

Volunteer Managers Manual



Photo by Solstice Photography

DEVELOPED AND SUPPORTED BY

Volunteering Tasmania and Football Tasmania



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How to use this manual

The *Volunteer Managers Manual* is set out in four sections to align with Volunteering Tasmania's Volunteering Standards. Included in each section are practical tips, and links to templates and additional reading.

Volunteering Tasmania has developed a suite of resources to support the *Volunteer Managers Manual*. These are available as appendices to this manual and are also available for individual download from volunteeringtas.org.au.

The following icons appear throughout the text to highlight links to resources.

Link to further reading or resources



Click the highlighted red text to take you directly to the online link. The URL for each link is also available as a footnote at the bottom of each page.

Template



This icon tells you that an example form, policy or procedure is available for you to customise and use for your own club.

Hot tip



Just like it sounds! This icon indicates some hot tips for best practice volunteer management.

1 Leadership Standards



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1.1 Introduction to volunteer management

Volunteers are the lifeblood of many organisations. In Australia, community sporting clubs are often managed by dedicated volunteers.

Managing volunteers can be very different to managing employees. If this is the first time you are managing volunteers, the *Volunteer Managers Manual* will provide valuable hints and tips to establish best practice volunteer management processes. You can use the manual as a template to develop your own volunteer managers handbook that is customised for your club.



This *Volunteer Managers Manual* is aligned with the **National Standards for Volunteer Involvement¹** in Australia. The National Standards contain benchmarks specifically designed to help organisations attract, manage, recognise and retain volunteers, and to manage risk and safety with respect to volunteers.

We recommend you read through the *Volunteer Managers Manual* and pick and choose sections that are most relevant to your club. Identify your priorities based on your capacity, and the financial and human resources you have available. Don't think you need to do everything at once.

Developing best practice volunteer management is a journey, and a journey takes time! Just get started with your priorities, and by taking one step at a time, you will soon feel very comfortable managing your team of volunteers.

¹ <https://www.volunteeringaustralia.org/resources/national-standards-and-supporting-material/#/>

1.2 What is volunteering?



Volunteering is time willingly given for the common good without financial gain.

The term 'volunteering' covers a diverse range of activities in Australian society. It includes formal volunteering that takes place within organisations in a structured way, and informal volunteering that takes place outside the context of a formal organisation.

Volunteering should not be exploitative or be used to replace paid employment. While volunteering is not an activity done for financial gain or income, volunteers generally *do* have the right to receive reimbursement of out-of-pocket expenses.

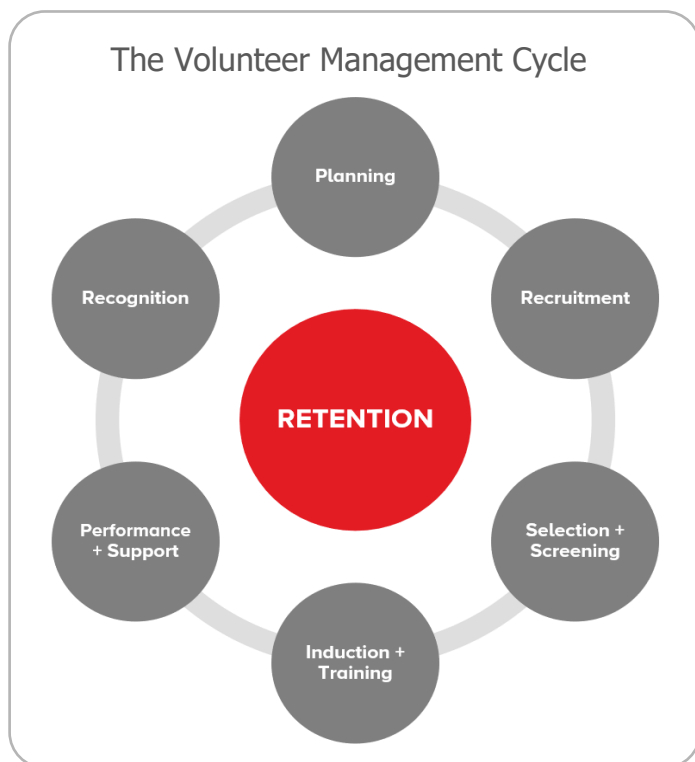
Volunteers dedicate their time willingly to your club for no financial reward; however, this does not mean you cannot reward them in other ways. There are many ways in which you can acknowledge and celebrate the contributions volunteers make to your club; these will be explained later in this manual.

The Volunteer Management Cycle

The Volunteer Management Cycle is a guide to the process of involving volunteers in your organisation. For volunteer managers, there are often defined processes at each stage of the Volunteer Management Cycle. By dividing it into stages, you can ensure that your club is aiming for best practice at every step along the way, which will help in retaining your volunteers.

The Volunteer Management Cycle can also be used to develop an action plan for your volunteer program.

The *National Standards for Volunteer Involvement* cover the stages of the Volunteer Management Cycle as well as other factors such as leadership and management, commitment to volunteer involvement, and continuous improvement.





A full overview of the National Standards can be found on the [Volunteering Australia²](#) website.

Best practice volunteer management

Best practice volunteer management is guided by legislation, organisational policies and procedures, risk assessments and, of course, the relationships you build with your volunteers!



A useful resource to read in conjunction with the *Volunteer Managers Manual* is the [National Volunteer Guide](#).³ This guide is produced by Justice Connect's not-for-profit law service, which provides guidance on the legislation that is relevant to engaging and managing volunteers.

