




**Sport and Recreation Conference**  
plan, prepare, perform

**Volunteer Management**


Is Your Club Games Ready?

Australian Government  Queensland Government



**Mega Trends In Volunteering**


- Usual suspects
  - Happy helpers
  - Community committed
  - Opportunists
  - Altruists
  - Overcommitted
- Non volunteers
  - Occupied observers
  - Sideliners
  - Self servers
  - Well intentioned
  - Uninvolved




Building Active Communities Workshop Program


**WELCOME**

- This Industry service is proudly funded and supported by the Queensland Government's Sport and Recreation Services.

**Volunteer Focussed**

- Connection
- Opportunities
- Recognition & Rewarding
- Sport performs better than community
- First time / good time



## Successful Succession

- Being open to suggestions for the “c” word
- Getting your club ready for new blood by good operations & governance
- Understand who you need and when
- Make changes to volunteer recruitment
- Keep volunteers happy and valued
- Remember it's a cycle you can't stop

## Volunteering & Succession

- Remains a “dirty secret” in most clubs
- Has no value in member's minds
- There is little understanding (or marketing) of how fees are split
- Clubs like to focus on genuine 1973 pricing and fear increasing fees
- Usually succession is only thought of at the last moment

## The Fairies Do It Don't They?



## Rose Coloured Glasses

- People were kinder and everyone helped
- We didn't work all hours and find it difficult to contribute
- Parents never dropped off their children and drove away, leaving us to babysit
- Volunteering was appreciated & valued
- Councils provided & maintained state of the art facilities for free
- Sport was just easier
- Members we happy & plentiful
- Elections were contested
- Money was never an issue
- People had better manners and knew how to behave

## 2012 Lethargy

- Event attendance in 2012 has decreased by an average 18% across non profit sector
- 90% of members are disengaged from their clubs
- Information overload results in only 27% of members reading our communications
- We continue to focus on “cheap” and flog dead horses

## Does It Have A Pulse?

- Most clubs take anyone on the committee who steps forward (by attending the AGM)
- Questionable results
- A pulse shouldn't be our only requirement
- Like it or not ... life changes and some things are getting harder

## Operational Planning

## All Committee Should ....

- Be well prepared
- Attend all meetings or be available at the club to speak to members
- Recruit new committee members and volunteers throughout the year
- Realise their responsibilities and takes them seriously
- Asks questions (best outside of meeting)
- Put systems in place for the future
- Think strategically
- Handle people and conflict with confidence
- Have great communication skills

## Personal Communication Skills

- Think before you speak
- Always be respectful
- Consider your listeners
- Be clear about what you want
- If you lose your temper, explain & leave
- Understand some people need time to consider new ideas
- Be brave & firm but not nasty

## Better Than Breathing...

Your Club Wants Aces

- Active people
- Communicate Well
- Enthusiastic & Ethical

## Steps To Doing Better

Review your constitution  
Reduce the number of your committee  
Do some succession planning  
Consider all options including merging, winding up or  
managing other groups

## The Cardboard Box Handover



## Induction Meeting

- Only needs to be 10-15 minutes
- Should cover:
  - Their position description
  - Read through of policies relating to them
  - Discussion of the clubs management flow chart
  - Any special rules or regulations
  - Written acknowledgement of:
    - Any equipment they have taken custody of
    - Their willingness to abide by the club's policies
    - Proof of identification and blue card (if required)
    - Contact details for their supervisor
    - Details of any training they currently have or are willing to undergo

## Committee Position Descriptions

- Including (Get Your Volunteers To Write):
  - Job title
  - Their immediate supervisor & other committee contact details
  - Place & time they will be expected
  - Their specific duties & responsibilities
  - Special skills or training required
  - Details of their induction
  - Performance review information

## Committee Manual

Constitution & By Laws  
Policies & Codes of Conduct  
Position Descriptions & Contact Numbers  
Authorities & Delegations  
Minutes of Past 12 Months  
Contracts, Agreements & Funding  
Strategic & Recruitment Plans  
Ongoing Sponsorship or Other Obligations

