



**GolfAustralia**

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# People & Organisation





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## The Junior Coordinator

### Role of the Junior Coordinator

The Junior Coordinator acts as the catalyst for the smooth running of juniors in a Golf Club. The role of the Junior Coordinator is one of the most rewarding roles because of the impact it has on developing both golf and life skills of young people.

The Junior Coordinator should ideally be a volunteer from within the male or female adult membership. Continuity is very important in creating a strong junior structure and the Club should encourage anyone wishing to take on the role of Junior Coordinator to commit themselves to at least two years.

Anyone who can communicate with children, has a sense of fun, possesses good organisational skills and has the support of the Club Committee can be a Junior Coordinator.

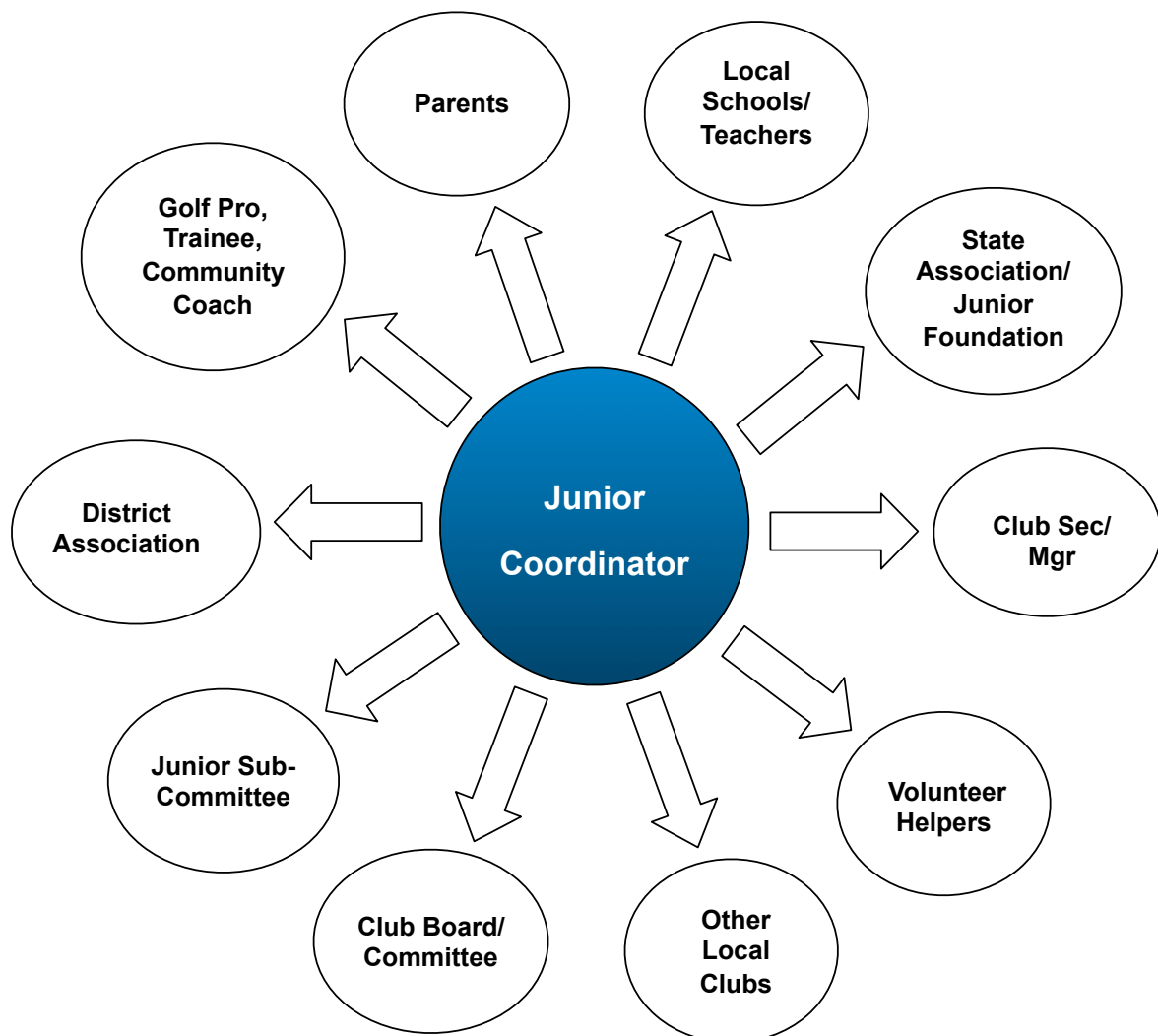
### Qualities & Skills of the Junior Coordinator

- **Time management** - the Junior Coordinator should be prepared to dedicate time, especially during the school holidays and at weekends.
- **Communication skills** - juniors need someone that they can relate to, who can communicate well and who can introduce a strong element of fun into the game to encourage them to continue their involvement. An ideal person might be someone who has taken early retirement and has brought up his or her own children, or someone who has experience of handling groups of children, for example a school teacher. Often the most logical (and motivated) person is someone who has a son or daughter who is a junior member.
- **Knowledge** - the Junior Coordinator must have a sound knowledge of the game of golf. Knowledge of rules and etiquette of the game, the handicapping system, and course management is important. If the Junior Coordinator has the respect of male and female adult members, this will help greatly when they require assistance with competitions and other events.
- **Administrative skills** - the Junior Coordinator's main administrative task is to have access to and/or keep up to date records of all junior members, with their address, contact details, age, handicap, and progress through coaching and assessment programs. They will also need to be accredited for working with children in accordance with their State's child protection guidelines.
- **Networking** - having a good relationship with their State Golf Association, Junior Foundation and State Development Officer(s) is an advantage as they can access coaching resources, dates of competitions, development resources and any general enquiries that Clubs may have regarding their junior members.
- **Fun and enjoyment** - this is crucial. If the Junior Coordinator can create an enjoyable environment then this will have a positive impact on the juniors and also reflects well on the Club.



- **Recruitment of adult assistants** - assistance from adult members is vital. Assistants can feed back valuable information to the Junior Coordinator as to the standard, progress and potential of juniors. Adult helpers can assist in the running of junior clinics, competitions and events. Appropriate child protection accreditation is also generally necessary for any adults who regularly work with children.
- **Notice board / website** - a well-kept and organised junior notice board and website can be an effective means of communication. If juniors can easily find relevant information such as telephone numbers, dates for competitions and social events, it will reduce the need for the Junior Coordinator to chase up and remind juniors. It also teaches the juniors to manage their own time.

The following diagram indicates some of the key people and organisations that the Junior Coordinator needs to establish relations with:





## How to Recruit a Junior Coordinator

The role of a Junior Coordinator is very important and therefore the Club should recruit a Junior Coordinator in a professional and structured way, to ensure both the individual and the Club understand the process and responsibilities of the role.

Below are the basic steps that a pro-active Club might take in recruiting a new Junior Coordinator:

- Draw up a Job Description, containing:
  - What the job consists of
  - Who the position will report to
  - The expected time requirements
  - Level of involvement with juniors
  - Knowledge and training required
  - Support from the Club, including volunteer expenses
  - Personnel the Junior Coordinator will work alongside
  - Junior Sub-Committee structure & role
  - Mission Statement and the current junior development plan including the Clubs' aims and objectives
- Post a Request for Applications along with the Job Description on the main notice board and website.
- Ask the Captain, President and General Manager/Secretary to identify suitable candidates and approach them personally to encourage them to apply.
- If there is more than one candidate, ensure that the selection process is fair and objective, so that the candidate with the best credentials is chosen. Try not to discourage unsuccessful candidates as the Club might well need their contribution in the future.

Refer to a **Sample Junior Coordinator Job Description** at the end of this section.



## Coaching & Amateur Status

The Junior Coordinator should be familiar with the Rules of Amateur Status, so as to avoid any conflict with the Rules by a junior or by a volunteer coach. It is important to understand that it is possible, under certain conditions, for a volunteer coach to earn some income from coaching.

The Rules of Amateur Status are contained in the Rules of Golf. An amateur is defined as someone who plays the game as a non-remunerative and non-profit-making sport and who does not receive remuneration for teaching golf or for other activities because of golf skill or reputation. However, some exceptions apply.

Prizes in amateur events are limited to a value of \$1200 per event.

Those who accept prizes with higher values than the rules allow – a car for a hole-in-one for instance - enter a no-man's land. They have no official handicap and cannot take part in amateur events, but they do not become professionals. Yet players may receive expenses to play in competitions, accept approved golf scholarships, and those who would like to consider a career as a golf professional are allowed to work in a professional's shop to gain experience before making a final decision and giving up their amateur status, provided they do not give any lessons or infringe the Rules in any other way.

Until relatively recently, amateur golfers were prohibited from earning income through coaching activities. However, in 2006 The R&A amended Amateur Status Rule 5-2b to read as follows:

“An amateur golfer may receive approved expenses, payment or compensation for giving golf instruction as part of a Program that has been approved in advance by the Governing Body.”

Following this amendment, Golf Australia (in conjunction with the PGA of Australia) updated the guidelines under which Amateurs can receive payment for giving golf instruction, to encourage the greater delivery of programs aimed at introducing and/or engaging people in golf. These guidelines encourage amateurs to work with PGA members in growing the game while also encouraging the provision of coaching in rural and remote areas.

Amateur golfers must apply to Golf Australia for approval to receive payment for instruction as part of a Golf Australia compliant program under this rule. To be eligible they must be an accredited Level 1 or 2 Community Golf Coach and also meet other requirements. For details of the application process and other issues related to Amateur Status, go to the Golf Australia website [www.golfaustralia.org.au](http://www.golfaustralia.org.au) and follow the links under Rules & Handicapping. Further information is also provided in the Community Coaching courses.

There are limits for both hours of instruction and income earned for amateurs in relation to golf instruction. Golf Australia has set a limit of 15 hours per week and \$50 per hour up to a maximum of \$15,000 per annum. The reason for this is that the rule change was made with the intent of encouraging the greater delivery of programs aimed at introducing and/or engaging people in golf. It was not made with the intent to allow amateur golfers to set up a business to provide golf instruction full time, as this is the role of PGA members.

## Working with PGA Members

Where a Club has a PGA Member, always consult and liaise with them regarding any coaching plans or issues at the Club. The Professional is the primary source of coaching expertise at the Club, and the Junior Coordinator and Professional should work together in the planning of coaching programs.



## The Junior Sub-Committee

To ensure that junior development has a structured and clear focus, the formation of a Junior Sub-Committee will provide the Junior Coordinator with support, and ensures that the junior programs have the endorsement of the main Club Committee.

### Role & Structure of the Sub-Committee

The Junior Sub-Committee should have the authority (within prescribed limits) to oversee and approve all aspects of junior golf at the Club. Their primary role is to establish a Junior Development Plan and to drive its implementation and monitor progress.

Refer to a **Sample Junior Sub-Committee Terms of Reference** at the end of this section.

Continuity of provision for junior golf will be more easily achieved under the guidance of a Junior Sub-Committee, smoothing out transitional periods when there is a change in personnel.

