



HUMAN RESOURCE MANAGEMENT

TEAM PDC

FEDERATION MANAGEMENT WORKSHOP

FEBRUARY 27, 2020

MOTIVATION OF HUMAN RESOURCES

Pursuit of a mission vs profit

An activity is done for 'honour's sake

Predominantly the motivation is intrinsic

Persons want to achieve some external goal(s)

The distinction between internal and external forces

Determine how long, how vigorously and in what activities the person will engage in.

RECRUITING AND MOTIVATING HUMAN RESOURCES

Determine recruitment needs

Design a recruitment strategy to meet those needs

Recruitment processes and procedures

Dedicated and motivated staff and volunteers

Rewards/Incentives to motivate staff

HUMAN RESOURCE MANAGEMENT CHECKLIST

KEY ELEMENTS

<https://managementhelp.org/organizationalperformance/nonprofits/human-resources.htm>



Written Handbook/Policy as it relates to HR



The organization follows nondiscriminatory hiring practices



The organization has job descriptions including qualifications, duties, reporting relationships and key indicators.



The organization requires employee performance appraisals to be conducted and documented at least annually



The organization has a compensation plan, and a periodic review of salary ranges and benefits is conducted.



The organization has a process for reviewing and responding to ideas, suggestions, comments and perceptions from all staff members.

VOLUNTEER MANAGEMENT

What Motivates Volunteers

Within the organization of volunteering and what motivates people to do it can be seen as:

- ▶ *'Unpaid work'* providing a service to others
- ▶ *'Serious leisure'* with long-term personal rewards
- ▶ *'Activism'* promoting a cause, such as chess values promoting

Volunteering is influenced by:

- ▶ *Individual factors* such as their personality, values, identity and resources
- ▶ *Relationships and social networks* with family, friends, neighbours and colleagues
- ▶ *Groups and organisations* of which they are a member and the way these are organized
- ▶ *The local environment and place* where they live, including public spaces, events, institutions and politics
- ▶ *Wider societal and global factors* such as national and international events, social movements and trends

KEY ELEMENTS

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- ▶ The organisation has a clearly defined purpose of the role that volunteers have within the organization.
- ▶ Job descriptions exist for all volunteer positions in the organization.
- ▶ The organisation has a well-defined and communicated volunteer management plan that includes a recruitment policy, description of all volunteer jobs, an application and interview process, possible stipend and reimbursement policies, statement of which staff has supervisory responsibilities over what volunteers, and any other volunteer personnel policy information.
- ▶ The organization follows a recruitment policy that does not discriminate, but respects, encourages and represents the diversity of the community.
- ▶ The organization has policies on child protection policy and sexual harassment.
- ▶ The organization has a process for reviewing and responding to ideas, suggestions

KEY ELEMENTS cont'd

<https://managementhelp.org/organizationalperformance/nonprofits/human-resources.htm>

- The organization provides appropriate training and orientation to assist the volunteers in the performance of their volunteer activities. Volunteers are offered training with staff in such areas as cultural sensitivity.
- The organisation is respectful of the volunteer's abilities and time commitment and has various job duties to meet these needs. Jobs should not be given to volunteers simply because the jobs are considered inferior for paid staff.
- The organization does volunteer performance appraisals periodically and communicates to the volunteers how well they are doing, or where additional attention is needed. At the same time, volunteers are requested to review and evaluate their involvement in the organization and the people they work with and suggest areas for improvement.
- The organization does some type of volunteer recognition or commendation periodically and staff continuously demonstrates their appreciation towards the volunteers and

Other Motivations/Sources -Volunteers

- Motivations of volunteers at club level
- Volunteers at mega-events which shows how this differs from other forms of sports volunteering but may be related to it
- Volunteers at regional events which is more closely related to other forms of sports volunteering
- Coaches as volunteers
- Volunteers in education and youth activities which often involve chess despite not having it as its main focus
- Young people and students as volunteers
- Older people as volunteers
- Volunteers' effect on the experience of sport participants and promoting motivation
- Volunteers moving between roles, particularly over their lives as circumstances change and also in response to changes within clubs and sports

TEAM WORK

 **10** essential elements of **EFFECTIVE TEAMWORK**

1. Leadership at all levels
Formal leadership provides clarity, consistency and focus. Informal leadership includes taking responsibility, initiative, reinforcing the team goals and direction.

2. A clear, common and committed goal
Nothing energises a team like knowing that they are working towards a clear goal and what they are doing actually counts.

3. Planning
What really makes goals come to life is progress towards it. Make decisions that support the goal and fit with the plan.

4. They 'multiply' their resources
Great teams make tight budgets and scarce resource go further. Allocate resources to where they are needed the most at that point in time.

5. Honest, robust and ongoing communication
Great teams create space and opportunities for people to talk. Establish a respectful culture that promotes open exchange of ideas and perspectives.

6. Balancing needs: yours, mine and ours
Great teams know when to sacrifice their own goals for other members or for the team. They also get opportunities to pursue their own.

7. Ability to temporarily suppress the ego
Allow people to unleash their ego when needed to drive individual performance, and muzzle it when it gets in the way of team outcomes – achieve this with open communication and balancing goals.

8. Abundant recognition coupled with accountability
Great team members go out of their way to catch people doing things right. They also respectfully hold people accountable when things don't go well.

9. Committed consistent and productive actions
Defined goals -> clear plans -> simple repeatable actions. Team members come to work knowing specific actions to take to achieve work goals.

10. Have Fun!
Great teams celebrate often – not just the big victories. They don't spend time together because they like each other – they like each other because they spend time together.



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Managing Conflict in National Chess Federations

- **Be professional:**

Speak clearly and stay composed in heated situations. This demonstrates confidence in managing the situation. Avoid argument or debate, and don't try to bluff through with unjustified rulings.

- **Remain calm:**

Don't over-react. Stay relaxed and adopt a low-key posture/body language. Use objective, neutral language.

- **Address the problem - not the emotions:**

Try to put aside the emotions of all parties. Emotions inevitably inflame the situation. By dealing with the facts and the available evidence, the official is more likely to be seen as making a fair and appropriate decision.

Managing Conflict in National Chess Federations

- **Focus on the person:**

People are not objects, and they don't like being treated as such. Acknowledge a participant with eye contact and use their name if possible. Recognise that they have something to say, and don't just dismiss them.

- **Be fair:**

- ▶ Avoid team or individual bias at all costs. Demonstrating integrity is one of the greatest assets of an official.

- **Be confident and open:**

- ▶ Don't be defensive or try to justify actions. Clarify decisions when appropriate, based on the facts and the evidence presented.

- **Be firm:**

- ▶ Deal with unacceptable behaviour firmly and quickly. Set boundaries in a polite, professional and assertive manner.