Headline 1.3 Strategic Human Resources Management

1. Definition

Strategic Human Resources (HR) Management is the process of hiring the right employees and volunteers and developing and maximising their performance so that they become more valuable to an organisation. In this regard, Strategic HR Management relates to a wide range of activities including conducting job analyses, planning personnel needs, recruiting and selecting the right people for the job, developing detailed job descriptions and performance objectives, induction and orientation, education and training, managing benefits and incentives (e.g. salaries), evaluating and reviewing performance, providing career development support and employing succession and talent management. HR management in sport has one particularity since its workforce consists of a mix of employees and volunteers on many organisational levels, putting high responsibility on them.

Including volunteers can bring a wide variety of benefits including social, health and economic wellbeing, energy and enthusiasm, logistical support, bringing new participants to sport activities and building relations with the local community. A separate volunteer management strategy helps everyone understand the vision for volunteers and why to involve them. It sets out what is to be achieved with volunteers and how. Furthermore, it explains how volunteers will contribute to the organisation's aims and covers how it will find, recruit and support them.

Strategic HR Management is also related to a clear description of role and responsibilities within the organisation. This aspect is also explained in Roadmap "Responsibilities and clearness of role"(2.3).

2. Ideal scenario

A fully-fledged human resources framework has been set up covering all aspects of HR management, such as recruitment, selection, induction, appraisal, discipline procedures, conflict resolution, skills audit, training development and rewards. This strategy allows candidates from all walks of life and places, internally and externally, to apply for a specific position and to be selected through a consistent process, free of discriminatory standards and a set of criteria based on merit and competencies. In this regard, a list of open positions is publicly available with clear job descriptions, a formal selection procedure, specific application deadlines and an assessment based on objective criteria to guarantee equal opportunities for all candidates.

Additionally, the current workforce is evaluated regularly to ascertain the availability of necessary skills internally. Training and capacity building in succession management programs are established to improve/increase the capabilities of current staff members.

Moreover, there is either a dedicated volunteer management strategy or the HR policy includes a specific section regarding volunteers. Volunteers are managed following a formal Volunteer Management Plan implemented by a specific Volunteer Manager, which ideally (if the size of the organisation allows this) is a paid staff member. The Volunteer Manager supervises the volunteers with regard to time tracking, understanding how the roles and demands are perceived by volunteers to identify potential risks in relation to emotional burden and safeguarding, to establish a clear understanding of the tasks and issues

involved in the volunteer role, to identify volunteer needs and to identify potential issues or problems that need to be addressed.

3. Risks
- Recruitment of staff that does not fulfil the personal or professional requirements needed by the organisation.
- Recruitment is more based on personal interests than organisational interests (risk of discriminatory practices).
- Dissatisfaction among staff members and important turnover due to a lack of information on the tasks and expected results, regular assessment, possibilities of additional training or career perspective.
- Misunderstanding of the roles, responsibilities and expected results from each staff member and volunteer.
- Lack or declining number of volunteers due to mismanagement, lack of assistance or lack of gratitude.
- Important skills shortages and gaps between the competencies of the staff or volunteer and the expectations/needs of the organisation.
- Legal problems because some human resources decisions are not aligned with the collective agreement (if any) and/or national law.
- Lack of diversity and therefore lack of complimenting skills in the organisation due to excluding organisational culture.

4. Instruments and key elements

Instruments	Key elements
Human resources policy	- Description of procedures related to recruitment and selection (e.g. internal vs. external recruitment). - Clear job descriptions of various staff members and volunteer positions (e.g. tasks, responsibilities and expected results), which are always publicly listed and communicated when recruiting. - Clear description of other human resources aspects such as salary and other forms of remuneration and development opportunities (see also "Career support for staff/volunteers" 2.6). - Clear performance management process including a regular assessment of personnel and appraisal of performance and needs with rewards in case of positive evaluation. - Encouragement and opportunities for further education to gain new competencies. - Compliance with national laws and/or collective bargaining. - Scope of the policy depends on the size of the organisation - Responsible person for HR Management should have the necessary skills and competence and should have potentially undergone a unconscious bias training.

	• Applications should be reviewed by more than one person. • Jobs and employment opportunities are publicly available. • Job offers/Position postings use gender-neutral advertising to be attractive to anyone. Blind CVs are considered to further reduce unconscious biases. • When hiring new personnel, appropriate due diligence and integrity checks should be conducted. • Evaluation of the effectiveness of HR practices.
Volunteering management plan	• Description of procedures related to recruitment and selection. • Clear job descriptions of various volunteer positions (e.g. tasks, responsibilities and expected results). • Clear description of other human resources aspects such as supervision and assessment. • Recognition and rewarding of volunteers. • Strategy to attract and motivate new volunteers to apply. • Opportunities for training. • Responsible persons for volunteer management (e.g. Volunteer Managers) should have the necessary skills and competence for the different voluntary roles.
Succession and talent management	• Comprehensive set of assessment and development processes. • Clear definition of the organization's strategic priorities and capacity needs as basis. • Aims at developing HR capability and enabling organisations to respond to change and minimising turnover. • Supplements subjective manager judgements of potential with independent objective assessment data related to key succession criteria.

5. Good practice examples

Example "Volunteer management plan"

Organisation: German Olympic Sports Confederation (DOSB)

Description: The German Olympic Sports Confederation (DOSB) has developed a strategy to promote and support volunteering in sport. It has combined this information in a handbook on voluntary positions and voluntary involvement in sport.
The handbook provides a clear definition of what is an efficient volunteer management system. This system is subdivided in ten different steps going from the initial needs of the organisation over the selection, supervision and training until the post-volunteering period. In addition, the DOSB has set up a program to recognise volunteers through a "German Volunteer Card" and a "Certificate of Volunteering Achievement".

Further information:DOSB_Broschure_Voluntary_Positions_and_Voluntary_Involvement_2015.pdf

Example "Toolkit for Volunteer Management"

Organisation: European Observatoire of Sport and Employment (EOSE)

Description: The V4V project has developed a toolkit, considering 4 pillars to encapsulate all of the core elements of the volunteer management process. From scoping out volunteer needs to recruiting and retaining volunteers, to ensuring the volunteering experience is developmental.
The pillars cover: Volunteer strategy and planning, volunteer recruitment and deployment, volunteer management and retention and volunteer development and training. The toolkit allows organisations to self-assess their volunteering strengths and weaknesses and has access to learning resources and case studies.
It also comes with a second self-assessment tool for the volunteers to evaluate their volunteering experience with the organisation.

Further information: V4V – Sport Organisations Toolkit | EOSE

Example "Volunteer management plan"

Organisation: Sport New Zealand (public body)

Description: Sport New Zealand aims to help organisations understand volunteers' motivations in order to attract and keep them at the heart of the sector. Therefore, they are providing a range of resources. Within "Recruiting and Managing volunteers" there are advice and tools to attract volunteers with targeted and effective recruitment processes, administrative planning and guiding principles to set up a volunteer management programme (template available in the toolkit). Key element of the Volunteer Management Programme is the appointment of a Volunteer Coordinator and identifying the required skills to complement the organisation.
The volunteer management toolkit provides information, insights and ideas to assist organisations to find volunteers. It starts by re-framing the volunteer experience and delves into developing a volunteer friendly culture and environment to conflict resolution and appraisal.
Another specific section of the website is related to performance management of volunteers and officials. This section contains various useful tools including: giving effective performance feedback, seven steps to guarantee improvement or four factor of performance enhancement. These tools are freely available to download.

Further information:

Volunteer Management | Sport New Zealand - Ihi Aotearoa (sportnz.org.nz)

Recruiting and managing volunteers | Sport New Zealand - Ihi Aotearoa (sportnz.org.nz)

Volunteer management toolkit | Sport New Zealand - Ihi Aotearoa (sportnz.org.nz)
Performance management | Sport New Zealand - Ihi Aotearoa (sportnz.org.nz)

Example "Awarding volunteering"

Organisation: National Sailing Federation of the UK (Royal Yachting Association (RYA))

Description: The Royal Yachting Association recognises the contribution of various volunteers on an annual basis by awarding a number of Volunteer Awards in various categories (e.g. Family Award or Community Award). Every year, the RYA also publishes a booklet with all the Award winners. The Volunteer Awards of the RYA are also part of the strategic document "Together on Water". Within the section "Engagement: Encourage more people to stay involved in sailing and boating for longer" recognising and celebrating volunteers is one of the means to retain people in the association.

Further information:

Together on Water (rya.org.uk)

Volunteering (rya.org.uk)

RYA Volunteer Awards

RYA_June_2023_Strategy_Document.pdf.pdf (amazonaws.com)

Example "Volunteer management plan"

Organisation: Tokyo Olympic and Paralympic Games 2020

Description: The organising committee of the Tokyo Olympic and Paralympic Games 2020 has developed a comprehensive "volunteering strategy" which is a good example of an events-based volunteering plan. This document covers a wide range of areas and topics of the Tokyo 2020 volunteer strategy, providing insight into how not only the volunteers will be recruited, trained and managed throughout the whole process. The different volunteer activities are disclosed and an overview is provided to clarify the role of the volunteer. Whilst focusing on the common practices, such as standardised and specialised training, the document also puts focus on the "cultivating enthusiasm for volunteering and expanding the base of volunteers." The strategic document even looks into post-games legacy, in which it hopes an overall enthusiasm for volunteering is expected to arise due to the Games.

Further information: dtgkfp0p6eek4tftik3t.pdf (tokyo2020.org)

Example "Remuneration Committee"

Organisation: World Athletics

Description: The Remuneration Committee, reporting to the Executive Board, reviews and advises on remuneration and expenses policies for key roles within World Athletics. It consists of five members, including the Chairperson and up to three independent members, serving a term ending in 2027. The Committee meets annually or as required. It is responsible for reviewing and recommending remuneration policies and expense reimbursements for various key positions and advising on remuneration for Commissions, Working Groups, and other bodies. Executive Board Members on the Committee are remunerated as per their role, while Independent Members receive a per diem and covered travel expenses. A working group recommends candidates to the Executive Board.

Further information: [Member of the Executive Board Remuneration Committee](#)

Example "Remuneration Committee"

Organisation: World Archery

Description: Officers serve on various boards and committees within World Archery's governance and operations. The Remuneration Committee. This committee is responsible for reviewing the salary and benefits of staff members. Term limits, effective from 2023, restrict key officials to specific terms and breaks as outlined in the World Archery Rulebook. Boards handle specialized tasks, while permanent and ad hoc committees address ongoing operations and specific initiatives, respectively. The Remuneration Committee plays a crucial role in ensuring fair and competitive compensation within the organization.

Further information: https://www.worldarchery.sport/about-us/organisation/committees

6. Steps to the next level

To level 2 ★★ "Emerging"	To level 3 ★★★ "Developing"	To level 4 ★★★★ "Established"	To level 5 ★★★★★ "Embedded"
• Establish and maintain good working conditions and a positive working atmosphere for staff, supplemented with incentive policies to motivate and retain employees. • Define and communicate the desired attitudes and personal qualities (such as adaptability, reliability, motivation, and passion) expected from both staff and volunteers. • Regularly assess and understand the motivations of	• Assess the current workforce, differentiating between staff and volunteers, and identify strengths, weaknesses, and potential. • Define human resource priorities and needs, recognising HR as organisational assets. • Develop guidelines for key HR management aspects, including recruitment and selection, governed by rules, procedures, and skill gap identification. • Advertise vacant staff positions with	• Develop a comprehensive HR policy aligned with national laws, covering key HR management issues, including recruitment, selection, and health and safety obligations for staff and volunteers. Include a specific chapter on volunteers. • Evaluate future strategic priorities, requirements, and capabilities to determine how the current workforce aligns with future needs. Develop plans to address any identified gaps or concerns.	• Develop a robust succession planning strategy that includes standardised performance evaluations, incorporates diverse viewpoints, and uses independent evaluation data for accurate assessment of key succession factors. • Integrate ongoing feedback mechanisms, establish mentoring and coaching programs, and utilise data analytics to support proactive

