



International



International Relay For Life

Team Development Guidebook



WELCOME

Since its earliest beginnings in 1983 in Tacoma, Washington, USA, American Cancer Society Relay For Life has brought communities together to fight a common enemy – cancer. As it grew to reach more and more communities across the USA, Relay became a major player in every facet of the American Cancer Society’s mission to eradicate cancer. Now there are Relay For Life events in 20 countries and cancer organizations around the globe are finding that Relay is an incredible conduit for their country’s population to learn more about their organization’s mission and services.

Through Relay For Life cancer organizations are creating awareness about cancer, recognizing and celebrating survivors and those who care for them, remembering those who lost their battle against cancer, and encouraging citizens everywhere to become involved in the fight against cancer. The funds raised help cancer organizations achieve their mission and deliver their services.

The International Relay For Life Advisory and Training Team (IRATT) worked for months to make this guidebook one that will be helpful to staff and volunteers worldwide. Whether you are brand new to Relay – a new event or committee chair – or are simply searching for information to grow and improve your existing event, we think this guidebook will be a valuable resource.

We have combined the best information from RFL guidebooks across the United States, added time-tested tips and best practices from staff and volunteers and received input from international Relay staff and volunteers to make this guidebook one you can use to make your event the best it can be. From information on recruiting your first committee to planning ceremonies, we think you will find the tools you need in planning your Relay For Life event.

We offer a special thank you to the IRATT members who worked diligently to put this guidebook together. You will find them listed below. The work was done with the hope that Relay staff and volunteers worldwide will find the resources needed to help continue the Relay For Life tradition of excellence in communities across the globe. We wish you the very best of luck in planning and carrying out your event and thank you for all you do to help eradicate cancer. We are One Word – One Hope...and through International Relay For Life we are making a difference.

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International



What is International Relay For Life?



THE ROLE OF RELAY IN THE FIGHT AGAINST CANCER

Since 1996, the American Cancer Society has collaborated with multiple cancer organizations in countries outside the United States to license and support Relay For Life programs. As a result, American Cancer Society Relay For Life events take place worldwide. The International Relay For Life program enables cancer organizations around the globe to increase their visibility and generate cancer awareness, outreach, and income while building survivorship, volunteerism, and advocacy efforts in their communities.

Through Relay, these organizations bring together passionate volunteers, promote their mission-based activities, and mobilize communities to take action in the international movement to end cancer. No matter where they take place in the world, Relay events give people a chance to celebrate the lives of cancer survivors, remember loved ones lost, and fight back against a disease that has taken too much.

INTERNATIONAL RELAY FOR LIFE STANDARDS

To be considered an International Relay For Life event, the following criteria need to be met:

1. The event must take place *overnight*.
2. There should be at least an *Opening Ceremony* and *Closing Ceremony*.
3. Survivors will be remembered through a *Candlelight (Luminaria) Ceremony*.
4. The event should incorporate *Survivorship activities*.
5. Through Relay, we will include *Mission Delivery (Cancer Education)*.
6. The event should be completely *Tobacco free*.



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Team Development Overview



TEAM DEVELOPMENT

The American Cancer Society has been successfully holding Relay For Life events now for over 25 years. Much research has been made about the pillars of a successful event. The five pillars are:

- Development of Survivorship
- Development of Fundraising
- Development of the Event
- Development of Leadership
- Development of Teams

TEAM DEVELOPMENT: THE KEY TO RELAY SUCCESS

Team Development is the key to any successful Relay For Life event. Without teams there can be no Relay. Young events should focus on team development and on the celebration of Survivorship. Get teams around the track! But once you have had your first Relay under your belt you should strive to work with the following model. This model has proven itself over the years as being an insurance of success. It is important to get teams on the track (recruitment), to help new teams have realistic expectations as to what a Relay is (team mentoring), to bring back teams from year to year (retention) and to recognize team performance (recognition). Recruitment, team mentoring, retention, and recognition are the four key elements of team development. You may not be able to put it in place the first year you work with it but you should keep it in mind and always be striving for it.



