Managing Our Most Valuable & Greatest Resource

Our Volunteers

Can You Imagine The ORA Without Volunteers?
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INTRODUCTION

We the members of the Ontario Ringette Association through the development of this Volunteer Coordinator’s Training Manual declare our public support for the volunteer dedication that is second to none in the Province of Ontario. The sport has attracted quality people and we are deeply proud and indebted to those who continue to grow the game we love.

Without the financial support and guidance from the Province of Ontario, this project would not have been realized. Our sincerest thanks go out to the Ministry of Tourism and Recreation for their continued interest and support for women in sport.

When was the last time you saw a “rear-view mirror” on a jet plane? The reality today is that we must deal with change as fast as we can, or we are going to get lost in the shuffle. Competing for friends has become a major challenge for the hundreds and hundreds of volunteer organizations in Ontario. Those Associations who make a concerted effort to recruit, retain and recognize their volunteers will reap the benefits and grow their organization. I am afraid that for those of you who sit back and hope that people will break down your doors to be part of your organization is like the person who wants to drive to his destination without putting fuel in her vehicle.

Most organizations have not given the required attention to managing our human resources. How many associations do you know who has a volunteer position dedicated to working with our volunteers. To those who have created Volunteer Coordinator position’s - Congratulations - you are one of the few who have. This manual is a Volunteer Coordinator’s Guide Manual. It is a collection of materials that will assist you in managing our Greatest Resource.
Although there are many models out there, it is recommended that you adopt one that makes sense to you. You will see that each and every model basically covers all the same information. Each and every author just takes a different approach to getting out the information.

Our recommended model is as follows:

- **Stage One:** Organization Readiness
- **Stage Two:** Recruiting and Placing Volunteers
- **Stage Three:** Orientation
- **Stage Four:** Training and Development
- **Stage Five:** Support and Supervision
- **Stage Six:** Enhancing Performance
- **Stage Seven:** Recognition and Rewards

The following framework for excellence has been used to measure whether a not-for-profit organization is successful. How does your Association rate using this criteria?

- Continual Personal and Association Improvement
- Vision, Mission and Values are in place
- Compelling cause is clear
- Our image is impeccable (ability to attract needed resources)
- Great support for our Followers and Leaders
- Open two-way communication
- Integrated problem solving and decision making (consensus)
- Self-Sustaining (financially sound)
- Driven by action (mistakes are our building blocks)
- Works on having fun

Most organizations can be heard complaining about the lack of volunteers or that there are fewer volunteers than in years gone by. This is just a myth. If one were to take a look at the listings of not-for-profits in the 1992 telephone book and compare to the current phone book - you will find an incredible increase in not for profits and therefore a large increase in the number of volunteers who are serving our communities.
The National Survey supports the above point as well. There was a total of 7.5 million Canadians who volunteered between November 1, 1996 and October 31, 1997. This is 2.2 million more that the number who volunteered in 1987. This represents an increase of 40% in the absolute number of volunteers since 1987 which compared to a 20% increase in population of the country (15 and over) over the same time period. (Volunteering Statistics Canada).

In closing, this manual is like a Grade 12 graduation exercise or, as it is called, the “commencement exercise.” This should only be the beginning. It is highly recommended that you take each and every stage and continue to add new resources. Life long learning is the only way to improve one’s mind and one’s organization. Good luck and good reading, as we enter the world of “FRIEND RAISING.”
Part One: ADOPTING a MANAGEMENT MODEL

1.1 Models

As previously mentioned, there are many models. This particular model was adopted through the review of many presentations and relevant written resources. Reviewing the content and context of these many resources have led to the development of the suggested Eight Stage Program.

The following is the proposed program:

Stage One: Organization Readiness
Stage Two: Recruiting and Placing Volunteers
Stage Three: Orientation
Stage Four: Training and Development
Stage Five: Support and Supervision
Stage Six: Enhancing Performance
Stage Seven: Recognition and Rewards

1.2 Benefits - Adopting a Management Model

There is no doubt that those who make every effort to work a model will be more successful than those who sit idle and hope that people will come to you with heart in hand. Benefits to Ringette will be plentiful. A few are as follows:
To the Volunteer:

- To provide support for a quality experience;
- To experience a variety of work experiences;
- To be perceived as being part of a professional association;
- To make a contribution that will be appreciated;
- To be part of a good learning opportunity;
- To acquire new skills;
- To be part of a quality team; and
- To be recognized for work well done.

To the Association:

- To build a strong and professional operation;
- To improve the image of the association;
- To recruit highly talented volunteers;
- To retain highly talented volunteers;
- To attract not only quality volunteers - fund-raising will be enhanced;
- To improve the delivery of excellent Ringette services;
- To move from a non-structured to a structured organization;
- To minimize legal liability; and
- To assist in keeping operation costs to a minimum.

To the Community:

- To encourage all female athletes to participate in physical activity;
- To provide a quality experience through the sport of Ringette;
- To assist the community in developing leadership capacity;
- To promote the community as a sound place to play; and
- To provide a professional recreation service.

1.3 The Volunteer Coordinator

If you are reading this resource as the newly appointed Volunteer Coordinator, you are to be congratulated. You have just accepted one of the most important positions in your Ringette Association. Congratulations.
The Provincial Sport Governing Body in its 2000 planning exercise felt that we must introduce and promote the creation of the Volunteer Coordinator positions. Success will be measured by the number of Ringette Associations in Ontario who will actively recruit a Volunteer Coordinator and put this manual to good use. Although Volunteer Management can be a tag on to another position - it just does not recognize the value that we must place on working with our greatest resource.

A position has been drafted and can be found in Part Four: Mission Possible. (See Page 56).

Once again, use this manual as a guide to move you through a process that is guaranteed to turn the average organization into a quality organization.
Part Two: MANAGING OUR GREATEST RESOURCE

2.1 Introduction

This part will form part of the background training for you, the Volunteer Coordinator. Unfortunately, with every piece of written material it becomes dated as it goes to print. This should not be a static resource. Keep this part of your learning alive by continuing to add to your base of knowledge by continually upgrading the information.

2.2 Volunteering
One Definition

Although there are many definitions, the following has a great deal of value:

"Volunteering is the most fundamental act of citizenship and philanthropy in our society. It is offering time, energy and skills of one's own free will." (Servelink “Benefits of Volunteering”).

2.3 Statistics

Statistics play an important role in assisting the Association to determine where they might concentrate their effort. It is like having a road map to guide you through the hay stack in the ultimate search for the needle. Where, who, etc. are only a few stats that will assist you in recruiting quality volunteers.
The following are a few highlights taken from the 1997 National Survey of Giving, Volunteering and Participating.

<table>
<thead>
<tr>
<th></th>
<th>1997 NSGVP</th>
<th>1987 VAS.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rate of Volunteering</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Population (thousands)</td>
<td>23,808</td>
<td>19,902</td>
</tr>
<tr>
<td>Total Volunteers</td>
<td>7,472</td>
<td>5,337</td>
</tr>
<tr>
<td>Volunteer Participation</td>
<td>31.4%</td>
<td>26.8%</td>
</tr>
<tr>
<td><strong>Hours Volunteered</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Hours Volunteered (thousands)</td>
<td>1,108,924</td>
<td>1,017,548</td>
</tr>
<tr>
<td>Full Time Year Round Job Equivalence</td>
<td>578,000</td>
<td>530,000</td>
</tr>
<tr>
<td>Average Hours Volunteered per year</td>
<td>149</td>
<td>191</td>
</tr>
</tbody>
</table>

**Other Stats**

- Participation (overall): Women 56%
- Commitment: Average 3-5 years
- Custom: Family Tradition
- Age: 35% between 35 and 44
- Education: 44% completed high school
- Income: 51% Salary is $40,000 plus

The reader is encouraged to supplement this section by completing research on current stats. Stats are forever changing and one must stay on top of this topic.
2.4 Trends

- Move to grass roots organizations
- Move to short term projects
- Demand is growing drastically, greater competition
- Changing work/leisure patterns
- Implementation of required volunteering by students in Ontario
- Demand participation in decision making
- What's in it for Me?
- Large number of volunteers are entering the workforce
- Aging population has and will continue to create demand-day time
- Increased demand to work with people with special needs
- Volunteers come from a wide range of populations
- Volunteers want to be treated professionally
- Volunteers have higher expectations when working in organizations
- Volunteers expect flexibility as to where and when they volunteer
- Increasing demand on time (work, one parent families, aging parents)
- People taking early retirement and not taking volunteer tasks
- Rural volunteers are going south - real problem for organizations
- Multi cultural/Ethnic populations are having an impact

Impact on Recruitment and Retention for Ringette Volunteers:

- Break up the larger tasks into small chunks - manage the chunks
- Make sure that you are flexible in where and when you use people
- Make your organization appealing to volunteers of all ages
- Assure that volunteers have a say in Ringette decision making
- Utilize early retirees as a solid pool of volunteers
- Utilize students as yet another good pool of potential volunteers
- Ask the volunteer why they want to volunteer - meet these wants
- Adopt a management system and be viewed as professional
- Provide resources to assist volunteers i.e.: baby sitters for single parents
Impact on Recruitment and Retention for Ringette Volunteers Continued:

- Provide quality training opportunities
- Match professional background and expectations
- Establish an outreach program to reach out to/respond to multi-cultural
- Develop infrastructure for volunteers with special needs
- Attract more fund-raising volunteers
- Recognize and respond to volunteer burnout

2.5 Why do Volunteers Volunteer?

The following information has been synthesized from asking this question to hundreds of volunteers who have participated in volunteer management workshops. In addition, other findings come from articles and books relating to the topic area and have been categorized as follows:

Altruism (meeting community needs)

- To help the community
- To achieve a better understanding of the community
- To feel good about helping
- To help others
- To help a cause
- To have an influence on community affairs or political life
- To fulfill a need in owing something to one’s community
- To help others and contribute to their community
- To help improve the quality of community life
- To provide needed service
- To help somebody else
- To solve a problem or advance a worthy cause

Career Development

- To gain work experience
- To test alternative careers (students)
To explore a career position
To gain new technical skills and knowledge
To build a resume
To build core skills
To learn about the business world
To learn new skills
To develop business contacts
To improve one’s job opportunities
To meet requirement of a course or program

Personal/Self Esteem Needs

To meet personal needs (our goal is to fulfill these needs)
To be part of a team
To increase self-confidence
To feel that you have accomplished something
To do something one likes to do
To help promote one’s own heritage or culture
To fulfill a need or an obligation to help other volunteers
To use one’s skills and experience
To do work that benefits one’s own children, family or self
To fulfill a leisure need - to fill time
To challenge one’s self
To gain recognition for one’s abilities
To obtain personal development
To make contacts for social or work related reasons
To build self-esteem and feel good about themselves
To improve their health by getting involved in physical activities

Skill Sets

To bring volunteer skills, experience and their needs
To use skills in a new setting

Social/Religious

To meet new people and to make new friends (social)
To meet other people
• To fulfill religious obligations to faith
• To find new friends and new relationships
• To develop a sense of accomplishment and self-worth

Once again, and it cannot be overstated, the successful Association will ask the volunteer what her needs are. Once known and if you value your volunteers, you will make every effort to meet these needs. Thus one of the keys to retaining and creating a supporting environment for volunteers to flourish.

2.6 Types of Volunteers

The following is but a short list of the type of volunteers and what volunteers can and are able to contribute. This will be applicable at all geographic levels within the Province of Ontario.

• Administrators
• Planners
• Organizers
• Human Resource Managers
• Trainers and Educators

Types of Volunteers Continued:

• Researchers
• Computer Technologists
• Financial Managers
• Fund-raisers
• Program Experts
• Officials
• Coaches
• Trainers
• Marketers
• Public Relation Specialists
2.7 Need to Compete

Although we will be taking a much closer look at what makes up strong, competitive organizations in a later chapter, (organization readiness) it is worthwhile bringing back the organizational framework for excellence. Go through each activity and rate your Association.

<table>
<thead>
<tr>
<th>How does your Organization Rate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
</tr>
<tr>
<td>Personal/Organizational improvement opportunities are in place</td>
</tr>
<tr>
<td>Vision, Mission and Values have been determined and practiced</td>
</tr>
<tr>
<td>Ringette its Cause is being continually promoted at all levels</td>
</tr>
<tr>
<td>Our Image is Excellent</td>
</tr>
<tr>
<td>Great support for our Followers/Leaders is in place at all levels</td>
</tr>
<tr>
<td>Open two-way Communication is practiced at all times at all levels</td>
</tr>
<tr>
<td>Integrated Problem Solving and decision making (Consensus)</td>
</tr>
<tr>
<td>Self-sustainability (financially sound) at all levels</td>
</tr>
<tr>
<td>Driven by Action (mistakes are our building blocks)</td>
</tr>
<tr>
<td>We Work at Having Lots of Fun</td>
</tr>
</tbody>
</table>

2.8 Why do People Stop Volunteering?

Although there is not a lot of material on this topic, a few reasons are as follows:

- Unable to continue
- Project ended
- Costs to volunteer
- Transportation not available
- Loss of interest for the cause
- Effort not appreciated
- Burnout
2.9 Who Volunteers?

The following are a few facts taken from the 1998 National Survey:

- 61% (337,000) of recreation volunteers in Ontario are men and 39% (145,000) are women
- Over one-third of recreation volunteers (36%) are between 35 and 44 years old. Another 23% are between 25 and 34
- 15% of recreation volunteers are between 45 and 54 and 8% are over 65
- Almost 20% of volunteers have a university education, 33% have completed community college and 44% have completed high school
- Participation rates show that 45% of university graduates in Canada volunteer while only 14% with primary education do
- 54% of all volunteers in Canada are employed full time as are 64% of volunteers in Canada
- 16% of recreation volunteers in Ontario are students or retired people

2.10 Why Use Volunteers?

The following is as a synthesis of a variety of articles and information on the topic area:

**Organization Excellence**

- To raise your organization’s profile
- To provide a bridge between the community, your clients and centre
- To help foster community co-operation and understanding
- To assist in carrying the mission of the organization to public/media
- To accomplish organization goals
- To assist in developing short term plans
- To build strong quality teams
- To achieve many organizational payoffs
- To obtain public opinion on important issues
- To be flexible - to focus intently on a particular task or issue
• To use constructive criticism and feedback
• To have a Fresh Perspective “new blood” keeps the organization alive
• To accept the ability to lessen the overall workload
• To provide immediate access to the community
• To bring the ability to persuade government and funders of the value of the cause and the needs of the clients

**Program/Service Delivery**

• To provide services
• To manage facilities
• To provide training
• To increase/enhance the services to your clients
• To tap their special skills that enhance and add to the program
• Credibility - volunteers have fewer vested interests - valuable asset
• Objectivity - especially in the delivery of services
• Refreshed energy

**Program/Service Delivery Continued**

• Specialized skills and knowledge
• New ideas to enrich the existing program
• Capacity to expand services