Policies and procedures vary between organisations and can depend on several factors, such as the size of your organisation, and whether you have paid staff or an unpaid volunteer workforce. In your role as Volunteer Manager, you may be involved in developing policies and procedures relevant to volunteers. In the next section you can get some ideas about how to get started.

² https://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Documents-FINAL_Web.pdf

³ https://www.nfplaw.org.au/sites/default/files/media/National_volunteer_guide_Parts_1_to_6.pdf

1.3 Policies and procedures – the basics

What is the difference between a policy and a procedure? A **policy** is generally a statement of intention that guides actions within your club or organisation and that supports decision-making. A policy is a high-level document that focuses on why things are done a certain way and that does not specify what actions need to be taken to carry out the intention of the policy.

A **procedure** is the supporting document to a policy that explains what steps or actions need to be taken to carry out the intention of the policy, and by whom.

It can be beneficial to have written policies and procedures in place, to guide decision-making and provide clarity on the rights and responsibilities of your volunteers and your club. However, policies and procedures only add real value to your club if they are written in easy-to-understand language, are accessible to everyone, and are useful to your club.

Writing lengthy policies and procedures that are filed away, never to be looked at again, does not add value to your club or volunteer management practices. Ensure you regularly review your policies and procedures and invite input from the people affected by them – including volunteers.



Hot tip:

Policies and procedures only add value to your club if they are written in language that is easy to understand, are accessible to everyone, and are useful to your club.

How... to develop policies and procedures

1	Identify the need	<input type="checkbox"/> This can be done at board or committee level, by volunteers, staff, or other key stakeholders of your club.
2	Do some research	<input type="checkbox"/> Look at policy templates or examples from other clubs and check that the intentions are consistent with your other club documentation and rules.
3	Discuss at board or committee level	<input type="checkbox"/> Decide on the content that is relevant for the policy.
4	Draft policy	<input type="checkbox"/> When developing a draft, also consider what procedures may need to accompany the policy.
5	Distribute draft and gather feedback	<input type="checkbox"/> Use feedback provided by those affected by the policy to make revisions if needed.
6	Adopt the policy and develop procedures	<input type="checkbox"/> The policy should be adopted formally by the club. This may need approval from the General Manager or Club Committee. Once adopted, the related procedures need to be developed.
7	Communicate and make accessible	<input type="checkbox"/> To ensure the policy becomes best practice, communicate about the policy to your club members and stakeholders and let them know where they can access the document(s), for example, on the website.
8	Review and revise	<input type="checkbox"/> You may want to set a date to review the policy, check how well it is being used, and whether all relevant people understand the policy and know where to access it. Identify if any revisions are needed. Is it still relevant?

1.4 Leadership and organisational infrastructure

Good volunteer management requires an understanding of the importance of volunteers at all levels of the club, especially at the board or committee and management levels. It is important that responsibilities for leading and managing volunteer involvement are defined and supported. A good place to start is to ensure that the topic of volunteer involvement is a regular topic on the board or committee agenda

Volunteering vision



Our volunteering vision

Volunteers are a vital part of our club. We welcome, support and value our volunteers for their contribution to our high-performing club.

Developing a clear Volunteering Vision helps you think about why volunteers are important to your club, and why a volunteer program based on best practice is of benefit to you and the club.

When developing a volunteering vision statement, think about where your club is currently at in terms of its volunteering program. What you are doing well? What

challenges are you grappling with? What you would like your Club's volunteering program to look like in the future?

It's okay to think big and take time to work towards a future idea or vision. A vision statement will help you get there. It can guide you along the way in your volunteer program development journey!

How to... develop a volunteering vision

1	Recognise the need	<input type="checkbox"/> Why do you think a volunteering vision will be beneficial to your club? How will it focus your thinking about volunteers? Will it make volunteers feel more valued? Will it improve community, sponsor and government perceptions of your club? Will it highlight an already strong focus and commitment to volunteers?
2	Brainstorm ideas at the board or committee level and invite key volunteers to provide input to the volunteering vision	<input type="checkbox"/> What would you like the club volunteering program of the future to look like? What are you already doing well? What would you like to improve? A strong vision is a statement of what you would like your volunteering program to be in the future (5 years). It gives purpose to the reason you have volunteers. It should be short and specific but have aspiration and ambition.
3	Draft the first volunteering vision statement	<input type="checkbox"/> Share this with your committee or working group for consideration. Let it rest for a week or two.
4	Revisit the volunteering vision statement and have a second brainstorm	<input type="checkbox"/> With the committee or group involved, reassess whether the draft volunteering vision resonates with people. Is it something people can believe in and work with?
5	Decide on the final vision statement	<input type="checkbox"/> Make any final changes, if needed,
6	Communicate your volunteering vision so that each person in your club understands and commits to the vision	<input type="checkbox"/> Publish your new vision on your website; include it in the volunteer induction kit; and remind your team regularly of your vision, to keep it front of mind.

Build a volunteer support structure

Before you start recruiting volunteers, you should have a clear idea of what the needs are in your club. What infrastructure do you need to have in place to recruit, induct, support and maintain your volunteers?

You could start by identifying if a dedicated Volunteer Coordinator is required for the club (this can be a volunteer role), or whether there is a person on the Club Committee that is a natural fit, and has the capacity, to take on this role.

