



**BOWLS**

**WESTERN AUSTRALIA**

**VOLUNTEER HANDBOOK**

June 2020

# CONTENTS

1. Understanding Volunteering	pg. 1	8. Attachments	
1.1 Why Do People Volunteer at Local Sporting Clubs?	pg. 1	8.1. Position Description - President	
1.2 What Prevents People from Volunteering?	pg. 1	8.2. Position Description – Vice President	
2. Getting Volunteers on Board	pg. 2	8.3. Position Description - Treasurer	
2..1. Creating a Recruitment Game-Plan	pg. 2	8.4. Position Description - Secretary	
3. Reaching the Right People	pg. 3	8.5. Position Description – Recruitment Officer	
4. Picking your Channels	pg. 3	8.6. Position Description – Sponsorship Coordinator	
5. Training Volunteers	pg. 4	8.7. Position Description – Volunteer Coordinator	
5.1. Key Training Steps	pg. 4	8.8. Position Description – Social Events Coordinator	
6. Celebrating Volunteers	pg. 4	8.9. Position Description – Social Media Coordinator	
6.1. Ideas to Celebrate your Volunteers	pg. 4	8.10. Position Description – Junior Recruitment Coordinator	
7. Volunteer Management	pg. 5	8.11. Position Description – Council Liaison Officer	
7.1. The Seven Cycles of Volunteer Management	pg. 5	8.12. Position Description – Committee/Board Member	
7.2. Position Descriptions	pg. 6	8.13. Volunteer Task Sheet	
7.3. Conduct Annual Review	pg. 6	8.14. Certificate of Appreciation	
7.4. Screen	pg. 7		
7.5. Induct	pg. 8		
7.6. Train	pg. 8		
7.7. Supervise	pg. 9		
7.8. Recognise	pg. 9		
7.9. Replace	pg. 10		
7.10. Succession Planning	pg. 10		

# 1. Understanding Volunteering

Understanding what motivates people to donate their time and energy is critical to developing a successful recruitment strategy. Once we understand what volunteers get out of their work, as well as what prevents people from being volunteers, we can tailor our recruitment message to highlight why volunteering with a sports club is fulfilling.

## 1.1. Why Do People Volunteer at Local Sporting Clubs?

Think about the reasons you volunteer – what motivates you to give your free time to the club? Some common reasons include:

- To make a difference in their community
- It gives them a sense of purpose
- To meet new people, make friends, and socialise
- It makes them feel like they're a part of a team and part of their community
- To learn new skills
- To stay busy when not working
- To be involved in the lives of their loved ones

## 1.2. What Prevents People from Volunteering?

Understanding what's holding people back from getting or staying involved will also help your recruitment efforts – and keep current members happy and engaged?

Some common reasons include:

- No time, or volunteering schedule is too rigid
- Out of pocket expenses included
- Lack of jobs/tasks that interest them
- Frustrating and time-consuming administration requirements
- Don't think that they're skilled enough to help
- Being a part of local sporting club is a leisure activity



## 2. Getting Volunteers on Board

### 2.1. Creating a Recruitment Game-Plan

In order to recruit new volunteers, your strategy should focus on the benefits of volunteering for both the club and the individual. You'll also need to think carefully about the best way to promote these benefits to the club community.



#### Step 1: Start the Conversation

Put your recruitment strategy on the agenda of your next committee meeting and use the following questions as talking points:

- What do you like best about being a volunteer at the club?
- How did you first hear about volunteering at the club?
- What pushed you to get involved as a volunteer?
- What's hard about being a volunteer?
- What are you most proud of as a volunteer at the club?



#### Step 2: Consider the Benefits for Members

There will probably be some common themes that emerge from your current volunteers about what they enjoy. Discuss these and compare them against the main reasons that people choose to volunteer.



#### Step 3: Consider the Benefits for the Club and Community

Now look at what your members are most proud of. Maybe it's a specific project or club event, or the impact they have had as a volunteer coach or in the club canteen. The difference you're making as a volunteer is a key selling point for prospective volunteers, so make sure you communicate the great work your club does or wants to do in the community.



#### Step 4: Create your Recruitment Message

Get creative and use the experiences of current volunteers to craft a short quote or description which highlights what the club, community and individual can gain from being part of the volunteer team.

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**TIP:** It might be tempting to base your messaging around the shortage of club volunteers and amount of work needed to be done, but we recommend a more positive approach which highlights the many benefits of volunteering. Think something like, “making our club and community healthier and happier”.

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## 3. Reaching the Right People

Identifying broadly who you're looking to recruit will help you decide what channels will be most successful for reaching your target group.

Consider:

- Current club members; including parents, players and supporters
- Ex-club members; including past-players and their families
- Community members; including parents, young people and retirees
- Community service organisation representatives
- Staff from sport and recreation groups
- Local government representatives, such as social planners or councilors
- University students



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**TIP:** Identify two or three groups to focus on. Also consider barriers to those particular groups volunteering and if there's any way to reduce them.

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## 4. Picking Your Channels

You'll want to use the right channel to reach your target audience. Depending on your specific strategy, your recruitment campaign might include:

- An article in your club newsletter
- An A4 poster to put on display in the clubrooms or local community
- Digital social media posts
- Information nights which talk about the benefits of volunteering and different roles available
- Game-day announcements



# 5. Training Volunteers

## 5.1. Key Training Steps

- Creating a Volunteer Guide or Induction Kit:** This guide should talk about the club history, benefits of volunteering and key contact details. It should also include any club policies or procedures, a volunteer Code of Conduct and a welcome/thank you letter.
- Holding an Induction event:** An information evening at the start of the season is a good chance to share key information and encourage volunteers to meet.
- Screening volunteers:** If your club has any interaction at all with children, ensure that all volunteers have a valid Working with Children's Check. Clubs might also consider requiring a Police Check. Check in with your local police services for information about the requirements in your state.

