



## Club management program



# VOLUNTEER MANAGEMENT

FOR FOOTBALL CLUBS



# Club management program

**Published by the Australian Football League.**

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**Printed by:** Condor Printing



The Australian Football League acknowledges the significant financial support from the Australian Sports Commission for this resource program.

Some of the information included in this resource has been reproduced or modified from the resources published by the Australian Sports Commission.

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Further acknowledgement to the following for their contribution:

Ross Allen, Eric Bott, Grant Burgess, John Cutler, Peter Di Sisto, Michelle Donat, Cherie Fraser, Quinton Gleeson, Anton Grbac, Peter Harley, Rod Hughes, Roslyn Jeffs, Fiona Macmillan, Annette Maher, Shelley Maher, Paul Matton, Peter McDougall, Paul Milo, Wes Mudge, Rod Nicholson, Tania O'Day, Adrian Panozzo, Hayden Park, Peter Quigley, Trevor Robertson, Julianne Rose, Kevin Sheehan, Martin Shields, Bernard Slattery, Bruce Stephens, Mark Stone, John Strachan, Steve Teakel, Kathy Tessier, Clare Toia-Bailey, Rob Veale, Brian Walsh, Bruce Wickett.

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## **Welcome to the AFL club management program**

The Australian Football League recognises that club volunteers and administrators make a significant contribution to Australian Football. It also recognises that the demands on club volunteers and administrators are increasing along with the need for clubs to operate in a professional manner.

As a result, the AFL, in conjunction with the Australian Sports Commission, has developed the AFL club management program aimed at supporting community football through providing an education program for club administrators. Community football clubs and leagues form the cornerstone of the AFL game and the support of community club football is a critical component to the overall success of the competition at all levels.

The AFL club management modules have been developed through extensive consultation with volunteers and administrators and the six modules have been identified as the main priority areas of assistance required by community clubs.

Each module of the AFL club management program has been designed as a stand-alone workshop/ seminar to allow for clubs members to attend the workshops that are particularly relevant to their role within the club or their own interests.

While the six modules are designed to be stand-alone, it is important to recognise that the planning module is the foundation upon which club management is based. Therefore all club members are encouraged to participate in the planning module and, ultimately the club's overall planning process.

I encourage you to attend and be part of all workshops offered through your local league/association and in the process help better your club and grow community club football.

I wish you all the best in these endeavours.



**Andrew Demetriou**

Chief Executive Officer  
Australian Football League

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## AFL club management program

The AFL club management program consists of the following modules:

**Planning** – The purpose of this module is to:

- Identify the need for clubs to plan.
- Provide the basic framework for organising a planning workshop.
- Outline the planning process and the 10 basic stages involved.
- Provide practical templates to assist in writing a plan.
- Identify methods of reviewing the effectiveness of the plan.

**Risk management** – The purpose of this module is to introduce:

- The application of specific legal principles in the football environment.
- Considerations relevant to liability and duty of care.
- The risk management process.
- Waivers, indemnities and warnings.
- Risk management policies and procedures.
- Legislative requirements.
- Insurance – National Risk Protection Program.
- Match-day checklists.
- The importance of establishing a risk management officer.

**Volunteer management** – The purpose of this module is to:

- Outline the rights and responsibilities of volunteers.
- Encourage clubs to appoint a volunteer coordinator.
- Outline the importance of job descriptions.
- Identify ways to recruit, retain and recognise volunteers.
- Identify how to develop a volunteer management policy.
- Outline the process of selecting and screening volunteers.
- Identify the need for succession planning.

**Community partnerships** – The purpose of this module is to:

- Explore the ways in which a community club can build relationships with other sports and groups within the community.
- Identify how clubs can form favourable partnerships with local government authorities.
- Develop ways of attracting sponsorship and fundraising opportunities.
- Show ways of obtaining grants and funding from various agencies – local, state and federal level.
- Establish how to create a healthy environment within the club.
- Identify how to attract and support umpires.
- Provide ways clubs can promote their activities within the community.

**Financial management** – The purpose of this module is to:

- Explore the roles and responsibilities of the treasurer within a football club.
- Outline the processes involved in and the issues that should be addressed when considering the financial management of a football club.
- Provide information that will assist the club treasurer in fulfilling his/her role with regard to the financial management of a club.

**Junior development** – The purpose of this module is to:

- Develop an understanding of AFL Game Development structure and philosophy.
- Provide an understanding of the underpinning principles at each level of the participation pathway with a focus on AFL Auskick, youth football, recreational football, female football and children with disabilities.
- Identify the responsibilities of clubs and AFL Auskick centres in relation to the organisation of junior programs and competitions.
- Outline the coaching and umpiring support and resources available for all levels of Australian football.
- Identify the value in developing club links with AFL Auskick centres, schools and the community.
- Indicate ways of recruiting and retaining children and parents in junior development programs.
- Highlight the importance of developing a quality club environment.

## Introduction

Community club football is the heart of Australian Football. Quality volunteers are critical to the conduct and growth of the game because they determine the quality of the club environment and, hence, the experience for players and their families.

Volunteers are the glue that holds together every football club in Australia. They dedicate hours of time and energy every year, working in a variety of ways and completing many necessary tasks. Without the dedication of these volunteers, football clubs as we know them would not exist. Community football continues to thrive through the efforts of volunteers.

### The purpose of this module is to:

- Outline the rights and responsibilities of volunteers.
- Encourage clubs to appoint a volunteer coordinator.
- Outline the importance of job descriptions.
- Identify ways to recruit new volunteers.
- Outline the process of selecting and screening volunteers.
- Identify how to develop a volunteer management policy.
- Explain the importance of recognising and rewarding volunteers.
- Identify the need for succession planning.

### Volunteer Facts:

- About 1.5 million adults volunteer in Australian sport and recreation.
- This voluntary contribution to Australian sport and recreation is worth more than \$2 billion annually.
- Without volunteers, each Australian household's expenditure on sport and recreation would increase by \$330 a year.
- Volunteers perform 80 per cent of administration in sport and recreation.
- Volunteers contribute in excess of 165 million hours per year to running sport and recreation clubs and organisations.
- More than 50 per cent of volunteers are aged 30 to 50.
- 41 per cent of all volunteers are found in sport and recreation.
- The proportion of Australians who do volunteer work is 32 per cent.
- The average person helps out on average 3.1 hours per week.

*(Source: Street Ryan & Associates, Economic Impact 2000 of Australian Sport)*



## What defines a volunteer?

Volunteers are representatives from the community who freely choose to give their time and skills to support club activities for no payment other than reimbursement for out of pocket expenses.

Volunteers come from all age groups, educational backgrounds and genders. Almost everyone can be looked upon as a potential volunteer to your football club. You only have to look at your own club to realise that all sorts of people volunteer – young people, retirees, grandparents, school students, mothers and fathers.

***“Volunteers are the backbone of Australian football clubs and leagues – clubs should seize every chance they get to recognise the efforts of their loyal volunteers.”***

**Essendon coach Kevin Sheedy**

*(Source: www.footballvic.com.au – what’s news 26/05/01)*

Volunteers are not always appreciated or recognised for their efforts, as often their work is behind the scenes and goes unnoticed. After the 2000 Olympics, every Australian realised that the Games would not have been as successful without the efforts of the many volunteers. Football is no different: without the numerous volunteers helping out behind the scenes, clubs and teams would not be playing every Saturday and Sunday afternoon.

### **Wangaratta Rovers Football Netball Club**

**There are many active volunteers at the Wangaratta Rovers Football Netball Club who dedicate their time and effort in a big way.**

**Over several months, there has been a vast improvement to the area surrounding the kiosk, and a new netball honour board has been positioned on the wall in the clubrooms. These changes are the result of the efforts of many hardworking volunteers.**

**Recently, the club experienced an unfortunate incident when vandals broke into and smashed the windows of the press box. To replace the glass would have been an expensive exercise for the club, however thanks to the hard work of three volunteers, the area is now secure and the vandals will have to go elsewhere to get their kicks.**

**The Wangaratta Rovers are very fortunate to have such hardworking people involved in the club. Their contributions have not only saved the club an enormous amount of money, but have also meant that it is a much better place for everyone involved.**

**The bingo crew also contributes enormously to the club. On every Monday night of the year, they are at the clubrooms from 6pm until 11pm to operate the Rovers bingo. Most of these volunteers have been contributing their time for many years, and the financial assistance to the club from bingo is vital. Without these people, the club would not be in the position it is today.**

*(Source: Wangaratta Rovers Football Netball Club Inc. – www.eteamz.com/wrfnc/)*



## Why do people volunteer?

It is important to recognise that there are many reasons why people volunteer their services to your club. They may be attracted because of their children, family or friends, or they may be former players themselves. Volunteers may also be attracted for other reasons, such as wanting to give something back to the local community or they may simply have a genuine interest in the club and the game of football.

People will generally volunteer to:

- Have fun.
- Socialise.
- Learn new skills.
- Give something back.
- Help others.
- Fill in time.
- Develop new friends.
- Build self confidence and self image.
- Explore career opportunities.
- Feel needed, useful and appreciated.

**Channel Seven newsreader, Peter Mitchell is an example of this.**

**For the 2002 season, Mitchell decided to give something back to his old club – the VAFA Peninsula Old Boys. Mitchell is now a regular at club committee meetings in his role as secretary but he also helps out with other tasks around the club. He loves it because it lets him get close to the action.**

***“From time to time someone will say, ‘Aren’t you the bloke on the news?’, although most of the time they couldn’t care less who I am.”***

*(Source: Herald Sun, 17/05/02, p117)*

Regardless of the reason, it is important to understand why every volunteer in your club has offered their help.

Being aware of what individuals value in volunteering will help you to provide satisfying and rewarding opportunities that will keep volunteers challenged and interested in fulfilling your club’s needs.

Having a good understanding of the reasons why each person in your club volunteers will be reflected in the way you go about recruiting more volunteers in the future. For example, people who feel obligated or coerced into volunteering may not be as willing to contribute to the day-to-day running of your club compared to someone who offers their time freely. As a result, you will need to match each volunteer to a role that supports the reasons why they are offering their services. You should also keep in mind that younger people might be interested in developing their skill base through taking on certain roles within the club. It presents opportunities to develop their experiences for future careers, so you should offer a wide range of activities to these people.

Voluntary work provides benefits to the local community. This was acknowledged as the biggest reason why people volunteered their time, according to research conducted by the Australian Bureau of Statistics. In 2000, a survey found 47per cent of those surveyed said they volunteered to help others and their community. Volunteers also identified benefits to themselves, with 43per cent identifying personal satisfaction as important. In the 18-24 year age group, volunteering was also seen as a way to learn new skills and gain work experience.<sup>1</sup>



### Some examples of why people volunteer

*"Last year, while in the under 16 Wilston Grange (The Gorillas) Aussie Rules Football Club, my teammates and I volunteered to umpire the under-8s, 9s and 10s football games on Saturday mornings.*

*"While this is a big commitment every Saturday morning, with our own games in the afternoon, I have been with the Gorillas since I was in the under-9 competition, and saw this as an opportunity to help out the young kids.*

*"Wilston Grange is a family club, with several generations of families playing. My father played for Wilston Grange as a junior, and some of my mates have fathers, uncles and grandfathers who have played."*

**Michael – Craigslea State High School, Queensland**

*(Source: [www.volunteers.qld.gov.au](http://www.volunteers.qld.gov.au))*

### **Essendon Football Club example:**

*"I'm one-eyed about this team ... what I do is my way of helping and giving something back for the pleasure they've brought me over the years – especially the premierships".*

**Peggy, Essendon Football Club**

*(Source: "Bombers heart and Soul" – [www.eteamz.com/wrfnc/news/](http://www.eteamz.com/wrfnc/news/))*



## Rights and responsibilities of volunteers

Volunteers need to be aware of their own individual rights as well as what their responsibilities are to the football club. It is important to make these rights and responsibilities clear to all volunteers, particularly when they first start at the club. Providing support to volunteers is more easily achieved when volunteers are given a clear understanding of what is expected of them and what can be expected from the football club.

Rights and responsibilities should be incorporated into the job description for each volunteer position, as well as forming part of the code of practice and volunteer management policy.

### Volunteers have the right to:

- An orientation to the club.
- A clear job description.
- Job satisfaction.
- Support and respect from the club and co-workers.
- Guidance from someone who is experienced and well informed.
- Be involved in decision making.
- Have access to training if needed.
- Insurance and safety.
- Know who they are accountable to and have clearly defined channels of communication open to them.
- Know what tasks they will be expected to perform and say "no" to tasks they are unable to do or do not want to do.

### Volunteers have the responsibility to:

- Be sure they have the time to take on the position/task.
- Be loyal – offer suggestions, but don't "knock" other people's ideas.
- Be willing to learn – training is essential to any job well done.
- Keep on learning – know all you can about your organisation and your job.
- Welcome supervision – you will do a better job and enjoy it more.
- Speak up – ask about things you don't understand.
- Be dependable – do what you agree to do.
- Be a team player – respect the function of other staff and treat them fairly.
- Provide feedback on the work being done.



## Codes of practice

Volunteers are critical to the growth of football because they determine the quality of the club environment and the quality of the experiences for players and their families. Regardless of their role in a club, volunteers must conduct themselves in a manner that promotes a quality environment for all those concerned so that the game of football can flourish.

### A code of practice for volunteers

Codes of practice should set out the rights and responsibilities of volunteers. The following code of practice can be developed to suit the needs of your club:

- Volunteers should seek to recognise their motives for volunteering and share this information with the club/association.
- Volunteers should seek work appropriate to their skills, interests and aspirations.
- Volunteers should be committed to high quality service delivery.
- Volunteers should actively accept training and personal development opportunities.
- Volunteers should agree to work responsibly and ethically.
- Volunteers should agree to communicate any concerns which might affect their work relationships or quality of service.
- Volunteers should see themselves as part of a team and share in the decision making where appropriate.
- Volunteers will value and support all team members<sup>3</sup>.

Glenelg Football Club has developed its own code of practice for volunteers. It is simple and easy for volunteers to understand the expectations of being involved in the club if a code of practice is established. The Glenelg Football Club's code of practice below, has been modified from its more extensive code of practice.

#### A note to club volunteers:

##### What we expect from you:

- |                    |                 |                    |
|--------------------|-----------------|--------------------|
| • Your commitment. | • Your time.    | • Your enthusiasm. |
| • Your discretion. | • Your honesty. |                    |

##### What you can expect from us:

- |                              |                            |                                 |
|------------------------------|----------------------------|---------------------------------|
| • Appreciation and respect.  | • Information.             | • Consultation and supervision. |
| • Reimbursement of expenses. | • Recognition and rewards. | • Openness and honesty.         |

*(Adapted from the Glenelg Football Club code of practice<sup>2</sup>)*

The Australian Sports Commission has produced various codes of behaviour that clubs can adapt for their own use. These codes of behaviour specifically relate to junior sport, however can be modified to suit all levels.

Codes of behaviour include:

1. Parents.
2. Administrators.
3. Officials.
4. Coaches.
5. Teachers.
6. Players.
7. Media.
8. Spectators.

**These codes of behaviour can be found on the Australian Sports Commission website – [www.ussport.gov.au](http://www.ussport.gov.au).**

## **The volunteer coordinator - the key to success**

Volunteering in any club does not happen without assistance. Volunteers who are unsupported and not well managed are less likely to feel positive about their experience and, as a result, will not volunteer again. In order for your club to operate in an effective environment, the activities of all volunteers should be coordinated, which will help achieve the goals and objectives set by the club.

Ideally, one of your committee members should take charge and serve as the volunteer coordinator. Having such a role recognises the importance of volunteers to the successful operation of your club. The volunteer coordinator needs to be a good organiser, with plenty of time and energy to look after volunteers and to match the skills and experiences of all volunteers with an appropriate position at the club.

The volunteer coordinator is also responsible for working out the strategies designed to recruit, retain and recognise all club volunteers and should work in consultation with other committee members in doing so.

The volunteer coordinator's role is to:

- Consult with other club members to determine where volunteers are needed.
- Write task/job descriptions in consultation with the volunteer.
- Assign specific jobs to volunteers.
- Plan a volunteer recruitment strategy.
- Prepare written material for posters, newsletters, etc.
- Organise orientation/induction programs for volunteers.
- Hold regular meetings with volunteers.
- Find other members to supervise volunteers – 'buddy' system.
- Organise training for volunteers.
- Keep up-to-date records of volunteers.
- Keep volunteers motivated and enthusiastic.
- Revise volunteer duties when needed.

The amount of time and energy needed to accomplish these tasks will be determined by the size of the club and its current performance levels.

Remember, the club should be clear as to why volunteers are needed. Whoever takes on the task of volunteer coordinator will need to be committed to the job. Do not give this task to someone who is already over-burdened.

**A sample job description for a volunteer coordinator is included in the Appendix.**



## The starting point for the volunteer coordinator

The volunteer coordinator should start by answering the following questions:

- How many volunteers do we need?
- To do what?
- When?
- For how long?
- What demands will be made on the volunteer?
- By whom?
- What authority will the volunteer have?
- Who is the volunteer answerable to?
- What support is there for the new volunteer?
- Is there time available for trained volunteers to work with new volunteers?
- Will trained volunteers and other personnel accept the new volunteer?
- What sort of people do we want in these roles?

By making a complete list of all the jobs required at your club, you will be able to answer these questions.

Listed on the next page is a list of jobs identified by Boronia Football Club at the start of each year.

You could make your own list by altering this one to suit your own needs (for example, junior clubs may not need bar staff).

**A job list template has been included in the Appendix.**



<b>Job</b>	<b>Volunteer responsible</b>	<b>Job</b>	<b>Volunteer responsible</b>
1/2 Time raffle (Snr).		Interchange steward (U18s).	
1/2 Time raffle (U/18).		Interchange steward (Snrs).	
After match raffle.		Major raffle.	
Auskick liaison.		Merchandising.	
Auskick roster (players).		Newsletter–club.	
Bar (Thurs).		Open rooms training nights.	
Bar manager.		Past players.	
Bar ordering.		Oranges.	
Bar staff.		Presentation night.	
Beer Stand (home games).		Property steward.	
Booking mgr social rooms.		Runner–Res.	
Boundary Umpire U/18.		Runner–U18s.	
Bread rolls home games.		Runner–Snrs.	
Canteen.		Sponsorship.	
Canteen roster (helpers).		Team manager (Res).	
Clean changerooms (Thurs).		Team manager (U18).	
Clean up roster (Sat).		Team manager (Snr).	
Close rooms training nights.		Timekeeper-Res.	
Club calendar fundraising.		Timekeeper-(Snr).	
Council liaison.		Timekeeper-U18.	
Games records.		Trainers.	
Gate 1.		Trainer-head trainer.	
Gate 2.		Vote count night.	
Goalkicking records.		Web site updates.	
Goalpost pads – put out.			
Goalpost pads – bring in.			
Ground marking.			
Ice (home and away).			

As you can see, it is important to include every job, big or small. This list even refers to the person who needs to collect the ice for the home and away matches. Don't just presume someone will take on tasks – the volunteer coordinator should allocate the jobs to all club members and make sure they are aware of their responsibilities.

Once the volunteer coordinator has identified the list of jobs required, they then have the task of finding suitable people to fill these particular roles.

Remember that it is important to consider the potential volunteers' needs and reasons for volunteering at the club when allocating positions. Consider whether they feel obligated to take on the role or they wish to be involved of their own free will.

Once positions have been filled with people who have offered their time, the volunteer coordinator will need to find ways to attract new volunteers.



**A volunteer coordinator will help you to avoid the top nine complaints of volunteers:**

- I called. They never called me back.
- I sent in my information. I never heard anything back.
- I can't volunteer when they're open – I work during the day.
- I showed up when I was supposed to. They didn't have anything for me to do.
- I told them I didn't want to do fundraising, but that's all they call me to do.
- They have me doing nothing but busywork.
- They act like I'm in the way.
- No one ever says, 'thank you'.
- I don't get any guidance.

*(Source: [www.cybervpn.com/](http://www.cybervpn.com/))*

## Job descriptions

One of the main tasks for the volunteer coordinator is to write job descriptions for all jobs/roles needed around the club. In some clubs, this may be the role of the president, secretary or the club committee.

A job description gives the volunteer a clear understanding of what they are getting into, as well as indicating to new volunteers that the club is organised and knows what is needed from the volunteers.

### The job description

The job description should include:

- Job title.
- Name of the football club and immediate supervisor's name.
- Duties and responsibilities.
- Hours, frequency and dates the volunteer is required.
- Qualifications needed (if required).
- Special skills or training (if required).
- Induction details – when the position starts, ends and any details regarding the induction process.

When writing a job description be careful not to hide any unpleasant tasks involved in the role. Volunteers need to know exactly what they are getting into – all aspects of the position should be detailed, even the not so appealing tasks.

It is important to include hours and the time requirements for each role as this allows volunteers to identify whether they have enough free time to give to the role.

The following job descriptions have been included in the Appendix. A blank job description has also been included for you to use.

- |                                 |                                |
|---------------------------------|--------------------------------|
| • President.                    | • Gatekeeper.                  |
| • Vice president.               | • Timekeeper.                  |
| • Secretary.                    | • Coach.                       |
| • Treasurer.                    | • Team manager.                |
| • AFL Auskick coordinator.      | • Sports trainer.              |
| • Registrar.                    | • Ground marshall.             |
| • Volunteer coordinator.        | • Field umpire.                |
| • Risk management officer.      | • Boundary umpire.             |
| • Council liason officer.       | • Goal umpire.                 |
| • Social coordinator.           | • League/association delegate. |
| • Canteen coordinator.          | • Property steward.            |
| • Marketing/promotions officer. | • Maintenance officer.         |

### Review of the job description

Remember to review the job description after a short period of time (about three months) to find out how well the description fits with the job. If it is necessary to rewrite the job description, involve the volunteer in this process.





## Finding volunteers

Once the volunteer coordinator has identified the jobs that are required at the club, the next task is to find volunteers to fill the vacant roles on the job list.

Questions such as “how can we find new volunteers?” and “how can we get people to take on responsibilities?” are common questions in any club. Most people recognise the need to volunteer but only a few actually think they can do it or have the time to contribute. Clubs must look at attractive ways to recruit new volunteers so that they keep coming back when there is no monetary award.

A 2000 survey of volunteers asked them how they became involved in their volunteering work. Over half of those who became involved in voluntary work were either asked to volunteer by someone (32 per cent) or they knew someone involved (29 per cent).<sup>3</sup>

Most volunteers get involved through personal contact – your members, former members, supporters and their families and friends are likely to offer the keenest response to your need. Word of mouth is still the cheapest and best way of finding the people you want.

Don't be scared to ask people. Research shows that a large number of people have never become volunteers because no one has asked them!

Consider the following people:

- Parents, older siblings or family members.
- Former players or players nearing retirement (many players wish to stay involved – some just need to be asked).
- Young people completing Physical Education/Human Movement studies or Leadership Programs.

It doesn't do any harm to cast your net more widely, too.

**Dr Graham Cuskelly, senior lecturer from the School of Leisure Studies at Griffith University, said an area that tends to get overlooked when organisations look to recruit volunteers is retirees and organisations dealing with older people. These groups of people can contribute greatly to sport but often don't know how to go about becoming involved.**

*(Source: [www.sportrec.qld.gov.au](http://www.sportrec.qld.gov.au) – Volunteers making it happen, Vera Jensen)*

**At 90 years of age, George Hunter is described by the Goulburn Valley Football League as “the ultimate community-minded person”. He is a life member of nearly every club in Eurora and his love for football has seen him involved for more than 70 years. Judging by the number of club pavilions, honorary trophies and awards named after him, you would think George was a prize Eurora full-forward who kicked 1500 goals for the club. The reality is he never played football. He also doesn't have children, which makes his contribution to the Eurora Football Club even more amazing.**

*(Source: AFL Record - Unsung Heroes. Round 7, 2001)*

Most people can be persuaded to volunteer their time to the football club if the right techniques are used. This involves providing them with tools such as job descriptions. Many people do not volunteer simply because they do not know what the job entails and they are not sure if they can do it.

## Recruitment ideas

Potential volunteers are everywhere and your football club's recruitment campaign should contain information that is clear, accurate and attractive. Most importantly, it should be distributed to a wide audience.

When recruiting volunteers, consider the following ideas:

- Produce volunteer information kits – include details on volunteers at the club, job descriptions and club background material.
- Check past and present membership lists – compile a mailing list and send out details about club activities.
- Organise "recruitment" drives using current volunteers to promote the club and its activities.
- Use the local newspaper – classified ads, letters to the editor, feature articles, press releases.
- Produce posters, pamphlets and flyers that promote the club, its activities and its role in the community – to be distributed where your potential volunteer may visit, such as the supermarket and community and school notice boards.
- Organise community announcements on the radio.
- Talk at pre-retirement training sessions in commercial sectors.
- Promote your club and its activities to senior secondary and university students of Physical Education and Leisure Studies. Students are often desperate for experience, and will be highly enthusiastic.
- Organise a "bring a friend" day where current volunteers bring along a potential recruit.
- Organise social activities that are aimed at specific groups of people – try a social coffee morning, lunch or walking group for mums to attend. Many mums may not feel comfortable coming down to a club when they do not know anyone – give them the opportunity outside the club environment to make friends before you ask them to volunteer. Once friendships are made, they will feel more confident to come down to the club.

The best form of publicity comes from the volunteers. If they enjoy themselves and feel happy with the club they will be more likely to talk to others about being involved.

Remember that the volunteer is giving up their precious time for the club so you must show something in return. Always focus on the positive aspects of volunteering and being involved, such as making new friends, learning new skills and being part of a fun and exciting club.

Promote the rewards your club offers volunteers:

- New friendships.
- New skills through training.
- New experiences.
- Exciting opportunities.

To find volunteers you need to have a clear understanding of why you want them. You need to start planning for the club's future. You don't want to have someone 'hanging around' with no clear idea as to why they are there, or how they can help. At the same time, volunteers don't want to be given so many tasks that they can't possibly cope.

If you are clear in your mind why you want someone to help and are organised in the way you seek assistance, people are more likely to step forward and offer to help.

**A volunteer recruitment checklist has been included in the Appendix.**

Curtain University's Dr Judy Esmond highlights some great ideas that organisations can use to attract new volunteers. Esmond has identified the six R's approach that acts as a checklist for club's wishing to recruit new volunteers.

1. Research – find out when, where, who and why about the existing volunteers within the football club and then use this research to identify a future recruiting drive.
2. Reveal – use newsletters, flyers, newspapers, telephone, internet, radio and television to advertise the football club and the recruitment message of the value and benefits of becoming a volunteer.
3. Relate – the most effective method of recruitment is word of mouth where happy volunteers are the best form of advertisement, so it is important that existing members relate and network with everyone.
4. Reach – find volunteers with skills the club needs through targeting specific people, i.e. if the club needs someone to write newsletters or media releases, Esmond suggests that the club should seek a student studying journalism.
5. React – need to react to changing trends in society and look to ways of overcoming these changes, i.e. organisations may need to adapt their expectations based on the trend in people being more time poor.
6. Recruit – the whole organisation should be involved in recruitment and it should not be left up to one person such as the volunteer coordinator – the more active, the more likely new people will come on board.

One great example identified by Esmond is to provide all volunteers with business cards containing a recruitment message as well as their details. Volunteers are proud to offer a business card about themselves and their club but it also assists with getting the message across. She suggests that clubs should think creatively and perhaps ask a local printer to donate the cards or even design their own cards<sup>4</sup>.



## Selecting and screening volunteers

Sometimes, volunteers from outside the club will offer their time and want to help out around the club. In this situation certain procedures should be followed.

### Selecting volunteers

When someone outside the club volunteers, the following procedures are recommended:

- Ask the volunteer to fill out a form explaining his or her interests, skills, experience and availability.

**An example of a volunteer application form is included in the Appendix.**

- Arrange a meeting between the potential volunteer and an informal panel of people from the club. Ensure the club's volunteer coordinator is included on the panel. At this meeting, the volunteer should be given a clear idea of the club and the job that they will be doing. Give them plenty of opportunities to ask questions. It is also important to clarify interests, skills and experiences of the volunteer and assess their availability and commitment. Most importantly, give them a chance to talk.
- Give the volunteer descriptions of the job or jobs you need filled.
- Request that all new volunteers consent to a police check.

Clubs should also incorporate volunteer screening into the process of recruiting volunteers to the club. This will ensure that the clearest picture of the prospective volunteer is obtained, and the interest and welfare of all children within the club is cared for. It may also be of interest to do a reference check on new volunteers that are not well known to the club.

Clubs should note that fines may apply for those employees of paid and volunteer staff that do not request their staff sign a declaration of suitability. Furthermore, it is mandatory for all states and territories to conduct screening of staff involved in child-related activities.

**Most volunteers will be good in some role. Some, however, may not. You don't have to accept everybody who turns up.**

### Turning someone down

**Most volunteers will be appropriate and qualified in some way – but there is no guarantee that everyone who volunteers will be suitable.**

**If you think a volunteer is unsuitable for a particular position at your club, consider offering them another position. If lack of qualifications is a problem, consider offering training or some other opportunity to get each volunteer appropriately qualified for the job.**

**If you judge that a volunteer is generally unsuitable for any position in your club, document your concerns. Advise the club president of your decision and reasons in writing and tell the volunteer of your decision in a sensitive manner. Follow the conversation with a short letter thanking the volunteer for his/her interest but stating in very general terms that you will not be accepting him/her as a member. File a copy of the letter and documentation for future reference.**

**A careful decision at this stage can save a lot of trouble later on.**

*(Source: adapted from [www.cyberpvm.com/program\\_development/proman.htm](http://www.cyberpvm.com/program_development/proman.htm))*

The important points regarding the selection of volunteers are:

- The club and the volunteer know exactly what to expect from each other.
- The club is confident of the commitment and reliability of the volunteer.
- If the volunteer is from outside the club, he/she has an understanding of the club and its culture.

## Screening volunteers

In recent years more attention has focused on young athletes and their welfare, and several states have developed Child Protection Acts. Although these acts differ from state to state, Child Protection Acts are designed to protect the safety and wellbeing of children, highlight the professional approach to child protection that should be adopted and outline the standards of behaviour expected by all those involved in an organisation such as a football club. Clearly, these acts have implications for all sport and recreation organisations.

In all states and territories (except Western Australia) it is mandatory that all cases of child abuse are reported. In New South Wales and Queensland specific child protection and intervention legislation now applies to the sport and recreation industry. In Victoria it is a legal requirement that all people, both paid and unpaid, involved with children undertake a mandatory police check.

The child protection legislation implemented by the NSW and Qld government makes it mandatory for sporting organisations and people involved in sport as a paid employee or volunteer to meet certain criteria. These requirements also apply to individuals and organisations originating outside these states yet wish to travel to or compete in these states.

For information regarding the legislative requirements in NSW and Qld go to:

The Department of Sport and Recreation NSW [www.dsr.nsw.gov.au](http://www.dsr.nsw.gov.au).

NSW Commission for Children and Young People [www.kids.nsw.gov.au/check/](http://www.kids.nsw.gov.au/check/).

Sport and Recreation Queensland [www.sportrec.qld.com.au](http://www.sportrec.qld.com.au).

Qld Commission for Children and Young People [www.childcomm.qld.gov.au](http://www.childcomm.qld.gov.au).

**The NSW Department of Sport and Recreation has produced a resource titled *Guidelines for Sport and Recreation Organisations – Working with Children Check and Child Protection*. This resource can be found on the department's internet site [www.dsr.nsw.gov.au](http://www.dsr.nsw.gov.au) and highlights the initiatives that will help protect the safety and wellbeing of children participating in activities run by an organisation such as a football club. It also highlights the proactive and professional approach to child protection that should be adopted by an organisation.**

**The Queensland Commission for Children and Young People has similar legislative controls and provides information at their website on the screening of employees working with children, called Employment screening – the working with children check. For further information go to [www.childcomm.qld.gov.au](http://www.childcomm.qld.gov.au).**

**The Australian Council for Children and Youth Organisations Inc provides a useful resource on police checks within Victoria, go to [www.accyo.org.au/checks\\_standard.pdf](http://www.accyo.org.au/checks_standard.pdf).**

**Further information on child protection legislation can be found in the *Risk Management Manual* of the AFL club management program.**

It may also be useful to do reference checks on new volunteers. Reference checks may consist of:

- Written references from people in the club and/or community.
- Police checks.
- Verbal recommendations.

If volunteers have access to club funds and the club's business details, it is advisable to conduct a reference check. Sometimes, people place too much trust in people they do not know well. In particular, it is recommended that all treasurers be screened before taking on the role and having access to the club's funds and banking details.



## Matching the volunteer to the job

You may feel that you don't have much choice about the selection of volunteers for some positions.

Voluntary positions are not necessarily filled by either the best available people, or even people with the skills to effectively undertake the work. If someone is offering his or her time freely it is difficult to complain about the standard. From the volunteer's point of view, the job is often taken on through a commitment to the game/organisation or a belief that they are under pressure from other club members to contribute, and it cannot be expected to be their highest priority at all times<sup>5</sup>.

Often clubs are keen to put anyone in a role simply because no one else will do it.

Each volunteer should be matched to a role that suits:

- The amount of time they can contribute.
- Their skill level/knowledge.
- Why they are involved in the club.
- Their own personality and likes/dislikes.

For example:

- There is no point asking someone to be a team manager if they work every second Saturday.
- It would be unwise to ask someone to help out with the social functions if they are not keen on attending social functions. They may be more suited to being responsible for the team's water/refreshments or washing the jumpers.



**Volunteers need organisational skills. Geoff Sutton believes his ability to organise people and general club activities allows players to concentrate on their training and on winning matches. The players agree. Western Bulldogs player Matthew Robbins played his junior football at Ormond Football Club – he says: “People like Geoff really are the lifeblood of amateur football. Contributions such as his certainly made my years down at Ormond very enjoyable.”**

*(Source: AFL Record - Unsung Heroes. Round 3, 2001)*

In every club, there are people who have more available time than others. It is important that clubs do not allocate jobs to these people just because they have a lot of time. These people need to feel valued as well, so allocate a job to them that is important and reflective of their knowledge. Too often, these people end up with a long list of jobs that may not be particularly suited to them.

### How often have you heard?

*“Mary has been doing that job for 10 years but she really isn't the right person for the role.”* Instead of saying that someone is not right for the role, clubs should identify what skills are needed for the role and then look to ways of training each volunteer. Training may involve learning from others or actually attending a course or information session.

Clubs should be happy that a person is willing to volunteer instead of saying that they are really not the right person for the job. Utilise every opportunity to have as many people involved in the club as possible. It is harder to find the right person for some jobs.

In your haste to find someone for that difficult job, try not to:

- Grab the first person who contacts you just because you need someone.
- Make unrealistic claims about your football club.

Often volunteers get recruited into positions for which they do not have the necessary skills and experience. Although it was suggested that this would be unwise, it should also be noted that some clubs would not have any members with the specific skills needed. If this is the case, you should identify a volunteer who is willing to be trained to learn the particular skills required.

To avoid creating a negative experience because of misunderstandings relating to what is expected and required from them, develop an appropriate job description for the role and then identify what type of training may be needed to carry out the job description.

Talk to the volunteer about the job description - you might need to modify it to match your resources.

Remember, it is important that:

- Everyone is absolutely clear about what they're doing.
- All your jobs are covered.



## Orientation and training for volunteers

### Orientation for volunteers

Orientation is vital for all new club recruits. It is a socialisation process where volunteers get to know the club and its key people. When providing an orientation session for new volunteers, make sure they know when and where to meet for the session.

It is important not to just tell volunteers where and when and leave it at that. You should arrange for someone to meet them and introduce them to the other club members. The volunteer will need to feel welcome from the beginning. If not, they may choose not to come back. You might consider making the person that meets each volunteer their 'buddy', so that they can obtain advice and any other necessary club information. This system also provides a link between the club and the new volunteer.

After the orientation session, volunteers should:

- Be familiar with the club.
- Understand their role in the club.
- Be aware of their rights and responsibilities.
- Be made to feel welcome and needed.

### Training for volunteers

Training is an essential part of any organisation if it is to perform efficiently and effectively. This is no different for a football club. The quality and availability of training can be directly linked to volunteer retention.

Where a club operates within a regional, state and national structure, there will generally be courses and/or manuals for the training of coaches, umpires, officials and administrators. Training is a key factor in any club or organisation's environment. It is generally linked to job satisfaction and will therefore influence volunteer retention. Volunteers are likely to find their job easier if adequate training is provided. Remember that one of the reasons people volunteer is to gain new skills and experience. A training plan for your club is essential if it is to function effectively.

A question that you might ask is *"where can we find training?"*, or *"what sort of training is available for our volunteers?"*

There are many training methods that your club can use to educate volunteers in their role within the club. These include:

- Mentoring.
- Workshops.
- Training manuals – such as the AFL club management program.
- Guest speakers.
- Role plays.
- Demonstrations.
- Small group exercises.
- Courses.
- Training videos.
- Internet-based learning.



Many local organisations offer a variety of training programs, and your volunteers should be encouraged and supported to take up as many opportunities as possible. A good place to start is by contacting your local council and football league/association, which will be able to give you information on any volunteer training courses that will be held in the future. When looking around for relevant training courses and information for volunteers at your club, consider the following ideas:

- Explore your members – you may have highly skilled members who can help train others.
- Look at the training offered by other local organisations, such as local councils, sport and recreation organisations and community centres.
- Join with other clubs to plan a training event.



- Encourage members to grasp any occupational training offered to them.
- Try approaching local training organisations for sponsored places on courses.
- Contact national/state sporting organisations such as the Australian Sports Commission, which provides training programs and/or manuals for training coaches, umpires, officials and administrators.

There are a number of sports administration courses available across Australia. In Tasmania, for example, the Tasmanian Sport and Recreation Skill Centre offers ASSA (Australian Society of Sports Administrators) sports administration courses on a regular basis. The courses provide an introduction to the world of administration within sport and anyone with an interest in sports administration or those that hold an official or semi-official position at a club, association or league can attend.

Other training courses for volunteers include:

- Play by the rules – this is an online training and information resource for sport and recreation clubs and associations. It provides information on how to prevent and deal with inappropriate behaviour, including discrimination, harassment and various forms of abuse.

Play by the rules has three main aims:

1. Information – to give you information exploring discrimination, harassment and child protection.
2. Rights – to explore what your rights are, and how the law protects your right to participate in sport and recreation activities and not be unfairly discriminated against.
3. Responsibilities – to ensure that you know about your responsibilities under the law.

There are four free, tailored online training courses for coaches, administrators, umpires and players and volunteers. The courses are short, taking no more than two hours, and may be done in part or all at once. On successful completion of the course, you will receive an official certificate.

**More information about Play by the rules can be obtained from [www.playbytherules.net.au](http://www.playbytherules.net.au).**

- Sport and Recreation Training Australia offers a number of training/information resources for sport and recreation clubs throughout Australia.

**For more information on these resources, visit the Sport and Recreation Training Australia internet site, [www.srtaustralia.org.au](http://www.srtaustralia.org.au).**

- The National Officiating Accreditation Scheme (NOAS) is a national training system for officials at all levels of sport in Australia. The various courses are conducted by national, state or regional sporting organisations and include the following components:
  - General principles – fundamentals of officiating and event management.
  - Sport specific – technical rules, interpretations, reporting and sport specific roles for officials.
  - Officiating practice – practical officiating and application of officiating principles.

**Further information can be obtained from [www.officiatingaus.org/noas.htm](http://www.officiatingaus.org/noas.htm).**

If your club has specific needs, organise your own special training program – you could even invite other clubs along. The most important point to remember is that you will have many skilled people within the club who are often extremely willing to provide training to others – you only have to ask.

Many local organisations offer a variety of training opportunities. Your volunteers should be encouraged and supported to take up as many opportunities as possible.

## Evaluating training programs

It is important to assess the cost, quality and relevance of the training programs on offer. If volunteers feel a particular program has been a waste of time, their performance will not be enhanced at all.

Recommendations from other sporting clubs are a good way of finding out which training programs are best.

### **Do you have a budget?**

**Has your club budgeted for the costs of effectively running the volunteer program?**

Some of the costs you need to consider are: reimbursement of out of pocket expenses (phone, stationery, etc); training; insurance; publicity; equipment and clothing; catering; honorariums; volunteer recognition (free passes, memberships, etc).

# PLANNING COMMITTEE



## Recognising and rewarding volunteers

Recognising and rewarding volunteers is essential if they are to stay involved in your club. The act of recognising and rewarding volunteers will ensure that their efforts will not go unnoticed. Volunteers' motivation for continuing their involvement depends on their feeling of value and accomplishment.

So how should clubs go about finding ways to recognise their volunteers? Ask them! By involving them in programs, they are given some ownership in the process. For some, simply being asked for input is recognition.

Volunteer recognition should be:

- Immediate – recognise efforts as soon as possible.
- Specific – give personal recognition rather than general if possible.
- Consistent – recognise everyone's achievements and avoid favoritism.
- Sincere – mean what you say, be genuine.
- Enthusiastic – be positive and upbeat.

When recognising and rewarding volunteers, your club must remember to consider the differences in individual needs and benefits that are sought by volunteers. Some volunteers seek opportunities for public recognition and praise, however others may feel uncomfortable under such circumstances. It will mean more to each volunteer if you personally recognise their efforts, rather than just treating everyone in the same manner.

All volunteers should feel that the amount of effort they put into the club is equal to the amount of recognition that they receive. A feeling of unfairness may arise if volunteers feel that there is no significant recognition system in place. These problems may be compounded when a volunteer feels as though other volunteers who have put in less effort are rewarded equally.

Recognition and reward programs do not need to be complex to establish or manage. They are an essential part of ensuring everyone feels valued for their efforts and, as a result, volunteers will be more inclined to contribute their time again.



## Considerations for volunteer recognition

There are many ways that your club can recognise volunteers. You might like to consider the following ideas:

- Special awards for volunteers: volunteer of the month and of the year – presented at monthly meetings and the AGM.
- Articles on individual volunteers published in the club newsletter.
- Articles in the local paper.
- Providing volunteers with identification badges, pins, caps and T-shirts.
- Get volunteers to train other volunteers.
- Get teams to write thank-you notes to every volunteer.
- Award life membership to exceptional volunteers.
- Nominate your volunteers for local and state awards.
- Hold social events at the beginning and end of each season for all volunteers.
- Name an event or a new facility/building after a volunteer.
- Reimburse volunteers for all 'out of pocket' expenses.
- Provide recognition certificates to every volunteer.
- Acknowledge volunteers at all club meetings.
- Provide letters of reference to volunteers.
- Send birthday cards to volunteers or get-well cards when they are sick.
- Hold a lunch or breakfast to formally recognise the efforts of every volunteer.
- Participate in the ASC's Thanks Coach or Thanks Official Programs (adapt to other administrative positions around club).
- Participate in the AFL Volunteer Recognition Program and any state/territory football recognition programs.
- Reduce club membership fees for volunteers, depending on their level of involvement.
- Pay for any coach/umpire/administration courses, providing that in return, coaches, umpires and other volunteers make a commitment to the club.
- Recognise long service to the club by awarding volunteers with life membership.
- Thank-you letters from the executive committee.

**In 2001, the AFL launched its Volunteer Recognition Program as part of the International Year of the Volunteer. If your club is not involved in the program or would like to find out further information, please contact the AFL on (03) 9643 1999.**

**At the start of the 2001 football season, the Sydney Swans celebrated their 20th year in the Harbour City. As a tribute to the many volunteers who were involved in the 2000 Olympic Games, the club invited them to go to the match for free if they were wearing their uniform. Their tremendous efforts were recognised by the Sydney Swans, the people of Sydney and Australia.**

*(Source: Walker and Gleeson, The Volunteers, 2001, p13)*

### Factors to keep in mind

1. The more you know about a person or group of people, the more you can personalise their rewards. Recognition is more intangible than tangible; it is best built on a relationship of respect and appreciation that is transmitted in everyday language and action.
2. Find opportunities to recognise good work externally; find settings important to the contributor and reward them openly there.
3. Never give recognition because of what it will do for you; give it because you sincerely want to honour others.
4. Never give recognition when it is not deserved; everyone around will lose respect for the giver and the receiver will usually feel belittled.
5. Vary recognition efforts; make sure you are not tailoring rewards to what YOU would like, but rather to what is important to your volunteers.
6. Have fun with ideas for recognition; encourage people to play with ideas but make sure the 'play' is never harmful.
7. Give recognition unexpectedly - a quick note of thanks for instance.
8. Keep a good record of recognitions so that you can vary rewards to those who are around for a long time.
9. Simple respect on a day-to-day basis and a warm specific thank-you are still the best tools for building a good recognition process.
10. Timing is critical in recognising individuals in your program. Recognise contributions throughout a project, not just at the completion. A small thank-you multiple times along the way, often adds up to mean more than one huge thank-you at the end of a long volunteer activity or project.<sup>6</sup>



**Further information on the above tips can be found at the Tasmanian Office of Sport and Recreation website – [www.osr.tas.gov.au](http://www.osr.tas.gov.au). You will also find some great ideas on how to recognise volunteers – 101 Ways to Recognise Volunteers.**

### Most importantly – Have fun!

**Make it creative and interesting – remember, it must meet their needs to be valued. Recognition is one of the main tools for motivating volunteers to stay with clubs – use it wisely and often!**

## Developing organisational commitment

Volunteers are more likely to be retained by a club when they develop a sense of organisational commitment. Organisational commitment refers to the individual's identification with and involvement in a particular organisation. Volunteers who develop a sense of loyalty or identification to a football club are more likely to want to be there, perform their duties better and are less likely to leave.

The key for clubs is to ensure their volunteers and members have a sense of organisational commitment. This may seem a difficult task, however developing a sense of organisational commitment tends to work best when volunteers are genuinely valued and appreciated for their input into the organisation. In addition, if they like the people they work with, their commitment to the club will be greater.

In order for any club to truly value their volunteers, they need to:

- Ensure time is taken to understand the individual needs of volunteers.
- Match the skills and experiences of volunteers with the right roles/jobs around the club.
- Identify training and development opportunities for volunteers.
- Ensure all volunteer efforts are recognised and rewarded.

***"I remember working one day with a volunteer who was a great contributor. I remarked, 'You don't look too well today.'***

***She replied, 'I'm part way through my sentence – I've got three months to live'.***

***I asked, 'Why are you here?' And she said 'This is the best way to use up three weeks in the last three months of my life'.***

***A remarkable story."***

*(Gerry Gleeson, ex-Melbourne Football Club Premiership player, Sydney 2000 volunteer and author of The Volunteers)*

## Managing and supporting volunteers

Many clubs are managed solely by volunteers. Consequently, the issue of volunteer management is often overlooked. Volunteers who manage other volunteers need certain skills as well as policies and practices in place, so that everyone can enjoy their volunteer experience.

### Snapshot of a club

**The Glenelg Football Club has a very well run and successful volunteer management program. With approximately 130 volunteers, the club has identified a systematic and committed approach to developing a team environment which optimises job satisfaction. The process the club went through to establish the program is as follows:**

- **A coordinator for the Tiger Volunteer Program was appointed.**
- **The coordinator reviewed training requirements, and identified a need for key volunteer personnel to get immediate training in administration, first aid and medicine, and volunteer management issues.**
- **All existing and new volunteers are required to complete an application form and are presented with a copy of the club's volunteer policy.**
- **All new volunteers are placed under a mentor scheme.**
- **All training staff have upgraded first aid and sports trainers' qualifications.**
- **Club paid staff have attended Office for Recreation and Sport Volunteer Management forums.**
- **Team managers have attended SANFL Tribunal Procedures training workshops.**

*(Source: Glenelg Football Club, 1999 Volunteer Involvement Program)*

### Being part of the team – encouraging loyalty

Volunteers are more likely to stay with the club if they identify with it and are included as part of the team. This feeling of loyalty is more likely to happen when the volunteers feel genuinely valued by the club. If volunteers are happy with the job you give them they will work better and stay longer.

Clubs should also have a process in place for reviewing and responding to ideas, suggestions and feedback from their members/volunteers.

### Volunteers managing volunteers

Volunteers in many community football clubs are managed or supervised by other volunteers. As a result the lines of responsibility and authority within the club can be unclear. In many smaller clubs, a member of the committee/executive may also hold an operational position such as a coaching role. In such cases, there may be some implications where the committee may need to address an operational issue involving the coaching at the club.

The role of the volunteer coordinator becomes vital in situations where there are problems of authority between volunteers or apparent conflicts of interest within the club. The volunteer coordinator is effectively the human resource manager of the club and should oversee all appointments and undertake regular reviews of the volunteer body.

A constant challenge for clubs is that volunteers are sometimes elected to positions of responsibility, especially at board or committee level, and may not have the appropriate skills to fulfil the role. Furthermore, clubs at times may recruit people simply because they are desperate for an extra pair of hands and may not pay enough attention to the skills that the person can offer.

Volunteer coordinators can help alleviate the problems by helping to ensure that the club maintains a dedicated approach to their volunteer recruitment. Volunteers should only be accepted if they can fulfil the club's job description by possessing a specific range of skills and abilities to benefit the club. Volunteer coordinators should ensure that each person in the club is the best person for the role and be active in making changes to volunteer roles and responsibilities within the club when other people become more appropriate for the position.

In situations where there is an apparent conflict of interest, it is important that the volunteer coordinator implements precautions that will ensure that people cannot hold a role at both the operational and committee level.

The most effective way to continually ensure that all volunteers are satisfied and that the best people occupy the club's roles, is for the volunteer coordinator to hold regular performance appraisals. The appraisals should be confidential and allow the volunteer to be open and honest about their role within the club. In this way, if the volunteer coordinator receives a number of complaints about a volunteer then they can go about resolving the situation.

## **Volunteers and paid staff**

Larger football clubs or leagues/associations may have some paid employees. Some leagues and/or smaller clubs are now also employing a part-time paid officer to look after their day-to-day administration needs. It is crucial that clear lines of responsibility are established between any paid staff and volunteers.

Communication between the two groups is essential. Both paid staff and volunteers need to understand each other's roles and responsibilities. Some volunteers may feel resentful to employees who are being paid for work they once did voluntarily. As a result, volunteers may hand over all of their jobs, feeling that a paid person should be doing them.

Paid staff should understand the volunteers' needs and how to relate to them. The club's board and paid staff should recognise that in today's climate, volunteers increasingly expect to be included in meaningful work that is clearly focused on the club's mission.

A clear definition of roles will help volunteers and paid staff achieve a cheerful, productive and mutually supportive relationship.

### **Relationship between volunteers and paid staff**

**Volunteers are a very important part of Essendon Football Club (EFC) with over 130 volunteers ranging in age from 16 years to 85 years. They help out in a number of departments – office work, mail outs, raffle work and many other areas. According to EFC's curator, "There is always a lot of work, especially around raffle time. Our volunteers provide wonderful back up to the staff and perform a wide range of duties."**

*(Source: [www.essendonfc.com.au](http://www.essendonfc.com.au))*

# Dealing with conflict and difficult volunteers

## Conflict management

It is difficult to avoid some form of conflict within any organisation. Due to the emotive and personal nature of activities within football clubs, there is great potential for conflict. While some people may feel uncomfortable with conflict, it is recognised that in order for an organisation to function effectively, a certain level of conflict is needed. Conflict can lead to clubs developing new ideas, improving motivation levels and identifying any hidden problems that may not have been discussed beforehand.<sup>7</sup>

The problem is getting the right level of conflict within the club environment. Too little conflict may result in the club stagnating, while too much may lead to negative outcomes. When the level of conflict reaches a stage where it begins to damage the club, it must be resolved.

There are various ways of dealing with conflict; however the best methods appear to be compromise and collaboration.

**Compromise** – a solution to conflict in which each party gives up something of value.

If you compromise, you address rather than avoid the issue. In this situation, you don't compete or explore the issue as in depth as when you collaborate. Compromising involves negotiation between the parties to exchange concessions, or agree on a middle ground.

Compromise is a useful conflict resolution strategy when conflicting parties are about equal in power, when it is desirable to achieve a temporary solution to a complex issue, or when time pressures require an expedient solution.

It will often require both parties to concede something of value to them, such solutions may include:

- No longer being responsible for an activity or task.
- Assuming extra responsibility.
- Deciding to work independently from one another.
- Adapting or changing behaviour.

**Collaboration** – resolving conflict by seeking a solution advantageous to all parties.

If you collaborate, both parties are working in a cooperative manner. Rather than avoiding a problem, the parties attempt to work with another person to find a mutually satisfying solution. It is characterised by open and honest discussion among the parties to identify both parties' concerns and create options for resolution.

Collaboration is a useful conflict resolution approach when: time pressures are minimal, when all parties are serious about creating a win-win solution, and when the issue is too important to be compromised.

The solution may include:

- Deciding to share a task or responsibility.
- Exchanging information.
- Exchanging job roles or tasks.

It is important that any conflict is addressed and recorded appropriately and that the volunteer coordinator is central to the process.



## Dealing with difficult volunteers

Various problems involving volunteers may arise where the volunteer coordinator or the club will need to take action. Good screening, supervision and training will minimise problems – but they still can happen.

Often a 'difficult' volunteer is simply in the wrong job. Effective review and a new placement can sometimes solve the problem.

However, when a volunteer's performance or behaviour has a negative impact on fellow workers, club members or the public, that person should be confronted with the problem. This practice should be applied consistently with all volunteers.

Meet in private with the volunteer and present your concerns. Go over the expectations in the job description. Allow a response, in writing if necessary. Be fair and open to the possibility that the volunteer has been misunderstood.

If appropriate, allow a probationary period with concrete goals and a finite time in which to achieve them.

Take notes of the discussions you have. Write up any agreement you come to and give the volunteer a copy to review and sign.

Sometimes there may be a need to discipline volunteers if their behaviour is clearly unacceptable, i.e. some form of harassment or dishonesty. It is important that all volunteers are aware of and follow the club's set standards and codes of practice.

If a problem arises, the club may need to take disciplinary action. The following guidelines can be used:

- 1) Approach the problem as soon as possible.
- 2) Discuss the issue in a calm and objective manner.
- 3) Keep the discussion focused on the behaviour, not the person involved.
- 4) Allow the volunteer to explain their position.
- 5) Obtain agreement on how mistakes can be prevented in the future.
- 6) Give a warning before any disciplinary action is taken.
- 7) Consider the effect of the disciplinary action and any mitigating circumstances.<sup>8</sup>
- 8) Ensure all disciplinary action is consistent – all members are treated fairly and in the same manner.

## Dismissing a volunteer

Sometimes there may be a situation where no other course of action seems reasonable except to dismiss a volunteer. If the behaviour is totally unacceptable to the club, a volunteer may need to be informed that their services are no longer needed at the club. This is obviously in extreme cases only, however all clubs should consider what would happen if a volunteer's behaviour or actions are not suitable or warranted around the club.

The decision to dismiss a volunteer should not be taken lightly and should never be done by an individual. The club's committee should also be involved in the process. Firstly, approach the committee and speak to the president. The president's approval to dismiss the volunteer should be obtained. Dismiss the volunteer in person and in private and always be honest, sensitive and firm.

Document the dismissal and file it in such a way that the volunteer is not unwittingly taken on again. Follow up with a short, neutral letter confirming the dismissal. Notify all concerned parties, but respect the volunteer's privacy. Documentation and alerting other staff and volunteers delineates the club's legal relationship with the volunteer.<sup>9</sup>



## Developing a volunteer management policy

As the demands on volunteers have become increasingly more complex and sophisticated, there is a need for clubs to develop and implement a volunteer management policy. Many clubs may think this sounds like hard work, however once a policy has been established, managing your volunteers will be much easier. A volunteer management policy will also assist other areas in the club. For example, a volunteer management policy will also improve risk-management practices.

Before writing a volunteer management policy, it is necessary to seek help in specialised areas. A background in the following areas should be considered:

- Human resource management.
- Risk management.
- Insurance.
- Planning.
- Health and safety.
- Training and education.

When writing up the policy, remember to:

- Be clear and concise.
- Emphasise the positive aspects of being involved.
- Ensure material is relevant to the audience.

### Volunteer management policy areas

A policy is a principle plan or course of action that contains two elements:

- A principle expressing some position, value or belief.
- A plan or course of action that includes specific steps and procedures.

Clubs should communicate their values and policies on a regular basis and consider the impacts of policies on all stakeholders. Generally, having policies in place at a club will affect member behaviour in three ways:

1. It will encourage behaviour to occur that would be consistent with good management practice, and in line with the club's philosophy.
2. It will regulate behaviour into routine matters, allowing clubs to concentrate more on major issues, and also reduce the need for repetitive decision making in areas that can be delegated.
3. It will inhibit behaviour that might occur without a policy in place.



Policies are an integral component of good management practice in any club, given that the environment that sporting clubs and other organisations operate in today has become more complex.

The range of issues that should be addressed in a volunteer management policy are quite widespread. When adopting a volunteer management policy for your club, the range of policies must reflect an overall philosophy regarding volunteers and their role in the club.

There are many areas that could be included in the volunteer management policy. The next section will outline various areas that can be included in a club's policy, however it must be recognised that this list of policy areas is not exhaustive and should be used as a guide only. In addition, before any club adopts a volunteer management policy, it should examine its own circumstances and develop a policy that is suitable to its own situation. All clubs will have their own particular needs and the policy should be reflective of these needs.

**An example of a volunteer management policy has been included in the Appendix. This example has been adapted from the *ASC Active Australia Volunteer Management Program – (Volunteer Management Policy)*.**



## **Areas to consider when writing a volunteer management policy:**

### **1. Club philosophy**

The policy should reflect your club's view regarding volunteers and how they fit into the club's structure.

### **2. Who is eligible to volunteer?**

This may not be an issue for most clubs, however your club should be clear if there are any people who may not be eligible. i.e. if personal accident insurance is unable to insure volunteers over or under certain age limits.

### **3. Volunteer rights and responsibilities**

The relationship between your club and the volunteer should be viewed as reciprocal.

The rights and responsibilities should be clearly stated.

### **4. Out-of-pocket expenses**

Volunteers may incur some out-of-pocket expenses. Clubs need to identify what they believe to be reasonable expenses that would require reimbursement.

If your club's stance on reimbursement of out-of-pocket expenses is made clear at the start, the volunteers will be aware of their rights to claim any reasonable costs associated with their role.

### **5. Record keeping**

Due to the increasingly litigious nature of society, all clubs should keep detailed records of all their activities.

This should include involvement by volunteers.

### **6. Training and accreditation**

Many volunteers seek opportunities to participate in further education or training as part of their voluntary work. However, the issue of who pays for this training can be difficult to resolve.

The responsibility for paying for training and accreditation should be clearly indicated in the volunteer management policy.

### **7. Absences**

A critical aspect of volunteer performance is reliability. However, like paid employees, volunteers may not always be able to carry out their responsibilities.

The policy may outline the process volunteers should take on if they are unavailable to perform their duties. i.e. find a substitute or inform the volunteer coordinator at least two days beforehand.

### **8. Conflict of interest**

In cases where the organisation is partly supported through public funds, care should be taken to avoid situations that could be interpreted adversely for the organisation.

### **9. Dismissing a volunteer**

How the process of dismissing volunteers is handled by your club is vital to good volunteer management. The policy should highlight the grounds for dismissal and the process that will take place.

There are various other areas that could be included in the policy. As indicated, your club needs to assess its own requirements and then develop a policy accordingly.

Other areas may include:

- Injuries and accidents.
- Health and safety.
- Complaints and disputes.
- Harassment.
- Limited terms in key committee roles.
- Speaking to the media.

Policies ensure fairness and equity in the way that clubs manage their activities and one of the important areas is how volunteers are managed. The development of a volunteer management policy is crucial, as clubs need to outline the conditions up front for potential volunteers. In addition, a volunteer management policy works together with other club policies such as the risk management policy.

## Succession planning

### Don't let it all fade away – planning for next year

It is normal for there to be some turnover of jobs from year to year – and it's healthy too. But high turnover rates can be a problem. They can stop clubs from planning effectively, can interrupt progress and can put people under unnecessary pressure. Most volunteer turnover happens around the end of the season or at the time of the AGM.

Volunteers can leave for a number of reasons, many of which seem to be related to the nature of the organisation and the volunteer work itself. Research has shown that volunteers leave because of:

- Poor training.
- Bureaucratic rules.
- Heavy workloads.
- Feeling obligated.
- Poor management.<sup>10</sup>

Clubs can work towards retaining volunteers by addressing these issues and any other issues raised. However, volunteers will still leave for various reasons and your club needs to be prepared for change.

In many clubs, excessive loads are carried by one or two people and when they leave or step down, the quality and fortunes of the club can quickly decline.

A succession plan (or handover strategy) is necessary to provide opportunities for potential leaders within your club to be identified and developed in readiness to move into leadership positions.

### What makes a good succession plan?

A succession plan refers to the process of building a long-term future for the club. It enables any new people to take on roles without having to start from scratch again. When someone leaves a club, a succession plan ensures that all the club information doesn't leave with them. Succession planning is as much about documenting procedures as it is about identifying potential leaders within the club who are prepared to take on the leadership positions.

Clubs who can plan towards smooth transitions of leadership positions are less likely to experience disruptions to their day-to-day operations, and as a result are better positioned to replace volunteers who leave the club.

A good succession plan includes:

- A business plan – This does not have to be lengthy. It is a working document outlining the club's priorities, and should be consulted regularly throughout the year.
- Job descriptions – If you have a set of job descriptions, and a clear list of jobs required around the club, you are on the way to a good succession plan.
- Policies and procedures manual – This outlines the day-to-day tasks at the club, and who is responsible for carrying them out. It will also contain policies about selection processes, health and safety issues and volunteer management.
- Reporting procedures – These show the reporting lines back to the committee, either directly or through supervisors.
- Education and development opportunities – Not only do these increase job satisfaction, but they broaden the range of skills of each volunteer. This means that if someone suddenly leaves, you are more likely to have someone else ready to step into the vacant job.<sup>11</sup>

One way to encourage the use of a succession plan is to have a rolling committee in place. A rolling committee stipulates that members stand down after a set period to allow for some fresh input from new members. This can work well as new people on a committee can renew enthusiasm.

Losing committee members can mean that your club loses some experience. To work around the loss of experience, a succession plan must be in place. Too often new members are forced to compile their own information and guidelines as there has been no formal documentation. Be aware of the need to document all procedures undertaken by the committee, which will assist new members with the transition onto the committee.

It's important to groom successors for certain positions, so that when the time for a changeover happens, it can be managed with a minimum of disruption and fuss. The ideal succession plan should allow the existing volunteers to walk away from the club without being missed.

### **Barriers to succession planning**

- **The 'gatekeeper' – a person who runs a system only he/she understands, and keeps the knowledge to himself/herself.**
- **The irreplaceable person ... who is about to leave.**
- **Lack of records.**
- **Lack of young people in responsible jobs.**
- **Long-time committee members approaching their use-by date.**

## **Apprenticeships, traineeships and mentoring programs**

### **Apprenticeships and traineeships**

Has your club ever thought of becoming involved in an apprenticeship scheme, mentoring program or sports traineeship?

Although the delivery of sport throughout Australia has largely been the result of hardworking and dedicated volunteers, many clubs today are appointing trained staff due to the increasing complexity and businesslike nature of sport in general.

A traineeship or apprenticeship is a full or part-time employment-based training arrangement, where the trainee gains work experience and has the opportunity to learn new skills in a hands-on environment. Once the trainee has successfully completed the traineeship, they earn a nationally-recognised qualification.

By taking on a trainee, your club will have the opportunity to develop a well-trained, versatile and multi-skilled workforce.

A group-training scheme employs apprentices and trainees with host employers. This type of scheme can assist clubs that don't have sufficient work to employ a person for the full term of an apprenticeship or traineeship, or who are unable to provide all aspects of the required training. The AFL Group Training Company caters especially for sport and recreation traineeships.

There is some financial assistance available for clubs who employ trainees. The Commonwealth Department of Education, Training and Youth Affairs (DETYA) provides incentives to eligible employers to help reduce the cost of training. DETYA offer incentives and subsidies from \$1375 for most employers at the commencement and on the successful completion of the trainee. They also offer an incentive to employ and train a trainee in a skill that is classified as being in shortage in rural and regional Australia.

Other incentives offered by DETYA include:

- Assistance to employ and train indigenous Australians.
- Assistance to employ and train a person with a disability.
- Incentives of \$1375 for progression of a trainee from qualification Level 2 to Level 3 may be available. A further \$1650 may be available on successful completion of Level 3 qualification.
- Assistance for elite athletes.

**For more information on traineeships, visit [www.asritc.com.au](http://www.asritc.com.au).**

There is also an opportunity for your club to employ a school student as a part-time new apprentice. This is a cost-effective way of getting trained staff in part-time positions. New apprenticeships are aimed at providing structured employment and training for people wishing to pursue a career in the sport and recreation industry. They provide participants with skills relevant to people working at sport and recreation facilities such as sports associations and clubs, swimming pools, community recreation facilities and fitness centres, and their jobs may be associated with administration, coaching, development and ground management for example. A new apprenticeship incorporates traditional apprenticeships and traineeships, and is a structured program that consists of employment and recognised training.

By employing a school student, you will receive the following benefits:

- A government incentive payment of \$1250 for employing a sport and recreation part-time new apprentice.
- Contributions of between \$1000 - \$4500 from the AFL for employing new apprentices who are football players at representative level.
- Other AFL subsidies.
- Your part-time employee is trained at no cost to you.
- You can convert your current casual or part-time student to part-time new apprentices and receive the incentive payment.
- You choose the college or organisation that will deliver the industry-specific training.
- You have the opportunity to develop a young employee to fit the needs of your club.

**For more information on traineeships, contact the Department of Education, Training and Youth Affairs and Arts and Recreation Training Victoria. Contact details are located in the back of this module.**



## **Mentoring programs**

Mentoring involves one person helping another to grow and develop new skills and attitudes. Informal mentoring, where someone shows an interest in another person's development or introduces them to a new network, happens quite often. Formal mentoring however, involves a structured relationship whereby a facilitator matches people with mentors who can help them meet specific objectives and goal during the term of the relationship.

When establishing a mentoring program it is important that training, support and recognition be provided to assist those people entrusted to act as mentors. You should also be mindful not to burden people who already have busy roles at the club. With that in mind mentoring is often an attractive role for an experienced club volunteer who is looking to vary or scale back his or her involvement.

Establishing a mentoring program within your club can help people to:

- See their strengths and weaknesses.
- Clarify what goals and needs they have.
- Identify future options and directions.
- Determine the action necessary to achieve their goals.
- Assist in overcoming barriers to professional development.
- Access the skills and knowledge those being mentored require to move forward.

At the end of each season, you should identify experienced people within your club or community who may be suitable mentors. Offering these people these opportunities may be a way of keeping them involved at the club, especially if they are considering retiring.

## **AFL umpire mentoring program**

The AFL umpire mentoring program is an example of how mentoring can be used to recruit, develop and retain volunteers in football. It is an education and development program that aims to use experienced umpires to mentor new and inexperienced umpires.

The mentoring program connects new umpires with an umpiring mentor who will assist them with their early development. The mentor program entitles the new umpire to wear a coloured shirt to signify that he or she is learning the craft and is being supported by a mentor.

All new umpires are offered the opportunity to participate in this program and informed of its benefits as a critical component of the development pathway.

**For further information on the AFL umpire mentoring program, contact the AFL on (03) 9643 1999.**





## Future of volunteering

***“In a time where societal conditions such as a seven day working week, two working parents, single-parent working families, the demands to work harder and longer for the same reward and a desire for the materialistic excesses of society, we are already suffering from a dwindling number of volunteers who are able to be ‘givers’ to sport.”***

*(Source: Sandy Thorn, NZ Olympic Academy, 2001 Year of the Volunteer, Spring 2001)*

Research conducted by the Australian Bureau of Statistics indicates that the number of volunteers in sport and recreation is decreasing. The major reasons for this decline are:

- Club administration and compliance with statutory regulations – increasing expectations i.e. GST.
- Litigation – volunteers threatened by prospect of litigation.
- Insurance – difficulty to secure reasonable insurance premiums.

Other contributing factors include: difficulty for current volunteers to find a replacement, working increased hours and children/young adults leaving rural areas as industry and services decline.<sup>12</sup>

The high proportion of people dropping out of volunteering causes a problem for volunteer retention in football clubs. If clubs fail to understand the reasons why people are volunteering, they will fail to retain their services. Another major factor affecting retention may be that community based organisations lack good management skills and are unaware of how to look after their valuable volunteers.

Volunteer satisfaction is the key to retaining their services. Clubs should monitor levels of satisfaction and take any necessary action needed to improve the conditions affecting satisfaction levels. It is far cheaper and less time consuming to keep the volunteers you have at the club than continually look for new recruits.

As sport becomes more professional and commercialised, volunteers may also start asking why they should keep working for no reward when they see the money that athletes are earning.

Clubs need to be aware of these issues and look at ways of ensuring the needs of volunteers are understood. The development of job descriptions, volunteer-recognition programs, codes of practice and a volunteer management policy are all examples of ways that clubs can work with their volunteers to make their time enjoyable and a worthwhile experience for not only the volunteer but the club as well.





## How does your club rate?

Use this template as a basis to evaluate your club's performance in managing volunteers. Develop action plans for any of the areas that you identify as requiring attention.

	Excellent	Good	Fair	Requiring attention	Action plan
Codes of practice.					
Volunteer coordinator.					
Finding/recruiting volunteers.					
Selecting and screening volunteers.					
Matching volunteers to the job.					
Volunteer orientation and training.					
Recognising and rewarding volunteers.					
Managing and supporting volunteers.					
Conflict management.					
Volunteer management policy.					
Succession planning.					
Job descriptions.					

## Conclusion

It is well established that volunteers are the backbone of community football and are therefore critical to the growth of the game. Volunteers determine the quality of the club environment and therefore the experience for both players and their families. This module has explored the various roles and responsibilities of the volunteer in the context of a football club.

There are many reasons why people volunteer, however research has shown that the number of volunteers in sport is slowly declining. Therefore football clubs need to address issues such as recruiting, recognising and therefore retaining volunteers so that the prosperity of community football can continue into the future. One way of doing this is to appoint a volunteer coordinator, who is largely responsible for coordinating the delivery of volunteer programs and other services.

This module has highlighted the steps that need to be considered when dealing with volunteers, which when implemented, will ultimately lead to the success of your football club.

## Glossary

**Apprenticeship** – A job that combines work with structured training.

**Code of practice** – Sets out the rights and responsibilities pertaining to volunteers.

**Collaboration** – Resolving conflict by seeking a solution that benefits all parties.

**Compromise** – A solution to conflict in which each party gives up something of value.

**Conflict management** – The processes that are involved in dealing with conflict. The best methods of conflict management include compromise and collaboration.

**Extrinsic rewards** – Come from external sources, for example verbal praise, certificates or plaques.

**Executive committee** – A group of club members who have the overall responsibility for the football club. Includes the president, vice president, secretary and treasurer.

**Intangible** – Something that cannot be touched.

**Intrinsic rewards** – Come from within the person. For example, feelings of competency and personal development.

**Job description** – A detailed summary of the requirements of a particular job within the football club. Lets people know exactly what is expected of them.

**Litigation** – The process of contesting in a law court.

**Mentoring** – The training of a volunteer by an experienced and trusted adviser.

**Operational position** – Position held by a volunteer within a football club (such as the coach) that involves face-to-face program delivery or activity leadership.

**Out-of-pocket expenses** – Approved expenditures incurred by a volunteer in the conduct of their volunteer work, which are reimbursed by a football club on production of a receipt.

**Organisational commitment** – An individual's identification with and involvement in a particular organisation.

**Orientation** – A socialisation process where volunteers become familiar with the football club and its key members.

**Personnel** – Members of the club that hold specific roles.

**Policy** – A statement that expresses some position, value or belief and/or a plan or course of action, including specific steps and procedures.

**Recruitment strategy/campaign** – Action(s) taken in order to recruit volunteers.

**Retention** – Maintaining the services and commitment of existing volunteers.

**Recognition** – Developing an organisational culture that genuinely values and respects volunteers as well as acknowledging their efforts on a regular basis.

**Recruitment** – A process designed to attract new volunteers to a sporting organisation such as a football club.

**Screening** – The processes used to verify the background, qualifications, skills and experience of individuals prior to their appointment to a volunteer position.

**Selection** – The process of choosing the individual that best meets the requirements of a position within the club.

**Statutory regulations** – A set of rules that a club must abide by.

**Succession plan** – Process of building a long-term future for the club and involves documenting procedures and identifying potential leaders within the football club who are prepared to take on various leadership positions.

**Tangible** – Something that is perceptible by touch.

**VIP** – Volunteer Involvement Program.

**Volunteer** – A person who freely gives their time to support club activities.

**Volunteer coordinator** – Person who is responsible for recruiting volunteers, giving them specific tasks and writing job descriptions.

**Volunteer management policy** – A statement or course of action that includes steps and procedures relating to volunteers.

## References

- <sup>1</sup> Australian Bureau of Statistics (2000) *Voluntary Work Australia*, Cat. 4441.0. Canberra: Australian Government Publishing Service.
- <sup>2</sup> Glenelg Football Club Inc. '1999 Volunteer Involvement Program – Recognition Awards'.
- <sup>3</sup> Street Ryan and Associates, (2001), *Economic Impact 2000 of Australian Football*.
- <sup>4</sup> Esmond, J (2001) 'Count Me In! 501 Ideas on Recruiting Volunteers' as cited in *CommunityLink Magazine*, Jane Sandilands (2000) Perfect Match: Recruiting Volunteers.
- <sup>5</sup> Tasmanian Office of Sport and Recreation website – [www.osr.tas.gov.au](http://www.osr.tas.gov.au).
- <sup>6</sup> Tasmanian Office of Sport and Recreation website – [www.osr.tas.gov.au](http://www.osr.tas.gov.au).
- <sup>7</sup> Robbins, S, Bergman,R, Stagg, I and Coulter, M (2000) *Management*, 2nd edition, Sydney: Prentice Hall.
- <sup>8</sup> Robbins et al, (2000) *Management*.
- <sup>9</sup> [www.cybervpm.com](http://www.cybervpm.com).
- <sup>10</sup> Auld, C and Cuskelly, G. 'Behavioural Characteristics of Volunteers: implications for community sport and recreation organisations', *Parks and Leisure Australia*, June 2001.
- <sup>11</sup> Team Magazine – *Succession Planning*, Volume 4, Issue 1, February 2002.
- <sup>12</sup> Vicsport, *Sportsview Magazine*, February 2002.

## Further references

Australian Bureau of Statistics (2000) *Voluntary Work Australia*, Cat. 4441.0. Canberra: Australian Government Publishing Service.

Australian Sports Commission (2000) *Active Australia Volunteer Management Program*, Canberra: Robey Pty Ltd.

Football Victoria (1996) *VMFL Club Administrators' Course* – Recruiting, Retaining and Managing Volunteers.

Walker, M and Gleeson, G (2001) *The Volunteers*, Crows Nest: Allen and Unwin.

*AFL Record* (2001), AFL Publishing, Melbourne.

### Websites

#### Australian Sports Commission

[www.ausport.gov.au](http://www.ausport.gov.au).

#### Football Victoria

[www.footballvic.com.au](http://www.footballvic.com.au).

#### Essendon Football Club

[www.essendonfc.com.au](http://www.essendonfc.com.au).

## Further information

### Volunteering Information

#### Go Volunteer

[www.govolunteer.com.au](http://www.govolunteer.com.au).

#### Volunteering Australia

[www.volunteeringaustralia.org](http://www.volunteeringaustralia.org).

#### Australian Bureau of Statistics

[www.abs.gov.au](http://www.abs.gov.au).

#### Volunteer websites:

International year of the volunteer website for all Australian wide links [www.volunteers.qld.gov.au](http://www.volunteers.qld.gov.au).

**Qld** – [www.volunteeringqueensland.org.au](http://www.volunteeringqueensland.org.au).

**ACT** – [www.volunteeract.org.au](http://www.volunteeract.org.au).

**NSW** – [www.volunteering.com.au](http://www.volunteering.com.au).

**SA** – [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au).

**Tas.** – [www.volunteeringaustralia.org/Tasmania](http://www.volunteeringaustralia.org/Tasmania).

**WA** – [www.volunteer.org.au](http://www.volunteer.org.au).

### Volunteer Management Programs

[www.serviceleader.org](http://www.serviceleader.org).

[www.avaintl.org/network](http://www.avaintl.org/network).

### State Volunteer Centres

**NSW** – [www.volunteering.com.au](http://www.volunteering.com.au).

**NT** – Email: [volunteering\\_nt@yahoo.com](mailto:volunteering_nt@yahoo.com).

**Qld** – [www.volunteeringqueensland.org.au](http://www.volunteeringqueensland.org.au).

**SA** – [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au).

**WA** – [www.volunteer.org.au](http://www.volunteer.org.au).

**Tas.** – [www.volunteeringaustralia.org/tasmania](http://www.volunteeringaustralia.org/tasmania).

**Vic.** – [www.volunteeringvictoria.org.au](http://www.volunteeringvictoria.org.au).

### State Departments of Sport and Recreation

**ACT** – [www.sport.act.gov.au](http://www.sport.act.gov.au).

**NSW** – [www.dsr.nsw.gov.au](http://www.dsr.nsw.gov.au).

**NT** – [www.nt.gov.au/dsr/](http://www.nt.gov.au/dsr/).

**Qld** – [www.sportrec.qld.gov.au](http://www.sportrec.qld.gov.au).

**SA** – [www.recSPORT.sa.gov.au](http://www.recSPORT.sa.gov.au).

**WA** – [www.dsr.wa.gov.au](http://www.dsr.wa.gov.au).

**Tas.** – [www.osr.tas.gov.au](http://www.osr.tas.gov.au).

**Vic.** – [www.sport.vic.gov.au](http://www.sport.vic.gov.au).

### Other

#### Australian Sports Commission

[www.ausport.gov.au](http://www.ausport.gov.au).

#### Commonwealth Department of Education, Science and Training

[www.detya.gov.au](http://www.detya.gov.au).

#### Arts and Recreation Training Victoria

[www.artv.org.au/home.html](http://www.artv.org.au/home.html).

#### National Officiating Accreditation Scheme (NOAS)

[www.officiatingaus.org/noas.htm](http://www.officiatingaus.org/noas.htm).

#### Play By The Rules

[www.playbytherules.net.au](http://www.playbytherules.net.au).

#### Sport and Recreation Training Australia

[www.sртаustralia.org.au](http://www.sртаustralia.org.au).

# Appendices





### **Sample job descriptions**

- President.
- Vice president.
- Secretary.
- Treasurer.
- AFL Auskick coordinator.
- Registrar.
- Volunteer coordinator.
- Risk management officer.
- Council liason officer.
- Social coordinator.
- Canteen coordinator.
- Marketing/promotions officer.
- Gatekeeper.
- Timekeeper.
- Coach.
- Team manager.
- Sports trainer.
- Ground marshall.
- Field umpire.
- Boundary umpire.
- Goal umpire.
- League/association delegate.
- Property steward.
- Maintenance officer.
- Blank template.



## **BRIGHTON HILL FOOTBALL CLUB – President**

**JOB TITLE:** President

**REPORTS TO:** Executive committee

### **SPECIAL SKILLS REQUIRED**

- Good working knowledge of the club, rules, constitution etc.
- Understanding of league operations.
- Ability to delegate.
- Experience in a leadership role.
- Good listener.
- Well developed decision making skills.
- Ability to negotiate successfully between members.
- Experience with planning operations.
- Ability to manage people and lead meetings.

### **DUTIES**

- Facilitate planning.
- Provide guidance and leadership.
- Chair and manage meetings.
- Manage and control Annual General Meeting.
- Monitor budgeting.
- Represent the club in public.

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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### **OTHER**

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## BRIGHTON HILL FOOTBALL CLUB – Vice president

**JOB TITLE:** Vice president

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Good working knowledge of the club, rules, constitution etc.
- Understanding of league operations.
- Ability to delegate.
- Experience in a leadership role.
- Good listener.
- Well developed decision making skills.
- Ability to negotiate successfully between members.
- Experience with planning operations.
- Ability to manage people and lead meetings.

### DUTIES

- Perform president's duties when president is unable to.
- Facilitate planning.
- Provide guidance and leadership.
- Chair and manage meetings.
- Manage and control Annual General Meeting.
- Monitor budgeting.
- Represent the club in public.

### TIME REQUIRED

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### INDUCTION DETAILS

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### OTHER

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## BRIGHTON HILL FOOTBALL CLUB – Secretary

**JOB TITLE:** Secretary

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Well developed communication skills.
- Ability to supervise others.
- Organisational skills.
- Ability to delegate tasks.
- Communication.
- Ability to liaise with external parties.
- Report-writing skills.

### DUTIES

- Maintain a register of all members, sponsors and other relevant groups.
- Convene all club meetings and advise all potential attendees.
- Prepare venue for each meeting and arrange catering if required.
- Record detailed minutes of meetings.
- Liaise with the association regarding registrations, player transfers, and complete other required paperwork.
- Liaise with the local media, clubs and other community organisations.
- Communicate information to members from the association/league, local and state governments and other external bodies.

### TIME REQUIRED

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### INDUCTION DETAILS

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### OTHER

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## BRIGHTON HILL FOOTBALL CLUB – Treasurer

**JOB TITLE:** Treasurer

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Financial background and awareness of accounting procedures.
- Understanding of GST and related practices.
- Honesty.
- Ability to keep accurate records.
- Attention to detail.
- Ability to work in a logical manner.

### DUTIES

- Maintain up-to-date records of all income and expenditure.
- Ensure all money received is recorded and banked promptly.
- Prepare and distribute invoices/accounts for services rendered.
- Maintain the club's cash flow and level of petty cash.
- Manage payments for any paid employees and honorarium payments to volunteers.
- Submit tax returns and income tax payments for employees as required.
- Prepare all necessary financial statements for the annual report.
- Prepare financial accounts suitable for auditing and provide the auditor with all necessary information.

### TIME REQUIRED

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### INDUCTION DETAILS

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### OTHER

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## **BRIGHTON HILL FOOTBALL CLUB – AFL Auskick coordinator**

**JOB TITLE:** AFL Auskick coordinator

**REPORTS TO:** Executive committee

### **SPECIAL SKILLS REQUIRED**

- Well organised.
- Well-developed communication skills.
- Enthusiastic.
- Energetic.
- Level 1 or 2 accredited coach (desirable).
- Passion for the game.
- Training skills.

### **DUTIES**

- Attend all state/regional meetings as required.
- Collect money from all registered participants.
- Distribute benefits and maintain resources.
- Maintain a community focus.
- Volunteer recognition.
- Ensure all AFL Auskick coaches follow the appropriate guidelines. (AFL Auskick National Coaching Manual).

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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### **OTHER**

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## BRIGHTON HILL FOOTBALL CLUB – Registrar

**JOB TITLE:** Registrar

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Organised.
- Well-developed communication skills.
- Efficient money handling skills.
- A good working knowledge of the club.

### DUTIES

- Develop and maintain an accurate database of all players, members and sponsors.
- Regularly provide an updated version of this database to the secretary.
- Ensure that all players are registered and have paid their membership.
- Process all membership and player registration transactions.
- Work with the treasurer by providing money received and the contact name and number of players who have not paid their membership.
- Become the first contact for all players regarding inquiries about their registration.
- Provide the secretary with membership figures on a regular basis.
- Always encourage new members and players to join the club.

### TIME REQUIRED

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### INDUCTION DETAILS

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## **BRIGHTON HILL FOOTBALL CLUB – Volunteer coordinator**

**JOB TITLE:** Volunteer coordinator

**REPORTS TO:** Executive committee

### **SPECIAL SKILLS REQUIRED**

- Conceptual skills.
- Managerial skills.
- Technical skills.
- Effective communication skills.

### **DUTIES**

- Attract and recruit new volunteers to the club.
- Develop clear job descriptions for all required tasks.
- Ensure the right person is found for each job.
- Identify ways of training volunteers if they do not have the required skills for the role.
- Supervise volunteers or allocate other members to supervise.
- Identify methods of recognising volunteers.
- Revise volunteer duties as needed.
- Communicate and liaise with committee members on a regular basis.

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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**BRIGHTON HILL FOOTBALL CLUB – Risk management officer**

**JOB TITLE:** Risk management officer

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- An understanding of all club policies and procedures.
- Effective communication/leadership skills.
- Motivated.
- Creative.
- Flexible.

**DUTIES**

- Raise awareness of issues associated with risk within the club.
- Complete match-day checklist.
- Complete other checklists as required.
- Develop a risk management plan.
- Develop policies and procedures that will address risk issues.
- Keep an up-to-date record of minutes of all risk management meetings, training records and incident reports.
- Organise training and education on risk management.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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**OTHER**

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## **BRIGHTON HILL FOOTBALL CLUB – Council liaison officer**

**JOB TITLE:** Council liaison officer

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- Effective communication skills.
- Organised.

**DUTIES**

- Liaise with local council regarding ground and pavilion usage.
- Ensure all payments to council are up to date.
- Ensure all council requirements are abided by, such as liquor licence laws, signage, food regulations.
- Establish a good working relationship with local council and officers.
- Ensure all documentation such as insurance, incorporation etc, is submitted to local council at the start of each season or as required.
- Attend any required meetings at the local council.
- Present any capital works requests and liaise with council regarding plans and funding.
- Provide local council with details of all junior activities and special achievements so local council can refer new residents to the club.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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**OTHER**

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**BRIGHTON HILL FOOTBALL CLUB – Social coordinator**

**JOB TITLE:** Social coordinator

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- Well organised.
- Well-developed communication skills.
- High ability to liaise with external parties.
- Energetic.
- Enthusiastic.
- Creative.

**DUTIES**

- Develop and submit proposals of social programs and functions to the committee for approval.
- Submit information on a regular basis to the club newsletter advising members of forthcoming activities and events.
- Organise and conduct social events for all club members.
- Submit reports to the club committee on functions that have taken place.
- Liaise with various people from both within and outside the club to ascertain the club’s social requirements.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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## **BRIGHTON HILL FOOTBALL CLUB – Canteen coordinator**

**JOB TITLE:** Canteen coordinator

**REPORTS TO:** Executive committee

### **SPECIAL SKILLS REQUIRED**

- Well organised.
- Energetic.
- Enthusiastic.
- Responsible.
- Good understanding of food handling procedures.

### **DUTIES**

- Prepare and publish a roster at the start of each session that details who will be assisting and at what time.
- Ensure the canteen operates in a safe and hygienic environment and meets health department requirements.
- Arrange orders, receipts, storage and display of stock.
- Ensure the cash float is sufficient to commence the operations of the canteen at the start of each day's operation.
- Count, summarise and bank the takings after the completion of each day's operation.
- Complete an appropriate food-handling course.
- Ensure all canteen helpers abide by food handling requirements and laws.

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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**BRIGHTON HILL FOOTBALL CLUB – Marketing/promotions officer**

**JOB TITLE:** Marketing/promotions officer

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- Well organised.
- Innovative.
- Creative.
- Well developed written/communication skills.
- Enthusiastic.

**DUTIES**

- Develop/implement a promotional plan for the club.
- Submit club and individual team results to the newspaper.
- Write media releases regarding any news items and upcoming events.
- Submit club and individual team results to association/league.
- Prepare club newsletters and reports.
- Assist with attracting and securing sponsorship.
- Include sponsors details in club newsletters and other publications.
- Main contact person for all media requirements.
- Assist committee with marketing and new business ideas.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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## **BRIGHTON HILL FOOTBALL CLUB – Gatekeeper**

**JOB TITLE:** Gatekeeper

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- Organised.
- Confident.

**DUTIES**

- Ensure the gate is maintained at all times prior to and during match-day.
- Collect money from all spectators and cars entering the ground.
- Monitor the number of cars entering the ground to ensure capacity is not overachieved.
- Ensure animals are not allowed into the ground (unless permitted) or ensure all dogs are on a leash.
- Do not permit any intoxicated people into the ground and inspect bags if necessary.
- Tally the gate money at the end of the day and submit to the appropriate club person.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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**BRIGHTON HILL FOOTBALL CLUB – Timekeeper**

**JOB TITLE:** Timekeeper

**REPORTS TO:** Ground marshall or team manager

**SPECIAL SKILLS REQUIRED**

- Organised.
- Efficient.
- Reliable.

**DUTIES**

- Keep time for each quarter of the match.
- Record on time cards the time taken to play each quarter.
- Lodge completed time cards with the required person after the game has finished.
- Sound the siren in accordance with the procedures contained in the association/league’s rules and regulations.
- Stop the clock used for timing of each quarter as required by association/league rules and regulations.
- Perform any other function as may be directed.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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## BRIGHTON HILL FOOTBALL CLUB – Coach

**JOB TITLE:** Coach

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Leadership skills.
- Ability to analyse, study, plan and assess the game as it develops.
- Effective communicator.
- Knowledge of football skills — technical and tactical.
- Ability to deal with a wide range of players, officials and supporters.
- Level 1 or 2 AFL coach accreditation.

### DUTIES

- Organise training and match-day events.
- Instruct football skills and team tactics.
- Plan and select the best team for match-day.
- Provide clear instruction and feedback to the team and individual players.
- Represent the club at official functions and community activities.
- Continually seek to upgrade skills and knowledge of the game.
- Have an understanding of injury prevention, care and management.
- Develop team morale.

### TIME REQUIRED

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### INDUCTION DETAILS

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## **BRIGHTON HILL FOOTBALL CLUB – Team manager**

**JOB TITLE:** Team manager

**REPORTS TO:** Team coach or executive committee

### **SPECIAL SKILLS REQUIRED**

- Understanding of competition rules.
- Good communicator.
- Able to work under pressure.
- Able to make decisions.

### **DUTIES**

- Complete team sheets.
- Ensure all match officials are available (i.e. umpires, timekeepers, trainers).
- Coordinate transport (if required).
- Liaise with umpires.
- Sign off on match reports.
- Ensure change rooms are secure.

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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## BRIGHTON HILL FOOTBALL CLUB – Sports trainer

**JOB TITLE:** Sports trainer

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- Sound knowledge of sports injuries and human anatomy.
- Ability to remain calm when under pressure.
- Excellent communication skills.
- Enthusiasm.
- Caring.
- Sports trainer qualifications (Level 1 minimum).

**DUTIES**

- Assess, diagnose and treat player injuries.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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## BRIGHTON HILL FOOTBALL CLUB – Ground marshall

**JOB TITLE:** Ground marshall

**REPORTS TO:** Executive committee/association/league

### SPECIAL SKILLS REQUIRED

- Confident.
- Assertive.
- Understanding of the rules of the game.

### DUTIES

- Maintain and control the behaviour of club officials, players and spectators at the match.
- Ensure spectators are kept outside the boundary fences.
- Ensure that there are no more than four personnel in the coaches' box, being a coach, runner and two trainers or the coach, team manager, runner and one trainer.
- Combine with the ground marshall from the opposing team when available in order to carry out these duties.
- Ensure codes of conduct are adhered to while matches are in progress.

### TIME REQUIRED

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### INDUCTION DETAILS

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## BRIGHTON HILL FOOTBALL CLUB – Field umpire

**JOB TITLE:** Field umpire

**REPORTS TO:** Executive committee/umpiring body

**SPECIAL SKILLS REQUIRED**

- Level 1 AFL umpire accreditation.
- Trustworthy.
- Mature.
- Responsible.
- Physically fit.
- Competent and knowledgeable.
- Ability to interact with other umpires, officials, players, coaches and club officials.

**DUTIES**

- Apply the laws and their interpretations according to the spirit of the laws.
- Attend to the administrative requirements necessary for the successful staging of the game.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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**OTHER**

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## BRIGHTON HILL FOOTBALL CLUB – Boundary umpire

**JOB TITLE:** Boundary umpire

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Trustworthy.
- Mature and responsible.
- Physically fit.
- Competent and knowledgeable.
- Ability to interact with other umpires, players, coaches and club officials.

### DUTIES

- Determine whether a football is out of bounds or out of bounds on the full and signaling to the field umpire when that has occurred.
- Throw the football back into play if it has gone out of bounds, when directed to do so by a field umpire.
- Determine whether a player has incorrectly entered the centre square (as indicated in the association/ league rules and regulations).
- Bring the football back to the centre square after a goal has been scored.
- Report a player or official who commits a reportable offence.

### TIME REQUIRED

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### INDUCTION DETAILS

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## BRIGHTON HILL FOOTBALL CLUB – Goal umpire

**JOB TITLE:** Goal umpire

**REPORTS TO:** Executive committee

### SPECIAL SKILLS REQUIRED

- Trustworthy.
- Mature.
- Responsible.
- Physically fit.
- Competent and knowledgeable.
- Ability to interact with other umpires, players, coaches and club officials.

### DUTIES

- Determine whether a goal or behind has been scored.
- Signal that a goal or behind has been scored after being given the all clear or touched all clear by a field umpire.
- Record all goals and behinds scored by each team during a match.
- Report any player or official who commits a reportable offence.
- At the end of each quarter and at the end of each match, both goal umpires shall compare the score they have recorded.

### TIME REQUIRED

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### INDUCTION DETAILS

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## **BRIGHTON HILL FOOTBALL CLUB – League/association delegate**

**JOB TITLE:** League/association delegate

**REPORTS TO:** Club secretary

### **SPECIAL SKILLS REQUIRED**

- Good communication skills.
- Good reporting skills.
- Advocacy abilities.
- Knowledge of league rules and club policies.

### **DUTIES**

- Attend league/association delegate's meetings.
- Represent club's views.
- Record and accurately report upon league/association meetings.
- Ensure the club is fully informed on league/association rules/policies and activities.

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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## **BRIGHTON HILL FOOTBALL CLUB – Property steward**

**JOB TITLE:** Property steward

**REPORTS TO:** Executive committee

### **SPECIAL SKILLS REQUIRED**

- Effective organisational and time management skills.
- Good knowledge of all club/football equipment.
- Good knowledge of all club procedures.

### **DUTIES**

- Maintain, clean and service all property and equipment belonging to the club.
- Ensure all club property is safe and secure.
- Provide adequate stock and sale of shorts, socks, shoes.
- Ensure that all footballs, umpire's flags and other associated equipment are supplied, in serviceable condition and adequate for match play and training.

### **TIME REQUIRED**

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### **INDUCTION DETAILS**

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**BRIGHTON HILL FOOTBALL CLUB – Maintenance officer**

**JOB TITLE:** Maintenance officer

**REPORTS TO:** Executive committee

**SPECIAL SKILLS REQUIRED**

- Effective organisational and time management skills.
- Good knowledge of ground and buildings.
- Working knowledge of all maintenance equipment.

**DUTIES**

- Maintain club buildings, grounds and other associated property.
- Ensure football ground is marked in accordance with the rules of the game.
- Ensure football ground is clear of any debris.
- Ensure all buildings comply with council laws.
- Ensure all buildings are clean and any repairs are completed on time.
- Ensure scoreboard is in working order.
- Ensure the club is cleaned and clear of any clothing after every match and training session.

**TIME REQUIRED**

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**INDUCTION DETAILS**

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**(NAME) FOOTBALL CLUB – (job title)**

**JOB TITLE:**

**REPORTS TO:**

**SPECIAL SKILLS REQUIRED**

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**DUTIES**

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**TIME REQUIRED**

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**INDUCTION DETAILS**

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**OTHER**

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**Volunteer application form (template)**

**NAME:**

**AVAILABILITY**

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**WHAT IS THE AREA YOU WOULD LIKE TO WORK IN?**

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**WHY?**

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**RELEVANT SKILLS**

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**RELEVANT QUALIFICATIONS/EXPERIENCE**

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**REFEREES (2)**

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### Checklist for recruiting, retaining and managing volunteers

- Have you decided why your club needs volunteers?
- Has your club appointed a Volunteer Coordinator?
- Does your club's planning process include a recruitment strategy?
- Have you worked out specific job requirements for volunteers?
- Have job descriptions been prepared for each job?
- Have you commenced a recruitment program?
- Does your club interview and choose people?
- Does your club orientate new volunteers?
- Has your club identified training needs and provided training opportunities?
- Does your club involve volunteers in matters that affect them?
- Does your club supervise and evaluate your volunteers?
- Does your club recognise volunteers appropriately?
- Does your club make necessary changes in jobs and volunteer programs?
- Does your club review these steps regularly?

## **An example of a volunteer management policy**

### **Volunteer philosophy**

The achievement of the goals of the Brighton Hill Football Club is best served by the active participation of the members of the community. To this end, the club accepts and encourages the involvement of volunteers at all levels of the club and within all appropriate programs and activities.

### **Volunteer eligibility**

The club also accepts as volunteers those participating in student community service activities, student work experience projects, corporate volunteer programs and other volunteer referral programs. In each of these cases, a special agreement must be in effect with the organisation, school or program from whom the volunteers originate, and must identify responsibility for the management and care of the volunteers.

### **Volunteer rights and responsibilities**

Volunteers are viewed as a valuable resource to the club and its members. Volunteers shall be extended the right to be given meaningful assignments, the right to effective supervision and the right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the goals of the club.

### **Out-of-pocket expenses**

Volunteers are eligible for reimbursement of reasonable expenses incurred while undertaking business for the club. The volunteer coordinator shall distribute information to all volunteers regarding specific items that may be reimbursed. Prior approval must be sought for any major expense.

### **Record keeping**

A system of records will be maintained on each volunteer, with the club keeping information on dates of service, positions held, duties performed, evaluation of work and awards received. Volunteers and paid staff shall be responsible for submitting all appropriate information to the volunteer coordinator in a timely and accurate fashion. Volunteer personnel records shall be accorded the same confidentiality as paid staff personnel records.

### **Training and accreditation**

Additional training and educational opportunities should be made available to volunteers while at the club. This continuing education may include both additional information on performance of their current volunteer roles, as well as more general information, and may be provided either by the club or by assisting (up to a limit of \$[]) the volunteer to participate in educational programs provided by other groups.

Volunteers are encouraged to attend conferences and meetings that are relevant to their role. Prior approval from the volunteer coordinator should be obtained before attending any conference that may require reimbursement of expenses.

### **Absences**

Volunteers are expected to perform their duties on a regular scheduled and timely basis. If expecting to be absent from a duty, volunteers should notify their supervisor as far in advance as possible so that alternative arrangements can be made. Volunteers may be encouraged to find a replacement, however replacements may only be recruited from those already involved as volunteers within the club.



### **Conflict of interest**

No person who has conflict of interest with any activity or program of the club, whether personal, philosophical or financial shall serve as a volunteer with the club. When a potential conflict of interest does arise, volunteers must declare their interest.

### **Dismissing volunteers**

Volunteers who do not adhere to the rules and procedures of the club or who fail to satisfactorily perform their role are subject to dismissal. No volunteer will be dismissed until the volunteer has had an opportunity to discuss the reasons for possible dismissal with the volunteer coordinator.

Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct, being under the influence of alcohol or drugs, theft of property, abuse or mistreatment of members, failure to abide by club policies and procedures and failure to satisfactorily perform assigned duties.

