



VOLUNTEER MANAGEMENT PLAN

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DEFINITIONS

Confidentiality:	A set of rules or a promise that limits access or places restrictions on the disclosure of certain types of information.
Employee (Paid Staff)	A person employed under the Fair Work Act 2009 who is entitled to the National Employment Standards.
Exit Interview:	An interview conducted to elicit the volunteer’s reasons for leaving the organisation.
Expense Reimbursement:	Expense reimbursement is where the recipient is compensated exactly (meaning precisely, as opposed to approximately), whether wholly or partly, for an expense already incurred.
Honoraria:	Financial payments intended as honorary rewards for voluntary services.
Induction:	A process of orientation for new volunteers.
Member Protection Policy:	The Member Protection Policy outlines Netball Australia position on ethical issues in sport, including child protection, harassment, gender identity, pregnancy and sexual relationships.
Occupational Health & Safety (OH&S):	Occupational Health and Safety (OHS) refers to the legislation, policies, procedures and activities that aim to protect the health, safety and welfare of all people at the workplace.
Policy:	A statement of agreed intent that clearly and unequivocally sets out an organisation’s views with respect to a particular matter.
Position Description:	A document that outlines the key duties, responsibilities, qualifications and essential work functions of the volunteer assignment.
Procedure:	A clear step by step method for implementing an organisation’s policy or responsibility.
Recruitment:	The process of seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected.
Reference Checks:	Contacting previous employers of a job applicant to determine his or her job history. Reference check may also include checking with school(s) or college(s) attended by the applicant to verify educational qualifications.
Screening/ National Police Check:	A national criminal history record check conducted as a prudent pre-employment or pre-engagement background check on a person.

Selection:	The process of choosing the individual best suited to perform the requirements of a particular position.
Supervision:	Overseeing the progress and productivity of the volunteer.
Volunteer:	A Volunteer is an individual who provides service to Netball Australia on a voluntary basis. They are not an employee or a contractor but may receive an honoraria or be reimbursed for out of pocket expense.

1. INTRODUCTION

Netball Australia recognises the critical role volunteers play within the netball community. Attracting and retaining dedicated volunteers is vital to the continued success of Netball Australia and our many programs and events.

Volunteers are the lifeblood of local, state, national and international competitions, programs and events staged in Australia and we are committed to providing volunteers with a challenging and rewarding experience in every instance.

The Netball Australia Volunteer Management Plan has been developed to provide comprehensive and transparent policies and procedures in relation to the recruitment, retention, recognition and resourcing of volunteers within netball.

"Volunteers are not paid - not because they are worthless, but because they are priceless."

2. ORGANISATION OVERVIEW

Netball is a key element in Australia's sporting heritage and lifestyle, and is ranked as the leading women's participation team sport and the top team base sport in Australia for 15 to 24 year olds.

Over 1.2 million participants enjoy the game nationally and Australia has been dominant on the international stage since 1963.

Netball Australia is the governing body for the sport nationally which is lead by a Board of 7 Directors (6 elected, 1 appointed). There are eight affiliated Netball Member Organisations representing all States and Territories.

There are currently 25 staff employed by Netball Australia with the offices based in Melbourne and the organisation is affiliated with the International Federation of Netball Associations.

Vision

Netball - one team, one game, one goal.

Mission

Commercially driven, stakeholder focused and recognised as a world class sporting organisation.

Values

Passion

- We care about our organisation, our people and our purpose.
- We are motivated, high achievers and celebrate great outcomes.

Integrity

- We act in an ethically responsible manner.
- We are honest and treat people with respect.

Teamwork

- We work together for a common goal and create a harmonious environment by:
 - Contributing as individuals
 - Being adaptable and flexible.
 - Supporting others.

Excellence

- We perform at the highest level and benchmark against the best.
- We aim for continuous improvement and innovation in everything we do.

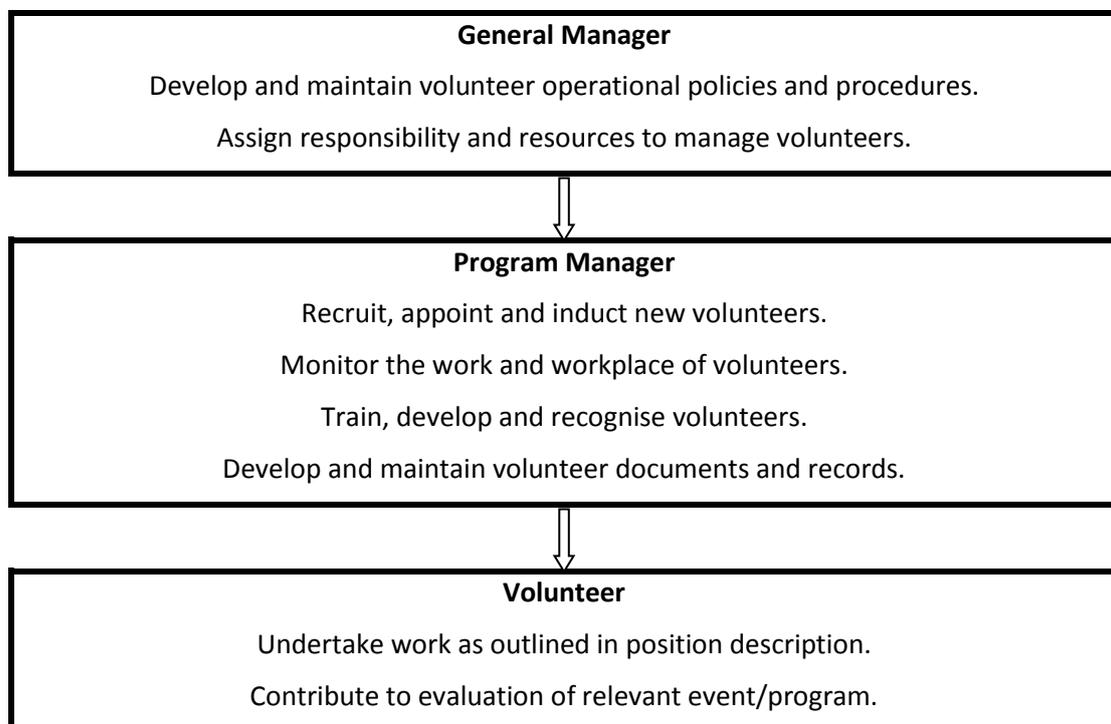
Accountability

- We are responsible and take ownership for outcomes.
- We find solutions and resolve problems.
- We are clear about our roles and responsibilities and decision making authority.

