



May 2020

VOLUNTEER MANAGEMENT FRAMEWORK AND BEST PRACTICES

Volunteer engagement and leadership are essential components of the governance and operation of Golf Canada. In this regard there are two (2) categories of volunteers recruited by Golf Canada:

- (a) Governance Volunteers – Support the organization through their involvement as Directors, on Councils, Standing and Operating Committees. May also serve as administrative volunteers (Golf House, Canadian Golf Hall of Fame & Museum) or as ad hoc advisors to staff.
- (b) Tournament Volunteers - Support Golf Canada's programs through the provision of their expertise and time commitment. They serve primarily as tournament volunteers, (chairs, starters, scorers, rules official, etc.).

To be efficient and effective the management of volunteer resources requires a comprehensive set of activities that ensure sufficient, qualified and motivated volunteers for Golf Canada activities.

Recommended Best Practices for each component of the Golf Canada Volunteer Management Framework have been identified below, as well as the rationale for the practice.

1. **Volunteer Management Resourcing:** Assessment of the people and funding required to implement Volunteer Management best practices and providing these resources.

Best Practice:	Rationale:
a) Enlist one staff person with oversight for the management of all volunteers.	a) Identifies a key leader who is the focal point and resource and has oversight to advance the Volunteer Management best practices.
b) Identify other staff and volunteers with Volunteer Management responsibilities and articulating what those are.	b) Ensures that relevant personnel are aware of their Volunteer Management responsibilities and participate in advancing the best practices.
c) Annually assess and resource (staff, volunteer and financial) the priorities for implementing and enhancing Volunteer Management.	c) Ensures that priorities are identified; that adequate staff and volunteers are assigned to advance them and funds are budgeted for the selected activities.



2. Needs Analysis: Identification of what volunteers are needed for, how many, when, where, and for what positions.

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Estimate the number of new volunteers, including skills required, that will be needed each year (multiyear view) to serve on Golf Canada Committees. b) Conduct a national needs analysis with the Provincial Golf Associations regarding current and future volunteer requirements for operations in order to consider common strategies for recruitment. 	<ul style="list-style-type: none"> a) Allows for more effective long-term planning and recruitment strategies. b) Identifies similar needs, such as for future Rules and Handicap & Course Rating Volunteers, which would benefit from common recruitment strategies nationally and provincially.

3. Job Design: Documentation of position descriptions, skills and attributes for each volunteer position type.

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Ensure detailed position descriptions for all volunteer roles, including duties, desired skills and attributes, and time requirements. 	<ul style="list-style-type: none"> a) Improves recruitment effectiveness. Clarifies volunteer expectations. Ensures transparency and openness.

4. Recruitment: A group of activities including promotion, targeting, interviewing, screening and selection of volunteers.

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Establish a guideline for maximum number of committees/councils, in any given year, per volunteer. b) Volunteers may serve on either, but not both, of the Governors and Provincial Council. 	<ul style="list-style-type: none"> a) Ensures appropriate balance between continuity and renewal in Committees/Councils. Facilitates entry of 'new' volunteers and career-pathing. b) Increases exposure to Golf Canada by more Provincial Golf Association volunteers.



<ul style="list-style-type: none">c) Develop a succession plan for Chairs of each Committee, with possible successors identified at least one year in advance.d) Target recruitment via Provincial Golf Associations, member clubs, local golf groups, the general public and NAGA for the specific skills being sought for Golf Canada Committees.e) Develop targeted recruitment strategies via Provincial Golf Associations, member clubs, local golf groups, NAGA and professional associations for priority volunteer needs and skills for operations.f) Keep on-line application process open year-round for passive recruitment, with timely follow up and referrals.g) Establish a single place on the website where all volunteer opportunities are promoted and links to the appropriate on-line application are available.h) Establish a volunteer pathway with options that link Members, Clubs, Zone, Provincial Golf Organization and Golf Canada, encompassing all volunteer positions.i) Develop and implement a Diversity Strategy in collaboration with the Provincial Golf Associations.	<ul style="list-style-type: none">c) Enhances Committee effectiveness and transition between Chairs.d) Enlarges recruitment pool for currently targeted skills. Engagement with other stakeholder organizations demonstrates an inclusive, open and transparent philosophy.e) Enlarges recruitment pool for currently targeted skills. Engagement with other stakeholder organizations demonstrates an inclusive, open and transparent philosophy.f) Captures potential volunteers when they are ready to seek opportunities. Provides a pool of potential volunteers when opportunities open.g) Improves visibility of volunteer application process. Improves accessibility for potential volunteers that is welcoming and respectful of all applicants. Timely referrals to/from Provincial Golf Associations.h) Improves accessibility for potential volunteers that is informative and creates a clear volunteer pathway.i) Alignment with our vision of inclusivity, and shift in mission to represent all golfers. Pro-active in developing a strong and diverse volunteer base.
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5. Training/Education: Orientation, training and education requirements for the various volunteer positions as defined in position descriptions, as well as training plan for future opportunities:

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Document training and educational opportunities currently available for volunteers via Golf Canada and Provincial Golf Associations and advise volunteers of the opportunities at least annually and/or as opportunities arise. b) Identify gaps in training and educational opportunities and make recommendations for the future. c) Implement Volunteer Management Training for Golf Canada staff to familiarize them with the Volunteer Management Framework and Best Practices for working with volunteers. 	<ul style="list-style-type: none"> a) Improves organizational capability, capacity. b) Improves long-term resource planning. c) Improves organizational effectiveness. Improves volunteer and staff satisfaction.

6. Record-keeping: Information storage related to volunteers for the purpose of contacting them, documenting skills and training, identifying past/present and future positions and interests, recognition and awards, etc.

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Implement the Volunteer Dashboard and having individuals update it annually as part of the renewal process. b) Develop a volunteer database and record-keeping system that tracks the involvement of Golf Canada volunteers. 	<ul style="list-style-type: none"> a) Improves Golf Canada's volunteer management system including succession and career-pathing of volunteers. b) Improves volunteer management and recognition. Enables a strong, consistent communications plan.



7. **Feedback:** A process where volunteers can provide feedback on their volunteer job satisfaction and where they can receive feedback on their performance. This may include formal processes of appraisal and evaluation.

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Provide annual feedback on volunteer performance. b) Conduct annual feedback on Chair performance. c) Conduct a volunteer satisfaction survey bi-annually. d) Share the general results and action plans of the bi-annual volunteer satisfaction survey with the volunteers in a timely manner, including progress reports. 	<ul style="list-style-type: none"> a) Identifies opportunities for improvement and-offers a development plan should volunteer(s) aspire to other roles. b) Identifies candidates for additional/alternate volunteer roles. c) Identifies opportunities for improving the Volunteer Management aspect of the organization. d) Provides visibility, transparency and acknowledgement of volunteer feedback.

8. **Recognition:** Formal and informal strategies for recognizing volunteer contributions and achievements.

Best Practice:	Rationale:
<ul style="list-style-type: none"> a) Implement a 5-year tiered recognition program. b) Continue with the Distinguished Service and Volunteer of the Year Award, ensuring clarity of the nomination criteria/selection/ decision making process for both. c) Leverage use of newsletters, social media, and city or provincial sport award structures for recognizing GC volunteers. 	<ul style="list-style-type: none"> a) Enhances volunteer recognition and volunteer satisfaction. Inspires others. b) Respects and celebrates an individual volunteer's commitment. c) Ensures visibility and transparency



9. Communication: Formal and informal strategies for keeping volunteers informed.

<p>Best Practice:</p> <ul style="list-style-type: none"> a) Making volunteers aware of the various Golf Canada communications they can access and how to do so. 	<p>Rationale:</p> <ul style="list-style-type: none"> a) Enhances volunteer engagement and volunteer satisfaction. Improves organizational efficiency and effectiveness.
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10. Career Pathing: Formal processes for identifying long-term involvement of volunteers, including positions of interest and timeframes.

<p>Best Practice:</p> <ul style="list-style-type: none"> a) Establish a guideline for maximum number of years to be served on a single committee, understanding that certain expertise may be desired beyond the maximum suggested. b) Implement a turnover rate each year on all Golf Canada committees to engage new volunteers and provide career-pathing opportunities for others. 	<p>Rationale:</p> <ul style="list-style-type: none"> a) Enables an appropriate balance between continuity and renewal in Committees/Councils. b) Facilitates entry of 'new' volunteers into the organization. Creates openings for volunteers to move between committees as part of their career-path.
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11. Retirement: Formal processes carried out at the completion of a volunteer's engagement.

<p>Best Practice:</p> <ul style="list-style-type: none"> a) Provide formal acknowledgement for a volunteer's career contributions to Golf Canada. b) Establish an "Alumni Program" for former Golf Canada personnel to continue to be informed of Golf Canada accomplishments and needs and be aware of ways that they can provide support. 	<p>Rationale:</p> <ul style="list-style-type: none"> a) Shows appreciation and value of volunteer contributions to Golf Canada. Inspires others. b) Creates the opportunity for retired volunteers (and others) to stay engaged as "Alumni" by remaining on selected email communication lists and having the ability to indicate interest in ad hoc involvements should they be needed (i.e. events in their geography, participation in surveys, etc.).
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