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1. PURPOSE

The Australian Trail Horse Riders Association is committed to providing a safe, healthy and enjoyable experience for all persons participating in ATHRA sanctioned events. This commitment includes caring and supporting our volunteers at a National and Club level.

This Volunteer Management Plan is to provide workable guidelines for ATHRA in the management of their volunteer workforce. The Volunteer Management Plan will provide working analysis of the current volunteering position and future volunteer roles that will be required by the national association. The plan presents strategies for recruitment, dispute resolution, selection criteria, training and the rights and responsibilities of both the volunteers and the association.

2. SCOPE

This Plan covers the Association and our volunteer members from our affiliated clubs and any person who performs a volunteer role with the association.

3. CURRENT VOLUNTEER PROFILES

(Who we have, what they do) Current formal volunteer portfolios within the organisation include:

Director – Development (President)	Deborah Creed	Development / Chair
Director – Communications (Secretary)	Margaret Mills	Administration / Secretary
Director – Finance (Treasurer)	Caroline Hager	Finance / Manage the Association Finances
Director – Technical	Yvonne Arrowsmith	Technical / Accreditation and Training
Membership & Affiliation Registrar	Lloyd Fletcher	Manage memberships/queries
Communications Coordinator	Vicki Crowley	Newsletters / mailchimp
Merchandise Coordinator	Sue Baillie	Manage Merchandise
Webmaster	Margaret Mills	Maintain website
Trainer - NSW	Jenny Henderson	Deliver and Assess member accreditation
Trainer - NSW	Michael McBride	Deliver and Assess member accreditation
Trainer - SA	Tamara Godfrey	Deliver and Assess member accreditation
Trainer – VIC	Joe Schembri	Deliver and Assess member accreditation
Trainer – VIC	Russell Dean	Deliver and Assess member accreditation
Trainer - VIC	Clare Cummins	Deliver and Assess member accreditation
Trainer - QLD	Tony Nash	Deliver and Assess member accreditation
Trainer - WA	Anna Sheehan	Deliver and Assess member accreditation
Access Coordinator - QLD	Merrilyn Green	State Land Manager Engagement
Access Coordinator - VIC	Cathy Giles	State Land Manager Engagement
Access Coordinator - WA	Julie Howes	State Land Manager Engagement
Executive Officer (Paid)	Claire Tolcher	Manage the Operations of the Association

4. VOLUNTEER POSITIONS TO CREATE

(Who we need, what they will do) this is a list of positions that have been identified as a gap in the current volunteer positions:

Director – Access		Access / Land Manager Engagement
Trainer - QLD		Deliver and Assess member accreditation
Access Coordinator – NSW		State Land Manager Engagement
Access Coordinator – SA		State Land Manager Engagement
Access Coordinator - TAS		State Land Manager Engagement
Development Coordinator – NSW		State Operations Delivery / Club Engagement
Development Coordinator – VIC		State Operations Delivery / Club Engagement
Development Coordinator – QLD		State Operations Delivery / Club Engagement
Development Coordinator – WA		State Operations Delivery / Club Engagement
Development Coordinator – SA		State Operations Delivery / Club Engagement
Development Coordinator - TAS		State Operations Delivery / Club Engagement

5. RECRUITING VOLUNTEERS

The association recognizes, that finding volunteers takes an investment of time and effort from existing volunteers. In identifying the methods most suitable for finding volunteers, the association has considered the following points:

- Personal contact (i.e. asking potential volunteers for assistance, face-to-face) is usually most successful
- It is necessary to create an awareness of the association's volunteer opportunities by effectively communicating the volunteer requirements of the organisation through publicity, promotion and personal interaction
- Some volunteers must be elected or appointed under the association's Constitution (for example, the Management Committee)

6. SELECTION AND SCREENING OF VOLUNTEERS

The screening process should begin with consideration of what duties volunteers will be asked to perform, and the level of trust required to perform them satisfactorily. The degree of risk and the trust required of volunteers will determine what level of screening should be used to adequately assess the suitability for the role. It is important to let all potential volunteers know that they will be screened via an interview process and that this does not guarantee a position within the club. It is also an opportune time to ensure that all legal requirements, especially Blue Cards, and Director ID's can be obtained by the applicant.

Steps in selection and screening process

- Create comprehensive job descriptions for volunteer roles
- Decide on what the steps in the recruitment process will be, including screening measures
- Determine in advance what the screening process might reveal that would make an applicant unsuitable for a role
- Have a process in place to notify unsuitable applicants
- Use application forms including requests for character references
- Conduct interviews with the applicants, in person
- If required, conduct police checks

7. INDUCTION AND TRAINING

This process allows all new volunteers to understand their role, their position within the organisation, associated policies, expectations and most importantly understanding the goals and culture of the club which they are joining. The organisation understands the importance of inducting each of its new volunteers.

Some of the subjects which are to be communicated to new recruits during induction are:

- Position descriptions
- Volunteer Agreements (as an option)
- Codes of Behaviour
- Volunteer support and resources available

Training should be delivered in such a way that it is appealing

- Like starting a new job, an induction is an important part of assisting your volunteer.
- When planning a training program please keep in mind that there are grants available that will be able to assist in the delivery of the program/s.

Training can be generally divided into two categories.

- Formal training which is likely to result in the trainee holding some kind of certificate (first aid, coaching, RSA, etc.).
- Informal training which would relate directly to the club's policies (cash handling, ground work, closing protocols, etc.).

Training is not a one-off event.

- Volunteers should be given the opportunity to expand their skill base and have access to refresher courses and documentation when things change.
- A well designed and implemented training program will increase the capacity of your volunteers as well as boost self-confidence.

8. VOLUNTEER MANAGEMENT

Code of Practice for Organisations involving volunteers	Volunteer Rights
<p><i>Volunteering Australia's Model Code of Practice for Organisations Involving Volunteers, below, form the basis of the way in which the association engages and supports its volunteers.</i></p> <ul style="list-style-type: none"> • Interview and employ volunteer staff in accordance with anti-discrimination and equal opportunity legislation • Provide volunteer staff with orientation and training • Provide volunteer staff with a healthy and safe workplace • Provide appropriate and adequate insurance coverage for volunteer staff • Do not place volunteer staff in roles that were previously held by paid staff or have been identified as paid jobs • Differentiate between paid and unpaid roles • Define volunteer roles and develop clear job descriptions • Provide appropriate levels of support and management for volunteer staff • Provide volunteers with a copy of policies pertaining to volunteer staff • Ensure volunteers are not required to take up additional work during industrial disputes or paid staff shortages • Provide all staff with information on grievance and disciplinary policies and procedures • Acknowledge the rights of volunteer staff • Ensure that the work of volunteer staff complements, but does not undermine, the work of paid staff • Offer volunteer staff the opportunity for professional development 	<p><i>The following has been taken from Volunteering Australia's National Standards for Involving Volunteers in Not-For-Profit Organisations.</i></p> <ul style="list-style-type: none"> • Work in a healthy and safe environment • Be interviewed and employed in accordance with equal opportunity and anti-discrimination legislation • Be adequately covered by insurance • Be given accurate and truthful information about the organisation for which they are working • Be reimbursed for out-of-pocket expenses incurred on behalf of the organisation for which they are working • Be given a copy of the organisation's volunteer policy and any other policy that affects their work • Not fill a position previously held by a paid worker • Not do the work of paid staff during industrial disputes • Have a job description and agreed working hours • Have access to a grievance procedure • Be provided with orientation to the organisation • Have their confidential and personal information dealt with in accordance with the principles of the Privacy Act 1988 • Be provided with sufficient training for them to do their job

- Reimburse volunteers for out-of-pocket expenses

9. VOLUNTEER POSITION DESCRIPTIONS

A part of protecting the rights of volunteers is providing up to date and accurate Volunteer Descriptions and keeping their tasks within the agreed scope. ATHRA Position Descriptions are included on the website and regularly reviewed as part of our Information Management System (IMS)

ATHRA Position Descriptions clearly detail the parameters of each volunteer's job.

10. VOLUNTEER AGREEMENTS

ATHRA supports Volunteer Agreements. With this in mind each Volunteer Position Description has a Term of Agreement (indicatively a two 2-year tenure) with a review of position performance by the responsible Board Director.

11. REWARDS AND RECOGNITION

ATHRA recognises that volunteering for an association is a gift. People are giving up time that they could spend literally doing anything else. ATHRA acknowledges the time and effort put in by our volunteers with a modest annual gift and honorarium subject to approval from the Board. Major event volunteers can be rewarded though partial event entry refunds.

Further recognition of achievements through quarterly newsletter, Facebook, website announcements and personal telephone calls.

Examples of volunteer rewards and recognition:

- Adequately orientate volunteers
- Make volunteer coordinators readily accessible to volunteers
- Encourage volunteer participation in team planning
- Provide training
- Give additional responsibility
- Enable volunteers to 'grow' on the job
- Include volunteers in special events and coffee breaks
- Recommend volunteers to prospective employers
- Maintain Occupational Health and Safety standards
- Take the time to explain and listen to volunteers' ideas and concerns
- Recognise and accommodate personal needs and problems
- Celebrate achievements and efforts
- Keep volunteers informed via newsletters
- Allocate notice board space to applaud volunteer achievement
- Organise awards with certificates, plaques or medals
- Honour volunteers on International Volunteers Day, December 5, with a planned activity such as afternoon tea or lunch
- Celebrate National Volunteer Week

12. DISPUTE RESOLUTION

ATHRA recognises that disputes may arise during the time of a volunteers work with a club or the association. Once the association is aware of a dispute then action is taken as soon as practicably possible through the association disputes procedure. The dispute/complaints process is made available to all volunteers at induction so that they are able to have a formal mechanism to raise issues with the association executive. Once the association has been formally notified of a dispute a formal process to obtain a resolution is undertaken. This can include, but is not limited to, the following steps:

