

Northam Swimming Club Inc.

Volunteer Management Plan

Introduction

The Northam Swimming Club values and appreciates all its volunteers and recognises the club could not run without its invaluable volunteers. Recognising the long proud history of our club only exists through the tireless dedication of past volunteers and in appreciation of their efforts, this Volunteer Management Plan has been developed to build on that firm foundation, to provide the current group of dedicated volunteers a framework around which they can continue to grow and expand its valuable volunteer base to enable the club to meet its strategic goal of being a larger, professional club, that enables its members to achieve personal goals through swimming.

For purposes of this plan, a volunteer will be defined as a person or persons who are performing a role defined by Northam Swimming Club. This definition is aligned with Volunteering Australia's [definition of volunteering](#): "...time willingly given for the common good without financial gain." The roles performed may include one off and on-going roles, but this does not negate the valuable contribution of all volunteer roles. Without each volunteer we would not be able to function as successfully as we do.

We honour [the rights and responsibilities](#) of volunteers as described by Volunteering WA.

This document is meant to be read in conjunction with the policies and procedures of the Northam Swimming Club and should also bear in mind the content of volunteer position descriptions (as per [Appendix A](#)).

The Volunteer Cycle

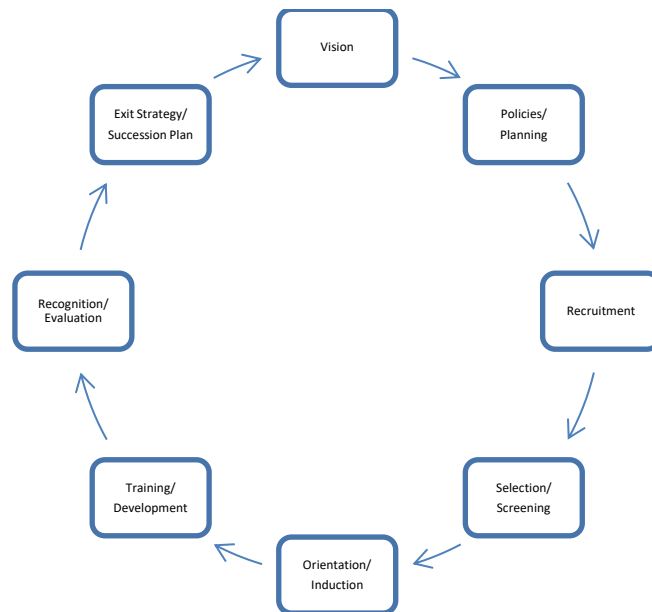
This Volunteer Management Plan (VMP) has been written to support the positive volunteering culture at Northam Swimming Club.

A VMP prioritises the club's goals and identifies the key strategies to be implemented.

The purpose of the VMP is to:

- Connect the club's mission and vision with involving volunteers
- Help bring appropriate volunteers into the club
- Help volunteers develop a sense of commitment to the club
- Provide and/or plan for training and development opportunities
- Recognise and reward volunteer performance

The following diagram illustrates the phases of the Volunteer Cycle in regard to the life of an average volunteer. This cycle provides a framework for volunteer management and should continually be monitored/revised, as appropriate. This plan will specifically target each of the areas of the Volunteer Cycle. It is important to note that not all phases of the Volunteer Cycle will be relevant to all volunteer roles. The level of involvement from a volunteer and the role they are in will determine which phases of the cycle they will go through.



Strategic Goal

The strategic goal of Northam Swimming Club is to be a larger, professional club, that enables its members to achieve personal goals through swimming, (through our programs, our resources and our club support functions) by providing training, competition and opportunities (in a friendly, encouraging, enjoyable inclusive environment). .. This strategic goal is able to be accomplished through the contribution of volunteers.

Policies/Planning

In order to effectively manage volunteers and the relationship between volunteers and any paid staff, Northam Swimming Club has the following policies/planning documents in place:

- Club Constitution and Bylaw's
- Club Code of Conduct
- NSC Inclusion Policy
- Social Media and Communications Policy
- NSC Health Sporting Club Policy
- NSC Sun Protection Policy
- Safe Sport Quality Framework
 - Safeguarding Children and Young People Policy
 - Member Protection Policy
- NSC Volunteer Coaches Contract
- Risk Management Policy & Risk register/action plan

We are also working toward implementing additional policies/planning documents including:

- Handover checklists for all office bearer positions
- Communication Strategy
- Non-Committee/Club role descriptions (event-based roles)
- Volunteer handbook
- Financial Management procedure

Recruitment

Recruitment is the process of attracting new volunteers to the club. However, it can also include finding new roles for existing volunteers.

The methods of recruitment currently used by Northam Swimming Club include:

- Nominations for Office Bearers & Club Officers through AGM
- Member Lists (direct requests to parent/guardian members to volunteer)
- Family and friends of current/life Members

The method(s) used will vary based on the requirements of the role. During the induction process, a full role description will be provided to each volunteer.

We are also working toward implementing additional recruitment methods including:

- Volunteering WA's recruitment tool Viktor
- Club website
- Social media

Volunteers will need to complete the following forms prior to commencing their role:

- Online membership registration through My Swim Results
- Volunteer Application Personal Details Form – *to be developed (?)*
- Working with Children Check (except where/if exemption applies)

Selection and Screening

Where applicable, prospective volunteers will apply for the role they are interested in. Applicants will be assessed based on experience, skills, and training relevant to the role. Depending on the role, applicants may also be required to obtain a Police Clearance Certificate and/or Working with Children's Check. The cost of these checks will be borne by the club, by way of reimbursement upon receipt of proof of payment to the Treasurer.

All volunteers are expected to sign to declare that have read their position description indicating that they are equipped for the duties expected of them and agree to the responsibilities of their role. In addition to agreeing to the provided position description, all volunteers should be provided with a copy of all policies and procedures. Upon reading the policies and procedures, the volunteer should also sign a form stating that they have read the policies and procedures and agree to adhere to them.

The expectations outlined for volunteers will include details such as:

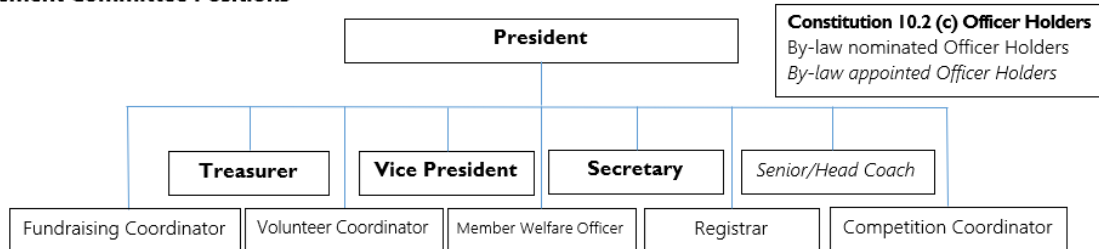
- Hours expected for the specific volunteer role (to be identified)
- Behavioural expectations of a volunteer for the Northam Swimming Club
- Health and Safety requirements
- Confidentiality requirements
- Any specific qualifications linked to Technical Officials and/or coach's roles

Orientation/Induction

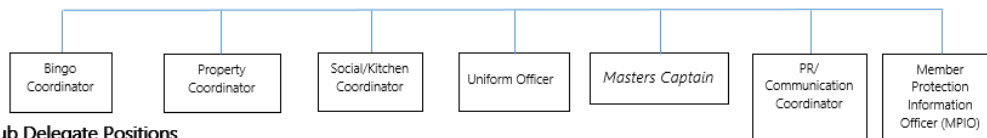
The below organisational chart for Northam Swimming Club, lists all on-going positions (apart from coaching positions). All positions in the Northam Swimming Club are volunteer positions. The position descriptions form part of this document – See appendix A

Northam Swimming Club Committee Structure

Management Committee Positions



Club Non-Committee Positions



Club Delegate Positions

- 2x Wheatbelt Region Delegates
- 1x SWA Delegate (+1 Proxy)

Other volunteer roles that are event based will be listed in event planning documents, which will form the attachments to this VMP.

The orientation process allows volunteers to be familiarised with the club and the key information involved in being a part of it. This process also ensures that the club is able to outline clear expectations of volunteers, including behaviour and attitudes.

Induction for volunteers will vary based on the position. For ongoing positions, the contact person for volunteers is the Volunteer Coordinator. They will meet with the volunteer formally and ensure that all appropriate paperwork is completed. For one off event volunteering, the contact person for volunteers may vary based on the event. An induction will take place on the day of the event or arranged prior with the designated volunteer coordinator for that event.

Training/Development

Volunteers will be offered training and development opportunities, as available. These opportunities will be presented as a means of assisting volunteers in better performing their roles and developing their skills. If there is a different volunteer role within the club that a volunteer is interested in, reasonable accommodation will be made to upskill/train the volunteer for that role. As we will not necessarily be aware of all training opportunities, volunteers are both encouraged and supported to independently seek out training, educational, and development opportunities for themselves.

In order to maintain a record of current skills and abilities available within the club, all training should be reported to the Volunteer Coordinator upon completion.

Recognition/Evaluation

The contribution of all volunteers to the Northam Swimming Club is highly valued. Given that a key to volunteer retention is appropriate recognition, every effort will be made to thank volunteers and recognise their contribution.

Currently, appreciation is shown to volunteers using the following strategies:

- SWA Volunteer of the Month Nominations
- Invitations/vouchers during National Volunteer Week
- Appreciation emails
- Special novelty awards at presentation night
- Club member of the year award
- Nominations for Life Membership (as appropriate)
- Lunches for Technical Officials at competitions
- Cover the costs of travel and training for coaches

We are also working toward implementing additional strategies including:

- Volunteer feature on website and/or social media
- Certificates of appreciations
- Nomination of volunteer for Volunteer of the Year Awards

In providing recognition for volunteers' contribution, we will follow the following guidelines on providing feedback on volunteer performance:

- Be Immediate
- Be Prepared
- Be Specific
- Be an Active Listener
- Be on Task
- Be Objective
- Be Consistent
- Be Positive
- Be Sincere

Exit Strategy/Succession Plan

Volunteer roles will be for an agreed length of time based on the role. For example, a committee member may be designated for a role for 2 years, but a coach may be needed for 1 year or 1 season. This length of service will be agreed with the volunteer upon commencement and included in their position description. When the end of the agreed time arrives, a review will be done to determine if the volunteer will remain in the role for another term or if a new volunteer will fill the position. This allows the volunteer to comfortably step out of their role, if they so desire. This also allows the club to move a new volunteer into the role if a situation should arise that requires the current occupant of the role to cease volunteering.

An annual review will be conducted which enables feedback to be given both from the volunteer and the club. This process helps to ensure that the volunteer will continue to perform to the best of their ability.

At all times of the Volunteer Cycle, club committee members must ensure that they are approachable, and communication is open. However, it is important to ensure that the

Volunteer Coordinator is kept as the primary contact for volunteers and informed of relevant communication between staff and volunteers. Committee members should also let volunteers know when information will be passed on to the Volunteer Coordinator to ensure transparency and that trust is maintained.

Should a volunteer choose to cease volunteering with the Northam Swimming Club, the Volunteer Coordinator will ask them for the reasons they are no longer volunteering. While in many cases the reason(s) may be unavoidable, they may help the club improve its volunteer program by identifying gaps in the Volunteer Management Program and in monitoring the support given to volunteers by paid staff or fellow volunteers. This feedback will be gathered, when possible, during a formal exit interview. This will help ensure that the volunteer completes their role in a positive manner and the club can plan for the continuation of the role they were performing.

The following mechanisms are in place for volunteer succession planning:

- Volunteer hands over to new volunteer or committee member
- Volunteers complete handover notes (available for Secretary position)
- New volunteers shadow experienced volunteers
- Welcome letter with induction letter and position description and links to club policies.

We are also working toward implementing additional strategies including:

- Hand over notes being available for all positions
- Task checklists within position-based operations plans for positions where long-term handover support is not available
- Development of an Exit survey and reporting of results

Volunteer Management Plan – Actions

The below table is reflective of the items identified throughout this plan that require action to implement. By identifying the individual actions needed and assigning responsibility for those actions, we are better able to improve our volunteering program and therefore our club.

Phase in cycle	Brief description of action required	Individual responsible for implementation	Other person(s) involved	Completion Date	Notes
Policies /planning	Items listed: <ul style="list-style-type: none"> • Handover checklists for all office bearer positions • Communication Strategy • Non-Committee/Club role descriptions (event-based roles) • Volunteer handbook • Financial Management procedure 	Pres/VP	various committee members	Ongoing	Actions transferred to NSC Risk Register/ Action plan
Recruitment	Items listed <ul style="list-style-type: none"> • additional recruitment methods including: <ul style="list-style-type: none"> ○ Volunteering WA's recruitment tool Viktor ○ Club website ○ Social media • Volunteer Application Personal Details Form – <i>to be developed (?)</i> 	Volunteer Coordinator	various committee members	“	
Selection and Screening	Items listed: <ul style="list-style-type: none"> • Hours expected for the specific volunteer role (to be identified) on position descriptions 	Volunteer Coordinator	various committee members	“	

Orientation/ Induction	<p>Items listed</p> <ul style="list-style-type: none"> • Declaration of position and adherence to read policies and procedures to be added to induction letter. • Hand over notes being available for all positions • Task checklists within position-based operations plans be developed 	Volunteer Coordinator	various committee members		
Training/ Development	<p>Items listed</p> <ul style="list-style-type: none"> • Promotion of training when available 	Volunteer Coordinator	various committee members	ongoing	
Recognition/ Evaluation	<p>Items listed</p> <ul style="list-style-type: none"> • Volunteer feature on website and/or social media • Certificates of appreciations • Nomination of volunteer for Volunteer of the Year Awards 	Volunteer Coordinator	various committee members	“	
Exit Strategy/ Succession Plan	<p>Items listed</p> <ul style="list-style-type: none"> • Hand over notes being available for all positions • Task checklists within position-based operations plans for positions where long-term handover support is not available • Development of an Exit survey and reporting of results 	Volunteer Coordinator	various committee members	“	