

Looking to the future:
Succession planning and recruitment in a
volunteer-led organisation

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Part 1 — Case Study

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This Strategic Case Analysis (SCA) is the result of my own work. Material from the published or unpublished work of others, which is referred to in the SCA, is credited to the author in question in the text. The SCA is 3493 words in length. Research ethics issues have been considered and handled appropriately within the Durham University Business School guidelines and procedures.

Abstract

The British Go Association, in common with many volunteer run organisations, tends to focus on doing things to further its aims and objectives more than on maintaining and managing its pool of volunteers. This leads to problems when the President unexpectedly dies — a lack of succession planning means that there is no one ready to take over his roles and responsibilities. This uncovers longer term strategic issues surrounding volunteer recruitment and retention, including an ageing volunteer demographic, people stopping volunteering, and volunteers not joining the BGA. Lack of succession planning leads to an increased level of risk, and the BGA Council will need to consider the three underlying issues of recruitment, retention, and management.

Acknowledgements

With thanks to my wife Alice, for putting up with me over the course of my MBA, and to my supervisor, for many helpful suggestions.

In Memoriam Roger Huyshe

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1 Introduction

HUYSHE Roger of Wilmslow and Sand, Sidbury, President of the British Go Association, died unexpectedly on 12th November, aged 69, during a cycle ride in Derbyshire.

The Times¹

It was a cold winter’s morning in late November when the BGA Council, the governing body of the British Go Association, met to discuss the sudden and untimely death of their President — creating a sudden hole at the very head of their organisation.

Roger hadn’t just chaired the Council. His role as President, and his wide reaching interests, had given him responsibilities across the organisation. He was in active negotiations with Google DeepMind (whose AI was the greatest disrupter in the Go world for several generations and who was bringing much needed money and public interest to the game), as well as other organisations. He represented the BGA within the European Go Federation. He was also in charge of publicity material and marketing, and had additional roles in player development, the BGA’s online presence, and membership renewal reminders.²

Roger was the BGA’s 15th President. When he became President he was the only candidate,³ and had been in post for less than two years. As with all BGA officers it’s an unpaid volunteer position, and recruiting people — particularly for higher offices — is difficult.⁴ Roger’s predecessor was in post from 2009–2016, and had to be persuaded ‘kicking and screaming’ to stand — having had until then no ‘serious involvement in the organisation [since] the early 1970s’.⁵ The BGA could have been fairly confident to not need a replacement President for several years to come,⁶ and no thought had been given to his successor.

So the sudden death of the BGA President not only left a number of roles and responsibilities unresolved and immediate tasks unfinished, but also brought into sharp relief a major risk inherent in the organisation — a lack of succession planning.

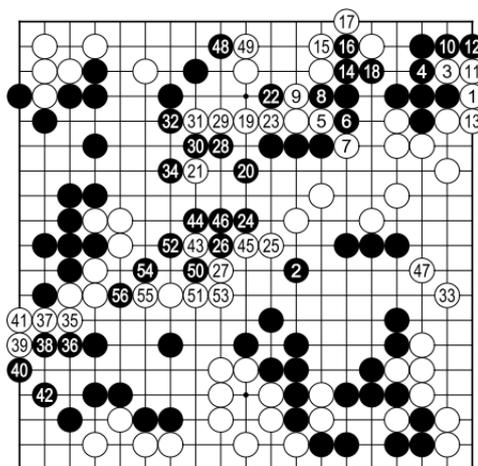


Figure 1: Diagram of a Go board towards the end of a game⁷

2 The Game of Go

Go is the world’s oldest board game still played by its original rules. It’s around 3–4,000 years old.⁸ It’s extremely popular in countries such as China, Japan, and Korea — televised, and taught in schools⁹ — but is almost unknown in the West, although many famous people (including Albert Einstein, Bill Gates, and Alan Turing¹⁰) are known to have played.

There are currently around 70–100 Go clubs across the UK,¹¹ with varying numbers of members. Most clubs are affiliated with the BGA, which is

1. The Times, “Obituary for Roger Huyshe,” November 2017,
2. *Council Meeting Minutes* (British Go Association, November 2017).
3. Roger Huyshe, “President’s Perspective,” *The British Go Journal*, no. 175 (Spring 2016): 9.
4. Toby Manning, Private interview, August 2019.
5. Jon Diamond, “View from the Top,” *The British Go Journal*, no. 148 (Summer 2009): 9.
6. Toby Manning, Private interview, August 2019.
7. Charles Matthews, “Game Review,” *The British Go Journal*, no. 175 (Spring 2016): 24–25.
8. Sensei’s Library, *What is Go?*, <https://senseis.xmp.net/?Go>, 2019; I J Good, “The Mystery of Go,” *New Scientist*, no. 427 (January 1965): 172–174.
9. *An Introduction to Go — A Brief History of Go*, British Go Association website, <https://www.britgo.org/intro/history>, 2017.
10. *Go in Culture and History — Celebrities who have played Go*, British Go Association website, <http://britgo.org/general/celeb>, 2019.
11. EGD, *Statistics: United Kingdom*, technical report, http://www.europeangodatabase.eu/EGD/Stats_Country.php?ricerca=1&country_code=UK (European Go Federation, 1996–2019); *Clubs List*, British Go Association website, <https://www.britgo.org/clubs/list>, 2019; *An Introduction to Go — A Brief History of Go*, British Go Association website, <https://www.britgo.org/intro/history>, 2017.

the UK governing body under the European Go Federation.

The BGA was founded in 1953, ‘to promote interest in and the playing of the game of Go, particularly in the United Kingdom, the Isle of Man and the Channel Islands’.¹² Its membership rose rapidly from around 100 in 1965 to over 1000 in 1975, before falling again to just over 500 for much of the 1980s. The 1990s and early 2000s saw a gradual rise up to around 700 members, followed by a sudden rapid decline from 2005 onwards to its current levels in the mid 400s, where it has remained stable for several years (see Figure 2).

3 The BGA Council

While many volunteer organisations have a core of paid employees for overall administration, the BGA is fully volunteer led.

At the heart is the BGA Council, elected at an AGM, consisting of 3 Officers (President, Treasurer, and Secretary, in order of seniority), up to 5 Ordinary Members, and up to 3 Co-Opted Members, plus an Auditor.¹⁴ Exhibit B shows the BGA Council elected in 2017 — the three Officers, the Auditor, and only four Ordinary Members.

It’s not just Presidents that remain in role for long periods. In the last 50 years there have been two Secretaries in post for 17 years each, and one Treasurer in post for 20 years.¹⁵

Getting people to stand for Council positions is hard, but it can also be hard to then persuade them to take on tasks as Council positions tend to have very loose specifications.¹⁶

Under the BGA Council are a number of Committees, each with a Chairman and members, set up by the Council to oversee particular aspects of

12. *Constitution of the British Go Association*, British Go Association website, <http://www.britgo.org/const>, 2017.

13. *History of the British Go Association*, <http://www.britgo.org/history/bgahist>, 2017, (1965); *British Go Association Membership Numbers*, <http://www.britgo.org/history/bgagem>, 2018, (1972–2017); *Minutes of the Annual General Meeting of the British Go Association*, April 2009, (2007–9); *President’s Report*, Presented at AGM, http://www.britgo.org/files/members/2010_presidents_report.pdf, April 2010, (2009); *President’s Report*, Presented at AGM, http://www.britgo.org/files/members/2011_presidents_report.pdf, April 2011, (2010); *Report of the Membership Secretary*, Presented at AGM, http://www.britgo.org/files/members/2012_membership_report.pdf, April 2012, (2011–2); *Membership Secretary’s Report*, Presented at AGM, http://www.britgo.org/files/members/2016_membership_report.pdf, April 2016, (2016); Chris Kirkham, “Membership Report: 01/07/2012–31/01/2019” (Includes breakdown of membership categories, 2019), (2012 onwards).

14. *Constitution of the British Go Association*, British Go Association website, <http://www.britgo.org/const>, 2017.

15. *History of the British Go Association*, <http://www.britgo.org/history/bgahist>, 2017.

16. Toby Manning, Private interview, August 2019.

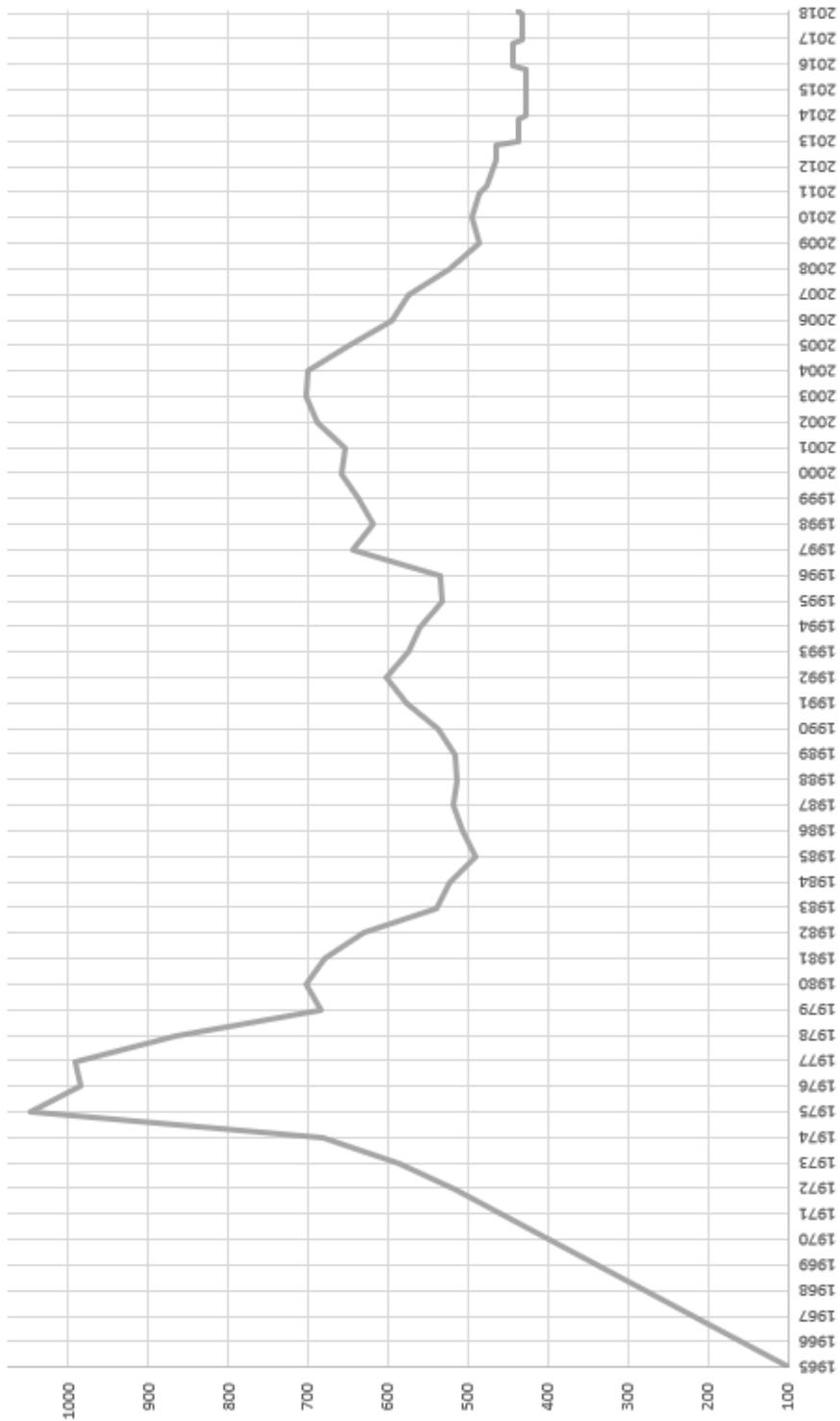


Figure 2: Number of BGA members per year (1965–2018)¹³



Figure 3: Durham Go Tournament, 2015

the organisation delegated to them. These include:¹⁷

- Clubs and Membership
- External Relations
- Online
- Player Development
- Publications
- Tournaments
- Youth

Some of the committees are proactive; some, often due to the busy lives of their members, require careful management ensure that tasks are completed.¹⁸

4 Go in the UK

The BGA acts as a governing body for the game in the UK, provides centralised resources (such as a comprehensive website, publicity, and advice), and coordinates events around the country (such as tournaments and outreach).¹⁹

17. *Council and Committees*, British Go Association website, Archive copy from <http://web.archive.org/web/20171019011404/www.britgo.org/positions>, April 2017.

18. Toby Manning, Private interview, August 2019.

19. Toby Manning, Private interview, August 2019.

These events are — for the most part — not run by the BGA, but by local Go clubs. The BGA provides services such as event publicity, advice, and loan of equipment.²⁰

Most of the things that volunteers do are outside of the central BGA. Exhibit C gives a selection of some of the tasks that volunteers undertake, both directly for the BGA and for the wider Go community.

5 Volunteers

Volunteers, then, are central to practically everything that happens in the British Go community — whether or not directly for the BGA — and could be seen as being the most important of resources, as nothing can be done without volunteers to do it.

People get into volunteering for a variety of reasons. Exhibit F categorises the underlying motives of the BGA’s volunteers. Most volunteer for altruistic reasons, and many have multiple motives for volunteering. By far the greatest reason that people gave in the BGA survey for first starting to volunteer was that they were asked; people said that they were 10% more likely to do a task if asked than if they just saw that it hadn’t been done.

Like many volunteer organisations, the BGA has grown and evolved over time. A lot of the things that it does — and a lot of things that are done in the wider community — are only done because someone wanted and was willing to do them.

This can lead to situations where the same person has done the same role for many years. The role may have grown to become indispensable to the community, but because the same person has always been there to do it there has been little focus on what might happen if that person were to stop.

One example of this is the BGA Bookseller — for a long time a standard sight at British tournaments. Until fairly recently, Go books and equipment were hard to obtain in Europe. When Gerry Mills took on the role of selling books and equipment to the UK Go community for the BGA in 1994,²¹ things were very different to when he retired from it in 2010. The number of available publishers and books had increased enormously, and while he still attended a great many tournaments to sell books in person he also shifted towards online orders.²² When he stepped down (and sadly died soon after) there was no one to take his place,²³ and although an attempt was made to

20. Toby Manning, Private interview, August 2019.

21. Brian Timmins, ed., *The British Go Journal*, 97 (British Go Association, Winter 1994).

22. Bob Bagot, “Gerry Mills,” *The British Go Journal*, no. 159 (Spring 2012): 3.

23. *President’s Report*, Presented at AGM, http://www.britgo.org/files/members/2010_presidents_report.pdf, April 2010.

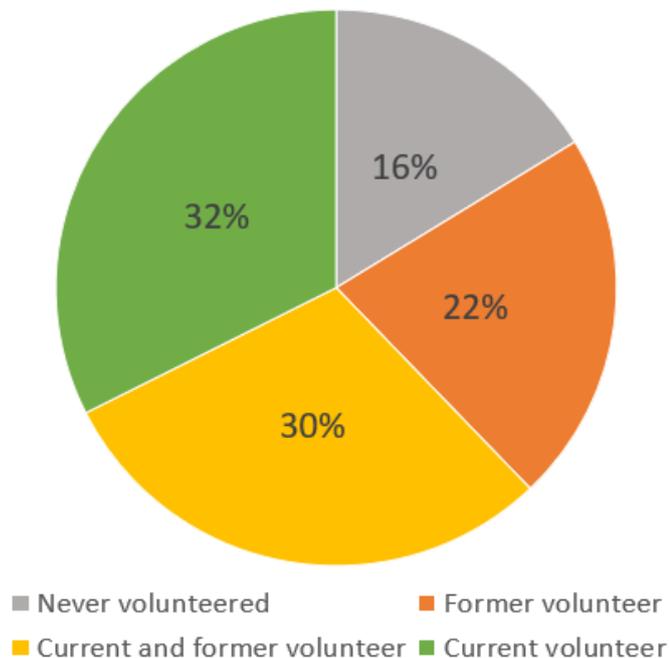


Figure 4: Proportion of survey respondents who volunteer now or who have volunteered in the past

start the BGA Bookseller again a few years later²⁴ it didn't last for long.

There are other key roles in the BGA which similarly have a single person managing them. Most UK tournaments use a piece of software called GoDraw to manage pairings and record results. This was written, and is maintained, by a single person.

Treating jobs in this way leads to single points of failure throughout the organisation (and the wider Go community). If someone stops volunteering — whether or not by choice — the service they provided will stop unless someone can be found to take it over.

Many Go players do things to help and support the Go community. In the BGA survey, 84% of respondents either volunteered currently or had done previously (see Figure 4).

6 Management

For the most part, the BGA keeps a very soft hand regarding the management of volunteers. While some organisations have a number of policies

²⁴. *Minutes of the Annual General Meeting of the British Go Association*, March 2014.

surrounding the rights and responsibilities of their volunteers²⁵, most volunteers in the Go world have a considerable level of autonomy.

The BGA has no specific policies on the management of volunteers,²⁶ and thinks they may be ‘a solution in search of a problem’²⁷ — limiting the abilities of the volunteers through bureaucracy and red tape.

A lot of roles — at all levels — have no job description,²⁸ and it is often up to the incumbent to decide what they want to do (outside of a small number of tasks that it is their responsibility to ensure are completed).

This is good, in that the empowerment (rated at an average 67% in the BGA survey) allows people to be creative and focus on the things that are meaningful to them.

It does, however, lead to problems if people don’t do the work that’s expected of them — whether required tasks or working more generally. On three occasions from 2010–2015 the annual accounts couldn’t be submitted at the AGM as they still needed to be audited²⁹ — and the accounts for 2013 were still unaudited in 2016.³⁰ While often there are mitigating reasons for work not being completed (such as external time pressures), some volunteers do not naturally take initiative, and some require pushing to get them to deliver.³¹

Part of this may be due to volunteers not knowing what is expected of them. People will sometimes agree to do a task before they know what it entails³² — only 62% in the BGA survey found tasks to be as expected, and the major reasons why not all involve not knowing what the role entailed (see Exhibit E).

Exhibit I shows the perceived level of management that the BGA imposes, split into five categories of HRM practice. All of these are low, with some (such as Performance Management) lower than others.

7 Recruitment and Retention

Many volunteer organisations focus on volunteer recruitment — getting more people in, without giving enough focus on keeping them. This leads to a

25. NCVO, *Knowledge Bank — Policies and Procedures*, Volunteer Management section <https://knowhow.ncvo.org.uk/organisation/operations/policies-and-procedures> (May 2019).

26. *BGA Policies List*, <http://www.britgo.org/policy/policies>, February 2010.

27. Toby Manning, Private correspondence, May 2019.

28. Toby Manning, Private interview, August 2019.

29. *Treasurer’s Report*, Presented at AGM, http://www.britgo.org/files/members/2012_treasurers_report.pdf, April 2012; *Treasurer’s Report*, Presented at AGM, http://www.britgo.org/files/members/2016_treasurers_report.pdf, April 2016.

30. *Treasurer’s Report*, Presented at AGM, http://www.britgo.org/files/members/2016_treasurers_report.pdf, April 2016.

31. Toby Manning, Private interview, August 2019.

32. Toby Manning, Private interview, August 2019.

cycle of recruitment just to replace people who have left, for example through lack of interest, lack of time, or burnout.

A closely tied issue is lack of succession planning. In the past, people have always appeared when needed — either they do the work, or the work doesn't get done.

Exhibit D shows the range of ages, strengths, and lengths of time playing from the BGA survey, including a breakdown of volunteers and non-volunteers. People who have never volunteered have all only been playing for a short period, are mainly weaker players, and are often at the younger end of the spectrum.

Over its 65 year history, many of the BGA's volunteers have been giving their time in one role or another for a considerable period. A lot of people who were involved towards the start are still involved now.

This does, however, present a problem. There is a substantial demographic of volunteers who are towards the older end of the age spectrum, and the number of deaths of prominent BGA members has been steadily rising over the past 20 years (see Figure 5). While still low as a proportion of membership (less than 1%), the fact that they are given an obituary means that these are volunteers who have been most instrumental in doing work throughout the BGA.

In recent years other important figures who have died have included the organiser of the week long Isle of Man tournament, and the BGA Bookseller (who stocked and sold Go books and equipment, for some items the only supplier in the UK).

22% of respondents in the BGA survey said that they had previously volunteered with the BGA, but had stopped (see Figure 4).

There are many reasons why this may have happened. Exhibit E shows that time pressures and external pressures are the main reason why people don't get more involved in volunteering, the main reason why people stop volunteering, and the main barrier to volunteering.

Exhibit H also lists examples of cases where people's expectations from the BGA — in terms of assistance and recognition — were not met, along with statistics on volunteer fit, burnout, and intention to quit.

Whatever the reason, if people stop volunteering there will cease to be a pool of volunteers to take on the jobs that need doing. Succession planning doesn't just mitigate the risk of people dying, it also covers the situation where someone just wants to step down from their role.

7.1 Membership levels

Exhibit G shows that the main reason why people join the BGA is to support British Go and the aims of the BGA. It could be assumed from this that all

33. *Obituaries*, British Go Association website, <http://www.britgo.org/history/obits>, 2018.

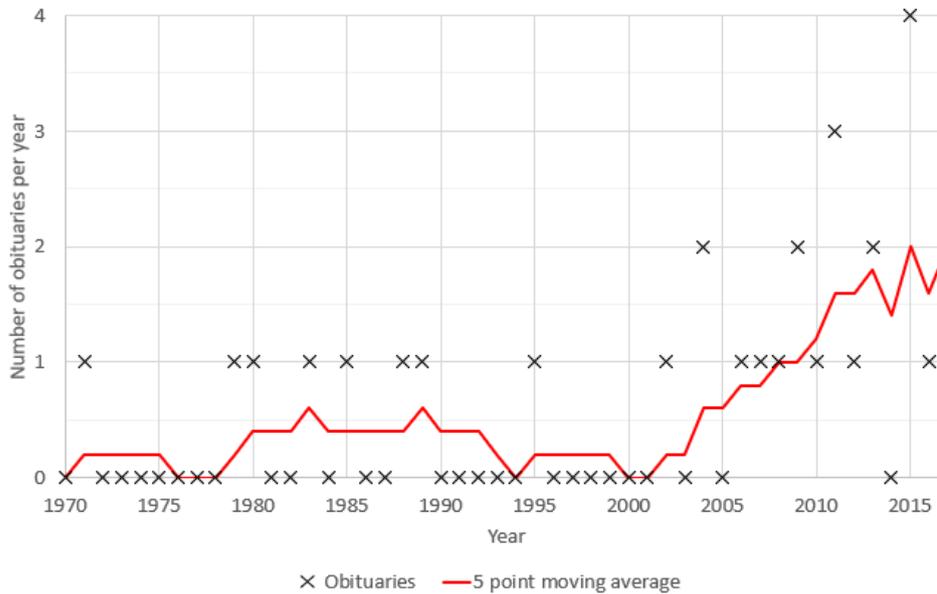


Figure 5: Number of obituaries per year³³

volunteers would be BGA members, but surprisingly — while a great many volunteers are members, and a great many members volunteer — there is no correlation between the two (see Exhibit A).