- What plans do you need to have in place in case of sickness or leave?
- Where will the volunteers conduct their volunteer roles?
- What infrastructure or tools do they need to support them with this?

For best practice volunteer management, it is important you have systems in place to manage and keep track of your volunteers. This could simply be an excel spreadsheet that functions as your volunteer database, or you could invest in dedicated volunteer management software, such as **Volunteer Records Information Administrator**⁴ (VIRA)⁵. This will help you keep track of volunteer contact details, interests, availability, screening information (for example, police checks), emergency contact details and relevant medical information.



Hot tip: Invest in a volunteer management system.

There are many online systems available. It's worth investing in such a system to simplify and streamline every facet of volunteer management, from recruitment and administration, to mobilisation and reporting.

Conduct a volunteer audit and risk assessment

Do you have a clear idea of how many people in your club community are already volunteering for the club? At this stage, it is smart to conduct an audit of your club's activities to understand your existing volunteer team. This will help you determine what types of volunteers are needed, how many, and when.

While conducting this audit and getting a clear picture of what your club's needs are, it is also recommended you conduct a risk assessment. Risk management is not only about avoiding penalties or legal actions; it is about undertaking your activities with care and doing the right thing to avoid harm or injury in your team.

⁴ <https://www.vol.org.au/>

⁵ Disclosure: VIRA is a purpose-designed volunteer management system developed by Volunteering Western Australia (VWA), a sister organisation of Volunteering Tasmania (VT). When registering for a VIRA account via VT, VT receives 25% of the annual fee that VWA charge for use of the online platform.

How to... do a volunteer risk assessment

1	Recognise the need	<input type="checkbox"/> Why do a risk assessment? Think about the safety of the volunteers, your insurance requirements, the legal issues if someone from the club were to be injured, and the potential reputational damage if there were an incident.
2	Get a small committee or group together	<input type="checkbox"/> It's better to do a risk assessment with multiple people than trying to do it all on your own.
3	Assess each volunteer role	<input type="checkbox"/> Identify potential risks before volunteers are engaged in the activity. Think about possible risks to volunteers, to other members of the club (including children), to the broader community, as well as financial, legal, safety, and reputational risks.
4	Ask questions to help you identify the potential risks	<input type="checkbox"/> Will the volunteer be working supervised or unsupervised? <input type="checkbox"/> Where will the volunteer be undertaking their role? Are their risks associated to this specific location? <input type="checkbox"/> Will the volunteer need any special tools or equipment, such as a uniform, personal protective equipment, sunscreen, suitable clothing or shoes? <input type="checkbox"/> Does the volunteer need a safety briefing? <input type="checkbox"/> Does the volunteer know who to contact in case of an issue or emergency? <input type="checkbox"/> Is any specific training required to conduct the volunteer role safely? <input type="checkbox"/> Will the volunteer be working with children, confidential information, or money? Are any special screening checks required for the volunteer role?
5	Identify the steps your club can take to mitigate the risks	<input type="checkbox"/> Document this in associated policies, procedures, and a risk register (this can be an excel spreadsheet).
6	Communicate the reasonable steps you will take to protect volunteers from risks	<input type="checkbox"/> What expectations do you have from volunteers to help mitigate risks? Include this information in the volunteer position description and induction manual, and communicate this personally when inducting and orienting the volunteer.

2 Join Us Standards



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2.1 Developing and advertising volunteer roles



Volunteers should have a purpose and be able to contribute to your organisation in a meaningful way.

You have identified the need of volunteers and decided who in the club will look after the volunteer coordination. Now it's time to start the recruitment process to build your volunteer team.

A good starting point is to develop volunteer role or position descriptions (PDs). Developing clear descriptions for your volunteer roles will help you and the club better manage the volunteers throughout their involvement, and it will provide clarity for the

volunteer, who will know what to expect when they put their hand up for a role. Volunteer PDs provide the basis for all aspects of volunteer recruitment, selection, induction, and performance management.

Try to match volunteers to roles that suit their skills and interests to help the club, while also giving volunteers the opportunity to develop new skills along the way.

Volunteer position descriptions

We recommend you develop a volunteer PD for each activity, task or project that has been identified as suitable and appropriate to be undertaken by a volunteer. Typically, this is done by the Volunteer Coordinator, or the committee member who has been assigned the task of volunteer coordination at your club.

How to... develop a volunteer position description

1	Develop a title for the volunteer role	<input type="checkbox"/> The title should accurately reflect what the role is about.
2	Write a short and catchy introduction paragraph	<input type="checkbox"/> Outline in summary what the role is about.
3	Always include the following information:	<input type="checkbox"/> Location of volunteer work. <input type="checkbox"/> Time commitment or hours required. <input type="checkbox"/> Purpose of the role. <input type="checkbox"/> Volunteer duties and responsibilities. <input type="checkbox"/> Training and supervision provided. <input type="checkbox"/> Statement on volunteer health and safety.
4	Consider whether the following optional information needs to be included:	<input type="checkbox"/> Skills, qualifications, or knowledge required or desired for the role. <input type="checkbox"/> Background screening checks, such as police checks, working with children checks, references. <input type="checkbox"/> Reference to volunteer reimbursement policy if this is relevant to the role.
5	Include a date and signature line	<input type="checkbox"/> Include a line where the volunteer can sign that they have understood the position description.
6	Review and revise	<input type="checkbox"/> Occasionally review the club's position descriptions to assess whether they are still relevant and accurate for the duties the volunteer is undertaking.

