

Jessica Hartshorn

Appendix

Appendix 1

Leadership survey

- Do you class yourself as a leader? Explain your answer.....
- How would you describe your leadership style? (See sheet)
.....
- How would you describe the team's method of working together? Is this successful?
.....
- How aware are you of different learning styles in the team?.....
- Describe the working culture at RAGM?.....
- What have been your most successful projects? What made this successful?
.....

Please return to Jessica Hartshorn.

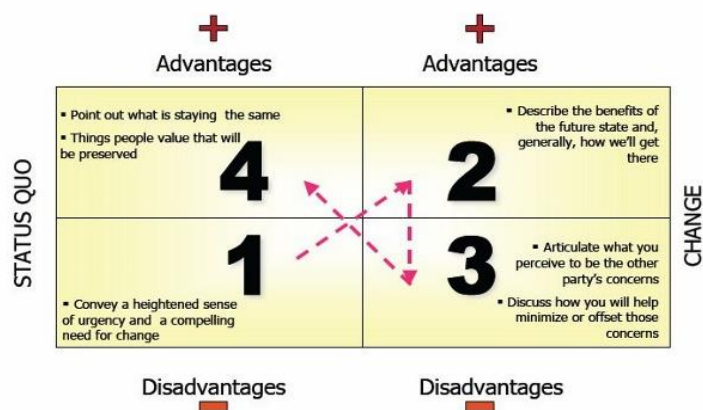
Appendix 2

Volunteer Makes website



Appendix 3

Strategic Influencing – 4-Box Model



Appendix 4

Aims and vision

Rugby Art Gallery and Museum

Volunteer with us!



Vision – *To engage the community through volunteering, becoming participants, learners, contributors and ambassadors.*

Volunteering with us is an opportunity for people with a passion and interest in museums and galleries to support us and get involved. You are a key part of our service and help to bring experience, ideas and support to all we do. You could be part of a group, an individual, a student, and retired, a parent a young professional or young person. Give as much or as little time as you are able. Rugby Art gallery and Museum welcomes you to its community and your support is valued.

Rugby Art Gallery and Museum, World Rugby Hall of Fame and Visitor Centre volunteer values:

1. Volunteers are recognised, supported and valued in the organisation.
2. A diverse group of people are engaged and inspired
3. We listen and communicate with our volunteers, who help to shape the organisation
4. Opportunities are meaningful and allowing people to be involved at different levels of skill, interest and availability

Aims:

1. To set up the platform
2. To update policies and procedures
3. Increase volunteers – regular by 10%
4. Micro-volunteer – 300 in 6 months
5. To engage more volunteers in a range of areas within the team

6.To represent a broader range of Rugby’s community and diversify our volunteer makeup

7.To support and grow the service

8.Target specific volunteer profiles, including: 18 – 25’s year olds

9. Get tech to allow onsite sign-up & engagement

10.To create value measure looking benchmarks

Appendix 5

Plan

Month	Meeting outline / dates/ deadlines	Aims and out comes
July	July 16 th Volunteer programme values and policies	Outline 4 values -
	July 16 th Platform – <ul style="list-style-type: none">· Colour,· Images· Icons· Name· Branding for volunteers?	<ul style="list-style-type: none">· Decision on colour, images.· Outline design brief for Melissa for icons and volunteer text.
	July 16 th Clarity of vision	Confirmation of vision –

<p>August</p>	<p>August 17th Look at the opportunities we currently offer.</p> <p>Look at our policies and procedures what needs updating.</p>	<p>Look at the different options within the team. Look at other cultural venues and see what they are offering. To each identify 1 challenge and have a go at writing the job specs for the next meeting.</p> <p>Action plan with name of what needs to be updated and by who.</p>
	<p>August 17th Send the information and images etc to Volunteer makers. Look at current regular volunteers with Claire Sully</p>	
<p>August</p>	<p>17th August Making it work – What are each departments needs for volunteers How can volunteer makers be used to support this and finalise challenges. How will we evaluate this?</p>	<p>To confirm what challenges we will be setting for the next 3 months.</p>

August	6 th September <ul style="list-style-type: none"> · Population of Website · Write up strategy · Look at other areas of the council / Rugby Town for phase 2. 	
August	6th September Marketing plan : Website, social media. Pop up banners. Look at other organisations. Look at opportunities to market the group to : Rugby College, schools, community groups and contacts, CAVA etc	Decide on a targeted approach for certain roles.
September	<ul style="list-style-type: none"> · Meeting for all staff? – Link to other training? · Launch event (heritage open days?) 	Staff feed in moving forward and promotion.
October	<ul style="list-style-type: none"> · Review and evaluate · Plan a volunteer thank you event. 	

Appendix 6

Blog: <http://volunteermakers.org/articles/>

Guest blog by Jessica Hartshorn – Doing it Together

4th December 2017/by Claire Sully



Volunteering plays a significant role in maintaining the heritage sectors resilience and a week on, I am reflecting on the 2017 [Museums Association Conference](#) in relation to this matter. After 15 years working in galleries and museums, 11 of which have been at [Rugby Art Gallery and Museum](#), volunteers have always played a part in supporting our services. However, it is clear that the way in which we work with these wonderful people, who bring skills, experience and enthusiasm needs to change in response to the changing world in which we live.

I was invited as a Volunteer-Maker pioneer to speak at the Conference about how we can manage this change successfully and gain 'buy in'. How do we 'Do it Together'? This was as a result of feedback which I gave to Claire (Claire Sully – Volunteer Makers' Programme Director) after our initial workshop with her introducing Volunteer-Makers. I said:

Everyone was buzzing and excited after the session, and I can honestly say I have never had such heartfelt positive feedback about a change of system before!

It's true, I was so surprised at the feedback from our staff, everyone was very excited and keen to move forward. We had organisational buy in. But how? My first thought was 'Well it just kinda happened.' But after thinking about it, it wasn't that simple.

Rugby Art Gallery and Museum is currently still in the early stages of working with Volunteer Makers and its programme, as one of the pioneers, and I am also part of the advisory panel. After having an initial workshop with Claire in the summer, we have now put together the content of our platform, trained staff and consulted with our current volunteers. We have had a soft launch of the site while we are testing it and will be promoting it further over the Christmas period.

But how did we get to this point? Why did we need to change and how did we encourage others in our team to come on our Volunteer Makers journey with us?

Like many cultural venues, we had been through many changes over recent years and to strengthen our position, in 2015, we were successful in receiving an Arts Council grant to work on our resilience. The grant enabled us to take part in a programme of training focusing on working together as a team. During this process, it was apparent we needed to see and accept changes in order to move forward. This was our first stage for helping with 'Buy in'. We were ready for change.

But what was our volunteer status? Before 2015, we had 2 volunteers, no strategy or policy or way of recruiting volunteers. In 2015, as part of the Rugby World Cup, being the home of the game, we ran an official purpose-built Fan zone venue and ran a schools' programme and events. As a result the Visitor Centre manager started to put together a policy and recruited and trained around 50 volunteers. After this we managed to keep many of these volunteers to support the gallery and museum and trained them to work particularly with the education programme. This transformed what we did and we saw a huge value in these fantastic people, who brought new ideas and skills to the team. However, two years down the line, our programme has expanded and we require more volunteers. But we had not updated the policy and we hadn't looked at how we were going to continue to recruit. Our volunteers were mostly white and over 50 and we wanted to attract a broader demographic from our community.

Volunteer Makers seems to be an answer to our needs. A new way of attracting younger audiences and offering micro-volunteering (small pockets of time which can be on or off site) was

an exciting way forward. It would also give us an opportunity to review our policies and engage more staff in supporting volunteering as they could set smaller more manageable challenges.

So, returning to making a change in your organisation. My initial thought was, well why wouldn't you have buy in? This sounds fantastic and offers an answer to the problems we had. But as you know in this sector there are always barriers. What are the challenges? This led to a tool which I had recently come across in a training session. I think it explains what is needed to encourage change, therefore helping people to buy in:

OPM (Object Process Methodology) – Change model shows what is needed for successful change and the effect when one is missing.

Pressure for change – if there is no pressure it goes to the bottom of the tray. Capacity for change – lacking in resources and staff time leads to anxiety and frustration. Clear shared vision – with this enthusiasm starts to fizzle out. Actionable first step – without a clear plan it can lead to haphazard efforts and false starts. At Rugby, we have used this model as a method to move the Volunteer Makers programme forward.

Pressure for change – Why was it important? We needed to recruit new volunteers, particularly younger people. We needed to diversify our demographic of volunteers and we wanted to support engagement and develop ideas. To do this we needed a new way of working and we needed it ASAP.

Clear shared vision – I think Volunteer Makers presentation really sold itself to the team, it demonstrated a clear vision. The team could see the opportunities and during the workshop, Claire helped us to think about our aims for volunteers and where we wanted to be in the future. It helped us to have a shared vision.

But also key for buy in was to invite all members of the team as everyone plays a part. To encourage those who are resistant by speaking their language and appealing to how they will personally benefit.

The other important preparation was to pre-empt questions from the team and resolve these with Claire before the meeting where possible. This meant questions and challenges brought up in the meeting could be resolved there and then, meaning staff left the meeting with a clear vision without too many holes.

Capacity for change – Time and staff, is for many organisations the biggest barrier. As my manager could see so much potential in this project we agreed that I would dedicate time to this

project. We needed to make time for this project but also the whole team believed in Volunteer Makers enough to put a small portion of time aside. We are also looking at having a volunteer to support and help us move the programme forward.

Actionable first Step – Claire helped us to set an action plan during the workshop with a vision and aims. This so far has enabled the project to move forward. Regular group meetings looking at our progress and working with the team and our current volunteers to overcome any challenges. Our officers are setting challenges, front of house staff are selling Volunteer makers, volunteers are currently testing it. Everyone plays a part.

I very much valued my opportunity to share our experiences and also to listen to other pioneers at the conference. It was really interesting to hear different and similar perspectives regarding volunteers and support each other. After all, we are a caring, sharing sector, 'Doing It Together'.