## Meetings.....

If you had to identify in one word, the reason why the human race has not achieved and never will achieve, it's full potential, that word would be meetings ! Dave Barry, Humorist

## Types of Meetings

### Management Committee Meetings

- Committee only

### General Meetings (Regular, Special or Annual)

- Involve all members
- Can be called by members

### Subcommittee Meetings

- Delegation from committee
- Focus on single issue

## Working Apart

Consider using VOIP (Eg Skype) or other electronic meeting technology

Flying Minutes or Resolutions By Circular

- Can be via email, fax or letter
- All Directors vote
- Is recorded in the minutes of the next meeting as a decision
- Should be individually numbered and state a concise MOTION with background information.

## Reconsider Your Meetings

- Do you need to meet as frequently as you do
- Can some decisions be made using new technology
- Are there volunteers who would participate but can't make regular meetings?

## Everyone Helps For Effective Meetings

10 Days Before Meeting  
Ask for brief written reports from committee

7 Days Before Meeting  
Send out Agenda, Minutes & Reports

1 Day Before Meeting  
Text to Remind Committee of Meeting

During The Meeting  
Consider using mobiles for reminders  
Ask for completion dates

1 Day After Meeting  
Send out minutes or Action List

## Everyone Should Speak!

### IN MEETINGS, ALL SHOULD:

- Report on last month's accomplishments and this month's goals
- Participate in debate
- Suggest new things
- Take part in strategic planning
- Use good manners

## 6 Vitals of AGM

- Attendance Register
- Reports (May be President, Committee or other)
- Financial Reports or Audit
- Level of Insurance
- Appoint or endorse auditor
- Election

## Annual General Meetings

- Usually poorly attended, 50 Chairs – 6 People
  - Boring, lack of notice (*the George Cluney rule*)
- Danger of them being controversial
  - Either too many people or not enough
  - Embrace controversy but handle it professionally
  - Remember if your constitution is silent your committee makes a decision about process
- Danger of lack of nominees
  - Recruitment not a priority with club
  - Plan well ahead for succession to take the pressure off
- Can be made fun or entertaining & be catered for in budget
  - Consider adding \$1 each week for AGM Sausage Sizzle etc



## Insurance, Risk & Disaster

- Affiliation
  - Could only include participant cover
  - Usual excess on claim \$5,000
- Public Liability
  - May be required by Incorporation (Level?)
- Association Liability
  - May be included in affiliation \*\*Check!
- Volunteers
  - May not be covered by affiliation or insurance, even if affiliated
- Assets
  - Some council's self insure, find out how the assets you use are protected
- Risk
  - Formal risk assessment is vital for every day operations & disasters
- Disaster Recovery
  - Recent events prove a great club will have a disaster recovery plan and disaster mitigation plan!



## Succession Planning

## Policies For Volunteers

### Member Protection Policy Is A Vital Tool

- Discuss A Club Culture You All Want
  - Anti Harassment
  - Bullying
  - Discrimination
- Complaints Procedure
  - Always use the same system
  - Have clear instructions for emergencies
  - Put together a "contact tree"
- Remember once you have it you have to "police" it.

## Legal Requirements For Volunteers

### Incorporated Associations Act - Incorporated Association Committees

#### Committee Members Must Be

#### Members

Living

18 years or older

Reside in Queensland if Secretary *(65kms or border)*

Not be insolvent or a bankrupt

Not be convicted of an indictable offence *(In last ten years)*

## The Big Changes In Volunteering

- People are less likely to step forward on their own
- People have to be reminded of their promises
- People have to be recognised and rewarded.



