Volunteer Management Toolkit

EQUESTRIAN VICTORIA

HORSE RIDING CLUBS ASSOCIATION OF VICTORIA INC.

State Government Victoria

Welcome to the Volunteer Development Program

Welcome to the Volunteer Management Toolkit for the Equestrian industry in Victoria, a key tool in the Equestrian Volunteer Development Program. It has been identified that there are three key streams of volunteers and this toolkit has been developed to encompass all three; Volunteer Committee Members, Volunteer Officials and Volunteer Event Assistants.

Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria and a Steering Committee of existing Equestrian volunteers has worked together to design a program with tools and resources to help support and enhance your existing volunteer programs. The purpose of creating a consistent program will ensure volunteers have a similar experience, whether they are volunteering at Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria or another association.

About the Volunteer Development Program

The Equestrian Volunteer Development Program was born out of funding received through Sport & Recreation Victoria's Volunteer Innovation Program in 2014/2015. The objectives of this program were to:

- Increase the number of sports volunteers in Victoria;
- Improve recognition of the sports volunteer workforce;
- Retain existing sports volunteers; and
- Build the capacity of peak sporting organisations to support volunteers

The Equestrian sector is committed to building an integrated and user friendly Volunteer Development Program which will assist you with strategies to engage, train, retain and recognise volunteers.

As part of the program, a dedicated set of tools and resources have been produced including:

- On-Line Induction Video
- Volunteer Handbooks
- Code of Conduct
- Volunteer Management Toolkit
- Position Descriptions
- Policies and Procedures
- Checklists for Volunteer Co-ordinators

These tools and resources are all designed to make your life easier and help you easily access information at any time and support you in your role as a volunteer.

They are also designed to ensure consistent training, communications and working environments for volunteers.

The tools have been developed through a need identified by the associations as well as through a Volunteer Survey conducted in 2014.

How To Use This Volunteer Management Toolkit

This Toolkit is your easy to use and access guide to Volunteer Management. It is designed as your one stop shop and will provide you with easy to use tips and strategies to help you with recruiting, training, managing and retaining your volunteers. It can be used by any Volunteer Co-ordinator whether you are a volunteer yourself, managing a team of volunteers or part of a larger volunteer workforce.

Keep a copy at your club, have it as reference in your committee meetings and use it at your future events.

Why Volunteer Management is Important

The associations recognise and acknowledge the importance of volunteers and that they are a crucial element to any event or organisation. Accordingly, volunteers deserve a dedicated, central and consistent program that will understand your needs as well as provide a supportive framework.

Volunteers have many commitments in their lives and it is important that when they are volunteering as part of the equestrian family, it is an enjoyable role that not only sees them returning but creates memorable, fulfilling and positive experiences. This in turn creates an encouraging and welcoming environment which will continue to retain and attract volunteers.

The Three Streams of Volunteers

After a review of all existing volunteer activity, three streams of volunteering were identified. It is important to understand which stream your volunteers come under and to manage them accordingly. Where possible, a Volunteer Co-ordinator should be appointed to manage each stream of volunteers.

- **Volunteer Committee Members**
  Volunteer Committee Members are the backbone of any club or event and hold many important office bearing positions. These include President, Secretary and Treasurer. Their roles are for a minimum of 12months and they must attend committee meetings.
- **Volunteer Officials**
  Volunteer Officials are made up judges and stewards. They are selected for their skills and experience.
- **Volunteer Event Assistants**
  Volunteer Event Assistants are crucial to the running of any event and can volunteer for one day or for multiple days throughout the year.

Note: Many volunteers will volunteer across more than one stream throughout their time as a volunteer.

To assist you in the recruitment, training and management of these three streams the following summary matrix has been developed. You can also access the *Checklists for Volunteer Co-ordinators*, which will highlight in detail the training, and tools and resources to be provided to volunteers through their induction and training. This can be accessed via your association's volunteer page on their website.