3. VOLUNTEER MANAGEMENT SYSTEM

Netball Australia will ensure that appointed volunteers are managed within a defined system by capable personnel with the authority and resources to achieve desired outcomes.

Within each Netball Australia unit the following volunteer management system will apply:



4. RECRUITMENT & SELECTION

4.1 Involving Volunteers

Netball Australia will assess opportunities to involve volunteers in all areas of the sport. This is vital to ensuring that the most suitable volunteer is recruited for the most appropriate role.

4.2 Position Descriptions

A position description is a powerful and necessary tool. The position description should clearly articulate the responsibilities of the particular role and the range of skills, knowledge, personal qualities and time commitment required by a volunteer to successfully undertake the role.

By clarifying the parameters which the volunteer is expected to work within, it also delineates the distinction between volunteer and paid roles. ***Refer Sample Position Description and Terms of Reference: Pages 18 - 19***

4.2.1 Benefits for the volunteer

- Understanding their responsibilities, the time commitment and the skills that are required will assist with self-selection and prepare prospective volunteers for an interview.
- Formal documentation validates a volunteer's position and gives it status within the organisation. It also helps the volunteer understand the parameters in which they operate and lowers risk to the volunteer by clarifying the scope of their work and helping to protect them from litigation.
- Outlining the benefits a volunteer may receive from the role may be a motivating force.
- Helps the volunteer (especially those who are also seeking paid employment) to conceptualise the skills they use as a volunteer in employment terms.
- Forms the basis from which an evaluation process can begin, giving the volunteer the opportunity to review the role over time.

4.2.2 Benefits of position descriptions for Netball Australia

- Clearly defines the volunteer role.
- Assists in managing relationships between volunteers and staff, minimising confusion over their responsibilities.
- Increases the likelihood of appointing suitable candidates, leading to better job outcomes and longer-term retention.
- Provides a point of recourse should you receive queries or complaints from candidates who were unsuccessful in applying for a volunteer position.
- Provides an agreed and documented basis from which you can provide guidance, advice and support, and assists with the handling of performance management issues.
- Position descriptions are useful risk management tools that protect the organisation and the volunteer.

4.3 Applications

A volunteer application form is necessary for two reasons:

- to assist in your interview and screening process; and
- to document basic information about individual volunteers.

The form should also clearly outline the information the volunteer is required to supply in order of the application to be considered. ***Refer Sample Application Form: Page 20***

4.4 Selection Panel

A selection panel of three (3) members shall be formed for all volunteer appointments and will consist of:

- Program Manager
- 2 appointed Members

The Program Manager shall be responsible for the recruitment of the appointed members and shall act as the Selection Panel chairperson.

The appointed members must have relevant technical or industry qualifications and experience in the field of the appointment.

Selection Panel members must declare any conflict of interest to the relevant General Manager or the CEO. Depending on the severity of the conflict of interest, the person involved may need to be replaced on the Selection Panel.

4.5 Interviews

Interviews are a valuable tool in the volunteer selection process. The interview provides not only an opportunity to talk to the potential volunteer about their background, talents, skills, interests and availability, but also to explore any doubts Netball Australia may have about the suitability of the candidate.

Interview questions should encourage responses that allow you to assess:

- relevant work-related experiences;
- relevant formal and informal education;
- eagerness to work;
- ability to work with others;
- integrity;
- supervision preferences; and
- initiative and judgement.

4.6 Reference Checks

A reference check is an effective way of screening a potential volunteer. References will confirm the background and skills of the applicant and will provide an outside opinion on the suitability of the person for the position. ***Refer Sample Reference Check: Pages 21 - 23***

4.7 Screening

Netball Australia is both ethically and legally responsible to prevent discrimination, harassment and abuse from occurring in netball. The Netball Australia Member Protection Policy (MPP) reflects Netball Australia's commitment to serving and protecting its members and participants throughout all levels of the sport.

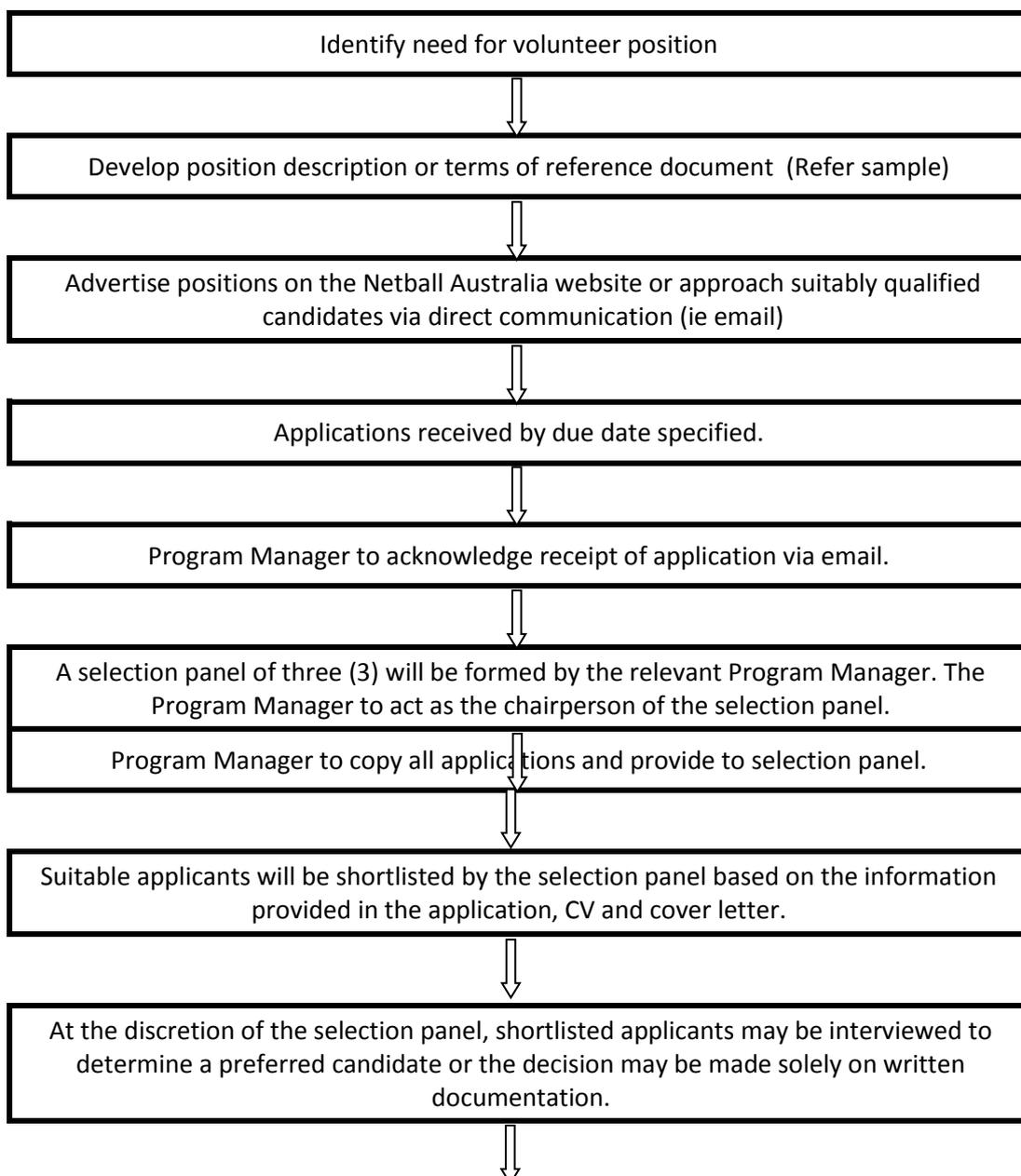
The MPP requires Netball Australia to take steps to adequately screen people whose role requires them to have direct and unsupervised contact with children

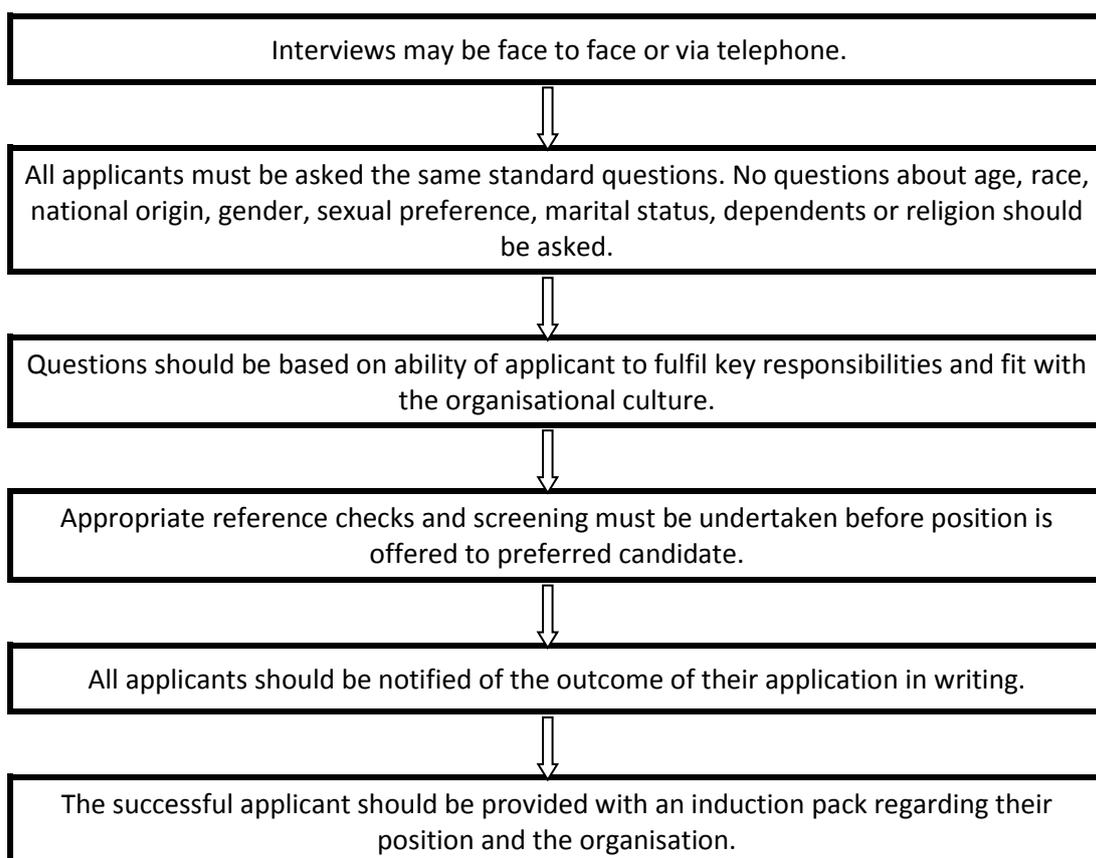
For further information regarding Screening requirements and State/Territory legislation refer to the Netball Australia Member Protection Policy and Attachment B1: Child Protection Requirements - www.netball.asn.au/extra.asp?id=53&OrgID=1

4.8 Recruitment & Selection Process

Except where an election process exists or the volunteer is appointed by the Netball Australia Board, the following procedure will be used for the appointment of Netball Australia volunteers.