## Assess Your Club's Needs

- Decide when, where & how many volunteers you need for each activity
  - Break each activity down into specific roles
  - Allocate "reasonable" amounts of time required (try to limit to 2 hours maximum)
  - Ensure everyone gets a break and their role is covered
  - Allow parents time to watch their children participate
  - Too many is as bad as too few

## Finding Volunteers In Your Club

[Membership Application](#) is a must have for any club & provides a mine of information to help you match volunteers to jobs and make it more likely to get a "yes":

- Name & Address
- Telephone Home & Mobile
- Email
- Job & Employer
- Other Skills
- Other Qualifications
- Interests
- Volunteering Opportunities
- Interested In Being On Committee
- Reference
- Identification Check
- Blue Card Check

## Build A Volunteering Culture

- Marketing for volunteer opportunities
- Talk about your expectations
- Lots of pictures at club, on web, in paper etc
- Start right at the beginning
- Develop & use a system

## Doing A Little Better

**FAMILY INFORMATION 2009**

WELCOME TO THE CLUB! We are pleased to have you as a member of our club. We are sure you will enjoy the many activities and events we have to offer. We are also sure you will be able to help us in many ways. We are sure you will be able to help us in many ways. We are sure you will be able to help us in many ways.

|                              |            |
|------------------------------|------------|
| <b>CLUB'S DETAILS</b>        |            |
| Name:                        | Parent/You |
| Date of Birth:               | None       |
| Post Code:                   | None       |
| Home:                        | None       |
| Address:                     | None       |
| <b>YOUR PERSONAL DETAILS</b> |            |
| Name:                        | None       |
| Date of Birth:               | None       |
| Home:                        | None       |
| Work:                        | None       |
| Occupation:                  | None       |
| Employer:                    | None       |
| Other Interests:             | None       |
| Volunteering:                | None       |
| Blue Card:                   | None       |

**PLEASE PRINT CLEARLY**

|                 |            |
|-----------------|------------|
| Club Name:      | Parent/You |
| Club Address:   | None       |
| Club Post Code: | None       |
| Club Phone:     | None       |
| Club Email:     | None       |
| Club Website:   | None       |
| Club Other:     | None       |

**MEMBERHIP DETAILS**

|                |      |
|----------------|------|
| Member Since:  | None |
| Member Type:   | None |
| Member Status: | None |
| Member Notes:  | None |

## Senior Volunteering

- Consider partnering with Aged organisations for volunteers
- Make the process as easy as possible (blue cards etc)
- Supply transport & cover out of pocket expenses
- Encourage a long term relationship between volunteers and club

## Business Volunteering

- Ask local businesses for help in
  - Book keeping, design, marketing
  - Supplying goods (paper, ink, pens)
  - Offering services (copying, postage)
  - Advice (committee members)
  - Providing volunteers (Westpac, NAB etc)

## Youth Volunteering

- Need a cool website for free?
- Fantastic emails for your club
- Photographs of participation
- Listen to their suggestions
- Give youth a forum to discuss



The screenshot shows the 'volunteering queensland' website. At the top left is the logo, a red 'V' with a white checkmark inside. To the right of the logo is the text 'volunteering queensland'. In the top right corner, there is a button that says 'WANT TO VOLUNTEER?'. Below the logo and button is a horizontal navigation menu with the following items: 'VOLUNTEERS', 'SERVICES', 'TRAINING', 'RESOURCES', 'RESEARCH', 'POLICY', and 'MEMBERSHIP'. The 'SERVICES' item is highlighted with a dark background. Below the navigation menu is a large image of several colorful soccer balls of various designs and colors (white, blue, red, yellow, green, black) scattered on a grassy field. Below the image is the section title 'Sport, Fitness & Recreation Volunteering' in a bold, black font. Underneath the title is a short paragraph: 'Find volunteers & opportunities to volunteer, profile volunteers, access resources & more!'.

## Why Don't People Volunteer?

- Never been asked!
  - Face to face or on the phone
  - Newsletters don't work
- Worried they are going to be flogged.
  - Strict rules about time volunteering
- Afraid they can't do the job!
  - Easy to solve with information & training

## Committee Recruiting

- Identify four good quality prospects for each vacancy
- Make initial approach (Amway not Tupperware)
- Get someone else on committee to follow up
- Suggest they attend a meeting to see what it's like

## Committee Dating



## Committee Recruiting

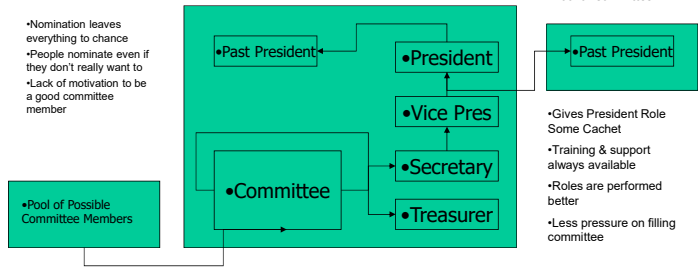
- Tupperware or Amway?
  - Don't be hesitant or negative
    - Clear your mind of the negatives
- Recruiting is "sales" based
  - Be prepared for the chat
    - Tell positive stories
    - Tell them why you need them & what you want them to do
    - Offer training and support
    - Give them time to consider

## Ascendancy Plans

- Ascendancy produces capable, knowledgeable directors
- Smooth handovers, continual planning
- But check your constitution

- Nomination leaves everything to chance
- People nominate even if they don't really want to
- Lack of motivation to be a good committee member

### •Committee Members



## Speed Dating (Short Term Volunteers)

- Make sure you know how many you need
- Be prepared to get on the phone and ask for help
- Listen when people are offering you a hand
- Don't be shy about asking every day for more help.

## Speed Dating



## You Have To Remind Volunteers

Ensure a committee position is solely responsible for volunteers:

- Call shortly before the event and make sure they will be available
- Try to reduce the amount of hours each has to work
- Be aware of any financial contribution made by volunteer and offer to reimburse or make a clear policy
- Make sure all volunteers know about any changes
- Consider using SMS, email or other technology

## Natural Enemies of The Volunteer: The Control Freak

Often say "Just Do what I tell you"

- Only wants volunteers that do what they are told
- Hates growth, change & new ideas
- Won't be flexible in how people do their jobs
- Sticks to known solutions instead of investigating new things

## Natural Enemies of The Volunteer Too Many Cooks

Often say "Don't Listen To Them...Do It My Way"

- No-one's clear about goals
- Everyone has different priority
- Club gets high jacked on different issues depending on personal interests

## Natural Enemies of The Volunteer The Roadblock

Often say "You Don't Need To Know That"

- Don't like anyone "interfering" in their area
- Keep information to themselves
- Won't train others

## Natural Enemies of The Volunteer The Feral

Often say "I don't give a %\$#@^ just do what I &^%\*& tell you"

- Inflict their personality on others
- Are often insulting & insensitive
- Don't always know they scare people away

## Natural Enemies of The Volunteer The Opportunist

Often say "Since I'm volunteering, I shouldn't have to pay"

- Make decisions to reward themselves without agreement
- Is the beginning of blurring the line between the club's belongings and personal belongings
- Rewards are great, but only with full committee discussion & agreement

## Enemy Eradication Program

### Get Your Volunteers To Write Position

#### Descriptions:

- Job title, Their immediate supervisor & contact details
- Place & time they will be expected
- Their specific duties & responsibilities
- Any basic qualifications they need, Special skills or training
- Details of their induction
- Should be simple, easy to understand and clear about responsibilities & authority (laminated paper is great)

## Natural Enemies of The Volunteer The Dead Horse Flogger

Often say "We've got a core group that we can really rely on, so we just use them"

- Overwork loyal & reliable volunteers
- Don't get on the phone & follow up



## Volunteer Rewards Systems

### Monitoring System Is Vital

- Book for "sign in" & "sign off"
- Keep track of hours being volunteered
- Rewards should match contribution & performance.
  - Should have a range of different options for different people

## Free Recognition Ideas

- Include list of volunteers
  - Notice board
  - Newsletter
  - Email
  - Website
  - Newspapers
- Use PA system when people are around
- Ask for feedback and input
- Say thank you

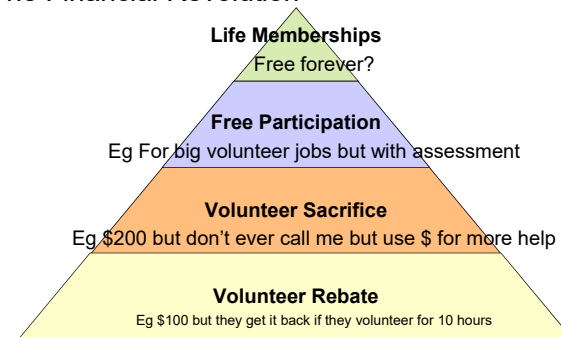
## Review Your Financial Structure

- NFP notoriously reluctant to increase prices
  - Constitutions usually geared to member approval
    - Change rules to "committee shall decide membership fee"
    - At least make CPI increase mandatory each year
  - Concerns about decreasing participation
- Volunteering is a "dirty secret"
  - Most members don't consider work done
  - Clubs don't celebrate value of volunteers
- Committees sometimes think everyone is like them
  - We need to adjust our models for individualism

## Volunteer Rewards



## The Financial Revolution



## Don't Believe Me?

Just thought I'd let you know the volunteering fee we've introduced at Emerald Netball has had such a good response that we are now a bit worried about how we are going to find all these jobs for people! We'll be having people cutting the grass with scissors at this rate.

We've also had parents say they are relieved to have the option of simply paying the fee and not volunteering because they have always felt a bit guilty that they couldn't help in the past.

And, in the past week, we've had a couple of people from other sports say they are now going to follow our lead and introduce the system to their associations as well.

So, thank you!

## Spend Some Money

- Either for recognition or rewards
- SRQ Funding available soon
  - Club development program
  - \$4,000 for projects with \$500 to spend on volunteer reward program
  - Kmart, Coles etc will often give \$5 gift cards (up to \$200)
  - Partner with local business (eg free coffee and they will probably buy cake)

## Volunteer Rewards

- AT LEAST CONSIDER COVERING COSTS
  - Don't be proud of showing a profit if your club's volunteers subsidise the club
    - Cover costs of phone, travel and other out of pocket expenses for committee
    - Cover travel costs or equipment costs for other volunteers

## Enemy Eradication Program

### APPOINT A VOLUNTEER CO-ORDINATOR

- Assess the needs of the club in general and for special events
- Provide job descriptions for all volunteers
- Ensuring policies are in place to protect the volunteers and the club
- Develop a budget for volunteering in the club
- Recruit, select, appoint and deploy volunteers
- Make sure each volunteer has necessary training & support
- Recognise all volunteers where appropriate
- Make sure if volunteers don't fit the club they are exited quickly and professionally via an established system



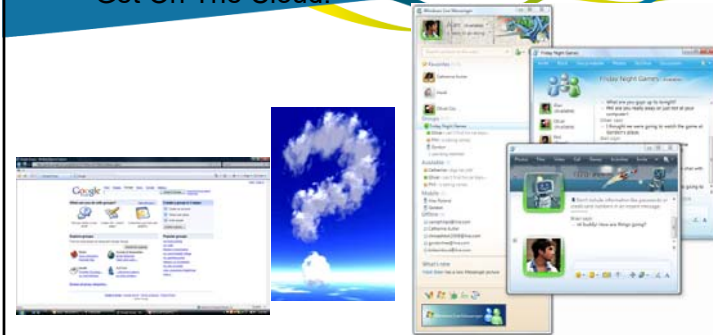


## Make Changes To Improve...

Your club has to make some changes to be more successful with volunteering

- Appoint a committee person to handle volunteering
- Take a long, hard look at your club's culture
- Find quality prospects
- Ask Face To Face & Make It Personal
- Plan & consciously work at volunteering

## Get On The Cloud!



Keep records on "back end" of site or use group sites for storage [www.google.groups.com.au](http://www.google.groups.com.au) or windows live for free!

## Great Communication



**Linked in**



Questions?



# THANK YOU FOR ATTENDING

Building Active Communities  
Workshop Program

This Industry service is proudly funded and supported by the Queensland  
Government's Sport and Recreation Services.

