




Managing Community & Clubs Workshop Series






Volunteers


Everything you ever wanted to know:
www.goodgovernanceconsultants.com.au

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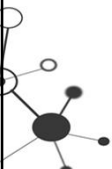

Successful Succession


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



Volunteers Checklist

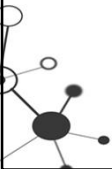

- ~ Do you have written job descriptions for volunteers?
- ~ Do you provide training and supervision for volunteers?
- ~ Have you made adequate provision for volunteer programs and management in your budget?
- ~ Do you have appropriate policies for your volunteer workforce?







Mega Trends In Volunteering

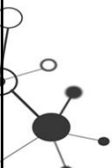

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|--|--|
| ~ Usual suspects | ~ Non volunteers |
| <ul style="list-style-type: none"> . Happy helpers . Community committed . Opportunists . Altruists . Overcommitted | <ul style="list-style-type: none"> . Occupied observers . Sideliners . Self servers . Well intentioned . Uninvolved |



Keys to Happy Volunteering


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




The Fairies Do It Don't They?






Volunteering & Succession

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



Rose Coloured Glasses

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



President' s Report

Once again the time has come which none of the committee look forward to, the Annual General Meeting. What a complete waste of time but apparently we have to do it, so we may as well get on with it.

I'd like to start by saying the support given to me this year was one jump short of nothing. The only meeting's which were worth having were the general meetings. The attendance at these was at least better than the committee meetings but that was pretty much the only high point of the year.

Competition wise, it would be the worst year we've ever had and it wasn't through any fault of the Committee, let me tell you. To try and make sure it doesn't happen next year I would suggest the Secretary contact the State Body and find out if they are going to actually do their job. If they can't make up their minds the club will have to do their best with what they can get...again.

One of the biggest mistakes we made this year was allocating jobs to other people and thinking they would do them. It relieved us of some worry straight off but in the end we had to do them anyway. That cost us even more time and money... which brings us back to finance. It's really time we looked at this more seriously. How cheap can you people expect a sport to get? If you want this club to continue to exist we have to increase fees to a realistic amount, we aren't bloody magicians.


We aren't babysitters either. The club needs to sort out the problem of parents dropping off their kids at training and then leaving. Some of you can't even be bothered to pick them up on time and our coaches have to wait around until you get there.

This year we've had the same five people doing everything and no one else has stepped forward to give us hand. We've also had people running down the committee, saying they would show us how to run things.... and how many of those people are actually here tonight? None! Most importantly have they nominated for a position? No bloody way. They are waiting for the next committee to take office so they can throw grenades at them from the sidelines.

I got into this racket because of my family but since I joined I haven't seen them and when I do see them all I can talk about is this place. They are sick of it and so am I.


There is not much more I can add but to wish the incoming committee the best of luck ...because they will need it! Club President

(1976)




2018 Lethargy

- ~ Event attendance in 2018 has decreased by an average 18% across non-profit sector
- ~ 90% of members are disengaged from their clubs
- ~ Information overload results in only 27% of members reading communications
- ~ We continue to focus on “cheap” and flog dead horses




Does It Have A Pulse?

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




All Committee Should ...

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



Personal Communication Skills

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



Steps To Doing Better

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



Better Than Breathing...

Your Club Wants Aces


- . Active people
- . Communicate Well
- . Enthusiastic & Ethical





The Cardboard Box Handover




Induction Meeting

Only needs to be 10-15 minutes and cover:

- Position description
- Policies relating to the role
- Discussion of the clubs management flow chart
- Any special rules or regulations
- Written acknowledgement of:
 - o Any equipment they have taken custody of
 - o Their willingness to abide by the club's policies
 - o Proof of identification and blue card (if required)
 - o Contact details for their supervisor
 - o Details of any training they currently have or are willing to undergo





Committee Manual


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



Committee Position Descriptions

~ Include (Get Your Volunteers To Write):


- . Job title
- . Immediate supervisor & other committee contact details
- . Place & time they will be expected
- . Their specific duties & responsibilities
- . Special skills or training required
- . Details of their induction
- . Performance review information



Meetings.....

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

Dave Barry, Humorist



Types of Meetings

Management Committee Meetings


- Committee only

General Meetings (Regular, Special or Annual)

- Involve all members
- Can be called by members


Subcommittee Meetings

- Delegation from committee
- Focus on single issue



Reconsider Your Meetings

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




Working Apart

Consider using technology – Zoom / Skype

Flying Minutes or Resolutions By Circular

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




Trends In Your Club

| | |
|--|--|
| <p>Busy lifestyles, changing family structures & changing world patterns affect club</p> <p>Sense of community has diminished as has the concept of giving back. People don't volunteer for the sake of volunteering</p> <p>Baby Boomers are approaching retirement and will be looking for ways to put back into the community.</p> <p>Steady decrease in number of young people volunteering. Don't understand benefits or consider too young to help.</p> | <p>Shorter volunteer commitments, job sharing & flexible hours are more appealing. Set start and end dates</p> <p>Find creative ways to recruit volunteers. Promote your club as a fantastic product. Consider rewarding volunteers</p> <p>Baby Boomers have great skills to offer as retired professionals. Make volunteer jobs interesting to them and useful to club.</p> <p>Look at strengths of young people. Identify special positions. Promote benefits of participation on their resumes.</p> |
|--|--|



Think You' ve Got It Together?


- ~ Next step for great committees is an assessment process.
- ~ SWOT sent to members on committee performance.
- ~ Each member assesses themselves and everyone else.
- ~ Assessments are averaged, discussed and plans for improvement put in place.



Succession Planning

Committee Members Must Be


- . Members
- . Living
- . 18 years or older
- . Reside in Queensland if Secretary *(65kms of border)*
- . Not be insolvent or a bankrupt
- . Not be convicted of an indictable offence *(in last ten years)*
- . Not a mental patient within the legal meaning *(Mental Health Act)*



Policies For Volunteers


Member Protection Policy Is A Vital Tool

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



The Big Changes In Volunteering

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



Assess Your Club's Needs

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



Build A Volunteering Culture

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







Finding Volunteers In Your Club

A Membership Application is a must have for any club & provides a mine of information to help you match volunteers to jobs and make it more likely to get a “yes”:

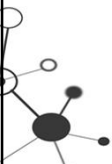

| | |
|------------------------|----------------------------|
| Name & Address | Home & Mobile Telephone |
| Email | Job & Employer |
| Other Skills | Other Qualifications |
| Interests | Volunteering Opportunities |
| Interest in Committees | Reference |
| Identification Check | Blue Card Check |



Senior Volunteering


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



Youth Volunteering

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






Business Volunteering

Ask local businesses for help in


- ~ Book-keeping, design, marketing
- ~ Supplying goods (paper, ink, pens)
- ~ Offering services (copying, postage)
- ~ Advice (committee members)
- ~ Providing volunteers (Westpac, NAB etc)





[WANT TO VOLUNTEER?](#)
[NEED VOLUNTEERS?](#)
[DONATE](#)

[VOLUNTEERS](#)
[SERVICES](#)
[TRAINING](#)
[RESOURCES](#)
[RESEARCH](#)
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[MEMBERSHIP](#)
[NEWS & MEDIA](#)
[ABOUT US](#)



Sport, Fitness & Recreation Volunteering

Find volunteers & opportunities to volunteer, profile volunteers, access resources & more!

[Get started](#)

Volunteer opportunities

Keywords...

Choose Categories...


Choose Locations...

Postcodes (optional)...

SEARCH


Emergency volunteering

Sports volunteer roles




Why Don't People Volunteer?

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




Committee Dating





Committee Recruiting

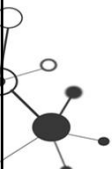

- ~ Identify four good quality prospects for each vacancy
- ~ Make initial approach
- ~ Get someone else on committee to follow up
- ~ Suggest they attend a meeting to see what it's like




Committee Recruiting


Recruiting is “sales” based

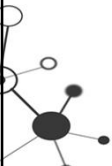

- “ Be prepared for the chat
 - o Tell positive stories
 - o Tell them why you need them & what you want them to do
 - o Offer training and support
 - o Give them time to consider







Speed Dating

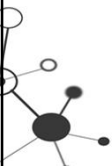









Speed Dating (Short Term Volunteers)

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







You Have To Remind Volunteers

Ensure a committee position (or dedicated volunteer manager) is solely responsible for volunteers:

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




Natural Enemies of The Volunteer

The Control Freak:

Often say “Just Do what I tell you”

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




Natural Enemies of The Volunteer

The Roadblock:

Often say “You Don’t Need To Know That”

- ~ Don’t like anyone “interfering” in their area
- ~ Keep information to themselves
- ~ Won’t train others

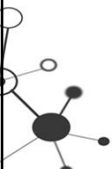




Natural Enemies of The Volunteer

Too Many Cooks:

Often say “Don’t Listen To Them...Do It My Way”

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






Natural Enemies of The Volunteer

The Feral:

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

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





Natural Enemies of The Volunteer

The Opportunist:

Often say “Since I’m volunteering, I shouldn’t have to pay”

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

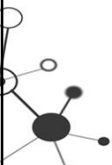



Natural Enemies of The Volunteer

The Dead Horse Flogger:

Often say “We’ve got a core group that we can really rely on, so we just use them”

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

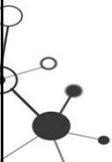







Enemy Eradication Program

Get Your Volunteers To Write Position Descriptions:

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

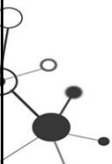







Volunteer Rewards Systems

Monitoring System Is Vital


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




Free Recognition Ideas

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

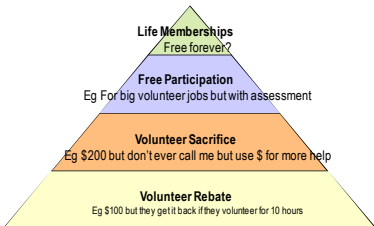



Review Your Financial Structure

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



The Financial Revolution






Don't Believe Me?

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

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

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

So, thank you!




Volunteer Rewards

AT LEAST CONSIDER COVERING COSTS

“ Don't be proud of showing a profit if your club's volunteers subsidise the club


- o Cover costs of phone, travel and other out of pocket expenses for committee
- o Cover travel costs or equipment costs for other volunteers



Spend Some Money


“ Either for recognition or rewards

- . Check for reward program grants or training as recognition
- . Kmart, Coles etc will often give \$5 gift cards (up to \$200)
- . Partner with local business (e.g. free coffee and they will probably buy cake)



VOLUNTEER COORDINATOR

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



Make Changes To Improve...

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

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





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