# 6. Celebrating Volunteers

## 6.1. Ideas to Celebrate Your Volunteers

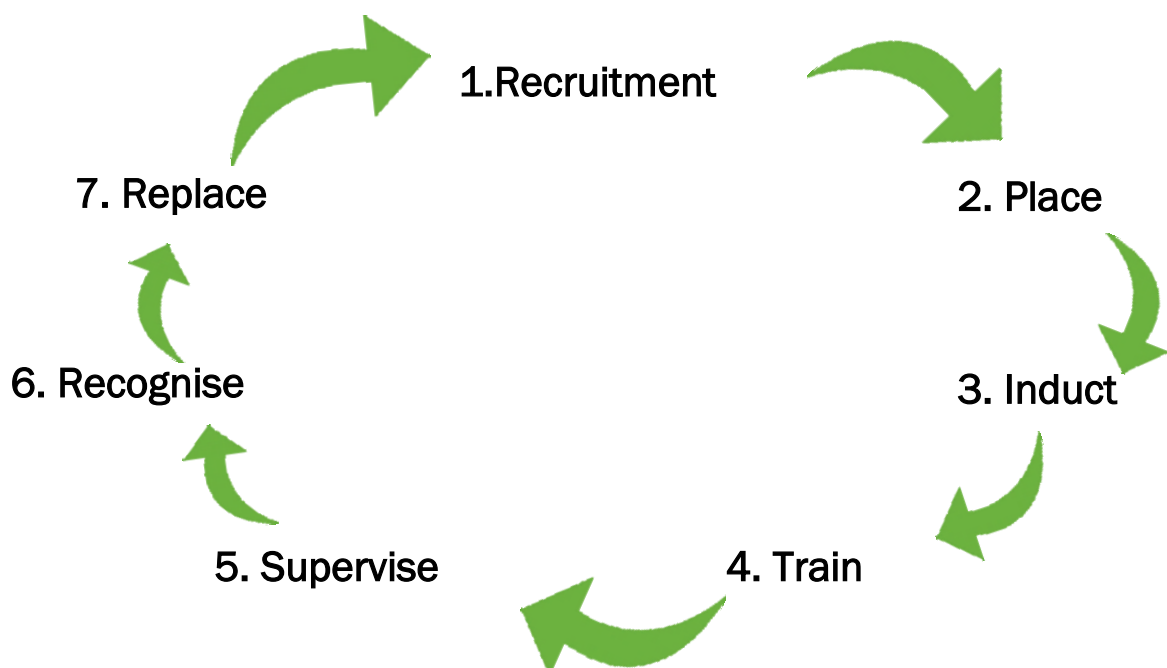
- A Star Profile:** Include a profile of a volunteer in each edition of your club newsletter. This could be as simple as a Q&A or a short testimonial from a fellow volunteer or your volunteer coordinator
- Social Media Shout Outs:** Spot a volunteer doing something awesome? Share a photo with your online club community. Ensure to get permission from the volunteer before sharing the picture.
- Volunteer Awards:** Hold a Volunteer Awards night or include some awards for volunteers at your next Club Presentation Night. Present special awards to recognise volunteers who have been with the club for 3, 5 or 10 years, etc.
- Volunteer Thank You BBQ:** Hold an exclusive BBQ just for club volunteers. Ask local businesses to donate supplies.
- Volunteer Pins or Badges:** Present volunteers with pins or badges to wear at club events.
- Volunteer Discounts:** Approach local businesses to offer discounts for your club volunteers or apply discounts within your own club in an area that works best for your club. Many businesses will be happy to provide discounts for dedicated community volunteers.
- Volunteer Event:** Schedule a event in the season which celebrates volunteers – think event-day announcements, prizes and heaps of opportunities for members to say thanks.



# 7. Volunteer Management

## 7.1. The Seven Cycles of Volunteer Management

<b>1. Recruitment</b>	The process of identifying the tasks/roles and number of volunteers required, who does the task/job now and when will it finish.
<b>2. Place</b>	The process of promoting the tasks to be completed, attracting volunteers to do the tasks, screening volunteer's suitability to perform the task, selecting and appointing volunteers to roles,
<b>3. Induct</b>	The process of welcoming volunteers to the organisation, informing volunteers of organisational policies and procedures, establishing preferred communication methods.
<b>4. Train</b>	Educating volunteers on specific information for the role, and additional learning and development opportunities to enhance knowledge and skills.
<b>5. Supervise</b>	The process of monitoring and providing feedback to the volunteer on performance in achieving the tasks.
<b>6. Recognise</b>	The process of acknowledging a volunteer's contribution.
<b>7. Replace</b>	The process of fulfilling vacated positions and the importance of succession planning.



## 7.2. Position Descriptions

A simple and easy-to-read position description allows prospective volunteers to match their skill, experience, interests and time to a role before committing to it. Likewise, it allows volunteers to be identified and matched to roles.

Position descriptions should outline:

- Duties to be performed
- Time commitment
- Pre-requisites for the role
  - Skills and experience
  - Licenses, qualifications or accreditations
- Supervisory and reporting requirements
- Out of pocket expenses policy

All position descriptions and organisational chart should be easily accessible e.g., on the affiliated Association or Club's web site or notice board.

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**TIP:** Ensure that the subject of volunteers is carried over at each club and association meeting on the agenda. If it's not on the agenda, it increases the likelihood of not being spoken about. Encourage your committee to start talking about the topic of volunteers in a structured approach.

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## 7.3. Conduct Annual Review

An Annual Review can be conducted by the appointed Volunteer Coordinator or a member of the committee who volunteers to or is elected to and is done before season end, in preparation for next season.

The Annual Review will:

- Review all volunteer position descriptions with the incumbent volunteer to ensure the description complies with legislation, organisational policies and accurately reflects the role
- Set dates for next season's inductions, interviews and training courses/workshops
- Re-quantify volunteer roles
- Identify individual volunteer training and development opportunities
- Determine recruiting strategies and co-ordinate a season review





## 7.4. Screen

When selecting volunteers to fill positions it is important to consider whether or not the position requires the individual to obtain a Working with Children Check as failure to comply with proper legislation and policy can lead to serious penalties. If a volunteer is exempt from a Working with Children Check consideration should be given to the Volunteer National Police certificate and National Police Certificate. Volunteers and paid staff should go through screening process to ensure they are appropriate for the position they are applying for. Those in child related work must comply with the Working with Children legislation, if exempt from a Working with Children Check.

### 7.4.1. Volunteer National Police Certificate

The Department of Local Government and Communities and WA Police provide a subsidy for eligible West Australian volunteering organisations to provide their volunteers with a National Police Check. The program is designed to assist organisations to screen volunteers working in positions of trust or who are involved in providing services to vulnerable people. The following is a link to the WA Police website regarding the Volunteer National Police Certificate.

[www.police.wa.gov.au/Police-Direct/National-Police-Certificates/Volunteer-National-Police-Certificates](http://www.police.wa.gov.au/Police-Direct/National-Police-Certificates/Volunteer-National-Police-Certificates)

### 7.4.2. Application for National Police Check

A National Police Check (NPC), lists individual's national criminal court outcomes and pending charges, and WA traffic court outcomes and pending charges that are deemed disclosable at the time of the application. The WA Police NPC is issued in accordance with Western Australia laws and as such, is only suitable for use in Western Australia. Specific screening requirements will be detailed in the position description. The following link is the online application for a National Police Check.

<http://smarteform.com.au/onlineforms/WAPOL/application-for-wa-police-national-police-certificate>

### 7.4.3. Working with Children (Criminal Record Checking) Act 2004

Under the *Working with Children (Criminal Record Checking) Act 2004* those people whose usual duties of work involve (or are likely to involve) contact with a child (under 18) are required to have a Working with Children Check (WWCC)

### 7.4.4. Steps to Screening

Remember, a WWC Check, National Police Certificate or Volunteer National Police Check does not guarantee someone's suitability to work in a sporting organisation. Responsible organisations need to use a number of risk management strategies to ensure the selection of only the most appropriate and suitable volunteers. Clubs are encouraged to keep an up to date register of all of its volunteers and current Working with Children information including criminal record spreadsheet. The following steps illustrate best practice model:

Determine the risk of the volunteer position

Develop Position description

Application Forms

Conduct interviews

Criminal Record Checks

Signed Agreements



## 7.5. Induct

Set-term and ongoing placed volunteers can receive a Welcome Letter and induction pack. One-time or casual placement volunteers can be provided an induction briefing on the tasks to be completed.

The Volunteer Coordinator or a nominated committee member can use the Induction Checklist as a guide to ensure the volunteer:

- Is familiar with the organisation's objects
- Understands their role
- Understands lines of responsibility and supervisors
- Is aware of their rights and responsibilities
- Feels welcome
- The Club Facilities
- A copy of all relevant policies and procedures
- Occupational health and safety issues
- Has met the relevant committee members or coaches
- Understands the club's history

A name badge and shirt may be provided to clearly identify volunteers.

## 7.6. Train

As part of the Annual Review, the Volunteer Coordinator or the committee will seek, plan and offer training and development opportunities for volunteers.

This will require:

- Identifying and informing volunteers of training and development opportunities
- Promoting an annual calendar of training and development opportunities
- The current skills and qualifications of volunteers
- Consultation with volunteers about their perceived training needs
- Identification of training opportunities appropriate to specific roles, such as meeting procedures for meeting chairperson or financial management processes for treasurers

All volunteer training and development opportunities will be promoted through the affiliated Association or Club's normal communication channels

All volunteers must undertake training specific to the role as detailed in the position description.

Well-trained volunteers will feel more capable and confident, increasing their job satisfaction. This in turn will have a positive influence on volunteer retention.

In saying this, it is always important to consider flexible training options to suit the needs of the busy volunteer. In some cases, attending a training-course, while preferable, might not be feasible. A workable solution however, may to refer the volunteer to a publication or website that provides relevant and up-to-date information on the subject matter.

While cost is often seen as a barrier to providing training opportunities to volunteers, it should be perceived as an investment.

The Volunteer Coordinator or committee is not usually responsible for designing and delivering training and development programs for volunteers, their role is to:

- Search for and gather information about training opportunities
- Keep a record of the skills, qualifications and training courses attended by volunteers, or gained before or during their time with the organisation
- Regularly update the volunteer database with volunteer qualifications, skills and experience
- Consult with volunteers about their training needs
- Evaluate the cost, effectiveness and relevance of training programs and activities



## 7.7. Supervise

The management committee is accountable to members who elected them to the position. Other volunteers will operate under the direction of the committee or a nominated supervisor. This will be stated in the position description or induction.

Supervisions includes:

- Planning work to be achieved and providing feedback on performance
- Communicating logistical requirements for the work
- Providing guidance so the volunteer achieves the planned tasks effectively and efficiently ensuring records (time sheets, logs) are completed
- Maintaining a safe environment
- Recognising “burnout” or when a volunteer is feeling stressed (either from volunteering or because of personal matters, etc.)

## 7.8. Recognise

The committee or the Volunteer Coordinator can create their own list of ideas for volunteer recognition and from these chose the appropriate one for their club and its volunteers. Each volunteer will be at least recognised annually when it is timely and due, and in line with expectations and the volunteer’s personality. Recognition may include:

<b>STRATEGY</b>	<b>RECOGNITION</b>
<b>Praise</b>	<ul style="list-style-type: none"> <li>• Offer small gifts</li> <li>• Recognise/profile in newsletter</li> <li>• Publicly recognise</li> <li>• Send appreciation letter/certificate</li> <li>• Say ‘Thank You’</li> </ul>
<b>Affiliation</b>	<ul style="list-style-type: none"> <li>• Invite to social events</li> <li>• Free tickets to matches</li> <li>• Send birthday card</li> <li>• Provide name badge and shirt</li> <li>• Listing volunteers in annual report</li> <li>• Provide a reference</li> <li>• Nomination for external awards</li> </ul>
<b>Accomplishment</b>	<ul style="list-style-type: none"> <li>• Appreciation certificate</li> <li>• Life Membership</li> <li>• Social function</li> </ul>
<b>Power and Influence</b>	<ul style="list-style-type: none"> <li>• Appointment to a supervisory role</li> <li>• Attendance at workshops</li> </ul>



## 7.9. Replace

At some point in time positions will become vacant and the position or role will need to be filled. As part of the Annual Review, the Volunteer Coordinator or the committee will list each volunteer role, the volunteering period and possible volunteers to fill the role. It is incumbent upon which volunteer to be active in advocating volunteer replacements by identifying individuals, seeking their interest and inviting their involvement. This process is ongoing.

Volunteers leaving of their own accord will be formally recognised by the organisation for their contribution. The appropriate recognition will be determined by the Volunteer Coordinator or the committee.

### 7.9.1 Handover

When a position is left vacant by a volunteer who decides to leave, it is important that your organisation plans for their replacement. Where possible, arrange for a hand over between the old and new volunteer to ensure all aspects of the position are covered and a smooth transition takes place.

### 7.9.2. Volunteer Feedback

When a volunteer leaves your organisation it is an ideal time to gather information about the volunteer's personal experiences. Evaluation the reasons why volunteers leave can be invaluable for improving your volunteer management practices. One way to collect this information is through an exit interview. This can be formal or informal, conducted in person, over the phone or in the form of an Exit Questionnaire that the volunteer can complete and return.

## 7.10. Succession Planning

Do you ever ask yourself why it is always the same people who offer to help out around the organisation? Why is it that the same faces always appear at meetings and external workshops? What would happen if these people left your organisation tomorrow?

Succession planning can help your Association or Club to continue to thrive one these people relinquish or reduce their commitment.

A good succession plan includes:

- A business plan – this does not have to be lengthy. It is a working document outlining your organisation's priorities and should be consulted regularly throughout the year
- Position descriptions – these make it easier to recruit new people to positions and will ensure that you know what jobs volunteers were responsible for
- A policies and procedures manual – this outlines the day-to-day processes of your organisation and who is responsible for carrying them out. It will also contain policies regarding risk management, selection processes and volunteer management
- Reporting procedures – these show the reporting lines back to the committee/board
- Education development opportunities – these increase job satisfaction and broaden the range of skills each volunteer possesses. This means that if someone suddenly leaves, you are more likely to have someone else ready to step into the vacated position
- A mentoring program – mentoring involves one person helping another person to develop new skills. Informal mentoring may already occur in your organisation where someone shows an interest in the development of another volunteer. Formal mentoring, however, is more structured and involves an inexperienced, young, new or potential volunteer being matched with an experienced volunteer who is to provide them with training, support and advice.



Barriers to succession planning include:

- A Gate Keeper – one person holding all the knowledge of the system only they understand
- Believing they are irreplaceable – considering some staff and/or volunteers are irreplaceable
- Poor records – a lack of formalized reporting or recording procedures
- Poor management – a lack of volunteer management
- Situations where seniors take all – this refers to senior members taking all the administrative responsibility, restricting the development and inclusion of juniors with an interest in the area
- Hanging on too long- this involves a situation where committee members who have served the organisation well for many years are being held onto despite the fact that they may be reaching their 'best before' date
- A fear of change – a 'fear of change' culture in your organisation will hinder the development of new ideas and more effective processes



# **ATTACHMENT 1: POSITION DESCRIPTION: PRESIDENT**

The President is primarily responsible for ensuring the club sets and meets its goals and objectives, is administered according to the Club Rules and completes all legal and compliance obligations.

## **Responsibilities**

The general responsibilities of the President are wide and varied and may include, but certainly not limited to the following responsibilities:

### **Knowledge**

To successfully undertake the role of President the role requires the person:

- To be well informed of all club activities, especially those of all sub committees
- Have a good working knowledge of the constitution, club rules and by laws, policies and procedures as well as the duties of all office holders
- Strong understanding of the legal and compliance obligations of running the club

### **Governance**

Key governance responsibilities include ensuring the club:

- Defines and documents its club culture and behaviours and continually communicates them to members, players, coaches, supporters and volunteers
- Ensures the club has clearly defined goals and objectives and documented strategies and implementation plans on how they will be achieved
- Implements strong financial controls to protect the cash and assets of the clubs as well as the volunteers handling the cash
- Ensures the committee receive regular and accurate financial reporting, budgets and cash flow projections
- Ensure compliance and legislative obligations are met

- Ensure the health and safety of all club participants
- Ensure all complaints and disputes are immediately investigated and responded to according to club policies and procedures
- All club positions, roles and sub committees have regularly reviewed position descriptions or terms of references
- All club activities are documented in operations manuals, policies and procedures
- Volunteers are trained and supported throughout the year to undertake their roles successfully

### **Meetings, communication and key relationships**

Running meetings and communicating to stakeholders are core responsibilities of a club President including:

- Setting the agenda for each committee and general meeting, including the clubs annual general meeting
- Chair all committee meetings
- Chair the annual general meeting
- Act as a spokesperson for the club and represent it locally, regionally and nationally as required
- Regularly liaise with sub committees to ensure they receive assistance and support as and when they need it
- Ensure that all sub-committees are regularly reporting to the committee
- Liaise with all relevant stakeholders
- Ensure committee members, team manager and coaches fulfill their responsibilities to the club
- Ensure the key stakeholder relationships of the club are maintained and nurtured



### **Requirements**

The President is expected to:

- Act in the best interest of the members at all times
- Attend all Committee members
- Undertake the role in good faith and honesty

If at any stage the President becomes aware of a personal conflict of interest, real or perceived between themselves and the club, they should immediately notify the Club Secretary of the conflict who will immediately inform all other committee members

### **End of Year Hand Over**

#### **Updating Key Documents**

At the end of each year a key activity of the President is to review and revise their position description to ensure it continues to reflect the requirements of the role. The updated Position Description must be provided to the club secretary prior to the Annual General Meeting each year.

#### **Induction of the Incoming President**

An important responsibility of an outgoing President is to train, mentor and support the incoming President

### **Essential Skills and Requirements**

- Hold or willing to apply for a current volunteer's "working with children" check (if legally required)
- Can communicate effectively
- Is well informed of all other tasks – handle bookings and entries, respond to general duties as directed by the club
- Can oversee organisational activities
- Is aware of the future directions and plans of members
- Has a good working knowledge of the rules of the club and the duties of all office holders and sub committees
- Is a supportive leader for all members
- Able to chair committee or executive meetings
- A good understanding of the sporting and competition requirements at local, regional and higher levels
- Unbiased and impartial on all issues
- Receptive to change
- Dedicated club person

The estimated time commitment required as the President is XX hours per week



# ATTACHMENT 2: POSITION DESCRIPTOIN:

## VICE PRESIDENT

The role of Vice President generally is to work closely with and support the club President. The Vice President will undertake the duties and responsibilities of the President if the President becomes unavailable for any reason. (In accordance with club rules)

The role of Vice President is the ideal position for those considering becoming club Presidents in the future, as the Vice President should work closely President to support them to undertake the leadership and governance responsibilities of the club.

### **Responsibilities**

The general role of the Vice President is too support the President, assisting them to for fill their responsibilities.

### **Knowledge**

To successfully undertake the role of Vice President he roles requires the person:

- To be well informed of all club activities, especially those of all sub committees
- Have a good working knowledge of the constitution, club rules and by laws, policies and procedures as well as the duties of all office holders
- Strong understanding of the legal and compliance obligations of running the club

### **Governance**

The Vice President will assist the President ensure the club undertakes its key governance responsibilities include ensuring the club:

- Defines and documents its club culture and behaviours these are continually communicated to members, players, coaches, supporters and volunteers
- Has clearly defined goals and objectives and documented strategies and implementation plans on how they will be achieved
- Implements strong financial controls to protect the cash and assets of the clubs

as well as the volunteers handling the cash

- Has strong financial reporting, budgets and cash flow projections
- Ensure compliance of all obligations and the health and safety of all club participants
- Ensure all complaints and disputes are immediately investigated and responded to according to club policies and procedures
- All club positions, roles and sub committees have regularly reviewed position descriptions or terms of references
- Activities are documented in operations manuals, policies and procedures
- Volunteers are trained and supported throughout the year to undertake their roles successfully

### **Meetings, Communication and Key Relationships**

The Vice President will:

- Assist the President to set the agenda for each committee meeting and general meeting, including the clubs annual general meeting

In the absence of the President, the Vice President will:

- Chair committee meetings
- Chair the annual general meeting
- Act as a spokesperson for the club and represent it locally, regionally, and nationally as required
- Ensure all responsibilities of the President are undertaken





## Requirements

The Vice President is expected to:

- Act in the best interest of the members at all times
- Attend all Committee members
- Undertake the role in good faith and honesty

If at any stage the Vice President becomes aware of a personal conflict of interest, real or perceived between themselves and the club, they should immediately notify the Club Secretary of the conflict who will immediately inform all other committee members

## End of Year Hand Over

### ***Updating Key Documents***

At the end of each year a key activity of the Vice President is to review and revise their position description to ensure it continues to reflect the requirements of the role. The updated Position Description must be provided to the club secretary prior to the Annual General Meeting each year.

### ***Induction of the Incoming Vice President***

An important responsibility of an outgoing Vice President is to train, mentor and support the incoming Vice President.

## Essential Skills and Requirements

- Hold or willing to apply for a current volunteer's "working with children" check (if relevant)
- Can communicate effectively
- Is well informed of all other tasks – handle bookings and entries, respond to general duties as directed by the club
- Can oversee organisational activities
- Is aware of the future directions and plans of members
- Has a good working knowledge of the rules of the club and the duties of all office holders and sub committees
- Is a supportive leader for all organisations members
- Able to chair committee or executive meetings
- A good understanding of the sporting and competition requirements at local, regional and higher levels
- Unbiased and impartial on all issues
- Receptive to change
- Dedicated club person

The estimated time commitment required as the Vice President is XX hours per week



# **ATTACHMENT 3: POSITION DESCRIPTION:**

## **TREASURER**

The Treasurer is responsible for ensuring the committee is empowered to manage the financial affairs of the club, is responsible for protection of the club's cash assets and the volunteers who handle them, ensuring the collection of all revenues and payment of all financial obligations.

The treasurer must also ensure that all financial transactions are recorded in the club's accounts and producing the club's financial reports for presentation to the committee, the members at the AGM, as well as complying with all financial reporting obligations contained in the club rules and the Incorporated Associations legislation.

### **Responsibilities**

#### ***Empowering the Committee to Manage the Financial Affairs of the Club***

- Preparation of a club budget and cash flow projection at the start of the year to review and sign off the committee
- Record all financial transactions in the club's accounting system as well as maintaining a list of club assets and liabilities
- Comparing actual financial transactions in the club's accounting system as well as maintaining a list of club assets and liabilities
- Provide monthly actual financial results of a given period to budgets for the same period and provide explanations for any variances for the committee to review and act in a timely manner
- Provide monthly profit and loss reports and balance sheet to the committee each month (generally presented at each committee meeting)
- Provide a list of payments for the previous month to the committee each committee meeting
- Provide a list of revenues outstanding and payments to be made to the committee each committee meeting

#### ***Protect the Club's Assets, Cash and the Volunteers Who Manage Them***

- Implementing financial management procedures which protect both the club's funds and assets and the volunteers who handle them
- Control the club bank account(s), ensuring only those authorised are bank account signatories
- Ensure as many payments as possible are undertaken via Electronic Funds Transfer (requiring two signatures before payments can be made)
- Ensure as much revenue as possible is collected using online payments
- Ensure all approved expenditure is paid as when it falls due
- Ensure all moneys due to the club are collected

#### ***Financial Reporting***

- Where an audit or review is required ensure it is completed in time for the financial reports to be presented to members at the Annual General Meeting
- Produce the financial report to be presented at the Annual General Meeting
- Undertake all legislatively required reporting and submissions



## Essential Skills

- Enthusiastic and well organized
- Ability to keep concise financial records in the clubs accounting system
- Ability to allocate regular time periods to maintain the financial records of the club
- Diligent with receipts and money
- Ability to work in a logical and orderly manner
- Honest and trustworthy
- Financial accounting or book keeping experience preferred
- Computer skills

## Requirements

The Treasurer is expected to:

- Act in the best interest of the members at all times
- Attend all Committee meetings
- Undertake the role in good faith and honesty
- Hold or willing to apply for a current volunteer “working with children” check

If at any stage the Treasurer becomes aware of a personal conflict of interest, real or perceived between themselves and the club, they should immediately notify the Club President of the conflict who will immediately inform all other committee members

## End of Year Hand Over

### *Updating Key Documents*

At the end of each year a key activity of the Treasurer is to review and revise their Position Description and any other policies and procedures for which they are responsible to ensure it they continue to reflect the requirements of the role. The updated Position Description and other documents must be provided to the Club Secretary prior to the Annual General Meeting each year.

### *Induction of the Incoming Treasurer*

An important responsibility of outgoing Treasurer is to train, mentor and support the incoming Treasurer.

The estimated time commitment required as the Treasurer is up to XX hours per week.



## **ATTACHMENT 4: POSITION DESCRIPTION: SECRETARY**

The key responsibilities of the Secretary are to understand the Club Rules, By Laws, Policies and Procedures, legal and compliance obligations, and ensure the club is run according to these core requirements at all times.

The Club Secretary is generally the clubs nominated representative for the purposes of complying with the Incorporated Associations Act.

The Secretary is also the club officer responsible for managing, collecting, reviewing and disseminating the club's information and knowledge (e.g., policies and procedures, position descriptions, etc.). The Secretary is responsible for collecting all the key club information created and used during the year and previous years and should co-ordinate the handover of the information and knowledge of the incoming committee and relevant volunteers.

### **Responsibilities**

The Secretary is responsible for the administrative tasks of the club including:

#### ***Legislative Responsibilities:***

The Secretary will also act as the "public officer" of the club so generally becomes the clubs nominated secretary under the Incorporated Associations Act and as such is responsible for:

- Notifying the relevant government body of their appointment committee each committee meeting
- Lodging on behalf of the club all reports, and notices as required by the relevant Incorporated Associations Act
- Maintaining the club's membership database

#### ***Meetings***

- In conjunction with the President, schedule all committee meetings and general meetings (including the annual general meeting) as early possible)
- Prepare and circulate, at least 4 day prior to each committee meeting the agenda and supporting reports, including financial reports and any other information required to be considered by the committee
- Take the meeting Minutes of each committee and general meeting, circulating them within 4 days of the meeting to relevant people
- Prepare and circulate according to the Club Rules, the notice convening the annual general meeting, ensuring all members are invited
- If there are special resolutions to be considered at a general meeting, ensure the special notification requirements under the Club Rules are met
- Maintain the minute book of club committee and general meetings, ensuring the minutes of each meeting are signed by the President confirming they are a true and correct reflection of the meeting

#### ***Player and Team Administration***

- Enter teams in their relevant competitions
- Book venues for training and match day competitions
- Ensure all players are registered and cleared to play in their nominated teams
- Co-ordinate all player and coach clearances and transfers



### **Communication**

- Handle all general club correspondence, responding to any correspondence as required
- Oversee and co-ordinate the club's communication strategy, including its website, email, newsletters and social media
- Be the clubs point of contact for key stakeholders including, local council, local association and peak sports bodies

### **Knowledge Management**

- Maintain a register of the latest version of all club documentation including but not limited to the Club Rules. All policies and procedures, by laws, position descriptions, sub committee terms of reference, coach and player development plans, etc.
- Maintain a register of all marketing material relating to the club's activities (letterhead, logos, posters, brochures, et.)
- Ensure that all volunteers update their position descriptions and any operating manuals, policies and procedures and provide the secretary with the updated version prior to the Annual General Meeting
- Co-ordinate the induction training for the incoming committee, sub committees, coaches and volunteers

### **Succession Planning**

A key responsibility of the club secretary is to ensure that at the end of their term a new secretary is able to be easily recruited. An effective succession planning strategy is to appoint at least one but often multiple assistant secretaries who will be delegated tasks and responsibilities of the secretary. The secretary will ensure that when delegating tasks to assistant secretaries that:

- Expectations are clearly defined

- The assistant secretaries have been adequately trained
- The secretary provides continual monitoring and support
- Hold or willing to apply for a current volunteer "working with children" check

### **Requirements**

The Secretary is expected to:

- Act in the best interest of the members at all times
- Attend all Committee meetings
- Undertake the role in good faith and honesty
- Hold or willing to apply for a current volunteer "working with children" check (if legally required)

If at any stage the Secretary becomes aware of a personal conflict of interest, real or perceived between themselves and the club, they should immediately notify the Club President of the conflict who will immediately inform all other committee members

### **End of Year Hand Over**

#### **Updating Key Documents**

At the end of each year a key activity of the Secretary is to review and revise their Position Description and any other policies and procedures for which they are responsible to ensure it they continue to reflect the requirements of the role. The updated Position Description and other documents must be provided to the Club Secretary prior to the Annual General Meeting each year.

#### **Induction of the Incoming Secretary**

An important responsibility of outgoing Secretary is to train, mentor and support the incoming Secretary.

The estimated time commitment required as the Secretary is up to XX hours per week.



# ATTACHMENT 5: POSITION DESCRIPTION: RECRUITMENT OFFICER

The role of the clubs Recruitment Officer is to promote the club within the community with the view to attracting and registering players to the club.

## **Responsibilities**

- Form relationships within the community with the goal of recruiting players to your club
- Create and implement player recruitment strategies
- Advertise and promote the playing opportunities of your club
- Be the primary contact point of parents and potential players wishing to learn more about your club and its playing options
- Create marketing information which can be provided to club participants to assist in recruiting new players to your club
- Updated the club website to reflect the latest recruitment information
- Consider running a number of “come and try” or “meet the coach” days inviting potential players to come and experience your sport and your club
- Create and maintain a register of key relationships in recruitment (e.g., junior clubs, schools, etc.
- If participating in the Sporting Schools program the Recruitment coordinator will be the primary coordinator

## **Essential Skills and Requirements**

- A good understanding of where the club recruits its players traditionally
- Ability to form strong relationships with key stakeholders (e.g., junior clubs or schools)
- Als well organized
- Works well in a team environment
- Is well informed of all club activities
- Can communicate effectively
- Enjoys working with children
- Hold or willing to apply for a current volunteer “working with children” check (if relevant or legally required)

## **End of Year Hand Over**

### ***Updating Key Documents***

At the end of each year a key activity of the Recruitment Officer is to review and revise their position description to ensure it continues to reflect the requirements of the role. The updated Position Description must be provided to the Club Secretary prior to the Annual General Meeting each year

### ***Induction of the Incoming Recruitment Officer***

An important responsibility of outgoing Recruitment Officer is to train, mentor and support the incoming Recruitment Officer.

The estimated time commitment required as the Recruitment Officer is XX hours per week.



# ATTACHMENT 6: POSITION DESCRIPTION: SPONSORSHIP COORDINATOR

The role of the sponsorship coordinator is to attract and retain club sponsors. The position has four key activities:

1. Creating sponsorship packages suitable for their community or local businesses
2. Engaging and encouraging the current club participants to introduce sponsors to the club from their network of friends and family.
3. Ensuring all sponsors are welcomed into the club and included in club activities
4. Ensuring all previous club sponsors are invited back to the club as sponsors for the upcoming year

## **Responsibilities**

### ***Prior to the Season***

- Review and if required develop sponsorship categories which seek to grow and expand the sponsorship base of the club
- Provide the committee with the recommendations for all sponsorship types and fees for the upcoming year
- Work with the Club Treasurer to accurately set sponsorship sales targets which will be reflected in the club's budget
- Liaise with the President and Committee to ensure sponsorship fees reflect the current expectations of sponsors
- Create the sponsorship marketing information which can be provided to club participants, so they can sell sponsorships to their network of family and friends
- Have the club website updated to reflect current sponsorship information
- Ideally your club will be able to sell sponsorship directly from the club website
- Have social media posts created that promote and sell the club sponsorship
- Be the primary point of contact for all sponsorship enquires

- Assist with the collection of sponsorship applications and fees
- Provide details of sponsorship applications to the secretary for maintenance in club databases

### ***During the Season***

- Review sponsorship sales with the Treasurer to ensure the financial targets for sponsorship sales have been achieved and id not formulate corrective strategies
- Review all sponsorship pledges to ensure all sponsorship fees have been received
- Ensure that all sponsorship inclusions have been provided
- Ensure that all sponsors are welcomed and included in all club activities
- Be the initial point of contact for any issues or complaints from sponsor concerning their sponsorship and entitlements
- Ensure sponsors receive recognition and acknowledgement certificates (or something similar) for their sponsorships which they can display in their workplace

### ***Post Season***

- Ensure that all sponsors are personally thanked by the club for their support throughout the year
- Seek feedback from key sponsors on how the club can continue to create value for them for next year and beyond



## Essential Skills and Requirements

- Possess strong written and verbal communication skills along with a strong, persuasive personality
- Need to be professional, friendly, organized, energetic and determined in attempting to land sponsors
- Servicing existing sponsors and developing other revenue streams
- Ability to build a rapport with partners quickly
- In-depth understanding of what your club has to offer sponsors
- High level of attention to detail
- Strong organisational skills

## End of Year Hand Over

### ***Updating Key Documents***

At the end of each year a key activity of the Sponsorship Manager is to review and revise their position description to ensure it continues to reflect the requirements of the role. They must also ensure that the sponsorship database is updated with all information relating to club sponsors including contact details and previous sponsorship inclusions

The updated Position Description and sponsorship database must be provided to the Club Secretary prior to the Annual General Meeting each year.

### ***Induction of the Incoming Sponsorship Coordinator***

An important responsibility of outgoing Sponsorship Manager is to train, mentor and support the incoming Sponsorship Manager, ideally this would include introducing the incoming sponsorship manager to the club's key major sponsors and formally handing over these important relationships to the incoming Sponsorship Manager.

The estimated time commitment required as the Sponsorship Manager is XX hours per week.



# ATTACHMENT 7: POSITION DESCRIPTION: VOLUNTEER COORDINATOR

The key function of the role is to coordinate all elements of volunteering within their club. Volunteer coordinators liaise with all areas of the club to determine their volunteer needs and then recruit volunteers to each of the roles

Another important function of a volunteer coordinator is to ensure that all volunteers have the knowledge, training and support n required to undertake their nominated roles.

## **Responsibilities**

### ***Prior to the Season***

- Assess the volunteer needs of each area of the club in both general club operations and special events
- Consider the knowledge, skills and time required for each role
- Recruit volunteers to roles that suit them
- Organise the orientation, training and the induction of volunteers
- Work with the Secretary organizing volunteer rosters and maintaining records

### ***During the Season***

- Ensure the club has adequate numbers of volunteers in each area of the club (e.g., coaching, social function, organisers, canteen staff, etc.)
- Continually check with volunteers to identify any issues or if additional training or support is required
- Identify and organise the training and education opportunities for volunteers
- Ensure that volunteers are reimbursed for their approved out-of-pocket expenses
- Continually promote the efforts of volunteers throughout the year
- Submit regular reports to the club/group committee as required

### ***Post Season***

- Ensure that each volunteer is recognised and thanked for their contribution throughout the year
- Identify ways to improve the volunteering experience, either through training or support

## **Essential Skills and Requirements**

- Can communicate effectively and has good interpersonal skills
- Is positive and enthusiastic
- Is well organised

## **End of Year Hand Over**

### ***Updating Key Documents***

At the end of each year a key activity of the Volunteer Coordinator r is to review and revise their position description to ensure l continues to reflect the requirements of the role.

The volunteer coordinator should also facilitate the updating of policies, procedures, rosters, and other information used to train, support and empower volunteers.

The updated Position Description and sponsorship database must be provided to the Club Secretary prior to the Annual General Meeting each year.

### ***Induction of the Incoming Volunteer Coordinator***

An important responsibility of outgoing Volunteer Coordinator Manager is to train, mentor and support the incoming Volunteer Coordinator.

The estimated time commitment required as the Volunteer Coordinator is XX hours per week.



# ATTACHMENT 8: POSITION DESCRIPTION: SOCIAL EVENTS COORDINATOR

The role of the social events coordinator is to coordinate the social activities of the club. Ideally the social coordinator would work with the Treasurer to identify the amounts which need to be generated throughout the year.

The social coordinator would “recruit” groups (sub committees) of people to assist in the development and successful implementation of each of the social activities.

## **Responsibilities**

### ***Prior to the Season***

- Work with the Club Treasurer to accurately set social activities fundraising targets which will be reflected in the club’s budget
- Review the social activities from previous seasons and then determine the social activities for the upcoming season
- Liaise with the President and Committee to ensure the proposed social activities for the upcoming year reflect the current opinions and preferences of club members and supporters
- Provide the committee with the recommendations for the proposed social activities for the coming year (this should include budgets identifying the proposed revenues and costs for each activity)
- Create the marketing information for each social activity which can be provided to club participants to assist in the promotion of club social activities
- Updated the club website to reflect the social activities for the year
- Ideally your club will be able to generate social activities revenue directly from the club website
- Have social media posts created that promote club social activities

- Be the primary point of contact for all social activity enquires
- Ensure the collection of social activity revenues

### ***During the Season***

- Review social activities with the Treasurer to ensure the financial targets for social activities has been achieved and if not formulate corrective strategies
- Be the initial point of contact for any issues or complaints form social activities

## **Essential Skills and Requirements**

- Can communicate effectively
- Strong relationships within the club which allow the formulation of different teams and groups working together on each social activity
- Well organised and can delegate tasks
- Well informed of all organisation activities
- Is aware of the future directions and plans of members and the club

## **End of Year Hand Over**

### ***Updating Key Documents***

At the end of each year a key activity of the Social Activities Coordinator is to review and revise their position description to ensure it continues to reflect the requirements of the role.

Ideally the social activities coordinator would document how each social activity was undertaken and include as much information as possible (e.g., which suppliers were involved, processes and procedures)

The updated Position Description and supporting information must be provided to the Club Secretary prior to the Annual General Meeting each year.



***Induction of the Incoming Social Events Coordinator***

An important responsibility of outgoing Social Events Coordinator is to train, mentor and support the incoming Social Events Coordinator.

The estimated time commitment required as the Social Events Coordinator is XX hours per week.



# ATTACHMENT 9: POSITION DESCRIPTION: SOCIAL MEDIA COORDINATOR

A Social Media Coordinator is becoming one of the most important positions within a club as social media is such a powerful way to grow and engage your club's audience. Effective use of social media will also support and drive the achievement of many of the club's goals and objectives.

In even the smallest clubs the volume of information which could be included in social media means that the role is often too big for one person, so a key function of the role is to build and coordinate the activities of the social media team.

The key objectives of any communication plan should include the following:

1. Build you club's audience on social media or people who genuinely follow and have an interest in your club
2. Build the sense of belonging between your club and its (social media) supporters and followers
3. Support the achievement of club goals and objectives
4. Relay important "operational" information to relevant people within the club

## **Responsibilities**

### ***Prior to the Season***

- Understand the key social, fundraising and sporting activities that will take place throughout the year and develop strategies to support and promote each activity
- Create your communication strategy – break it into pre, during and post seasons strategies and define the information that will be included when and how?
- Determine which social media platforms and strategies and define the information that will be included when and how?

- Review and update the social media policy (code of conduct) and ensure this is provided to the committee for sign off
- Recruit and train your social media team

### ***During the Season***

- Actively update the club's different al media platforms throughout the weeks during the season (updating followers on scores, results, injuries, achievements milestones, etc.)
- Promote club's key activities and events throughout the year
- Promote sponsors, especially promoting special offers from sponsors that people love
- Facilitate social media participation and engagement within club stakeholders
- Actively engaging followers to transform visitors into advocates for the club (create a sense of belonging between the club and each individually)
- Collaborate with all divisions of the club to ensure their message and stories are being continually promoted and communicated

### ***Post Season***

- Review the list of people who access to each of your club's social media sites and remove access for those you no longer wish to have access to the club's social media sites through the off season and beyond



## Essential Skills and Requirements

- A frequent user of social media sites
- The ability to plan what the club needs to communicate and when
- Ability to engage people through social media without getting drawn into negative or personal discussions
- Strongly understanding of the club's social media strategy and willingness to follow it
- Respectful and effective communication
- Understanding how to create memes, photos, and video for use on social media
- Thorough knowledge of what is going on within your club

## End of Year Hand Over

### ***Updating Key Documents***

At the end of each year a key activity of the Social Media Coordinator will be to review and revise their position description to ensure it continues to reflect the requirements of the role.

The social media coordinator should compile a list of people at the end of each season who have access to each of the social media platforms and provide this list to the committee.

The updated Position Description and supporting information must be provided to the club secretary prior to the Annual General Meeting each year.

### ***Induction of the Incoming Social Media Coordinator***

An important responsibility of outgoing Social Media Coordinator is to train, mentor and support the incoming Social Media Coordinator. The estimated time commitment required as the Social Media Coordinator is XX hours per week.



# ATTACHMENT 10: POSITION DESCRIPTION: JUNIOR RECRUITMENT COORDINATOR

The primary role of the junior recruitment coordinator is to create a recruitment pathway or process which recruits “junior” players to your club. If your club is a junior club this will primarily involve creating relationships and pathways with local clubs and the broad community to attract players and their families to your club while for “senior” clubs the role will primarily focus on recruiting and transitioning players from local schools and junior sports clubs.

## **Responsibilities**

- Form relationships with the local schools and junior clubs (if relevant) with the goal of recruiting players to your club
- Create and implement player recruitment strategies
- Advertise and promote the playing opportunities of your club
- Be the primary contact point of parents and junior players wishing to learn more about your club and its playing options
- Create marketing information which can be provided to club participants to assist in recruiting new players to your club
- Update the club website to reflect the latest recruitment information
- Consider running a number of “come and try” or “meet the coach” days inviting potential players to come and experience your sport and your club
- Co-ordinate any “come and try” or “meet the coach” days including coaches, participants, equipment and catering
- Create and maintain a register of key relationships in junior recruitment (e.g. junior clubs, schools, etc.)
- If participating or running any school programs, the junior recruitment coordinator will be the primary coordinator

## **Essential Skills and Requirements**

- A good understanding of where the club recruits its players traditionally
- Ability to form strong relationships with key stakeholders
- Is well organised
- Works well in a team environment
- Is well informed of all club activities
- Can communicate effectively
- Enjoys working with children
- Hold or willing to apply for a current volunteer “working with children” check (if relevant or legally required)

## **End of Year Hand Over**

### ***Updating Key Documents***

At the end of each year a key activity of the Junior Recruitment Coordinator is to review and revise their position description to ensure it continues to reflect the requirements of the role.

At the end of the year the Junior Recruitment Coordinator should also update the register of key stakeholders in the junior recruitment program including their name, contact details and any relevant information the incoming Junior Recruitment Coordinator needs to know about each stakeholder.

The updated Position Description and supporting information must be provided to the club secretary prior to the Annual General Meeting each year.

### ***Induction of the Junior Recruitment Coordinator***

An important responsibility of outgoing Junior Recruitment Coordinator is to train, mentor and support the incoming Council Liaison Officer.

The estimated time commitment required as the Junior Recruitment Coordinator is XX hours per week.



# **ATTACHMENT 11: POSITION DESCRIPTION: COUNCIL LIAISON OFFICER**

The role of the Council Liaison Officer is to form strong relationships with key local council staff including Sport and Recreation staff, Council CEO, Councilors and the Mayor. Local Councils are one of the most important partners a community sporting club has, and they are able to support their community clubs far beyond simply providing access to facilities.

Local Councils can provide access to volunteers and participants through their network and contacts they can assist in the planning and delivery of events, they have strong communication platforms which can be used to pass your club's message to the community.

Local Councils also make available a variety of grants to clubs each year as well as being able to access large state and federal government grant son behalf of your club.

## **Responsibilities**

### ***Prior to the Season***

- Make application to the Council for access to any council-owned facilities the club wishes to use during the year for training, competitions and social activities
- Collect and distributes the key to the sporting facilities, ensuring the club keeps a register of who has which keys
- Undertake a safety review of all council facilities when they are handed over to the club at the beginning of each year
- Personally, introduce yourself and the club to key Council staff, including Sport and Recreation staff, Council CEO, Councilors and the Mayor
- Ensure the club has all required council permits, e.g., food handling
- Attend all Council forums and meetings as will be required from time to time
- Identify Council events throughout the year which the club may participate in to promote itself and support council initiatives

### ***During the Season***

- Be the primary point of contact between Council and the club
- Ensure all messages and information received from Council are distributed to the appropriate people within the club
- Communicate and coordinate the resolution of any facility maintenance issues with Council
- Review grants made available by Council and coordinate applications of those relevant to the club
- Liaise with Council in the planning and the delivery of major club events and activities
- Participate where possible in Council held community events

### ***Post Season***

- Ensure all facilities are cleaned and vacated by the date required by Council to be vacated by the club (where appropriate)
- Collect all keys and return to Council (where appropriate)

## **Essential Skills and Requirements**

- Outgoing, approachable and able to represent the club in Council activities and public forums
- Organised
- Strong communicator
- Comfortable working out and building relationships with key people in Council



# ATTACHMENT 12: POSITION DESCRIPTION: COMMITTEE/BOARD MEMBER

The role of a general committee member is to provide support to the President, Secretary and other Committee/Board members to ensure the club sets and meets its goals and objectives, is administered according to the Club Rules and completes all legal compliance obligations.

## **Responsibilities**

The general responsibilities of committee members are wide and varied and may include, but certainly not limited to the following responsibilities.

### **Knowledge**

To successfully undertake the role of a committee member they should:

- Be well informed of all club activities, especially those of all sub committees
- Have a good working knowledge of the constitution, club rules and by laws, policies and procedures as well as the duties of all office holders
- Have an understanding of the legal and compliance obligations of running the club

### **Governance**

Committee/Board members generally contribute to the development, definition and delivery of the following club activities and responsibilities:

- Culture and behaviours
- Goals and objectives and documented strategies and implementation plans on how they will be achieved
- Identification and formulation of budgets and cash flow projections for the upcoming year
- Ensuring compliance and legislative obligations are met
- Ensure the health and safety of all club participants
- Ensure all complaints and disputes are immediately investigated and responded to according to club policies and procedures

- Volunteers are trained and supported throughout the year to undertake their roles successfully
- Assist the President and Secretary in their duties as required
- Undertake tasks at the request of the President or Committee/Board members

### **Participating in Meetings**

Attending and actively participating and contributing in committee meetings is a core function of a committee/board member.

### **Essential Skills and Requirements**

- Dedicated club person
- Ability to provide calculated opinion in group discussions at committee meetings
- Outgoing personality
- Effective communicator
- Be discreet and able to maintain confidentiality on relevant matters
- Hold or willing to apply for a current volunteer working with children check (if required)

### **Requirements**

Committee/Board members are expected to:

- Act in the best interest of the members at all times
- Attend all Committee/Board meetings
- Undertake the role in good faith and honesty

If at any stage the Committee/Board member becomes aware of a personal conflict of interest, real or perceived between themselves and the club, they should immediately notify the President of the conflict who will immediately inform all other Committee/Board members.





## End of Year Hand Over

### ***Updating Key Documents***

At the end of each year a key activity of the Committee/Board will review and revise their position description to ensure it continues to reflect the requirements of the role. The updated Position Description must be provided to the Club Secretary prior to the Annual General Meeting each year.

### ***Induction of the Junior Recruitment Coordinator***

An important responsibility of outgoing Committee/Board member is to train, mentor and support the incoming Committee/Board members.

The estimated time commitment required as a Committee/Board Members is XX hours per week.





## ATTACHMENT 14: CERTIFICATE OF APPRECIATION



# *Certificate of Appreciation*

**is awarded to**

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**For outstanding efforts in volunteering around the club**

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Date

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Signature