Individuals involved in the Junior Sub-Committee could include:

#### Junior Coordinator

- As coordinator he/she should act as the chair of the Junior Sub-Committee
- They need an established communication link with the main Club Committee – either the Junior Coordinator should be a member of the main Committee, or a member of the main Committee should sit on the Junior Sub-Committee

#### Club General Manager/Secretary

- Their administrative and management qualities are vital
- They may support some of the administration involved and will usually be the contact point for external golfing bodies
- They will be able to provide advice on financial matters, especially funding opportunities
- They will ensure that a child protection policy and procedures are implemented

#### The Club Professional & other qualified professional coaches

- The main provider of coaching has a major influence on the development of junior golfers and the overall development program
- They have knowledge of the playing ability and potential of individual junior members
- They support the Junior Coordinator and can help to motivate the junior golfers





### **Volunteer coaches & helpers**

- An essential source of help for the Junior Coordinator in terms of support for coaching, competitions and other golfing activities
- Representation from the women's section of the membership is very important
- Volunteers can obtain qualifications through the Golf Australia Community Golf Coach Courses
- A local school physical education teacher could also be very beneficial

### **Junior members**

- Junior members should be involved in decisions as it creates a sense of ownership, and can help to foster a sense of commitment amongst the Juniors
- This will help provide Juniors with experience of a Committee situation and will assist them when they reach adult membership
- Representation from both boys and girls is desirable

### **Parents**

- Children have many different sports and activities competing for their attention, and the support of their parents is essential. This will be helped if they believe that they have a voice and are listened to
- As parents are probably paying the membership fee for their son or daughter, it is crucial to ask what they expect
- This can be an important starting point when deciding on their son or daughters future development

### **Role of the Club Committee**

The Club Committee (or Board) is normally the main governing body of the Club. It authorises the establishment, membership and authorities of the Junior Sub-Committee, and approves plans, programs and budgets. The Chair of the Sub-Committee should be expected to provide regular reports to the main Committee, highlighting progress and performance and raising any areas of concern.

The main Committee should also encourage the promotion of the Junior Sub-Committee, by supporting activities such as:

- An article can be placed in the Club newsletter (junior page) or junior newsletter, or on the website, detailing the names and contact details of the Committee members and other individuals involved with the Juniors
- Committee members' pictures and details can be displayed on the junior notice board and/or website
- The Committee may wish to hold an open afternoon at the Club, allowing Juniors and parents to come along and participate in coaching and junior activities as well as providing an opportunity for Committee members to introduce themselves
- A Junior Handbook can be produced to issue to all current and new members and parents that includes the contact details of Committee members and volunteer helpers





## The Junior Development Plan

Successful Golf Clubs make things happen by coordinating and channelling everyone's efforts towards common and agreed goals. A Junior Development Plan is an essential tool in the successful organising of Juniors, as it will provide an assessment of the Club's current situation, aspirations for the future and details of how proposals will be turned into reality.

Having a plan aids organisation, provides a blueprint, helps to establish priorities, guides action, encourages a professional approach, assists communication and provides clear purpose and direction. All areas of a plan can be reviewed and updated on a regular basis, allowing the Club to assess their progress and adjust the plan and targets where necessary.

### Purposes of a Junior Development Plan

- To provide information to staff and volunteers
- To provide direction and motivation to those who are working with Juniors
- To provide a means by which progress can be measured, illustrating leadership & forward thinking
- To provide appropriate information, a structure and intentions for those outside of the organisation – particularly parents and prospective members
- To link into state and national development plans, and have the opportunity to access funding from governing bodies

### Structure of the Plan

A comprehensive Junior Development Plan highlights the main aims, objectives and actions for junior members. The main areas could include:

- Recruitment
- Retention
- Communication
- Membership and Fee Structures
- Coaching and Playing Structures
- Volunteer Support
- Working with Children Obligations
- Inclusion

A good plan includes specific targets that are measurable and achievable, and include a time frame. For instance, rather than have an aim "to increase junior membership", a more effective target would be "to increase junior membership by 10 boys and 5 girls by year end". It is essential to obtain main Committee approval of the Plan, including budget and resource requirements.

A Club may wish to have short, medium and long term aims within their development plan taking into consideration the length of the plan – 1 to 2 years, up to 4 years or even 10 years.

Once a development plan is in place it is important to communicate it either through a junior or golf Club newsletter or website, or make reference in a Junior Handbook or membership guide. It is also good practice to publicise regular (e.g. quarterly) progress reports, to highlight the focus on junior development to members.

Refer to a **Sample Junior Development Plan & Sample 12-Month Junior Activities Plan** at the end of this section.







## Sample Junior Development Coordinator Job Description

### Reports To:

<General Manager/Secretary, Club Captain, Club President, or relevant person>

### Key Purpose:

To coordinate the Club's junior development program

### Knowledge & Experience:

- Experience in junior development and/or teaching
- Understanding of the game of golf
- It is highly recommended that the Junior Coordinator completes the GA Community Golf Coach 1 Course

### Key Competencies:

- Excellent organisational and administration skills
- Highly developed communication skills with the ability to relate to children, teenagers and parents
- Able to work effectively within a Sub-Committee and a team of volunteers

### Key Responsibilities:

#### Administration

- Prepare the agenda for Junior Sub-Committee Meetings and forward minutes of meetings to the Club General Manager/Secretary
- Produce junior development content for newsletters and the web site
- Review and coordinate the Club's Junior Development Plan
- Maintain the Club's Junior Policies and Procedures Handbook
- Maintain the junior development budget
- Identify and recruit others to help with junior tasks as necessary
- Ensure that all assistants have working with children checks and appropriate insurances
- Attend relevant District (or Metropolitan) Junior Meetings
- Assist with the application for junior funding grants
- To ensure that relevant Risk Management, Safety and Member Protection policies and procedures are followed accordingly





### **Competitions and Coaching**

- Organise regular junior coaching programs eg MYGolf National Skills Challenge & Awards Program
- Provide juniors with the opportunity to participate in State and National junior programs
- Arrange club junior competitions
- Arrange junior competitions with other nearby clubs
- Manage the junior pennant teams
- Advise on the selection of juniors for entry into camps
- Assist the identification of talented juniors
- Coordinate volunteers to complete Community Coach Education Courses

### **Membership and Recruitment**

- Arrange and coordinate School Recruitment Clinics and Come and Try Days
- Organise new junior member induction evenings/functions
- Coordinate juniors with parents social activities
- Educate new junior members on the etiquette and values of the game
- Support juniors as they progress through the development pathway

### **Note:**

Given that the role of the Junior Coordinator is quite extensive it may be appropriate to delegate some of the responsibilities to various members of the Junior Sub-Committee.



# Sample Junior Sub-Committee Terms of Reference

## Purpose

The purpose of the Junior Sub-Committee is to develop and oversee the strategies and programs that promote junior participation which leads to sustainable Club junior membership growth.

## Constitution/By-Laws

The Sub-Committee was established by resolution of the Committee of the (insert name) Golf Club on (insert date).

## Responsibilities

The responsibilities of the Sub-Committee are:

- To develop, implement and review the Club's junior development program.
- To establish junior membership target numbers and ensure that they are achieved.
- To develop and review junior policies and procedures.
- To educate juniors on the etiquette and values of golf.
- To support the Membership Sub-Committee with the induction for new junior members into the Club.
- To provide opportunities for all juniors to develop their golf through appropriate talent identification pathways and programs eg MYGolf National Skills Challenge & Awards Program.
- To ensure that relevant Risk Management, Safety and Member Protection policies and procedures are followed accordingly

## Membership

It is recommended that the Sub-Committee shall have a minimum membership of 5 members, consisting of:

- Committee Member (at least 1)
- Junior Coordinator
- Golf Professional (if applicable)
- Co-opted Members (as required)

## Chairperson

The Chairperson shall be appointed by the Committee. In his or her absence, the Chairperson may nominate a substitute from the Sub-Committee to be the Chairperson.

## Secretary

The (insert title of person) shall act as Secretary to the Sub-Committee.

## Quorum

A quorum shall be half the number of Committee members plus one.



### **Meetings**

Meetings shall be held not less than 3 times per year. The agenda and meeting papers shall be distributed to Members not less than one week before the meeting. The minutes shall be recorded and then distributed to the Chairperson for approval within one week of the meeting.

### **Authority**

The Sub-Committee has authority to commit expenditure as approved in the annual budget and is authorised by the Committee to investigate any activity within its responsibilities. The Sub-Committee is required to make recommendations to the Committee on any proposed new policy or proposed change to policy, within its responsibilities.

### **Reporting**

The minutes are to be tabled at the Committee Meeting following the Sub-Committee meeting along with and any recommendations of the Sub-Committee.

### **Review**

The Terms of Reference of the Sub-Committee shall be reviewed annually by the Committee.

Date Approved:

Date Reviewed:





## Sample Junior Development Plan

### Vision Statement:

“To be a leading club in attracting, engaging and retaining junior golfers in an inclusive and welcoming club environment.”

Area	Actions	Key Performance Indicators (where appropriate)	Responsibility	When
People & Organisation	<ul style="list-style-type: none"> <li>Gain commitment from the Full Committee to establish a Junior Sub-Committee</li> <li>Establish a Junior Sub-Committee Terms of Reference</li> <li>Establish a junior development vision statement and strategy</li> <li>Recruit 5 volunteers to serve on Junior Sub-Committee</li> </ul>		General Manager/ Secretary	
Junior Program Structure	<ul style="list-style-type: none"> <li>Establish a 12 month junior activities program with targets eg no. of new junior members, no. of school visits, no. of children recruited into beginner programs</li> <li>Identify local schools to form links</li> <li>Develop beginner programs</li> <li>Register as a MYGolf Centre</li> <li>Incorporate the MYGolf National Skills Challenge into the beginner programs</li> </ul>		Junior Sub-Committee	
Membership	<ul style="list-style-type: none"> <li>Review junior membership structures &amp; categories eg sub-junior, cadet, junior</li> <li>Recommend any changes for Full Committee approval and Member approval (if required for Constitution changes)</li> <li>Develop a junior membership induction process &amp; handbook</li> </ul>		Junior Sub-Committee	
Publicity & Promotion	<ul style="list-style-type: none"> <li>Develop a publicity &amp; promotion program               <ul style="list-style-type: none"> <li>- Press releases for local media</li> <li>- Flyers and brochures</li> <li>- Web site junior section</li> <li>- Communication with members</li> </ul> </li> </ul>		Junior Sub-Committee	
Coaching	<ul style="list-style-type: none"> <li>Encourage new volunteers to complete GA Community Golf Coach 1 Course</li> </ul>		Junior Sub-Committee	
Finance	<ul style="list-style-type: none"> <li>Develop budget for the junior development program</li> <li>Explore funding and grants opportunities</li> <li>Gain approval from Full Committee for the budget</li> </ul>		Junior Sub-Committee	





## Sample 12-Month Junior Activities Plan

Block/School Term	Activities	Where
<b>A</b>	<ul style="list-style-type: none"><li>• School Recruiting Clinics</li><li>• Junior Starter Program (8-10 Weeks)</li><li>• Skills Challenge Competition</li><li>• New Sub-Junior &amp; Cadet Members Induction Day with Parents</li></ul>	School or Club Club Club or School Club
<b>B</b>	<ul style="list-style-type: none"><li>• Modified 3/6/9 Hole Competitions</li><li>• Participate in Primary Schools Championship with Local School(s)</li><li>• Schools Best Putter Competition</li><li>• Skills Challenge Competition</li></ul>	Club  Club School Club or School
<b>C</b>	<ul style="list-style-type: none"><li>• Skills Challenge Come and Try Day</li><li>• Junior Starter Program (8-10 Weeks)</li><li>• Skills Challenge Team Shootout against Neighbouring Club(s)</li></ul>	Club Club Club
<b>D</b>	<ul style="list-style-type: none"><li>• School Recruiting Clinics</li><li>• Junior Starter Program (8-10 Weeks)</li><li>• Modified 3/6/9 Hole Competitions</li><li>• End of Year Sub-Junior Championship &amp; Presentation Night</li></ul>	School or Club Club Club Club

**Note:**

Blocks link to School Terms and can be varied to suit time of year

