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Logo*

Insert Club Name Volunteer Management Plan



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Date plan formally adopted	/ /
Date of first review (end of year 1)	/ /
Date of second review (end of year 2)	/ /
Date of third review (end of year 3)	/ /



1. Purpose

The purpose of a Volunteer Management Plan is to provide workable guidelines for Not-for-Profit Clubs in the management of their volunteer workforce. The Volunteer Management Plan when complete will provide working analysis of the current volunteering position and future volunteer roles that will be required by the organisation. The plan presents strategies for recruitment, dispute resolution, awards, selection criteria, training and the rights and responsibilities of both the volunteers and the organisation.

2. Current Volunteer Profiles

(who we have, what they do) Current formal volunteer portfolios within the club include:

3. Volunteer Positions to create

(who we need, what they will do) This is a list of positions that have been identified as a gap in the current volunteer positions:

4. Recruiting Volunteers

Volunteers can come from anywhere. They will be members, parents, friends, students or retirees. While recruiting, it is essential to remember that you are selling your organisation to the people, they need to know that it is worth them donating their time to your club. You will need to be able to articulate not just what their assistance will do for the club but what benefits they can expect from being associated with your club.

Clubs need to recognise that finding volunteers takes an investment of time and effort from existing volunteers. In identifying the methods most suitable for finding volunteers, clubs must consider the following points:

- Personal contact (i.e. asking potential volunteers for assistance, face-to-face) is usually most successful
- It is necessary to create an awareness of the volunteer opportunities by effectively communicating the volunteer requirements of the organisation through publicity, promotion and personal interaction
- Some volunteers must be elected or appointed under the club's Constitution (for example, the Management Committee)

5. Selection and Screening Volunteers

The screening process should begin with consideration of what duties volunteers will be asked to perform, and the level of trust required to perform them satisfactorily. The degree of risk and the trust required of volunteers will determine what level of screening should be used to adequately assess the suitability for the role. It is important to let all potential volunteers know that they will be screened via an interview process and that this does not guarantee a position within the club. It is also an opportune time to ensure that all legal requirements, especially Blue Cards, can be obtained by the applicant.

Steps in selection and screening process:

- Create comprehensive job descriptions for volunteer roles
- Decide on what the steps in the recruitment process will be, including screening measures
- Determine in advance what the screening process might reveal that would make an applicant unsuitable for a role
- Have a process in place to notify unsuitable applicants
- Use application forms including requests for character references
- Conduct interviews with the applicants, in person
- If required, conduct police checks

6. Induction and Training

This process allows all new volunteers to understand their role, their position within the club, associated policies, expectations and most importantly understanding the goals and culture of the group which they are joining. The club understands the importance of inducting each of its new volunteers.

Some of the subjects which are to be communicated to new recruits during induction are:

- Position descriptions
- Volunteer Agreements (as an option)
- Codes of Behaviour
- Volunteer support and resources available

Training should be delivered in such a way that it is appealing

- Like starting a new job, an induction is an important part of assisting your volunteer.
- When planning a training program please keep in mind that there are grants available that will be able to assist in the delivery of the program/s.

Training can be generally divided into two categories.

- Formal training which is likely to result in the trainee holding some kind of certificate (first aid, coaching, RSA, etc.).
- Informal training which would relate directly to the org's policies (cash handling, ground work, closing protocols, etc.).

Training is not a one-off event.

- Volunteers should be given the opportunity to expand their skill base and have access to refresher courses and documentation when things change.
- A well designed and implemented training program will increase the capacity of your volunteers as well as boost self-confidence.

7. Volunteer Management

Code of Practice for Organisations involving volunteers

Volunteering Australia's Model Code of Practice for Organisations Involving Volunteers, below, should form the basis of the way in which the organisation engages and supports its volunteers.

- Interview and employ volunteer staff in accordance with anti-discrimination and equal opportunity legislation
- Provide volunteer staff with orientation and training
- Provide volunteer staff with a healthy and safe workplace
- Provide appropriate and adequate insurance coverage for volunteer staff
- Do not place volunteer staff in roles that were previously held by paid staff or have been identified as paid jobs
- Differentiate between paid and unpaid roles
- Define volunteer roles and develop clear job descriptions
- Provide appropriate levels of support and management for volunteer staff
- Provide volunteers with a copy of policies pertaining to volunteer staff
- Ensure volunteers are not required to take up additional work during industrial disputes or paid staff shortages
- Provide all staff with information on grievance and disciplinary policies and procedures

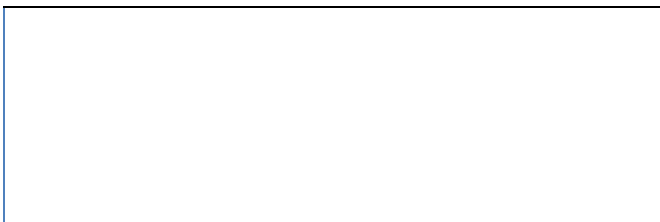
Volunteer Rights

The following has been taken from Volunteering Australia's National Standards for Involving Volunteers in Not-For-Profit Organisations.

- Work in a healthy and safe environment
- Be interviewed and employed in accordance with equal opportunity and anti-discrimination legislation
- Be adequately covered by insurance
- Be given accurate and truthful information about the organisation for which they are working
- Be reimbursed for out-of-pocket expenses incurred on behalf of the organisation for which they are working
- Be given a copy of the organisation's volunteer policy and any other policy that affects their work
- Not fill a position previously held by a paid worker
- Not do the work of paid staff during industrial disputes
- Have a job description and agreed working hours
- Have access to a grievance procedure
- Be provided with orientation to the organisation
- Have their confidential and personal information dealt with in accordance with the principles of the Privacy Act 1988
- Be provided with sufficient training for them to do their job



- Acknowledge the rights of volunteer staff
- Ensure that the work of volunteer staff complements, but does not undermine, the work of paid staff
- Offer volunteer staff the opportunity for professional development
- Reimburse volunteer staff for out-of-pocket expenses incurred on behalf of the organisation



8. Volunteer Position Descriptions

A part of protecting the rights of volunteers is providing up to date and accurate Volunteer Descriptions and keeping their tasks within the agreed scope. **Position Description templates are available on the Go Clubs website.**

Volunteer Position Descriptions should clearly detail the parameters of each volunteer's job.

9. Volunteer Agreements

While not always required, thought should be given to instituting Volunteer Agreements. A Volunteer Agreement could include but not be limited to things like: position descriptions, expected roles, hours that may be required and potential benefits. **A sample template of a Volunteer Agreement is available on the Go Clubs website.**

10. Rewards and Recognition

Often there is reluctance for volunteers to reward other volunteers. Taking the time to acknowledge the time and effort put in, drastically increases a volunteers belief that the club appreciates and cares for their time. Recognising volunteers should not be something that just occurs at the end of each season - little things like ensuring that someone is there to support them, that excellent work and personal achievements are acknowledged, birthday cards and the like can go a long way to recognising the value of your volunteers.

Examples of volunteer rewards and recognition:

- Adequately orientate volunteers
- Make volunteer coordinators readily accessible to volunteers
- Encourage volunteer participation in team planning
- Provide training
- Give additional responsibility
- Enable volunteers to 'grow' on the job
- Include volunteers in special events and coffee breaks
- Recommend volunteers to prospective employers
- Maintain Occupational Health and Safety standards
- Take the time to explain and listen to volunteers' ideas and concerns
- Recognise and accommodate personal needs and problems
- Celebrate achievements and efforts
- Keep volunteers informed via newsletters
- Allocate notice board space to applaud volunteer achievement
- Organise awards with certificates, plaques or medals
- Honour volunteers on International Volunteers Day, December 5, with a planned activity such as afternoon tea or lunch
- Celebrate National Volunteer Week

11. Event Volunteers

Events have a different set of issues. The management of volunteers on a larger scale may mean that the club will have to recruit extra volunteers and decentralise the supervision. Clarity is the key to ensuring successful management of your volunteers, keeping in mind some of the following questions:

- How often is the event held (annually, weekly, once every 4 years)?
- How long will the event go for?
- Where will the event be held (single or multiple venues)?
- Is it multi age groups, disciplines accessibility?

It is important to understand what the needs for a major event are, and to ensure that it is adequately catered for. Placing too much stress on volunteers is likely to result in them not returning.

12. Dispute Resolution

Disputes may arise during the time of a volunteers work with a club. Once a club is aware of a dispute then it is recommended that action is taken as soon as practicably possible to ensure the prevention of any lingering animosity between the parties involved. The club and volunteers should resolve any disputes as quickly, objectively and with a consistent application of policy. Disputes when not at a personal level can be taken as an opportunity to improve outcomes and safety.



A dispute / complaints form should be made available to all volunteers at induction so that they are able to have a formal mechanism to raise issues with the executive. Once the group has been formally notified of a dispute a formal process to obtain a resolution is undertaken. This can include, but is not limited to, the following steps:

