



**NOHA VOLUNTEER  
RECRUITMENT & RETENTION  
GUIDE**



## CONTENTS

Introduction	.....3
Section 1: Develop Policies & Procedures	.....4
Section 2: Volunteer Job Descriptions	.....7
Section 3: Recruiting, Selecting, & Employing Volunteers	.....9
Section 4: Orientation & Training	.....11
Section 5: Managing Volunteers	.....13
Section 6: Volunteer Recognition	.....17
Appendix: Sample Job Descriptions	.....20



## INTRODUCTION

Hockey teams have a distinct advantage in recruiting volunteers due to the prominent high profile position that hockey plays in Canadian history and culture. However, this does not guarantee success. ***Volunteers must be treated as a valuable asset or they will search out other organizations that value their skills, abilities and time.***

Volunteers bring special skills and abilities that cannot only assist you with the day to day operation of your team or organization; they can rejuvenate an organization by bringing new perspectives.

A sound volunteer program begins with a foundation that includes; volunteer policies, volunteer management practices, and volunteer program documents. This guide will help you put those foundations and practices into place to build and sustain your program's success.

The success of any hockey association is built upon the contribution of well-meaning volunteers, their commitment and reliability. The best volunteer program for your organization is one that is designed internally and uniquely fits the NOHA/OHA's mission to its players and your services to your hockey players as well as the community.

Developing a Volunteer Plan is the first step you should take to recruit and retain volunteers. This will help in developing a volunteer program that benefits both your association as well as the human resource. Therefore, careful thought should be given to your plan. It does not have to be complicated but should be comprehensive.

This Guide is presented in a step by step process. By following these steps and tailoring the final product and strategies to suit your particular association, you can develop a well thought out plan that will result in a volunteer program built on a solid foundation.

You will notice that the rate of volunteer retention increases when you implement ALL three steps to building a culture of recognition





## SECTION 1—DEVELOP POLICIES & PROCEDURES

The first step in developing a volunteer program is to develop policies and procedures. ***A Volunteer Coordinator should be put in place and coordinate all aspects of your volunteer program.***

Policies and procedures are the foundations of solid volunteer management. Policies define expectations, guide actions and support volunteer needs, and explain how policies are applied.

There is no magic number of policies and procedures; however, there is such a thing as too few or too many. Policies and procedures should be living program and should be reviewed annually.

It is important that policies are developed now as it will set the stage for recruitment and management of volunteers.

Below are some suggested policy and procedure areas and questions which will help focus policy and procedure construction. There are additional procedural items contained in other section of the guide. This information can form part of a Team Volunteer Manual discussed later in the guide.

### TRAINING:

- Who decides what training volunteers receive?
- How is training planned and scheduled? (Take advantage of the off season)
- What are the training materials and where are they kept?
- How often are the training materials reviewed and updated? Who does this?
- What happens to volunteers who do not complete training with satisfactory outcomes?

### EVALUATION:

- How often are volunteers evaluated?
- What are the evaluation tools?
- Who evaluates volunteers?
- How feedback from volunteers is solicited?
- Are there policies on both formal and informal evaluation?

### ATTENDANCE AND TIME:

- Is it essential to keep attendance? If so, how is attendance tracked? Where?
- How are volunteers tracked? Where is this done?
- How often is attendance and time tracking reviewed?
- Who should a volunteer notify if they are going to be absent and how far in advance do you want this done?

### SUPERVISION AND REPORTING:

- How are volunteers informed of who they report to and introduced to their supervisor?
- Does the volunteer know who to report concerns to?
- How are interpersonal conflicts addressed?



### **DRESS CODE:**

- What is the dress code?
- Which positions are obligated to abide by the dress code? Which are exempt?

### **YOUTH VOLUNTEER AND SERVICE LEARNING:**

- What is the minimum age for volunteers? Are there certain positions this applies to?
- What are the processes for gaining parental consent and references for youth volunteers?
- What other requirements must be met? For example, what is the process for students who are volunteering in order to obtain their Secondary School certification? Who do you report to and how do you report?

### **PROPERTY:**

- What association property/facilities will volunteers have access to/require for their volunteer work?
- What is considered improper use of property and facilities?
- If any equipment or property appears to be damaged, defective or missing, how should it be reported? To whom?
- What actions are taken in case of property theft, loss or damage?

### **SMOKING:**

- What is the (non-) smoking policy?
- Is there a place on site designated for smoking?
- Under what circumstances is smoking prohibited?

### **HEALTH AND SAFETY:**

- How volunteers are trained on health and safety procedures, and which volunteers require this training?
- Does everyone, including board members, know where First-Aid Kits, fire extinguishers, defibrillators, and emergency numbers are kept?
- Does everyone know who on-site is First Aid certified/trained?
- How should injuries/accidents be reported? What is the follow-up action?

### **HARASSMENT AND DISCRIMINATION:**

- What behavior is considered harassment?
- What behavior is considered discrimination?
- What is the process for reporting these incidents? To whom?
- How are these incidents addressed?
- What are the consequences of these incidents?

### **CONFLICT OF INTEREST:**

- What is considered a conflict of interest for volunteers?
- How are conflicts of interest addressed?
- Who addresses the conflict of interest?
- Is accepting payment or gifts as a volunteer appropriate?



### **CONFIDENTIALITY:**

- Do volunteers have access to confidential information?
- Why is the information confidential?
- How is confidentiality maintained? What are the expectations?
- What statement can a volunteer make on behalf of the organization, officially and unofficially? This area becomes very important if a crisis arises. Who is authorized to speak on behalf of the team on what matters?

### **DISCIPLINE AND DISMISSAL:**

- What are considered grounds for discipline?
- What are considered grounds for dismissal?
- How is disciplinary action determined?
- How is disciplinary action documented?

It is recommended that you adapt this information to the particular needs of your team/association to form your team's/association's policies relative to volunteers.



## SECTION 2: VOLUNTEER JOB DESCRIPTIONS

The next step in your volunteer program is to define what positions you want to be filled and the tasks details. In this section we provide a suggested list of positions that a typical association/team might have. To assist you, we have included sample job descriptions for these positions as outlined in the Appendix. This is not meant to prescribe what you need but to provide a menu of possible options. You can adapt both the list of positions and the job descriptions to suit your needs. In fact, it is possible that a volunteer could fill more than one position as long as the importance of each task is not compromised.

### POTENTIAL POSITIONS:

The following list of volunteer positions to outline a broad range of potential functions required by the caliber of hockey teams that compete in the NOHA/OHA.

#### MANAGEMENT:

- Manager
- Head Coach
- Assistant Coaches
- Trainers
- President
- Board Member
- Finance and Administration

#### OFF-ICE:

- Marketing/Ticket Sales/Promotions (program ads, season ticket sales, group ticket sales, media relations, website coordination, special promotions, sponsor relations and appreciation)
- Special events in the community (special interest groups, schools, senior's centers, municipalities, minor hockey, service and social clubs, ethnic community)
- Fund raising (bingos, raffles, golf tournaments)

#### GAME DAY/TOURNAMENTS:

- Ticket sales
- Ticket takers program sales 50/50 sales souvenir sales
- Special promotions (chuck a puck clean-up)
- Raffles
- Scorekeeping
- P/A and music
- Hospitality rooms
- Booster Club coordination



## JOB DESCRIPTIONS:

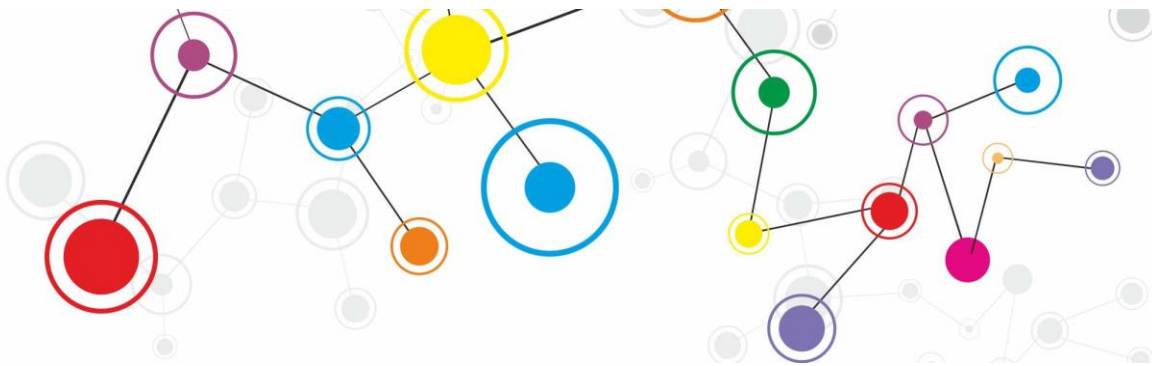
### ***The Golden Rule of Recruitment is:***

*Do not recruit volunteers until you have well-defined written volunteer job descriptions and you have an immediate next step for individuals who call or email about these opportunities. Defining these positions and creating job descriptions is vitally important to the task.*

Job descriptions are one of the most important elements of your volunteer recruitment strategy. They can assist in fulfilling all the aspects of Volunteer Management. It clarifies what kind of skills, qualities and experiences the volunteer should have to be successful in this position. Below is some information that should assist you in creating job descriptions.

- A job description is a key recruitment tool. Each position should be clear about the risk exposure and the skill sets necessary to fill the position.
- A job description should clearly outline what is expected of them and be clear on how he/she is to fulfill their task.
- A job description determines necessary training. With a clear idea of the work involved, and the skill and experience set best suited for the position, a training program can be designed. This will ensure that new volunteers have all the tools necessary to effectively do the work assigned to them.
- A job description helps in evaluating the work performed. It defines desired outcomes and expectations which will help Volunteer Coordinators recognize a volunteer for a job well done or take corrective action, including termination, for a volunteer who is struggling.
- Some job descriptions will be more complex than others. For example, the Director of Hockey Operations, General Manager, and coach, will be more complex than the job description for ticket sellers and takers.
- Job descriptions should be reviewed annually. This review should take place prior to filling vacant positions. Changes should be made to all copies (paper and electronic), and be communicated to the volunteer holding that position.

Sample job descriptions for a variety of positions relevant to NOHA hockey associations/teams are contained in the Appendix. As indicated previously, these job descriptions can be adapted to suit the unique needs of your association/team. The format can be used to create new descriptions for positions that are not included.







## SECTION 3: RECRUITING, SELECTING, & EMPLOYING VOLUNTEERS

In this section, information is provided to assist you with recruitment, selection and employing volunteers. It discusses marketing, administration and the selection process.

### MARKETING AND ADVERTISING FOR VOLUNTEERS:

A good recruitment strategy is an important part of the everyday contact needed to bring volunteers to your association/team. People volunteer when they are asked. Below are some suggested marketing and advertising practices that may assist you to recruit new volunteers.

- Consult with association/team's marketing person. This individual can provide strategy advice to guide the marketing process.
- Know what people you want. If you are looking for a specific skill set or certain demographics, make that clear – save yourself time screening out unsuitable candidates when they can self-screen.
- Secondary School students. Secondary school students are required to complete forty (40) hours of volunteer work in their community in order to obtain their graduation certificate. Employing students not only benefits your association/team but your activities contribute to the education of young people.
- Emphasize the positives. Be clear about the benefits of volunteering with your association.
- Word of mouth. “Personal asks” are a great way to recruit volunteers. Remember too that you can ask your association's volunteers if they are interested in taking on new and additional responsibilities. If your volunteer group is treated well and enjoys the experience they can and will recruit friends and family to assist you.

### ADMINISTRATIVE PRACTICES:

Here are some suggested administrative practices to consider for your volunteer marketing and advertising efforts:

- Updates to recruitment materials should be finalized and implemented by the Volunteer Coordinator.
- Keep records of where, when and what has been advertised.
- Review volunteer applications and respond to all queries regarding your volunteer positions, even if a candidate is not suitable for your association or volunteer position.
- Any personal or sensitive information gathered about a volunteer must be documented and stored in a locked, secure area in accordance with privacy information.

### SELECTION:

Here is a suggested checklist of items used for recruitment and selection:

- Use the position job descriptions
- Establish selection criteria
- Receive an application/resume
- Develop interview questions



## NOHA Volunteer Recruitment & Retention Guide

- Check qualifications and completed criminal record checks
- Complete reference checks
- If applicable, ensure individual has a valid driver's license, and if necessary have them provide a driver's abstract

Policies are necessary to address certain issues that you may encounter when recruiting. These policies should outline the following:

- What will disqualify someone from a position based on the position description, reference check outcomes and other screening measures:
- What to do if:
  - More than one outstanding candidate qualifies for a single position
  - A candidate does not seem to be the right fit
  - A candidate's reference checks yield mixed results (one reference is less than satisfactory but another is good)
  - A candidate's interview sets off red flags
  - A candidate's criminal record shows up that is old or there is an offense that is irrelevant to the position

You will not accept every individual who applies to volunteer with your association. Here are some suggested practices when rejecting a candidate:

- Be prompt
- Be sensitive
- Keep the results confidential
- Take a personal approach and call the candidate
- Saying less is better. It is unnecessary to divulge all the reasons why someone was not hired (unless you are asked directly)
- Thank candidates for their interest in your association and volunteer program
- Refer these candidates to other volunteer opportunities to pursue (direct them to local volunteer center)





## SECTION 4: ORIENTATION AND TRAINING

Similar to all new employees of an organization, new volunteers must receive orientation to their positions as well as to the association and co-volunteers. The Manager of Volunteers can coordinate the orientation process and actually conduct orientation for some volunteers. However, there may be some cases where it is essential that orientation be conducted by the person who the volunteer directly reports to i.e., it is probably more appropriate for a volunteer coach to receive his orientation by the Director of Operations or association President. The Volunteer Manager should play a vital role in orientation and training. His/her responsibilities might include:

- Consider developing a Volunteer Handbook. The handbook does not need to be a complicated document. It can be developed using information from this guide. A framework is included at the end of the section.
- Ensuring that new volunteers receive the Volunteer Handbook (or equivalent) and other relevant documents such as a Job Description, and having read and understood it.
- Ensuring that orientation and training is specific and relevant to the position.
- Reviewing practical information and volunteers, including work scheduling, facility tours and introductions to staff and other volunteers.
- Pair a new volunteer with an experienced volunteer for on-site shadowing.
- Make use of a probation period and monitor the person during this period.
- Schedule and conduct a performance review with the volunteer
- If you decide to employ a secondary school student as part of their 40-hour requirement for graduation, you will need to understand the expectation of the Board of Education so proper follow-up and reporting is implemented.

Following are some questions that will assist with creating procedures which clarify how volunteer training is completed.

- What are the necessary training materials? A Volunteer Handbook, as discussed below can be useful tool for this purpose. Also, what position specific information is needed? All of this material must be read for new volunteers before they are recruited.
- Are there different training tiers for different volunteer positions?
- What information can be standardized for all volunteers?
- Who oversees which training? Is the volunteer coordinator the only person providing training?
- Is there skills test involved?
- Have the learning needs of new volunteers been identified?
- What is the most appropriate location and time to complete the orientation?
- Can more than one volunteer attend at one time?
- How is training consistency ensured?
- What records are kept on completed training?
- What kind of feedback are volunteers asked for about training?



## SAMPLE VOLUNTEER GUIDE – TABLE OF CONTENTS

1. Message from the President/Director of Operation
2. Team/association objectives
3. List of key personnel and their contact information
4. Include important information that they need to know. Use the relevant information contained in Step #1 Policy area of the guide.
5. Include a thank you note from the President/Director of Operations





## SECTION 5: MANAGING VOLUNTEERS

Transparent and consistent supervision and reporting structures allows the volunteer manager to observe and evaluate the success of volunteers. It also provides volunteers with the opportunity to direct their suggestions, questions and concerns to the right person. Good supervision practices lead to volunteer retention!

Managers of volunteers have a range of practices to consider as outlined below:

### STANDARD OF CONDUCT

As a starting point, associations/teams can develop a set of standards of conduct for all volunteers that might include:

- Agree and adhere to the Volunteer Policies. These policies can be outlined in the Volunteer Handbook using the information outlined in this chapter.
- Represent the association/team positively to its players, fans, staff, and the community.
- Treat other volunteers, referees, staff and particularly spectators with respect.
- Support a safe harassment-free environment.
- Use association property and facilities as authorized.
- Never divulge or misuse confidential information.

### MAKING A COMMITMENT TO VOLUNTEERS:

Likewise, your association/team will make an official commitment to volunteers. Here is an example of a commitment statement that could be included in the Volunteer Guide.

As an association/team, we will:

- Clearly outline volunteer responsibilities and expectations.
- Provide appropriate orientation and training.
- Treat you with respect, courtesy and fairness.
- Respect your right to privacy and confidentiality.
- Provide a supportive and positive environment
- Provide an avenue where volunteers can voice questions or concerns.
- Encourage and recognize volunteer efforts and achievements through a rewards system.
- Provide information on organizational changes or new policy decisions relevant to volunteers.

### SETTING BOUNDARIES:

Managing volunteers also involves setting and enforcing boundaries. Here are some suggested practices to set and enforce boundaries:

- Set boundaries specific to the position and to the relationships volunteers can develop.
- Identify those boundaries in position descriptions, orientation and trainings.
- Explain what boundary breaches look like and why.
- Keep communication open
- Explain the consequences of breaking boundaries.



## EVALUATION:

The evaluation of volunteers is an important responsibility of those who supervise volunteers. Key points include:

Feedback:

Evaluation takes several forms – here are some pointers:

- Volunteer performance feedback should not be reserved for formal evaluations, especially positive feedback.
- Keeping records of volunteer performance, including hours, discipline, awards/recognition, makes for easier formal evaluation.
- Asking volunteers to provide feedback on programs is another way to evaluate programs.
- Remember, the details of a volunteer's performance evaluation are confidential.

Recognition:

- Recognition and rewards is a very important aspect of supervising volunteers that warrants special attention. Consequently, this area has been detailed in Step #6 of the Volunteer Guide.

Discipline:

Screening continues after a volunteer is hired. Volunteers can be dismissed, put on probation, or re-assigned at any time if it benefits the association and the volunteer. An Incident Report is a great tool to track and document cases of policy infringement, accidents, or other irregular occurrences.

Below are some suggested practices related to discipline:

- Corrective action and discipline are most effective when a volunteer's performance is addressed as early as possible.
- Documentation must be kept with observations and dates on a volunteer's unacceptable behavior as well as action taken.
- Depending on the severity and frequency of policy violations, the volunteer coordinator should consider:
  - Reviewing policies with the volunteer.
  - Reviewing expectations with the volunteer.
  - Receiving feedback from the volunteer about the position.
  - Asking the volunteer if he/she would like to leave the assignment or the association.
  - Creating mutually agreed upon plan of next steps (goals, regular reporting) with the volunteer co-signing.
  - Re-instituting the probationary period.
  - Subsequent and frequent follow-up.
- Disciplinary action for volunteers should be outlined in the Volunteer Handbook (here are some suggestions)
  - First offense – verbal warning
  - Second offense – written warning, meeting with the volunteer coordinator and depending on the violation, a suspension from duties



## NOHA Volunteer Recruitment & Retention Guide

- Third offense – dismissal

Dismissal:

Below are some suggested practices related to dismissal:

- Exit interviews should be conducted in a neutral place, anticipate strong emotions but remain professional and sensitive.
- Because in most cases, dismissed volunteers are simply not suited to the positions they are in, it is best to emphasize the position and not the person.

Here are some questions that will help shape dismissal policy:

- Have all incidents of policy violations or misconduct, as well as actions taken, been documented and reviewed?
- Has the position description been reviewed?
- Has the volunteer been given the opportunity to respond?
- What other options have been considered as an alternative to dismissal?
- Is this decision consistent with other volunteer dismissals?
- Have organizational policies and procedures been consulted to discipline and dismissal?
- Are exit interview questions prepared?
- Has a statement been prepared to communicate dismissal to a volunteer?

### RECORD KEEPING

It is critical to ensure that appropriate and accurate documentation is kept to support volunteer involvement reviews, disciplinary actions and legal requirements.

The information below will assist your association to create record-keeping policies and maintain a solid record-keeping system.

1. Personnel files may include:
  - a. Personal data (full name, address, telephone number)
  - b. Emergency contact information (once volunteer is accepted)
  - c. References
  - d. Start date, end date, dates of leave of absence
  - e. Records of orientation and training
  - f. Records of testing
  - g. Records of performance reviews
  - h. Records of recognition
  - i. Copies of Incident reports involving the volunteer
  - j. Signed forms (Code of Conduct, photographic waivers, discipline related forms)
2. Time logs may include
  - a. Hours each volunteer has contributed in specific time increments
  - b. Hours contributed in each position
3. Activity logs may include:
  - a. Incident reports filed
  - b. Concerns brought about volunteer



## NOHA Volunteer Recruitment & Retention Guide

It is critical that the Volunteer Coordinator maintain the confidentiality and the privacy of this information. Below are some questions to guide creating record-keeping practices.

1. What information is included in volunteer records?
2. Who is responsible for maintaining volunteer records?
3. Who has access to them and on what conditions?
4. Where are the records kept?
5. How are new records created?
6. How long are records kept?





## SECTION 6: RECOGNIZING AND REWARDING VOLUNTEERS

Volunteers provide their time and expertise free of charge. A well developed and thoughtful recognition/rewards program should be an integral part of your volunteer strategy. It will help to motivate volunteers and make them needed and important to the team.

A volunteer's pay is the recognition that he/she is an equal and respected partner of the association. As a result, recognition must be an integral part of the management process so that volunteers feel valued within the association they work for.

An effective, targeted recognition program can support your association in many ways. If managed properly, your recognition program will motivate volunteers by satisfying their individual needs and supporting your association goals.

- Contribute to productivity: Volunteers who are given meaningful tasks will feel rewarded by their own accomplishments. They benefit from this while the association benefits from making good use of an important asset.
- Contribute to Retention: By identifying and addressing the specific needs of individuals and providing recognition that satisfies these needs, you are more likely to encourage your volunteers to stay with your association.
- Contribute to morale: As your association demonstrates concern for your volunteers through appropriate task assignment and performance recognition, your volunteer's personal satisfaction and willingness to participate will increase.

### RECOGNITION PROGRAMS THAT TYPICALLY FAIL

- Rewards are based on what the managers value rather than what the volunteer values.
- Assume certain rewards to be good for everyone without regard for individuality.
- Are inconsistently administered.
- Are external to the volunteer, with no connection to the work of the person.
- Rewards are provided whether performance merits it or not.
- Assume that the association's mission is sufficient justification to volunteer with no recognition or celebration of the volunteer's work.

### RECOGNITION PROGRAMS THAT TYPICALLY WORK ARE THOSE WHICH:

- Base rewards on an appreciation of the individual volunteer as a unique person and which addresses individual needs.
- Are based on individual jobs or tasks.
- Have consistent rewards policies, resulting in a sense of trust that effort will receive the proper reward.
- Recognize longevity and special contributions frequently.
- Offer rewards which can be shared by teams of volunteer or the entire association.



## TEN GUIDELINES FOR RECOGNITION:

1. Give it or else
2. Give it frequently
3. Give it via a variety of methods
4. Give it honestly
5. Give it to the person, not to the work
6. Give it appropriately to the achievement
7. Give it consistently
8. Give it on a timely basis
9. Give it in an individualized fashion
10. Give it for what you want more of

## MATCHING THE RECOGNITION TO THE VOLUNTEER:

Many people believe the best way to recognize a volunteer is to throw them a party or hold a similar recognition event during National Volunteer Week. However, your effort will be ineffective if you do not follow the guidelines above.

In order to recognize the efforts of your association's volunteers most effectively, you must first understand what motivates people to volunteer.