	Volunteer Committee Members	Volunteer Officials	Volunteer Event Assistants
Required skills	• Computer skills • Access to email • Leadership skills • Interpersonal skills • Awareness of social media • Conflict management • Ability to work in a team • Interest in horses (experience with horses not mandatory) • Knowledge of committee constitution • Knowledge and understanding of meeting protocols	• Relevant qualifications (refer to necessary Rule Books) • Experience in similar role • Ability to work autonomously • Experience with horses	• Excellent customer service • Ability to work autonomously or in a team • Interest in horses (experience with horses not mandatory)
Expectations	• Attend committee meetings in line with constitution • Support and attend Club events	• Volunteer for at least one full day • Be familiar with the relevant rules and regulations	• Ambassador/public face of the event • Volunteer for at least one full day
Location	• Home (except for meetings)	• Onsite at relevant club or event	• Onsite at relevant event
Training	• Volunteer Induction Video • Volunteer Information Booklet • Induction and introduction to committee	• Volunteer Induction Video • Volunteer Information Booklet • FEI Rules and Regulations • On-site briefing/training • Radio protocols	• Volunteer Induction Video • Volunteer Information Booklet • On-site briefing/training • Radio protocols
Tools and Resources	• Code of Conduct • Position Description • Policies and Procedures Committee Constitution	• Code of Conduct • Position Description • Policies and Procedures • Competition schedule • Code of Conduct	• Position Description • Policies and Procedures • Event map and program • Event schedule

Volunteers need to be valued to ensure that they:

- Continue volunteering
- Volunteer with passion and enthusiasm
- Speak positively about their experience and therefore create word of mouth referrals

Volunteer Management

Where possible, it is important to appoint a Volunteer Co-ordinator at your club or event, with the main objective of their role to support, recognise and praise the efforts of volunteers.

An example Position Description for Volunteer Co-ordinators can be found at:
www.clubhelp.org.au/volunteers/volunteer-management-manual/organise-your-volunteers

To assist Volunteer Co-ordinators or other Team Leaders in their role, specific *Checklists for Volunteer Co-ordinators* have been developed and you can find these on your association's volunteer page on their website.

Volunteer Roles

Volunteer roles should be treated as any other role, no matter how large or small, and accordingly, people should only be placed in roles that they are suitable for.

The old adage "any help is good help" doesn't always apply. Volunteers should be recruited and appointed for their required skills. This will ensure that:

- The role is fulfilled to its best capacity
- The volunteer's skills and experience are used to their full capacity
- The volunteer remains engaged in the role
- The integrity of the volunteer and role are not compromised due to a wrong placement
- The time of the volunteer or club/event is not wasted due to wrong placement

Code of Conduct

Volunteers are required to sign a Code of Conduct.

The Code of Conduct provides a very clear understanding, between volunteers and the organisation/committee they are working with, of what is expected when it comes to behaviour. It outlines how organisations are to conduct themselves when working with volunteers and how volunteers conduct themselves in their roles.

It is a mutually signed agreement that outlines the vision and mission, roles and accountability, reporting lines and horse welfare.

It also ensures everyone fits in with the mission and goals of the equestrian sector.

The equestrian sector is committed to supporting and recognising our volunteers and providing a safe working environment, free from discrimination or harassment and the Code of Conduct ensures that this is always adhered to.

Resource: The Code of Conduct available on your association's volunteer page on their website.
For more information visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/getting-volunteers-started

Position Descriptions

Position Descriptions are an important element in volunteer management and will ensure that:

- There is a clear and concise understanding by both the volunteer and the club/event of what their expectations and responsibilities within the role are.
- There is a clear and concise understanding by both the volunteer and the club/event of what their time commitments are.
- There is a clear and concise understanding by both the volunteer and the club/event of who their Team Leader is.
- They can be used for any necessary performance management.

Resource: The Position Descriptions for each volunteer stream are available on your association's volunteer page on their website.
For more information visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/getting-volunteers-started

Managing Volunteers

Volunteers should be managed just like any other role. They need to be provided with:

- Welcome
- A Team Leader/Manager
- Relevant training
- Relevant and ongoing instruction
- Overview of policies and procedures to follow
- Review of their performance (where applicable)
- Recognition of their work

The *Checklists for Volunteer Co-ordinators* will guide you through managing volunteers and remind you of the training and resources that they should be provided with.

Resource: The Checklists for Volunteer Co-ordinators for each volunteer stream are available on your association's volunteer page on their website.

Recruitment

Recruitment is vital in maintaining and building a strong volunteer workforce across the three volunteer streams. For recruitment to work effectively, it needs to be targeted, just like any job. Volunteers will feel valued and value their role, knowing that they have been specifically and professionally recruited for.

A *Recruitment Policy* has been developed which outlines processes and guidelines for interviewing, screening and recruiting volunteers. This can be accessed via your association's volunteer page on their website.

Before you start recruiting, consider this checklist:

❏ Why are you recruiting?

❏ How many roles are you recruiting for?

❏ Do you have position descriptions you are recruiting for?

❏ What skills and experience are you recruiting for?

❏ What is your ideal number of volunteers you are recruiting for?

✔ **Do** recruit with a clear goal in mind of how many volunteers you need and what you need them to do. eg. If you are looking for a Volunteer Committee Member such as a Treasurer, contact local Accounting Firms for potential volunteers.

✔ **Do** interview all your prospective volunteers, even if it is a phone interview. Find out why they want to volunteer, what their interests and skills are and what their availability is. This will not only help determine if they are suitable but also what other roles they might be interested in.

✔ **Do** clearly explain roles so that people without equestrian experience can see that they can still volunteer and it opens your workforce up to a much larger pool of people.

✔ **Do** accept volunteers that are available for the timeframe/commitments that you need.

✔ **Do** feel free to put people on a waitlist if you are at capacity for particular roles or on committees.

✔ **Do** create teams of volunteers. Such as events team that are committed to helping and can be trained up just to work at events.

✔ **Do** large recruitment drives at intervals throughout the year. This will avoid constant call outs to volunteers, which can become exhausting for the club/event and the volunteers.

✘ **Don't** recruit volunteers if you have no roles for them. You will quickly lose disengaged volunteers with nothing to do. You most likely will have just lost volunteers that would not only have been very valuable but will tell others not to apply.

✘ **Don't** accept any volunteer that applies. Make sure you interview them, even if it is a phone interview, to ensure they are right fit for the role/s you are recruiting for.

✘ **Don't** work your shifts around volunteer's needs.

✘ **Don't** recruit unsuitable volunteers just to fill a spot or office bearing position on a committee. In the long term it will create more work.

When to Recruit

It is always best to recruit with plenty of time before the roles need filling. Recruiting last minute not only causes headaches for you but can make the volunteers feel like they're undervalued. Recruitment timelines can include:

- As soon as an event has finished and you have thanked the Volunteer Officials and Volunteer Event Assistants, ask them if they would be interested in volunteering again for the next event. You can capture their interest and enthusiasm there and then and you will find people will sign up straight away. That will then create a ready to go database.

- Look at setting set terms for your Volunteer Committee Members. eg. With a three year term, a year out for completion, you can start sourcing the new office bearer.

- Hold large recruitment drives twice a year to capture pools of volunteers.

Who To Recruit

Volunteers become your ambassadors so it is important to recruit people across the three streams that are not only passionate, but will take direction, follow guidelines and represent the club/event accordingly.

Before accepting a volunteer, consider this checklist:

❏ Why do they want to volunteer?

❏ Will they add benefit to the club, event or committee?

❏ Are they committed to volunteering?

❏ Do they meet the criteria of the volunteer position they are applying for?

❏ Are the available for the required shifts/time commitments?

❏ Do they have the skills and experience necessary for the role? If not, is there another role they could fill?

❏ Are they aware of the tasks required of the role?

How and Where to Recruit

There are many ways you can recruit volunteers and from many places. Don't just rely on one or two recruitment ideas, try different ones and see which ones work the best. Recruitment isn't just for Volunteer Event Assistants but can be very effective in recruiting Volunteer Committee Members and Volunteer Officials from outside your existing supporter and membership base.

Use language in the recruitment 'ads' that is tailored to and will engage with potential volunteers in each of the streams. Talk about the benefits of volunteering.

The 2014 Equestrian Survey found the following reasons people volunteered. These are all great benefits you can mention when advertising your volunteer positions:

• people volunteer to learn more about the sport and become a better rider.

• people volunteer to meet people and join a social group.

• people volunteer to put back into the sport or to support the club and make a difference.

• people want to be part of a team.

While many of your volunteers are returning as long standing volunteers, it is important to keep building and growing your volunteer workforce. Some of the ways you can do this are:

Internally: Include call outs in your newsletters.

Internally: Put notices up on your news boards.

Internally: Hold an open day or information night at your club for prospective members or volunteers to attend.

Internally: Contact people who have volunteered previously, even if it hasn't been for a year or so. Their situations and availability may have changed.

Social Media: Put call outs on your social media pages.

Social Media: Put call outs on community Facebook pages/groups (eg. Yarra Valley Noticeboard)

Social Media: Put call outs on twitter using hash tags such as #equestrian #ponyclub #eventing #volunteering

Online: Post vacancies on Go Volunteer: www.govolunteer.com.au .

Local Media: Contact your local newspaper or radio. They are often keen to run community stories about volunteers and recruitment drives.

Word of Mouth: Ask your existing volunteers to share recruitment notices with their friends and families, particularly on social media.

Word of Mouth: Include notices in event programs advertising to spectators about volunteer opportunities.

Community Clubs: Contact your local service and community clubs. Rotary, Lions and APEX Clubs are often able to provide teams of volunteers for events or may be able to spread the word amongst their networks.

Volunteer Centres: Contact your local volunteer centre.

Education: Contact local TAFEs and schools who may have students keen to get experience and are required to as part of their course. eg. Event Management students for events.

Policy: The Recruitment Policy is available on your association's volunteer page on their website.
For more information visit: www.clubhelp.org.au/volunteers/volunteer-management-manual/find-volunteers

Training

Training is critical to equip volunteers with the necessary information for them to fulfil their role effectively. This will ensure volunteers feel valued and comfortable in their roles and help them complete them to their full capacity. All volunteers, no matter how long they have been volunteering, need to receive training.

Training is important to ensure volunteers:

- Are aware of and abide by the relevant rules and regulations
- Work accordingly to OH&S guidelines
- Understand their responsibilities
- Understand the chain of commands at the club, event or committee
- Conduct themselves in accordance with the relevant Code of Conduct
- All receive the same information, whether it is their first time volunteering or they are a long standing volunteer
- Social media guidelines

The 2014 Equestrian Survey found that the overwhelming preference for training was on-line, information sessions then information booklets. A kit of training and resource tools has been designed with this in mind.

To access the Equestrian volunteer tools and resources, visit your association's volunteer page on their website.

For more information visit: www.clubhelp.org.au/volunteers/volunteer-management-manual/develop-your-volunteers

Resources and Tools

In line with the training, the following tools and resources have been designed for your volunteers:

Resource	Content	Distribution
On-line Induction Video * All volunteers are required to watch this induction and therefore it is generic across all associations and volunteer streams.	• Welcome • Code of Conduct • Legal responsibilities • Insurance • Horse Safety • OH&S • Volunteer Resources • Radio protocol • Dealing with the media • Sharing of Knowledge	• Mandatory for all volunteers to watch Distributed through: Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria) Clubs and associations YouTube
Volunteer Management Toolkit Booklet *This is a user friendly guide on volunteer management with the emphasis on providing a supportive framework and the reasoning and benefits of a program and how it can empower volunteers to run effective programs.	• Introduction • Volunteer Roles & Management • Position Descriptions • Managing Volunteers • The Three Streams of Volunteers • Recruitment • Training and Mentoring • Resources and Tools • Communication • Acknowledgment & Recognition • Managing Volunteer Departures	• Printed copies distributed to clubs and associations • Distribute through: Roll out of program Clubs and associations Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria) Social Media Website links Monthly/ Membership newsletters Direct emails Riders Club manuals (under rules & regulations) Links to Toolkit on entry forms or membership renewal form It is important that the awareness and promotion of the Toolkit is ongoing and that it is not just rolled out once but continually communicated so all volunteers, regardless of their role, are aware of it.

Resource	Content	Distribution
Volunteer Handbook * A booklet template tailored to each stream of volunteers has been developed with useful workforce information	• About the Equestrian sector • Welcome • Governing bodies (relevant criteria's) • Relevant constitutions • Timings/shifts • Uniform/What to Wear • Breaks on shifts • Working with Horses • OH&S • Where to find Policies & Procedures • Position Descriptions	• All volunteers to receive one • Distributed through: Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria)
Position Descriptions * One Position Description template per stream has been created to assist with recruitment, expectations, performance management and consistency.	• Skills required • Expectations • Responsibilities • Time Commitments • Reporting lines	• All volunteers to receive one • Distributed through: Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria) Induction and Training
Code of Conduct * All volunteers are required to sign (an over arching) Code of Conduct. This ensures all volunteers are committed and accountable to the same level of standards.	• Vision and mission • Roles and Accountability • Respect, integrity and behaviour • Commitment • Reporting lines • Horse welfare • Legal obligations	• All volunteers required to sign a Code of Conduct • Distributed through: Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria) Clubs
Policies and Procedures * The policies and procedures, developed in conjunction with Volunteering Victoria, are adapted and tailored for the equestrian sector.	• Legal requirements: Police checks Working With Children Checks Privacy of volunteer data • Recruitment: Screening Equal Opportunity • Volunteer Management: Rosters (where relevant) Conflict resolution Resigning volunteers Retiring volunteers Volunteer Dismissals • Code of Conduct • OH&S • Grievance & Conflict Resolution • Risk Management • Insurance & Liability • Volunteer Satisfaction Survey/Exit Interview	• Distributed through: Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria)
Checklist for Volunteer Co-ordinators * These checklists will be quick snapshots for Volunteer Co-ordinators on committees and at events on how to manage volunteers and what to cover.	• Rosters • Briefings • Breaks • Management • Recognition	• Distributed through: Roll out of program Volunteer portal (Websites – Equestrian Victoria, Horse Riding Clubs Association of Victoria, Pony Club Association of Victoria)

Training

Resources: *All the training tools, resources and policies and procedures are available on your association's volunteer page on their website.*
For more information visit: *http://www.clubhelp.org.au/volunteers/volunteer-management-manual/develop-your-volunteers*

What to Include

When training, it is important to include all the necessary information for the volunteer to fulfil their role. Here are some dot points to remember:

	Volunteer Committee Members	Volunteer Officials	Volunteer Event Assistants
Volunteers to be provided with	• Induction video • Volunteer Information Booklet • Position Description • Past minutes and next agenda • Committee charter • Code of Conduct • Constitution • Club by-laws • Policies and Procedures • Strategic plan • Annual reports • Financial year budget • Organisation chart • Committee member contact details	• Induction video • Volunteer Information Booklet • Position Description • Code of Conduct • Volunteer Management Toolkit (if applicable) • Volunteer Resources and Tools (on-line) • Policies and Procedures (on-line) • Rules and regulations of governing body • Rules and regulations of disciplines they are involved with	• Induction video • Volunteer Information Booklet • Position Description • Code of Conduct • Volunteer Management Toolkit (if applicable) • Volunteer Resources and Tools (on-line) • Policies and Procedures (on-line)
Pre Event/Meeting Information	• Details of next meeting	• Thank you • Roster • What to wear • Parking arrangements • Meal arrangements • Details of briefings • Team Leader contacts • What to bring • Weather forecast • Radio protocols	• Thank you • Roster • What to wear • Parking arrangements • Meal arrangements • Details of briefings • Team Leader contacts • What to bring • Weather forecast • Radio protocols
Induction/Briefing	• Thank you • Tour of facility • Code of Conduct • Volunteer Information Handbook • Confidentiality • Grievance procedures • Evacuation procedures • Club contacts • Introduction to committee members • Dates, times and location for all committee meetings • Details of role on the committee	• Thank you • Introductions • Tour of event site • Overview of role, tasks and expectations • OH&S • Radio protocols • Meal breaks • Toilet breaks • Team Leader details • Emergency procedures • Dealing with the media • Event program • Event maps • Roll as ambassadors of the event	• Thank you • Introductions • Tour of event site • Overview of role, tasks and expectations • OH&S • Radio protocols • Meal breaks • Toilet breaks • Team Leader details • Emergency procedures • Dealing with the media • Event program • Event maps • Roll as ambassadors of the event

Who Should Train

Training can be conducted by anyone but it is important that they:

- Understand the information they are training

- Are comfortable speaking to a group

- Have a friendly and approachable manner

- Understand the importance of training and the volunteer program

Training Pathways

Each role and association has their own relevant and necessary training pathway. Check with your association to ensure that each volunteer is undertaking the required pathway for their role.

Mentoring

A key element of training is mentoring. Mentoring provides a learning and development partnership between someone with vast experience and someone who wants to learn. Here are some ways you can use mentoring in your club or event:

- Partner up a long term volunteer with a new volunteer. This will not only provide great training to the new volunteer but ensure the long term volunteer feels valued.

- If a volunteer is no longer able to fulfil their role but is still useful, partner them up with volunteers that need extra training.

- Second a volunteer from another club or event who has particularly excelled in an area to mentor your volunteers.

- Use Volunteer Committee Members to mentor potential office bearers.

Succession Planning and Sharing of Knowledge

Succession planning is crucial in ensuring your volunteer program is sustainable and not reliant on one or a group of volunteers. Consider:

- ❏ If your Treasurer left suddenly, who else could fill the role?

- ❏ If your Secretary left suddenly, who else could access the information and documents?

- ❏ If your Jump Judge Co-ordinator was no longer available, who else knows what the role involves?

- ❏ If your Chief Steward retired, do you have someone with the skills and experience to take their role?

- ❏ When your President retires, how will they transfer their knowledge to the new President?

Rosters

Rosters are an important element in managing volunteers and expectations, particularly for Volunteer Officials and Volunteer Event Assistants.

Where possible, volunteers should receive a roster outlining their shift times.

✔ **Do** roster shifts (where possible) to be similar starting and finishing times. This will ensure all volunteers arrive at the same time and briefings can easily be held.

✔ **Do** create rosters based on your time and the demand of the event/competition.

✔ **Do** send volunteers their roster times by email or post.

✔ **Do** provide details of who to contact if a volunteer needs to change their shift or is no longer able to fill it.

✔ **Do** start the shift to take into account briefing times and competition times.

✔ **Do** ring a volunteer if their shift time has changed at the last minute.

✔ **Do** make sure shift times take into account any necessary pack up. It is better to give a volunteer an early finish instead of asking them to stay on after their rostered time.

✔ **Do** inquire as to why volunteers aren't able to attend their shifts and look at any alternatives. eg. If Volunteer Committee Members are not attending meetings due to distance, consider holding them as a teleconference.

✘ **Don't** schedule volunteers on if they are not needed. A bored volunteer will very quickly become disengaged.

✘ **Don't** create rosters around volunteer availability. This will be confusing and will create more work in managing workloads over split shifts.

✘ **Don't** cancel shifts at the last minute. Consider that volunteers may have travelled far or worked their plans around the shift and cancelling at the last minute shows disrespect for their time. Consider other roles you may require them to help with.

Communication

Consistent and clear communication to your volunteers is an important element in maintaining a positive volunteering culture. Provide volunteers with clear instructions for their role and ensure all volunteers receive similar messages. In the 2014 Equestrian Survey, communication was overwhelmingly listed as the factor most important to volunteers. Volunteers have told us that they prefer monthly communications or as required.

Regular contact with your volunteers will help to:

- Keep volunteers engaged
- Create a safe working environment
- Encourage repeat volunteering
- Ensure volunteer roles and responsibilities are fulfilled correctly
- Ensure policies and procedures are followed correctly

How volunteers like to be communicated to (in order of preference according to 2014 Equestrian Volunteer Survey):

1. Email
2. Social Media
3. On-line Forums
4. Post
5. Text

Tips for communication:

- Keep communications short and brief (remember volunteers are often working full time or have other commitments).
- For important messages, communicate them several times in different formats. Don't assume that sending it out once means it has been read and understood.
- Include visuals where you can, pictures are always great for attracting attention.

Tips for communicating (Social Media/On-line):

- Your club and its representatives need to take responsibility for what they write, and exercise good judgment and common sense.
- Refrain from comments that can be interpreted as slurs, demeaning, inflammatory, etc. The Internet is full of varied opinions, and it's okay to share yours, but be careful of what you are saying.
- Any information that is posted through the internet can be seen by anyone and everyone around the world. Once it has been sent it can never be fully removed. Therefore remember to only list information that you would be happy for everyone in the world to read.

✔ **Do** remember that anything you post on line is public, regardless of if your page or account is private or not.

✔ **Do** remember that anything you post is on behalf of your club or association.

✔ **Do** post updates and engage with your volunteers and members through social media.

✔ **Do** respond to any negative feedback or comments on your page or account. You can address the concerns privately with the person who posted them.

✔ **Do** delete any comments that are offensive and advise via your page or account that offensive comments will not be tolerated.

✗ **Don't** post anything that is your personal belief.

✗ **Don't** post anything negative or political on your page. Your page needs to represent all your members and volunteers, not just you.

✗ **Don't** post anything when angry or emotional. (eg. disagree with a judges decision)

✗ **Don't** delete comments because they are negative, always address feedback directly.

For more information and tips on volunteer communication, visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/keep-touch

Acknowledgement & Recognition

Why

The 2014 Equestrian Volunteer Survey indicated that recognition rather than reward is most important to volunteers.

Volunteers are often your biggest stakeholders. It is important to reward and recognise them to not only create a positive culture within your club or event (that truly values its volunteers), but to also motivate volunteers to complete their shift, encourage their friends and family to volunteer and to return next time.

Volunteers have busy lives and it is important to recognise this and express your appreciation. Put yourselves in their shoes and remember how motivating and rewarding a simple 'thank you' can be. The smallest gesture of recognition can go a long way to making a volunteer feel valued and in turn produce a high retention rate and build a stronger volunteer workforce.

How

There are many ways you can reward and recognise volunteers and here are just a few ideas:

- Thank and acknowledge volunteers when they sign up for their role.
- Acknowledge volunteers at the beginning and end of their volunteer role. A simple hello and thanks for being here is often sufficient and can go a long way.
- Personal praise to volunteers while they are on the job. Check in with them to see how they are going and thank them for their work.
- Use the public address system to acknowledge the various volunteers at a venue.
- Provide refreshments for volunteers while on shift.
- Acknowledge that volunteers have travelled a long distance to fulfil their role.
- List active volunteers on the club notice board in a public show of thanks.
- Include volunteer profiles in newsletters, social media etc
- Recognise your volunteers during National Volunteer Week
- Celebrate International Volunteers Day – December 5
- Acknowledge Volunteer Committee Members during meetings

For more ideas, visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/acknowledge-volunteers

When

It is important to acknowledge volunteers before, during and after their role.