Advertise your volunteer role

After you have developed the volunteer PD, you may want to advertise the volunteer role online, via your club's notice boards, or in-person when talking to club members and volunteers. If you are advertising online, you will need to have a short advertisement ready, in addition to the volunteer position description. Make the advertisement catchy and engaging, as this will attract interest and good-quality volunteers!



Hot tip

Word-of-mouth is one of the most effective volunteer recruitment tools. Ask people directly if they would like to get involved!

Where to advertise

- Your club's website and social media channels, like Facebook and Instagram
- In an email to the club community of members and stakeholders
- On noticeboards around the club's sporting grounds
- In the change rooms, canteen and/or toilets of the Club
- On a dedicated volunteering website such as [Volunteering Tasmania](#)⁶ or [SEEK Volunteer](#)⁷



Templates | Volunteer Roles and Position Descriptions

(Appendices 1 and 2) Use these templates to get started in developing your club's position descriptions. The example templates are for comprehensive position descriptions — make your position descriptions less detailed if you prefer.



Information sessions

Some organisations and clubs may find it useful to hold volunteer information sessions where people can find out more about your club and the volunteering opportunities on offer. This provides a good opportunity for potential volunteers to assess whether the club and the available roles are the right fit for them. It also provides the club with an opportunity to set clear expectations about the volunteer roles and commitment required.

⁶ <https://www.volunteeringtas.org.au/for-organisations/list-a-role/>

⁷ <https://www.volunteer.com.au/>

How to... develop a volunteer role advertisement

1	Make it catchy and engaging!	<input type="checkbox"/> A catchy title and first line of the advertisement are very important, to catch the eye and ensure potential volunteers keep on reading. You can use humour if appropriate.
2	Keep it short and to the point	<input type="checkbox"/> An advertisement should not be too long but does need to include some key information like the volunteer role title, a brief description of the organisation and a brief overview of the role and tasks.
3	What's in it for me?	<input type="checkbox"/> Let the potential volunteers know what's in it for them and why they should apply.
4	Provide contact information	<input type="checkbox"/> It may seem simple, but don't forget to provide contact details and/or a link to the complete volunteer position description for more information.

2.2 Volunteer selection and screening

Once you have advertised your volunteer roles and start receiving expressions of interest from potential volunteers, the next steps are to select, screen, register and appoint volunteers to the relevant roles. It is important to have good selection and screening processes that are transparent, well-documented and followed, to help avoid running the risk of complaints about unfair treatment or discrimination.

Application form

We recommend you have a standard volunteer application or registration form for your club that can be used for any type of volunteer role you advertise.

A volunteer application form should include basic contact information, emergency contact information, availability, and volunteer interests.



[Template | Application Form](#)

(Appendix 3)



Hot tip

If you use an online volunteer management system such as Volunteer Records Information Administrator (VIRA) or have a contact form functionality on your website, you can offer the application form online. This will reduce data entry for your club's Volunteer Coordinator.

Selection

The purpose of the selection process is to recruit volunteers who are well-matched to the roles required.

There are many ways you can conduct a volunteer selection process, and there is no golden rule as to what the best way is. Some organisations interview potential volunteers simply by having a chat over the phone, while other organisations have more structured face-to-face interviews with volunteers— either one-on-one or in a group setting.

Screening

The purpose of the screening process is to improve the quality and safety of the services that your club delivers, and to reduce any risks for the club and its members and stakeholders.

Not all roles require the same level of screening and you may have different processes for different volunteer roles, depending on the level of responsibility you require from the volunteer. For example, for a role that involves a volunteer dealing with finances or working with children, you may find it more important to conduct referee checks. Whereas this may not be required for a data entry role in the office.




Police Checks and Working with Vulnerable People Checks



Only conduct checks that are necessary and put in place reasonable security measures when storing the information, you receive.

Some organisations choose to have a blanket rule to conduct Police Checks or Working with Vulnerable People Checks (WVPC) for all their volunteers, while others choose to conduct these checks based on the relevance to specific volunteer roles, as mentioned above.

It's up to the Club Committee to assess when to conduct which checks and to develop procedures or guidelines that are consistent and transparent. The club also needs to consider the costs involved in conducting these checks, and whether the volunteer or the club will pay for this.

-  Information on how to register and apply for WVPC can be found on the [Tasmanian Government website](#).⁸
-  Information on who needs to register to work with vulnerable people, and who may be exempt, can be found on the [Tasmanian Government website](#).⁹
-  Police History Record Checks (police checks) can be initiated via the [Tasmania Police website](#).¹⁰

Some applicants may be eligible to receive a concession rate for the National Police Record Check if your organisation is registered with Tasmania Police. Further information for organisations about registering with Tasmania Police and eligibility can be obtained by contacting Criminal History Services via the [Tasmania Police website](#).¹¹

⁸ <https://www.cbos.tas.gov.au/topics/licensing-and-registration/registrations/work-with-vulnerable-people>

⁹ <https://www.cbos.tas.gov.au/topics/licensing-and-registration/registrations/work-with-vulnerable-people/do-i-need-to-register>

¹⁰ <https://www.police.tas.gov.au/services-online/police-history-record-checks/>

¹¹ <https://www.police.tas.gov.au/services-online/police-history-record-checks/concession-rate/>

Developing your own selection and screening process

To help you develop a selection and screening process that works for your club, you can follow the 'How to' guide that follows to work out what parts of this process are relevant to your club.

Remember, there are many ways you can choose to select and screen your volunteers, so use this as a guideline to help you work out what steps are best suited for your club.

How to... conduct volunteer selection + screening

1	Review applications	<ul style="list-style-type: none"> <input type="checkbox"/> Does the volunteer meet the requirements of the position description? <input type="checkbox"/> Make a shortlist of most suitable applicant(s) and schedule interviews. <input type="checkbox"/> Ensure you consider how your shortlisted potential volunteers contribute to diversity in your volunteer pool (a mix of ages, backgrounds, populations and abilities).
2	Interview applicants	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare questions for the interview and note what answers you are looking for (in line with the requirements/criteria for the volunteer role). <input type="checkbox"/> At the interview, give the volunteer an overview of your club and its mission. <input type="checkbox"/> Interview all applicants using the same questions. <input type="checkbox"/> Make notes during the interview on the form with interview questions. <input type="checkbox"/> An interview can be very informal and just a chat with each person over a coffee to get to know them a little and get a sense of their personality, interests and skills they can bring to the club.
3	Select the most suitable volunteer	<ul style="list-style-type: none"> <input type="checkbox"/> Compare applications and interviews against your criteria. <input type="checkbox"/> Create a shortlist of the best applications. <input type="checkbox"/> Select the best volunteer for the position.
4	Conduct checks to screen the volunteer	<ul style="list-style-type: none"> <input type="checkbox"/> Check the volunteer's credentials to verify their skills – if applicable. <input type="checkbox"/> Obtain national police clearance – if applicable. <input type="checkbox"/> Obtain working with children check – if applicable. <input type="checkbox"/> Call the volunteer's referees to learn more about their suitability for the role – if applicable. <input type="checkbox"/> Once all outcomes of your screening checks are satisfactory, contact the volunteer to let them know they have been successful.

How to... conduct volunteer selection + screening

5

Volunteer accepts the offer

- Get the volunteer to sign the position description and Volunteer Agreement (see Section 3.1 Orientation and Induction).
- Get the volunteer to sign any other required policies or procedures (if relevant).
- Contact any unsuccessful volunteers and let them know the position has been filled.
- Take down any advertisements.

6

Record volunteer details

- Securely store volunteer information you gather on the volunteer database.
- Make sure you have contact details for the volunteer, including an emergency contact.
- Make sure you keep track of when the volunteer's certificates/ checks are due to expire and request new ones as required.
- Ensure you also enter and retain the details of any volunteer that you decline with reasons for the refusal on your database.

3 Caring Standards



Photo by Solstice Photography

3.1 Orientation and induction

A good orientation and induction process will help welcome volunteers to your club, ensure they can perform their role well, and enable them to understand their rights and responsibilities.

The orientation and induction process also forms part of your risk assessment by reducing the risk that volunteers act against your policies or regulations and defining the volunteer relationship for the volunteer and for your club.

Volunteer rights, responsibilities and agreement

We recommend you outline to your volunteers what their rights and responsibilities are. Ask them to sign a Volunteer Agreement upon commencement with your club to that demonstrates their understanding.

Awareness of volunteer rights and responsibilities contributes to good governance and the overall health, safety, and wellbeing of volunteers within your club.

This step in the orientation and induction process can also help should any future performance issues or conflicts arise.



Template | Volunteer Position Descriptions

Templates that outline typical volunteer rights and responsibilities are available at Appendix 2.



Template | Volunteer Agreement

A template to get you started on developing a volunteer agreement suitable for your club is available at Appendix 3.

Suggested volunteer rights and responsibilities for a club

Volunteers have the right to:

- do worthwhile work and stimulating activities, using any special skills they may have
- choice regarding the activities they take part in – to be able to say no if they are uncomfortable with the task assigned
- be provided with orientation which will help them understand the club and volunteer work they will do
- receive adequate training, support, and supervision to enable them to do their volunteer role effectively
- be given feedback and be recognised for their contribution
- be protected by adequate insurance
- work in a healthy and safe environment, including the provision of uniforms or safety equipment where required
- have authorised out-of-pocket expenses reimbursed, as per the club's reimbursement policy
- feel welcome, supported, included, and valued
- to be treated with respect and in a non-judgmental way.

Volunteers have the responsibility to:

- be dependable – notify the club if they are unable to attend
- be responsible – complete tasks as required and outlined in the volunteer position description to the best of their ability
- be willing to undertake relevant orientation, training, support, and supervision
- be respectful, courteous, considerate, non-judgmental and maintain confidentiality
- work in accordance with health and safety regulations
- work in accordance with the club's mission, policies, procedures, instructions, and rules
- adhere to the club's values of teamwork, collaboration, respect, diversity, inclusion, and playing by the rules
- say no when they cannot commit to a task
- respect the rights, privacy and dignity of club members, players, families, colleagues and other stakeholders
- undertake a Police Check or Working with Vulnerable People Check for specified volunteer roles.

How... to welcome a new volunteer – orientation and induction

1

Prepare for volunteer to begin

- Set a start date for the new volunteer.
- Prepare induction pack for the volunteer, including important documents or information (the Volunteer Manual).
- Provide the volunteer with key contact details of the Volunteer Coordinator and their direct supervisor.
- Tell the volunteer if they need to bring anything.
- Tell the volunteer what clothing or shoe wear requirements are and/or organise any uniforms (name badges, shirts, etc.) if relevant.

2

Volunteer begins

- Talk through the Volunteer Manual you developed earlier, including rights and responsibilities, Volunteer Agreement, reimbursement information and other relevant policies and procedures.
- Talk volunteer through their role; show them any equipment they need to use (if relevant).
- Show them around the facility or premises, pointing out any important areas (for example, toilets or changing rooms, kitchen, emergency exits, first aid kits).
- Provide training where necessary for jobs they will be doing.
- Assign the volunteer a 'buddy' to work with (if different from supervisor) and introduce them to other volunteers or staff.

3

During the volunteer's first day

- Keep an eye on them in case they look lost or confused.
- Check in with the volunteer to see if they have any questions.
- Make sure that they have a break if they are meant to have one.
- Make sure they don't run out of things to do.

How to... welcome a new volunteer – orientation and induction

4	At the end of the volunteer's first day	<ul style="list-style-type: none"><input type="checkbox"/> Check that they had a good time, thank them for coming along.<input type="checkbox"/> Check if the volunteer has any questions.<input type="checkbox"/> Make sure they know when their next shift is.<input type="checkbox"/> Ask them for feedback or make sure they are aware of how to provide feedback.
5	After the volunteer's first month	<ul style="list-style-type: none"><input type="checkbox"/> Check if the volunteer is comfortable in the role.<input type="checkbox"/> Check whether they feel they need more training.

3.2 Training and development

Depending on the volunteer role, training may be required to prepare volunteers for their new responsibilities. Providing ongoing training and support is crucial to make sure your volunteers are happy, feel supported and have the most relevant knowledge available to conduct their volunteering role well.

The types of training and development opportunities you offer to your volunteers depends on the roles you have available and the training needs you identify. It could be that your volunteers request training opportunities themselves, based on their experience and the need for better or more knowledge they identify in the act of volunteering.

Best practice volunteer management includes considering your volunteers when you offer training to staff members (if applicable to your club) and inviting them to attend the same training sessions. If your organisation goes through changes that impact your volunteers, it is extra important to consider what training needs there may be to ensure volunteers feel well equipped to do their volunteering duties. Sometimes updates via newsletters, posters or briefings can suffice.

Suggested club training statement

We recognise the importance of training and development opportunities for our volunteers and we endeavour to support volunteers as much as we can in any relevant training that volunteers may wish to undertake.

Training opportunities that we can offer to volunteers from time to time include:

- 'Run the line' training
- Team managers training
- Coaching training
- Barista training
- Food safety training
- Responsible Service of Alcohol certification
- Child safe training
- First aid and mental health first aid training

Any costs associated with training for volunteers will always be covered by the club. In some cases, volunteers may be out of pocket for training, in which case they can request a reimbursement.

3.3 Volunteer performance and support

Providing good support is essential to attracting and retaining happy and high-performing volunteers. Having good processes in place to provide volunteers with supervision, feedback and support enables them to carry out their duties safely and effectively, and as detailed in their volunteer position description.

Supervision and feedback

As outlined in the previous section 'How to welcome a new volunteer', volunteers should be told who their direct supervisor is. Depending on the organisation, this can be the Volunteer Coordinator or another volunteer with more experience in the club.



It's good practice for the Volunteer Coordinator or direct supervisor to regularly check in with the volunteer to see how they are doing.

A direct supervisor provides volunteers with regular positive reinforcement and constructive feedback, as well as giving volunteers the opportunity to ask when they have any need for more support or training.

Usually, conversations about performance and feedback can take place in an informal setting. However, we also recommended that you have processes in place for more formal performance conversations, if required.

Performance reviews

Performance reviews are often seen as one of the more challenging elements of volunteer management. Volunteers are not staff members and are not paid for the work they contribute. This can affect how some volunteer coordinators view performance management.

By putting the right processes in place, it is possible to make performance management a less emotional experience and to help both volunteers and the organisation in retaining happy volunteers.

If you have followed the recommended steps in the *Volunteer Managers Manual* so far, you hopefully don't need to tightly performance manage your volunteers. This is because you've made it clear from the start what each volunteer role involves, what the expectations are from your club, what rights and responsibilities volunteers have, and how volunteers are being supported through training and development opportunities.

In some cases performance management does need to take place; however, by now you are most likely well placed to be ready for any performance challenges as they arise.

By having followed the steps in this manual, and having developed good volunteer position descriptions, volunteer agreements and orientation and induction processes, you have enough documentation that can support you if you need to talk about problematic behaviour with a volunteer.



Templates

Performance Management and Grievance Policies and Procedures
(Appendix 4)

How to... performance manage a volunteer

1	Establish a process	<input type="checkbox"/> It is important to establish a process and to have a policy and procedure in place to know how to performance manage a volunteer.
2	Do some research	<input type="checkbox"/> If you do not have a policy or procedure in place, look at policy templates or examples from other clubs and check that the intentions are consistent with your other club documentation and rules.
3	Ensure you prevent unfairly dismissing a volunteer by following these important principles	<input type="checkbox"/> All parties have the right to a fair hearing regardless of the behaviour. <input type="checkbox"/> The person who conducts the investigation, mediation, or interview should have no bias. <input type="checkbox"/> Performance management (and if necessary, dismissal) should be based on evidence, not hearsay.
4	Assess the seriousness of the issue	<input type="checkbox"/> Sometimes a problem can be resolved by having an informal meeting with the volunteer and referring to documents such as the Volunteer Agreement and Code of Conduct of the organisation.
5	If a formal meeting is required, follow these tips for having a performance conversation with a volunteer	<input type="checkbox"/> Outline the problem and ask the volunteer how they will solve the problem. <input type="checkbox"/> Use open questions. <input type="checkbox"/> Practice active listening. <input type="checkbox"/> Use silence to enable them to respond. <input type="checkbox"/> Ask them for specific details for an action plan. <input type="checkbox"/> Focus on work-related issues – never provide psychological advice.