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Team Development Details



TEAM DEVELOPMENT COMMITTEE

The team development committee is headed by the Team Development Chair and is comprised of 4 subcommittees. The team development committee should have three primary goals – to recruit teams, to recognize teams, and to retain teams over the years. It's important to build this component of your organization early and to add to it when possible. New Relays often focus on recruitment and pay less attention to recognition and retention but this means that the next year they may have to recruit many new teams as lack of recognition will impact team retention. Remember that it is easier to retain than to recruit, so serious thought must be made to the execution of retention and recognition functions.

Ideally, the people recruited as part of this committee are people who have contacts in the community and will use these contacts to solicit participation in the Relay. Some of these people should also be comfortable making presentations to community groups to promote the Relay and to recruit new teams.

The best approach is a systemic approach where we quantify the number of teams we need to recruit, we set a plan to achieve this, and we recruit the people to help us achieve this plan. This will also assist you by showing you how far you are from a successful outcome. What gets measured gets done! It is relatively easy to think about setting goals for the number of teams we want at our relay but it will also be important to set goals in the other subcommittees such for the retention rate, how many things the recognition team will do during the season, how many times we will communicate with captains, etc.

TEAM DEVELOPMENT CHAIR

The Team Development Chair's responsibility is to get teams on the track and to recruit people on the subcommittees to accomplish this task. He/she will be the liaison between the four Team development subcommittees and the Event Chair. He/she will also ensure that the team development subcommittees are on track with the targets set at the beginning of the season.

The first task of the season should always be to see how many teams we want at our next event. Once we have that number, we will be able to see how many people we need to man our subcommittees. The number of teams will also help each subcommittee set their own individual goals.

TEAM RECRUITMENT SUBCOMMITTEE

Once the goal has been set as to how many teams we want for our next event, we then need to do a little number crunching. We need to know our retention rate. Say your retention rate is 70% (the number of teams that return year after year), the team objective for the next event is 80 teams, and that you had 68 teams at your last event. This means that you can expect 47 teams to return to your next event and that you need to recruit 33 teams. This will help the team recruitment subcommittee establish their recruiting plan.

The team recruitment can be very strategic by analyzing the participants in their previous events and also the area in which the event will be held. The following two techniques have proven very effective:

Mapping – a strategic tool used in many aspects of management can be a great tool for identifying recruitment opportunities for Relay. Get the list of Team Captains from the last event and a map of the area where your relay is held. Place a dot on the map for the addressees' of each of your Team Captains. Are they spread out over the area? Is there an area in particular in which you have few or no dots? If so, a recruiting campaign in this area is warranted.

The Recruitment Wheel – Draw a wheel with segments, and in each segment indicate an economic activity or type of organization that is present in your community such as: the automotive sector, retail, hospitals, churches, schools, etc. Then take your team list from last year and place each team in the appropriate sector. Are there sectors in your community that are not represented at your Relay? Set up a recruitment campaign for this sector.

Tasks for committee members in this subcommittee include making calls, communicating by email, and through local media to prospects and to make ``the ask`` about participating in the Relay. The local media is also a great tool to invite the community to participant in Relay. Get visible, get noticed, and get attention – kiosks in malls, busy public areas, hospital lobbies, anywhere where they will let you set up a kiosk to help spread the message about participating in the Relay. Be present on the Internet through the social networking sites. It is important to include new media such as social networking groups and the Internet such as Facebook, etc. Make sure that your event is listed on virtual bulletin boards. Most cities have a website where upcoming events are posted. Contact all the local community groups to make a pitch for their participation in your Relay.

Recruiting new teams is so pivotal to the success of Relay that everyone on the organization committee, as a Relay ambassador, should always be talking about Relay and inviting people to join. Also, during the first few months of the Relay season when others on the organizing committee are not as busy with their own responsibilities it may be a great idea to do a blitz, with people from different committees joining forces to reach as many people as possible during a short period of time and inviting them to make a Relay team.

TEAM RETENTION SUBCOMMITTEE

Our hope is that teams will return year after year. It takes fewer resources to invite a veteran team who knows what to expect than to recruit new teams. Remember that returning teams raise more money; therefore, you can see the importance of retaining teams. The goal is to have an 80% retention rate. And remember that just because a Team Captains does not return, there may be someone from their team who would like to become a captain and only through follow-up and communication will you ever know.

Tasks for subcommittee members include: keeping in touch by phone or email and also hosting Team Captains' meetings. These meetings need to be informative and fun, so it is important to have someone on board who is dynamic and has good presentation skills. Members are also responsible for communicating regularly with teams about everything teams need to know such as important dates, deadlines, meetings, etc.