Before:

- Send a short email or text message to say you are looking forward to the event and working with the volunteers
- Send reminders to Event and Volunteer Officials regarding the weather forecast (eg. dress warm).
- Send reminders to Volunteer Committee Members of upcoming meetings and thank them in advance for their time.

During:

- Acknowledge and thank volunteers during their shift/role.
- Acknowledge Volunteer Committee Members during meetings.

After:

- Thank volunteers immediately after their role then send a follow up email or text message. They don't need to be long winded messages, short messages will do the trick as it is the thought and gesture that is important.
- Send an email to Volunteer Committee Members following meetings to acknowledge milestones reached and actions completed.

Acknowledgement & Recognition

Managing Volunteer Departures

Volunteers may cease volunteering for a variety of reasons including age, ability, interest and time. Regardless of the reason, it is important to manage volunteer departures correctly so that the volunteer and organisation part on amicable and dignified terms.

Re-assigning Volunteers

It is imperative that if a volunteer is not suited to a role, that alternative roles are sourced for them. Before you dismiss a volunteer, go through this checklist:

❏ Why can the volunteer no longer carry out their role?

❏ Are they still suitable and interested in volunteering?

❏ Is there another role they can undertake with difference physical or mental requirements?

❏ Can they become a mentor?

❏ Have you spoken with the volunteer and addressed any issues or concerns?

Policy: Review the Re-assigning Volunteers policy available on your association's volunteer page on their website.

For more information visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/manage-departure

Volunteer Dismissals

In rare cases, your club or association may be faced with the difficult task of asking a volunteer to leave.

A policy has been developed regarding Volunteer Dismissals and the process involved. It is crucial that all volunteers are made aware of the procedure during their induction.

The policy explains:

• what behaviours or actions result in dismissal

• processes that will precede the decision to dismiss, e.g. warnings, counseling, further training or reassignment

• who will be involved in the process, e.g. senior staff, board members

• options to appeal the decision

• how dismissal will be conducted, e.g. in person, in writing.

Policy: Review the Volunteer Dismissal policy available on your association's volunteer page on their website.

For more information visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/manage-departure

Retiring Volunteers

Some volunteers will retire due to insurance cover ceasing for volunteers at a certain age or some constitutions may have an age limit.

Ensure you are aware of these when working with your volunteers.

If your volunteer is nearing the age of retirement, work with them to clearly communicate this and give them time to prepare for the adjustment of no longer being a volunteer.

Consider alternative roles for them such as mentor to other volunteer groups.

Policy: The Volunteer Retirement policy available on your association's volunteer page on their website.
For more information visit: http://www.clubhelp.org.au/volunteers/volunteer-management-manual/manage-departure

Exit Interviews and Feedback Surveys

It is important with any volunteer who resigns, to provide them with an exit interview form to complete. This will:

- Demonstrate to the volunteer that their feedback is important

- Demonstrate to the volunteer that their resignation is taken seriously

- Help identify any trends on why volunteers are leaving

- Help identify any issues that are causing volunteers to leave

Policy: The Volunteer Exit Interview policy is available on your association's volunteer page on their website.
For more information: For example Exit Interview templates, visit: www.clubhelp.org.au/volunteers/volunteer-management-manual/manage-departure

Training Tools and Resources

A reminder that the following training tools and resources should be used in conjunction with this Toolkit:

- On-line Induction Video

- Volunteer Handbook

- Position Descriptions

- Code of Conduct

- Policies & Procedures

- Checklist for Volunteer Co-ordinators

To access these, please visit the following websites:

www.vic.equestrian.org.au/content/volunteers

www.hrcav.com.au

www.ponyclubvic.org.au

For more information on managing volunteers in general, visit:
www.clubhelp.org.au/volunteers/volunteer-management-manual

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