
emPowering the Prairies

Club Development Series



A joint partnership between Rugby Alberta, Saskatchewan Rugby, and Rugby Manitoba.

Thank you for attending the emPowering the Prairies Club Development Series! This guide is meant to help you translate the lessons delivered in the presentations into action items that you can bring back to your club and board/executive. Throughout this guide you will find exercises that should help you identify where your club is at and how to take it to the next level.

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COURSE INFORMATION

General Information

The emPowering the Prairies Club Development Series is a 4-week program designed to give club and program administrators information and tools to build a successful and sustainable organization. The course will cover topics about every off-field aspect of running a rugby organization, from strategic planning to how to fundraise effectively. The fundamental goal of this program is to give the attendees an idea of what best practice is in club administration and help clubs in the Prairie Provinces make tangible improvements to their organizations.

Each webinar will be made available in a shared drive with resources the following day.

As this course is in development, this document will be edited and updated throughout the duration of the course, and this should be considered a living document.

PEER LEARNING TIP: To get the maximum benefit out of this course, don't just complete this as an individual, find a group of people from your club to go through the course together!

If no one else from your club is interested, contact your provincial lead and we'll pair you with others in the same situation.

Week 1 THEME: INTRODUCTION & SELF ASSESSMENT

February 1, 7:30PM (Central) 6:30PM (Mountain) on Zoom. (90 mins)

10mins - Intro /w *Graeme Moffat (Rugby Alberta)*

10mins - Course Road Map /w *Patrick Ryan (Rugby Manitoba)*

10mins - Club Health Check presentation /w *Scott Harland (Rugby Americas North)*

10mins - Breakout Groups

10mins - Values based decision making /w *Pete Hourihan (Rugby Alberta/AJRA)*

10mins - Breakout Groups

30mins (Optional) - “Informal Social” discussion

Introduction

Learning Outcomes:

- **Purpose of the Club Development Series**
- **Understanding What You Want From the Series**

Notes:

To kick-off the emPowering the Prairies Club Development Series, we'll review the purpose of the program and what attendees are looking for out of the course (because we want to make sure that your most pressing questions are being answered).

If members of your club have missed this week's session, they are more than welcome to join in subsequent weeks. A full edition of this workbook will be available at the end of the course as a resource for your clubs. The exercises within the workbook will help you apply the lessons learned through the course to your club and with the rest of your Board/Executive.

Exercise #1:

Take a couple minutes to answer the following questions. At the end of the course, we'll revisit your answers to these questions.

- 1) What do you feel is your club's biggest strength as an organization?

- 2) What do you feel is the biggest area where your club could improve as an organization?

- 3) What area of the Club Development Series are you most excited about? What specific questions are you hoping to get answers to?

Course Road Map

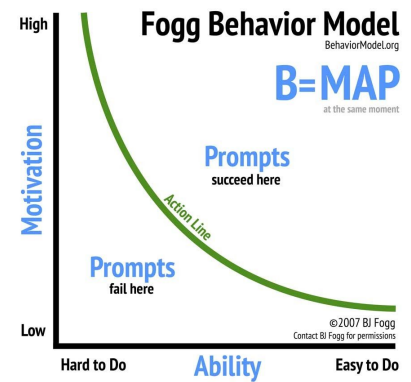
Learning Outcomes:

- Understanding Course Outline
- Designing a practical system for club operations

Notes:

This section will consist of a quick overview of the course outline and themes for each week. We will underscore the importance of simplicity, this course is not comprehensive (if it was, we could deliver it for university credit!).

This course will emphasize a systems development approach to promoting club growth, creating a stable environment, and avoiding issues in the future. We'll also discuss the Fogg Behaviour Model (see "Tiny Habits" - BJ Fogg, Stanford University) - B=MAP (Behaviour = Motivation, Ability and Prompts) - and how you can harness it to benefit your organization.



Exercise #2: Club Documentation Checklist

Over the duration of this club development program you should learn about all of the key management documents in the list below. Use the additional columns to check whether your club has these documents, who has access to them, and what your next steps should be (e.g. make available to the entire Board/Executive/Membership, create the document, etc.).