The team retention subcommittee is responsible for contacting and recruiting teams who have participated in your event in the past. (See the Master List / team contact log at the end of this document). It is important to have a plan and to keep good records of Team Captains. These make the approach easier. The team retention subcommittee should also be responsible for ensuring that participants enjoy their experience and that it lived up to their expectations. This can be achieved through regular communicating with Team Captains, participants, and by sending out surveys that ask questions about the participants' experience at Relay.

Never assume that a veteran team will come back on its own, and do not forget to contact teams who participated in the past but maybe not last year! Also, if a team does not return, do your best to ascertain why. It's important to ask all Team Captains what motivates them to participate in Relay. But, when they do not return, it is as important to ask them when and why they chose not to return. Feedback can help you grow and be better year after year. The team retention subcommittee is also responsible for getting feedback from participants after the event and communicating this feedback to the various people responsible so as to ensure that all participants enjoy a pleasurable event year after year.

This subcommittee is also responsible for planning and holding all Team Captains meetings. We recommend that there be at least three team meeting throughout the year. Team Captains meetings are a great way to share information, recognize successes, reemphasize fundraising, and motivate the Team Captains about the upcoming Relay. It is also another opportunity to pass along mission information from the cancer society. This is what it is all about and the reason why we need to Relay. We need to pass this message whenever we have an opportunity.

TEAM RECOGNITION

Tasks here include planning and executing celebrations to highlight team achievement. Lots of enthusiasm and creativity is needed here! The team recognition subcommittee will develop a plan that ensures that teams receive recognition for their efforts. This may include fundraising club, incentive programs, awards, and special recognition laps. Recognition should also be woven into the event wrap-up celebration and the following year's kickoff.

TEAM MENTORING

Tasks here again include great communication skills because the biggest part of the tasks is keeping in touch with Team Captains. This subcommittee is responsible for staying in touch with and working with teams once they are recruited (especially new teams). Team mentoring involves staying in contact with Team Captains and making sure they are progressing with the recruitment of their entire team, ensuring that team fundraising is progressing, following up with those who miss a Team Captains meeting, and sharing ideas on team fundraising. The team mentoring subcommittee is the important link to team success between the time the team is recruited and the event. It is often helpful to invite past, experienced Team Captains to serve on your committee to mentor new teams. This is also a way to recognize successful teams.

Bank nights – bank nights are periods of time, prior to the event, where Team Captains must bring in the funds raised. Bank nights need to be organized with the cooperation of your staff partner to find a place that is safe and practical. Team Captains are invited in the evening or weekend. Coming to bank night should be mandatory. Prior to bank night (during Team Captains meetings, email, or newsletter communications) the Team Captains must have been told how to remit their funds raised (which forms to complete and how to complete them.). If your Relay has a website, be sure to encourage Team Captains to conduct their fundraising through the website. This will lessen the need for manipulation of cash, is much more efficient, and safe. In Relays where the on-line fundraising exists, teams who use on-line fundraising are usually more successful than those who don't.



International



Team Development Resources



TIME LINE

TEAM DEVELOPMENT RECOMMENDATIONS AND BENCHMARKS

Before your committee members begin team recruitment, consider the following time frame for team development responsibilities. Starting early gives you the opportunity to do more with your Team Captains, to recruit more new people, and also helps prevent volunteer burnout as tasks are spread out over time.

10 to 11 months before event

- Recruit separate subcommittees to cover recruitment, retention, mentoring, and recognition.
- Develop a plan/recruitment strategy including a goal for number of teams.
- Provide Publicity Chair with team specific information (registration deadline, kickoff and rally dates) for the newsletter.
- Hold recruitment/informational rallies or meetings.

8 to 9 months before event

- Develop and prepare Team Captain packets (forms and information flyers) with staff partner.
- Hold Team Captain reunion for last year's top 10 teams.
- Organize a list of previous Team Captains (go back at least two years) and begin making contacts for commitment.
- Develop a team prospect list for new recruits. At a committee meeting, dedicate 30 minutes to a "Team Recruitment Wheel" exercise; this will help in creating a team prospect list. Make sure these potentials are invited to the kickoff.
- Divide the list among volunteers (don't forget the planning committee) who have contacts and are willing to do follow up with potential Team Captains making sure that leads are followed up and accompanying the potential Team Captains to the point of sign up. They can also give information and follow through with the new Team Captains ensuring that they obtain all the information that they need to become great Team Captains.
- If your Relay covers multiple towns/communities, develop a town coordinator program as part of your team recruitment strategy.
- Continue to hold recruitment or informational rallies or meetings.
- Send out newsletters or use Relay Online to communicate with Team Captains.
- Assign team mentors to new Team Captains.

6 to 7 months before event

- Team Captains recruiters report on the status of their contacts.
- Continue making contact with past and new prospects to seek commitments.
- Send out newsletters or use Relay Online to communicate with Team Captains.
- Continue to hold recruitment or informational rallies or meetings.
- Develop kickoff invitation and mailing list from names collected at informational rallies and meetings,
- Assign mentors to new Team Captains

5 to 6 months before event

- Mail kickoff invitation to past Team Captains, participants, survivors and sponsors.
- Prepare agenda for kickoff.
- Continue making contact with past and new prospects to seek commitments.
- Continue to hold recruitment or informational rallies and meetings.
- Send out newsletter or use Relay Online to communicate with Team Captains and continue to assign team mentors to new Team Captains.

4 to 5 months before event

- Call potential Team Captains (those who attended rallies and meetings) to remind them about the kickoff
- Host kickoff.
- 50% of teams should now be registered.
- Continue to hold recruitment or informational rallies and meetings.
- Send out newsletter or use Relay Online to communicate with Team Captains.
- Assign team mentors to new Team Captains.

3 to 4 months before event

- Continue making contacts and obtaining commitments from people who want to make teams.
- Distribute posters and brochures throughout community.
- Follow up with kickoff attendees to thank them for attending.
- Contact those not at the kickoff to obtain their commitment and send them materials.
- Send out newsletter or use Relay Online to communicate with Team Captains.
- Assign team mentors to new Team Captains.
- Hold first Team Captains' meeting.

2 to 3 months before event

- Hold second Team Captain meeting.
- Send out newsletter or use Relay Online to communicate with Team Captains.
- Share fundraising tips and encourage each participant to raise at least \$100.
- Assign team mentors to new Team Captains.
- Continue making contacts and getting commitments.
- Early registration deadline will fall within this timeframe.
- 75% of teams should now be registered.

1 to 2 months before event

- Hold third Team Captain meeting.
- Share fundraising tips and encourage each participant to raise at least \$100.
- Send out newsletter or use Relay Online to communicate with Team Captains.
- Assign mentors to new Team Captains.
- Continue making contacts and obtaining commitments.
- Follow up with Team Captains to check on progress, remind them of deadlines, promote matching funds, etc.
- 100% of teams should be registered.

1 to 3 weeks before event

- Hold fourth Team Captain meeting.
- Hold Bank Night. (Teams are invited to bring in the funds raised. See Annex for bank night instructions.)
- Send out newsletter or use Relay Online to communicate with Team Captains.

At your Relay For Life

- Hold final Team Captain meeting 30 minutes prior to start of event to make last minute announcements.
- Work the Track: Visit campsites thanking Team Captains and participants for attending and ask if they are interested in joining the committee next year. **THIS IS VERY IMPORTANT!** You have invited all these people to your event. It is important to greet them and speak with them at the Relay. At this point the Team Development has done its job - put teams on the track – it is now time for all other committees to do their thing (survivors, event/logistics, Security, etc.). They will be busy on the track with their tasks. There is still some paperwork for you to do after the Relay (send thank you letters, etc), but today your only task it to meet and greet, and also to receive any feedback about the event from participants. Be sure to keep paper and pencil with you as you walk the track. Each team should be visited! This meet and greet is essential to team retention, recognition, and recruiting for next year. Make your life easier for next year – work the track this year!
- Assist logistics and/or registration in helping teams find their campsites.

3 to 4 weeks after event

- Send thank-you letter to Team Captains.
- Hold a Team Captain wrap-up to celebrate success and pass out incentive prizes.
- Turn in all worksheets, checklists, team registration forms, etc., to your staff partner

Schedule the first meeting for the next season and over the break in activity, think about recruiting members for your organizing team.

WRAPPING IT ALL UP

Team recruitment is one of the key components necessary for success. Remember that there is a recipe for Relay success, which is the 5Ds, and team development is one of these Ds. This document is to serve as a guideline to organizing the team development area of your Relay. A wise man said “Always have the end in mind” and when it comes to team development you should always strive to have people in the various roles covered in this document. Another word to the wise: start early! Once you have enough people to carry out these tasks, it’s time to get creative to add and build your Team Development unit inside your organizing committee. You will see a direct impact to your Relay.

There are lots of extra tools available at **www.relayforlife.org**. Visit the Training Room and the Relay library. This American Cancer Society site is full of information and great ideas.



International



*International Relay For Life
Resources*



LISTING OF INTERNATIONAL RESOURCES

CONTACTS

Iris Pendergast
American Cancer Society International Relay For Life
Lead Training Manager

(p) 1-303-284-7674
(e) iris.pendergast@cancer.org

WEBSITE INFORMATION

International Relay For Life Homepage <http://www.RelayForLife.org/relay/international>

SharingHope.tv <http://www.SharingHope.tv>

Facebook Homepage.....
..... [http://www.facebook.com/home.php?#/pages/American-Cancer-Society-
International-Relay-For-Life/29709031925?ref=ts](http://www.facebook.com/home.php?#/pages/American-Cancer-Society-International-Relay-For-Life/29709031925?ref=ts)

INTERNATIONAL CANCER ORGANIZATIONS

AUSTRALIA

Cancer Council Queensland
Cancer Council ACT
Cancer Council New South Wales
Cancer Council Northern Territory
Cancer Council South Australia
Cancer Council Tasmania
Cancer Council Western Australia
Cancer Council Victoria

..... www.cancer.org.au
<http://www.relayforlife.org.au>

CANADA

Canadian Cancer Society www.cancer.ca/
www.cancer.ca/relay/

DENMARK

Danish Cancer Society www.cancer.dk
<http://www.cancer.dk/Cancer/The+Danish+Cancer+Society.htm>

FRANCE

Ligue Nationale Contre le Cancer..... www.ligue-cancer.net
<http://www.relaispouurlavie.net/index.php>

GERMANY

Schleswig-Holsteinische Krebsgesellschaft e – V www.krebsgesellschaft-sh.de
www.laufinsleben.de

GUATEMALA

Una Voz Contra el Cancer

HONDURAS

Asociación Hondurena de la Lucha Contra el Cancer www.ccancer.hn
<http://www.ccancer.hn/indexrelevos.htm>

IRELAND

Irish Cancer Society www.cancer.ie

JAMAICA

Jamaica Cancer Society www.jamaicacancersociety.org
<http://www.jamaicacancersociety.org/relayforlife.htm>

JAPAN

Japan Cancer Society <http://www.jcancer.jp/english>
<http://www.jcancer.jp>
<http://www.jcancer.jp/relay>

LUXEMBOURG

Fondation Luxembourgeoise www.cancer.lu
www.relaispouurlavie.lu

MALAYSIA

National Cancer Society Malaysia – Kuala Lumpur
National Cancer Society Malaysia – Penang
..... www.cancer.org.my

NEW ZEALAND

Cancer Society New Zealand..... www.cancernz.org.nz
www.relayforlife.org.nz

PHILIPPINES

Philippine Cancer Society

PORTUGAL

Liga Portuguesa Contra o Cancro www.ligacontracancro.pt

SOUTH AFRICA

Cancer Association Of South Africa
<http://www.ligacontracancro.pt/content.aspx?sid=2c9a0e7b-fee4-4014-88d4-11f1e2a3c0ef&cntx=6IMJBoZMIlKzyZveAjth37FSb1L%2BDTcfCLUnQsBOC0U%3D>

THE NETHERLANDS

The Dutch Cancer Society <http://www.kwfkankerbestrijding.nl>
<http://www.kwfkankerbestrijding.nl/index.jsp?objectid=17776>

UNITED KINGDOM

Cancer Research UK..... www.cancerresearchuk.org
<http://www.cancerresearchuk.org/relay>

UNITED STATES

American Cancer Society www.cancer.org
www.RelayForLife.org

One World One Hope

International



**International Relay For Life
One World - One Hope!**

**www.RelayForLife.org/relay/international
www.cancer.org
1-800-ACS-2345**