Golf Victoria Level 1 47A Wangara Road, Cheltenham 3192



VOLUNTEERING IN SPORT TOOLKIT

A guide to recruiting and retaining volunteers in golf clubs

# **VOLUNTEERING IN SPORT TOOLKIT**

Attracting and retaining volunteers is not easy, largely because volunteering involves freedom of choice on the part of the volunteer. People who feel empowered, rewarded and appreciated in their volunteer role are more likely to contribute to, and continue in that role. Implementing a comprehensive and successful volunteer program requires time, commitment and personnel, as well as an understanding of why people volunteer.

A well-managed and designed volunteer program will acknowledge the reasons for volunteering and strive to meet the needs of the volunteers by recognising their contribution. Success in doing so will return many benefits, both to the volunteer and your club.

To help you manage your volunteers, this toolkit features a range of simple tools and templates – feel free to download these templates and adapt them to the needs of your club.

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# **FIND VOLUNTEERS**

## ASSESS YOUR NEEDS

|  |  |  |  |
| --- | --- | --- | --- |
| Volunteer Area | No. of Volunteers | When Required | Specific Tasks |
| SAMPLES ONLY | | | |
| club volunteer coordinator | 1 or 2 People. | as required | create induction procedure.  develop list of training providers to upskill volunteers. |
| Club  kitchen | 6 people | Competition days | attend induction.  complete food handling course.  list kitchen duties |
| Club  bar | 4 people | competition days | attend induction.  complete rsa course.  list bar duties |
| on Course | 8 people | XXX days | Attend induction.  besides OH&S other Specific training should be completed eg: chainsaw, chemical storgae and handling  list of duties must be relevant to training qualifications. |
| club administration  Handicaper | 1 or 2 People. | COMPetition DAYS | Attend induction.  SEt up type of competition in golflink.  Process scorecards post competition.  send results to local papers. |
|  |  |  |  |

## SCREENING VOLUNTEERS

Screening is one of the most important steps your Club can take to ensure a safe, enjoyable environment to help protect children and young people from physical and sexual harm.

Your Club will benefit from screening potential applicants by:

• creating and maintaining a safe environment at your Club

• identifying skills, experience and qualifications to match the applicant to the task

• providing an opportunity for you to learn more about the applicant’s interest and prospects

Assessment

Identify any risks which may be associated with volunteer appointments.

Position Description

Create meaningful position descriptions for all volunteer positions to provide a clear description of the role and responsibilities and for your Club to better manage the volunteer throughout their involvement (sample position descriptions are available in Appendix 1).

Application Form

A standard form for all positions, which collects basic information, e.g. name, address, contact number, referees etc.

Interview

Develop of list of questions so that each interview has a consistent format.

References

Your Application Form should include a section where potential applicants provide referee contact details. Follow up with referees, particularly for positions where your volunteer will be involved in finances. Maintain a record that referees were contacted following the interview process and record those details on the Volunteer Data Sheet.

Working with Children Checks/Police Checks

**A Working with Children (WWC) Check and Police Check are not the same.**

**Working with Children Checks**

Under the Working with Children Act 2005, if you are engaged in child-related work and not exempt, you must have a WWC Check even if you have undergone a Police Check.

The WWC Check is an ongoing assessment by the Department of Justice of a person’s suitability to work with children, examining relevant serious sexual, physical and drug offences in a person’s national criminal history and, where appropriate, their professional history.

The Department of Justice, State Government Victoria Working with Children Check website provides extensive information, including:

* how to apply for a WWC Check
* information about who requires a WWC Check and who is exempt
* how much a WWC Check will cost
* updating requirements

See also the [Department’s Working with Children Check Information Sheet.](http://www.workingwithchildren.vic.gov.au/home/about+the+check/)

**Police Checks**

The Police Check does not involve an assessment by a government agency. It is only a list of offences at a point in time. Some Clubs need the list to help them assess a person’s suitability for other kinds of work, e.g. an accountant or treasurer, where they would be looking for any fraud offences.

For more information about applying for a Police Check, visit the [Victoria Police website.](http://www.police.vic.gov.au/content.asp?Document_ID=274)

Induction

During the induction process, the Club Volunteer Coordinator is responsible for informing the successful applicant of your policies and procedures and ensuring they fully understand what is expected of them in their new role at your Club.

Supervision

If required, your Club buddy/mentor/Volunteer Coordinator should provide regular supervision of volunteers, requesting feedback and conducting reviews based on their position description. It is also important to make sure that the volunteer’s role is still important and relevant to your Club.

Feedback

To better understand your volunteers and the work they are doing for your Club, your Club buddy/mentor/Volunteer Coordinator should request feedback, which will enable you to modify the role if necessary and continually improve volunteer performance.

## RECRUITING FOR DIVERSITY

Diversity of Volunteers

**Do you invite a mix of ages, backgrounds, populations, members and non-members into your volunteer group?**

Look at your Club's current volunteers in terms of age and specific population groups and ask yourself the following questions:

* Are they representative of the surrounding community?
* Is the group as diverse as it could be?
* Is your Committee representative of your members?
* Are your policies and procedures inclusive and do they allow for diversity?
* Have you looked outside of your Club for volunteers?

People volunteer for different reasons, and being able to target specific groups and focus on their skills and motivations to volunteer is important in getting them involved with your Club.

**The different groups from which your Club could attract members/volunteers:**

* [**families**](javascript:;)
* [**baby boomers and retirees**](javascript:;)
* [**indigenous**](javascript:;)
* [**culturally and linguistically diverse**](javascript:;)
* [**youth**](javascript:;)
* [**people with a disability**](javascript:;)
* [**unemployed**](javascript:;)
* [**corporate volunteers**](javascript:;)

## RECRUITMENT

Recruitment is not just about attracting enough volunteers to your program; you need the right people and you need them to stay. This starts with careful planning and administration.

[Download the fact sheet – Recruiting Volunteers](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Recruiting-Volunteers-May-2013.pdf)

WHERE YOUR CLUB CAN FIND VOLUNTEERS

[Contact your local Volunteer Resource Centre](http://volunteeringvictoria.org.au/wp-content/uploads/2012/02/Web-Version-Victorian-Volunteer-Support-Organisations-VSOs-Updated-July-2014.pdf)

Advertise on:

* [Seek Volunteer](https://volunteer.com.au/)
* [GoVolunteer](https://govolunteer.com.au)
* [Good Company](https://www.goodcompany.com.au)

TIPS FOR FINDING VOLUNTEERS

The following ideas stem from the efforts of a number of Clubs to recruit volunteers and/or expand the volunteer base:

1. Establish a nominated Volunteer Coordinator position(s) as part of your Club structure. The key roles could be recruiting, providing support, trouble shooting, communication, and recognition of volunteers.
2. Establish Tournamnet Day Volunteer Coordinators who direct traffic for tournament day short-term volunteer roles e.g. scoring, starters, referees.
3. Brainstorm the list of jobs that need to be done throughout the year e.g. organising photos and story for local paper, organising trophies, tournament day set-up and pack-up. Develop a number of smaller volunteer roles to accompany these tasks e.g. Trophy Coordinator.
4. For existing roles, prepare a task list and decipher whether the role could be broken down or shared e.g. On Course role broken down to mowing, bunkers, hole cutting.
5. Develop position descriptions that depict the actual tasks associated with a role.
6. Recruit well ahead and continue to recruit.
7. Be flexible in your approach to roles and how they are structured – if someone says that they would but… see if you can remodel the role to fit e.g. daytime meetings don’t suit everyone, meetings in the evening may be a solution, or vice versa.
8. Develop instructions associated with each task which provides the information needed. This can act as a demonstration of what the role includes and can demonstrate how easy a task is.
9. Develop positions with specified maximum terms e.g. turnover of roles on Committee every 3 years so people know they won’t get stuck. You can make a ruling that after 3 years a person needs to take a 12 month break before re-nominating.
10. Rotate committee positions i.e. if a person wants to remain on a Committee after a designated term, they need to nominate for a different role.
11. Conduct open days to celebrate the Club, its successes and all of your volunteers.
12. Recruit well before your AGM and conduct an AGM that will attract people to it e.g. a guest speaker of interest, social function, activity, game of golf prior to meeting etc.
13. Make a big deal of your volunteers whenever possible e.g. through your Club newsletter, website articles, public address announcements.
14. Generate incentives for key volunteers e.g. awards, reduced fees, access to training and / or mentoring.
15. Include on your Registration Form a tick the box list suggesting the roles that a new coming member or their networks would be prepared to assist with. Follow this up immediately.
16. Provide adequate induction, handover, written instructions for the tasks so that the new volunteer does not feel they’ve been thrown in the deep end.
17. Develop volunteer teams around tasks so that people don’t feel over committed and, if at any stage they are unavailable, there are others who can step in.
18. Look outside the Club membership base for volunteers e.g. does anyone have a parent, grandparent, or know of anyone who would be willing to take on a role. Advertise volunteer experiences to local TAFEs, universities and /or disability support providers. Probus Clubs can be a great source of accountants!
19. These are just some starter ideas, remembering that a professional approach to volunteer management where volunteers are well supported and recognised will assist the recruiting efforts. Select the Club Volunteer Self-Assessment to get some ideas of what good volunteer management looks like.

# **GET VOLUNTEERS STARTED**

## POLICIES AND PROCEDURES

POLICIES AND PROCEDURES

**What is the difference?**

A policy is a statement of intention that guides consistent actions within the Club and supports decision-making at all levels e.g. your sport may have a Heat Policy that prohibits play over a certain temperature. This makes decisions about cancellation straight forward and consistent regardless of who is making the call. The policy does not usually spell out what actions will be undertaken to carry out the intention (that is where the procedures come in) but concentrates on the intention and reasons why.

**Policy Development: Some Considerations**

* Golf Victoria already has a range of policies, bylaws that clubs are expected to follow.
* Your Committee should be aware of these and communicate these to the relevant people in your Club.
* Ensure the policy direction is consistent with the rules set out in your Constitution.
* Developing a policy is not a frivolous exercise that can be undertaken at the whim of a few. The process requires consultation and, depending on the impact of a policy decision, may require a voting procedure. See some guiding steps below.
* There is a large pool of policy samples to use as a starting point, however, it is important that the policies and procedures you establish, suit your Club and reflect realistic practice.
* Policy, procedures and practice are interrelated and need to reflect each other. For example, if you have a policy regarding the using of certain safety procedures by on course volunteers, the other club members must abide to this. This may also be supported by an inclusion of the statement in a newsletterto members and parents.
* Improving practice can be as simple as reminder notices on the wall e.g. Kitchen notice that reminds all volunteers about the wearing of gloves, washing hands.
* Volunteer induction and resources also support consistent in practice.
* Policy and procedures must come to “life” to be effective as opposed to becoming a folder that sits on a shelf. They are a statement of intention that must be communicated to everyone in the Club and should be reviewed annually.

**Some Basic Steps**

**Step 1: Define the Issue, Problem or Improvement**

The process of policy development begins with recognising the need for written policy. The committee is not alone in defining needs. Feedback from members, visitors, local residents etc. may be the driver.

**Step 2: Gather Information**

* Check if Golf Victoria already has a policy or seek an example from another club.
* Ask around the members to get a feel for the reaction to the proposed policy.
* Look at your Constitution to see that the intentions are consistent with your rules.

**Step 3: Discuss and Debate at Committee Level (include input of affected parties)**

**Step 4: Draft Policy**

After consensus on policy content, develop a draft, with consideration for accompanying procedures.

**Step 5: Gather Feedback and Make Revisions**

Distribute draft to members; this may even require a Special Meeting.

**Step 6: Adopt the Policy / Develop Procedures**

The Constitution will articulate the powers of the committee and the requirements for decision-making to be followed. Once adopted, the procedures should be developed, preferably by the most hands-on to the issue/improvement measure.

**Step 7: Distribute and Communicate**

To ensure that policy becomes practice, it must be communicated in practical terms as broadly as possible.

**Step 8: Oversee and Review**

How well is the policy being implemented? Are there procedural changes or additions needed? Is it being communicated to the people who are most affected by the policy?

EXTRA INFORMATION

[Download *Involving Volunteers – The Principals* from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Involving-Volunteers-The-Principles-May-2013.pdf)

[Download *Essentials – Policies and Procedures* from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Essential-Volunteering-Policies-and-Procedures-May-2013.pdf)

[Download *Best Practice for Volunteer Programs* from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Best-Practice-for-Volunteer-Programs-May-2013.pdf)

SAMPLE VOLUNTEER POLICY

|  |  |  |  |
| --- | --- | --- | --- |
| Sample Information Privacy Policy Procedures *This document is provided as a SAMPLE ONLY and does not substitute legal advice.* | | Approval Date: |  |
| Review Date: |  |
| Version No: |  |
| President: | Sign: | Name: | |
| Vice-President: | Sign: | Name: | |

## PURPOSE

To ensure that volunteers are well catered for and treated with respect, and that volunteer management is in line with legal requirements and Volunteering Australia’s principles.

## SAMPLE POLICY STATEMENTS

* <Name of Club> values the role of volunteers as essential to the Club. Volunteers are respected for their skills and talents.
* <Name of Club> aims to maximise volunteers’ potential by creating opportunities to utilise their talents and abilities and supporting them to develop social connections.
* <Name of Club> will clearly specify the work of volunteers through role descriptions to ensure that roles match volunteers’ skills, interests and capabilities.
* <Name of Club> will provide induction to volunteers and ongoing support as required.
* The duty of care for the volunteer remains with the Committee of Management.
* <Name of Club> will provide a safe and healthy workplace as far as is practical.
* <Name of Club> will reimburse volunteers for any purchases where receipts can be provided. Volunteers will not be reimbursed for general costs e.g. phone, travel unless approved.
* The <Name of Club> Committee of Management will ensure an appropriate level of insurance cover for volunteers.
* Volunteers will be briefed and provided training on the relevant legislative requirements related to their role e.g. Victorian Information Privacy Act, Working with Children Checks.
* All volunteers must adhere to the policies and Code of Conduct and need to understand that failure to do so may result in disciplinary action or dismissal.
* All volunteers will be subject to a Probationary Period of 3 months to ensure that the role is right for them and that they are suitable for the role.
* Volunteers have the right to refuse work which is outside their role description.
* Volunteers have the right to leave their role but should give as much notice as possible. The Club Committee can decide to terminate a volunteer position for just cause e.g. gross breach of the Codes of Conduct. Dismissal in other instances will be a last resort after other attempts or approaches have failed.

The Volunteer Policy applies to all volunteers at the Club, long and short-term as well as the Club Committee of Management.

## POSITION DESCRIPTIONS

[Download Defining Volunteer Roles fact sheet](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/DesigningVolunteerRole-practical-guide-finalversion-2.pdf)

Use our sample Position Descriptions for common volunteer roles in sports Clubs (see Appendix).

1. [Club President](#ClubPre)
2. [Vice President](#ViceP)
3. [Secretary/Public Officer](#Secret)
4. [Treasurer](#tres)
5. [Publicity Offer/Media Contact](#publicity)
6. [Sponsorship Officer](#spons)
7. [Maintenance Officer](#maintan)
8. [Safety Officer](#safety)
9. [Welcoming Officer](#welcom)

Employ a Volunteer Coordinator

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Volunteer Coordinator |
| **Reports to:** | Club President |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start Date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The role of the Volunteer Coordinator is to recruit, support and recognise volunteers throughout the Club.

**Responsibilities**

* Detail a list of the volunteer requirements for the Club in conjunction with the Committee.
* Work with the Committee or selected Sub-committee to develop or review Volunteer Support resources e.g. Volunteer Handbook, role descriptions.
* Actively recruit volunteers.
* Oversee that the necessary volunteer screening is undertaken.
* Induct new volunteers or support induction by organising relevant people to support newcomers into their roles e.g. tee up an existing course volunteer to support a new volunteer.
* Act as the “go to” person for volunteers should they have a concern or problem.
* Actively recognise volunteers generally and individually through Club communication.
* Attend Committee meeting when requested or on request.

**Personal Attributes**

All staff and volunteers are expected to demonstrate <Club name>’s values which are:

* <insert>

Other personal attributes required to do this job effectively is a person who:

* is enthusiastic about being a volunteer and who could sell involvement to others
* can develop good relationships
* has a flexible approach to how the volunteer structure could be to accommodate the needs of potential volunteers
* is around the Club regularly
* is a regular email user for ease of communication

**Key Relationships**

* Other Club staff and volunteers

SAMPLE PRIVACY POLICY

*This policy was prepared by Club Help as a sample only and does not substitute legal advice.*

**PURPOSE**

To ensure that all Club Officials who are responsible for handling personal and/or health information do so in a manner that protects every individual’s right to privacy.

**POLICY**

\_\_**Name of Club’s Committee**\_\_\_ is fully committed to protecting everyone’s right to privacy. Club officials in collecting information will comply with all aspects of the Victorian Information Privacy Act 2000 and the Health Records Act 2001.

It is the Committee’s responsibility to ensure that relevant Club officials are familiar with their obligations under the Acts and that the handling of both personal and health information is done so in accordance with the law.

In particular:

\_\_\_\_\_Name of Club\_\_\_\_\_\_ will only collect personal and health information that is required for its activities

Information will only be used for the purpose for which it was collected

If information is required for other purposes other than those for which it was collected, agreement will be sought beforehand

Information will only be accessed by < insert names >

Information will be securely stored

Information will be destroyed if it is no longer needed for any purposes

Example Club Procedures

**Collection and Consent**

On the Club’s Registration Form, clearly define the purpose for collection of information and a consent statement re: distribution of information for signing if consent is given. (This must be signed by a parent if for a minor). This statement could include the likely distribution e.g. the provision of health information to the clubs first aid personnel.

The information collected should only be distributed for the stated purposes – so list all the likely possibilities.

If there is a request for member data for an alternative reason, permission must be sought first. E.g. an equipment supplier wants to send out advertising material to your members.

Your Club can also include in this section a request for consent for the taking and use of photographs in the Club Newsletters / website.

Where consent is not given to distribute information, the member’s details must be stored securely and is best kept in a separate database to avoid error.

**Storage and Access to Information**

Information should be stored centrally (i.e. housed together with a designated person) and is best kept away from the Club facility if possible. The storage should be secure e.g. password protected computer, lockable filing cabinet.

Only those people stated on the Registration Form should be provided with member information and they should only receive information about the people they need to.

When information is not required for any purpose, it should be destroyed.

**Working With Children/ Police Check Reports**

This information can contain sensitive information and should be handled by a designated and responsible person within the Club. Information provided in these reports is strictly confidential and will only be brought to the attention of the Committee when the report content requires some action.

## COLLECTING INFORMATION ABOUT YOUR VOLUNTEERS

SAMPLE VOLUNTEER APPLICATION FORM

**Your Contact Details:**

Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone \_\_\_\_\_\_\_\_\_\_\_\_ Email \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Drivers Licence No \_\_\_\_\_\_\_\_\_\_\_ Vehicle Registration \_\_\_\_\_\_\_\_\_\_\_\_\_

**Prefer** Mobile [ ] Email [ ] Home Phone [ ]

**Emergency Contact Details**

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Relationship \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone: ­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Mobile: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Working with Children (WWC) Check** [ ] Yes [ ] No ­­­­­­­­­­­­­­ [ ] Sighted Card No: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\*For some roles you may be requested to obtain a WWC Check. It is free for volunteers.

**Ambulance Subscription** Yes [ ] No [ ]

\*In the case of an emergency, an ambulance will be contacted and associated expenses the responsibility of individual staff / volunteers. Everyone is encouraged to have an ambulance subscription.

**Medical Conditions**

Do you have any medical conditions or disability that could impact on your ability to undertake certain tasks? If so, please detail:

­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Note:** All medical and personal information will be treated as confidential.