All of the people who had never been a member either didn't know about the BGA or hadn't got round to joining, but former members cited issues such as bureaucracy, cost, and a lack of benefits from membership.

This was mirrored when people were asked how well the BGA matched their personal values and goals. In both cases, non-volunteers believed the BGA matched them more closely than volunteers did.

When asked about the BGA, there were a number of recurring themes that appeared. The top three were bringing in new players (the comments being largely negative), tournaments (mainly positive), and volunteers (largely positive). Organisational Culture was notable for the fact that every comment was negative.

Although membership levels had been relatively unchanged in recent years, less than 2 years earlier Go around the world had received the greatest disruption for a generation.

Computers first mastered Chess in 1997, when IBM's Deep Blue beat Garry Kasparov, the reigning world champion. Go is a considerably more difficult challenge,³⁴ and computers weren't expected to beat humans until

34. Alan Go, "Monte-Carlo Based Computer Player For the Game of Go" (BSc thesis, University of Durham, 2016); I J Good, "The Mystery of Go," *New Scientist*, no. 427 (January 1965): 172–174.

the mid 2020s.³⁵ When in 2016 Google DeepMind’s AlphaGo beat 18-time world champion Lee Sedol, it aroused considerable interest amongst the general, non-Go-playing public — even leading to a worldwide shortage of Go equipment.³⁶ Online Go servers reported a jump in registrations,³⁷ and in the days after the announcement the BGA website saw a more than tenfold increase in daily traffic (predominantly to pages about learning how to play Go, and remaining high for a considerable period),³⁸ but this interest did not translate to an overall, sustained increase in BGA membership.

7.2 Finances

A the time of Roger’s death, the BGA was in a robust financial position.³⁹

Due to a close relationship with Google DeepMind during the AlphaGo matches, they had decided to give £5k in sponsorship — something they would continue for a number of years.

There was further sponsorship coming from one individual, the Nippon Club, and two individual Go clubs.

The BGA was also still finalising the plans for how best to use a sizeable legacy from a former member,⁴⁰ for the purpose of setting up a London Go Centre. Roger had been closely involved with this at the time of his death.⁴¹

All of this means that, in terms of resources, the BGA would not be unable to complete tasks due to lack of funds. It would be far more likely to have trouble finding volunteers, and in particular volunteers who were ready, willing, and able to take them on.

35. William Hoffman, “Elon Musk Says Google Deepmind’s Go Victory Is a 10-Year Jump For A.I.,” <https://www.inverse.com/article/12620-elon-musk-says-google-deepmind-s-go-victory-is-a-10-year-jump-for-a-i>, *inverse.com*, March 2016.

36. Mindsports Academy, *There is a worldwide shortage of the board game Go after Google DeepMind showcased it to 280 million people*, <https://www.mindsportsacademy.com/Go/Content/2417>, 2016; American Go E-Journal, *Worldwide shortage of go equipment reported in wake of AlphaGo match*, <https://www.usgo.org/news/2016/04/worldwide-shortage-of-go-equipment-reported-in-wake-of-alphago-match/>, April 2016; David Ormerod, *Worldwide shortage of Go equipment in wake of AlphaGo*, Archive copy from <http://web.archive.org/web/20160404112424/https://gogameguru.com/go-equipment-shortage-alphago/>, April 2016.

37. Thouis Jones, *Online-Go.Com Player Statistics*, <https://nbviewer.jupyter.org/gist/thouis/0f93643a8f14ff802f92>, 2016.

38. Jon Diamond and Toby Manning, “Google DeepMind and AlphaGo,” *The British Go Journal*, no. 175 (Spring 2016): 12–16.

39. *Treasurer’s Report*, Presented at AGM, http://www.britgo.org/files/members/2017_treasurers_report.pdf, April 2017.

40. *President’s Report*, Presented at AGM, http://www.britgo.org/files/members/2014_presidents_report.pdf, March 2014; *Minutes of the Annual General Meeting of the British Go Association*, March 2015.

41. Toby Manning, Private interview, August 2019.

8 Turning point

On that cold November morning the BGA Council discussed the problems before them.⁴²

There were the funeral arrangements to discuss with Roger's next of kin.

There were the boxes of equipment and paperwork still at Roger's flat to collect from his garage.

There were the various roles that Roger had done and the various tasks that he had left incomplete, all of which someone would need to take on.

And there was the position of President. Someone would need to step into Roger's shoes, to lead and manage the Council and the British Go Association through this difficult time — at least until the next AGM, if not beyond.

Toby Manning, as Treasurer and therefore second in command, was the obvious choice.

The death of the BGA President would not stop the good work that the organisation undertakes, but would significantly stretch its resources — and in the change to a successor the BGA Council would need to review the ways in which it finds people to take on key roles in the organisation, for risk mitigation.

In particular, there are three underlying issues that the Council will need to consider:

- Increasing the number of volunteers (Recruitment)
- Keeping people volunteering and preventing burnout (Retention)
- Succession planning for key roles and other HRM practices (Management)

The BGA — like many volunteer organisations — has always been run on the assumption that volunteers would appear when needed. A better, less risky strategy is needed for the future.

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42. Toby Manning, Private interview, August 2019; *Council Meeting Minutes* (British Go Association, November 2017).

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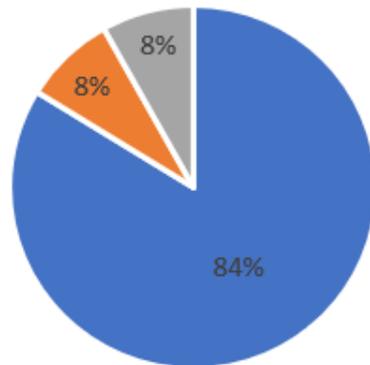
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- Treasurer's Report.* Presented at AGM. http://www.britgo.org/files/members/2017_treasurers_report.pdf, April 2017.

Exhibits

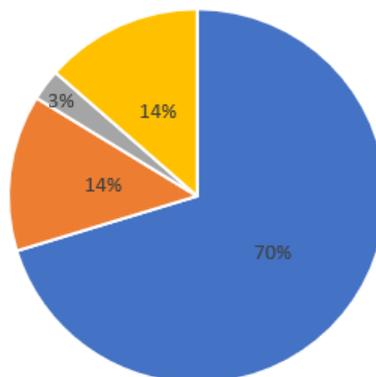
Exhibit A Membership levels

(Data taken from the BGA survey)



- Current BGA members
- Former BGA members
- Never been a BGA member

Proportion of current and previous BGA members



- BGA member, volunteer
- Non-member, volunteer
- Non-member, non-volunteer
- BGA member, non-volunteer

Comparison of volunteer and BGA member numbers. Correlation between BGA membership and volunteering: 0.0054

