

1. Summary

- 143 WTMC members responded to this survey which explored the amount of volunteer work members contribute in order to run the club, what motivates people to volunteer for the club, what people's experience of volunteering was and how we can improve the way the WTMC operates.

1.1 Survey findings

- Between 50% and 60% of the respondents do some work to help the club operate.
- For most volunteers, the workload seems reasonable amounting to less than 4 hours per month; however 9 respondents spend between 4 and 8 hours per month working to run the club, and 8 respondents stated that they spend more than 8 hours working to run the club each month (not including trip leading which is additional to this).
- A subset of the volunteers are the committee members. The committee members have typically been involved in the club for several years, and are highly engaged in the club going on a lot of trips per year. Almost all of the committee do extra volunteer work for the club as well as their committee role. Six committee members contribute >8hrs per month volunteer time to the club.
- The committee members are generally happy with the work they do, with all stating that they found their roles rewarding to some extent. They all stated that they often or sometimes felt appreciated. However, nearly half the committee said that they sometimes felt resentful about the volunteer work they do.
- The main motivator for committee members was that they wanted to give something back to the club, followed by the fact that they want to keep the club strong.
- The committee members particularly disliked dealing with conflict in the club, dealing with complaints and the work generated by members not following the club systems.
- Key suggestions from the committee were: Suggestions for splitting and sharing the transport and secretary roles; more automated systems; more recognition for volunteers; and a code of conduct to reduce the work associated with conflict and miss-behaviour in the club.
- Looking at all volunteer responses, most people who volunteer have been involved in the club for several years and most go on several trips per year.
- Most of the club volunteers are happy in the roles they do, with 96% finding their roles rewarding at least sometimes. However, 29% of volunteers sometimes felt resentful of the volunteer work they do.
- Most volunteers help because they want to give something back to the club and feel they should chip in a bit
- The things volunteers get most fed up with are chasing people for things (contributions, help etc.) and work created by people not following club systems. The club volunteers also find communication with the committee frustrating sometimes, so clearer lines of communication could help.
- Some club volunteers expressed a desire for simplification of processes and less administration. Other specific suggestions were online trip signup systems and better reward systems for volunteers.
- The club members who don't do volunteer work had mostly either been involved in the club <1year (newer members) or more than 10years (older members who likely volunteered in the past). 47% of this group of people don't go on any trips, so it seems reasonable that they don't volunteer to help run the club.
- 26% of the current non-volunteer members expressed an interest in volunteering and suggestions about how we can help them do this were: making the club less intimidating, making volunteer roles smaller and more manageable and better advertising of what the club needs help with.

1.2 Key recommendations

- More recognition for volunteers: a 'volunteer of the month' article in the newsletter, more rewards for volunteering such as no social night door fees, subsidised trips, or a some sort of subsidised volunteer's weekend trip.
- Clearer lines of communication between the non-committee volunteers and the committee. This could be facilitated by an organisation structure on the website so that it is clear which volunteer roles are managed by which committee member.
- A regular 'we need help with....' article in the newsletter/forum to recruit help from club members and generate awareness of what we do.
- Introduce a new volunteer role 'FMC Bulletins person' to mail the FMC bulletins and reduce the secretary role.
- Introduce a new volunteer role 'Van maintenance person' to manage technical maintenance of the vans and reduce the transport officer role.
- Introduce a new volunteer role 'Refunds Assistant' to reduce the treasurer role (this is already in the pipeline).
- Creation of an online membership database with secure log in for committee members only. This would reduce work for the membership officer and other roles that need access to the membership database. Email lists could be generated automatically from this.
- Introduction of a code of conduct that all members must sign so that it is clearer what behaviour is expected of club members. This would reduce the workload for the committee in dealing with conflict and complaints.
- Consider recruiting a complaints officer.
- Consider changing the format of social nights to reduce the workload on the social convenor in finding speakers every week.
- Consider getting rid of the social night door money (which would get rid of the need for a door monies person, and possibly make the club seem more friendly and open).
- A better system for dealing with gear room money.
- A long term goal of online trip sign up to simplify the work of organising trips and get rid of the need for trip sheets (in the meantime, getting a non-committee person to produce and put up the trip sheets would reduce committee work).

Note:

- There are a number of people who put comments in the survey that should probably be followed up by particular committee members: The author will compile a list and will be suggesting some of the committee follow up in the next few weeks.

2. Full analysis

2.1 Survey design

- The survey had 18 questions and used logic to direct respondents to appropriate questions
- Non-members were identified at the beginning and excluded from further questions (they were given information about finding out more about the club). We focussed this survey on our members.
- Volunteers were identified and asked about their motivations for volunteering, their experience of volunteering and what we could improve about the way the club is run.
- Members who do not volunteer were asked why they don't help out, and what we could do to encourage them to contribute more.

2.2 Survey completion

- 147 people completed the survey (although not all respondents got all the questions due to logic in the survey).
- The responses were well spread across our membership including good representation from new and long term members as well as a wide spread of involvement levels (see figures 1 and 2)
- 97% of responses were from club members.
- 64% of member respondents do some sort of task to help the club operate.
- The most common volunteer activities that respondents contribute to the club are leading trips (38% of member respondents, 24% of whom also do other volunteer activities) and writing newsletter or journal articles (24% of member respondents). See figure 3 for a full breakdown of volunteer activities.
- Nearly half the member respondents stated that they spend 0hrs per month volunteering the club. The 'volunteering time' did not include trip leading.
- Most volunteers spend less than 4 hours per month working for the club (not including trip leading).
- 9 respondents (7%) spend between 5 and 8 hours per month working to run the club (See Figure 4 for the full time breakdown). This does not include leading trips.
- 8 Repondees (6%) contribute 8hrs+ volunteer work to the club each month (See Figure 4 for the full time breakdown). This does not include leading trips.

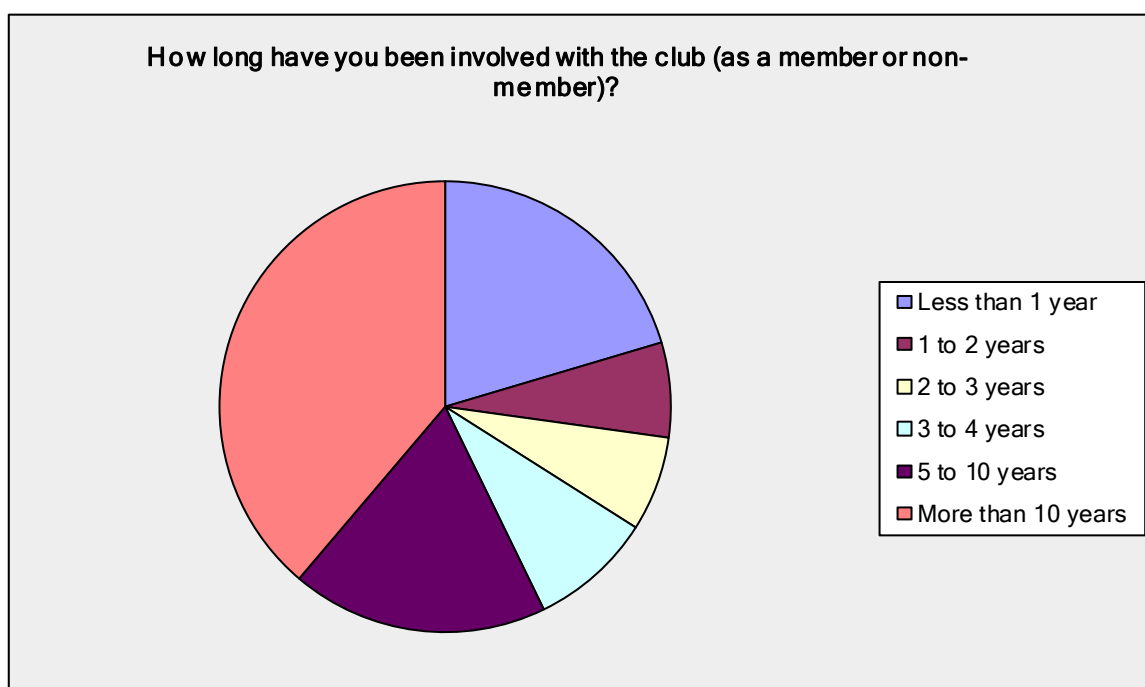


Figure 1 All Respondees: Length of club involvement

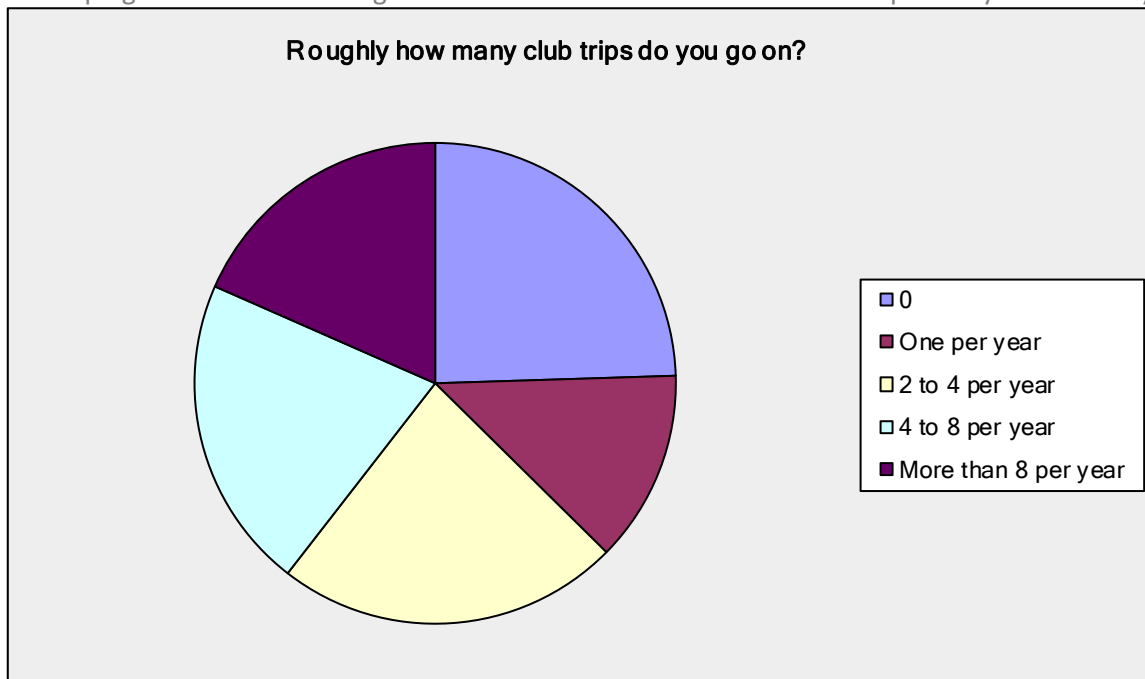


Figure 2 All Respondees: Number of trips pre year

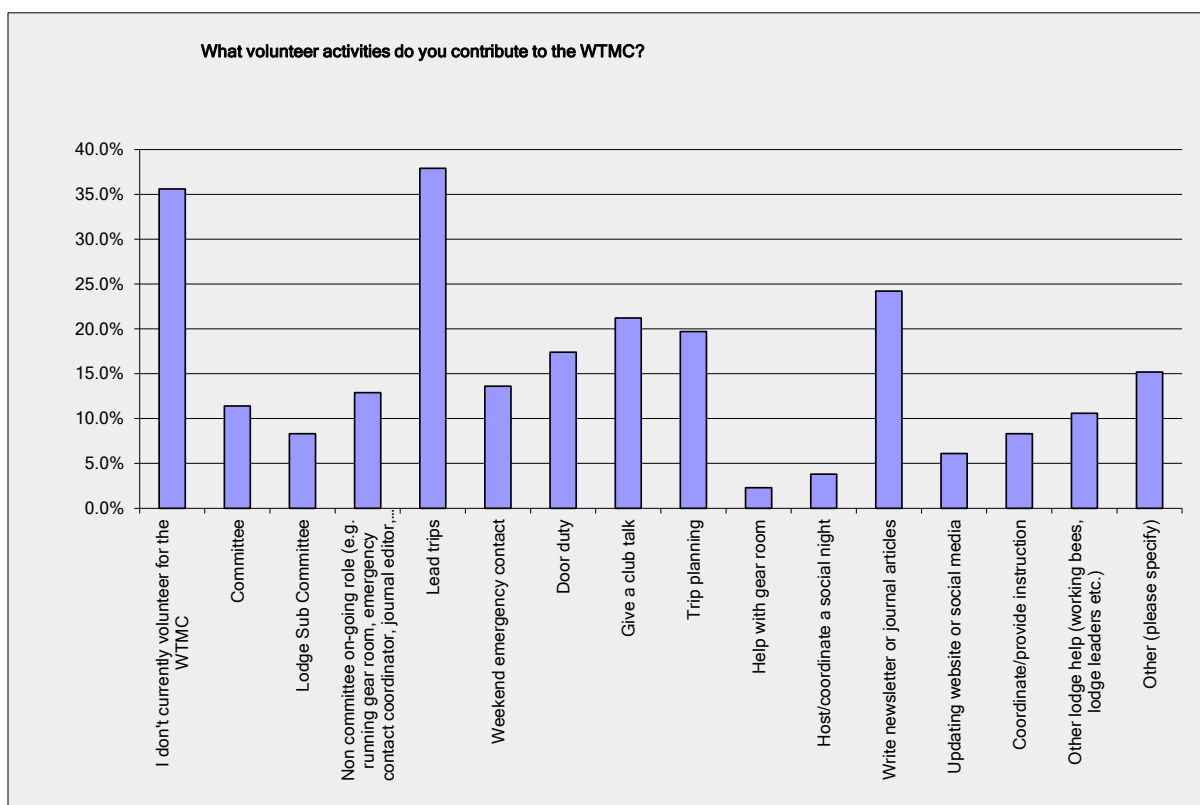


Figure 3 All Respondees: Volunteer activities

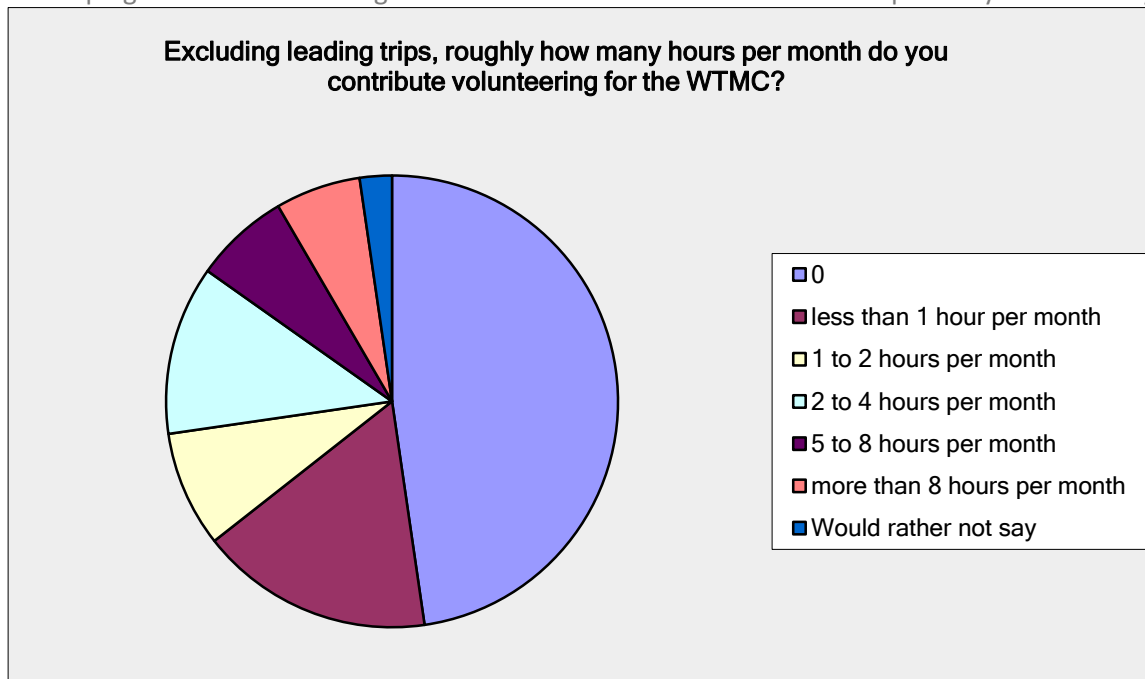


Figure 4 All Respondees: Volunteer contribution per month

2.3 Our Committee Members

- 15 committee members responded to the survey (100% of the committee)
- Most committee members have been involved with the club for many years (more than half the committee have been involved for more than 5yrs)
- Not surprisingly, the committee members also go on a lot of tramping trips with the club (all going on at least 2 per year, and 40% of the committee going on more than 8 trips per year)
- 87% of the committee do additional volunteer jobs as well as their committee roles (most commonly leading trips, but also giving club talks, trip planning and maintaining the website). The 13 committee members who lead trips for the club lead an average of four trips each.
- The committee contribute a lot of time to the club, with 6 committee members contributing at least a full day's work per month (see figure 5). This does not include leading trips.

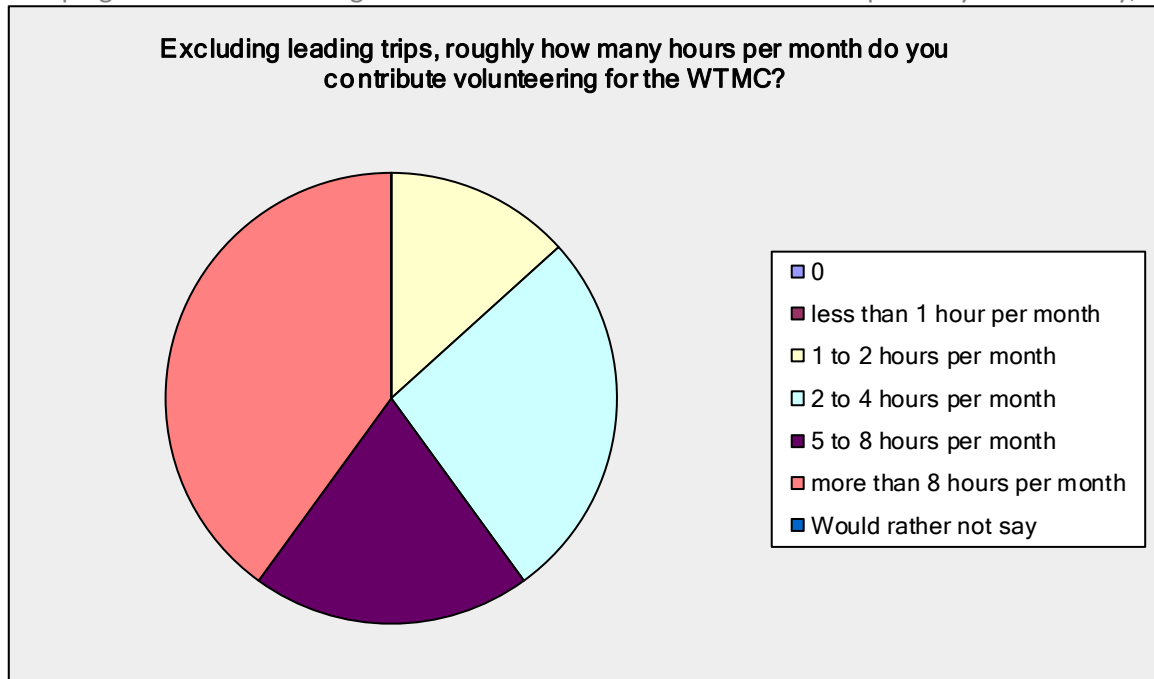


Figure 5 Committee members only: Time contribution

- The committee members stated that they got really fed up with the following:
 - Dealing with conflict in the club or committee (2 committee members mentioned this)
 - Dealing with complaints or unpleasant communications from members (2 committee members mentioned this)
 - Getting hit with a lot of work at once
 - Work generated by people not following the club systems (e.g. trip sign up systems)
- 6 of the 15 committee members felt their jobs could be more automated or more efficient
- 5 of the 15 committee members felt their tasks could be shared out more
- Specific suggestions from the committee were:
 - A non-committee member could create and put up the trip sheets.
 - Shared committee access to an up-to-date membership/leader email list (to include email/phone number) – then there would be no need for committee members to get sent up to date versions from the membership officer
 - A better means of sending emails from 'communications@wtmc.org.nz' - e.g. one that can cope with hyperlinks and is linked to a club email address book.
 - Aspiration for online sign up for club members to reduce trip leader administration (2 committee members suggested this)
 - Recruitment of a complaints officer.
 - More clarity about what behaviour we expect of members (and committee members) - do we need members to sign a code of conduct.
 - Better use of documentation/templates and a more formal way to capture these.
 - Splitting of the transport officer role - one person to look after the mechanical side of things, the other to do allocate vans each weekend/book hire vehicles etc.
 - The FMC bulletin mailing should be separated from the secretary role.
 - Consider social nights without a speaker, setup a rotating roster of people to host
 - Look for ways to reduce paperwork
- All the committee members find their roles rewarding to some extent, however half the committee stated that sometimes or often felt resentful about the volunteer work they do for the club (it should be noted that the other half of the committee hardly ever or never felt resentful).
- All of the committee felt appreciated for their efforts (often or sometimes).

- The main motivator for committee members was that they wanted to give something back to the club, followed by the fact that they want to keep the club strong (see figure 6).

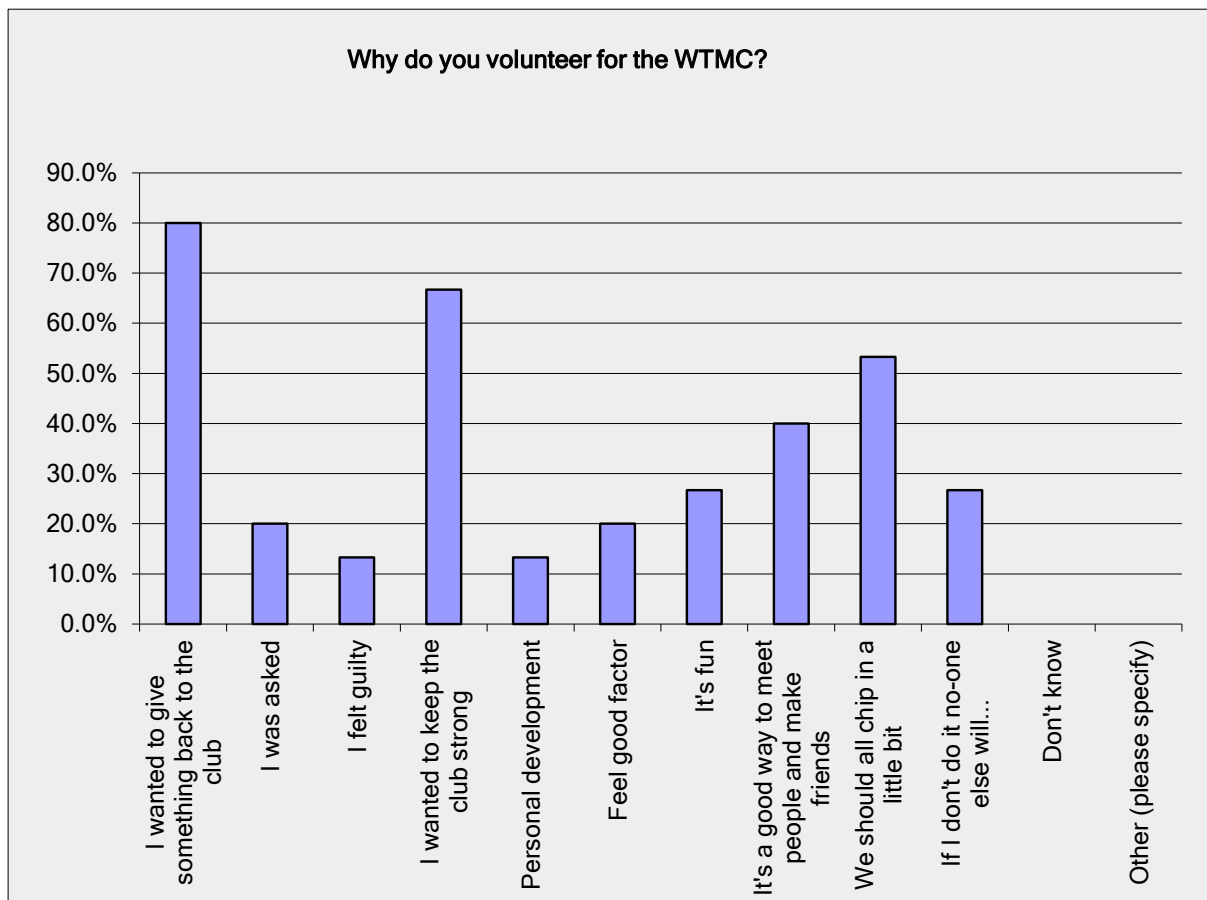


Figure 6 Committee Members only: motivations

- The committee members suggested the following to improve their experience of volunteering:
 - Foster a better culture of recognition for volunteers (recognising the work that goes on behind the scenes more).
 - Building a stronger community volunteer vibe.
 - Giving something back to committee members such as subsidised trips or no club night door fee.
- Other points the committee made were:
 - Importance of keeping the committee roles interesting and engaging
 - Importance of keeping new people coming onto the committee
 - Consideration of a rewards system for volunteering
 - Importance of not overburdening people
 - 2 committee members noted that the best way to recruit volunteers is by shoulder tapping.

2.4 All volunteers

- 83 Survey respondees volunteered for the club in some way, with most having been involved with the club for many years (more than 50% over 5yrs).
- In general our volunteers go on a lot of club trips (50% go on more than 4 per year).
- The breakdown of volunteer activities can be seen in Figure 3.
- In addition to the 6 committee members who contribute more than a full day's work to the club each month, there were two further non-committee members who contribute more than 8hrs per month. This does not include leading trips.
- Our trip leaders lead an average of 3 or 4 trips per year (implying that most trip leaders try to do one on each schedule). Three respondees said they led more than 10 trips per year.

- Our volunteers said they got really fed up with the following:
 - Chasing people for contributions
 - People not following club systems
- Specific suggestions from volunteers to make their work easier were:
 - More help to get contributions for the journal
 - Find successors willing to put in the long term commitment to the lodge
 - Better communication around lodge bookings for club trips
 - Improvements to the gear room money collection system
 - More participation and group ownership by the punters
 - Better communication consultation between committee and volunteers
 - Ensure trip leaders and punters follow club processes
- 96% of club volunteers always, often or sometimes found their roles rewarding. 4% hardly ever found their roles rewarding.
- 29% of volunteers sometimes felt resentful of the volunteer work they do.
- 95% of club volunteers always, often or sometimes felt appreciated. 5% hardly ever felt appreciated.
- The reasons for volunteering for the WTMC are shown in Figure 7. Most volunteers wanted to give something back to the club and felt they should chip in a bit.

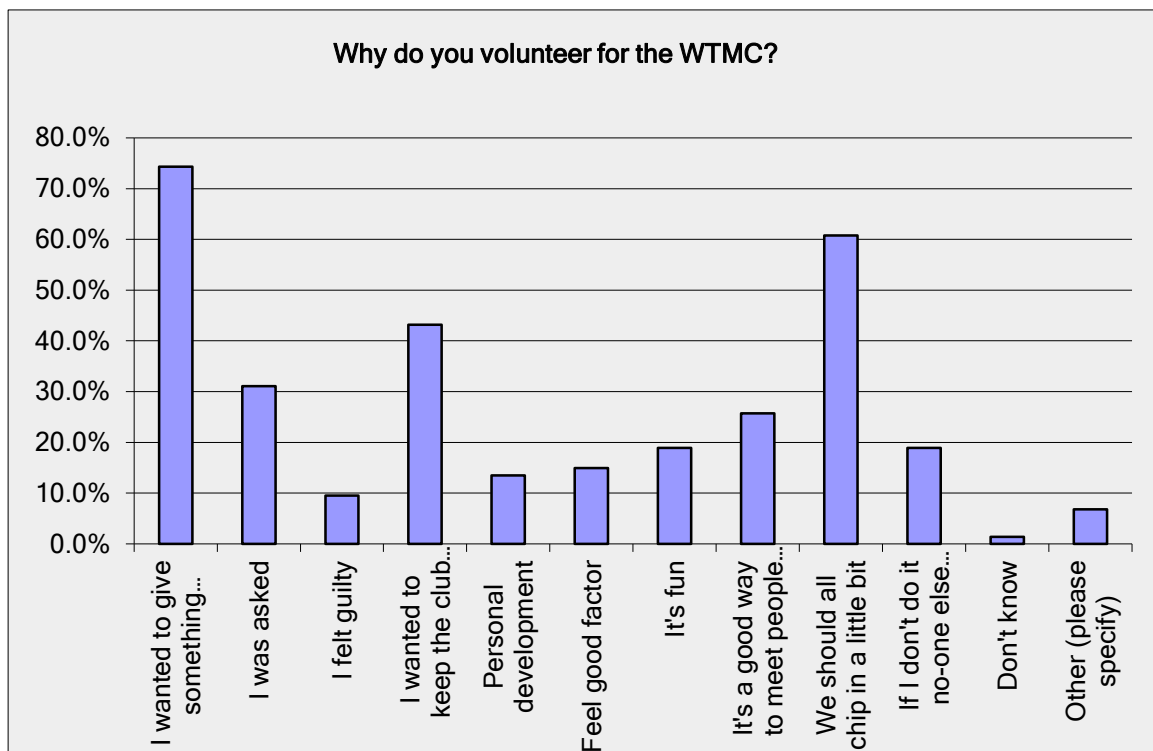


Figure 7 All volunteers: motivations

- Specific suggestions on how we could improve volunteer's experience were:
 - Better communication between the disparate club activities.
 - Monthly volunteer thank you in the newsletter for someone who has done something special/long term for the club as a public thank you (this was mentioned by 2 members)
 - More advertising of what volunteer help is needed on website, schedule and forum
 - The club should be more open to new ideas, more flexible in terms of roles and in terms of sharing roles
 - Better support when things go wrong
 - Rewards/discounts/subsidies for trip leaders (this was mentioned by 2 members)
 - More committee interest in the lodge and more investment in the lodge

- Simplification of processes
- Better guidance from the committee on what you need to do in the voluntary roles
- Better advertising of lodge working parties
- Review the amount of administration involved in running club trips – is it all necessary?
- Other suggestions from our volunteers:
 - Online trip sign up (2 volunteers mentioned this)
 - Higher annual subs with a discount for volunteering
 - Next time the vans are replaced, purchasing automatics would encourage more people to help with driving
 - Reduction in level of group catering at the lodge
 - Several volunteers mentioned that the personal approach (shoulder tapping was more likely to encourage them to volunteer rather than more general email calls)
 - Research what systems other clubs use to run
 - Ensuring the club remains focussed on its core activities of trips and training
 - More mentoring for big club roles
 - Appointment of a volunteer coordinator

2.5 Our non-volunteer members

- Of the 36 members who responded and don't volunteer for the club, 32% have been involved with the club <1yr, and 22% more than 10 years. This suggests that many of this group are new members or older members who perhaps contributed in the past. See Figure 8.

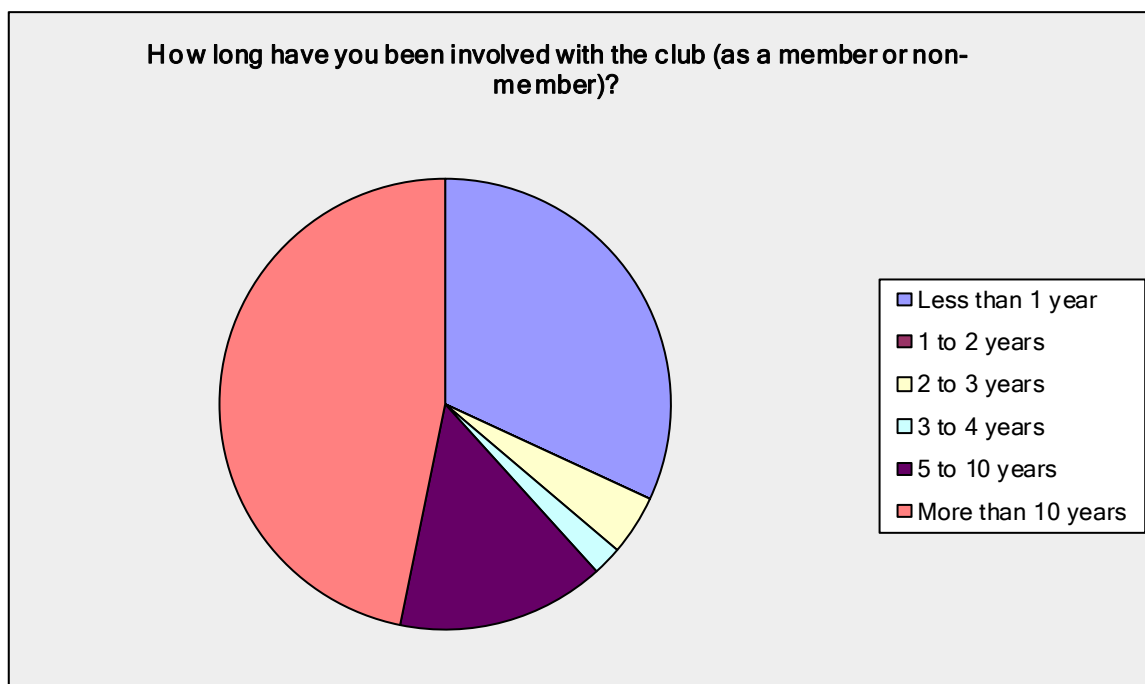


Figure 8 Non volunteers: Length of involvement with the club

- 47% of the members who don't volunteer, don't go on any trips. See Figure 9

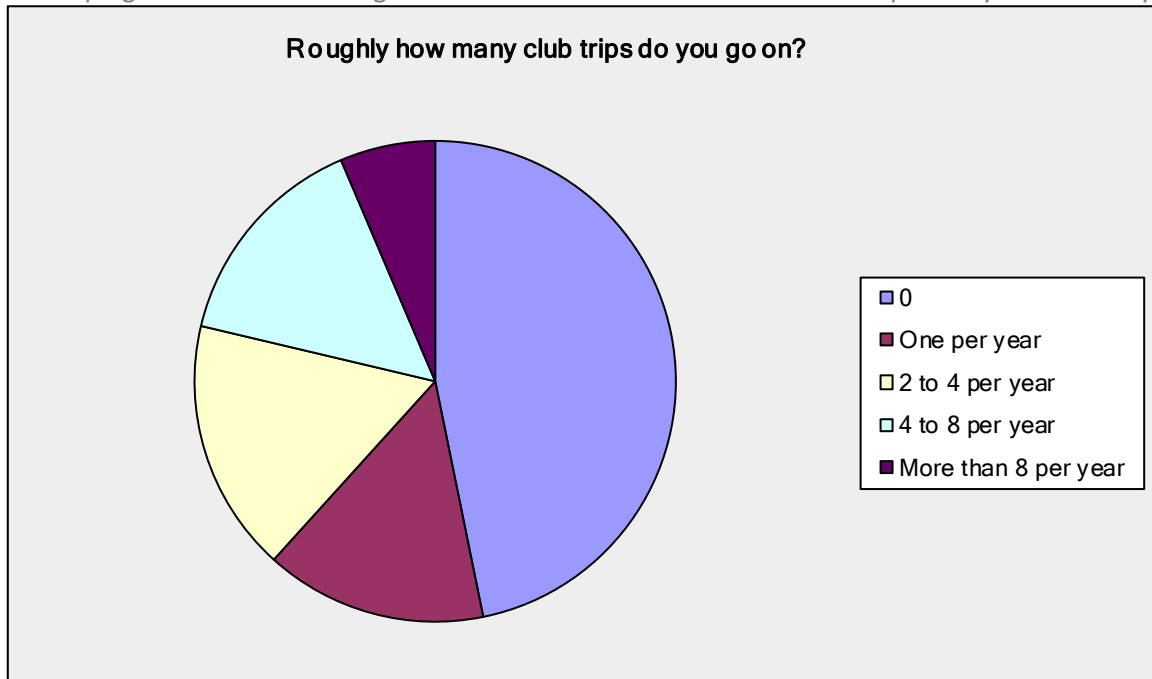
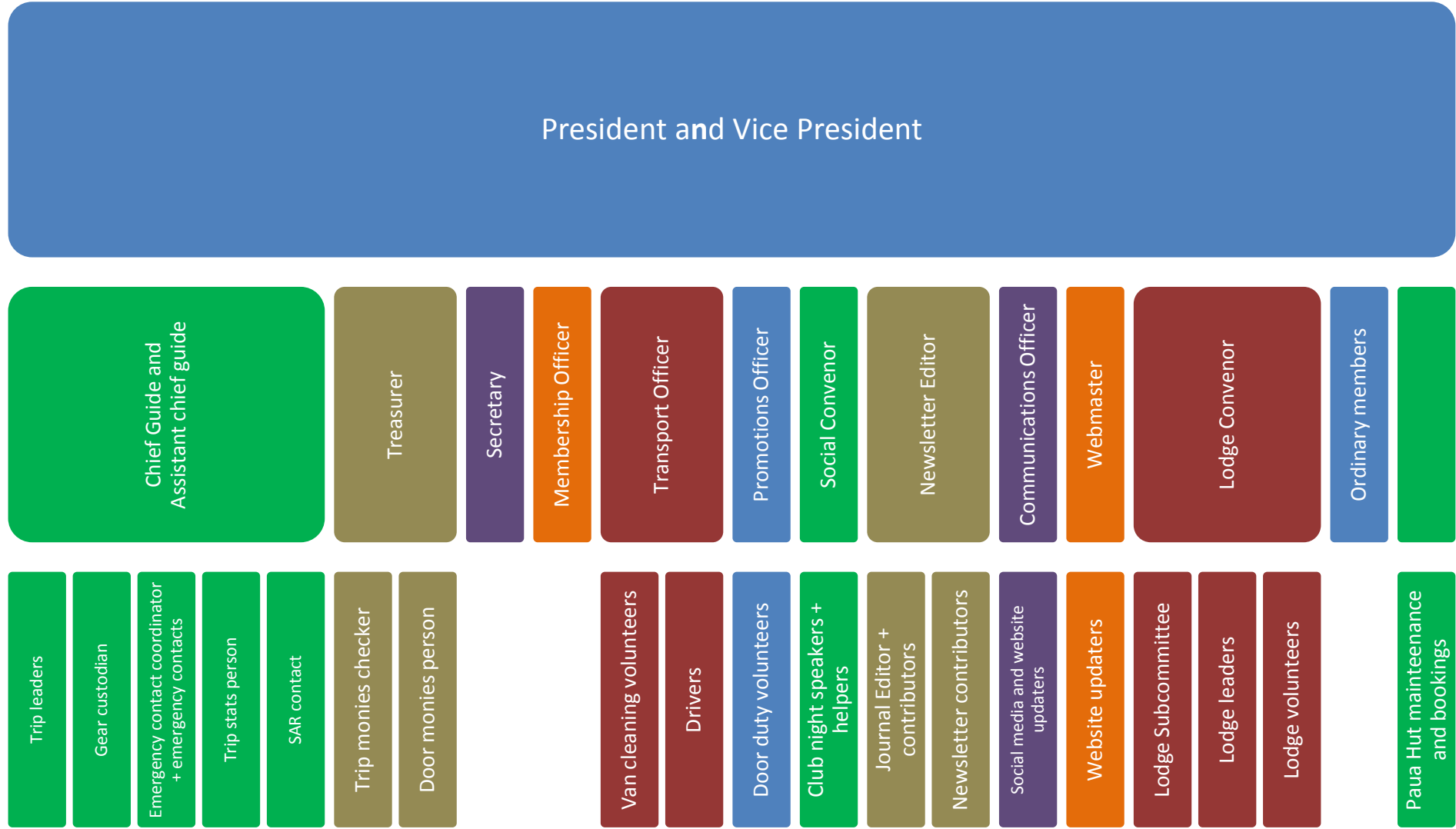


Figure 9 Non volunteers: Number of trips per year

- 26% of the non-volunteers who responded to the survey were interested in volunteering (a further 28% said maybe).
- The non-volunteer groups suggested these things could encourage them to volunteer:
 - Making the club friendlier and less intimidating
 - Most non-volunteers stated lack of time as the main thing putting them off volunteering, so smaller more manageable tasks, and one off tasks could be the way forward
 - Some volunteers offered to help from overseas (admin etc.)
 - Better advertising of volunteer tasks that we need help with.

3. Current committee and volunteer structure



4. Proposed committee and volunteer structure: 3 new volunteer roles shown in bold below (In addition, we could also consider a complaints officer)

