

CAMS CLUB RESOURCE GUIDE

CHAPTER 5: CLUB MEMBERSHIP



Australian Government
Australian Sports Commission

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CONFEDERATION OF AUSTRALIAN MOTOR SPORT

MEMBER OF



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1. Member Recruitment

1.1 Introduction

Steps to Obtaining Members

Most clubs lament: “We don’t know what else to try for new members. We simply don’t seem to be able to attract them”.

The fact is that clubs do not spend the necessary time recruiting members.

Successful recruitment campaigns only happen when time is invested in planning, preparing and actually recruiting. The three steps to the process of obtaining members are:

- attract
- recruit
- retain

Many clubs experience 20%, and even 30% non-renewal of membership. If they could retain these members, the Club would grow dramatically.

The Right People for the Club

People have to be attracted to the Club. There is no point wasting time on people who do not have a clue what they want or do not act on their needs.

1.2 Marketing

Examples of Marketing

Marketing of a club is essential for sustainability and growth. Without realising it, most clubs carry out marketing. Some examples of club marketing include the following:

- offering what the Club provides to its existing market, or deciding to conduct other activities to retain existing members and attract new members
- making decisions to keep subscriptions and event entry fees at a certain price to retain or attract members
- listing the Club on website car club lists
- establishing a website, and links to related websites
- preparing a calendar of activities for the coming year so Members can plan their year around an involvement with the Club
- encouraging Club Members to attend training courses to improve standards of the various activities conducted by the Club
- setting policies to attract new members to the Club

Questions to Address in Marketing Plans

There are different types of marketing plans that can be prepared by a club.

One is a plan covering the Club for one to three years and addresses the following three basic questions:

- Where is the Club now? This is an analysis of the current situation.
- Where does the Club want to be? This is an analysis of the opportunities available to the Club.
- How does the Club get there? This is an action plan to achieve the opportunities.

1.3 Marketing Plan

- Written Marketing Plan** To market successfully it is necessary to write down a marketing plan to submit the Club's Committee¹ for consideration.
- Situation Analysis** Start by writing down the Club's:
- mission, to establish that the plan is in line with the goals of the Club
 - services, this means what the Club provides, such as social functions and events organised
 - commitment required by the Club to the plan
 - operational life of the plan
 - entity who will be responsible for its implementation
- Catchment Area** The next step is to write down the 'catchment area' for the Club, consisting of:
- the demographics of the area, including:
 - An estimate of the size of the market possible, e.g. how big is the market for a 'one marque' club.
 - Quantifying and profiling the target market(s) currently serviced by the Club.
 - Identifying the needs of, or benefits to, the market.
 - Identifying the possible reasons why people are not attracted as members.
 - Identifying other stakeholders such as car dealers, accessories businesses, volunteers to assist with conducting activities, and community organisations. Identify them by name and what mutual benefits they could be seeking from the Club.

¹ Committee refers to the Main or Management Committee.

1.3 Marketing Plan – Continued

Catchment Area (continued)

- Marketing analysis. This describes the service(s) the Club is offering, such as costs, place, facilities, personnel and club management strategies. Review this information to analyse it in terms of performance and effectiveness.
- Participant activity analysis. This identifies the Club's participant and where they are located. It also analyses the Club's position against what the participants are offering to try to seek out a unique selling point(s) for the Club.
- External environment issues. The Club does not exist free from influences of the surrounding environment, so consider political, financial, demographic and technological issues. See if it can identify a unique placement that can attract particular new members.

Identifying Target Markets

It is worth asking and answering the question: Who are the Club's 'customers'? Answers to this question will enable a more focused approach to be adopted and the different needs of 'customers' considered relative to their importance to the Club.

Start by placing them in logical categories, for example:

- juniors
- social members
- competition activity members in different levels of competition
- volunteers who are not members who will assist with activities (see Club Management Handbook Chapter 9 – Volunteer Officials)
- people competing in events who are not members of the Club

1.3 Marketing Plan – Continued

Identifying Target Markets

(continued)

For each category, list the needs and services they seek. Common needs are:

- enjoyment, satisfaction, friendship or involvement
- fun by being involved
- challenge, excitement and taking part in competition activities
- mastery achieved by the involvement
- safety, security provided with involvement
- skills developed
- relaxation, escape from other environments in which the member is normally involved
- an opportunity to become a leader

These categories can be extended by further analysis, for example:

- Where they live. Do they live:
 - in the north, south, west or east of a capital city?
 - regional, within 100 km, 150 km, 200 km?
- Their club use profile, for example; skill level or their frequency of attendance relative to club activities.
- Other leisure pursuits.

1.3 Marketing Plan – Continued

Survey of Current Members

It may well be that a survey of existing members could provide useful information from which to carry out further analysis. A survey could ask the following questions:

- What are the members' ages? This enables age groups to be analysed.
- Why did they join the Club? Provide a number of examples.
- How did they first find out about the Club?
- Have the reasons why they joined been fulfilled? If not, why not?
- What activities do they enjoy the most? Why?
- What other activities would they like to see the Club offer?
- Do they know anyone who might like to be involved with the Club? This enables the Club to follow them up.

Because people often do not respond to surveys perhaps some reward could be offered for completing the survey.