Exhibit B BGA Council members in 2017

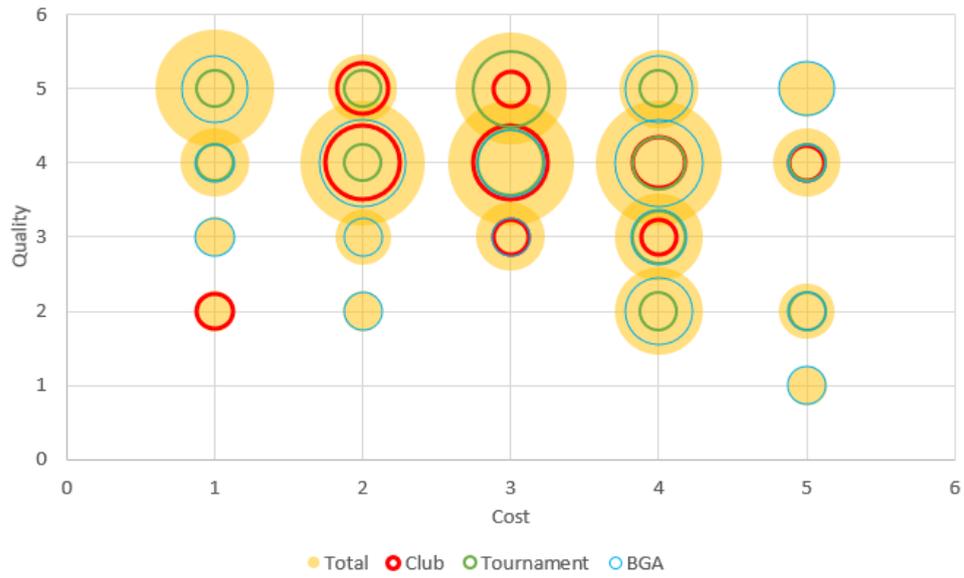
Position	Candidate
President	Roger Huyshe
Treasurer	Toby Manning
Secretary	Jonathan Chin
Honorary Auditor	Pat Ridley
Council members	Jonathan Green Matt Marsh Andrew Russell Richard Wheeldon

List of BGA Council members, as voted for at the 2017 AGM⁴³

43. *Minutes of the Annual General Meeting of the British Go Association*, March 2017.

Exhibit C Volunteer tasks

(Data taken from the BGA survey)



Quality of volunteering experience plotted against personal cost to volunteer, both on a scale of 1–5. 'Total' includes tasks that are not categorised as either Club, Tournament, or BGA.

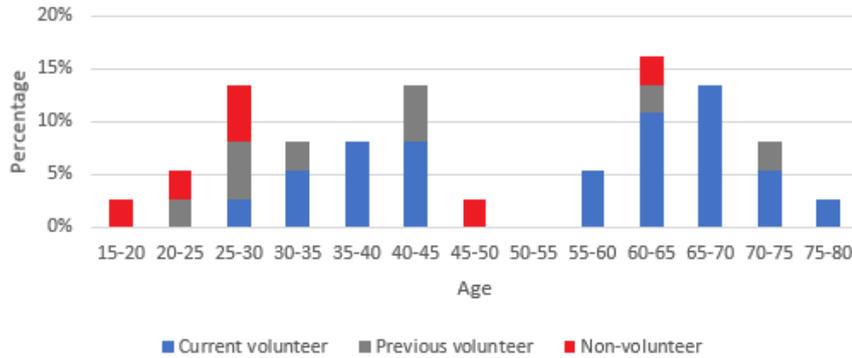
A representative sample of volunteer tasks:

Name	Description
Go Club organiser	Arranging weekly meetings, social events, trips to tournaments, recruitment events, transporting equipment, teaching, etc.
Tournament Director	Setting up the room, arranging equipment, running GoDraw ⁴⁴ , entering players, making pairings, reporting results to the BGA, and other administrative or logistical tasks (most tournaments are annual)
Editor of the British Go Journal	Obtaining contributions, formatting and laying-out for publication (four times a year)
BGA Council member	Meeting with other Council members to discuss topics, chairing committees, participating in decision making
Blind Go	Distributing Japanese sets for the visually impaired, offering general support and info
Go lobbying	Interviewing with Ministers, Cultural Attaches in Embassies, MPs Advisers for Gifted and Talented pupils
Voluntary work in schools	Teaching Go to school age children, providing starter sets, supporting school clubs
Contributing articles to the British Go Journal	Writing articles on a variety of Go related topics
Trustee of the London Go Centre	Managing finances, helping clubs and tournaments
Directing the IOM GO Festival	Organising a biennial week-long festival in the Isle of Man
Pandanet league captain	Scheduling and organising players for matches in the online Pandanet League (around 9 matches per annual season)
Writing about Go	Writing various magazine articles, being involved in radio interviews (including BBC Radio 4 and local radio stations)
Teaching day	Organising room hire, teachers, and publicity

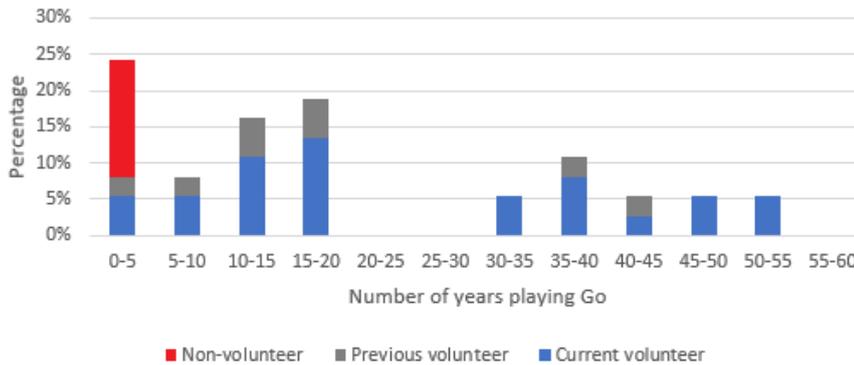
44. Tournament software used widely in the UK

Exhibit D Volunteer demographics

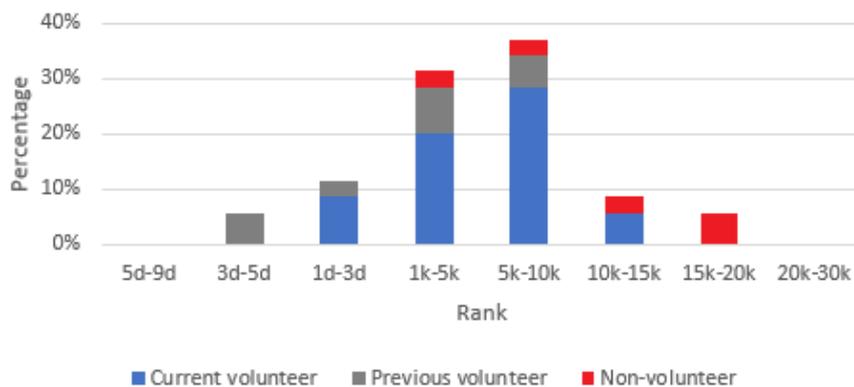
(Data taken from the BGA survey)



Proportion of respondents at different ages, showing volunteering levels



Proportion of respondents at different lengths of time having played, showing volunteering levels

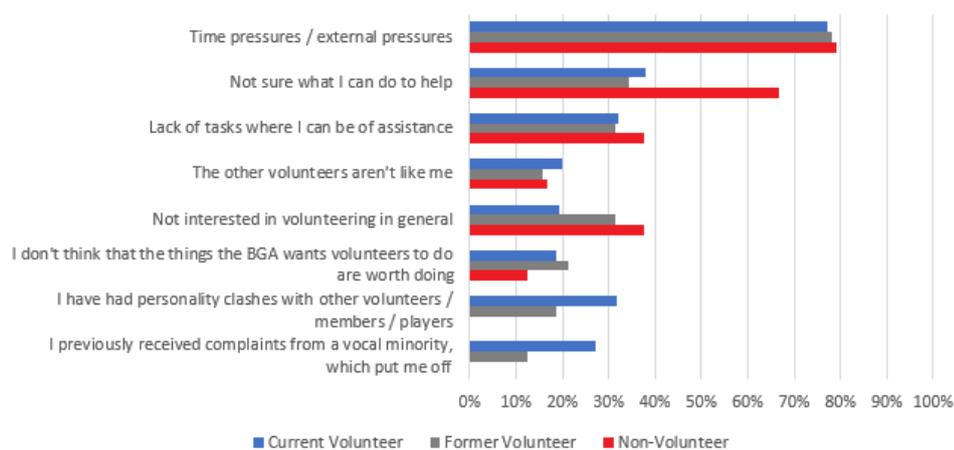


Proportion of respondents at different ranks,⁴⁵ showing volunteering levels

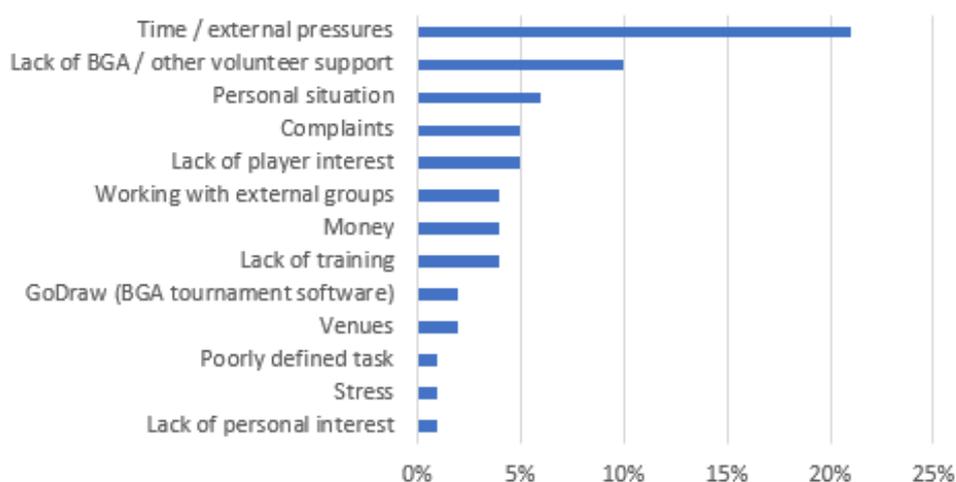
45. Stronger ranks are on the left of the graph, weaker ranks on the right. The ranking system is logarithmic, so it's easier to move from low to middle ranks than from middle to high ranks.

Exhibit E Problems with volunteering

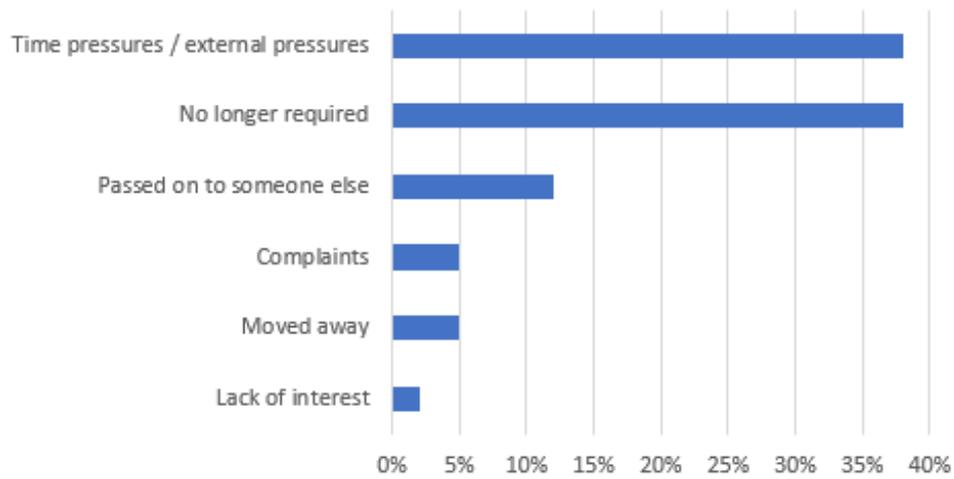
(Data taken from the BGA survey)



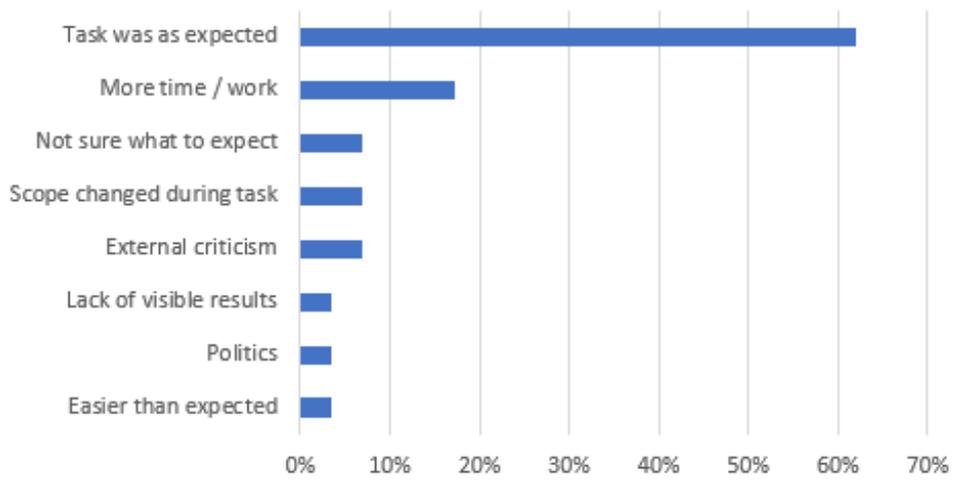
Percentage of respondents citing reasons for not getting more involved in volunteering



Barriers affecting percentages of volunteers, coded from responses



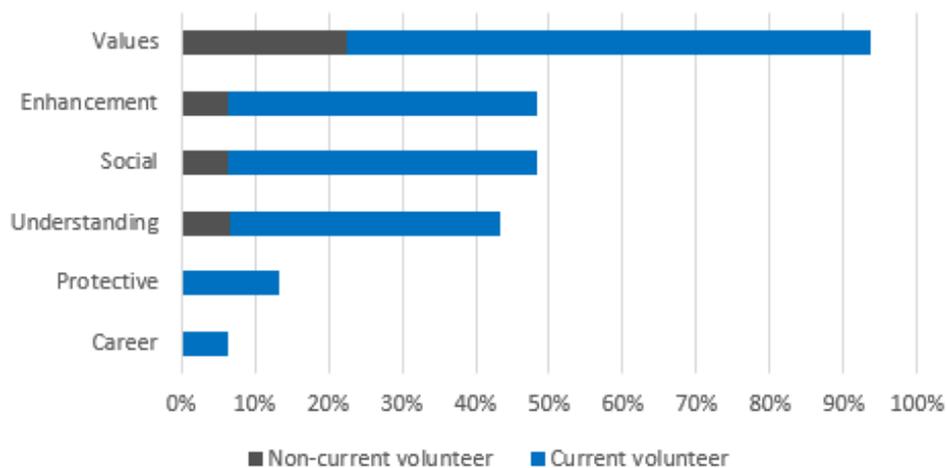
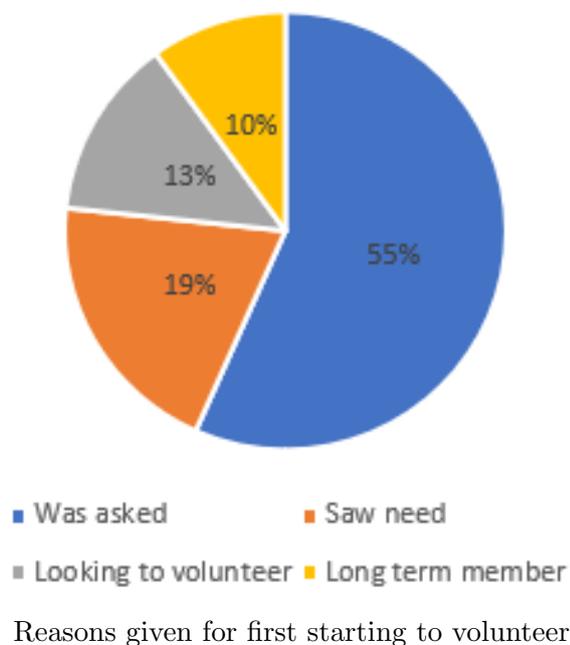
Reasons for stopping for percentages of volunteering tasks, coded from responses



Reasons why percentage of volunteering tasks were not as expected, coded from responses

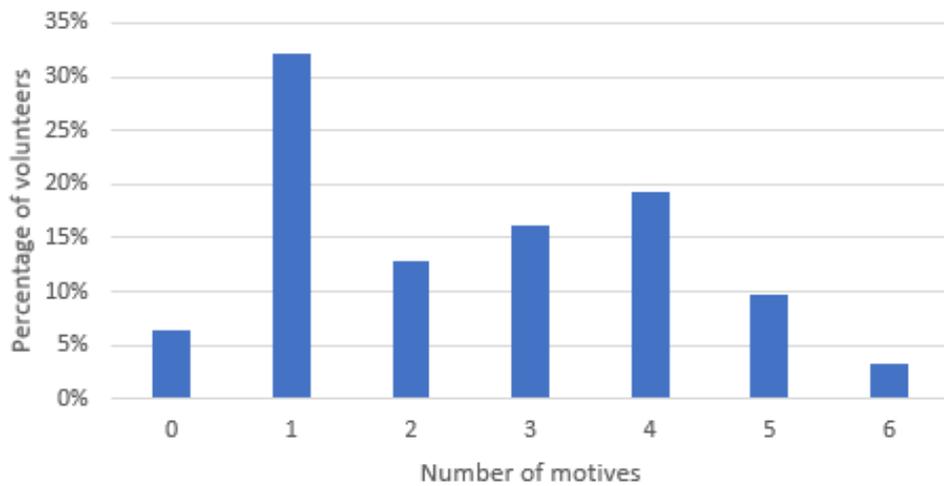
Exhibit F Reasons for volunteering

(Data taken from the BGA survey)

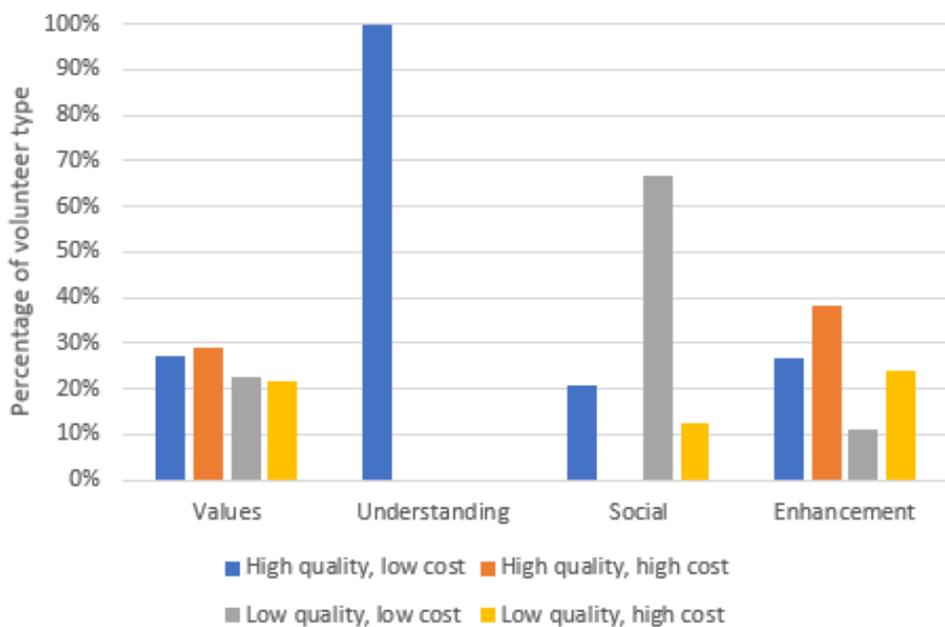


Percentage of volunteers (current and former) categorised by predominant (>50%) motive for volunteering⁴⁶

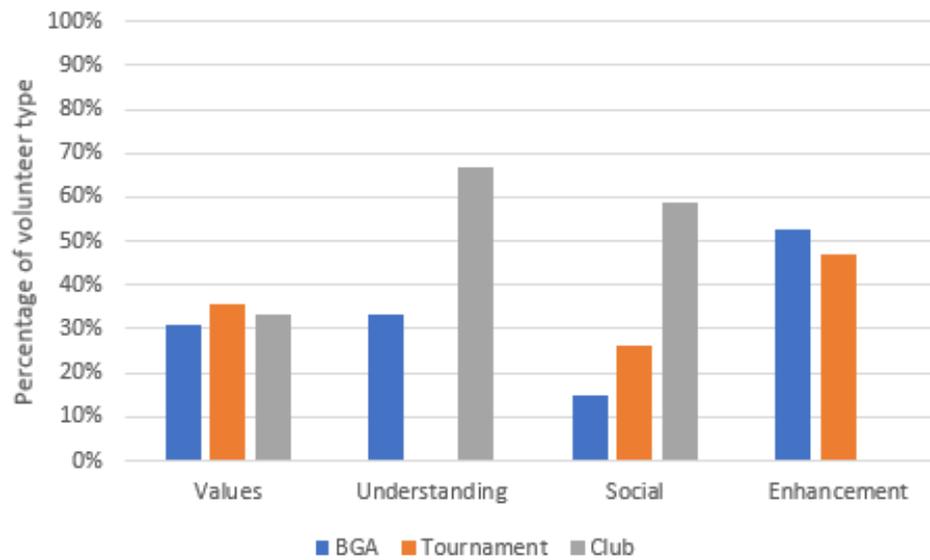
46. Motive categorisations taken from Lisa L. Scherer, Joseph A. Allen, and Elizabeth R. Harp, "Grin and bear it: An examination of volunteers' fit with their organization, burnout and spirituality," *Burnout Research* 3, no. 1 (March 2016): 1-10



Percentage of volunteers with different numbers of predominant (>50%) motives for volunteering⁴⁶



The percentage of volunteers whose primary (highest rated) motive falls into different categories⁴⁶ who undertake different task types (high/low quality, high/low cost, as perceived by the volunteer)

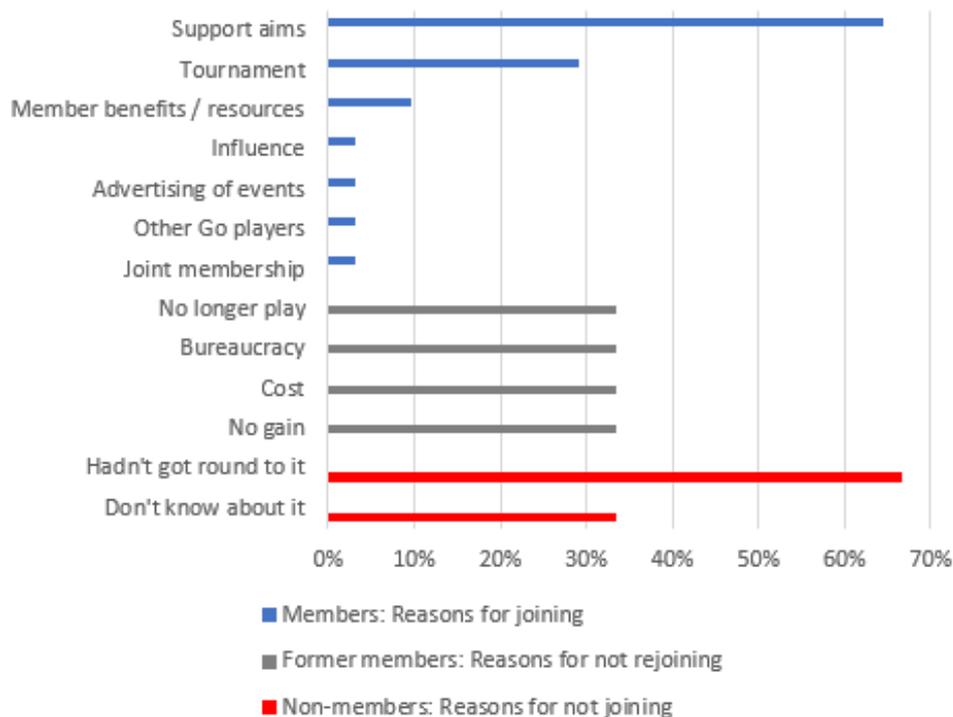


The percentage of volunteers whose primary (highest rated) motive falls into different categories⁴⁶ who undertake tasks related to Clubs, Tournaments, or the BGA.

No volunteers had either Career or Protective as their primary (highest rated) motive.

Exhibit G BGA opinions

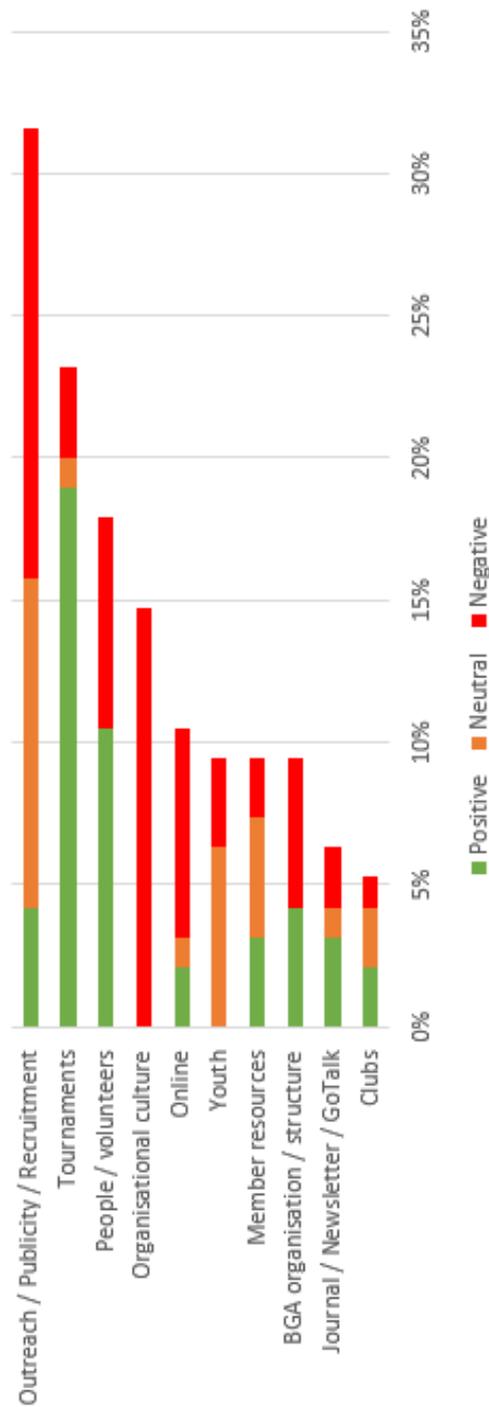
(Data taken from the BGA survey)



Percentage of respondents giving reasons for joining or not joining the BGA. Each reason may occur multiple times from a single respondent.



How well people's values, goals, and personalities match the BGA, as a percentage of volunteers and non-volunteers



Aggregated percentage of responses containing each topic from a number of questions. Each topic may occur multiple times from a single respondent (in different questions). Note that the survey included more questions regarding negative aspects than positive ones.

Exhibit H Volunteer fit and expectations

	Mean	SD	1	2	3
1 Volunteer fit	2.66	0.70			
2 Burnout	2.42	1.02	0.29		
3 Intention to quit	2.17	1.03	0.39	0.30	
4 Age	49.08	17.73	-0.14	-0.04	-0.09

Mean, standard deviation, and correlation between Volunteer Fit (1–5), Burnout (1–5), Intention to Quit (1–5), and Age, from the BGA survey

	Mean	SD	1	2	3
1 Volunteer fit	2.61	0.45			
2 Burnout	1.68	0.71	0.39		
3 Intention to quit	1.92	0.87	0.21	0.41	
5 Age	4.13	1.97	-0.25	-0.14	-0.09

Comparison mean, standard deviation, and correlation between Volunteer Fit (1–5), Burnout (1–5), Intention to Quit (1–5), and Age, from a larger data set of volunteer organisations⁴⁷

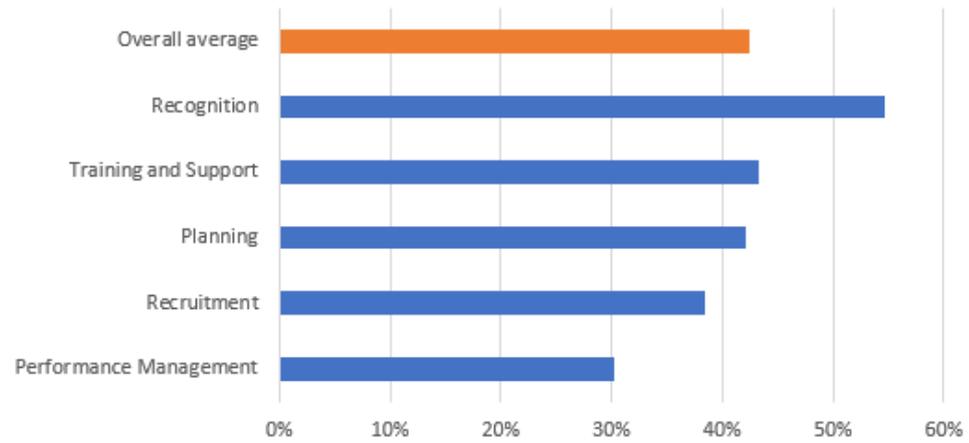
Situation		Examples
Expected help which didn't then occur	14%	Help fighting unacceptable behaviour, help from other volunteers, lack of communication
Received help which wasn't expected	18%	Money, technical expertise, equipment
Been prevented from getting something done	9%	Council disagreement, poor communication, insufficient insurance
Surprised by a lack of recognition / reward / payment for a volunteer	19%	Criticism from non-members, lack of thanks, people expecting volunteers to agree to work
Surprised by unexpected recognition / reward / payment for a volunteer	19%	President's Award, Honorary Life Membership, people's thanks

Percentages of volunteers who didn't receive help from the BGA when expected, who received unexpected help from the BGA, who had been prevented from doing something by the BGA, who were surprised by a lack of recognition, or who were surprised by unexpected recognition; taken from the BGA survey

47. Lisa L. Scherer, Joseph A. Allen, and Elizabeth R. Harp, "Grin and bear it: An examination of volunteers' fit with their organization, burnout and spirituality," *Burnout Research* 3, no. 1 (March 2016): 1–10.

Exhibit I BGA management levels

(Data taken from the BGA survey)



Perceived level at which five Management Practice Constructs are undertaken by the BGA