



VOLUNTEER MANAGEMENT HANDBOOK

**Supporting All Clubs to become Great Clubs
Helping make it easier for clubs to thrive**

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Volunteer Coordinator

Roles and Benefits

What is a Volunteer Coordinator?

A Volunteer Coordinator helps manage the volunteers in a club. The position could be filled by one person or by a team of people, each with defined tasks. For example, a team of three might divide the role into the following tasks:

- finding and inducting new volunteers, record keeping and formal processes, and recognising volunteers and succession planning.

OR

- coaches, officials, and other volunteers.

A Volunteer Coordinator should be someone who:

- communicates effectively, is organised, has good interpersonal skills, is enthusiastic and optimistic, is flexible, and is trustworthy and approachable

A Volunteer Coordinator benefits clubs by:

- acting as a designated person to support volunteers
- helping increase the number of volunteers and assisting in the retention of volunteers
- protecting the club by ensuring that club policies and procedures are followed
- assigning tasks and spreading the workload among volunteers to prevent 'burnout'
- maintaining clear communication channels with the committee or board
- ensuring volunteers feel valued and supported.

The role of a Volunteer Coordinator may include:

- ensuring clubs have the appropriate policies and procedures to support volunteers
- promoting volunteer opportunities and attracting volunteers to the club
- identifying a complete list of volunteers required for the club
- identifying roles and responsibilities of volunteer positions
- recruiting volunteers and matching them to specific roles
- selecting and screening volunteers
- inducting new volunteers
- identifying training opportunities
- recognising and rewarding volunteers
- keeping records and documenting relevant information on volunteers
- ensuring a future for the club by developing volunteers to take on future roles within the club
- maintaining good communication channels between volunteers and the rest of the club

Clubs should support their Volunteer Coordinators by:

- including a standing agenda item for “Volunteer Matters” to club committee meeting agenda
- offering to fill the position with a team of people
- offering resources such as policies and procedures that support the role
- arranging for treasurers to work with Volunteer Coordinators to develop a volunteer budget
- developing an induction program for the Volunteer Coordinator
- providing training if required
- maintaining open communication
- making them feel valued
- ensuring the club has adequate insurance to cover volunteers within the club
- ensuring the club is incorporated (under the Associations Incorporation Act)
- applying for grants to support volunteers
- promoting this and other resources.

Attracting Volunteers

Positive Club Culture

How does your club’s culture affect volunteers?

A club's culture is made up of the values and beliefs of its members. A positive culture – where volunteers feel appreciated and supported - can help attract volunteers while a negative culture will do just the opposite. One of the challenges a club faces is creating a 'contributing' culture. This is where members take part in running the club rather than treating it as a service.

Social Media

What are the options?

One of the best ways to tap Social Media is to create a free **Facebook group** for your club, then invite all your members and staff to join it. Facebook is one of the easier, more popular mediums to cover all age ranges in your club. In addition to Facebook, some keen clubs might have a Twitter account run by volunteers to keep members connected and informed.

Diversity of Volunteers

Ask yourself:

- Do you invite a mix of ages, backgrounds, populations, members and non-members into your volunteer group?
- Are they representative of the surrounding community?
- Is the group as diverse as it could be?
- Is your committee representative of your members?
- Are your policies and procedures inclusive and do they allow for diversity?
- Have you looked outside of your club for volunteers?

Role Descriptions

A role description is important for volunteers because it allows them to know exactly what they are taking on, what is expected of them and how they will be supported. It also gives them the opportunity to make an informed decision about the role. A role description is also important when it comes to the Volunteer Protection Act (2001), which protects both the club and its volunteers.

Examples of common volunteer role descriptions can be found at www.community.cricket.com.au under clubs, volunteers and volunteer job descriptions.

Recruiting Volunteers

Promote Volunteer Opportunities

There are many ways to promote volunteering opportunities within your club. The method you choose will depend on:

- who you want to target
- the urgency of the position being filled
- your budget
- the type of position.

Suggested recruitment/promotion strategies:

- word of mouth, club newsletters, face to face, flyers in shopping centres, club website, internal, existing members, noticeboards, school newsletters, external websites, local newspapers, university student unions, high school students, high school presentations, social media, pre-retirement seminars, local radio, retirement villages

Selection Process

A selection process:

- ensures that you get a person with the right skills and experience
- shows transparency
- ensures that multiple candidates receive a fair and equitable chance at getting the job
- proves the person was chosen based on the selection criteria
- helps you match the person against the position requirements rather than by their personality or willingness to do the job

Important considerations when developing a selection process:

- Make the vacant position as public as possible to ensure you get the best candidates applying.
- Identify both *essential* and *desirable* qualifications, skills or experiences.
- Ensure you include a screening process
- Make sure you are aware of Equal Opportunity requirements ([Play by the Rules](#)).
- Decide how formal the selection process will be (written applications, interviews, informal/verbal questioning)
- Keep the selection process simple.
- Determine who and how many people will be on the selection committee. Usually three people is sufficient. If you are recruiting a new coach, you may want to have a committee member and another coach or a representative player on the panel. Having another coach on the panel is beneficial particularly when other members of the panel do not have a coaching background. A player on the panel can provide insight to how the new coach might fit within the team dynamics.
- Make sure the successful candidate actually accepts the position before you notify unsuccessful candidates.
- Speak to an applicant's referee (previous club member, employer, etc.).