Governance & Management	Do We Have This?	Who Has Access?	Next Steps
Articles of Incorporation			
Bylaws			
Legal Entity Status			
Organizational Chart/Structure			
Most Recent Annual Report and Balance			
Strategic Plan			
Annual Activity Timeline and Calendar			
Minutes from Board Meetings			
Board Roster and Contact Information			

Board Policies and Procedures			
Membership Registration Form			

Tools	Do We Have This?	Who Has Access?	Next Steps
List of Internal Communication Tools			
Technology, Facilities, and Material Inventory			
List of Suppliers			

Leadership	Do We Have This?	Who Has Access?	Next Steps
Individual Development Plans With Annual Personal Goals			
Leadership & Management Philosophy			

Rugby	Do We Have This?	Who Has Access?	Next Steps
Code of Conduct (or equivalent)			
Safety and Welfare Measures Checklist			

Identity and Game Profile in the Organization			
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People	Do We Have This?	Who Has Access?	Next Steps
Staff / Important Person Contact Sheet			
Job and Position Descriptions for All Roles			
Personnel Handbook and Employee Orientation Manual and Process (for volunteers and employees)			

Funding	Do We Have This?	Who Has Access?	Next Steps
List of Funding Sources			
Fundraising Plan			
Recent Sponsorship Proposals			
Budget of the Current Fiscal Year			
Current Financial Status			
Audit Report (if applicable)			

Club Health Check

Learning Outcome:

- **Identify Potential Issues Within Your Organisation**

Notes:

A “healthy” club is a successful club. However, not many clubs take the time to thoroughly review the health of their organization. They review whether they won the game and whether they have enough players to play but not the organizational and governance factors that underpin on-field success and club sustainability.

In this section we will help you learn how to review your club, and what the important factors are, so that you can confidently answer questions such as:

Do you have Short and Long term goals, and are you reaching them?

Do you have ample volunteers to manage tasks?

Is there a succession plan for leadership?

Exercise #3: Profile of Rugby Activity in Your Organization

Use the benchmarking tool below to help you understand the provision of rugby within your organization in the present and in the future. Highlight or circle your club's current status in one colour and the future aspirations in another colour.

Adult Playing Membership	Male only	More males than females	Evenly mixed membership	More females than males	Female only
Youth Playing Membership	Male only	More males than females	Evenly mixed membership	More females than males	Female only
Child Playing Membership	Male only	More males than females	Evenly mixed membership	More females than males	Female only
Player Pathway	Only male teams	More male than female teams	Teams at every level and gender for children/youths/ adults	More female than male teams	Only female teams
Format of the Game Available	Only 7s	More 7s than 15s	15s and 7s throughout the pathway	More 15s than 7s	Only 15s
Community Involvement	Full involvement with community, local rugby development programs in place	High involvement with community	Some involvement with community	Low involvement with community	No involvement with community, no development programs in place
Facility Provision	Own pitch and facilities with full access	Own pitch and facilities with shared use	Lease pitch/facilities with full access	Lease pitch/facilities with limited access	No access to pitch or facilities

Exercise #4: Stages of Organizational Development

Use the following charts to identify how your club and Board currently operate as an organization. Each chart is a continuum and you should select (highlight/circle) the option that best describes how your club operates at this moment in time. You can also use these charts as a roadmap for where you want to take your club in the future.

Generally speaking, the leftmost option in each chart represents a casual or minimal approach to management/organization while the rightmost column represents the best practice for running a successful, sustainable organization. Your club's specific circumstances – e.g. availability of resources, money, and volunteers – will determine where you fall on each continuum and which level you might aspire to.



<p>The Board does everything. It is the main supplier of energy, direction, and even money. It has a solely executive function.</p>	<p>The Board fulfills both governance and executive functions. Nobody makes independent decisions.</p>	<p>The Board has a primarily governance function, although its presence and economic power is predominant.</p>	<p>The Board serves only a governance function. The executive function of the organization is separate, both financially and operationally.</p>
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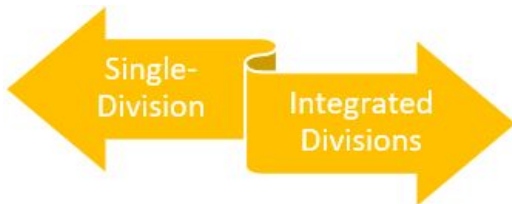
<p>The government, management, and operations are performed by the same individuals.</p>	<p>Government and management go hand in hand. Operations are performed by a separate workforce (e.g. volunteers).</p>	<p>Clear differentiation in the individuals performing the three levels of government, management, and operations.</p>	<p>There is a specialized focus at each level of government, management, and operations.</p>
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Focus

How does your club's Board/Executive focus its energy?

Focus is on execution of specific action items on the to-do list.	Focus is on managing one-time projects with a specific set of goals.	Focus is on building long-term programs that align with strategic goals.	Focus on general management of the club, ensuring that the resources are available to achieve strategic goals.
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Organizational Divisions

Does your club have separate divisions of operations (e.g. rugby, marketing, etc.)? How do these divisions support each other?

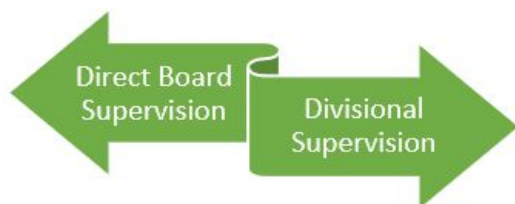
The club's activity revolves around playing rugby and other divisions are minimal or non-existent.	While playing rugby predominates, projects begin in other divisions.	There are multiple divisions within operations. All divisions work and have programs.	The divisions of the club are integrated to produce high organizational performance and achieve strategic goals.
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Strategy and Planning

How far into the future does your club plan for?

Exist: 0-1 year short-term planning. The club has an annual activity timeline.	Survive: 1-2 year medium-term planning. The club has an annual operations plan.	Consolidate: 3-5 year long-term planning. The club has a multi-year strategic plan.	Mature/Expand: 5-10 year long-term planning. The club has a multi-year strategic plan.
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Style of Management

How does your club's Board/Executive supervise and evaluate the operations of the club?

The Board directly supervises individuals and activities.	The Board supervises the activities of the club and receives evaluation on its activities from club members.	Supervision is related to the task or function being performed.	Supervision is conducted on a divisional and personal basis within the structure of the club's organizational chart.
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People

Who runs your club (from the Board/Executive to day-to-day tasks)?

A small team of volunteers conducts most/all club functions, including comprising the Board.	All roles are volunteer roles. However, there are volunteers outside of the Board who contribute to the operation of the club.	The club has at least one staff member to manage the operation of the club.	Most/all club functions are performed by paid staff members with minimal volunteer involvement required.
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Tools

Are there systems and processes in place to help your club operations?

Systems are minimal to non-existent.	System development is minimal.	There are basic systems of finance, marketing, and production.	There are increasingly refined systems in all areas.
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Funding



How does the club obtain the funding required to operate?

<p>The club's fundraising sources are player dues and donations from the Board. There is no fundraising strategy.</p>	<p>There is an informal fundraising strategy. Fundraising sources include dues, donations, and grants.</p>	<p>There are specific areas of fundraising. Sources of funds include dues, donations, grants, and some sponsorships.</p>	<p>Fundraising is at the forefront of operations. The club is more reliant on sponsorships and revenue-generating activities than player dues and donations.</p>
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Values Based Decision Making

Learning Outcome:

- **Understanding and create club Values**
- **Design values based club environment**

Notes:

Values are the core beliefs that transcend specific situations, and that shape the way people behave and make decisions.

Values describe what matters most to people, and within a Club context, they describe what the Club's ethical and cultural priorities are. Some people have described values as the glue that holds an organization together, uniting its people in a common purpose. When a Club's values are clearly communicated and widely shared, the organization will attract members, volunteers and leaders that contribute effectively to that common purpose.

Values-based sport is an approach that helps to establish an optimal environment that encourages the growth and development of athletes through sport. By fostering the development of good character, sport and physical activity skills, and a sense of community and belonging, values-based sport can help to develop good athletes and good people.

World Rugby Values:

- Integrity
- Passion
- Solidarity
- Discipline
- Respect

The Core Values enable participants immediately to understand the character of the Game and what makes it distinctive as a sport which is played by people of all shapes and sizes.

Exercise #5: Personal Values

Use the boxes below to list the values that you feel are important to your club and rugby as a whole. This is a personal and subjective exercise: what do YOU feel that your club and the sport represent? List as many or as few values that you feel apply to each category.

Club Values	Rugby Values

Exercise #6: Comparing Personal Values

At your next Board/Executive meeting, have the rest of your group complete Exercise #5 as individuals and then compare answers. Ask yourselves the following questions as a group:

- a) Is there a broad consensus on the values of your club?
- b) Is there a broad consensus on the values of rugby?
- c) Are there areas of disagreement about the values of the club and rugby as a whole? If yes, are the identified values incompatible or can they co-exist?

Use the answers to these questions to come up with a set of common values that the entire group can agree on.

Exercise #7: Creating & Evaluating Your Value Statement

Does your club have an existing value statement or codified set of values?

If Yes:

- a) What is your club's value statement or codified set of values? (Use the box below to write it down.)

- b) Does this existing set of values match with the values that your Board/Executive identified as a group in Exercise #6? If they are different, which set of values do you think best represents your club? If the values that best represent your club are not the existing codified values, make a plan to amend the club's values that involves consulting the entire membership of the club.
- c) Evaluate whether the activities and programs that your club runs/participates in are consistent with the set of values that best represent the club. Can you tie each activity or program back to one or more of the values you've identified?

If No:

- a) Use the values identified in Exercise #6 to create a club value statement or codified set of club values. Make sure to consult the entire membership of the club before finalizing this value statement.
- b) Evaluate whether the activities and programs that your club runs/participates in are consistent with the set of values that best represent the club. Can you tie each activity or program back to one or more of the values you've identified?

Week 2 THEME: PLACES

February 8, 7:30PM (Central) 6:30PM (Mountain) on Zoom. (90 mins)

5mins - Intro /w *Graeme Moffat (Rugby Alberta)*

5mins - Breakout Groups - Week 1 Recall

10mins - Governance, Board, and Structure /w *Maria Samson (Rugby Canada)*

10mins - Breakout Groups - Discussion

10mins - Policy Development: A Safe Sport Perspective /w *Paul Hunter (Rugby Canada)*

10mins - Breakout Groups - Case Study

10mins - The Planning & Review Process /w *Scott Harland (Rugby Americas North)*

10mins - Breakout Groups

20mins (Optional) - “Informal Social” discussion

Governance, Board, and Structure

Learning Outcome:

- **Learn what governance is and the importance of good governance.**
- **Learn how to develop a governance framework to support your club's goals.**

Notes:

Effective governance is an oft-overlooked aspect of volunteer organizations whose attention is primarily focused on the immediate to-do list. This is a natural consequence of the limited bandwidth and energy that volunteers possess. However, it is not a necessary consequence.

In this section, you will learn about the importance of effective governance for your club and how to develop a governance structure that aligns with the goals that your club wants to achieve.

Exercise 8: Identifying Organizational Functions

When determining the type of structure that is necessary for your organization, it is important to understand what types of functions your club fulfills and what individuals within the club fulfill these roles. These roles can be fulfilled by a single individual, a volunteer committee, or be combined with other roles into a single position's duties (e.g. "Marketing/club promotion" and "Public/media relations" might be combined in a "Communications Coordinator" role).

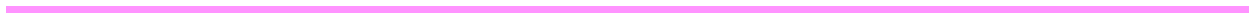
It is also important to know if the current structure is producing the best results for the club. Are your current positions too much work for a single person to accomplish (i.e. too big of a job description)? Do you have a "committee" but you can never find enough members for it? Is one person responsible for too many roles (such that it will be impossible to replace them when they retire)? These are the types of questions that you should be asking yourself on a regular basis.

Use the chart below to identify who currently performs key functions within your club and what, in your opinion, works/doesn't work about the way things are currently done. If a role on this list doesn't apply to your club (e.g. fields or referees are taken care of by a provincial union or sub-union) just mark it as not applicable and focus on those that are applicable. Add any other club functions not listed in the blank rows at the bottom.

Function	Current Structure	What Works/Doesn't Work
Strategic Direction		
Policy and Documentation		
Finances		
Fundraising		

Sponsorship		
Membership/ Recruitment		
Marketing/Club Promotion		
Social Events		
Scheduling		
Club Communications		
Social Media		
Junior Rugby		
Womens Rugby		

Mens Rugby		
Minor Rugby		
Alumni Relations		
Coaching		
Referees		
Facilities (Management and/or Rental)		
Field Maintenance		
Awards/ Nominations		
Registration/ SportLomo		



Equipment/Kit		

Exercise 9: Analyzing Division of Labour

Take the list of functions from Exercise #8 above back to your Board/Executive. As a group, answer the following questions:

- 1. Are the individuals tasked with the strategic direction of the club also performing other tasks? Do the other tasks they are performing leave sufficient time for setting and managing the strategic direction of the club?

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2. If you have individuals who are performing multiple functions within the club, are these functions logically related or are they completely separate?

3. Does the current structure put your volunteers at risk of burnout by requiring them to manage multiple tasks?

4. Are there any areas that are currently managed by a single individual where extra volunteers or a Committee structure would be beneficial?

Exercise 10: Determining the Optimal Structure

Taking the information gathered in the previous two exercises and drawing on information presented in the course, discuss with your Board/Executive what an ideal organizational structure would look like for your club. Write out your ideal organizational chart either on paper or using a free online app (programs such as [Lucidchart](#), [SmartDraw](#), or [Visme](#) are free to use but require you to create a no-obligation account). Keep this document handy as an illustration of where you want the club to be in the future.

Policy Development: A Safe Sport Perspective

Learning Outcome:

- An understanding of risk management and mitigation strategies
- An understanding of SafeSport principles

Notes:

Being an amateur sports organization that creates activity and development opportunities for individuals of all ages has lots of rewards. However, it also carries a lot of potential risks for discrimination, harassment, and abuse. One way to protect yourself from this risk is by creating a robust policy framework in line with SafeSport Canada principles.

In this section you will get an understanding of SafeSport principles, how to identify risk, and what an effective policy framework looks like. Further resources will be made available for your club to develop its own policies.

Exercise 11: Current Club Policies

Policies set the expectations that the club has for its members and its community. However, many clubs do not have specific policies, such as a Code of Conduct, for their members to abide by. As a Board/Executive, take an inventory of your club's policies as well as the policies that your club is subject to from Rugby Canada, your provincial union, and any applicable sub-unions. Identify if there are any gaps in your club's policy framework.

Exercise 12: Creating Policies

Using the knowledge you gained during the previous exercise, use the resources below to help you create policies for your club. Remember that club policies create ownership for your players and community members, even if they are similar in spirit and wording to other policies at a provincial or national level.

[Sport Information Resource Centre](#)

[Rugby Alberta Policies](#)

The Planning and Review Process

Learning Outcomes:

- **Consider some methods and important factors for building a strategic plan**
- **Review the importance of managing an implementation plan and look at a sample**
- **Practice developing an implementation plan for a sample strategy**

Notes:

A lot of the emphasis in the emPowering the Prairies Club Development Series has been on the sustainability of clubs and their operations as a foundation for success. A key piece of developing a sustainable club is the presence of a long-term plan that can be implemented regardless of the specific individuals involved.

However, as an amateur, volunteer-based organization the task of creating and implementing such a plan may seem daunting. In this section of the course we will cover how you can build a strategic plan and implementation plans for your club. Further materials will be made available in the course resources folder.

Exercise 13: SWOT Analysis

A SWOT Analysis is an exercise for helping an organization evaluate its resources against the external environment as part of the strategic planning process. The purpose of the SWOT Analysis is to identify these resources and external factors such that the organization can build on its Strengths, eradicate its Weaknesses, recognize and exploit Opportunities, and plan for Threats. A SWOT Analysis does not require any particular expertise, only a thorough knowledge of the organization.

Use the table below to perform a SWOT Analysis of your organization. Be comprehensive.

Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?	Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?

Exercise 14: Long-Term Vision - A Personal & Collective Exercise

Long-term goals are allowed to be ambitious and a little unrealistic. As they say, dream big! Once you have a long-term vision you can then focus on specific actions that will move you closer to these goals.

This is a two-part exercise. First, use the table below to write down where you, personally, want to see your club in 5 years. We've included some topic areas but you should feel free to add as many ideas as desired based on the structure and activities of your club. Second, have the rest of your Board/Executive complete this exercise and then compare your visions for the future.

Division	Focus Area	Specific Outcomes
Organization and Structure	<i>(e.g. Organizational Chart)</i>	<i>(e.g. identify an ideal organizational structure, create an aspirational organizational chart, and transition from current structure to ideal structure)</i>
Governance and Policy		



Participation and Recruitment (including Volunteers and Administrators)		
Performance and Development (Players, Coaches, Referees)		
Facilities and Equipment		
Communications and Marketing		

Exercise 15: Goal Setting

One of the keys to strategic planning is goal-setting. While setting goals may seem simple, it is important to make sure that your goals are Specific, Measurable, Achievable, Realistic, and Time-bound (a.k.a. SMART) to give yourself and your organization the best chance at accomplishing each goal. Use the exercise below as a template for setting a SMART goal.

1. What is the desired outcome? Be **specific** (i.e. well-defined, clear, and unambiguous).

2. How does this outcome help achieve your club's vision of success, mission statement, or strategic plan?

3. Who will be primarily responsible for achieving this outcome? If multiple individuals are responsible, what role will each play in achieving the outcome?

4. How will you **measure** progress on this goal and know whether it has been accomplished?

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5. Is this outcome **achievable** for the organization (i.e. is it possible for the organization to accomplish - for example, it is likely not possible for a rugby club to cure cancer)? Why?

6. If it is achievable, is it **realistic** for the organization to achieve this outcome? What factors will affect the likelihood of success?

7. When will the project begin? When will it be accomplished by? Are there multiple stages to achieving this outcome? Establish **time-bounds** for achieving the desired outcome.

8. What non-human resources (e.g. equipment, space, certifications, money) are required to achieve this outcome? How will the organization acquire these resources?