The Program Manager is responsible for managing the recruitment process and will utilise the following procedure:





5. INDUCTION & TRAINING

5.1 Induction

An induction process is an important part of the volunteer management process. It familiarises volunteers with Netball Australia by providing information on the policies and procedures that outline their roles and responsibilities. A well designed induction process reduces stress on new volunteers, makes them feel welcome and will assist with the retention of volunteers. **Refer *Sample Induction Checklist: Page 24***

5.2 Training

Netball Australia is committed to providing relevant and timely training for all appointed volunteers. By providing opportunities for volunteers to gain new knowledge and add to existing skills, Netball Australia can build a pool of skilled volunteers and support them to perform their roles effectively.

Volunteers are to be encouraged to develop and expand their personal and professional skills, identifying training opportunities where possible. Specific training for volunteers will be provided where appropriate and financially feasible.

To develop an effective training program for volunteers, Netball Australia will undertake an assessment to:

- Assess the current capacity of the appointed volunteer
- Establish what knowledge and skills the volunteer requires to effectively perform their role.

- Determine any gaps or shortfalls in their knowledge and performance.
- Identify and deliver an effective training program.

6. SUPERVISION & EVALUATION

Netball Australia is committed to providing effective supervision and feedback for volunteers that will contribute positively to their personal and professional development.

Each volunteer who is accepted to a position with Netball Australia must have a clearly identified supervisor who is responsible for direct management of that volunteer. This supervisor shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance.

Accurate attendance records must be kept when the volunteer is in the office or on site at a Netball Australia event for safety and insurance purposes. A sign in book will be kept at reception.

Volunteers shall receive periodic evaluations to review their work. The evaluation session is utilized to review the performance of the volunteer, to suggest any changes in work style, to seek suggestions from the volunteer on means of enhancing the volunteer's relationship with Netball Australia, to convey appreciation to the volunteer, and to ascertain the continued interest of the volunteer.

Evaluations should include both an examination of the volunteer's performance of position responsibilities and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected.

All supervision and evaluation processes should use the position description as a reference point.

The following should be included in an evaluation session:

- Discuss each component of the position description;
- ask the volunteer to comment on how they think they are doing in each area, and how they enjoy their work;
- provide feedback on their performance in each area;
- keep comments positive but clearly state any concerns;
- document the evaluation;
- have the document signed by the volunteer and the supervisor;
- securely file the document.

An evaluation session is an opportunity for both the volunteer and Netball Australia to examine and improve their relationship.

7. VOLUNTEER PERFORMANCE MANAGEMENT

7.1 Volunteer Misconduct

Misconduct includes very serious breaches of Netball Australia's policies and procedures that warrant instant dismissal of a volunteer.

Examples of misconduct include:

- Theft of property or funds from Netball Australia
- Wilful damage of property
- Intoxication through alcohol or other substances during working hours
- The disclosure of confidential information regarding the organisation to any other party without prior permission.
- Falsification of any of Netball Australia's records for personal gain or on behalf of another person.

7.2 Volunteer Performance Dispute Procedure

The following procedure relates to dealing with a volunteer performance dispute *not involving misconduct, which could result in instant dismissal*.

- The volunteer will be told as soon as possible of any complaint concerning the performance of his/her work and will be provided with an opportunity to discuss the situation.
- The relevant Program Manager will outline how the volunteer must improve his/her performance. Any assistance needed by the volunteer to improve his/her performance will be identified and provided where possible.
- A date to review the volunteer's performance will be set if required.
- If at the scheduled review the volunteer's performance has not improved, there will be further discussion with the volunteer.
- If the problem/s still persists the relevant Program Manager may terminate the volunteer appointment.

7.3 Volunteer Grievance Procedure

The following relates to procedures volunteers can follow if they have a grievance about their employment conditions, their supervisor or Netball Australia.

Step 1:

- The volunteer may approach the relevant Program Manager, General Manager or Chief Executive Officer for discussion and advice on the issue. This discussion is strictly confidential.

Step 2:

- If the problem is not resolved in Step 1, the volunteer may put the issue in writing to Netball Australia.
- Netball Australia shall as soon as practicable, but within 7 days, forward written details of the dispute to all parties to the dispute, requiring the parties to meet to discuss and attempt, if possible, to resolve the dispute within 14 days after the dispute comes to the notice of all parties.

Step 3:

- If the parties are unable to resolve the dispute at the meeting, or if any party fails to attend that meeting, then the parties must, within 14 days, hold a meeting in the presence of a mediator.
- The mediator must be:
 - a person chosen by agreement between the parties; or
 - in the absence of agreement a person appointed by Netball Australia.
- The mediator cannot be a member who is a party to the dispute.
- The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.
- The mediator, in conducting the mediation, must:
 - give the parties to the mediation process every opportunity to be heard; and
 - allow due consideration by all parties of any written statement submitted by any party; and
 - ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.
- The mediator must not determine the dispute.
- If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute at law.

8. VOLUNTEER RECOGNITION

Volunteer, recognition is the crucial process of rewarding and motivating the people who have contributed positively to Netball Australia.

Netball Australia will recognise our volunteers using the following principles:

- Present the recognition in a public forum, preferably among the peer group of the volunteer or community member.
- Timing the recognition so that it remains relevant to the volunteer
- Tailoring recognition to the individual. Attempt to determine what type of recognition would be most meaningful to the particular individual.
- Make sure that recognition is given sincerely
- Ensure that recognition is fair.

9. ADMINISTRATION

9.1 Honorariums

The Australian Taxation Office (ATO) guidelines on 'True honorariums' are as follows: 'True honorariums' are not subject to PAYG withholding or instalment. The following factors indicate a 'true honorarium'

- The payment is received for personal reasons
- The payment has no connection to the recipient's income-producing activities or services rendered
- The payment is not received as remuneration or as a consequence of employment

- The payment is not relied upon or expected by the recipient for day-to-day living
- The payment is not legally required or expected
- There is no obligation on the part of the payer to make the payment, and
- The payment is a token amount compared to the services provided or expenses incurred by the recipient.

Any honorarium must be approved by the relevant General Manager and included in the yearly budget.

9.2 Reimbursements

Netball Australia will make all reasonable efforts to ensure that volunteers do not incur 'out of pocket expenses' whilst undertaking their volunteer role by the provision of:

- Meal allowances
- Cab vouchers

In the case of 'out of pocket' expense being incurred, volunteers are required to apply for reimbursement using the Application for Reimbursement form. All requests must be authorised in compliance with the policy of the organisation and may include:

- Travel by private vehicle
- Parking

A payment will be a reimbursement where the worker is being compensated exactly for an actual expense already incurred.

Reimbursements are not subject to PAYG withholding where they are made to a payee as an employee, through a labour hire arrangement or to a volunteer who is not obtaining the reimbursement in the course or furtherance of his/her enterprise.

A payment summary is not necessary where a reimbursement to a volunteer has not been subject to PAYG withholding.

9.3 Volunteer Records

Netball Australia will collect and maintain confidential personnel records for each appointed volunteer which will include:

- Application form.
- Emergency contact details and next of kin information.
- Results of police checks and pre-employment reference checks.
- Records of attendance and training.
- Records of incidents and accidents.
- Payments and expense reimbursements.

A hard copy of all personnel records will be securely stored and managed by the Finance Manager.

9.4 Insurance

The Netball Australia Risk Protection Program provides Public Liability (\$20,000,000) and Professional Indemnity (\$20,000,000) insurance for all Netball Australia appointed volunteers.

9.5 Occupational Health & Safety

Netball Australia is committed to providing a safe and positive working environment for its staff, acknowledging that staff well-being is a major factor in enabling them to perform their duties to the best of their ability.

Netball Australia as an employer of paid and non-paid workers has a general duty of ensuring that workers paid and unpaid are working in a safe environment.

9.5.1 Netball Australia's responsibilities:

- Provision and maintenance of workplaces, plant and systems of work that do not expose workers to hazards.
- The whole of the working environment, so it covers items like the premises, equipment and methods of work as well as the physical factors (lighting, ventilation, dust, heat, noise, etc) and intellectual factors (stress, fatigue etc).
- Provision of information, instruction, training and supervision so those workers are not exposed to hazards while they are working. The employer is required to provide only training that is relevant to the health and safety of employees in the course of their specified duties.
- Consultation and co-operation with health and safety representatives.
- Provision of personal protective clothing and safety equipment whenever hazards cannot be avoided.
- Arrangements for the safe use, cleaning, maintenance, transport and disposal of substances used in the workplace.

9.5.2 Employees/Volunteers responsibilities:

- Take reasonable care to protect their health and safety and the health and safety of others.
- Cooperate with their employer in ensuring that the workplace is safe and healthy and report to the employer any situation at the workplace that could constitute a hazard.
- Follow the instruction and training provided by their employers, use the personal protective equipment provided and not interfere with anything set up in the interests of health and safety.
- Report potential hazards to the relevant Program Manager.

9.5.3 Employees/Volunteers rights:

- Employees/Volunteers have the following rights with regard to health and safety in their workplaces. These include the right to:
 - Be informed, i.e. to know about potential hazards.
 - Participate in the setting up of safe standards in the workplace.
 - Be represented on matters relating to occupation health and safety.
 - Refuse to work if they have reason to believe that they are or would, be exposed to risk of imminent and serious.
 - Injury or illness, without losing any current conditions

9.6 Accident/Incident Report Form

Volunteers must report any injury or risk immediately to their supervisor, and complete a Netball Australia Accident Incident Report Form. This process enables immediate action to be taken, including any corrective measures to prevent a reoccurrence of the incident. **Refer *Sample Accident/Incident Report Form: Pages 27 – 28.***

9.7 Confidentiality

All volunteers have a right to have their confidential and personal information dealt with in accordance with the principles of the national Privacy Act 1988 and Privacy Regulations 2001.

Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves a single staff, volunteer, members or other Netball Australia business.

Failure to maintain confidentiality may result in termination of the volunteer's relationship with Netball Australia or other corrective action.

9.8 Media Comment

Volunteers are not authorised to make comment to the media on issue that may affect Netball Australia.

All media issues should be referred to the Netball Australia Media Manager.

9.9 Exit Interviews

Exit interviews, where possible, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improving the position, and the possibility of involving the volunteer in some other capacity with Netball Australia. **Refer *Sample Exit Interview Protocol: Page 29***

SAMPLE POSITION DESCRIPTION

Position:	National Allocations Panel Member
Responsible to:	National Director of Umpiring General Manager - Sport Development
Payment:	\$xxx per day

1. Event Allocation Panels

- 1.1 Nationals Allocations Panels will consist of up to 6 IUA/AA umpires, who will form 2 separate Panels for the 21, 19, and 17 & Under Championships
- 1.2 Additional panels will be formed for development purposes as follows:
- 1.3 International Schoolgirls up to 3 IUA/AA umpires
- 1.4 School Sport Australia Championships up to 3 umpires one of whom shall be IUA/AA.

2. Key Responsibilities

The role of the Event Allocation Panel is to:

- 2.1 Allocate umpires to matches during the rounds and finals.
- 2.2 Assess umpire performance and provide feedback.
- 2.3 Provide written KPI sheet to each umpire during the event.
- 2.4 Provide recommendations to the G & E Panel regarding future appointments.

3. Operational Guidelines

The panel will have the following responsibilities:

- 3.1 Provide a report at the conclusion of the event including a summary of allocations, performance and rankings.
- 3.2 Delegate the implementation of all operational and management functions to the relevant Netball Australia or Member Organisation staff member.
- 3.3 Maintain confidentiality with regards to all information pertaining to this panel.

4. Appointment

- 4.1 All Event Allocation Panels will be appointed annually.
- 4.2 Applications are due to Netball Australia no later than September 30th annually.
- 4.3 Recommendations based on selection criteria will be provided to the Netball Australia for ratification.

5. Expenses

- 5.1 Netball Australia will cover all costs associated with travel, accommodation and meals.
- 5.2 All additional expenses must be approved by Netball Australia.

SAMPLE TERMS OF REFERENCE

NETBALL AUSTRALIA INDIGENOUS PROGRAMS ADVISORY GROUP

1. Advisory Group Overview

- 1.1 The Netball Australia Indigenous Programs Advisory Group will consist of up to five (5) members including the following representatives:
 - (a) Up to 2 Member Organisation Community Program Managers
 - (b) Members with Indigenous Sport Industry experience. May include government representatives.
 - (c) Netball Australia Community Programs Manager
- 1.2 In addition to the above, the following criteria will be considered:
 - (a) Geographic and demographic representation
 - (b) Breadth and depth of relevant experience
 - (c) Relevant industry networks

2. Key Responsibilities

- 2.1 The role of the Netball Australia Indigenous Programs Advisory Group is:
 - (a) To advise in matters pertaining to the inclusion of indigenous people in Netball programs and competitions.
 - (b) To develop a pathway and competition structure for indigenous people.
 - (c) To review and update the Netball Australia Indigenous Participation Strategy.
 - (d) To review any relevant resources pertaining to Indigenous programs developed by Netball Australia.

3. Operational Guidelines

- 3.1 The committee members will:
 - (a) Delegate the implementation of all operational and management functions to the relevant Netball Australia staff member.
 - (b) Provide committee recommendations to the Netball Australia for consideration.
 - (c) Maintain confidentiality with regards to all information pertaining to this advisory group.

4. Appointment

- 4.1 The Indigenous Programs Advisory Group members will be appointed for a term of 2 years.
- 4.2 A position may become vacant when the term of appointment expires or when a member resigns.
- 4.3 Appointment will be made by invitation no later than June 30th.
- 4.4 Recommendations based on selection criteria will be provided to the Netball Australia Board of Directors for ratification.

5. Meetings

- 5.1 The Netball Australia Indigenous Programs Advisory Group will meet twice annually. This may be in the form of a teleconference or meeting.
- 5.2 Netball Australia will cover all costs associated with attendance at meetings scheduled.
- 5.3 The Netball Australia Community Programs Manager will act as the Chairperson and will be responsible for the management of the Indigenous Programs Advisory Group.

SAMPLE APPLICATION FORM

1. Personal Details

Name:	
Address:	Postcode
Phone No (home):	Phone No (mobile):
Date Of Birth:	Email:

2. Next of Kin (in case of an emergency)

Next Of Kin:	
Relationship:	
Daytime Phone No:	After hours Ph No:

3. Health Information

Do you have any physical limitations or are you under any course of treatment, which might limit your ability to perform certain types of activities? <input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes – Please specify:

4. Qualifications and Experience

Please list any qualifications and experience relevant to the volunteer position (refer to position description for selection criteria) Please attach CV if required.

5. Referee Details

Referee:	
Daytime Phone No:	After hours Ph No:

6. Declaration

I confirm that the information provided in this application form is correct to the best of my knowledge. I acknowledge that I have read and agree to the relevant Position Description and/or Terms of Reference and agree to be bound by all Netball Australia policies and procedures.	
Signature:	Date:

SAMPLE – REFERENCE CHECK

(Can be used for telephone, person-to-person, mail or fax checks.)

This form gives you a good indication of the kinds of questions to ask the references who are listed by the candidate.

To start:

- Identify yourself and your organization.
- Verify that you are speaking to the person named as a reference.
- Tell the person that (name of applicant) gave you permission to call for a reference and that you will keep the conversation confidential.
- Ask if this particular time is suitable and indicate how long the conversation will take.
- Explain what the applicant would be doing for your organization and the participant group they would be working with.

Hello, my name is _____, and I am calling on behalf of (name of organization).

(Name of applicant) has applied to be a volunteer with us doing. Your name has been provided as a reference. Do you have a few minutes to answer some questions now?

How long have you known (name of applicant)?

What is your relationship to (name of applicant)?

It is important that our volunteers are reliable. Tell me about your experiences with (name of applicant) in regard to reliability.

What are (name of applicant)'s strengths and weaknesses in regard to working with (netball, children, umpires, committees)?

How would you feel about having (name of applicant) work on a one-to-one basis with your (child or elderly participant)?

It is important to us that (name of organization)'s volunteers are comfortable with being (supervised or are able to work independently with little or no supervision). What is your experience with (name of applicant)'s ability to accept (being supervised or working independently)?

This volunteer position requires handling many tasks at once and can be stressful at times. How does (name of applicant) deal with stressful situations?

Is there anything else you would like to tell me about (name of applicant)?

Is there any reason you know of why (name of applicant) would not be able to perform the duties necessary for this volunteer position?

Comments: To get the most out of your reference checks, you should develop additional questions that are specific to the volunteer position.

SAMPLE INDUCTION CHECKLIST

The induction should be conducted by the relevant Program Manager, the direct supervisor and the volunteer.

1. Pre-employment welcome and information

Welcoming letter:

- Confirm terms and conditions of appointment
- Confirm starting date and time
- Advise first day arrangements - parking, work clothes, schedule

2. Preparations for new volunteer

- Advise staff of start date and role of new volunteer
- Ensure work station ready and fully equipped
- Appoint and brief 'buddy' or mentor.

3. First day reception

- Welcome volunteer
- Introduce to colleagues
- Introduce 'buddy' or mentor
- Tour office/work area.

4. Health and safety

- Emergency procedures and exits
- Safety hazards, rules, equipment
- Safety policies and procedures

5. Employment

- Timekeeping requirements
- Check terms and conditions
- Expected behaviour and conduct
- Disciplinary procedures
- Complaints and grievances

6. Further information and orientation

- Organisation overview
- Mission, goals, plans
- Values, culture
- Activities, services
- Organisation structure
- Role of volunteer workers
- Communication
- Performance
- Performance planning and review
- Performance standards
- Training and development
- Policies and programmes

SAMPLE VOLUNTEER FEEDBACK SURVEY

Netball Australia is committed to continued improvement of our volunteer programs and we would like your feedback which will help in decision making by management to ensure your ongoing satisfaction and commitment in addition to the effective delivery of services to our members

1. How long have you been a Netball Australia volunteer? _____

2. Do you feel part of the Netball Australia team?
 - I feel accepted as a contributor to the team
 - I feel accepted by some members, not others
 - I do not feel part of the team at all
 - I am still learning, but feel accepted

3. How involved do you feel in decisions which are made and which affect your work?
 - Well involved
 - Sometimes involved
 - Not involved
 - Not interested

4. Do you feel comfortable with the roles and responsibilities you are given?
 - Yes
 - No
 - Don't know

5. Do you feel that sufficient orientation was provided to you before you commenced your role?
 - Yes
 - No
 - Don't know

6. Do you feel that training and support is adequate for you to carry out your role?
 - Yes
 - No
 - Don't know

7. Does your volunteer work match the position description you were given initially?
 - Yes
 - No
 - Don't know
 - Not given position description

8. Do you feel that your volunteer work is challenging, interesting and rewarding?
 - Yes
 - Somewhat
 - No
 - Don't know

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

- Yes
- No
- Don't know

10. What do you feel has been the best experience you have had as a Netball Australia volunteer?

11. If you could make any changes in how Netball Australia works with volunteers what would they be?

Thank you for taking time to respond to this survey. Please use the remaining space to make any further comments, elaborate on answers above or suggestions on how we might improve.

SAMPLE ACCIDENT/INCIDENT REPORT FORM

- It is standard practice of Netball Australia that **all** accidents or incidents that have an influence on staff/volunteer health or safety must be reported.
- Reports should be completed immediately or as soon as possible after the incident.
- A copy of the completed Accident/Incident Report Form is to be forwarded to the relevant Program Manger.

Section 1 – To be completed by Volunteer involved in accident/incident

Personal Details of Volunteer:

Name:	
Address:	Postcode
Phone No (home):	Phone No (mobile):
Date Of Birth:	Email:

Details of Accident:

Occurrence Date:	Time:	am/pm
Location:		
How did the accident/incident happen?		
Any injuries sustained?		
Were there any witnesses to the accident? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please provide name and contact details:		
Signature:	Date:	

Section 2 – To be completed by witness

Witness Name:	
Address:	Postcode
Phone No (home):	Phone No (mobile):
Witness account of accident/incident:	
Signature:	Date:

Section 3 – To be completed by Program Manager

Name:	Position:
Comments on the accident/incident:	
Action Taken:	
Future Recommendations:	
Result of accident/incident: <input type="checkbox"/> First aid <input type="checkbox"/> Medical treatment <input type="checkbox"/> Time off work <input type="checkbox"/> Rehabilitation <input type="checkbox"/> Other (please specify)	
Signature:	Date:

SAMPLE EXIT INTERVIEW PROTOCOL

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

As a valued volunteer who is now moving on, we would appreciate your help in learning how we might do better.

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

1. How long have you been a Netball Australia volunteer?

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

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

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

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

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

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

Waste of time		Average		Great Experience
1	2	3	4	5

Thank you for taking the time to complete this form and for the personal time and effort you have offered to help in the community.

We trust that your volunteer experience has counted as much for you as it has for us.

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

APPENDIX 1: NETBALL AUSTRALIA VOLUNTEER POLICY

25 March 2009

1. Policy Objective/Intent

Netball Australia recognises the critical role volunteers play within the netball community.

Attracting and retaining dedicated volunteers is vital to the continued success of Netball Australia and our many programs and events. Volunteers are the lifeblood of local, state, national and international events staged in Australia and we are committed to providing volunteers with a challenging and rewarding experience in every instance.

2. Definition

A Volunteer is an individual who provides service to Netball Australia on a voluntary basis. They are not an employee or a contractor but may receive an honoraria or be reimbursed for out of pocket expense.

3. Key Policy Principles

Volunteers are an integral part of our organisation and Netball Australia will:

- (a) interview and employ volunteers in accordance with anti discrimination and equal opportunity legislation;
- (b) provide volunteers with orientation and training;
- (c) provide volunteers with a healthy and safe workplace;
- (d) provide appropriate and adequate insurance coverage for volunteers;
- (e) not place volunteers in roles that were previously held by staff or have been identified as paid jobs;
- (f) differentiate between paid and unpaid roles;
- (g) define volunteer roles and develop clear job descriptions;
- (h) provide appropriate levels of support and management for volunteers;
- (i) provide volunteers with a copy of policies pertaining to volunteers;
- (j) ensure volunteers are not required to take up additional work during industrial disputes or staff shortage
- (k) provide all volunteers and staff with information on grievance and disciplinary policies and procedures;
- (l) acknowledge the rights of volunteers;
- (m) ensure that the work of volunteers complements but does not undermine the work of staff;
- (n) reimburse volunteers for approved out of pocket expenses incurred on behalf of the organisation;
- (o) treat volunteers as valuable team members, and advise them of the opportunities to participate in organisational planning; and
- (p) acknowledge the contributions of volunteers.

4. OTHER RELATED POLICIES AND DOCUMENTS

- Volunteering Australia - National Standards for Involving Volunteers in Non For Profit Organisations
- Netball Australia Member Protection Policy
- Netball Australia Volunteer Management Plan

3. REVIEW

The Netball Australia Volunteer Policy will be reviewed every three (3) years or as required.

APPENDIX 2: VOLUNTEERING AUSTRALIA - NATIONAL STANDARDS FOR INVOLVING VOLUNTEERS IN NON-FOR-PROFIT ORGANISATIONS

1. Definition of Volunteering

Volunteering is an activity which takes place in not-for-profit organisations and is undertaken:

- (a) To be of benefit to the community and the volunteer;
- (b) Of the volunteer's own free will and without coercion;
- (c) For no financial payment (wage or hourly rate);
- (d) In designated volunteer positions only.

2. Principles of Volunteering

- (a) Volunteering benefits the community and the volunteer
- (b) Volunteer work is unpaid (except for out of pocket expenses or honorariums)
- (c) Volunteering is always a matter of choice
- (d) Volunteering is not compulsorily undertaken to receive pensions or government allowances.
- (e) Volunteering is a legitimate way in which citizens can participate in the activities of their community
- (f) Volunteering is a vehicle for individuals or groups to address human, environmental and social needs
- (g) Volunteering is an activity performed in the not-for-profit sector only
- (h) Volunteering is not a substitute for paid work
- (i) Volunteers do not replace paid workers nor constitute a threat to the job security of paid workers
- (j) Volunteering respects the rights, dignity and culture of others.
- (k) Volunteering promotes human rights and equality

3. Benefits to the Volunteer

- (a) Have fun and enjoy themselves
- (b) Satisfaction
- (c) New friendships
- (d) Learn new skills
- (e) Share talents, abilities & experience
- (f) Build Self Confidence
- (g) Give something back to the community
- (h) Training & personal development
- (i) Gain valuable experience in the sporting industry.

4. Volunteer Rights & Responsibilities

4.1 Volunteer Rights:

- (a) To work in a healthy and safe environment
- (b) To be interviewed and appointed in accordance with equal opportunity and anti-discrimination legislation
- (c) To be adequately covered by insurance
- (d) To be given accurate and truthful information about the organisation for which you are working
- (e) To be reimbursed for out of pocket expenses
- (f) To be given a copy of Netball Victoria's Volunteer Policy and any other policy that affects your work
- (g) Not to fill a position previously held by a paid worker
- (h) Not to do the work of paid staff during industrial disputes
- (i) To have a job description and agreed working hours
- (j) To have access to a grievance procedure
- (k) To be provided with orientation and training.
- (l) To have your confidential and personal information dealt with in accordance with the principles of the Privacy Act 1988
- (m) To say 'NO' if you feel you are being exploited.

4.2 Volunteer responsibilities

- (a) Be committed to netball in Australia.
- (b) Represent the interest of Netball Australia.
- (c) Be reliable and accountable
- (d) Notify your supervisor if unable to perform a task, ask for support when it is needed.
- (e) Respect confidentiality.
- (f) Have an open-minded approach.
- (g) Carry out the specified position description responsibly and ethically
- (h) Adhere to Netball Australia policies.
- (i) Acknowledge decisions made by staff and other volunteers.
- (j) Address conflict with the supervising Netball Australia member
- (k) Give notice before you leave the organisation.

5. NETBALL AUSTRALIA'S RIGHTS & RESPONSIBILITIES

5.1 Rights:

- (a) Receive conscientious effort and service from its volunteers.
- (b) Expect commitment and loyalty to the development of netball in Australia.
- (c) Expect enthusiasm and commitment to their work for Netball Australia.
- (d) Expect clear and open communication between the volunteer and Netball Australia.

5.2 Responsibilities:

- (a) Create environments in which volunteers have meaningful work that helps to achieve agreed upon results
- (b) Define the criteria for volunteer participation, including the conditions under which the organisation and the volunteer may end their commitment
- (c) Provide appropriate protection against risks (ie insurance coverage)
- (d) Ensure volunteers are given necessary support to perform tasks.
- (e) Keep volunteers informed about issues of concern.
- (f) Ensure that the work of volunteer staff complements but does not undermine the work of paid staff.
- (g) Ensure access for all by removing physical, economic, social and cultural barriers to their participation.

6. Staff's Roles & Responsibilities

6.1 Rights:

- (a) Expect each volunteer to be punctual, reliable and perform given tasks to the best of their ability.
- (b) Critique the performance of a volunteer in order to increase their skills.
- (c) Expect volunteers to participate in any training and development offered that would enhance their performance in a voluntary role.
- (d) Expect clear and open communication between the volunteer and staff.

6.2 Responsibilities:

- (a) Define volunteer roles and provide clear job descriptions for volunteer staff.
- (b) Provide an appropriate structure for the management of volunteers
- (c) Oversee the supervision and support of volunteers
- (d) Provide volunteers with appropriate training, regular evaluation and recognition;
- (e) Reimburse volunteers for approved out-of-pocket expenses.
- (f) Ensure volunteers are given necessary support to perform tasks.
- (g) Keep volunteers informed about issues of concern.
- (h) Recognise volunteers as valuable team members, and advise them of the opportunities to participate in program decisions
- (i) Ensure the rights of the volunteer are upheld.