Screening Volunteers

Does your club screen volunteers?

All sporting clubs in South Australia providing for children are legally required to establish and maintain a Child Safe Environment. This could include:

- ensure all volunteers have a valid [Working With Children Check](#)
- adopt Australian Cricket's [Child Safe Framework](#)
- adopt SACA's [Affiliates and Club Protection Policy](#) and [Safeguarding Children and Young People Policy](#)
- appoint a Child Safe Officer (3 hour courses at the [SA Office for Recreation and Sport](#))

Inducting Volunteers

Welcome and Induction

First impressions are important – even in a club. For some volunteers, an induction could be their first introduction to the club. If your club has several people starting volunteer work at the same time, consider running a group induction (such as at the beginning of each season). **Inductions help volunteers** feel welcomed and valued, understand the club, understand their role and what is expected of them. **Inductions help clubs** reduce risk, demonstrate professionalism in their approach to volunteering, provide a safe environment for volunteers and support volunteers.

Induction Manual

An induction manual could include:

- a welcoming letter
- history of the club
- contact details: club, emergency, externals
- the club's mission, values, philosophies and objectives
- role description and procedures
- relevant policies
- details on any budgets that may be attached to the position
- risk management procedures
- grievance procedures
- emergency procedures
- occupational health and safety procedures.

Assign a Buddy

It can be overwhelming for volunteers to join or take on a new position within a club, especially if they do not know any of the current members. Asking for help can also be difficult. Assigning a buddy to new volunteers can help them through these early stages. A buddy is a person who is partnered with the volunteer in an informal way to help them learn about the club and their role.

Training Volunteers

Providing volunteers with training opportunities will add value to the induction process and help them approach their roles with greater confidence and skill. In turn, the club will benefit from their expertise. SACA provide four levels of training for coaching: a free Introduction to Cricket online course, followed by the free Community Cricket coaching course, Representative coaching course and High Performance coaching course. SACA also provide umpiring training with courses including the free Community Officiating umpiring course and Representative Officiating umpiring course. Other training suitable for volunteers includes first aid training and child safety officer training.

Recognising and Rewarding Volunteers

Recognition Ideas and Volunteer Awards

Volunteers need to feel valued. Recognising and rewarding their efforts will be appreciated and is important when encouraging volunteers to continue in their roles. **Recognition of volunteers should be** personalized, timely, sincere, specific, consistent and often. A special way to recognise and reward volunteers is to create club awards that recognise a variety of volunteers: committee members, coaches, officials, canteen managers, grounds people, fundraisers, etc.

SACA and Cricket Australia both provide opportunities for volunteers to receive awards for their contributions to cricket. SACA provide an opportunity for volunteers, clubs and associations to be nominated for a Community Cricket Award as well as 10, 25 and 50-Year Service to Cricket Awards for individuals.

SACA Volunteers: <https://www.saca.com.au/community/volunteers>



Behind the Scenes

Policies and Procedures

A successful club requires proactive, supportive work behind the scenes. **STARCLUB** provides a process to create and implement policies and procedures that protect volunteers by preventing serious situations arising or managing them effectively if they do. STARCLUB clubs also use their volunteer induction processes to ensure volunteers are aware of the policies applicable to them and the club.

Communication

Communication is a two-way process and is crucial when working with volunteers in a club. Only through effective communication can you ensure that expectations are understood and needs are met by both parties.

The following information is important to share with volunteers:

- initial information regarding their role (see 'Induct Volunteers' for more information)
- ongoing information affecting their role
- changes in policies/procedures that affect them
- up-and-coming events they may be asked to help with
- changes to personnel that affects them – committee, volunteer coordinator, participants, other volunteers
- concerns/issues that affect them or those they work with at the club
- extra equipment/assistance available.

Information to gain from volunteers includes:

- feedback on their area of responsibility/their role
- whether they have too much / too little to do
- ideas they may have to improve a procedure
- equipment/facility issues
- conflict issues
- assistance they may require
- good news stories
- results.

Grants Available

There are many grants available to cricket clubs. When planning the year ahead, include some research into the grants you could apply for and when they are available. This knowledge could give your club a distinct advantage in gaining extra funds to support your volunteers. Plan well ahead where possible. Cricket Australia and SACA provide funding every year for cricket equipment and infrastructure. Stay up to date with available grants:

<https://www.saca.com.au/get-involved/grants-and-scholarships>

10 Top Tips for Getting a Grant

1. Plan for grants – know exactly what you want the funding for.
2. Why do you need this funding? – be clear about your reasons.
3. Don't ask any one funder for 100% of your budget for the project – have contributions from other sources where possible.
4. Wherever possible work in partnerships – who else could contribute?
5. Be realistic with your timeframes – can you really deliver in the time the grant maker gives you?
6. Construct a portfolio of funding – ie how will this project be sustained beyond the life of this funding?
7. Read the guidelines – make sure your project is eligible for the grant.
8. Do your homework on the grant maker – what have they funded in the past?
9. Get ready well in advance of the closing date
10. Be ready to go if/when you get the funding.

Succession Planning

Benefits

Benefits of Succession Planning

Succession planning is about preparing for a smooth transition from one volunteer to the next in all the key club roles.

Potential benefits of succession planning are that it:

- prepares the club for future volunteer needs
- preserves the knowledge that exists within the club
- encourages the club to identify potential leaders and future volunteers
- allows time to provide formal or informal training to potential volunteers
- allows for a smooth handover from one volunteer to the next
- increases the availability of experienced volunteers who can fill in or take on roles if a position becomes vacant
- allows planning for future training needs of all volunteers
- enables your club to share the load among volunteers and avoid volunteer burnout
- creates a more appealing environment for volunteers.

Barriers

Barriers to Succession Planning

There are some barriers to succession planning that your club might face. Finding and implementing solutions to these barriers is essential and can be made easier by developing good procedures.

Some common barriers to effective succession planning are:

- The club succession plan involves too much administration and creates too much work for volunteers.
- Club managers get stuck on traditional views about who can hold key leadership positions in the club and don't consider alternatives (for example, young people or retired/older people or people from outside the club).
- Not all Board/Committee members are committed to the idea of succession planning and don't understand the benefits, which leads to a superficial approach.
- Recruitment and appointment of volunteers to key positions is not transparent (i.e. clearly outlined/documented and communicated to club members) and can become political.
- Personalities, egos or individual needs get in the way of decision making.
- The club has poor record keeping, resulting in a succession plan that is not clear or well documented and that volunteers aren't aware of.
- Volunteer promotions are based on longevity instead of competency, skill or talent. Often volunteers who have been in the club a long time take on key positions without having the skills or knowledge to carry out the role successfully because other committee members feel they 'have earned it'.
- Club members and/or the board are fearful of change.
- People are underestimated or left out because they do not 'fit' the club culture.
- The club fails to provide adequate training and development for volunteers.
- The club has a limited volunteer base.
- The club has limited access to resources to invest in the succession planning process.
- The committee or board feel the need to succession plan is not immediate, leading to lots of talk and little action.
- The club fails to continually review and improve the succession plan.
- The club adopts a rigid and inflexible approach that is not tailored to specific needs of the club and individuals within it.

Plan and Prepare

Key steps to ensuring the smooth transition of key volunteers:

- Discuss the benefits and the processes of succession planning with the committee and expect full commitment to it.
- Embrace a positive approach to change, consider using change management techniques (see Attract Volunteers – Positive Club Culture).
- Develop a club succession plan - keep it brief, manageable and transparent.

- Action the succession plan, review it, improve it and keep it moving.
- Establish a club culture where people want to volunteer for the club and are not scared of doing so (see Attract Volunteers – Positive Club Culture).
- Look widely for potential volunteers, consider a range of people (see Attract Volunteers – Diversity of Volunteers).
- Create positions for youth on the club committee, or establish a separate committee of youth only, who feed ideas to the main committee through a representative. This also helps young people to gain committee experience.
- Determine who the key volunteers in the club currently are, the key positions in the club, and when the positions will / may become vacant.
- Have clear role descriptions for these positions:
 - include preparing for one's exit from a role, as part of every role description.
 - include a tenure in most role descriptions.
- Ensure that at least one other person in the club has a good working knowledge of each role in case they need to step in.
- Provide training for volunteers where appropriate.
- Commit to good record keeping (position folders, policies, procedures, database of volunteers, etc).
- Enlist the help of people to identify and suggest potential successors.
- Establish a Volunteer Exit Checklist and Handover Report and possibly conduct an exit interview, so the volunteer does not just disappear and take all their valuable knowledge with them (see Succession Planning – Handover procedures).

Handover Procedures

Have a transparent, brief and consistent procedure for when a volunteer departs their role. This will assist the club enormously with forward planning, and again ensure a smooth transition from one volunteer to the next. This could include using a volunteer exit checklist or volunteer handover report.



For more information, contact SACA on 08 8300 3800