Opportunity Analysis

This analysis requires a focus on the information gathered from the situation analysis, by identifying the:

- opportunities
- problems
- gaps that need to be addressed

A simple way to write such an analysis is to identify three to six of the most important points that emerge from the situation analysis and focus on them to prepare action plans.

1.3 Marketing Plan – Continued

Action Plans

Using the information from the situation and opportunity analysis, construct a set of objectives (say, two, three or four) that the Club can undertake. These objectives should be no cost or low cost objectives and strategies. Avoid the temptation to list actions that require substantial finance to put into effect.

These objectives should be SMART, that is, specific, measurable and achievable, realistic and within a specified timeframe.

Examples of objectives are:

- to recruit an additional 15 members within the next six months
- to recruit 10 junior (under 21 years of age) members within the next six months
- to recruit 20 new volunteers to assist with running an activity by the end of the year
- to attract an organising team to run an activity

Marketing Budget

Outline a realistic marketing budget that is within the Club's capabilities.

Determine the cost of the marketing plans and assess the overall feasibility of the plan, taking into account the financial, human and environmental implications.

1.4 Promotional Activities

Introduction

Does it not seem strange that there are more cars and motorists on the roads than ever before, yet car clubbing is not expanding at any significant rate? Some of the motoring public at large may well want to participate in a car club and its activities but have no idea how to go about doing it. Therefore, they need to be invited.

Purpose of Promotions

The purpose of promotions is to:

- create awareness
- stimulate interest and desire
- gain action from the audience to whom the promotions are directed

Car Club Offering

What can a car club offer someone who is interested in cars and motoring activities? Some things may be:

- meeting new people who share the same interests
- involvement with activities that can involve the whole family
- getting maintenance tips and technical advice
- raising funds for charitable purposes
- affiliation with CAMS as the national controlling body and its benefits to members

1.4 Promotional Activities – Continued

Club Activities

Activities most commonly carried out by car clubs to provide what members want are:

- Club meetings. Those clubs that do not provide value will slowly lose attendance. During club meetings invite educational speakers and arrange for product demonstrations.
- Brunch for the whole family.
- A car show at least once a year, probably in conjunction with some other community activity.
- Some organised sporting activity. This may be low key or of a higher competition level.
- Fun social nights.

Clubs should look to be unique, to distinguish themselves from other cars clubs. This takes innovation, inventiveness and creativity. The chief idea is to create a novelty, one that positions the Club in a very special place – one which makes every member proud to be a member.

Clubs should also strive to conduct activities that involve the whole family and a cross-section of demographics.

Recruitment as Part of Promotional Activities

Take measured risks with promotional activities, which are well thought-out plans with a reasonable chance of success.

Include recruitment in every event, and make it a regular agenda item. Appoint a recruitment officer to the Committee so that someone on the Committee can devote time and effort to working on ways to recruit new members.

1.4 Promotional Activities – Continued

Promotional Aids

The following table summarises some of the promotional aids:

Aid	Description
Logo	Does the Club logo need an update? Is the update a mild one or a big one? Does the logo reflect the image the Club wants, and will it stimulate interest in today's environment?
Brochure	<p>A club should have a simple leaflet about itself as an aid to recruitment. It should outline:</p> <ul style="list-style-type: none"> ○ the Club's activities (social and competitive) ○ where and when the Club meets ○ readily available and current contact details, particularly a mobile telephone number ○ pointer to the Club's website <p>However, there needs to be a distribution strategy worked out before the leaflets are produced.</p>
Website	<p>Does the Club have a website? Review the website by answering the following questions:</p> <ul style="list-style-type: none"> ○ Does the website actively invite people to become members? ○ Does the website give reasons why they should? ○ Is the website kept up-to-date? If nobody is allocated to look after the website, it is more than likely not regularly updated. Increasingly, a club website is becoming a vital and immediate conduit to members, and many others. <p>Now that most people have access to the internet this method of communicating is becoming very popular and, indeed, essential. Therefore, the website needs to be constantly updated otherwise it becomes stale and people will stop visiting it. It is some task to constantly seek out updating material. Like a magazine, a website needs a webmaster who is committed to it and the Club activities. If this position can be combined with an editor, this would be ideal.</p>

1.4 Promotional Activities – Continued

Promotional Aids (continued)

Aid	Description
Poster	<p>Does the Club produce posters?</p> <p>Posters have gone out of vogue lately but they are a good source of promotion if they can be distributed strategically and produced at relatively low cost.</p> <p>However, posters do need to be periodically replaced for, like an unchanged website, they become stale.</p> <p>Placement of posters may not be beneficial for all clubs. For clubs in regional areas it is a handy promotional tool to draw the attention of potential new members.</p>
Recruitment Days	<p>Consider special recruitment days when the Club puts itself on 'show'.</p> <p>Have experts on hand with their cars to explain various aspects of the sport.</p> <p>The Club's show does not have to be a standalone event; it can be in conjunction with another (charity or community) activity.</p>
Fee Cost Reduction	<p>Reduced nomination and first year membership fees could be used a recruitment aid. This could also apply to the introduction of 'junior' and 'family' membership schemes.</p> <p>Alternatively, perhaps the Club could subsidise, within reason, the CAMS licence fees for a first time licence holder under certain circumstance. This may be for a junior member.</p>
Membership Card	<p>Is the Club membership card attractive? Will it draw attention if seen by non-members? Does it include a valid contact number?</p>

1.4 Promotional Activities – Continued

Promotional Aids (continued)

Aid	Description
Merchandise	<p>Does the Club have a range of merchandise?</p> <p>Care needs to be taken as merchandise, if not properly administered, it can become a financial burden for a number of reasons – not the least being inadequate stock control and obsolescence.</p> <p>Handling merchandise does call for expertise. This should be sought by the Committee before plunging into spending the Club's money on something that could end up losing money.</p> <p>A neat merchandise range can be important for club members' morale.</p>
Discount Offers	<p>Can discount offers be negotiated for members from businesses that offer products of interest to Members?</p> <p>Even if these are not all taken up, the perceived value it offers club members may help recruit new members.</p>
Club Trophies	<p>Does the Club have attractive trophies for competition activities?</p> <p>A good design costs no more than a tacky one; it just requires an eye for detail.</p> <p>Has thought been given to give neat replicas? These do not have to be the same shape as the perpetual trophies that the Club retains from year to year.</p>

1.5 Looking After New and Existing Members

Club Contacts

It would be helpful if new members were given a specific 'contact' within the Club for an initial period.

The 'contact' should be someone they can call and, as importantly, who can call them. A 'buddy' system can be hugely effective to making new members feel comfortable and welcome.

Welcoming Activities

Does a new member receive a letter of welcome from the President, with perhaps the signature of the Secretary and Treasurer?

Does the Committee make a special effort to welcome new Members at club nights or other activities?

It helps if the key club members wear name tags, and if the new members wear a name tag with a special colour background so they are readily identified as new members and 'looked after' until they become integrated within the group.

Remember Current Members

Many clubs spend a lot of time on conducting promotions to recruit new members and forget about the current members.

Developing strategies to improve the basic product or service the Club provides may be more effective in the long term to maintain a membership.

2. Membership Retention: Key to Survival

2.1 Introduction

New Members

It is important that the Committee fully understands the value of new members. They bring in:

- new energy
- new blood
- new thought processes
- more modern thinking to what current day members are seeking

Whilst new members initially are not the lifeblood of the Club, if retained, they are the future of the Club.

Membership growth and retention means appealing to a new age group. It means listening to, accepting and valuing the contributions of those new to the Club who have not yet been installed in a leadership group within the Club.

Retaining Members

However, recruiting new members is not the complete answer to club development or survival.

Retaining members is crucial to increasing and even sustaining the Club's membership. It is a key performance indicator of how well the Club is meeting the needs of its members. Certainly every club should be comparing its membership each year in terms of recruitment and losses.

It is clear why retention is so important. There is no point recruiting members until it is known why members leave, and putting resources behind any obvious ways of encouraging vulnerable members to stay. There will always be 'natural' reasons why members leave. Processes need to be in place to retain those who have no apparent reason to leave.

Generally, members are retained because they are satisfied with some aspect of being involved, whether that be their participation in club activities, or simply a feeling of being associated with a successful club without being overly active.

2.2 Why Members Leave

Social Isolation

Social contact is one reason why members join a club. If they do not find it, and are not that actively involved in the activities of the Club, they leave.

If a new member comes to a club meeting (and new members usually do attend), and is not made to feel immediately welcome and 'included', only the strongest or most outgoing will stick it out long enough to break through the curtain of silence, make friends and become a regular member.

Most people seek a level of warm camaraderie and friendship. This will secure their place as a 'valued member'.

Lengthy / Boring Meetings

Members have many demands on their time, and involvement in Club activities can put a strain on their schedule.

Here are some reasons why meetings are boring. The speaker:

- speaks only to the front row(s) – 'if people in the back rows want to hear they can move to the forward seats'
- begins preparing the material immediately prior to presenting it – 'the best work is always done at the last moment' is not valid
- reads directly from slides – 'do this accurately by looking at the slides and not at the audience'
- thinks organisation is the enemy, and does not believe in 'tell them what I'll say, say it, then tell them what I said'
- uses up the question and answer time – 'I was hoping we'd have some time for discussion, but we are already running late'
- uses audience interaction during the session – 'I'll only use a painfully strained exercise, not acknowledge raised hands, after all the audience should only be engaged on my terms'
- enhances credibility with inside references – 'I'll mention people and events known only to a few of the older hands'

2.2 Why Members Leave – Continued

Lengthy / Boring Meetings (continued)

Things that annoy most meeting attendees include:

- people who interrupt and try to dominate meetings
- attendees nodding off
- email checking hounds
- mobile telephone interruptions
- no refreshments (for a longer meeting)
- no breaks
- distraction caused by people leaving the meeting early or arriving late
- frustration of meetings that start late and those that keep on going past the time specified for the finish
- lack of space, comfortable chairs and environment (heating / cooling)

The key is that if somebody is invited to participate in a meeting, it has to be, from their perception, worth it to invest the time.

If a meeting is called, it needs to be organised, everyone at the meeting controlled, and that the people there believe they are not wasting their time.

As a matter of simple courtesy, a guest speaker should be given the floor early in the meeting – ideally about half-an-hour after the meeting is opened.

Club Politics and Personality Conflicts

People become involved in clubs primarily to meet people who are of like mind (or of 'like soul').

However, some clubs have internal politics and personality conflicts. After a time members become disgruntled with this and leave, or simply become inactive with club affairs, remaining a member solely to retain their eligibility for certain entitlements / benefits (e.g. a competition licence).

2.2 Why Members Leave – Continued

Lack of Activity / Lack of Meaningful Involvement

Experience shows clubs that have a range of activities planned for its members have a stronger history of member retention.

Not all members will be interested in all types of activities that are planned. Most will be attracted to one or two of a wide range of activities. Clubs need to identify member types and meet their specific needs.

Members join clubs for a variety of reasons, from just to have fun, to meeting people and making new friends and associates, and to get involved with the Club.

If members are not provided with the experience they are looking for, or do not feel that their contributions are needed and valued, they will look elsewhere.

Lack of Time Commitment

In a busy world with many attractions to occupy one's time, members often find it difficult to make a commitment to the Club.

Unless there is activity that really interests them, they will find other things to do. Therefore the Club needs to be creative in determining when and where to have meetings, and other club activities, so as to create the necessary breadth of motivating factors to attract as many people as possible.

2.3 Retention Plan

Introduction

A club retention plan needs to be implemented to keep Members interested and engaged. The plan should focus on the three primary threats to retention:

- not the activity they seek
- too expensive
- not the right environment that people feel either comfortable in or want to be known to be associated with (e.g. personality clashes)

The plan should then offer potential solutions to address these threats. In developing a plan it is important to look, listen, learn and respond to the areas of opportunity that are uncovered.

Keep Score of Member Movement

To appreciate just what the member retention (or loss) rate is, and the underlying reasons, and how successful a retention program is, appropriate data needs to be available and analysed by the committee. An annual non-retention analysis should be conducted. Such an analysis can be carried out by using the previous five years' data. The steps of the analysis are:

- List the number of years members have been with the Club; if more than five years, tally as five years.
- List the number of members who have not renewed membership (i.e. not include new members) for each of the five years.
- Track the total number of members for that period.
- Work out the non-retention rate year by year.
- Demographic analysis (e.g. gender, age, membership category, etc.).
- Exit interviews.
- Member satisfaction surveys.
- List reasons and establish any potential trends.

2.3 Retention Plan

Example

As at 31 December 2014:

	2010*	2011	2012	2013	2014
Membership	65	67	68	63	61
Non-renewal		5	3	6	10
% of non-renewal year to year		7.7	4.5	8.8	15.9
% of non-renewal since 2010		7.7	12.3	21.4	36.9

*includes those who have been members for more than five years.

If all members were retained in the above example, together with new members, the membership at the end of 2014 would have been 89. It would have been a 36.9% increase on the end of 2010.

Many clubs will be very surprised at the high non-retention rate it scores when the above calculation is made.

2.3 Retention Plan

Examine the Club Taking the time to examine the Club and honestly assess its current status may well be the key to successfully making changes. Without pinpointing areas that need attention, the Club may well be directing its efforts on retention trying to fix a problem that does not exist and ignoring a potential, or real, trouble spot.

The following questions should be answered (truthfully and meaningfully) by the Committee:

- Does the Club warmly welcome new members?
- Does the Club have a structure to look after new members until they 'settle in'?
- Does the Club actively involve new members immediately in activities?
- Do the same members do most of the work for the Club?
- Are members encouraged to actively voice their opinions?
- Are members encouraged to become involved in activities that interest them?
- Does the Committee, or those charged to look after new members, know of the members' particular interests and skills?
- Are all the members involved in the Club's activities; if not, what percentage is involved?
- Do any of the members appear to be bored?
- Has attendances at meetings dropped away?
- Has attendances at club activities dropped away?
- Does any particular activity show high attendance?

2.3 Retention Plan

Solicit Input from Members and Analyse the Response

Actively solicit members' input to an evaluation process. A potential 'Club Involvement Survey' sheet appears a few pages on:

- Survey new and long-term members to assess what they like about the Club, their interests and their concerns as regards the Club, motoring and Motor Sport.
- Ensure that the Club's member records are accurate; can the Club's retention rate be stated? If not, introduce a system to evaluate the retention rate.
- Contact members who have left, or not recently renewed to find out why.
- If meeting attendance, or volunteer involvement is low, find out why.
- Review the reasons why people join and stay as members. Is the club capitalising on these reasons?

Study the answers and note the following:

- Trends noticed
- Areas that need attention.
- Were there surprises in the responses?

Use best judgement when evaluating the results. After examining the feedback decide which areas need attention and look for strategies which will solve that particular problem.

There may be areas where the Committee thought the Club excelled but members think otherwise.

Depending on the answers received there may be the need for only small changes. On the other hand, there may be situations where some members of the Club feel strongly one way and others feel strongly in another way.

In these circumstances, the Committee must consider what is best for the Club. If the Club is trying to attract new members particular attention should be made to their comments.

2.3 2.3 Retention Plan

Actions

As a result of the assessment plan, the following actions should be taken:

- Set up a 'Membership Retention Committee' to brainstorm a variety of ways to improve member retention and encourage more members to become active.
- Develop a retention action plan that includes:
 - new member retention; set a challenging retention goal for the coming two / three years
 - regular scheduled surveys, e.g. once every two / three years, of members' interests and concerns
 - a mentor / 'buddy' system where a committee member is allocated a number of new members, or relatively new members to 'look after'
 - writing the plan down, list what has to be done and who will do it
- At meetings, have a session where members feel they can have a voice in the Club by:
 - offering suggestions
 - commenting on activities
 - expressing a complaint

Often this will bring a reaction for and / or against and provide an indication of how members feel on issues. However, the President / Chairman needs to be able to control the meeting at all times.

- Hold brainstorming sessions to discuss activities, or a new way to handle an activity or club function. The goal is to have a free flow of ideas that can be recorded and workable ideas developed.
- Evaluate, or debrief, after an activity or project to obtain members' comments. This could lead to ideas for improvement of another activity.

2.3 2.3 Retention Plan

Actions (continued)

- Continually involve members by thoroughly explaining:

- what changes are being made
- why are they being made
- when they will be implemented
- how they will affect the members

Make sure that the members who are 'slipping away' (not attending meetings or activities) know what changes are being made, not just those who attend meetings – highlight the notice of meeting in the magazine / newsletter / website.

- Conduct a 'new members' night' once or twice a year to which new members are invited, and that committee members attend. This night could:

- outline all that the Club does
- its history
- its plans
- have a special guest speaker

The night would outline to the new members more detail about the Club than they would learn at normal club nights.

Club Logo / CAMS logo

Club Membership – Member Retention

Sample Club Involvement Survey

Note: this is a guide only; the survey needs to be adapted to suit each club's situation

Please take a few minutes to assist us in evaluating the quality of club involvement by members by completing this survey. Your input is important to your club and will assist the Committee in evaluating future club activities.

DEMOGRAPHIC PROFILE

Using the 1 to 5 rating value, please note your rating for each line. Any comments you have will be most welcomed by the Committee. If necessary, use overside or another page.

Always = 5		Often = 4	Sometimes = 3	Seldom = 2	Never = 1
No	Statement				Rating
1	I feel involved in the Club's activities				
2	I enjoy being involved in the Club				
3	I enjoy the social activities the Club organises				
4	I enjoy the competition activities the Club organises				
5	The activities I am involved with are meaningful to me				
6	My input to the Club is valued				
7	New Members are warmly welcomed to the Club				
8	New Members are encouraged to become actively involved with the Club activities				
9	My club involvement takes up too much of my time				
10	I feel that the Club expects too much of me				
11	My personal goals for joining the Club are being met				
12	The Club leadership knows my skills and interests				
13	Family involvement				
14	I would recommend joining the Club to family / friends				

I believe these are the Club's strengths:

These are the primary areas I think need improvement:

I would like to make the following suggestions:

Name: (Optional) _____ Member No: _____ Tel. number: _____

Please return this form to: (list details). _____

3. Succession Planning

3.1 Introduction

What is Succession Planning?

Succession planning is the process that ensures that a club does not cease to operate effectively due to one or several people relinquishing their commitment. It ensures that the result of their work continues well beyond their retirement.

Succession planning establishes a process that:

- recruits replacements
- develops their skills and abilities
- prepares them for advancement, all while retaining them to ensure a return on the training investment

Succession planning involves:

- understanding the Club's long-term goals and objectives
- identifying the Club's development needs
- determining trends and predictions
- identifying people with skills and commitment to carry out the Club forward

3.2 Why Have a Succession Plan?

Benefits of Succession Planning

With good succession planning, club members will be ready for new leadership roles as the need arises. When someone leaves, a member will be ready to take over. In addition, succession planning can help develop a diverse 'workforce' by enabling decision makers to look to the future make-up of the Club organisation as a whole.

A club should:

- identify positions through role descriptions
- determine 'pivotal' positions within the Club, e.g. President, Secretary, Treasurer, Club Captain, etc.
- identify expected vacancies (look ahead to when the position holder may decide to stand down)
- assist with leadership transition and development of current committee members
- develop an evaluation plan for succession management

A solid succession plan will result in:

- better retention
- valuable training goals
- increased preparation for leadership
- greater satisfaction
- enhanced commitment to the role(s)

3.3 Barriers to Succession Planning

Barriers to Succession Planning

A club needs to determine how to overcome the following barriers to succession planning:

- Members and volunteers believing they are irreplaceable.
- Poor performance records. Members often do not carry out the task allocated to them; often they have excuses why a task has not been carried out.
- Seniors take all. Senior members taking all the administrative responsibility and 'good positions', restricting the development and opportunity of junior members with an interest in the area.
- Time to go. Committee members who have served well for many years but now may be reaching their 'best before date'.
- Fear of change. A fear of change culture can cripple a club.
- The 'Gatekeeper'. One person holding all the knowledge within a system only he / she understands.

3.4 Preparing a Succession Plan

Content of Succession Plan

A good succession plan includes all of the following items:

- A business plan. This does not have to be lengthy; it's a working document outlining the Club's priorities and should be consulted regularly throughout the year.
- Positions descriptions. This makes it easier to recruit new people to a position by outlining what will be required of them.
- Policies and procedures. These outline the day-to-day tasks of the Club, and who is responsible for carrying them out.
- Reporting procedures. Showing the reporting lines back to the Committee, either directly or through other avenues, such as sub-committees.
- Constitution and meeting minutes. These documents keep a record of the Club's policies and document its decision making processes.

4. Mentoring

4.1 Introduction

**What is
Mentoring?**

Mentoring is a relationship which gives people the opportunity to share their skills and experiences, and to grow and develop in the process.

Typically, it is a one-to-one relationship between a more experienced and a less experienced person. It is based upon encouragement, constructive comments, openness, mutual trust, respect and a willingness to learn and share.

The person with the wisdom and experience to offer the less experienced person is the mentor; the less experienced person is the mentee. The mentee needs to have the drive to acquire this wisdom or insight, as ultimately, the mentor cannot force the mentee to learn or control how their insights will be deployed by the mentee.

Being a mentor should not be linked to age, or bounded by preconceived ideas about gender, race, religion, location, or such like.

4.2 Informal Versus Structured Mentoring

The Mentoring Process

The mentoring process is the development of a relationship between the mentor and mentee. At its most effective it is a mutual learning partnership. Mentoring is also an act of leadership, and leaders need to identify, develop and nurture future leaders.

Within clubs it is a voluntary relationship that provides an opportunity for sharing skills and experiences so individuals can develop towards their personal and club (motor sport) related goals.

Formal and Informal Mentoring

Mentoring can be either an informal or a formal structured program.

Informal mentoring takes place quite frequently, often without the participants realising it.

As self-development is rarely successful without the support of other people it is in the long-term interest of the Club to develop its future leaders by taking on a more formal structured approach to the subject.

4.3 Benefits of Mentoring

Benefits for Mentee

The potential benefits for the mentee (and therefore the Club) include:

- increased skill and knowledge transfer
- regular and constructive feedback
- gaining greater insight into the Club organisation and its ethics
- development of confidence
- development of self-esteem
- receiving encouragement and assistance in developing a 'career path' within the Club
- access to opportunities that will contribute to personal and club skills development
- development of greater satisfaction with and commitment to the Club
- teamwork / camaraderie
- information sharing
- participation / sense of belonging / ownership

Benefits for Mentor

The potential benefits to the mentor (and, again to the Club) include:

- increased personal satisfaction, and satisfaction in the role with the Club
- opportunity to demonstrate leadership skills
- opportunity to share own skills and experience
- peer recognition and respect for their knowledge
- challenging discussions with someone who has a fresh perspective
- opportunity to work with less experienced and potentially younger people

4.3 4.3 Benefits of Mentoring – Continued

Skills Required by Mentors

Mentors require:

- the ability to listen
- strong communications skills
- questioning skills
- a passion for the involvement in club level motor sport
- the ability to provide constructive and positive feedback
- planning and decision making skills
- the ability to encourage the mentee to set clear goals
- subtlety and a sense of humour which are the best lubricants in any mentoring relationship

Mentors are not required to provide all the answers, but instead should encourage the mentee to use available resources to identify solutions. This enables them work in a collaborative manner. It is a relationship of the two building ideas, not one of the mentor giving the mentee their ideas.

Benefits to Club

The Club can benefit from a mentoring program by:

- prepared successors in line with the Club's succession plan
- retention of promising members who can develop into future club leaders
- development of a learning culture within the Club by encouraging members to learn from each other
- increased communication and trust within the Club
- maintenance and motivation of senior people
- development and conduct of better activities by the Club

4.4 Development and Implementation of a Club Mentoring Program

Benefits for New Members

New members experience some degree of bewilderment and confusion during their initial period with a club, trying to understand the Club structure involving:

- club events
- committees
- club traditions
- meetings
- new people
- rules, regulations and customs
- club operating environment

Mentoring can help a new member to quickly and soundly gain:

- a sense of belonging and fellowship within the Club
- an understanding of the structure of the Club
- an awareness of the Club's activities and its traditions
- a sense of responsibility when participating in activities, events and meetings

Mentoring may be a formal process but in clubs should be, and more likely to be, a combination of informal and formal processes between a mentee and a friend they have made within the Club, or with a person who is prepared to adopt the role of mentor.

4.4 4.4 Development and Implementation of a Club Mentoring Program – Continued

Timing of Mentoring Meetings

Mentoring may be structured to set times and places. Generally within a club it is unstructured with the participants agreeing to times and places based on need or availability.

With modern communication and computing technologies 'e-mentoring' removes the restrictions as to when and where mentors and mentees may link with each other.

Mentor-Mentee Relationships

Typical mentor-mentee relationships can be:

- Club Secretary – Assistant
- Chief Scrutineer – Scrutineer
- Clerk of Course – Deputy
- Race Control Secretary – Assistant

The mentor relationship does not need to be role or position specific, and the principles can / should extend to a 'buddy system' as part of a new members' induction progress.

5. Developing Skills

5.1 Introduction

Development of Skills

All car clubs depend on their members to make the Club successful and to deliver to members what they are seeking from the Club.

By giving members opportunities to gain new knowledge on the Club's operations and to build the organisational capacity of the Club, it can develop and foster a collection of skilled support.

Not all, but many club members would appreciate the opportunity to develop their club related skills, be it:

- in conducting social activities
- competition events
- contributing to, or even producing, newsletters and / or magazines
- developing and / or maintaining a website
- even being on the Committee

The level of competency of members can have a significant impact on the success of the Club.

Orientation occurs soon after a member is first recruited & is a socialisation process in which members are familiarised with the organisation and its key people.

5.2 Training and Development

What is Training and Development?

Training and development are more specialised processes that move beyond a general introduction to the Club.

Training is about teaching specific job skills.

Development prepares for future roles or responsibilities and satisfies individual needs for personal growth.

Training and development are not only offered to new recruits. Members who have been with a club for some time, but who are taking on a new position, or planning to do so, will also need access to appropriate training and development opportunities.

Suitable Processes

Training and development processes vary widely from one club to another. They need to be adapted to suit the needs and educational background of individual members as well as the Club's needs and level of resources.

Establish Current Knowledge and Skills Levels

Creating an environment that generates development and growth of skills is a key element that needs to be developed by the Committee. To develop members' potential it is necessary to:

- find out what members know and can do
- work out what knowledge and skills members need to have
- discover any gaps or shortfalls in their knowledge and performance
- find and deliver effective learning solutions

5.2 Training and Development – Continued

Knowledge and Skills for Specific Roles

To be effective, a club needs to specify the type and level of knowledge and skills needed in each role.

A starting point is to look at the key responsibilities of each position. Once these have been defined, the next step is to find out what skills, knowledge, and attributes are needed.

Having determined what is required for a position, or role, then it is time to look around and find people who can fill it. In the process of determining whether members may be suitable, it is best to engage the members in the process.

A practical way to do this is to seek direct feedback from the members:

- What do they believe their current skills are?
- What areas do they consider they have strengths in?
- What areas would they particularly want to be involved in?
- What areas do they identify as needing more support or further learning or training?

Forms of Training and Development

Training and development may:

- be formal or informal
- take place on or off the job
- be scheduled prior to, or after, taking up a new position
- take a theoretical or practical approach
- take place on site, off site or via distance learning; for example, the internet
- be instructor lead or self-directed
- be specific to a club activity, or more generalised

5.2 Training and Development – Continued

Training Methods Training methods might include:

- workshops
- guest speakers
- role plays and simulation exercises
- demonstrations
- self-paced learning resources
- internet-based learning
- audiovisual resources
- conferences, courses and seminars
- small group exercises and discussions
- mentoring

6. Recognition and Rewards

6.1 Introduction

Purpose of Recognition and Rewards

The purpose of recognition and rewards is to recognise contributions that lead to the better development of the Club. It stems from genuinely valuing members and their efforts within the Club. Everyone who makes a contribution – for they are all volunteers – deserves a simple ‘thank you’ when they help out.

‘Recognition and Rewards’ are further covered in Club Management Handbook Chapter 9 – Volunteer Officials.

Programs

Recognition and reward programs do not have to be complex to establish and administer. They do require some thought as some members can feel as though their award is diminished if a similar one is presented to others who have put in less effort but are rewarded equally.

Benefits

Recognition and rewards are essential in assisting with retaining the services of members (volunteers) in the Club.

Committee Responsibility

It is essential that the Club’s committee establishes a recognition and rewards program.

The program should be reviewed at least every twelve months, or when a special act of service is brought to its attention.

6.2 Recognition Rewards

Difference Between Recognition and Reward

Recognition is more of an 'activity', such as a social or interpersonal activity.

Reward is more of a 'thing'. For example, money, merchandise, trophy or travel.

Recognition is a positive consequence provided to a person for a behavior or resulting in the form of acknowledgement, approval, or the expression of gratitude. It indicates appreciation for something that member has done for the Club.

A reward is an item or experience, often with monetary value, that is, provided for something done for the Club, often with accompanying recognition.

6.3 Recognition and Reward Record Keeping

Importance of Recognition and Reward

Recognising and rewarding Members is a key component in the effective management of human resources. It is vital in the retention of Club Members and their services.

Record Keeping

In terms of equity it is important to keep records and to know why volunteers are being recognised or rewarded.

Keeping record can be for such activity as:

- hours of service on a project
- years of service to the Club
- contribution considered to be 'above and beyond the call of duty'
- carrying out a special task
- carrying out a thankless task
- enduring abnormal conditions; e.g. bad weather
- an act of selflessness
- an act of bravery

If a record is maintained it makes it easier to select a member(s) when the Committee selects recipients for recognition and rewards.

6.4 Guidelines for Volunteer Recognition and Reward

Recognition and Reward Systems

There are literally hundreds of volunteer recognition and reward ideas.

An important aspect of recognition and reward systems is that differences in individual needs and benefits sought by members that need to be taken into account. It is important to consider how best to recognise and reward them, for:

- Some people seek opportunities for public adulation for their efforts.
- Others feel uncomfortable under such circumstances of volunteering itself. This makes it difficult for sport and recreation organisations to directly motivate higher levels of performance through extrinsic reward systems.

Requirements of Rewards

In considering and making awards they need to be:

- immediate – effort should be recognised soon after it is given
- specific – giving personal recognition
- consistent – everyone's achievements should be recognised and favouritism avoided
- sincere – the recognition should be sincere
- enthusiastic – the recognition should be positive and upbeat so that it will build enthusiasm in others

6.5 Ideas for Recognising and Rewarding Volunteers

Examples

The list below is not at all comprehensive but it provides a number of widely used informal and formal recognition and reward ideas:

- smiling, saying hello and thank you
- offering personal praise while on the job
- writing letters of thanks
- sending get well, birthday and special occasion cards
- noticeboard space to applaud achievement
- giving identification pins, badges, shirts or caps
- acknowledging members in club newsletters, magazines, on website, with a photograph and citation
- presenting member awards at club meetings
- holding social events in honour of members
- giving complimentary tickets to special events and functions
- providing meal vouchers
- providing discount vouchers
- arranging free or discounted use of facilities
- arranging discounts at recreation and sport stores or restaurants
- acknowledging efforts during committee meetings
- farewelling people when they move away from the area

6.5 Ideas for Recognising and Rewarding Volunteers – Continued

Examples of Major Recognition

Example of major recognition can be in the form of:

- awarding life membership
- awarding special membership
- presenting awards for different period of service; e.g. three, five, 10, 15 years
- volunteer of the month awards
- certificates, plaques or medals

7. Signs of a Club Decline

Signs of Possible Club Decline

Sadly, things do not always run smoothly and clubs sometimes fail.

Failure can possibly be avoided if the signs are detected early enough and appropriate action taken to arrest the decline.

Some signs to look for when evaluating the status of the club are:

- falling membership
- membership static
- age profile of members increasing
- falling number of vehicles in the Club
- falling number of viable events (both competition and social)
- falling attendance at events
- membership fees increasing to keep up with costs due to declining numbers
- attendance at meetings falling away or have become low
- development of cliques within the Committee and / or within the Club resulting in dissatisfaction amongst the membership
- key committee positions are unchanged, meaning there is no or little interest for members to step forward to be on committees
- key committee positions held by one person; e.g. Treasurer, Secretary, Publicity Officer because others cannot be attracted to take on a role
- goals and objectives of the Club not being achieved nor, for that matter, being set
- club magazine is getting thinner, being published less often, reducing or no sponsorship or advertising for / in magazine
- membership drift to other clubs

8. Membership Base and Records

8.1 Membership Base Size

Membership Approaches

Members are the key to any club. Successful clubs are those with committed and involved members. Members should be more than just a list of names and contact details.

A club can adopt one of two approaches to membership:

- have as many members as possible
- restrict membership numbers

Benefits of Large Membership Base

The advantages of a large membership base includes:

- lower running costs per member
- greater ability to raise funds
- more feasible to provide specialist services
- the Club may achieve greater influence
- a wider range of talents available to the Club
- more members for committee work
- influential community members are more likely to help the Club
- expansion into a number of areas within the Club will be easier

Advantages of Smaller Club Membership Base

The advantages of a smaller club base includes:

- the total administrative workload is lighter
- camaraderie amongst members is likely to be greater
- factionalism may be less of a problem
- the Club's ability to speak with a consistent message is enhanced

8.2 Membership Records

Legal Requirement for Incorporated Club

Incorporated clubs are legally required to keep and maintain a register of members. This register must include:

- names and addresses of members
- the date each member joined the Club

Record Systems

Keeping membership records should be a simple job. It can be given today's computer technology. The simplest of records can be established using a spreadsheet file.

The membership record system should be simple such that it can be handed from one person to another, should the person in charge of the records move on from the Club.

Whether the records are kept in a computer file or by a book or card system, whoever maintains them needs to have a methodical approach. Once records start to get out of kilter it can be a major task to get them back into order.

The decision on how much data to collect may very well depend on the size of the Club. A smaller club with its ability for members to know each other in a more intimate manner may not need all that information. For a bigger club; for example, in excess of 50 members, it is desirable to have on record some additional details of members, for example; occupation, experience in organising activities, and competition history.

Of course, the more detail that is on the record the more it needs to be brought up-to-date. This is why a good website database will allow members to update their own information.

Privacy of Records

Club administrators need to be aware of the implications of the *Privacy Act*.

There is no objection to the Club holding some personal details, but the *Act* is very stringent about using or releasing details without the consent of the member.

8.2 8.2 Membership Records – Continued

Example of Useful Information

Some examples of useful information to be collected from membership forms are summarised in the following table:

Category	Details
Contact Information	All the basic contact information, such as name and contact details.
Membership Type	Most clubs are made up of different levels of members.
Dues Payments	Once this is set up, tracking of when fees are due, and who has not paid, is quite simple. Computerisation should make it easy to produce and distribute invoices and track payments.
Roles and Achievements	Records can be included for members' achievements, Office Bearing position, or simply what their occupation is. This can be handy if the Club is looking for someone who has certain skills or background.
Sub-Groups	Each member can be allocated to a sub-group within the Club. This allows keeping track of members of Committees or whatever sub-division that is determined. For example, the Club may have the opportunity to display classic cars and a quick printout could give this information.
Activities	Those who are active within the Club can have their involvement for each activity recorded.

Benefit of Membership Database

The benefit of having a membership database set up as suggested above is that lists can quickly be printed to provide an up-to-date analysis of the status of the Club. It can also be an invaluable tool when reviewing the Club in the planning process. Refer to Club Management Handbook Chapter 1 – Creating a Car Club.



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