

# 3 Caring Standards



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## 3.1 Orientation and induction

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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

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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

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### 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

<p><b>1</b></p>	<p>Prepare for volunteer to begin</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Set a start date for the new volunteer.</li> <li><input type="checkbox"/> Prepare induction pack for the volunteer, including important documents or information (the Volunteer Manual).</li> <li><input type="checkbox"/> Provide the volunteer with key contact details of the Volunteer Coordinator and their direct supervisor.</li> <li><input type="checkbox"/> Tell the volunteer if they need to bring anything.</li> <li><input type="checkbox"/> Tell the volunteer what clothing or shoe wear requirements are and/or organise any uniforms (name badges, shirts, etc.) if relevant.</li> </ul>
<p><b>2</b></p>	<p>Volunteer begins</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Talk through the Volunteer Manual you developed earlier, including rights and responsibilities, Volunteer Agreement, reimbursement information and other relevant policies and procedures.</li> <li><input type="checkbox"/> Talk volunteer through their role; show them any equipment they need to use (if relevant).</li> <li><input type="checkbox"/> Show them around the facility or premises, pointing out any important areas (for example, toilets or changing rooms, kitchen, emergency exits, first aid kits).</li> <li><input type="checkbox"/> Provide training where necessary for jobs they will be doing.</li> <li><input type="checkbox"/> Assign the volunteer a 'buddy' to work with (if different from supervisor) and introduce them to other volunteers or staff.</li> </ul>
<p><b>3</b></p>	<p>During the volunteer's first day</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Keep an eye on them in case they look lost or confused.</li> <li><input type="checkbox"/> Check in with the volunteer to see if they have any questions.</li> <li><input type="checkbox"/> Make sure that they have a break if they are meant to have one.</li> <li><input type="checkbox"/> Make sure they don't run out of things to do.</li> </ul>

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

## 3.2 Training and development

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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

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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

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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

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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

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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 Guide<sup>1</sup>](#) 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

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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

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<sup>1</sup> <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](#)<sup>2</sup> 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](#).<sup>3</sup>



## Compliments and complaints

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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)

<sup>2</sup> <https://www.playfootball.com.au/clubs/insurance>

<sup>3</sup> <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](#)<sup>4</sup> 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](#)<sup>5</sup> and become a formally recognised MPIO. Training is also available for [Complaint Handling](#).<sup>6</sup> 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.

<sup>4</sup> <https://www.playbytherules.net.au/resources/templates/member-protection-policy>

<sup>5</sup> <https://www.playbytherules.net.au/online-courses/mpio-online-course>

<sup>6</sup> <https://www.playbytherules.net.au/online-courses/complaint-handling-online-course>

## Record-keeping

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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)