**Permission to Use Photographs & Video**

I \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, AGREE for ……………. to take, use, & distribute photographs, in order to promote volunteering or the Club.

**Signed\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**In order to assist us to match volunteers with areas of need/client requirements, please also provide the following details:**

Date of Birth \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Country of Birth \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Preferred language

**Type of Work Preferred**

Please read the Volunteer Program Brochure for program information that will assist in selecting your preferences, and then tick the appropriate box below.

|  |  |
| --- | --- |
|  | Administration - Committee |
|  | Course Maintenance |
|  | Assisting with beginner coaching programs |
|  | Clubhouse - Kitchen or Bar |
|  | Golf Events - Tournaments |
|  | Promotional Activities |
|  |  |
|  |  |

What days and times would you like to volunteer?

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | MON | TUES | WEDS | THURS | FRI | SAT | SUN |
| AM |  |  |  |  |  |  |  |
| PM |  |  |  |  |  |  |  |

Please highlight the skills, knowledge and/or experience you bring to this role:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Signed\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

#### Office Use Only

Date Received: / / Entered into Database

Confidentiality Statement signed Code of Conduct Signed

Orientation complete

Induction complete

## ****Induction Processes & Manuals****

[Download *Orientation for new volunteers* fact sheet from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Orienation-for-New-Volunteers-May-2013.pdf)

Induction Checklist

This checklist supports new Volunteer Induction / Orientation to be thorough and consistent regardless of who conducts it. NB that volunteers will have different learning needs so that Induction may need to be conducted across a number of initial visits.

**Once a volunteer role has been established**

The nominated volunteer should use this checklist as a guide and record of what the Induction has incorporated.

|  |  |
| --- | --- |
| Volunteer name: |  |
| Induction commenced: |  |
| Induction completed: |  |
| Induction conducted by: |  |
| Signed: |  |

|  |  |  |
| --- | --- | --- |
|  | The new volunteer has been shown around the facility: Introduced to Committee members and other people around the Club |  |
|  | The new volunteer is shown around the facility |  |
|  | *The amenities* |  |
|  | *Where to secure valuables* |  |
|  | *The tea room (how to access water, tea and coffee)* |  |
|  | *Where equipment and supplies are kept* |  |
|  | *Shown how to access keys* |  |
|  | *Shown where the telephone is located* |  |
|  | *Shown where first aid equipment, ice etc are located* |  |
|  | The volunteer has had the role, purpose and values of the Club explained and has been provided with relevant fixtures, newsletter, details of website |  |
|  | The volunteer also needs to be shown: |  |
|  | *Specific work space, areas e.g. if working in the kitchen* |  |
|  | *About parking* |  |
|  | *Where the OH&S Board is located* |  |
|  | The volunteer running the induction explains the following procedures and provides a Volunteer Handbook with information for further reference. |  |
|  | *Confidentiality, how volunteer privacy is maintained* |  |
|  | *Grievance procedures* |  |
|  | *Evacuation procedures* |  |
|  | *Given a run-down of Club contacts and what various people do* |  |
|  | The new volunteer has had the Club expectations explained and what they should be able to expect from others in the Club |  |
|  | *Gone through Codes of Conduct* |  |
|  | *Taken through the Volunteer Handbook* |  |
|  | Another member or volunteer is assigned as a Mentor or Buddy to show the new volunteer the specific tasks outlined in the Role Description |  |
|  | The new volunteer has completed a Registration Form and provided emergency contact details. |  |
|  |  |  |

INDUCTION MANUAL FOR Committee MEMBER

Include:

* Contact details for all Committee members
* Committee Charter
* Committee Code of Conduct
* Committee Calendar
* Club Constitution (copy)
* Club By-laws
* Club Adopted Policies and/or Procedures
* Strategic Plan & any current Business Plan
* Annual Report
* Current Financial Year Budget
* Committee Minutes (last two meetings)
* Organisational Chart
* Role descriptions for your position and other Committee positions

**Sample Induction Checklist for New Committee Members**

The intention of the checklist is to ensure that new people coming onto the Committee feel supported and are given the information they need to perform their role. If possible, it is also valuable for incoming Committee members to meet with their outgoing equivalents to see how particular tasks have been undertaken in the past.

**Note:**

* It is the Secretary’s responsibility to ensure that the induction items have been completed.
* The induction should be undertaken as soon as possible and convenient.

**Make sure:**

|  |  |
| --- | --- |
| The incoming Committee member(s) has been provided with details of the next meeting |  |
| The incoming Committee member(s) has been provided with an induction pack including past minutes and the next agenda. |  |
| The incoming Committee member has been introduced to other COM members. |  |
| The incoming Committee member has met with the Treasurer for an overview of the financials and the budget |  |
| Contact details and a photo of the incoming Committee Member(s) are placed on the noticeboard / website to introduce to members |  |

WELCOME LETTER

<Name of Club>

<Address 1>

<Address 2> or letterhead

<Date>

<Name>

<Address 1>

<Address 2>

Dear <Name>

Congratulations on your recent appointment to your position as <insert position> for <insert Club>. Our Committee is made up of people with diverse skills and we look forward to your contribution and thank you for your time.

Our Committee meets <details> at <location> and it is expected that members will attend or issue an early apology to <name >. Secretary to ensure we have a quorum for decision-making.

The primary role of the Committee is to provide leadership and direction to the Club, to ensure that the Club’s financial assets are well managed and that any risk to the Club, its members or its reputation are mitigated. Our members trust that each Committee Member will act in good faith, always in the interest of the Club.

Part of your appointment is a proper induction to ensure that you feel comfortable in your role and have the information you require to fulfil it. Please find attached a package of information to provide you with the necessary background and information.

* Contact details for all Committee members
* Committee Charter
* Committee Code of Conduct
* Club Constitution
* Club By-laws
* Club Adopted Policies and/or Procedures
* Strategic Plan & any current Business Plan
* Annual Report
* Current Financial Year Budget
* Committee Minutes (last two meetings)
* Organisational Chart
* Role descriptions for your position and other Committee positions

Please let me know if there is anything else that you feel you need to adequately fulfil your duties as <insert position>. I will catch up with you for a personal chat in a few weeks, but in the interim I trust you enjoy your time on the Committee.

Yours Sincerely

<Name>  
President < Club>

CONTACT DETAILS

<Club Name> Committee Contact Details

**Executive**

|  |  |  |
| --- | --- | --- |
| Bryan Woodford 2009 | Bryan Woodford 2009 | Bryan Woodford 2009 |
| President | Vice President | Treasurer |
| Tel: | Tel: | Tel: |
| Email: | Email: | Email: |
| Mobile: | Mobile: | Mobile: |
| Bryan Woodford 2009 | Bryan Woodford 2009 | Bryan Woodford 2009 |
| Secretary | Captain | <other> |
| Tel: | Tel: | Tel: |
| Email: | Email: | Email: |
| Mobile: | Mobile: | Mobile: |

**Other Key Club Contacts**

Junior Coordinator Superintendent

Volunteer Coordinator General Manager

Bar Manager Ladies Captain

Pro-Shop Men’s captain

*\*Indicates the preferred method of contact*

**Committee Charter Ideas**

**Role and Responsibility**

Committees can easily be drawn into conflict if their authority and purpose is not clear, so it is necessary to define the authority and purpose of each Committee. This works well when it is defined as a Charter. It is recommended that a Committee’s Charter is reviewed each year, tabled and agreed on at the AGM.

For example, any or all of the following responsibility statements could be included in a Committee Charter for a sporting Club:

Committee Members must all act with integrity, honesty, transparency, and accountability whilst maintaining their fiduciary responsibilities. The Committee’s role is to:

* plan for the future
* undertake succession planning for our committee and other key Club personnel
* proactively manage our relationship with key funding sources and sponsors
* balance and develop the skills within our committee
* provide leadership for all those in our Club
* conduct competitions under the Rules of Golf
* promote and develop the highest standard of sport possible
* create an environment which gives all members the opportunity to develop to the best of their ability
* submit annual reports, quarterly financial statements and recommend changes in by-laws and rules to a higher governing body for approval
* conduct the business of the Club through sub-committees and appointed officers as required on such terms and conditions as it believes appropriate.
* seek and manage appropriate sponsorship for the Club
* be active in the development of players, officials and administrators by setting and maintaining quality standards
* set budgets and be diligent and accountable for the funds
* understand the issues, priorities and needs of our members, volunteers and administrators
* make decisions about what we most need to know, and then employ the best resources to get the knowledge we need
* from time to time in accordance with the constitution, make decisions for the conduct of its own proceedings, the control of its funds and property, and efficient management of its administration
* subject to the relevant certified agreements, the committee may appoint staff as it considers necessary to maintain efficient operation of the committee
* select, support and manage the performance of employees, including providing adequate resources for them to efficiently carry out all necessary duties

Transparency and Responsibilities to Members

Often Committees will adopt statements of their responsibilities, which provide accountability to members.

One example is:

We understand that we are a member-based Club and that we need to work transparently when enacting our responsibilities. To this end as a Committee, we will:

* Seek input and feedback from our members on what we are doing and how we are doing it, and publish this feedback on our website.
* Develop and publish both a strategic plan and a business plan, and openly report on both.
* Publish a summary of our minutes and our Committee meeting schedule on our website.
* Agree, publish and use both a Committee Charter and a Code of Conduct.

**In addition**

Committee Charters can also spell out some of the more practical expectations and support for the Committee Members including items such as:

* Details of any insurance cover provided to Committee Members
* The delegations that have been established with respect to representing the Club through the media (who can do this?), expenditure and how much can be withdrawn from Club funds without Committee approval and by whom, and other ways that individual members may be asked to represent the Committee as a whole
* Meeting attendance expectations

**Sample Committee Member Codes of Conduct**

This document should be reviewed on a regular basis prior to an AGM and should take into account member expectations.

**Purpose**

The purpose of this document is to set out the standards of behaviour expected of Committee Members. In agreeing to be part of the Committee, each member must also agree to adhere to these codes at all times.