**Resource Development**

• To provide extra hands
• To attract resources
• To welcome their enthusiasm and commitment
• To be involved in friend and fund raising (networks and contacts)

**Personal Satisfaction**

• To become champions for the cause
• To enrich your exposure to specific communities
• To offer their talent, enthusiasm, creativity and fresh perspectives
• To bring the experience of having been there
• To bring a caring quality of freely given
Part Three: WORKING the MANAGEMENT MODEL

Now that we have a solid understanding of volunteer statistics and behaviour we now begin to work the management model that we have adopted. The model is worth repeating.

| Stage One | Organization Readiness (Planning, Job Develop, Design) |
| Stage Two | Recruiting and Placing |
| Stage Three | Orienting |
| Stage Four | Training |
| Stage Five | Supporting and Supervising |
| Stage Six | Enhancing Performance |
| Stage Seven | Recognizing and Rewarding |

3.1 Stage One

Organization Readiness

3.1.1 Planning

The Ontario Ringette Association adopted annual planning as a positive way to set direction. Working their plan has begun to pay dividends and Managing Volunteer Services was one of the initiatives that surfaced as being one of the Association’s major priorities. Thus the motivation to develop this manual and its training Powerpoint companion.

It is highly recommended that you acquire a copy of Lance Secretan’s book “Reclaiming Higher Ground”, as it makes a great deal of sense in creating an environment that bring the best out of our people. Although directed at the private sector, the following quote is very much applicable to the volunteer not-for-profit sector:

“In the sanctuary, customers, partners and employees are viewed as people. These people come to work each day for more than just money. They come to be inspired, to create friendships, to learn, to have fun - in short they yearn for an uplifting experience. Corporate leaders today, therefore, are being called upon to be the new custodians of the human spirit.”

Volunteer Coordinator’s Training Guide
3.1.2 Position Descriptions

It was once stated that recruiting people to an organization without a job or position is like trying to dance without turning on the music. Position descriptions are a must. They do not have to be overwhelming with pages and pages of information. A one-pager, which includes some of the important data will go a long way in having people come on board.

Of course the first job description that is a must for each and every Ringette Association is that of the Volunteer Coordinator. (Again found on Page 56).

This section will not deal with the various positions that will make up the various parts of the Provincial Ringette program. This manual will speak to this under the next section - Part Four: “Mission Possible.”

The following is a sample step-by-step process for developing a position description. Once again, you are encouraged to look at other models and adopt to what you feel works for you.

- Agree on the Title
- Reporting relationships
- Time commitment
- Outline the general description
- Clearly define the activities and tasks
- Decide on authority and mechanism for reporting
- Identify the skills needed to complete the job;
- Define the results expected (clear goal for the volunteer)
- Benefits to the Volunteer in taking on the position

Whether it is your annual tournament, a fund-raising dance or your Association group, position descriptions will go a long way in improving your ability to recruit top quality candidates.
3.1.3 Risk Management

A great deal is now being said about this topic area. It is advised that you visit the website for the Ministry of Citizenship and study the contents of their “Ontario Screening Initiative.” This is a community-based approach to help volunteer groups safeguard children, seniors and vulnerable adults. http://www.gov.on.ca/citizenship/english/index.html.

Adopting a Volunteer Management Program will go a long way in assisting the Association in ensuring that volunteers will meet the high standards that are set by the Sport Governing Body.

- Set up a Risk Management Committee
- To examine all situations where there are potential risks
- To look at both participant and play site safety
- To develop job descriptions
- To adopt an application process
- To ask for and check out references
- To determine where police checks might be required
- To provide appropriate orientation and training
- To provide adequate supervision
- To initiate performance enhancement (evaluation)
- To follow up as required

Volunteer Screening

The Ontario Ringette Association has developed a Volunteer Screening Policy which will have been in place by March 31, 2003.

The Policy provides an overview of what screening is, why Ringette should screen their personnel, and provides an analysis of the elements of screening:

- Before you hire
- Hiring process
- Managing the Volunteers
This Policy can be used by all associations as a blueprint to develop their own Volunteering Screening Policies, which will be in place by December 31, 2003.

(To obtain a copy of this Policy see Page 60).
3.2 Recruiting and Placing

3.2.1 Introduction
3.2.2 Who/Where are they?
3.2.3 How do you get them?
3.2.4 Creating the Recruitment Ad
3.2.5 Intake and Placement
3.2.6 Interview (techniques, questions, reference checks)
3.2.7 Matching for Excellence

3.2.1 Introduction

It would be really neat working in this great field if you could manage our human resources the same way you might bake a cake. Unfortunately, managing volunteers is not linear and this section will bring in information from other stages. (i.e.: recognition, etc.). Once again, I must reinforce a previous set of learnings. If you are part of a sinking ship, it does not matter what kind of recruitment techniques that you might have in your tool kit, you are not going to get volunteers to come on board. That is unless you are trying to recruit the volunteer marine rescue unit. Continual improvement including an excellent branding and imaging campaign will go a long way in recruiting quality professional volunteers.

Research suggests that one of the major problems in recruiting volunteers is that 75% have never been asked and many complain that when they are asked, they are not asked in the appropriate way. Your job as a recruiter is to get a yes. Never ask “how would you like to join the Ringette Association?” There is an automatic vision that one will have to sleep in either the rink or the board room. Tailor make your approach to match mutual needs. Why recruit a plumber when you are looking for a carpenter?
3.2.2 Who/Where are they?

Once again those who work their recruitment plan will bring success to the organization. The following categories might help us target our recruiting efforts:

© Part of the Community
- Senior Citizen Organizations
- Service Clubs
- Volunteer Bureaus
- Church Groups
- Parent Teachers Associations
- Clubs for Special Interest Groups
- Unions
- Youth Centres
- Small Businesses
- Larger Corporations
- Recreation Groups (Girl Guides, etc.)
- Self-help Organizations
- Schools - Elementary to Post Secondary
- Multi-cultural Associations
- Best Friends

© Part of an Occupational Group
- Create a database of occupations

© Part of a Specific Age Group
- Children
- Teens
- Young Adults
- Adults
- Older Adults
Interest Groups (groups serving women)

- Women’s Auxiliaries
- Women’s Clubs
- Women’s Business Groups
- Single Mom’s Groups
- Former Ringette Players
- Former Ringette Administrators
- Former Ringette Coaches, Trainers and Officials

3.2.3 How do you get them?

A few good tips on recruiting are as follows:

Position Description and Profile

- Know the skills that Ringette needs (Administration/Technical)
- Review the description and profile
- Adopt the appropriate strategy (who, where, when, how)

Succession Planning

- Look ahead and determine when you will need people
- This might be the annual AGM or a special event
- Recruiting is a year-round activity

Honesty is the best policy

- Do not under evaluate the importance of the position
- Do not over evaluate the importance of the position
- If it is 10 hours a week - make sure it is not 20 hours a week
- If there is a cost (which is usual) let them know what it is
Recruitment Strategies

A few recruitment techniques are as follows:

- **Heinz 57**
  - Use a variety of recruitment strategies (more to follow)
  - Different approaches will breed success

- **Magnet Approach**
  - People are just delighted to break down your doors to volunteer
  - You are lucky if this happens with Ringette
  - Usually this will happen with major causes such as Cancer
  - With sport - especially women in sport we have to work wiser

- **Warm Body Approach**
  - Picture a cane around someone’s neck and pulling them in
  - Works in a pinch with labour intensive jobs
  - Not an ideal practice for long term commitment

- **SOS Approach (Distress Signal)**
  - Has been effective in some cases
  - Using the media “No Volunteers - No Ringette Program”
  - Can be effective - however you may get the “warm bodies”
  - Can provide a good base of new volunteers

- **Burnout Approach (Do I have something for you)**
  - Look for volunteers with previous strong performance records
  - Research tells us-volunteers may stay 3-4 years with one group
  - Create a database of those who are now idle
  - Approach them with why Ringette needs them
Lollipop Approach (a lick want the whole sucker)

- This technique is where you ask someone to do a small duty
- Once they perform the duty they enjoy the cause
- They are now ripe to take on a larger full-time commitment

Community Approach

- Recruitment Fairs
- Displays at Malls, Stores, etc.
- Bulletin Boards
- Arena Lobby Bulletins
- Notices in Shopping Bags
- Floats in Parades
- Sky Writing
- School Announcements
- Special Events Booths
- Signage on trucks, cars, etc.
- Billboards
- Tournament Events
- Power Point Presentations to Groups
- Speaker’s Bureau
- Word of Mouth

Now Hear This - Media Outreach Approach

- Radio
- Television
- Internet
- Public Service Announcements
- Recruitment Telethons
- Chat Lines
- Brochures and Pamphlets

Theme Approaches

- Billboard - Will not come down until we get 10 volunteers
- Valentine - We need you - We really need your Heart
Inside-Out Approach (Membership direct recruiting)

- One of the better techniques
- If you are in Ringette - the chances of enticing someone is better
- They see and feel the enjoyment that you present to them
- It is important that you know about all the benefits

Family/Friend Approach (bring a friend)

- One of the common trends is to work with families
- Ringette moms, dads, sisters and brothers are a good source
- Many families stay involved after the family member leaves
- Look for those who want to make Ringette a volunteer career

Royalty Approach (we need you)

- This is by far the best technique - High Touch
- One on one is still the best way to go
- Work from a specific position description and profile
- Develop the list of potential candidates
- Work the list until you are successful

In closing a few general comments that might help you out. Please consider the following in helping you adopt a professional approach to recruiting top quality people to your Ringette Association:

- Remember that 75% have never been asked
- Have the position in mind
- Be prepared with all the benefits that go with the job
- Image is a strong point in attracting people
3.2.4 Writing an Ad (Newspaper, Bulletin, Newsletters, etc.)

- Marketing/Creative Approach

  - When writing an ad concentrate on serving the volunteer
  - Examine the benefits that will bring to the volunteer
  - An example might be as follows:

  "Can you imagine the fun of being involved with children who will give you back one hundred smiles for each and every hour that you volunteer." Help us bring smiles to our young Ringette players by becoming a volunteer coach. Training and development is provided free of charge. Please call Mary our Volunteer Coordinator at 111-0000.

  I am sure that you can see the value of using the marketing approach. We must cater to the needs of potential volunteers. Having done this will be the first step to bridging a potential volunteer with our great sport.

3.2.5 Intake and Placement

- Application Form

  - Many organizations feel that this is going to far
  - However, there is a great deal to be taken from an application form
  - Beyond basic info, such as name, address, phone, etc. think about:
  - Employer (if applicable) and position
  - Why have you considered volunteering with us?
  - What major skills do you bring?
  - Where have you volunteered before?
  - What positions?
  - Do you have any long-term volunteering goals? (President)
  - References may be necessary as part of the screening process

  It is suggested that you consider developing your own application form. Once again it brings a professional touch to your organization.
3.2.6 Interview (techniques, questions, reference checks)

This exercise usually brings a lot of frowns as well. Why in the heck would you have to interview when we are having a difficult time in just getting warm bodies. Well, after implementing all the steps described in this training event - you will have more volunteers than you really need.

Once again, the same respect and approach used in filling a vacant position for a full time position applies here. It is recommended that further study might include the reading of the current Labour Standards from the Province of Ontario. The following steps will assist you in making the interview process a fun and rewarding experience for all. Picture a situation where you will be interviewing 5 coaches who are interested in coaching one of your tournament teams.

预-面试

- 确保面试空间友好
- 确立面试活动的领导
- 设计面试问卷（通常8-10个问题）
- 准备每个问题的建议回答
- 给每个问题打分（满分100分）
- 面试前半小时会面
- 审查过程、问题和潜在答案
- 审查每个候选人的申请表

面试会话

- 领导介绍在场人员及其具体角色（2-3人）
- 允许志愿者放松并对自己在室内的感觉感到满意
- 描述面试过程并提供时间框架
- 你的目标是让每个候选人发挥出最好的一面
- 第一个问题应该让候选人感到舒适
- 永远不要让机会询问最后一个问题
- 其他问题应探索已证实的经验
- 使用分别的评分表为每个候选人
• Take turns in asking questions - use the same method for all candidates
• Tabulate scores for each candidate
• Confirm how the process will be completed (time frame, etc.)

Post Interview

• Compare scores for each of the five candidates
• Use other evaluation criteria - experience, interpersonal skills, etc.
• Select your top three candidates
• Go for reference checks
• Make your selection and advise accordingly
• Send a thank you letter to those who were not successful
• Determine if they are interested in another volunteering assignment

There are things that you should never ask a candidate. Once again check it out with your local Provincial Ministry dealing with labour issues.

• Do not ask about age, sex, race, religion, marital status, sexual orientation, children, disabilities

3.2.7 Matching Exercise

Matching has been placed here as a means to provide a summary for what has been done, as well as, peek into the future with recognition. Using the example of trying to recruit a Coach for the local tournament team for your local Ringette Association:

<table>
<thead>
<tr>
<th>Job</th>
<th>Who</th>
<th>Where</th>
<th>Motives</th>
<th>Recognition</th>
<th>Strategies</th>
<th>Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tournament Coach</td>
<td>Jane Doe Teacher</td>
<td>High School</td>
<td>Daughter is an active player, Believes in the Sport, Supports women in Sport</td>
<td>100 smiles per hour, School image improved</td>
<td>Over lunch, One on One</td>
<td>Recognition, Newsletter, Friendship</td>
</tr>
</tbody>
</table>
Using this format forces one to really think out the value of having a process in place to make it truly a good happening for all participants. Create your own form. Adjust as you see fit.

3.3 Orienting

3.3.1 Introduction
3.3.2 Benefits
3.3.3 Orientation Plan Checklist
3.3.4 Orientation Manual

3.3.1 Introduction

Can you remember the first time you entered the boardroom or the rink. Sweaty palms; heart pounding; wondering what they will think; not certain of yourself; questioning yourself as to what the heck am I doing here; and on and on.

Our job, once again, is to make this volunteer experience the most rewarding and fun experience possible. A solid orientation program assures not only excellent performance but is the foundation for volunteer retention. Make this a happening in your Ringette Association. The term WOW is a common expression in marketing. Lets make this experience a WOW experience for all of our Ringette Volunteers.

3.3.2 Benefits

In reviewing the following, take a little time to add to the list:

- To bring about positive volunteer attitudes
- To build strong work habits
- Volunteers get up to speed quickly and performance is enhanced
- Higher comfort level is achieved
- Positive attitudes towards the Ringette Association
- Builds a stronger commitment
3.3.3 Orientation Plan Checklist

- Volunteers are informed of orientation date, time and location
- Orientation leaders are also informed
- Volunteers receive orientation manuals
- Orientation agenda is established
- It includes policies, rules and other organizational information that the volunteers need to be aware of
- Time is reserved for volunteers to interact
- Orientation leaders evaluate the session
- Leaders make recommendations for change
- Sessions are built on the principles of adult learning
- Visua ls are a must

Orientation Materials

- A letter of welcome
- An article on how volunteers fit into the organizational goals and objectives
- Key policies and procedures that affect volunteers
- Factual information about the organization

Orientation Techniques

- Introduce the buddy system. Have a senior volunteer adopt a new volunteer and provide assistance wherever.

