the info they need when they need it. ANYTHING you say to a reporter could appear in their story. They do not have to send their stories to check (unless you request it). You need to make sure the information you provide, verbally or written, is clear, accurate, consistent with our key messages.

Publishing & Approval:

Clubs should have a process to guide who can publish or distribute information that represents the club. If not, you could put your club and reputation at risk. A simple and effective way to mitigate this is for all members to send fliers, news releases, posters or any other material to the Communications person / Chairman / President for review, before they are sent out.

Issues Management:

Should any members become aware of an issue that could potentially get into the public realm or newspaper and risks damaging the clubs reputation, they must immediately tell the Chairman / President. Any negative reporting about the club must be responded to swiftly, constructively and positively.

Reviewing Club Performance

Both the club review and the survey will provide valuable information for the management of the club to determine future direction and changes. With evidence of change as a result of the feedback members are more willing to participate in future processes designed to keep the club relevant and current.

Club Self Review Model:

To use this self-review model, clubs assess their own performance in each of the eight categories.

Use the following 5 point scale to evaluate your club

1	2	3	4	5
Very Poor	Poor	Adequate	Very Good	Excellent

Average the scores for each category and record the totals under Club Success.

Gap Analysis:

Your club's score out of 40 will enable your club to highlight the gap between *ideal* and *real* and may encourage you to consider remedies action, i.e., what can be done to improve the performance of your club? What would you have to do to get 5/5.

CLUB SUCCESS:

PERFORMANCE 5 4 3 2 1	**FUNDING** 5 4 3 2 1
FACILITIES 5 4 3 2 1	**MISSION** 5 4 3 2 1
IMAGE 5 4 3 2 1	**RELATIONSHIPS** 5 4 3 2 1
INFORMATION 5 4 3 2 1	**GROWTH** 5 4 3 2 1

Total   /40

MISSION:
(The clarity and force of the club's purpose)

• Effective communication of the clubs vision and values
0 1 2 3 4 5

• Clear evidence of leadership-in-action (i.e. new initiatives, special projects)
0 1 2 3 4 5

• The passion and commitment of paid & volunteer "staff"
0 1 2 3 4 5

• The awareness of stakeholders of the club's mission & goals
0 1 2 3 4 5

Average Score =   (carry this score to club success)

GROWTH:
(Evidence of the progress being made by the club)

• Increase in the number of players in the last 12 months
0 1 2 3 4 5

• Increase in the number of coaches in the last 12 months
0 1 2 3 4 5

• Increase in the number of referees in the last 12 months
0 1 2 3 4 5

• Evidence of commitment to the junior strategy to grow the game
0 1 2 3 4 5

• Evidence of new equipment available in the club
0 1 2 3 4 5

• The level of involvement with the district / National body
0 1 2 3 4 5

Average Score =   (carry this score to club success)

FUNDING:
(Securing the financial base of the club)

• Degree of profitability in current year
0 1 2 3 4 5

• Increase in sponsorships income in the last 12 months
0 1 2 3 4 5

• Increase in grant income in the last 12 months
0 1 2 3 4 5

• Increased income from new membership options
0 1 2 3 4 5

• Returns to the club from Pro shop & Cafeteria/Bar compared with previous year
0 1 2 3 4 5

Average Score =   (carry this score to club success)

IMAGE:
(The public's perception of the club)

• The media profile of the club as a leading sports organisation
0 1 2 3 4 5

• The attractiveness of the club to new members
0 1 2 3 4 5

• The co-ordinated branding of facilities, apparel & vehicles
0 1 2 3 4 5

• The availability of print materials about the club
0 1 2 3 4 5

• The visibility of the club's signage in the community
0 1 2 3 4 5

• Evidence of the club's culture of customer service
0 1 2 3 4 5

Average Score =   (carry this score to club success)

FACILITIES:
(The quality of the clubs premises & services)

• The standard of the club's facilities
0 1 2 3 4 5

• The quality of the club's bar and lounge
0 1 2 3 4 5

• Evidence of new "improvements" to the club's facilities
0 1 2 3 4 5

• The key card system to enable members to play, (and pay) as they wish
0 1 2 3 4 5

• Evidence of flexible membership options
0 1 2 3 4 5

Average score = (carry this score to club success)

RELATIONSHIPS:
(The strength of the club's alliances with other organisations)

• The level of activity with the RST and other sports groups
0 1 2 3 4 5

• The awareness of the club by the local council
0 1 2 3 4 5

• The value of the clubs commercial sponsorships
0 1 2 3 4 5

• The club's links with local primary and secondary schools
0 1 2 3 4 5

• The club's relationship with National Organisations
0 1 2 3 4 5

Average score = (carry this score to club success)

PERFORMANCE:
(The clubs recent record of achieving targets)
• The quality of the club's Strategic & Annual plans
0 1 2 3 4 5

• The accuracy of the club's annual budgets
0 1 2 3 4 5

• The performance of the club's paid staff
0 1 2 3 4 5

• The performance of the club's teams
0 1 2 3 4 5

• The performance of the club's champion performers
0 1 2 3 4 5

• The quality of the club's coaching programmes
0 1 2 3 4 5

• The performance of the Club Committee in the last 12 months
0 1 2 3 4 5

Average score = (carry this score to club success)

INFORMATION:

(The club's management of its information resources)

• The accuracy of the club's database

0 1 2 3 4 5

• Frequency & quality of club newsletters

0 1 2 3 4 5

• Evidence of annual survey of club member needs

0 1 2 3 4 5

• Quality of the club's Annual Report

0 1 2 3 4 5

• Availability of promotional brochures about the club

0 1 2 3 4 5

• Club's use of new technologies (e.g. internet)

0 1 2 3 4 5

Average score =   (carry this score to club success)

End of Season Survey:

Creating an end of each year / season survey is a great way to evaluate if your club is on the right track. There are many things you can put in the survey and it will depend on what you what to know as to what you should put in. Some things you could ask are:

- I learned new terminology, rules, and information about my sport
- I am in better shape as a result of participating in this sport
- My coach did a good job of communicating with me
- I was proud to be a team member
- I worked hard this season
- Playing this sport made me more responsible and dependable
- I learned ways, techniques, and fundamentals to play my position better
- I saw how my shape or physical conditioning affects my game performance
- I felt the expectations of the coach were proper, fair yet high
- I felt I had a role on the team
- The hard work this season was worth it
- Being a good sport was emphasized
- Drills and practices were effective in teaching how to play and perform
- Physical ability and talent were accurately evaluated
- My coach recognized my effort
- I felt I was part of the team
- I accomplished things this season
- I made better personal choices during the season
- The feedback I received in practice helped me learn
- My strength and conditioning were enhanced/maintained during the season
- I was treated fairly by the coaches
- Everyone on the team, even if not a starter, was given a chance to contribute
- I met my goals this season
- I am more confident now in playing this sport
- I received individual instruction from my coach
- The pre and post season conditioning program helped me
- The coaches' evaluation of my ability was clearly communicated to me
- A sense of belonging on the team was felt by everyone
- I was prepared for games because of my hard work
- This program strengthened positive relations with parents
- Practices were well organized and had the proper tempo
- I felt a sense of trust with my coach
- I know what to work on to improve next year in this sport
- Community support of the program was strong
- My coach supports me in participating in other sports
- In the space provided below, please type in comments about any feelings you had regarding your experience playing your sport this year. Suggestions for making this program better are welcome

Club Database

Why do you need a database?

A database is a platform for you to capture information about your membership.

Information collected should include;

Name, address, phone numbers, date of birth, type of membership, qualifications – player, coach, administrator, payment of membership, specific roles within the club etc.

See attached sample – a very basic template.

There are several kinds of databases; depending on what information you need to track. Some databases do two or more things - like keeping a list of members as well as what qualifications they have etc….others can be managed on line and allow restricted access to members so they can update their contact details and membership status at will.

As a club you need to determine what level of data do you need to keep, and who is going to administer it..Also many NSO's will have generis templates for use by their clubs…seek out assistance from them before committing to purchasing one.