**Sample Codes**

Committee Members must:

* be diligent in their role
* attend committee meetings or forward their apology prior to the meeting
* treat all people associated with the club, including members, volunteers, partners, external stakeholders, and other committee members with respect
* attend to their fiduciary responsibility and make decisions based on what is best for the club, not for individual interest or gain
* not take advantage of their position on the committee in any way
* declare any conflicts of interest as they arrive and act to ensure that these conflicts do not pose a risk to the club
* be open to feedback from members and respond appropriately
* be honest at all times
* act as a positive role model with respect to good sporting behaviour
* refrain from smoking and excessive use of alcohol at the club
* adhere to the policies and procedures established by the club
* adhere to the legislative requirements of the club
* respect the equipment and resources of the club and only use these in club-related business
* not receive gifts that result in personal financial benefit
* always look for opportunities for improved performance of the club operations and committee functions
* always represent the club in a professional manner
* not speak to the media about any aspect of the club that could damage the club or its reputation.

I agree to adhere to the Codes of Conduct as established by the <insert> Committee and members.

|  |  |
| --- | --- |
| Name: |  |
| Date: |  |
| Signature: |  |

**Additional Documents**

* Constitution
* By-Laws
* Main policies and procedure documents
* Position Description – if not produced [www.organisationhelp.org.au/resource-quick-find](http://www.clubhelp.org.au/resource-quick-find) use these samples
* Annual Report, Strategic Plan
* Last two Meeting Minutes
* Operating Budget
* Organisational Chart

## VOLUNTEER INDUCTION MANUAL

Throughout this Induction Manual template, the orange highlighted areas may provide more information or can be replaced with your relevant Club information.

Welcome to our club

<insert volunteer name>

<insert address>

Dear <insert volunteer name>

Welcome and thank you for taking on the very important role of <insert role title> within your Club.

The position commences from <insert date of commencement> and has <insert length> tenure. The duties and responsibilities for this position can be found in the Role Description Section of this Volunteer Induction Manual. Please note this is not an offer of employment and does not constitute a contract of employment with the Club.

Our Club highly values its volunteers. This Volunteer Induction Manual outlines the specifics you need to know about the Club and your role.

As a volunteer you are subject to the rules and bylaws of the Club. Policies relevant to your role can be found in the Policy Section of this Volunteer Induction Manual. If you would like to find out about the Club’s other policies, please contact <insert contact person – i.e. secretary. Include name, position, email and phone number>.

All staff and volunteers within our Club have a responsibility to report any suspicion of child abuse they form in the course of their duties. The procedures for this are outlined in the <insert name of policy e.g. Club’s Member Protection/Child Safe Policy>. If you have any questions about this responsibility please contact <insert contact person – i.e. child safe officer. Include name, position, email and phone number>.

I hope that you will enjoy your time spent with the Club and I look forward to working together.

Yours sincerely

<insert signature> \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

<insert name and position e.g. President>

CLUB History

<insert information about how long the Club has been in existence, highlights, achievements, club and course facilities etc.>

About the Sport

<insert information about how the sport operates, history, number of members, what competitions the club participate in, coaching available for beginners, junior programs etc.>

About our CLUB

Vision Statement

<insert vision statement here. A vision statement explains what the Club aspires to be or achieve in the future. Delete if not applicable>

Mission Statement

<insert mission statement here. A mission statement explains why the Club exists (its purpose). Delete if not applicable>.

Goals/Objectives

<insert objectives here. Goals and objectives are measurable statements, which relate to how a specific outcome is to be achieved. Delete if not applicable>.

Values

<insert values here. Values are the ideas or beliefs that are important to the Club. Delete if not applicable>.

Benefits of Volunteering at our Club

Many of our volunteers have benefited from being a part of the Club. Here are some of the benefits you can expect:

<insert benefits such as making new friends, learning new skills or others as determined by your Club>.

As a volunteer member of our Club you will <include any benefits such as discount off certain businesses, access to the Club’s rooms for private functions, free refreshment after volunteer duties are completed, clothing or merchandise available to the volunteer>

Contact Details: CLUB

<insert key contact from Club. This can include manager, president, vice president, secretary, treasurer, captain, volunteer coordinator, child safe officer, maintenance officer, etc.>.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name |  |  | Name |  |
| Position |  |  | Position |  |
| Contact No. |  |  | Contact No. |  |
| Email |  |  | Email |  |
| Name |  |  | Name |  |
| Position |  |  | Position |  |
| Contact No. |  |  | Contact No. |  |
| Email |  |  | Email |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name |  |  | Name |  |
| Position |  |  | Position |  |
| Contact No. |  |  | Contact No. |  |
| Email |  |  | Email |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name |  |  | Name |  |
| Position |  |  | Position |  |
| Contact No. |  |  | Contact No. |  |
| Email |  |  | Email |  |

Contact Details: Outside Club

<insert any contacts outside the immediate Club that may be useful for the new volunteer to know or contact. These will depend on the position but some examples may include uniform supplier, local media contact, Club mechanic, kitchen or bar supplier, local council contact, local MP, Golf Victoria contact, sponsors, training providers relevant to the position, etc.>.

<The notes section can be used to record information specific to that contact; for example, the days that they may work, best time to contact, if they are on leave, costs or merchandise supplied>.

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Position |  |
| Phone |  | Mobile |  |
| Email |  | | |
| Notes |  | | |

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Position |  |
| Phone |  | Mobile |  |
| Email |  | | |
| Notes |  | | |

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Position |  |
| Phone |  | Mobile |  |
| Email |  | | |
| Notes |  | | |

Contact Details: Emergency

<insert emergency information contact details e.g. local police, local hospital, etc>.

|  |  |
| --- | --- |
| Club |  |
| Name |  |
| Position |  |
| Address |  |
| Contact No. |  |
| Notes |  |

|  |  |
| --- | --- |
| Club |  |
| Name |  |
| Position |  |
| Address |  |
| Contact No. |  |
| Notes |  |

|  |  |
| --- | --- |
| Club |  |
| Name |  |
| Position |  |
| Address |  |
| Contact No. |  |
| Notes |  |

Position Description

<insert a copy of the role description here. A position description should include:

Position/Title

Description

Qualifications needed/desired

Duties/responsibilities

Skills/knowledge required

Experience required/desired

Requirements of this position regarding mandatory reporting

Approximate number of hours required

Tenure

Location>.

**Procedures for the Position**

<insert procedures related to the position. This is the detail from the position description on how things are done, kept, stored and processed. To help develop this section read through the description and outline how each point is achieved. For example, in the role description the duty of the secretary may be to check the mailbox and respond to letters. This section would detail how often the mail is checked, on what day and where the mailbox is located. Where equipment or keys are kept should also be included>.

**Out of pocket expenses**

<insert procedures on expenses that can be claimed and the process for claiming them>.

**Volunteer Rights & Responsibilities**

<insert information on volunteer rights and responsibilities. If the Club does not have a policy, consider the following example taken from Volunteering Australia>.

As a volunteer you have the right:

* to work in a healthy and safe environment (refer to various Occupational Health and Safety Act(s))
* to be interviewed and engaged in accordance with equal opportunity and anti-discrimination legislation
* to be adequately covered by insurance
* to be given accurate and truthful information about the Club for which you are working
* to be reimbursed for out-of-pocket expenses
* to be given a copy of the Club’s Volunteer Policy and any other policy that affects your work
* not to fill a position previously held by a paid worker
* not to do the work of paid staff during industrial disputes
* to have a job description and agreed working hours
* to have access to a grievance procedure
* to be provided with orientation to the Club
* to have your confidential and personal information dealt with in accordance with the principles of the Privacy Act 1988
* to be provided with sufficient training to do your job

**Absences**

<include information about volunteers notifying their supervisor, as far in advance as possible if they are absent from duty so alternative arrangements can be made>.

**Training and Accreditation**

<insert training information here. This can include the training needed for the position or optional training that is available. Club’s may also want to include on-the-job training information, who, when, where, and how>.

**Budget**

<insert details on any budgets that may be attached to the position. This can include the amount, what it has been allocated to and how much has been spent. Also include processes on how money is spent. For example, approvals need to go to the Committee or obtain a cheque from the treasurer, etc. If there is no budget attached to the position, including the Club’s annual budget can provide the volunteer with an idea of where money is spent within the Club>.

**Membership Form**

<Insert a membership form. This section may not be needed if they have already signed one>.

**Police Clearance**

<Some positions within a Club, especially those that involve working with children, may require non-professional (Community) coaches to obtain a Criminal History Assessment which includes a Police Check>.

**Policies**

<insert any relevant policies such as a Volunteer Management Policy or policies specific to this position. For golf coaches this can include child protection policies, blood and infectious disease policy and/or photographing children policy. For a kitchen manager it could include a food handling policy>.

**Claiming Expenses**

<insert information on claiming expenses. Although this may be included in the policy section it is probably good practice to have this as a separate section in the induction manual for easy reference. It should include information on how to claim, what can be claimed and a copy of the claim form>.

**Member Protection**

The Member Protection Policy outlines how our Club meets its obligations to provide a safe environment for all and to ensure there is responsible behaviour and fair decision-making.

<insert Member Protection Policy. If you do not have one contact Golf Victoria (as you may fall under theirs) or visit Play By The Rules ([www.playbytherules.net.au](http://www.playbytherules.net.au))>.

<If your Club has a Child Safe Officer or a Member Protection Information Officer (MPIO) you may like to talk about their role and ensure that their contact details are listed in the Contacts: Club Contacts Section>.

**Confidentiality**

<Volunteers should be bound by the same requirements for confidentiality as paid staff. By including this information, you will allay possible fears from paid staff or people working with your Club about volunteers being ‘unprofessional>.

**Risk Management**

<insert any risk management procedures or a risk management plan for the position>.

**Record-keeping**

<insert information about the Club keeping information on dates of service, positions held, duties performed, evaluation of work and awards received. Include information about personnel records being accorded the same confidentiality as paid staff personnel records>.

**Conflict Management/Grievance**

<insert the Club’s conflict management policy or information on conflict management or grievance procedures>.

**Occupational Health & Safety**

<insert any occupational health and safety procedures relevant to the position>.

**Other**

<insert any other information that is relevant to the position>.

Sample code of conduct

**Purpose**

To ensure that all members, visitors, paid staff and volunteers have a very clear understanding of the behavior that is expected from everyone and to make it clearly understood that breaches of these codes will result in disciplinary action.

**MEMBERS** and **VISITORS** are required to:

* respect the rights, dignity and worth of every person regardless of their gender, ability, cultural background or religion
* support, encourage and involve all golfers regardless of their talent level
* always consider the wellbeing and safety of participants
* encourage participants to value their performances and not just results
* encourage and guide participants to accept responsibility for their own performance and behavior both on and off the course
* maintain respectful and appropriate relationships with all golfers
* promote the positive aspects of the sport (e.g. fair play)
* always respect the committee’s decision and support them to carry out their role
* display consistently high standards of good sporting behaviour and appearance
* follow all guidelines laid down by Golf Australia, Golf Victoria and the club
* never condone rule of golf violations, the use of prohibited substances or the bullying of any person
* never use offensive language or behavior
* act as a role model at all times.
* be trustworthy
* adhere to club policies including smoke-free areas and liquor license requirements
* never behave in a manner that would damage the reputation of the club either on or off the course

**VOLUNTEERS** are required to:

* act as good role models and ambassadors for the club at all times
* always welcome and assist, when possible, visitors to the club
* never use offensive language or behavior
* treat everyone with respect regardless of their gender, ability, cultural background or religion
* adhere to club policies regarding smoke-free areas and liquor license requirements
* to consume alcohol responsibly at all times at the club
* adhere to and support the club policies and procedures
* be trustworthy

Your Club may wish to ask people to sign off on the Codes e.g. This can be done as part of the Registration process.

I have read and agree to abide by the Codes of Conduct and understand that if I breach any of the Codes, disciplinary action will result.

|  |  |
| --- | --- |
| Name: |  |
| Date: |  |
| Signature: |  |

Parent signature to accompany where the volunteer is under 18.

|  |  |
| --- | --- |
| Parent’s name: |  |
| Date: |  |
| Signature: |  |

# **Organise your volunteers**

## VOLUNTEER INFORMATION SHEET

[Download our spreadsheet](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/Copy-of-Volunteer-Data-Sheet1.xlsx) to record all the required information about your volunteers.

## EXPENSE REIMBURSEMENT

Your Club may consider reimbursing volunteers for out-of-pocket expenses incurred in performing their role, but this is by no means an obligation. Expenses may include public transport, petrol allowance, parking, mobile phone use or equipment.

If your Club intends to reimburse volunteers, it is recommended that a policy/procedure be developed, which clearly outlines what will, and will not be reimbursed.

For more information:

[Volunteering Victoria’s Fast Facts, Money and Volunteers, Reimbursements, allowances, honoraria and tax](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Money-Volunteers-May-2013.pdf)

[Australian Taxation Office - Employees, Volunteers and other Workers](https://www.ato.gov.au/Non-profit/Employees,-volunteers-and-other-workers/In-detail/Employees,-volunteers---other-workers/Volunteers/Volunteers-and-tax/)

## Expense claim form

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Name: |  | |  | Date: |  |
|  | | | | | |
|  |  |  | | | |

|  |
| --- |
| **Reimbursement details** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **DATE INCURRED** | | **DETAILS** | | | **AMOUNT** |
|  | |  | | |  |
|  | |  | | |  |
|  | |  | | |  |
|  | |  | | |  |
|  | |  | | |  |
| **TOTAL** | | | | | **$** |
|  |  | |  |  | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Claimant’s name: |  |  | Signature: |  |
| Authorised by name: |  |  | Signature: |  |
| Date submitted: |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Office Use Only** | | | | | |
| Claim authorised: | Yes  No | | | |
| If no, state reason: |  | | | |
|  |  | | | |
| Authorised by name: |  |  | Signature: |  |
| Date of reimbursement: |  |

# **Acknowledge your volunteers**

## Recognising Volunteers – Ideas

Volunteers need to feel both valued and valuable. The following provides ideas around volunteer recognition strategies.

* Appoint a volunteer coordinator – or multiple volunteer coordinators – whose role, amongst other things, is to support, recognise and praise the efforts of volunteers.
* Acknowledge volunteers at the beginning of their volunteer role. A simple hello and thanks for being here is often sufficient.
* Welcome letters when volunteers are first recruited. Provide a Volunteer Handbook and adequate induction.
* Personal praise to volunteers while they are on the job.
* Use the public address system to acknowledge the various volunteers at a venue.
* Thank you letters, cards on completion of a task.
* Ask the members to thank the volunteers personally. List active volunteers on the Club noticeboard in a public show of thanks.
* Develop a “years of service” list of volunteers to display on your website. Conduct Club Champions, Club Legends programs to recognise long-term extraordinary volunteer efforts.
* Include volunteers in decision-making e.g. invite them to meetings/planning days. Invite volunteers to make contributions to the newsletter.
* Acknowledge volunteer efforts at the AGM, presentation evenings. Certificates and/or awards for volunteers e.g. Life Membership. Volunteer of the Month Awards, photos of outstanding volunteer contributions.
* Enter outstanding volunteers into community-based recognition awards. Write an article in the Club newsletter about outstanding efforts of volunteerism.
* Reimburse volunteers for their out-of-pocket expenses.
* Consider honorariums/gifts for those who give large amounts of their time. Fund, or part-fund training for volunteers.
* Encourage volunteers to include their volunteering on their CV.
* Name an event after an outstanding volunteer.
* Organise a function for all volunteers throughout the year.
* Offer reductions in fees or entry to events. Give volunteers Club merchandise e.g. caps, t-shirts.
* Develop a culture within your Club that truly values its volunteers.
* Recognise your volunteers during National Volunteer Week. Nominate volunteers for the Golf Victoria “Volunteer of the year” award.
* Celebrate International Volunteers Day – December 5

## ****Certificate of thanks templates****

[Colourful fun certificate](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/CertificateTemplate-Colour-Fun-2.docx)

[Colourful formal certificate](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/CertificateTemplate-Colour-Formal-1.docx)

[Black and white formal certificate](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/CertificateTempate_Formal-BW.docx)

[Black and white formal certificate 2](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/CertificateTempate_Formal-Colour.docx)

[Sample Newsletter Thank you to our volunteers](http://volunteeringvictoria.org.au/wp-content/uploads/2014/11/Sample-Newsletter-Thank-You.docx)

# **DEVELOP YOUR VOLUNTEERS**

## Sample Volunteer Survey

*Developed by Club Help*

Thank you for completing this survey. Please return it to <insert name> or place in the return box located <insert location>.

Volunteer Name: (Optional) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What is your role(s) in the Club?

2. What specific tasks does this involve?

3. Do others assist you in completing these tasks? [ ] Yes [ ] No

4. Approximately how many hours a week does this take up?

5. Are you intending to stay in this role next season? [ ] Yes [ ] No

6. Are there any roles or tasks you would be happy to undertake instead?

Please detail

7. Do you have someone in mind to take over your role that you would be happy to ask?

[ ] Yes [ ] No

8. Did you enjoy your role? [ ] Yes [ ] No (please detail likes and dislikes below)

9. Do you feel the Club has valued and recognised your contribution well?

[ ] Yes [ ] No

10. Did you feel well supported? [ ] Yes [ ] No

Please detail anything that would have made your role more enjoyable:

## Training needs analysis tool

| **Area** | **Position Held** | **Requirements** | **Resources/Training** | **Description** | **Cost** |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
| Governance | | |  |  |  |
|  | Chairman | Manage a Board Meeting | [Institute of Community Directors Australia](http://www.communitydirectors.com.au/icda/courses/) |  |  |
|  | Secretary | Minute Taking |  |  |  |
|  | Treasurer | Financial Administration | [Australian Taxation Office](https://www.ato.gov.au/Non-profit/) |  |  |
|  |  |  |  |  |  |
| Committee Members | | |  |  |  |
|  |  | Applying for Grants/Submissions | [www.golfvic.org.au](http://www.golfvic.org.au) |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Coaches (Non PGA members) | | |  |  |  |
|  |  | Accreditation | [Australian Sports Commission](http://www.ausport.gov.au/participating/officials/education) |  |  |
|  |  | Community Coaching General Principles | [Australian Sports Commission](http://www.ausport.gov.au/participating/coaches/education/onlinecoach) |  |  |
|  |  |  |  |  |  |
|  |  | Skill Acquisition | [Australian Sports Commission](http://www.ausport.gov.au/participating/officials/videos/intermediate) |  |  |
|  |  |  |  |  |  |
| Rules Officials | | |  |  |  |
|  | Club & State Level | Accreditation | [www.golfvic.org.au](http://www.golfvic.org.au) |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Volunteer Coordinator/Buddy/Mentor | | |  |  |  |
|  |  | Managing Volunteers |  |  |  |
|  |  | Conflict Management |  |  |  |
|  |  | Counseling Skills |  |  |  |
|  |  |  |  |  |  |
| General | | |  |  |  |
|  |  | Kitchen |  |  |  |
|  |  | Bar |  |  |  |
|  |  | Computer Skills |  |  |  |
|  |  | Fire Safety |  |  |  |
|  |  | Fundraising |  |  |  |
|  |  | Sports Administration | [Department of Sport & Recreation NSW](http://www.dsr.nsw.gov.au/training/detail.asp?course=2549) |  |  |
|  |  | Time Management |  |  |  |
|  |  | Working with the media |  |  |  |
|  |  |  |  |  |  |

## Performance assessment and feedback tool

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Name: |  | |  | Position: |  |
| Period covered: | |  |  | Date: |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | 1 | | 2 | 3 | | 4 | 5 | N/A |
| **ATTENDANCE** | | | | | | | | | |
| Punctual to start work | |  | |  |  | |  |  |  |
| Informs supervisor of absence or lateness | |  | |  |  | |  |  |  |
| **SENSE OF RESPONSIBILITY** | | | | | | | | | |
| Listens carefully to instructions | |  | |  |  | |  |  |  |
| Follows instructions fully | |  | |  |  | |  |  |  |
| Willing to assist with various tasks | |  | |  |  | |  |  |  |
| Willing to accept supervision and feedback | |  | |  |  | |  |  |  |
| **INTEREST** | | | | | | | | | |
| Shows interest in his/her role | |  | |  |  | |  |  |  |
| Shows interest in training | |  | |  |  | |  |  |  |
| **RELATING TO OTHERS** | | | | | | | | | |
| Polite and courteous to others | |  | |  |  | |  |  |  |
| **STANDARD OF WORK** | | | | | | | | | |
| Worked to capacity | |  | |  |  | |  |  |  |
| Staff/volunteers satisfied with quality/quantity of work | |  | |  |  | |  |  |  |
| Supervisor satisfied with quality/quantity of work | |  | |  |  | |  |  |  |
| **Comments** | | | | | | | | | |
|  | | | | | | | | | |
| 1 = Poor | 2 = Adequate | 3 = Good | 4 = Very Good | 5 = Excellent | n/a = Not Applicable | | | | | | | | | |
| Volunteer’s signature: |  | | Date: | | |  | | | |
| Manager’s signature: |  | | Date: | | |  | | | |

# **Keep your volunteers safe**

## Risk management

Boards and managers must do everything they can to ensure the safe and smooth running of a Club.

If you ignore a risk, not only could a mishap occur, but your board and staff could be found to be negligent.

[Download a sample Risk Management plan from VicSport](http://www.clubhelp.org.au/sites/default/files/pdf/Governance/Example%20of%20risk%20management%20plan.pdf)

[Download the Risk Management fact sheet from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Risk-Management-May-2013.pdf)

## HEALTH AND SAFETY

Health and safety laws are changing to a national set of laws to specifically include volunteers. However, until Victoria adopts the national laws, the Victorian Occupational Health and Safety Act will continue to apply and Clubs that work with volunteers need to be aware of their obligations under Victorian law.

[Download the Health and Safety for Volunteers fact sheet from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Health-Safety-for-Volunteers-May-2013.pdf)

Sample Health and Safety Policy

*This policy was prepared by Club Help as a sample only and does not substitute legal advice.*

|  |  |  |  |
| --- | --- | --- | --- |
| Sample Health and Safety Policy / Procedures | | Approval Date: |  |
| Review Date: |  |
| Version No: |  |
| **President:** | Sign: | Name | |
| **Vice-President:** | Sign: | Name | |

PURPOSE

To provide a safe and healthy sporting Club environment for members, visitors, staff and volunteers. This policy encourages everyone to take a role in accident / incident prevention.

POLICY

\_\_**Name of Club’s Committee**\_\_\_ is committed to keeping all people associated with the Club safe and to manage any accidents and /or incidents in a manner which minimises harm to individuals and the Club.

EXAMPLE POLICY STATEMENTS

The Club will adhere to all safety-related directives from Golf Australia and Golf Victoriai e.g. heat policies, extreme weather policies.

Everyone involved with the Club is encouraged to contribute to accident prevention by reporting potential risks or dangers on sighting.

The Club will only use accredited golf coaches, and Working with Children Checks are compulsory for all volunteers who are likely to have unsupervised contact with minors.

The Club aims to have first aid equipment and adequately trained volunteers available at all times.

In the case of an accident occurring where there are no trained personnel present, Club representatives will act on the side of caution and will seek medical assistance, or ambulance support.

The Club will endeavor to maintain a safe environment for members and visitors at all times including the removal or marking of any temporary hazards.

The Club will determine when play should discontinue due to extreme weather .

Accidents, incidents and near misses occurring will be documented on an accident register including the actions undertaken by Club personnel. This register will be kept by the Secretary and will be regularly viewed by the Committee to inform risk management strategies required.

The Club promotes fair play in accordance with the rules of golf and adheres to Golf Australia’s Code of Conduct.

The Clubhouse is a smoke-free zone and as such smoking is not permitted in the Clubhouse facilities.

The Club will regulate and promote responsible consumption of alcohol at the Club by ensuring that only Responsible Serving of Alcohol (RSA) trained people operate the bar.

The Club encourages all members and visitors to adopt a health promotion approach to their welfare including adoption of good warm-up, hydration, SunSmart, and injury management practices.

EXAMPLE PROCEDURES TO SUPPORT MEMBER SAFETY

The Committee reviews policy statements prior to the commencement of the season and amends / develops where necessary.

The Committee communicates policy content to members through newsletters, emails or the Clubs website, at the same time encouraging everyone to take a role in accident prevention.

Collection of emergency contact details from members occurs on joining the club.

Development and public display of a record of qualified first aid representatives at the Club.

Check maintenance dates on fire extinguishers and inform relevant authority if required.

Ensure that Responsible Serving of Alcohol Training is given to people intending to operate the bar.

Ensure that Food Handling training is given to people intending to operate in the kitchen.

Replenish first aid kits monthly and replace any items out of date.

Replenish sunscreen supplies and check use by dates.

Determine to whom accidents and incidents should be reported and communicate the procedures and provide reporting forms to relevant personnel.

Conduct regular safety briefings for all Committee members, staff, first aid representatives and volunteers etc. Include information on how to report accidents / incidents.

Emergency procedure checklist to be posted around Clubhouse.

Check Coaching Accreditation and Working with Children Check status of all coaches prior to them commencing in their role.

Maintain the accident register.

## Sexual harassment

On 1 August 2011 Victorian law regarding sexual harassment extended to include volunteers. Clubs have a responsibility under this law to make it clear to their volunteers that sexual harassment is not acceptable.

[Download the Sexual Harassment fact sheet from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Sexual-Harrassment-May-2013.pdf)

[Read about the changes to mandatory reporting](http://volunteeringvictoria.org.au/new-requirements-mandatory-reporting/)

Sample SEXUAL HARASSMENT Policy

*This policy and procedures document from Volunteering Victoria is intended as a sample only; you should adapt it to the name, titles and circumstances of your Club.*

In implementing a sexual harassment policy and procedures you must identify the person or people who will be the first point of contact for complaints of sexual harassment for volunteers and paid staff; this might be the Club Manager, Manager of volunteer services or a member of the board, depending on the size and structure of your Club.

This person should have the requisite knowledge, skills and experience to receive complaints. For the purposes of this sample document, this person has been labeled “sexual harassment contact”.

**Statement of policy**

Sexual harassment is unlawful. This Club does not tolerate sexual harassment in any form. Every member, visitor, staff member and volunteer has a responsibility to ensure that sexual harassment does not occur.

Anyone found to have sexually harassed another person will be subject to disciplinary action that may include an apology, counseling, transfer of duties or dismissal.

Reports of sexual harassment will be treated promptly, seriously and confidentially. Complainants have the right to determine how a complaint will be treated. They also have the right to have a supporter or representative, chosen by them, involved in the process and the option to stop the process at any time.

The alleged harasser also has the right to have a supporter or representative chosen by them present when he/she responds to the allegations made.

No volunteer or paid staff member will be treated unfairly as a result of making a complaint of sexual harassment. Immediate disciplinary action will be taken against anyone who victimises or retaliates against someone who has made a complaint of sexual harassment.

The Club will afford natural justice to any person involved in a dispute.

**Definition of sexual harassment**

Sexual harassment includes any unwelcome behaviour of a sexual nature that could be reasonably expected to make someone feel offended, humiliated or intimidated.

This may include (but is not restricted to):

• an unwelcome sexual advance

• a request for sexual favours

• unwelcome comments about someone's sex life or physical appearance.

• leering and ogling

• sexually offensive comments, stories or jokes

• displaying sexually offensive photos, pinups or calendars, reading matter or objects.

• sexual propositions or continued requests for dates

• physical contact such as touching or fondling, or unnecessary brushing up against someone

• indecent assault or rape (these are criminal offences)

Sexual harassment may occur between one volunteer and another, between volunteers and staff members, or between volunteers and members, suppliers or visitors. It may occur wherever volunteers and paid staff are interacting with others in the context of their position in the Club, including field trips, work off-site and social functions.

**Making a complaint**

A volunteer or paid staff member who has been harassed may choose to take their complaint to the Victorian Equal Opportunity and Human Rights Commission.

Contact for the Victorian Equal Opportunity and Human Rights Commission: 1300 292 153.

**Internal complaint**

A volunteer or paid staff member who believes they have been harassed (the complainant) should:

• if comfortable to do so, inform the alleged harasser the behaviour is offensive, unwelcome, against the Club’s policy and should stop

• make a note of the date, time and location of the incident/s

• if not comfortable, to confront the alleged harasser or, if unwelcome behaviour continues, report to the nominated sexual harassment contact

• if this is inappropriate, speak to another senior person at the Club, such as a manager, the volunteer manager or a member of the board.

The sexual harassment contact will follow the procedures set out below. At any time, the complainant has the right to discontinue this process.

**Complaints process**

When a complaint is received, the sexual harassment contact will:

• obtain and record a full, step-by-step account of the incident/s

• ensure the Club’s process for handling the complaint is understood

• ascertain the complainant’s preferred outcome, e.g. an apology, the behaviour to cease, a change in working arrangements

• agree on the next step: informal resolution or formal investigation

• keep a confidential record of all details of this discussion and subsequent steps in the process.

**Informal resolution**

Where a complainant has chosen informal resolution, following an informal process the sexual harassment contact will:

• inform the alleged harasser of the complaint and provide an opportunity to respond

• ensure both parties understand their rights and responsibilities under the Club’s policy

• if possible, mediate an outcome that is satisfactory for the complainant

• ensure that confidentiality is maintained

• follow up to ensure the behaviour does not re-occur.

**Formal investigation**

If a formal investigation is requested by the complainant, or if an informal resolution fails, the sexual harassment contact will escalate the matter to a senior person at the Club or Golf Victoria’s MPIO.

That person will:

• afford natural justice to all involved

• interview all directly concerned, separately

• interview witnesses, separately

• keep records of the interviews and investigation

• ensure confidentiality and minimise disclosure

• make a determination as to whether there is sufficient evidence that a reasonable person could conclude, on the balance of probabilities (i.e. it’s more likely than not), that an incident/incidents of sexual harassment as defined by the legislation has occurred

• in such a case, determine appropriate action, which may include a change of duties for the harasser, change to working arrangements or, where the incidents were frequent and/or severe, dismissal

• where it cannot be determined by the required test that an incident/incidents of sexual harassment as defined by the legislation has occurred, still take action to ensure the proper functioning of the workplace; but these actions should not prejudice any party. They will also continue to closely monitor the situation and provide retraining where required.

• check to ensure the action meets the needs of the complainant and Club.

Outcomes as they affect the complainant will be discussed with the complainant to ensure that needs are met, where appropriate.

**Key resource**

Effectively preventing and responding to sexual harassment: A Code of Practice for Employers by the Australian Human Rights Commission. [www.hreoc.gov.au/sexualharassment/employers\_code/COP2008.pdf](http://www.hreoc.gov.au/sexualharassment/employers_code/COP2008.pdf)

# **Communicate with your volunteers**

## DEALING with conflict

Even in informal, small-scale groups, conflict can arise. A planned approach to handling disputes will lead to better resolutions and reduce the fall-out for your Club.

[Download the Dealing with Conflict fact sheet from Volunteering Victoria](http://volunteeringvictoria.org.au/wp-content/uploads/2012/05/Dealing-with-Conflict-May-2013.pdf)

## Social media policy

*This document is provided as a sample only and does not substitute legal advice. Produced by ClubHelp.*

|  |  |  |  |
| --- | --- | --- | --- |
| Sample Use of Club Social Media Policy / Procedures | | Approval Date: |  |
| Review Date: |  |
| Version No: |  |
| **President:** | Sign: | Name | |
| **Vice-President:** | Sign: | Name | |

**PURPOSE**

To ensure that all members and associates of the Club understand the Club rules on the appropriate use of its social media and the consequences of inappropriate use.

**POLICY**

\_\_**Name of Club’s Committee**\_\_\_ is committed to keeping everyone associated with the Club, informed about Club matters and to provide up-to-date details of forthcoming events, competitions, schedule changes etc. To achieve this\_\_\_\_\_\_\_\_\_\_ Club has developed a private Facebook (or other social media platform) page. This page is to be used for the above purpose only and is not a mechanism for members to hold discussions or for members to post comments.

**EXAMPLE POLICY STATEMENTS**

The Club will attempt to keep its Facebook (or other source) current and informative as a service to members

The Club will, from time to time, use the Facebook page to present members with sponsor information and special deals. This will not be offered to sponsors related to the sale of alcohol or junk food outlets.

The Club will nominate a responsible person to manage the private page who will not enter into any discussion using the Club page. Any discussions or postings are to be conducted outside of the Club page.

The nominated person will be required to report any inappropriate use of the Facebook page to the Committee

The nominated administrator will have the right to deny access to any person who is not associated with the Club

The nominated administrator will also have the right to block access to any person who misuses the page

**EXAMPLE DETAILS OF INAPPROPRIATE USE OF TECHNOLOGIES**

Posting comments or images on the Club page – this is an information dissemination site only and any inclusions must be emailed to the nominated administrator

Creating or exchanging messages that are offensive, harassing, obscene or threatening – any misuse of this nature will result in an instant block from the page and Club disciplinary measures. Any breech of this nature is considered serious.

Exchanging any confidential or sensitive information held by the Club relating to individuals, other Clubs, other community stakeholders

Exchanging information in violation of copyright laws including the uploading or downloading of commercial software, games, music or movies

**EXAMPLE COMPLAINTS PROCEDURE**

Any person identified to be using the Club Facebook page inappropriately or for purposes other than that for which it was established will be blocked from the site, reported to the Committee and depending on the severity of the offence, will face disciplinary action. Note that there is zero tolerance for any comments, images etc. which are deemed to be offensive, threatening, obscene, or discriminatory.

Any person who has a concern about the contents of the Club page is required to email the President \_\_\_\_\_\_\_\_\_\_\_\_\_ (contact details)

The Club Committee reserves the right to close down the social media page without notice if members do not adhere to the rules of use

The Club Committee reserves the right to dismiss the nominated administrator if it is considered that this person is not acting in accordance with the rule

# **WHEN VOLUNTEERS DEPART**

## EXIT INTERVIEW

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name: |  |  | Date: |  |

|  |
| --- |
| What is your primary reason for leaving? |
|  |
| Did anything trigger your decision to leave? |
|  |
| What was most satisfying about your role? |
|  |
| What was least satisfying about your role? |
|  |
| What would you change about your role? |
|  |
| Did your role turn out to be as you expected? |
|  |
| Did you receive enough training to perform your role effectively? |
|  |
| Did you receive adequate support to perform your role? |
|  |
| Would you recommend volunteering at our Club to your family and friends? |
|  |
| How do you generally feel about our Club, e.g. what did you like most/like least? |
|  |
| Do you have any tips to help us find your replacement? |
|  |
| Is there another volunteer role you would like to perform at our Club? |
|  |
| Did any policies or procedures (or any other obstacles) make your job more difficult? |
|  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Signature: | |  | Signature: |  |
|  | | | | |
| Date: |  | |  |  |

# **APPENDIX**

## SAMPLE POSITION DESCRIPTIONS

Club President

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | President |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The role of the President is to provide the principle leadership and responsibility for the Club and the Committee.

**Responsibilities**

* Chair Committee meetings ensuring that they are run efficiently and effectively
* Act as a signatory for the Club in all legal purposes and financial purposes
* Regularly focus the Committee’s attention on matters of Club governance that relate to its own structure, role and relationship to any paid employees
* Periodically consult with Committee members on their role, to see how they are going and help them to optimise their contribution
* Work with the Committee to ensure:
* The necessary skills are represented on the Committee and that a succession plan is in place to help find new Committee members when required
* Goals and relevant strategic and business plans are developed in order to achieve the goals of the Club
* Work with the Executive to manage any paid employees of the Club including recruitment, retention, salary and performance reviews, etc.
* Serve as a spokesperson for the Club when required
* Communicate regularly and systematically with the Presidents of the member Clubs, the District Golf Association, Golf Victoria and or Golf Australia
* Assist in the development of partnerships with sponsors, funding agencies, local and state government, shared facility users and organisations that are relevant to the goals of the Club

**Personal Attributes**

* be well informed of all Club activities and able to provide oversight
* be a person who can develop good relationships internally and externally
* be forward thinking and committed to meeting the overall goals of the Club
* have a good working knowledge of the Committee Constitution, rules and duties of office bearers
* be able to work collaboratively with other Committee Members
* be a good listener and attuned to the interests of members and other interest groups
* be a good role model and a positive image for the Club in representing the Committee in other forums (e.g. delegate meetings)
* be a competent public speaker

**Key Relationships**

* <insert>

Vice president

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Vice President |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The role of the Vice President is to shadow the President in providing leadership and responsibility for the Club and the Committee and to step into the President’s roles where needed. It is often considered that the Vice President will succeed the President and that this role is in preparation.

**Responsibilities**

* In the event of the President being unable to fulfill his/her duties, to step into that role
* In the absence of the President, chair Committee meetings, ensuring that they are run efficiently and effectively
* Be an alternate signatory for the Club for le.g.al purposes and financial purposes
* Assist the President in deciding which matters are dealt with by the Executive, the full Committee and delegated to Committees
* Coordinate Club planning to ensure appropriate plans are developed, presented to and reviewed by the Committee, and enacted as required
* Represent the Club at meetings and forums as agreed with by the President
* Other duties as nominated by the President and/or Committee

**Personal Attributes**

* be well informed of all Club activities and able to provide oversight
* be a person who can develop good relationships internally and externally
* be willing to step in for the President where needed including chairing meetings
* be forward thinking and committed to meeting the overall goals of the Club
* have a good working knowledge of the Committee Constitution, rules and duties of office bearers
* be able to work collaboratively with other Committee Members
* be a good listener and attuned to the interests of members and other interest groups
* be a good role model and a positive image for the Club in representing the Committee in other forums (e.g. league delegate meetings)
* be a competent public speaker
* be able to raise concerns with the President when they arise

**Key Relationships**

<insert>

Secretary

Note that in Victoria the former term of Public Officer will be replaced with the term Secretary. It will be assumed that the current Secretary will assume these roles unless otherwise stated. The Secretary can assume any other office if the rules allow.

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Secretary |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

<insert>

**Administrative Roles**

* Maintain Committee and Club records
* Manage Minutes of Committee meetings, including either recording the Minutes or ensuring the Minutes Secretary does so
* Develop meeting agendas in consultation with other Committee members and distribute prior to the meeting
* Be familiar with all current Club documents
* Be responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements
* Enable and authorise people to help with the Committee's business. This includes signing a copy of the final approved Minutes and ensuring that the signed copy is maintained
* Ensure that the records of the Club are maintained as required by law and made available when required by authorised persons. These records may include founding documents, lists of Committee members, Committee meeting Minutes, financial reports, and other official records.
* Ensure that official records are maintained of members of the Club and Committee. He/she ensures that these records are available when required for reports, elections, referenda, other votes, etc.
* Provide an up-to-date copy of the Constitution and bylaws at all meetings
* Ensure that proper notification is given of Committee and Club meetings as specified in the rules
* Manage the general correspondence of the Committee except for such correspondence assigned to others
* Help and lead the Committee in providing systematic communication from the Committee to Club members and other relevant stakeholders
* Provide a summary of Committee Minutes for distribution to all Club members via website and noticeboards
* The Secretary may also be the nominated person to receive and file relevant Police Check records or Working with Children documentation

**The more standard duties include: (previously Public Officer)**

* Notify Consumer Affairs of the Secretary appointment or a change of the Secretary’s details
* Notify Consumer Affairs of a change of the association’s registered address by lodging a Change of Association Details form. No fee is required.
* Within one month after the annual general meeting, lodge an Annual Statement and other required financial documents with the prescribed fee
* Obtain from Treasurer, Annual Income and Expenditure Statement and Assets and Liability Statement
* Apply to Consumer Affairs for approval to alter your rules within 28 days after the alteration was passed by special resolution. An Application for Alteration of Rules or Purpose must be lodged with the prescribed fee.

**More unusual duties that can arise:**

* Apply to the Registrar for approval of a name change within one month after passing a special resolution. An Application for Change of Association Name must be lodged with the prescribed fee.
* Notify the Consumer Affairs of a special resolution in relation to wind up and distribution of the assets of the association.

[www.consumer.vic.gov.au](http://www.consumer.vic.gov.au) for forms and details of fees etc.

**Personal Attributes**

* be organised
* have computer skills
* be a good communicator
* be able to keep confidential matters confidential

**Key Relationships**

* <insert>

Treasurer

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Treasurer |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The role of the Treasurer is to be responsible for the financial supervision of the Club to allow the Committee to provide good governance. The Treasurer is responsible to regularly report on the Club‘s financial status to both the Committee and the Club members.

**Responsibilities**

* Provide advice to the Committee in their management of the Club finances
* Administer all financial affairs of the Club
* Lead the annual budget process and ensure an appropriate annual budget is provided to the Committee for approval
* Ensure development and Committee review of financial policies and procedures
* Support any required auditing processes
* Receipt of all incoming monies
* Bank all monies received
* Pay all accounts
* Maintain accurate records of all income and expenditure
* Ensure that all receipts and payments concur with bank deposits and withdrawals
* Monthly financial reports – present at monthly Committee meetings
* Arrange and dispatch invoices for periodical payment
* Issue yearly or ½ yearly membership fee
* Keep accurate record of all membership payments
* Be a signatory on Club account

**Personal Attributes**

* good organisational skills
* has some financial expertise
* ability to maintain accurate records
* dedicated Club person
* honest/trustworthy
* computer skills
* good communication skills

**Essential**

* Receipt Books
* Invoice Book
* Cheque books
* Bank deposit book
* Receipt details slips
* Computer
* Club Stamps
* Calculator
* Prepaid Envelopes
* Accounting Book

**Key Relationships**

<insert>

Publicity OFFICER/ Media Contact

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Public Officer/Media Contact |
| **Reports to:** | The Club President and Committee Members |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

<insert>

**Responsibilities**

* Making contact with media contacts and developing and maintaining media relationships
* Being the communications contact person for Club members and media to gather and present articles
* Presenting regular articles for the Club newsletter and/or website
* Ensuring that weekly media information e.g. results is provided on time and is accurate
* Writing media releases to highlight key activities / stories about the Club
* Liaising with the Committee about media opportunities

**Personal Attributes**

* write well and have some knowhow on presenting media releases and articles
* have computer skills
* be a good communicator and be able to develop positive relationships with media contacts
* be able to liaise with the Committee regarding media relations and news items

**Key Relationships**

* <insert>

Maintenance Officer

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Maintenance Coordinator |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The role of the Maintenance Coordinator is to keep a priority list of “odd jobs” and repairs required and to recruit members or externals to undertake work as needed. The role is to oversee the work, not necessarily to do it.

**Responsibilities**

* Develop and maintain a prioritised list of facility maintenance tasks needing to be done for display and sign up / recruiting purposes
* Maintain a list of member skills and/or qualifications and areas where they will lend a helping hand
* Recruit and encourage involvement of volunteer assistance to undertake tasks in their own time. Monitor progress and thank on completion
* Purchase or arrange for purchase of minor items to undertake work. Note that expenditure under $50.00 can be made without Committee approval but should be discussed with the Treasurer prior.
* Develop a schedule of regular maintenance items with the Committee e.g. fire extinguisher checks. List all items on an annual calendar and include in the to do list when required.
* To alert the Committee of any major works or repairs required for consideration
* To organise working bees if considered necessary.

**Personal Attributes**

* Good at involving people and recognising people for their support
* Can prioritise and coordinate activities
* Good communication skills
* Sufficient computer skills (or access to) to develop and maintain a spreadsheet of tasks required, completed, by whom and cost

**Essential**

* Access to a computer
* Maintenance spreadsheet
* Annual planner for schedule of regular/annual maintenance tasks

**Accountability**

* The Maintenance Coordinator will liaise closely with and will be accountable to the Committee
* The Maintenance Coordinator will be required to discuss any purchase with the Treasurer
* In the case of expenditure, required exceeding the Treasurer’s delegation the Treasurer will seek Committee approval

Safety officer

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Safety Officer |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The Safety Officer coordinates the first aid personnel and equipment at the Club and maintains health and safety documentation.

**Responsibilities**

| **Tasks** | **Details** |
| --- | --- |
| Ensure that the Club has a number of First Aid representatives with Level 2 First Aid. | Take details of first aid representatives and sight certificates of currency. Develop a database with contact details.  Ensure members can access information on who the Clubs First Aid Representatives are. |
| Promote first aid courses. | Encourage members to achieve Level 2 First Aid accreditation. |
| Restock first aid supplies and check equipment and cleanliness of the treatment space. | Check that safety equipment is in good condition e.g. stretcher, padding. Ensure that fire extinguishers undergo their regular maintenance check. Check that the treatment area is clean. Restock first aid kits and check that supplies are in date. |
| Keep a track of first aid supplies consumed. | Keep a book where first aid supplies used are noted. Undertake a regular check. |
| Report any known hazards to the Committee. | Be active in assessing the overall safety of the facility and ensuring that safety policies and procedures are adhered to including having a suitable evacuation procedure. |
| File Relevant Records. | Collect Injury Report Forms and retain for 7 years. |

**Personal Attributes**

* Someone who is regularly around the Club
* Organised with computer skills
* A regular email user
* Familiar with the Club’s emergency plans including evacuation
* Familiar with all relevant rules and policies e.g. Health and Safety Policy etc.

**Key Relationships**

* The Safety Officer needs to liaise with the team Coaches, Trainers, First Aid Representatives and reports to the Committee

Sponsorship Coordinator

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Sponsorship Coordinator |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> per week. This time commitment will vary during key times of the year. |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The Sponsorship Coordinator is the chief organiser of sponsorship arrangements for all sections of the <Club name>. The Sponsorship Coordinator reports regularly to the Committee.

**(If you want them to sit on the COM)** The Sponsorship Coordinator is elected by Club members at the Annual General Meeting (AGM) and is appointed for one calendar year from the date of the AGM to the next AGM.

**Responsibilities**

* Convene a group to assist with key tasks and timelines
* Review the current Sponsorship Package and be familiar with what the Club promises to sponsors
* Prepare a budget, monitor it carefully and report on it regularly
* Seek to raise at least <insert> a year in sponsorship funds for the Club
* Keep a proper record of sponsor details
* Send out a letter / email to current sponsors regarding their commitment including time frame
* Seek new Club sponsors and meet with potentials to outline what services they would value most
* Organise that signage be produced and erected on signing
* Maintain a Memorandum of Understanding with each Club sponsor
* Make sure sponsor representatives are met when attending club functions
* Liaise with the social Committee regarding sponsor invitations and special function calendars
* Give a report at regular meetings and when required
* Liaise with the Club Social Convener to ensure social events support our sponsors and, where appropriate, raise money for the Club
* Liaise with competition coordinators to ensure that sponsors get recognition
* Send out a thank you letter at the completion of the sponsorship and a sponsor survey to support planning for the following year.

**Personal Attributes**

* be organised and professional
* be able to delegate and support a working group
* be personable and can present the Club and the virtues of being a sponsor
* be creative in looking at new ways to service and satisfy sponsors

**Key Relationships**

* <insert>

Welcoming Officer

**Position Summary**

|  |  |
| --- | --- |
| **Position:** | Welcoming Officer |
| **Reports to:** | <insert> |
| **Remuneration:** | This is a volunteer position. Reimbursement policies apply where appropriate. |
| **Hours:** | <insert> |
| **Start date:** | <insert> |
| **Term:** | <insert> |
| **Location:** | <insert> |

**About <Club name>**

<insert>

**Purpose**

The role of the Welcoming Officer(s) or equivalent is to make new and potential members, volunteers, and their networks feel welcome at the Club and to support them to learn the ropes and settle in. This will be achieved through induction, introductions, and provision of Club-related information.

The Welcoming Officer(s) will also support all members to feel comfortable to attend social functions by issuing verbal invitations and active encouragement to attend. Welcoming Officer(s) will be called upon to play the “meet and greet” role at Club functions and events to help make people feel comfortable and connected to others.

If a member ceases their involvement with the Club without explanation, a Welcoming Officer will make contact to determine if everything is OK.

**Responsibilities**

* Act as the “meet and greet” attendant at selected Club events and functions
* Take new members through an induction and ensure that they have the information they need to settle in smoothly
* Provide new members with a Welcome Kit and take them through its contents
* Seek individuals who can continue to support newcomers e.g. peer support role / buddy system
* Ensure new members are included on newsletter and social event distribution lists
* Follow up with members who cease their involvement without explanation to ascertain if there were any issues that should be addressed
* Relay any issues or problems to the Committee as they arise.

**Personal Attributes**

* be affable and friendly in approaching others
* be a person who can develop good relationships internally and externally
* enjoy the Club themselves and be enthusiastic about the Club and its activities
* be very accepting of all people and keen to develop a diverse member base
* be around the Club often so that people connect with the role
* attend social functions, Club activities to undertake the “meet and greet” role
* be a good listener and attuned to the interests of members and other interest groups
* be a good role model and a positive image for the Club be a competent public speaker

**Key Relationships**

* <insert>