3.4 Health, safety and wellbeing

Volunteer involving organisations have a duty of care to ensure they provide a safe working environment for their volunteers, employees and independent contractors.

Under negligence law and the *Civil Liability Act 2020 (Tas)* organisations owe a duty of care to people it could reasonably foresee may be affected by its activities, such as volunteers. The standard of care the organisation must take is reasonable to avoid foreseeable harm, injury or loss. This means that you are required to take reasonable steps to protect volunteers, and ensure they are not exposed to health and safety risks while conducting their volunteer duties.

Under the *Work Health and Safety Act 2012 (Tas)*, volunteers are classified as 'workers' and accordingly are entitled to certain protections and have certain obligations. This means that when engaging volunteers in your organisation, you will need to consider the two sides to safety in the workplace:

- your obligation to ensure, so far as is reasonably practicable, the health and safety of volunteers carrying out work as part of the organisation
- the volunteer's obligation to take reasonable care for his or her own health and safety, take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other persons and to comply and co-operate with reasonable instruction, policy and procedure relating to health and safety.

Workplace health and safety (WHS) is important to ensure the sporting environment is both safe and encourages sound health practices. We recommend your club commits to ensuring a healthy and safe workplace for all and to educate all staff (if relevant) and volunteers to regard accident prevention as both a collective and an individual responsibility.

For best practice volunteer management, it is recommended good WHS policies and procedures are put in place.



Templates

Work Health and Safety Policies and Procedures (Appendix 4)



Hot tip

To help volunteers comply with their obligation to take reasonable care for their own health and safety, include information about this obligation in any volunteer training, induction and policies.

Some practical steps volunteers can take to make sure they are meeting their duty include:

- understanding and complying with WHS policies and procedures
- engaging with the organisation on WHS issues, and
- taking proactive steps to perform work safely and make sure other workers are performing their work safely.



For more detailed information we recommend you read the [National Volunteer Guide¹²](#) produced by Justice Connect's Not-for-profit Law service, which provides guidance on the legislation that is relevant to engaging and managing volunteers.

Insurance

If your organisation involves volunteers it is critical that you have adequate insurance. Volunteers can fall between the gaps if they are not covered by an organisation's insurance policy and they suffer an injury in their role. An organisation must hold specific insurance for this purpose – such as volunteer personal accident insurance. It is important to remember that:

- Workers' Compensation insurance is for employees only and does not cover volunteers (except in rare circumstances)
- Public Liability Insurance will usually cover injuries a volunteer causes to others (for example, clients, customers or other third parties) but may not cover injuries caused to volunteers.

Volunteer personal accident insurance will cover members and volunteers of a community organisation for expenses incurred in the event of accidental injury, disability or death which occurs while the volunteer is doing work for the community organisation. The insurance is usually (but not always) extended to include cover for loss of income if the volunteer is unable to work as a result of an injury sustained when volunteering for the community organisation. Individual insurance policies will differ, so you will need to check what coverage your policy

¹² <https://www.nfplaw.org.au/volunteers#guide>

has for volunteers. It is important to make volunteers aware of what your insurances covers.

Unlike Workers' Compensation for employees, it is not compulsory for a community organisation to take out personal accident insurance for volunteers. However, because volunteers are a central part of many not-for-profit community organisations, we recommend that both the organisation and the volunteers are protected in the event of an accident.

As a community football club that is associated with Football Tasmania (FT) and Football Federation Australia (FFA) you must ensure all your players and volunteers are registered on Play Football. As explained on the Play Football website, FFA's National Insurance Program (NIP) ensures that a consistent minimum level of coverage and benefits can be provided to all football participants across Australia.

The NIP provides Sports Personal Injury insurance, Public Liability and Professional Indemnity as well as Club Management Liability insurance coverage. Through the NIP, cover is provided to all registered players, match officials as well as other (volunteer) non-playing officials including but not limited to committee members, team managers, coaches and trainers.



Further information about [FFA's National Insurance Program](#)¹³ is available online. More detailed information about what is and isn't covered under this program is available at the FFA's insurance broker's website, [Gow-Gates](#).¹⁴



Compliments and complaints

An important part of volunteer wellbeing is making sure that volunteers have access to complaints and grievance procedures. They should know how they can make compliments to your club, too! For best practice, we recommend you give volunteers information about how to make a compliment or complaint or to raise a concern during their volunteer induction and orientation. It is important that grievances from volunteers are managed consistently, transparently and equitably, and are in line with principles of natural justice.



Template

Volunteer Grievance and Dispute Resolution (Appendix 4)

¹³ <https://www.playfootball.com.au/clubs/insurance>

¹⁴ <https://gowgatessport.com.au/football/welcome/>



We also recommend that clubs adopt Football Tasmania's Member Protection Policy (MPP), which is a policy that provides guidance on how to manage complaints and grievances specifically developed for sporting organisations. You may be able to adopt the FT policy as it is or, if you would like to develop your own MPP, **Play by the Rules**¹⁵ has a template policy available online that you can use as a starting point



The Department of Communities Tasmania, Communities, Sport and Recreation, advise that each sporting club has access to a Member Protection Information Officer (MPIO) who can advise members on their rights and provide guidance on the complaint handling process. On the Play by the Rules website, training is available for those club members that want to undertake the **Member Protection Information Officer (MPIO) course**¹⁶ and become a formally recognised MPIO. Training is also available for **Complaint Handling**.¹⁷ There may be occasions when complaints need to be escalated beyond the club to an independent mediator, FT as the governing body or even to the Tasmanian Police.



Hot tip

It's important to have good complaints and grievances procedures in place, but don't forget to inform your volunteers on how they can give compliments to your club, too! Here are some ideas to get you started:

- Let volunteers know that you are always open to receiving feedback in person, by phone or via email, both in the form of compliments and as constructive feedback to make improvements.
- Have a feedback and compliments box or noticeboard available in your club house or canteen, where volunteers can leave a note with compliments.
- Encourage volunteers to share compliments on your club's social media pages.

¹⁵ <https://www.playbytherules.net.au/resources/templates/member-protection-policy>

¹⁶ <https://www.playbytherules.net.au/online-courses/mpio-online-course>

¹⁷ <https://www.playbytherules.net.au/online-courses/complaint-handling-online-course>

Record-keeping

Good record-keeping is crucial when dealing with compliments, complaints, and grievances. Having good volunteer management systems in place will help you with this.

It is important to keep track of any compliments and complaints by volunteers or about volunteers, including any actions that were taken to address complaints and reduce the risk of these incidents occurring again.

It is also important to keep a record of how many complaints were escalated through the club and onto other authorities (independent mediator, Football Tasmania or Tasmania Police), if required.

Records are essential to demonstrate the Club's duty of care to its members, volunteers and the broader community.



Template

Volunteer Documentation and Records Policy and Procedure
(Appendix 4)

4 Doing it Well Standards



Photo by Solstice Photography



4.1 Volunteer recognition

Volunteers need to feel both valued and valuable, and to understand how their role contributes to the organisation's goals and mission. Volunteers who feel valued are more likely to be loyal to the organisation and to become long-term volunteers. Acknowledgement and recognition of volunteers is therefore a crucial part of retaining volunteers and is most effective when there is a combination of ongoing, on-the job (informal) recognition and larger (formal) recognition events.

Ideas for recognising and celebrating volunteers

- ✓ Acknowledge volunteers at the beginning of their volunteer shift; a simple hello and thanks for being here is highly valuable.
- ✓ Provide volunteers with a Volunteer Manual outlining their rights and responsibilities and other appropriate information during their orientation and induction.
- ✓ Give personal praise to volunteers while they are on the job.
- ✓ Have blank cards printed with our Club's logo on front, that you can personally handwrite for various purposes (for example, if the volunteer is unwell or undergoing medical treatment, or has been bereaved).
- ✓ Acknowledge volunteers on your Club's notice board, website or social media channels.
- ✓ Include volunteers in decisions that affect them, by inviting them to meetings/ planning days.
- ✓ Have a volunteer newsletter and invite volunteers to make contributions to the newsletter.
- ✓ Acknowledge volunteer efforts at the AGM, presentation evenings.
- ✓ Nominate outstanding volunteers for the Tasmanian Volunteering Awards.
- ✓ Encourage volunteers to include their volunteering on their resume.
- ✓ Ensure volunteer contribution is included and highlighted in your Club's annual report.
- ✓ Recognise your volunteers during National Volunteer Week in May.
- ✓ Celebrate International Volunteers Day on December 5th.
- ✓ Organise a series of events and activities throughout the year where the Club's volunteering community comes together and gets thanked, such as BBQs and afternoon teas.

4.2 Replacement and succession planning

Saying goodbye to your volunteers is sometimes sad, but it's a very natural part of the volunteer lifecycle. Their departure may be voluntary as they feel it is time to move on, or involuntary, due to conflict or performance issues.

Exiting volunteers

No matter what the reason is that volunteers move on, it is important to recognise their contribution to your club. You can do this with something as simple as sending them a thank you email, giving them an appropriate goodbye gift, or thanking them in your (volunteers) newsletter. You can make this as big or small as seems appropriate for the contribution they have made to the club.

We recommend that you record the exit of the volunteer and think of anything you need to organise before the volunteer finishes their last shift. This includes making updates to your volunteer database or software system, to ensure your record-keeping is up to date, and checking that any club equipment or keys that the volunteer may hold have been returned.

It is best practice to provide the exiting volunteer with an official letter or email to thank them for their contributions, and to give them with the opportunity to provide feedback. You could develop an exit survey that you ask all departing volunteers to complete to help you improve or review volunteer retention practices and strategies.



Template

Exit Interview Survey (Appendix 3)

Replacing volunteers

To ensure you have good succession plans in place to replace key volunteers, we recommend you prepare existing volunteers to step into vacant roles when they become available. This is particularly important for your club's committee members, as the volunteer committee plays such an important role in the club.



Hot tip – succession planning

- Prepare existing volunteers to step into vacant roles.
- Communicate with volunteers who hold similar positions in other clubs.
- Invite club members who show interest to committee meetings.

A good way to plan for exiting Club Committee volunteers is to think about the Committee over a period of three years. What can volunteers learn from each other in that period? This helps to ensure that knowledge is not lost by volunteers moving on from the organisation.

A three-year plan could look like this:

