



**RIO TINTO
WA FUTURE FUND™**



RUGBYWA

**VOLUNTEER MANAGEMENT PROGRAM
TOOL KIT**

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VOLUNTEER MANAGEMENT PROGRAM

Overview:

Why the need for a Volunteer Management Program?

Through the support of Rio Tinto and the Department of Sport and Recreation, RugbyWA has developed a Management Program to assist and support Rugby Clubs.

In implementing the Volunteer Management Program [VMP], RugbyWA is looking to make a long-term difference to the standard of administration and Club operations.

What RugbyWA will do for your Club?

To effectively implement the VMP RugbyWA will:

- Assist Clubs with the development of a plan for volunteer management implementation;
- Provide Club appointed Volunteer Coordinators with information, training, guidance, support and advice;
- Conduct a VMP implementation planning session;
- Provide appropriate documentation and materials for Club Volunteer Coordinators;
- Review the progress of the VMP;
- Make recommendations to resolve issues to ensure the success of the Club Management program.

Benefits:

The benefits to your Club will be:

- Best practice management methodologies;
- Club specific designed materials and resources;
- Improved quality of experiences for all participants;
- Improved management practices;
- Improved quality of performance;
- Increased number of volunteers.

Who is responsible?

The Club through your Committee is responsible for working with the Coordinator of the VMP to ensure the programs success.

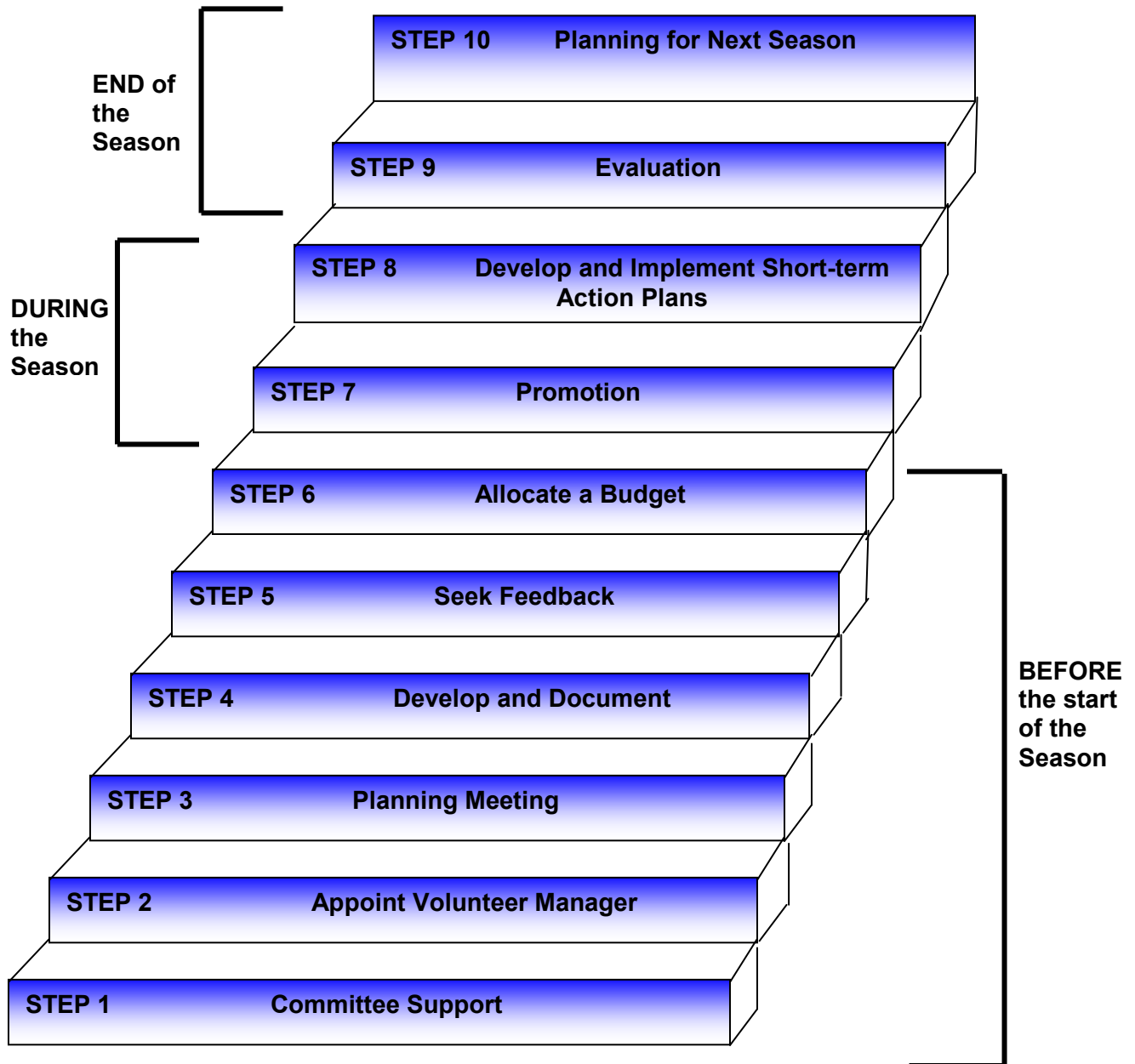
Each Club should appoint a Volunteer Coordinator/s who holds a position on the Committee.

PLANNING FOR VOLUNTEER MANAGEMENT

Management Program Implementation:

Steps 1-10

These steps will assist your Club in the planning process for developing, implementing and evaluating a Club Management Program.



STEP ONE: COMMITTEE SUPPORT

The success of the Club VMP is dependent on support and commitment from the Committee.

ACTION:

To obtain support:

- Arrange to have the VMP added to the Committee Meeting Agenda
- State the importance of a structured approach to looking after your volunteers
- State the importance of 'managing' volunteers
 - Use information from the **Kalamunda Districts Rugby Union Club Case Study**
 - Use information from the **Basics of Recruitment and Retention** sheets
- Have the 'management of volunteers' implemented into the Club Strategic Plan
- Have the 'management of volunteers' included as an item on the Committee's Monthly Agenda

These actions will keep the plan and volunteer issues on the Club's 'agenda' and will serve to remind incoming Committees that the Club has a Volunteer Management Plan that is integrated into the Club's operations.

APPENDIX 1:

- **Management Program Case Study – Kalamunda Districts Rugby Union Club**
- **The Basics of Recruitment**
- **The Basics of Retention**

Visible evidence of Committee commitment and ongoing support is essential if the program is to establish credibility, legitimacy and sustainability.

STEP 2: APPOINT A VOLUNTEER MANAGER

The more people you have focused on implementing a Management Program, the easier the implementation process.

A valuable inclusion on the Executive Committee is the addition of a person/s with the responsibility to oversee the VMP.

This person/s may be titled Volunteer Coordinator or Volunteer Manager.

The Volunteer Manager will not be responsible for recruiting volunteers rather ensure people in positions have in place the appropriate resources and support for executing tasks well and in accordance with the Club's policy.

The **Volunteer Program Coordinator** would play a role in:

- Identifying potential volunteer problems and working with the appropriate people to resolve these problems;
- Assist in volunteer 'counselling', support and negotiations when conflict arises;
- Identifying opportunities for volunteer development;
- Oversee the implementation of the volunteer management strategy, volunteer policy and procedures etc;
- 'Drive' the review of the Volunteer Management Plan and associated tasks and strategies including position and project briefs etc;
- Liaise with RugbyWA on volunteer management issues.

ACTION:

- Form a Working Group
- Involve volunteers in the Club and relevant external key stakeholders
- Nominate 1 or 2 people to 'drive' the project. - Include all your Club Divisions: Junior/ Senior/Golden Oldies/ Women

APPENDIX 2:

- **Volunteer Coordinator Position Description**

STEP 3: PLANNING MEETING

It is important to ensure that everyone in the Club is aware that the VMP is occurring and what the intended purpose and outcomes of the project are. This is as important in relation to Committee members as it is in relation to the 'occasional' volunteer.

The more people involved in the project in some way the greater the understanding of the issues and benefits among members. This will also assist to identify any potential 'roadblocks' to the program early. These can then be handled proactively and as part of the project rather than present as surprises when the project is nearing completion.

ACTION:

- Gather people together from your Club to discuss how best to implement Club volunteer management strategies.

This group of people should consist of individuals who:

- Have the skills to be involved in planning
 - Have the enthusiasm to be involved in planning
 - Have the interest to be involved in planning
 - Have the knowledge or experience to be involved in planning
-
- Use the **RugbyWA Club Volunteer Management Checklist** to examine and evaluate your Club's existing volunteer management practices.
 - Identify your volunteer management strengths and weaknesses
 - Identify threats impacting your current program
 - Prioritise the management practices you would like to improve
 - Discuss other Volunteer Management areas of concern not on the RugbyWA Checklist
 - Gain approval from the Club Executive Committee on Volunteer Management Checklist accuracy, areas of concern and management priorities

APPENDIX 3:

- **RugbyWA Club Volunteer Management Checklist**

STEP 4: DEVELOP AND DOCUMENT

Prepare documentation for volunteer management.

ACTION:

- Determine format for the Club Volunteer Management Resources folder**
- Prepare folder to insert resources:
 - What headings to use?
 - Order of content
- Review completed **Club Volunteer Management Checklist** to determine resources needed for volunteer management
- Select the appropriate resources from the **RugbyWA Club Volunteer Management Resources Table** for insertion into the Resources folder
- Contact RugbyWA for further resource support if material is not available. Ph: 9387 0710.

RESOURCE:

- **Completed Club Volunteer Management Checklist**
- **RugbyWA Club Volunteer Management Resources Table**

APPENDIX 4:

- **Sample Format: Club VMP Resources Folder**

STEP 4: RESOURCE**RUGBYWA CLUB VOLUNTEER MANAGEMENT RESOURCES TABLE**

CLUB VOLUNTEER MANAGEMENT CHECKLIST CRITERIA		RESOURCES
PLANNING FOR VOLUNTEER MANAGEMENT		
• Do you spend time planning for the future needs of your volunteers?		Strategic Plan template
• Do you have a budget allocated to your VMP ?		Sample: VMP Budget
• Do you have yearly action plans that set out what you will do, how you will do it, and by whom?		
• If so, do you regularly assess the progress of your Action Plan?		
THE VOLUNTEER MANAGER		
• Do you have a Volunteer Manager or someone appointed with responsibility for looking after your volunteers?		Club Volunteer Coordinator Position Description
• Is the Volunteer Manager position a part of your committee and therefore in your constitution?		
• Is the Volunteer Manager educated in volunteer management issues and strategies?		
DEVELOPING YOUR CLUB VOLUNTEER MANAGEMENT PROGRAM		
• Do you have a Volunteer Management database?		Volunteer Information Records Administrator [VIRA]
• Do you have a written:		
- Volunteer Management Program?		Sample: Volunteer Management Program
- Volunteer Policy?		Volunteer & Recruitment Policy Volunteer Rights and Responsibilities
- Procedures to support the Program and Policy?		RugbyWA VMP Tool Kit
• Are these documents included in your business or strategic plan?		
• Are they made available, promoted and understood by all volunteers and members?		
• Are they reviewed and updated regularly?		
PRE-RECRUITMENT		
• Is your Club framework clearly established and known to membership?		Sample: Senior and Junior Club Infrastructure Sample: Committee Structure
• Do you have a documented Club Inventory of task and project 'needs'?		Sample: Club Position Inventory
RECRUITMENT		
• Do you have clear position/task descriptions for each volunteer role?		Position Support Table Position/Project Descriptions- Overview and Detailed
• Do you shorten or adapt positions to suit individual volunteers?		
• Do you collect information on the skills of current members and member's family?		Skills Register
• Do you actively recruit/ target volunteers?		Sample: Recruitment process
• Do you have an information kit to give to potential volunteers?		Recruitment Information kit
• Do you use a number of recruitment strategies?		Recruitment strategies
• Do you know your volunteer motivations?		Volunteer Motivations
• Do potential volunteers complete an Application Form prior to commencement?		Volunteer Application Form Volunteering WA Position Recruitment Application Form

CL UB VOLUNTEER MANAGEMENT CRITERIA

RESOURCES

SELECTION AND SCREENING

• Do you have documented policies and procedures for screening your volunteers?	Selection & Screening, Interview Policy RugbyWA & WA Police Check & Reference Check Procedures
• Do you determine Risk categories for all position/task descriptions?	Position Risk matrix
• Do you have a Member Protection Information Officer [MPIO]?	MPIO Position Description
• Do you have a documented Child/Member Protection Policy?	Child Protection & Member Protection Policy
• Are these policies and procedures made available, promoted and understood by all volunteers and members?	

ORIENTATION

• Do you have an orientation process and information kit for new volunteers?	Orientation Check list Orientation Policy and Procedure Position Information Resources Kit
• Do you welcome your volunteers and show them your support when they start their volunteer role?	Induction Check list

TRAINING AND DEVELOPMENT

• Do you identify training needs of your volunteers and offer suitable training?	Training Policy VIRA
• Do you cover the cost or subsidise accredited training for your volunteers?	Reimbursement Policy & Procedure
• Do you keep an accurate database of training courses undertaken by your volunteers?	VIRA

TASK REVIEW

• Do you have evaluation performance criteria and procedures?	Task Review Policy & templates
• Do you provide volunteer feedback opportunities?	Client & Volunteer Feedback templates
• Do you provide a supervisory line of support / contact for volunteers?	Communication Support Matrix

RECOGNITION

• Do you recognise and reward all volunteers in your Club?	
• Do you have documented policies and procedures for recognising volunteers?	Recognition Policy and Procedure
• Do you have an allocated budget for recognising your volunteers?	Sample: Recognition Budget

RETENTION AND REPLACEMENT

• Do you plan for when or if volunteers leave your Club? [A succession plan]	Succession Policy Succession Plan
• Do you collect information from volunteers who leave your Club that may help with retaining current and future volunteers?	Exit Interview
• Do you have written policies and procedures for: <ul style="list-style-type: none"> ▪ Complaints? Discipline? ▪ Dismissal? 	Complaints Policy and procedure Dismissal Policy and templates Discipline Policy Hearing and Appeals Tribunal

INSURANCE, LEGISLATION AND RISK MANAGEMENT

• Does your insurance adequately cover your volunteers?	Insurance Cover Summary
• Do you understand the following legislation and how it affects our Club? <ul style="list-style-type: none"> ▪ Volunteers [Protection from Liability] Act 2002? ▪ Occupational Safety and Health [OSH] Act 1984? ▪ Privacy Act 1988? ▪ Disability Discrimination Act 1992? 	Volunteer Liability Act 2002 OSH Act 1984 Privacy Act 1988 Disability Discrimination Act 1992 Volunteer Legislation Summary
• Do you conduct Risk Management assessments on all activities involving volunteers?	Risk Determination Criteria Risk Management Procedure

STEP 5: SEEK FEEDBACK

ACTION:

- Determine a **Feedback Strategy** which best applies to your Club for reviewing the **Draft VMP**
- Send the draft VMP to those involved in your planning meeting, all Committee and members who will give you constructive, valuable feedback
- VMP Feedback** should be directed to:
 - Format
 - Headings
 - Order of Resources
 - Content
 - Presentation of Resources
 - Appropriate Resources
 - Resource Clarity
- Document feedback for use in Stage 8 – ‘VMP Development and Implementation’

RESOURCE:

- **Draft Club Volunteer Management Program**

APPENDIX 5:

- **Feedback Strategies**
- **Volunteer Management Program Feedback Form**

STEP 6: PREPARE BUDGET

Budgeting is a major consideration when planning for volunteer management strategies. Any budget that is allocated to managing volunteers should be identified in the short term action plans.

ACTION:

- Identify expenditure headings for Volunteer Management
- Provide **VMP Budget** to Club Treasurer for further finalisation and Committee approval

APPENDIX 6:

- **Volunteer Management Program Budget**

STEP 7: PROMOTION

Once your VMP is finalised and documented, ensure that you **promote this Club** resource to all members and volunteers.

This will demonstrate your Club's **commitment to volunteers**, as well as state how you are going to implement the program.

ACTION:

- ❑ Send everyone a copy, or put it on your website, but make sure that everyone has easy access to the document so that it is a living, breathing, working document, and isn't forgotten

RESOURCE:

- Draft Club Volunteer Management Program

APPENDIX 7:

- **Sell the Program Inside the Club**
- **Volunteer Policy**

STEP 8: DEVELOP AND IMPLEMENT SHORT TERM ACTION PLANS

Once the VMP has been approved by the Committee the next step is to implement the program.

Volunteer Management is the responsibility of the Club with implementation and operational tasks shared. For example, if the Club Secretary is responsible for developing and maintaining the member's database, they could also be responsible for the volunteer database.

An effective way to ensure the VMP is implemented is to:

ACTION: PLANNING SESSION

- Invite Club stakeholders to attend a **Volunteer Management Planning session**
- Review the Club's completed Volunteer Management Checklist
- Select criteria from the Checklist to action first
- Develop short-term action plans for effecting selected Checklist criteria

Ideally Action Plans would be done at the beginning of the season or year, or well before the busiest time of the year.

Action plans are flexible and aim to provide direction for implementing the VMP.

- Short-term Action Plans** need to state:
 - What you want to do
 - When you want to do it
 - Who is going to get it done?
 - What resources are needed?
 - How you will know if it worked - performance measures
 - When you need to check the progress of what needs to be done

APPENDIX 8:

- **Volunteer Management Workshop Invitation**
- **Action Plan Workshop Agenda**
- **Volunteer Management Program Workshop Definitions**
- **Sample: Volunteer Management Program Action Plan**

STEP 9: EVALUATION

WHY EVALUATE?

- To identify strengths and weaknesses;
- To improve the VMP;
- To provide useful feedback on service efficiency.

ACTION:

- Revisit: Completed **Club Volunteer Management Checklist**
RugbyWA Club Volunteer Management Resources Table
- Review:
 - Timelines for VMP implementation
 - Have these been realistic?
 - VMP implementation
 - Is the initial structure that was set up to implement the plan still appropriate or sufficient?
 - Barriers associated with the VMP and VMP Action Plans
- Re-assess:
 - The Club's volunteer management practices
 - Are members familiar with new procedures?
 - Is the Club putting into practice the new principles and philosophies?
 - Is the Club Volunteer Management Checklist up to date?
 - Use a variety of Feedback Resources:
 - [Volunteer Feedback form](#)
 - [Volunteer Satisfaction Survey](#)
 - [Exit interviews](#)
 - Focus groups
 - Resources, skills, knowledge and personnel allocated to the project
 - Is there sufficient support for the VMP?
- Re-define:
 - Strategies and priorities where appropriate. This may need to occur where strategies have been too ambitious or not ambitious enough given Club requirements
 - Action Plan completion and review dates

RESOURCE:

- **Completed Club Volunteer Management Checklist**
- **RugbyWA Club Volunteer Management Resources Table**

APPENDIX 9:

- [Volunteer Satisfaction Survey](#)
- [5 Minute Feedback Form](#)
- [Exit Interview](#)

STEP 10: PLANNING FOR NEXT SEASON

Ideally planning will take place at the end of the season, so the Club may go straight into the recruitment process at the beginning of the next season.

The **planning process** used will be the same process followed putting together the original plan.

ACTION:

- Commence at Step 1. PLANNING STEPS: For managing volunteers

RESOURCE:

- RugbyWA Volunteer Management Program Tool Kit

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Step 1: APPENDIX 1

- Management Program Case Study – Kalamunda Districts Rugby Union Club
- The Basics of Recruitment
- The Basics of Retention

MANAGEMENT PROGRAM CASE STUDY

2004-2005 VMP Participant

Kalamunda Districts Rugby Union Club:

“In 2005, as a direct result from implementing an effective Management Program, Kalamunda Districts Rugby Union Club [KDRUC] was able to enhance the number and the quality of service delivery and service satisfaction on and off the field for volunteers, participants and the community.

More members were prepared and able to undertake additional services and further progress current practices as existing task loads, time commitments, and processes were adapted to create a greater quality of volunteering experience for all.”

Approaching potential volunteers one-to-one, with a clear picture of the intended role (position description) or project (project brief), and with an explanation as to how the position or task will affect the overall performance of the Club yields the most productive results. All volunteers like to feel that they will be doing something that is valuable to the effective operation of the Club.

By providing this information the volunteer will be making a decision based on the real expectations of the position and not what they may wrongly perceive the position to be, that is, greater than the actual requirements of the role. In some cases the potential volunteer may have underestimated the responsibilities of the role. However it is far better that this be realised before the position is taken up, so as to avoid potential frustration and feelings of having been misled.

The ‘KDRUC’ VMP commenced October 2004.

2005 Volunteer Management Statistics

Player Participation	Increased by 42%,
Volunteer Numbers	Increased by 27%
Club Roles	Increased by 26%
Club Positions filled	Increased by 72%

KDRUC received the following acknowledgements for Club Volunteering Practices in 2005:

- National Bank Award - Best Sporting Club Volunteering Practices in Western Australia
- RugbyWA Award - Best Club Practices Award in Western Australia
- Australian Rugby Union [ARU] Telstra Award - Recognition of Volunteering Contribution by a Club individual in Western Australia
- Australian Rugby Union [ARU] - One of four Clubs selected from within Australia to be part of a Case Study for Best Volunteering Practices in the ARU National Volunteer Management Research Project.
- Finalist for Best Club Development Australian Sport Awards

THE BASICS OF RECRUITMENT

RECRUITMENT

Successful recruitment is not the role of the Volunteer Coordinator, rather the role of every Club member.

A team approach to recruiting volunteers creates an opportunity for an explosion of great ideas, promotes Club ownership and provides the opportunity for all members to make a significant contribution to the Club Management Program.

The most successful method in **RECRUITING VOLUNTEERS** is through: **WORD OF MOUTH**

The most successful word of mouth is distributed by: **SATISFIED VOLUNTEERS**

The main reason why people say they have not volunteered is because they: **HAVE NOT BEEN ASKED**

TO CREATE SATISFIED VOLUNTEERS A VOLUNTEER NEEDS:

A Cause
Benefits

Why am I doing this?
What is the result of doing this?
How am I making a difference?

Ownership/Responsibility
Defined Skill Sets

What I am responsible for?
What skills do I need to have to achieve this?

A Social component

Do I have support? Will this be fun?

A Plan

What do I have to do and when?

Defined Tasks

What steps do I have to take to accomplish what I have to do?

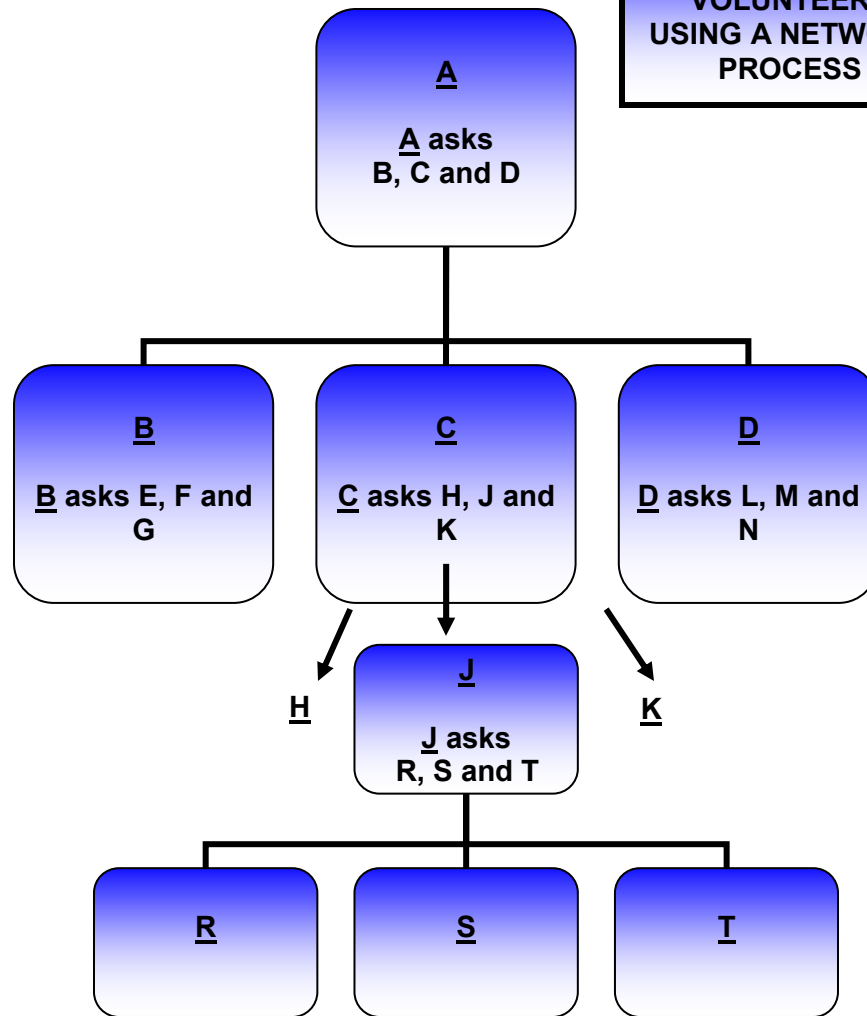
Closure

When am I finished?

A Feeling of Accomplishment

What have I accomplished when I am finished? Yahoo!! How great am I?

RECRUIT VOLUNTEERS USING A NETWORK PROCESS



THE BASICS OF RETENTION

VOLUNTEER RETENTION:

By keeping the volunteers you have, you will develop a wealth of experience and save vast amounts of time on recruiting, screening, and training new volunteers.

This is made a lot easier, of course, if the volunteer has a satisfying volunteer experience and if you have provided them with the means for progressively making larger commitments.

When we talk about a satisfying volunteer experience, we are talking about creating a management structure that allows individuals to meet their motivational needs in ways that are productive to the Club and satisfying for the individual.

You remove barriers to recruiting and retaining volunteers by designing satisfying work experiences and creating systems that allow the volunteers to meet their needs.

You make sure, in other words, that volunteers receive their motivation paycheck for the valuable contributions they make to the work of the Club.

WHY Volunteers Fail To Return

“When volunteers end their service to a Club, they often will say it is because their life is very busy, that they have other commitments, that they just don’t have the time.

These excuses should be treated as such.

In fact if the volunteer experience is sufficiently compelling, **people will make the time to volunteer”**

THE RULES:

1. **PLANNED Structure**

Volunteer involvement depends upon the creation of a good **system** for working with volunteers. A program that has insufficient infrastructure, inadequate staff and leadership support, insufficient budgeting, or other defects in management will fail to attract and keep volunteers.

Often the most fundamental manifestation of this support is the presence of a designated person [Volunteer Program Coordinator] who focuses on making volunteering happen, on creating the organisational system to utilise volunteer resources effectively.

2. **Don’t waste TIME**

Volunteering is a leisure time. No one volunteers simply to fill a hole in their calendar; they volunteer to do something meaningful during that empty time, something that makes a difference. **Defined roles** which include required time commitments and **stated benefits** will provide a more meaningful experience for participants.

3. **Let volunteers do the work THEY want to do**

Matching volunteers to appropriate assignments is a key to retention and motivation. No one continues to volunteer for a task that they neither enjoy nor are good at. Volunteers should only be asked to perform assignments in which they are interested and for which they are **adequately prepared and supported**.

4. **THANK volunteers for their efforts**

By far the most common management mistake is the failure to **express appreciation** to people of the work they do. This mistake is particularly critical when it comes to volunteers. If they sense that others do not appreciate their gift of time, they will take it elsewhere.

A VMP which focuses on providing position documentation, orientation, training, continual task support and recognition will match, encompass and satisfy volunteer motivations.

A Management Program for volunteers will retain volunteers.

Resource: Keeping Volunteers: A Guide to Retention Steve McCurley and Rick Lynch

Step 2: APPENDIX 2

▪ Volunteer Coordinator Position Description

Volunteer Coordinator Position Description

1. VOLUNTEER POSITION TITLE

Volunteer Coordinator

2. OPERATIONAL AREA

Administration

3. BRIEF DESCRIPTION OF THE POSITION

The function of the Volunteer Coordinator is to coordinate the Club's volunteer human resource base. It is a challenging and important position given the need to balance the interests and needs of the volunteers with the efficient and effective operation of the Club.

4. RESPONSIBLE TO

- President [Name and Contact Number]
- Committee [Club Name Committee]

5. LOCATION

- Committee meetings will normally be held at the Club rooms;
- Meetings with relevant personnel can be at a location mutually agreed;
- Much of the administrative work can be undertaken from home;
- RugbyWA Offices for monthly Volunteer Coordinator Networking Meetings.

6. KEY TASKS AND RESPONSIBILITIES

- Assess the Club human resource needs for general running and special events;
- Review or develop, where necessary, position descriptions and volunteer policies for all volunteer roles;
- Facilitate the recruitment, selection, screening and appointment of volunteers to roles that suit them;
- Organise the induction and orientation of all volunteers;
- Identify and organise the training and education opportunities for volunteers;
- Ensure all volunteers are supported and recognised for their efforts;
- Submit regular reports to Club Committee;
- Develop and implement volunteer rosters;
- Develop a volunteer budget; including volunteer out-of-pocket expenses;
- Coordinate the implementation of the Volunteer Management Model.

7. COMMITMENT (LENGTH, TYPE, HOURS PER WEEK PER MONTH ETC)

- In the first two months it is anticipated that a significant commitment of up to 15-20 hours a month will be required to establish the management program, allocate tasks and determine priorities;
- Following this time a commitment of up to 12 hours a month would be envisaged;
- One season commitment as Volunteer Coordinator;
- One month commitment up to 4 hours as mentor for succeeding Volunteer Coordinator;
- Attendance at monthly Committee Meeting approx 3-hours length;
- Attendance at monthly Volunteer Coordinator Support Meetings RugbyWA approx 2 hour length;
- Attendance at Orientation Session approx 1 hour commitment;
- Attend Annual prize giving for Seniors and Juniors;
- Attend the AGM approx 3 hours;
- 2-3 hours at 1 training night per week especially at the start of the session for instruction, support and information dissemination.

8. REQUIREMENTS OF THE POSITION

PERSONAL SKILLS

ORGANISATIONAL SKILLS TO:

- Prepare project briefs for special or one off events
- Implement the development of procedures and timelines for achieving set tasks

INTERPERSONAL SKILLS TO:

- Resolve areas of potential conflict
- Able to work as part of a team

COMMUNICATION SKILLS TO:

- Identify potential issues ahead of time
- Receive feedback on opportunities identified by the volunteer
- Determine levels of satisfaction
- Support volunteers in their role
- Identify support and training needs
- Prepared to delegate tasks

OPERATIONAL SKILLS

- Knowledge of Club operations, goals, plans and program of activities;
- Knowledge of Club constitution/policies/procedures: in particular Member Protection, Volunteer Policies;
- Knowledge of RugbyWA Competition operation, Rules and Regulations;
- Basic understanding of management concepts, processes, policy development/implementation and group dynamics;
- Access to a computer and basic computer skills would be of assistance;
- Knowledge of RugbyWA VMP Model.

OTHER REQUIREMENTS

- Able to attend RugbyWA Volunteer Management Program Workshops
- Flexibility to work with other volunteers in coordination roles i.e. coaches, committee member
- Registration with ARU Club Administrator (Insurance Cover)
- Fulfill Police Screening requirements
- Maintain a position on the Management Committee

9. SUPPORT – INDUCTION/TRAINING/SUPERVISION/RESOURCES

GENERAL SUPPORT

- The Secretary will assist with the preparation and implementation of volunteer rosters;
- The Executive Committee will provide operational advice and support;
- The Treasurer will assist with the development and organisation of a volunteer budget;
- The ex Volunteer Coordinator [**contact name, number**] will act as a mentor and assist with position orientation;
- The President will assist with implementation and communication concerns;
- The Volunteer Management Model, guidelines and resource manual, including training and support will be provided through RugbyWA VMP Coordinator: ph: 9387 0710.

RESOURCES

- Club Development Network www.ausport.gov.au/Clubs
- Department of Sport and Recreation www.dsr.wa.gov.au
- Club existing policies/procedures
- RugbyWA Volunteer Management Model

10. BENEFITS OF THE POSITION

- The opportunity to work with a group of dedicated Club members and make a significant contribution to Club longevity and the support of rugby in WA;
- The opportunity to make a contribution to the way in which the Club is administered and recommend procedures;
- The opportunity to develop a greater understanding of Club management and administration;
- The opportunity to improve the range of activities and tasks available to volunteers;
- The opportunity to put in place procedures and structures to better support volunteers;
- The opportunity to assist the Club to better recognise the valuable work undertaken by volunteers;
- The opportunity to improve self management and interpersonal skills;
- Approved out of pocket expenses reimbursed on receipt of a claim form; and
- Current police clearance.

11. FOR FURTHER INFORMATION CONTACT

Name []
Phone []

12. AGREEMENT/APPROVAL

VOLUNTEER POSITION TITLE	Volunteer Coordinator
OPERATIONAL AREA	Administration
DATE	[]
VOLUNTEER'S SIGNATURE	[]
SUPERVISORS SIGNATURE	[]

Step 3: APPENDIX 3

▪ RugbyWA Club Volunteer Management Checklist

PLANNING FOR VOLUNTEER MANAGEMENT	Yes	No	In Progress	Senior	Junior	Comments
• Do you spend time planning for the future needs of your volunteers?						
• Do you have a budget allocated to your VMP ?						
• Do you have yearly action plans that set out what you will do, how you will do it, and by whom?						
• If so, do you regularly assess the progress of your Action Plan?						
THE VOLUNTEER MANAGER						
• Do you have a Volunteer Manager or someone appointed with responsibility for looking after your volunteers?						
• Is the Volunteer Manager position a part of your committee and therefore in your constitution?						
• Is the Volunteer Manager educated in volunteer management issues and strategies?						
DEVELOPING YOUR VMP						
• Do you have a Volunteer Management database?						
• Do you have a written:						
- VMP ?						
- Volunteer Policy?						
- Procedures to support the Program and Policy?						
• Are these documents included in your business or strategic plan?						
• Are they made available, promoted and understood by all volunteers and members?						
• Are they reviewed and updated regularly?						
PRE-RECRUITMENT						
• Is your Club framework clearly established and known to membership?						
• Do you have a documented Club inventory of task and project 'needs'?						
RECRUITMENT						
• Do you have clear position/task descriptions for each volunteer role?						
• Do you shorten or adapt positions to suit individual volunteers?						
• Do you collect information on the skills of current members and member's family?						
• Do you actively recruit/ target volunteers?						
• Do you have an information kit to give to potential volunteers?						
• Do you use a number of recruitment strategies?						
• Do you know your volunteer motivations?						
• Do potential volunteers complete an Application Form prior to commencement?						

SELECTION AND SCREENING	Yes	No	In Progress	Senior	Junior	Comments
• Do you have documented policies and procedures for screening your volunteers?						
• Do you determine risk categories for all position/task descriptions?						
• Do you have a Member Protection Information Officer?						
• Do you have a documented Child/Member Protection Policy?						
• Are these policies and procedures made available, promoted and understood by all volunteers and members?						
ORIENTATION						
• Do you have an orientation process and information kit for new volunteers?						
• Do you welcome your volunteers and show them your support when they start their volunteer role?						
TRAINING AND DEVELOPMENT						
• Do you identify training needs of your volunteers and offer suitable training?						
• Do you cover the cost or subsidise accredited training for your volunteers?						
• Do you keep an accurate database of training courses undertaken by your volunteers?						
TASK REVIEW						
• Do you have evaluation performance criteria and procedures?						
• Do you provide volunteer feedback opportunities?						
• Do you provide a supervisory line of support / contact for volunteers?						
RECOGNITION						
• Do you recognise and reward all volunteers in your Club?						
• Do you have documented policies and procedures for recognising volunteers?						
• Do you have an allocated budget for recognising your volunteers?						
RETENTION AND REPLACEMENT						
• Do you plan for when or if volunteers leave your Club? [A succession plan]						
• Do you collect information from volunteers who leave your Club that may help with retaining current and future volunteers?						
• Do you have written policies and procedures for: <ul style="list-style-type: none"> ▪ Complaints? Discipline? ▪ Dismissal? 						
INSURANCE, LEGISLATION AND RISK MANAGEMENT						
• Does your insurance adequately cover your volunteers?						
• Do you understand the following legislation and how it affects our Club? <ul style="list-style-type: none"> ▪ Volunteers [Protection from Liability] Act 2002? ▪ Occupational Safety and Health Act 1984? ▪ Privacy Act 1988? ▪ Disability Discrimination Act 1992? 						
• Do you conduct Risk Management assessments on all activities involving volunteers?						

Step 4: APPENDIX 4

- **Sample: VMP Format**

VOLUNTEER MANAGEMENT PROGRAM FORMAT

- A) DEFINITION**
 - Volunteering
 - Volunteer Coordinator
 - VMP

- B) MISSION STATEMENT**

- C) OBJECTIVES**

- D) MANAGEMENT POLICY**
 - Legislation
 - Insurance
 - Risk Management

- E) RIGHTS AND RESPONSIBILITIES**
 - Volunteer
 - Club

- F) MANAGEMENT SYSTEM**
 - Club Infrastructure
 - Communication Support
 - Database

- G) VOLUNTEER MANAGEMENT MODEL**
 - Pre-Recruitment Planning
 - Planning for Volunteer Management
 - The Volunteer Manager
 - Developing your VMP
 - Pre-Recruitment
 - Recruitment
 - Selection and Screening
 - Orientation
 - Training and Development
 - Task Review
 - Recognition
 - Retention and Replacement

ENDORSEMENT

Responsible Officer:	Volunteer Coordinator	Date
Endorsement:	President	Date
Last review:	Date	Next review: Date

Step 5: APPENDIX 5

- **Feedback Strategies**
- **Management Program Feedback Form**

FEEDBACK STRATEGIES

There are a number of strategies for providing opportunities for different types of involvement. Remember you need to cater for those that want to be closely involved and those that require only comment.

The opportunities for involvement can include:

Member of the Project Team	The project team may involve 6 people from a range of Club operations and types of volunteer involvement (e.g. regular, on-going)
'Brainstorm' session or Workshop	A workshop can be held once or twice during the project to give members a chance to express issues and opportunities.
Written Comment	Members can be invited to raise any issues and opportunities and submit them in writing to the project.
Informal Input	Members may pass comment to project team members on an informal basis. It is important that these comments are recorded and noted.
Commenting on Draft Documents	Some people prefer to see something in writing first before they may get involved. For these people their ideas are generated from 'reviewing' material. Offering members the opportunity to comment on written material early and then later in the project provides continuing feedback on the direction of the project.
Information Feedback	Some members may not want to be directly involved in the project but may well want to stay 'informed'. It is essential that members be kept in touch with the project. This can be done through the Club's newsletter, on notice boards, or reporting at committee meetings etc.

MANAGEMENT PROGRAM FEEDBACK FORM

Name of Manual: Club Volunteer Management Program

What type of document does the problem relate to?

- | | |
|------------------------------------|------------------------------------|
| <input type="checkbox"/> Format | <input type="checkbox"/> Procedure |
| <input type="checkbox"/> Policy | <input type="checkbox"/> Work form |
| <input type="checkbox"/> Clarity | <input type="checkbox"/> Content |
| <input type="checkbox"/> Resources | <input type="checkbox"/> Other? |

What does the problem or issue appear to be? (please describe)

What actions or ways can you suggest to resolve the problem?

Reported by: _____ **Date:** _____

For Office Use Only

Is any action required? Yes No

If No, why?

If Yes, what action was taken?

Action taken by: _____

Date: _____

Step 6: APPENDIX 6

▪ **VMP Budget**

VOLUNTEER MANAGEMENT PROGRAM [VMP] BUDGET

VMP	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Totals</u>
Revenue													
Recognition Funding													
Recruitment Funding													
Training Funding													
Screening Funding													
Total Revenue													
Recognition Expenses													
Event Costs													
PG Hampshire Dinner													
VMP Club Awards													
Volunteers Breakfast													
Other													
Gifts: Merchandise / Flowers													
Memos on 'with compliments' notes													
Monthly Volunteer Award													
Thank you Certificates													
Thank you Volunteer Letters													
Recruitment Expenses													
Advertising													
Printing, Stationary and Mail out													
Training Expenses													
Workshops-Training													
Accreditation Courses													
Orientation Functions - Beverages													
Screening Expenses													
Working with Children Police Checks													
RugbyWA Police Checks													
Reimbursement Expenses													
Position Reimbursement													
Total Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Revenue													

Step 7: APPENDIX 7

- **Sell the Program Inside the Club**
- **Volunteer Policy Form**

SELL THE PROGRAM INSIDE THE CLUB

Senior Management will need to be convinced that implementing a Club Management Program is worth the effort. Their active support is vital not only at the outset, but throughout the entire implementation process.

To access support consider:

- A presentation to senior management/other stakeholders on the benefits to the Club of implementing a VMP;
- Obtain from senior management a formal agreement to proceed with the program.

At the outset, senior management will need to assign responsibility for leading the implementation process to an appropriate person.

Specifically, a Volunteer Manager should be invested with sufficient authority to:

- Oversee the VMP;
- Establish and train a project/support team;
- Motivate the team and provide ongoing team support;
- Communicate the implementation process to key stakeholders;
- Monitor and evaluate progress of the program;
- Provide feedback to senior management and other key stakeholders;
- Coordinate the project team and allocate resources;
- Make decisions where changes to current operations are warranted.

To carry out these tasks, the Volunteer Manager will need to have a grasp of the three main leadership roles:

- Sponsoring;
- Change brokering; and
- Championing.

Sponsorship

Having appointed a Volunteer Manager, senior managers should not sit back and leave the program entirely in the hands of the Volunteer Manager.

Visible evidence of their commitment and ongoing support is essential if the program is to establish credibility and legitimacy in the Club and for the VMP to be sustainable.

Change-brokering

Change brokering is the role of the Volunteer Manager. In all likelihood implementation of the VMP will require making substantial changes to current practices and processes – new operating systems may need to be instituted, policies developed or changed and procedures established.

As a rule, people will resist change unless they understand the reasons for it.

Management styles, Club culture and education levels are other factors that may either help or hinder change efforts.

If volunteers cannot be convinced of the need for change then the program could be derailed or at best proceed very slowly.

The Volunteer Manager needs to be adept at managing change and have the interpersonal and problem-solving skills to deal with any conflicts as they arise.

Championing

Championing the program is a role undertaken by the Volunteer Manager.

Championing involves:

- Club meetings
- Acquiring resources
- Speaking with key stakeholders
- Motivating people
- Supplying training
- Solving problems

VOLUNTEER POLICY

Statement: General Volunteer Policy

The Club will encourage the full involvement of volunteers in its operations. This is based on our belief:

- Rugby would be unable to provide a sustainable environment for all those who enjoy the game without the efforts and skills of volunteers
- All volunteers should be supported, recognised and valued for their commitment to services given to their Club and to the game of rugby
- Our clients will gain maximum benefit from the unique knowledge and skills volunteers are able to offer

Our policy is always to attain, and wherever possible exceed, best practice methods. The Club will achieve its objectives by establishing, developing, and maintaining a volunteer management system which embraces principles and practices while acknowledging the rights of volunteers and modeling Codes of Conduct.

Volunteers are an integral part of our Club and will:

- Be valued for their input, and called upon for their opinions;
- Be consulted on all matters that substantially affect the performance of their work;
- Have the opportunity to effect change in the Club through their suggestions and involvement in planning and management;
- Be expected to provide feedback and input to their supervisor regarding their work with clients;
- Always be treated as equally and fairly as paid staff.

No significant initiative in the way the Club achieves its mission will be implemented without an assessment of its impact on volunteers and/or without appropriate and timely volunteer input.

Volunteer Management Program [VMP]

Executive Management has approved the policies and procedures described in the VMP manual.

The purpose of this is to ensure that all activities relating to volunteer involvement have appropriate controlling documentation as set forth and endorsed by Executive Management.

The Volunteer Manager who reports directly to the Executive Committee is hereby assigned the responsibility and authority to organise, implement and maintain the policies and procedures of the Club Management system for volunteers.

Further, all staff of the Club [paid and unpaid] are given responsibility and authority to identify problems, implement solutions to those problems after appropriate consultation, and contribute to the Club overall development.

The Volunteer Manager, in conjunction with both paid and volunteer staff, will review and update these policies and procedures as necessary to ensure they conform to best practice and the Executive Management of the Club fully support and approve this approach.

Club President

Date: _____

Document #.
Edition A
Rev.1
Month/Year

Step 8: APPENDIX 8

- Volunteer Management Workshop Invitation
- Action Plan Workshop Agenda
- VMP Workshop Definitions
- Sample: VMP Action Plan

VOLUNTEER MANAGEMENT WORKSHOP INVITATION

Invitation

Dear

Rugby Union Club Volunteers

As a strong supporter of our Club I am inviting you to attend a workshop at Clubrooms pm Date/ Month. We will look at how well our Club is progressing in relation to managing our volunteers and suggest areas for improvement.

This workshop is a progression towards enabling us to provide the best possible service to our members.

To assist in the time effectiveness of this workshop you will receive:

- A diagram of the Volunteer Management Program [VMP] , which covers seven main areas: Recruitment, Selection/Screening, Orientation, Volunteer Training, Performance Appraisal, Recognising/Rewarding and Retaining/Replacing volunteers;
- The Clubs current VMP strengths and weaknesses completed Date/Month/Year;
- A Workshop Agenda;
- VMP Workshop Definitions: Mission, Goals, Objectives, Action Plan;
- A Sample: VMP Action Plan.

At the meeting:

- We will discuss and review our current VMP strengths and weaknesses. Ascertain the areas which require adjustment or have emerged as the most important for improvement;
- We will address these areas of weakness by developing and implementing an Action Plan to help us decide our future direction as well as what information and resources we need to access to execute these actions.

If you are able to review all material provided prior to the workshop, quality time can be spent on developing plans rather than discussing how to procedures.

If you have any questions please contact:

Club RUFC **Name:**

Contact #

or

Helen Sutherland: Volunteer Coordinator: RugbyWA VMP ph: 9387 0710 m: 0419 604 101

helen.sutherland@rugbywa.com.au

Signed

ACTION PLAN WORKSHOP AGENDA

TOPIC	FORMAT	DURATION
Session One – Introductions <ul style="list-style-type: none"> • Outline the format of the workshop 	Whole group	minutes
Session Two – Trends influencing Club Volunteers <ul style="list-style-type: none"> • What changes are occurring in the volunteer community? • What opportunities and threats will the Club face? • What implications will this have for the Club? • What solutions can we provide? 	Whole group	minutes
QUESTIONS/BREAK		minutes
Session Three – Where is the Club now? <ul style="list-style-type: none"> • What are the Club’s volunteer management criteria strengths and weaknesses? 	Whole group	minutes
Session Four – What does the Club want from the VMP? <ul style="list-style-type: none"> • What is the VMP mission? • What are the goals for each Volunteer Management Model stage? 	Whole group	minutes
QUESTIONS/BREAK		minutes
Session Five – What are the Priorities? <ul style="list-style-type: none"> • What are the main objectives that should be focused on? • What are the objectives for the Volunteer Management Model stages? 	Small groups	minutes
QUESTIONS/BREAK		minutes
Session Six – Down to Action <ul style="list-style-type: none"> • What actions are needed to reach the VMP objectives? • Who will be responsible for them? • What resources are needed? • What is the time frame for action? 	Small groups	hour
Session Seven – Where to Now? <ul style="list-style-type: none"> • How does the Club proceed from here? • How will the Club evaluate progress? 	Whole group	minutes Total hours

VOLUNTEER MANAGEMENT PROGRAM WORKSHOP DEFINITIONS

A Mission/Purpose Statement

A mission/purpose statement is a one- sentence, clear, concise statement that states:

1. Who the agency is: -Name
2. What type of agency it is:
3. What it does:
4. For whom:
5. Where:
6. The future of the agency? Why?

For example: The Purpose/Mission of a VMP

(1) X Rugby Club implementing a **(2) VMP is to create an environment** where **(4) quality volunteers** are **(3) recruited and encouraged** to stay **(5) with the Cub** through **(3) support and recognition (6) so as to maintain the validity of the Club.**

Volunteer Management Program Goals [VMP]

VMP goals are broad statements that outline the broad directions for each of the seven stages within the VMP .
For example:

What is each of the VMP stages trying to achieve?

- Recruitment
- Orientation
- Task Review
- Retention and Replacement
- Selection & Screening
- Training
- Recognition

VMP Objectives

VMP objectives are the specific results the VMP (VMP) wants to achieve in each of the VMP stages.

The objectives must be **S.M.A.R.T.**

- S** Specific
- M** Measurable
- A** Achievable
- R** Realistic
- T** Time bound

Objectives form the basis of short-term action plans. This plan will include:

- Overall Mission or Purpose
- Shared Responsibility for actions- Who?
- Specific and Realistic Goals
- Resources needed to action tasks
- A Specific Time frame
- Priority of Tasks
- A Date for Review
- The end result/outcome from your actions
- Specific Tasks to achieve goals

VOLUNTEER MANAGEMENT PROGRAM ACTION PLAN

Mission Statement:

The purpose of the VMP is to provide a successful structure to develop and best manage volunteers for the Club to ensure prosperity and a sustainable future.

The Club will strive to be well-regarded by members, sponsors, the rugby and local communities; and to be the 'Best with Pride'.

Goals:

- Pre-Recruitment:** To have a documented and functioning Club structure and inventory
- Recruitment:** To successfully fill all available positions with quality volunteers
- Selection and Screening:** To provide a safe, secure and friendly environment for all members
- Orientation:** To improve the quality of service offered to volunteers
- Training:** To provide education & training experiences for volunteers
- Task Review:** To provide feedback for volunteers and the Club
- Recognition:** To make volunteers feel appreciated and valued
- Retention and Replacement:** To ensure volunteer management continuity

Pre- Recruitment: To have a documented and functioning Club structure and inventory

Priorities	Objective	Action (What)	Responsibility (Who)	Timeframe (When)	Resources (\$)	Performance Measures	Progress Review Date
1.	Identify volunteer positions within the Club	1) Define current Club structure 2) Identify current positions 3) Identify wish list positions 4) Allocate personnel responsible for these positions	Volunteer Coordinators, President, Secretary, Junior Vice, Junior President, Junior Rep	September 23 rd 2005	<ul style="list-style-type: none"> ▪ Sample Club Infrastructure ▪ Position Inventory template ▪ Committee template ▪ 2 hours 	<ul style="list-style-type: none"> ▪ A Club Position Inventory ▪ A defined Club structure 	August 20 th 2005
2.							
3.							

Step 9: APPENDIX 9

- **Volunteer Feedback Form**
- **5 Minute Feedback Form**
- **Exit Interview**

VOLUNTEER SATISFACTION SURVEY

This Club is committed to continued improvement of our volunteer program and we would like your feedback which will help in decision making by management to ensure your ongoing satisfaction and commitment in addition to the effective delivery of services to our clients.

Do not sign the survey unless you choose to.

1. How long have you been a volunteer with the Club? _____

2. Do you feel part of the Club?

- I feel accepted as a contributor to the Club
- I feel accepted by some members, not others
- I do not feel part of the Club at all
- I am still learning, but feel accepted

3. How involved do you feel in decisions which are made and which affect your work?

- Well involved
- Sometimes involved
- Not involved
- Not interested

4. Do you feel that volunteers are welcomed and accepted by clients?

- Yes
- Don't know
- No

5. Do you feel comfortable with the tasks you are given?

- Yes
- Don't know
- No

6. Do you feel that sufficient orientation to the Club is provided for volunteers before they begin their tasks?

- Yes
- Don't know
- No

7. Do you feel that training and support is adequate for volunteers to carry out their tasks?

- Yes
- Don't know
- No

8. Does your volunteer work match the position description you were given initially?

- Yes
- Don't know
- No
- Not given a position description

9. Do you feel that your volunteer work is challenging, interesting and rewarding?

- Yes
- Somewhat
- No
- Don't know

10. Do you feel that you receive sufficient feedback from people you work with?

- Yes
- Don't know
- No

11. Can you suggest any new project areas or tasks in which volunteers might be of help to the Club?

12. Can you suggest any new ways we might use to recruit volunteers?

13. What do you feel has been the best experience you have had as a volunteer with this Club?

14. If you could make any changes in your volunteer program, what would they be?

15. In your experience, how would you rate our volunteer program overall?

Not at all satisfying	1	2	3	4	5	Extremely satisfying
Not at all innovative	1	2	3	4	5	Extremely innovative
Not at all challenging	1	2	3	4	5	Extremely challenging
Not suiting your expectations	1	2	3	4	5	Exceeding Expectations
Not meeting client needs	1	2	3	4	5	Beyond client needs

Thank you for taking time to respond to this questionnaire.

Please use the remaining space to make any further comments, elaborate on answers above or suggestions on how we might improve on our involvement of volunteers in the delivery of the services of this Club.

FIVE MINUTE FEEDBACK FORM

Dear Client,

We welcome your feedback so that we can continue to improve our services. Please take a few minutes to complete this feedback form.

Please read the statements and tick the box that corresponds to your view.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
THE INFORMATION					
The content is suitable for my purposes.					
Materials/handouts/equipment is useful and appropriate.					
The pace/timing of the session is suitable.					
THE PRESENTER					
The volunteer relates information in an interesting manner.					
The volunteer responds appropriately to issues and questions raised.					
The volunteer has a good knowledge of the subject.					
OVERALL					
The sessions are useful and effective.					
I have improved my knowledge and skills with the Club.					
The sessions meet my expectations.					

Please provide any general comments about Club volunteers.

Please provide any suggestions on how our volunteers could improve their service.

Thank you for your valuable feedback.

EXIT INTERVIEW

Confidential

Date: _____

The success of our volunteer program is important to us and we are constantly striving to improve the opportunities we can make available to people who want to help.

As one of our valued volunteers who are now moving on, we would appreciate your help in learning how we might do better.

Please be as open and honest as you can in answering the following questions. The information you provide will be considered strictly confidential but will be used to ensure that others who volunteer will benefit from your experience.

1. How long have you been with the Club? _____

2. What type of volunteer work did you undertake while you were with us?

3. Why are you leaving? Please tick all reasons that apply.

<input type="checkbox"/>	Tasks completed	<input type="checkbox"/>	Didn't like job/tasks I was given	<input type="checkbox"/>	Need a change
<input type="checkbox"/>	Moving away from area	<input type="checkbox"/>	Didn't feel welcome	<input type="checkbox"/>	Bored
<input type="checkbox"/>	Moving to paid work	<input type="checkbox"/>	Other commitments	<input type="checkbox"/>	Ill health
<input type="checkbox"/>	Other	_____			

4. What did you like best about volunteering with us?

5. What would you change, or what suggestions do you have for improving our volunteer effort?

6. How do you rate your volunteer experience with us?

Waste of time Average Great Experience
1 2 3 4 5

Thank you for taking the time to complete this form and for the personal time and effort you have offered to help. We trust that your volunteer experience has counted as much for you as it has for us.

Please accept our appreciation for your help in assisting us to help others.

This information is for the purposes of evaluating our Club Management Program. It shall not be distributed or otherwise supplied to any outside body or organisation. All personal data collected will be treated as confidential in line with the principles of the Privacy Amendment Act 2000.