- Create a system where an executive can graduate into higher positions. This is common with your local Lions Club. A future president first enters the club and after a few years becomes a member of the Board of Directors. She then can assume different positions like treasurer, tail twister or 3rd vice. As the third vice there is an assumption made that you will move up to the 2nd, 1st and then eventually the president. A major commitment, but it does bring order to the Club.
3.3.4 Orientation Manual

The following might be a typical index for a Ringette Association Manual:

- Manual Index
  - History of Ringette
  - History of the Local Association
  - Vision
  - Mission
  - Values
  - Key Stakeholders (database)
  - Provincial Legislation
  - By-Laws and Agreements
  - Policies
  - Organization Chart
  - Contact List
  - Board Executive
  - Board Committees
  - Future Direction (Strategic Plan)
  - Budget
  - Recent Board Minutes
  - Programs and Services Offered
  - Meeting Information
  - Board Evaluation Process
  - Parliamentary Procedure
  - Conference/Workshop Attendance
  - Annual Report
3.4 Training

3.4.1 Introduction
3.4.2 Training Task Force Option
3.4.3 Roles and Responsibilities of the Training Task Force
3.4.4 Training Needs Assessment

3.4.1 Introduction to Training

Another recommended book that should be on every Volunteer Coordinator's bookshelf should be Peter Senge's the Fifth Discipline. It is chucked full of excellent material that will guide you in creating learning organizations. The following quote is taken from his book:

"A learning organization is an organization that is continually expanding its capacity to create its future. For such an organization it is not enough merely to survive."

Terminology

Although the terms training and development are very commonly used synonymously, they are definitely different terms. The following definitions should clarify the two terms:

Training

- This is the ability to perform the day-to-day job functions
- The ability to jump in and do the job now
- This could be part of the orientation training program
- Examples might include:
  - To run an effective meeting for current chairs
  - To manage the telephones
  - To use a new piece of computer software
  - To manage the Internet
Development (In Transition)

- This is required to prepare volunteers for future positions
- The ability to perform in the future
- Examples might include:
  - Management Training (to be a future executive)
  - Fund-raising Techniques
  - Leadership and Supervision
  - Etc.

Training Categories

- **Base Line Training**
  - Skills to do the day-to-day job
  - Could be part of the Orientation Program

- **On the Job Training**
  - Informal and Flexible
  - Might be part of a team arrangement

- **Advanced Training**
  - Personal Development
  - Provides for greater involvement

Training Techniques

- **Self-Learn**
  - Internet Learning
  - Magazines
  - Reports
  - Reviewing the Minutes
  - Videos and Tapes
  - Books, Manuals
  - Newspaper Articles
Peer Learn

- As previously mentioned - adopt the “buddy” system
- Have group learning session - take a topic and learn
- Mentor - identify/work with someone inside or outside
- Twin with another Association
- Ask for coaching

Training Methodologies

- Role Playing
- Fish Bowl - observing those in action
- Taking in Lectures
- Panel discussion with Questions and Answers
- Enrolling in Courses (on-site or on-line)

3.4.2 Training Task Force

This option might be considered at the Provincial level. The Volunteer Coordinator should consider the creation of a group of interested individuals that would assist the Coordinator in co-ordinating the training program. It is advised that the Task Force meet at its fall meeting and work on perfecting the Volunteer Management Program including the Training and Development Program.

3.4.3 Roles and Responsibilities of the Training Committee (from a Provincial perspective)

Roles and Responsibilities are as follows:

- To ensure that orientation and training gets done
- To continue to train the trainers (Regional trainers)
- To work with last years committee to evaluate and set current training
- To be involved in evaluating current years training program
- To include the evaluation of the AGM and its training component
- To include the evaluation and training at the Regional level
- To recruit and orient new Board Members
- To arrange for appropriate recognition for the training task force
- To promote the value of training
Specific Roles

- Development of innovative training
- Research
- Training
- Advisory
- Internal/External training communications

3.4.4 Training Needs Assessment

Personal Needs

- What positions have you held in other organizations?
- What skills do you have that you are not using in the current job?
- What skills do you need to do your current job? (Be specific)
- Would you be interested in creating a learning plan?
- Where do you think that you might find the required training?
- How do you like to learn? (Small groups, formal courses, one on ones, Internet, etc.)

3.5 SUPPORTING and SUPERVISING

3.5.1 Introduction
3.5.2 Three Primary Roles
3.5.3 Motivational Theory - Herzberg
3.5.4 Why Volunteers Stay
3.5.5 Why Volunteers Leave

3.5.1 Introduction

Once again Lance Secretan provides yet another appropriate quote. This one is taken from his book “the Way of the Tiger.”

“A leader is a person who loves his or her followers enough to spare no effort in their development, personal fulfilment and empowerment. Followers love their leaders enough to share their vision, and dedicate themselves to its achievement. Leaders and followers help each other to create fun, joy and self-esteem, at home or at work.”
For additional information on Lance Secretan and the Secretan principles that is being promoted world wide, I would suggest that you visit his site at www.secretan.com. These principles could be easily adopted for not-for-profit organizations.

3.5.2 Three Primary Roles

Roles:

- Administration Helper
- Coach (Guidance/Teacher)
- Encourager

3.5.3 Motivational Theory

Although there are many different theories such as Maslow’s basic needs and other important theories, one that makes a great deal of sense is Herzberg and his theory on Hygiene Factors and Job Motivators. A successful Ringette Association will have adopted his following principles:

<table>
<thead>
<tr>
<th>Herzberg Motivational Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hygiene Factors</strong></td>
</tr>
<tr>
<td>Policies</td>
</tr>
<tr>
<td>Supervision</td>
</tr>
<tr>
<td>Working Conditions</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
</tr>
<tr>
<td>Status</td>
</tr>
<tr>
<td>Security</td>
</tr>
</tbody>
</table>

It is recommended that you take the above list and turn it into a checklist. Compare it to what currently exists within your Ringette Association. Place a check mark beside the ones that are currently in place. The next step would be to work on those areas that need to be in place.

The next few pieces are also keys in determining just what we have to do to retain quality volunteers:
3.5.4 Why Volunteers Stay?

- The following is a list of examples:
  - A sense of making a difference
  - Work is perceived as being meaningful
  - A feeling of being appreciated
  - Attaining self-actualization
  - Feeling Confident
  - Learning new things
  - Receiving support from key persons
  - Direct involvement in problem solving
  - Direct involvement in decision making
  - Opportunity for advancement
  - Meaning training opportunities
  - My Workshop Hand-Out

3.5.5 Why Volunteers Leave?

- Unreal expectations of the volunteer
- Lack of positive feedback
- Lack of emotional support
- Problem delegation of authority
- Blocking of initiative
- Lack of training for the task
- Disapproval - commitment by key people
- Feelings of not making a difference
- Lack of variety in time, energy or level of commitment

3.6 Enhancing Performance

3.6.1 Introduction
3.6.2 Purpose
3.6.3 Making a Commitment
3.6.4 Volunteer Program Evaluation
3.6.5 Terminating a Volunteer
3.6.1 Introduction

It has been said that most volunteers want to hear how they are doing. What kind of impact is the volunteer having on the organization? Is it good or is as is the case sometimes it could be very bad. The latest in Human Resource Development theory is the 360 degree evaluation methodology. This is pretty exciting stuff and it really fits in with the sensitivity of working with volunteers. The underlying principle of this model is where all team members complete a self-assessment against the mission and position descriptions. Coaches come together with their team members and review each of the self-assessments. In turn, they discuss how they might improve on the situation. The following formula says it all: Recognition Plus Feedback = Pay

3.6.2 Purpose - Why a Performance Enhancement Exercise

To determine the fit between the organization and the volunteer. What are their aspirations? Look to promote upwards in the organization. Remember each and every new volunteer could be one of your future leaders. The following could be some the indicators that you would begin the self-assessment:

- To measure job effectiveness/efficiency
- Quality of work
- Personality
- Dependability
- Leadership capacity
- Relationships
- Initiative
- Attitude
- Ability to organize

3.6.3 Making a Commitment

There is a story about the chicken and the pig having a discussion about making a commitment. The chicken says to the pig “Why don’t we go to the starving country and offer them bacon and eggs, everybody loves bacon and eggs?” The pig, with a very daunting stare says “Yep - easy for you to say - Yours in an offering; Mine is a commitment.” I wonder how many pigs we have in our Associations? As members we should:
• Bring a strong desire to achieve mission and goals;
• Be prepared to learn;
• Be prepared to offer time and personal resources; and
• Be positive and be a good team player.

3.6.4 Volunteer Program Evaluation

When thinking about evaluation we must also include the ongoing evaluation of the Volunteer Management Program, as well as, working with our volunteers in developing their fullest potentials.

 Erotic Volunteer Management Program

• Is the program assisting the Association to reach its mission?
• Is the Association filled with competent volunteers? (all levels)
• Has the Volunteer Coordinator attracted excellent people?
• Has the Ringette program improved upon its programs?
• Have female sports been better recognized in the community?

3.6.5 Terminating a Volunteer

We like to think that “counselling out” is a better term than firing a volunteer. Many of us have been asked “How do you fire a volunteer?” Well the answer isn’t easy but once again it is no different than what would happen in a situation where a full-time employee must be let go. The one rotten apple, be it a volunteer or full-time employee, is still a rotten apple and will cause the balance of the barrel to rot.

Erotic Termination/Separation is facilitated when:

• Confidentiality and dealt with in private
• Explanation of job requirement deficiencies
• Warnings have been initiated with mutual consent
• Tact
• Courage
• Fairness - but above all FAIRNESS
• Follow up with a letter
• Keep on file for future reference
3.7 Recognizing and Rewarding Volunteers

3.7.1 Introduction

It should be noted that if you have practiced everything that has been stated so far, you will not have to worry about providing direct recognition. Therefore, the balance is the icing on the cake.

3.7.2 Two Major Categories

⊙ Personal Recognition

- People from all parts of the organization saying thanks
- People going out of their way to treat volunteers like employees
- Try it - it is contagious

⊙ Public Recognition

- WORDS - letters, citations, public thanks
- AWARDS - plaques, trophies, certificates
- REWARDS - free tickets, t-shirts, training
- EVENTS - Banquets, tributes
- SPECIAL - TV programs, news articles, etc.
3.7.3 Guiding Principles

Guiding Principles as follows:

- Ongoing - on a daily basis
- Part of a management philosophy
- Applies to all stakeholders
- Efforts must be acknowledged
  - Volunteers
  - Staff
  - Community Agencies
  - Companies/Businesses
- Do not take people for granted
- Satisfaction from contributing
- Recognition/Feedback equals pay

3.7.4 Tips in Providing Recognition

A few tips are as follows:

- Praise for work well done
- Catch them doing well - not doing wrong
- Include in decision making
- Show genuine interest and respect
- Give special training and personal growth
- Encourage a congenial social atmosphere
- Communicate informal and casual basis
- Formal events ok for ongoing recognition - always better
- Offer volunteers more challenging and interesting assignments
- Rotate volunteer jobs
- Provide good physical working conditions
- Plan a system of formal recognition events and awards
- Develop/implement a comprehensive public relations program
- Formal events do not take the place of ongoing recognition
3.7.5 Examples of Volunteer Recognition

The infamous 101 ways to recognize volunteers (author unknown) still continues to make sense. Take a good look at the ideas and begin to improve upon the way that you recognize your volunteers. And as the list suggests that 102 is the next idea that you could add to the list.

1. Smile
2. Put up volunteer suggestion boxes
3. Treat to a soda
4. Reimburse assignment related expenses
5. Ask for a report
6. Send a birthday card
7. Arrange for discounts
8. Give service stripes
9. Maintain a coffee bar
10. Plan annual ceremonial occasions
11. Invite to a staff meeting
12. Recognize personal needs and problems
13. Accommodate personal needs and problems
14. Be pleasant
15. Use in an emergency situation
16. Provide a baby sitter
17. Post Honour Roll in reception area
18. Respect their wishes
19. Give informal teas
20. Keep challenging them
21. Send a Thanksgiving card to the volunteers’ family
22. Provide a nursery
23. Say “Good Morning”
24. Greet by name
25. Provide good pre-service training
26. Help develop self-confidence
27. Award plaques to sponsor group
28. Take time to explain fully
29. Be verbal
30. Motivate agency VIP’s to converse with them
31. Hold rap sessions
32. Afford participation in team planning
33. Respect sensitivities
34. Enable to grow on the job
35. Send newsworthy information to the media
36. Have a wine and cheese
37. Hosting parties
38. Ask client-patient to evaluate in work service
39. Say “Good Afternoon”
40. Honour their preferences
41. Create pleasant surroundings
42. Welcome to staff
43. Coffee breaks
44. Enlist to train other volunteers
45. Create a public reception
46. Take time to talk
47. Defend against hostile or negative staff
48. Have good plans
49. Befriend to supervisory staff
50. Send a valentine
51. Provide thorough arrangements
52. Persuade “personnel” to evaluate volunteer experience
53. To provide a good work experience
54. To create a partnership with full time staff
55. Recommend to perspective employer
56. Provide scholarships to volunteer conferences or workshops
57. Advocacy roles
58. Use as consultants
59. Invite participation in policy formulation
60. Surprise with coffee and cake
61. Celebrate outstanding projects and achievements
62. Nominate for volunteer awards
63. Have a “Presidents Day” for new presidents
64. Carefully match volunteers with appropriate jobs
65. Praise them to their friends
66. Provide substantive in-service training
67. Provide useful tools in good working condition
68. Say “Good Night”
69. Plan staff and volunteer social events
70. Be a real person
71. Rent billboard space for public laudation
72. Accept their individuality
73. Provide opportunities for conferences and evaluation
74. Identify age groups
75. Maintain meaningful file
76. Send impromptu fun cards
77. Plan occasional extravaganzas
78. Instigate client planned surprises
79. Utilize purchased newspaper space
80. Promote a “volunteer of the month program”
81. Send a letter of appreciation to her employer
82. Plan a “recognition edition” of the agency newsletter
83. Colour code name tags to indicate particular achievements
84. Send commendatory letters to prominent public figures
85. Say “We missed you”
86. Praise the sponsoring group, individual or club
87. Promote staff smiles
88. Facilitate personal maturation
89. Distinguish between groups and individuals in the group
90. Maintain a safe working conditions
91. Adequately orientate
92. Award special citations for extraordinary achievement
93. Full indoctrinate regarding the agency
94. Send Christmas cards
95. Be familiar with the details of assignments
96. Conduct community wide, co-operative inter-agency recognition events
97. Plan a theatre party
98. Attend a sports event
99. Have a picnic
100. Say “Thank You”
101. Smile
You may have noticed that for the most part there is little or no cost for recognizing our volunteers. It is highly recommended that you use the Ontario Ringette Awards. They are as follows:

**Volunteer Recognition Program**

The Volunteer Recognition Program is designed to recognize outstanding performance and contribution by both volunteers and players in various disciplines within Ringette.

All categories, with the exception of Service and Appreciation Awards, are inducted into the Ontario Ringette Association ‘Ringette Hall of Fame’.

A thank you goes a very long way, and will assist each association in the recruiting and retaining valued volunteers.

Provincial Awards are submitted in writing, accompanied by a detailed resume, to the Provincial Volunteer Recognition Award Selection Committee via the ORA business office.

Regional Awards are submitted in writing, accompanied by a detailed resume, to the Regional Volunteer Recognition Award Selection Committee.

Provincial Volunteer Awards are presented at the ORA AGM and the Regional Volunteer Recognition Awards are presented at each Region’s AGM. The Regional Volunteer Recognition Awards winners will be announced at the ORA AGM.

Complete details on the Volunteer Recognition Program can be found in the Operating Manual - Membership Services Section starting on Page 24.

In addition you may want to think in terms of International, National and other Provincial awards. An excellent example is where Agnes Jacks was awarded the Order of Canada. Not only does it recognize the incredible accomplishments made by Agnes, but it also places Ringette on the sport map of Canada.
Another source is your Ministry, that supports the development of volunteers in the Province of Ontario. You are encouraged to visit the following site for other opportunities to recognize your valuable people. See [www.gov.on.ca/MCZCR](http://www.gov.on.ca/MCZCR) for information pertaining to:

- Volunteer Service Awards
- Outstanding Achievement Awards
- The Ontario Medal for Young Volunteers

It is recommended that one of the Volunteer Coordinator functions would be to recognize those who continue to recognize and make volunteering the positive experience that it must be.

In closing off this section there are two pieces of information that are most fitting. One is the Bill of Rights of Volunteers and the other is a Poem (author unknown) that acknowledges the importance of volunteering with Ringette in Ontario.
Bill of Volunteer Rights

 delimited to be treated as co-worker, not just free help
 delimited to a suitable assignment with consideration for personal preference, temperament, education and skills
 delimited to a well-planned program of training and development
 delimited to a continuing education on the job and the follow-up to initial training, training for a greater responsibility
 delimited to sound guidance and direction
 delimited to promotion and a variety of experience through advancement to assignments of more responsibility
 delimited to be heard, to have a part in planning, to feel free to make suggestions, to have respect shown for an honest opinion
 delimited to recognition in the form of promotion and rewards, and through the day-to-day experience and appreciation

Volunteer Vision

Is anybody happier because you passed his way
Does any remember that you spoke to her today
Can you say tonight in parting with the day that’s slipping fast
That you helped a single person of the many that you passed?
Is a single heart rejoicing over what you did or said?
Does the one whose hopes were fading, now with courage look ahead?

Did you leave a trail of kindness, or a scar of discontent, or;
Did everybody understand how much to you they meant?
As you close your eyes in slumber do you think that God will say
“You have earned one more tomorrow by what you did today”

“May you live forever”
4. Mission Possible

4.1 Job Description - Volunteer "Volunteer Coordinator"
4.2 Application with the Ontario Ringette Association

1. Provincial Level
2. Regional Level
3. Local Level
4. Typical Tournament

4.1 Job Description - Volunteer "Volunteer Coordinator"

Job Description:

Title: Volunteer Coordinator

Responsible to: Vice-Chair Administration

Areas of Responsibility: To recruit volunteers for the Association and special events; to design recruitment materials, to determine and implement training and development, to fulfill recruitment objectives, and to promote the recognition of our volunteers through the promotion of the ORA and other significant recognition programs.

Time Commitment: One year

Qualifications: Organizational skills, a knowledge of public relations, and an ability to work with staff members as well as with volunteers. Knowledge of the community is also helpful.

Comments: This position carries a great deal of responsibility. It is recommended that this position be the only major responsibility for this volunteer.
4.2 Application with the Ontario Ringette Association

4.2.1 Provincial Level
4.2.2 Regional Level
4.2.3 Local Level
4.2.4 Typical Tournament

The 7 Stage Program will be used to demonstrate what is required in working with our Greatest Resource - Our Volunteers. The Provincial Volunteer Coordinator would manage this sector. Please note that for the most part the major duties do not change as we work from the Provincial to the Local Associations.

4.2.1 Provincial Level

Stage One: Organization Readiness

- Review the Volunteer Management Program
- Create the ORA Board work plan for the current year
- Prepare a listing of all positions at the Provincial level
- Review and revise (if necessary) each of the job descriptions
- Review and revise (if necessary) the risk management policy
- Work with the Regional Chairs - develop Regional Work Plans

Stage Two: Recruiting and Placing

- Review the recruitment policy on how positions are filled
- Determine where and when positions will be vacant
- Look succession planning - five years ahead
- Create a nomination process (if not in place)
- Review the list of vacancies
- Brainstorm a list of potential volunteers (Who) (Page 26)
- Where are they located?
- Review and select one or more of the recruitment strategies
- Determine if an ad is required
- Utilize the application form (great tool)
- Determine if an interview process is required (if yes-Page 32)
- Review the matching process on Page 34
Stage Three: Orienting

- Review and revise (if necessary) all orientation materials
- Consider the buddy system (Page 36)
- Review and update the Orientation Manual
- Set the dates for the Orientation Meeting

Stage Four: Training

- Determine training/development needs (Individual or Group)
- Recommend training program for the year (Board, AGM)
- Provide guidance to Regional/Local Volunteer Coordinators
- Create a task force to evaluate the annual training program

Stage Five: Supporting and Supervising

- Review Herzberg Factors and Motivators
- Rate your organization (see Page 43)
- Include this as part of your training program

Stage Six: Enhancing Performance

- Review the annual volunteer management work plan
- Determine if we met our goals and objectives
- Review the annual training program
- Determine if we met our goals and objectives

Stage Seven: Recognizing and Rewarding Volunteers

- Review the ORA Recognition Program
- Be pro-active in identifying volunteers who deserve credit
- Match the volunteer to the many programs available
- Encourage the different Associations to use the programs
- Record and promote all success stories in the media
4.2.2 Regional Level (Regional Chair works with Provincial Coordinator)

Stage One: Organization Readiness

- Review the Volunteer Management Program
- Create a work plan for the current year
- Prepare a listing of all positions at the Regional level
- Review and revise (if necessary) each of the job descriptions
- Review and enforce the ORA Risk Management Policy

Stage Two: Recruiting and Placing

- Review the recruitment policy on how positions are filled
- Determine where and when positions will be vacant
- Look at succession planning - five years ahead
- Create a nomination process (if not in place)
- Review the list of vacancies
- Brainstorm a list of potential volunteers (Who) (Page 26)
- Where are they located?
- Review and select one or more of the recruitment strategies
- Determine if an ad is required
- Utilize the application form (great tool)
- Determine if an interview process is required (if yes-Page 32)
- Review the matching process on Page 34

Stage Three: Orienting

- Review and revise (if necessary) all orientation materials
- Consider the buddy system (Page 36)
- Review and update the Orientation Manual
- Set the dates for the Orientation Meeting
Stage Four: Training

- Determine training/development needs (Individual or Group)
- Recommend training program for the year (at regular meetings)
- Provide guidance to Local Volunteer Coordinators
- Evaluate the annual training program

Stage Five: Supporting and Supervising

- Review Herzberg Factors and Motivators
- Rate your organization (see Page 43)
- Include this as part of your training program

Stage Six: Enhancing Performance

- Review the annual volunteer management work plan
- Determine if we met our goals and objectives
- Review the annual training program
- Determine if we met our goals and objectives

Stage Seven: Recognizing and Rewarding Volunteers

- Review the ORA Recognition Program
- Be pro-active in identifying volunteers who deserve credit
- Match the volunteer to the many programs available
- Encourage the different Associations to use the programs
- Record and promote all success stories in the media
4.2.3 Local Level (Make every attempt to recruit a Volunteer Coordinator)
Duties would include:

Stage One: Organization Readiness

✓ Review the Volunteer Management Program
✓ Create a work plan for the current year
✓ Prepare a listing of all positions at the Local level
✓ Review and revise (if necessary) each of the job descriptions
✓ Review and enforce the ORA Risk Management Policy

Stage Two: Recruiting and Placing

✓ Review the recruitment policy on how positions are filled
✓ Determine where and when positions will be vacant
✓ Look at succession planning - five years ahead
✓ Create a nomination process (if not in place)
✓ Review the list of vacancies
✓ Brainstorm a list of potential volunteers (Who) (Page 26)
✓ Where are they located?
✓ Review and select one or more of the recruitment strategies
✓ Determine if an ad is required
✓ Utilize the application form (great tool)
✓ Determine if an interview process is required (if yes-Page 32)
✓ Review the matching process on Page 34

Stage Three: Orienting

✓ Review and revise (if necessary) all orientation materials
✓ Consider the buddy system (Page 36)
✓ Review and update the Orientation Manual
✓ Set the dates for the Orientation Meeting
Stage Four: Training

√ Determine training/development needs (Individual or Group)
√ Recommend training program for the year (at regular meetings)
√ Promote the training program offered at the AGM
√ Evaluate the annual training program

Stage Five: Supporting and Supervising

√ Review Herzberg Factors and Motivators
√ Rate your organization (see Page 43)
√ Include this as part of your training program

Stage Six: Enhancing Performance

√ Review the annual volunteer management work plan
√ Determine if we met our goals and objectives
√ Review the annual training program
√ Determine if we met our goals and objectives

Stage Seven: Recognizing and Rewarding Volunteers

√ Review the ORA recognition program
√ Be pro-active in identifying volunteers who deserve credit
√ Match the volunteer to the many programs available
√ Record and promote all success stories in the media
4.2.4 Tournaments and other Special Events (Make every attempt to recruit a Volunteer Coordinator) Duties would include:

Stage One: Organization Readiness

☑ Review the Volunteer Management Program
☑ Create a work plan for the current year
☑ Prepare a listing of all positions for the tournament
☑ Review and revise (if necessary) each of the job descriptions
☑ Review and enforce the ORA Risk Management Policy

Stage Two: Recruiting and Placing

☑ Review the recruitment policy on how positions are filled
☑ Determine where and when positions will be vacant
☑ Look at succession planning - five years ahead
☑ Create a nomination process (if not in place)
☑ Review the list of vacancies
☑ Brainstorm a list of potential volunteers (Who) (Page 26)
☑ Where are they located?
☑ Review and select one or more of the recruitment strategies
☑ Determine if an ad is required
☑ Utilize the application form (great tool)
☑ Determine if an interview process is required (if yes-Page 32)
☑ Review the matching process on Page 34

Stage Three: Orienting

☑ Review and revise (if necessary) all orientation materials
☑ Consider the buddy system (Page 36)
☑ Review and update the Orientation Manual
☑ Set the dates for the Orientation Meeting
Stage Four: Training

✓ Determine training/development needs (Individual or Group)
✓ The orientation meeting will be the major event
✓ Consider customized training for life long members
✓ Encourage all to take community training when available
✓ Recommend training program (at regular meetings)
✓ Promote the training program offered at the AGM
✓ Evaluate the annual training program

Stage Five: Supporting and Supervising

✓ Review Herzberg Factors and Motivators
✓ Rate your organization (see Page 43)
✓ Include this as part of your training program

Stage Six: Enhancing Performance

✓ Review the annual volunteer management work plan
✓ Determine if we met our goals and objectives
✓ Review the annual training program
✓ Determine if we met our goals and objectives

Stage Seven: Recognizing and Rewarding Volunteers

✓ Review the ORA recognition program
✓ Be pro-active in identifying volunteers who deserve credit
✓ Match the volunteer to the many programs available
✓ Record and promote all success stories in the media
Part Five: Bibliography of Resources

5.1 Written Resources (Can be purchased from the O.R.A. office).

- Ringette in the Community

This manual assists the association, new or experienced, in organizing and administering its programs. Includes sections on administration, public relations and marketing, house leagues, competitive play and hosting tournaments. Many sample job descriptions are provided for the various positions listed.

5.2 On-Line Resources

Available on the Ontario Ringette Association’s web page at “ontario-ringette.com”.

- Operating Manual - Ontario Ringette Association

This document outlines the Policies and Procedures of the ORA, its Board of Directors and Committees. Details on Board Members and Committee Chairs, Job Descriptions, Sports Administration, Constitution, Adult, Athlete, Coaching, Elite, Officiating, Rules Development, Games and Tournaments and Membership Services and the Appendices of many of the required forms.

(Also available for reviewing on our website - see 5.2 On-Line Resources).

- Screening Policy for Volunteer and Employees - Ontario Ringette Association

The policy provides an overview of what screening is, why Ringette associations should screen their people and provides an analysis of the elements of screening:

- Before you hire
- Hiring process
- Managing the Volunteers
- Adult Development Program Handbook
 Provides an overview of the Adult Program including: mandate, levels of play, important dates, dues and fees, sanctioned events, Provincial Championship procedures and guidelines, safety, coaching qualifications and Contact List.

- **Provincial Championship Host Guide**

  The purpose of the Guide is two-fold: to assist the Host in planning and preparation of the event and to indicate the minimum requirements needed to host the event. The Guide is divided into 5 sections: Administration, Operations, Hospitality, Technical and Appendices.

  A must for any association considering applying to host the Adult, Provincial “A” or Provincial “AA” Championships.

- **Invitational Ringette Tournament Handbook**

  This Handbook is designed to help any association interested in hosting a tournament. It is an excellent resource to help ensure a successful event. Numerous topics are covered including activity, planning and organizing, meetings commodities, accommodation, budget, communications, concessions, convenors, facilities and check-list, fund-raising, game officials, opening ceremonies, publicity and media, registration and many others.

- **Invitational Tournament Sanctioning Package**

  This Package is sent to the Organizing Committee of each tournament that applies for and is granted sanctioning by the Games and Tournament Committee.

  Included are Pre- and Post-Tournament Requirements that must be met. These requirements include, but are not limited to:

• Publicity Tool Kit

This Public Relations Handbook was designed to assist Regions, Associations and teams, as well as, sponsoring committees in meeting the challenges of effectively reaching the public. It is presented in an easy-to-follow format for the individual who has little or no public relations experience. Designed to facilitate the responsibilities associated with operating a successful Ringette Association.

• Ringette Rocks - Pass it on!

This Guide has been developed to help you promote Ringette in your area, and to assist you in increasing registration numbers. The guide provides an overview of how to deal with the media in your region as well as creative suggestions and ideas that will help promote Ringette through awareness campaigns and pro-active recruitment activities. Developed by inmedia for Ringette Canada.