both staff and volunteers to better support their engagement and satisfaction within the organization. • Actively encourage volunteering by reaching out to the close network of the organization's members, fostering a supportive and engaged volunteer community.	clear job descriptions and application deadlines. • Provide comprehensive orientation for new staff members to align their expectations with the organisation. • Understand motivations and barriers to volunteering, and communicate regularly with volunteers through an appointed supervisor. • Identify necessary skills for volunteers in each role, such as IT, financial, coaching, and interpersonal skills. • Integrate volunteers into the organisational workforce by providing branded clothing/uniforms. • Identify and allocate financial and additional resources, including equipment, clothing, and transport, to support volunteers effectively.	• Ensure newcomers receive clear information about workplace expectations, including duties, procedures, workgroup integration, and organisational politics. Use the orientation period to assess their fit within the organisation. • Establish a robust succession management strategy, including standardised performance evaluations, diverse perspective assessments, and a set of assessment and development processes. This strategy should focus on talent retention, minimising turnover, and reducing vulnerability to change. • Implement a cycle of talent assessment, development, and deployment. Identify and nurture internal talent while also sourcing new talent externally,	talent planning and recruitment strategies, fostering a culture of continuous learning and development. • Recognise employees and volunteers as valuable assets by fostering their psychosocial commitment and cultivating unique collaborative approaches to achieve superior performance levels. • Routinely evaluate the effectiveness of HR practices to inform future human resources management decisions. • Develop a fully-fledged human resources policy, aligned with national laws, accessible to all staff and volunteers, covering all HR aspects including recruitment, selection, induction, training, appraisal, assessment, discipline, and conflict

	• Clearly distinguish between the roles and expectations of paid staff and volunteers.	ensuring comprehensive talent management. • Consider offering job enrichment, enlargement, rotation, flexible work practices, or self-managing teams to enhance staff skills and fulfil their motivations. • Consistently advertise all open positions on the organisation's website with clear job descriptions. Implement an open, transparent, and objective hiring process to recruit the most competent candidates, with a broad consideration of diversity criteria. • Assign a board member or staff member to manage, support, and supervise volunteering activities within the organisation. • Promote a healthy volunteer culture that contributes positively to the organisation by bringing enthusiasm, connecting with	resolution. Include a specific chapter on volunteers. • Formalise and clearly communicate each step of the hiring process, from shortlisting to interviews, in a dedicated "careers" section on the website. This process should be managed by a dedicated department or personnel, include due diligence, and integrity checks. • Implement clear and transparent recruitment procedures, including mixed review and interview panels with equal gender representation, involving HR and external experts with gender equality training and knowledge of unconscious bias. • Ensure all open positions are publicly available and advertised on the website, newsletters, and social media, with

		local communities, and adding value to the organization's work.	• clear job descriptions. • Engage external experts for specialised expertise as needed, ensuring contracts for both staff and external experts align with the organisation's needs and relevant laws. • Implement exit interviews or surveys to understand the reasons for employee departures and gather insights into their experiences within the organisation. • Actively recruit volunteers from the general public by posting vacancies on the website and social media channels. • Designate responsible persons for volunteer management, ensuring they have the necessary skills and competence for various voluntary roles. • Actively seek sponsors, donors,

			and grants to provide financial and other resources, such as equipment, clothing, and transport, to support volunteers effectively.