Four typical motivators of volunteers include:

1. **Praise:** Individuals who are motivated to volunteer by praise typically enjoy recognition for their talents and like being singled out for their accomplishments. Since these volunteer efforts are readily seen by others, offer them public recognition through an event, your Website, or your newsletter.
2. **Affiliation:** Individuals who are motivated to volunteer for affiliation enjoy opportunities to get together with others with similar beliefs, backgrounds, and goals, and don't often find working alone very satisfying. As a result, you should recognize the efforts of these volunteers through social get-togethers, name badge, or public posting of all your association's volunteers.
3. **Accomplishment:** Individuals who volunteer for a sense of accomplishment enjoy seeking concrete evidence of their work and like tangible, practical projects. Offer them certificates of accomplishment at specific stages in the work.
4. **Power and Influence:** Individuals who are motivated to volunteer for power and influence typically like persuading people to see or do things their way, enjoy showing people a better, easier way of accomplishing an objective and like positions where they can help make decisions or train people. These volunteers will most appreciate titles or rank insignia.

Remember, an effectively-managed volunteer recognition program will not only keep your volunteers motivated, but will ultimately benefit your association and help you reach your goals.

Many of us close to hockey are exposed to logoed apparel on a frequent basis. Most volunteers are not. A jacket, hat and access to a special area at games, i.e. the press box for coffee or a snack is



## NOHA Volunteer Recruitment & Retention Guide

very rewarding to many volunteers. You may also want to consider other suggestions for formal recognition such as;

- Tokens for milestones and achievements.
- Profiling volunteers in newsletter, websites and/or bulletin boards of achievement.
- Staff socials and other team-building activities.

Informal recognition is also strongly encouraged. Regularly thanking volunteers and involving them whenever possible in decision-making are just two ways.



## APPENDIX: SAMPLE JOB DESCRIPTIONS

### HEAD COACH

The Head Coach is responsible for all the activity that contributes directly to how the team plays on the ice. The position plays a pivotal role in the success of the hockey team as well as the long term development of hockey players and their ability to pursue their long term goals.

#### **Duties:**

- ❖ Must be in attendance and coach all games and practices
- ❖ Design and teach on ice systems to players in coordination with assistant coaches
- ❖ Coordinate the delegation of responsibilities and supervise assistant coaches
- ❖ Plan, implement and control pre-game preparation and communication with the team
- ❖ Design practices in consultation with assistant coaches
- ❖ Establish team rules and oversee the supervision of players
- ❖ Ensure all team members uphold the rules and regulations of the association, the OHF and Hockey Canada
- ❖ Participate in community outreach when possible
- ❖ Very high level of contact with young players, their parents and team personnel

#### **Qualification and Skills:**

- ❖ Possess the required coaching certification
- ❖ Valid Criminal Record Check
- ❖ High knowledge of hockey
- ❖ Superior communication/teaching skills
- ❖ Excellent leadership qualities
- ❖ Be organized and a problem solver

### TRAINER

Provide assistance to players and other team personnel with respect to the medical aspects of the team.

#### **Duties:**

- ❖ Provide substantial assistance to players in the event of injury including rehabilitation
- ❖ Be familiar with building emergency plans and location of the defibrillator
- ❖ Collect information sheets for players, coaches and team personnel in case of emergency
- ❖ Ensure a qualified person attends to duties when you are not available

#### **Qualifications and Skills:**

- ❖ Possess the required certification
- ❖ Valid Criminal Record Check
- ❖ Excellent leadership qualities



## MANAGER

Manage all aspects of the team in conjunction with the head coach and abiding by all policies of the association.

### Duties:

- ❖ Forge links with people from the various teams, leagues and parents.
- ❖ Perform duties as required by the head coach.
- ❖ Maintain and communicate with parents via email, phone any pertinent information with regards to the teams schedule, tournaments, etc.
- ❖ Apply for tournaments and exhibition requests in a timely fashion.

### Qualifications and Skills:

- ❖ Possess the required certification
- ❖ Valid Criminal Record Check
- ❖ Excellent leadership qualities
- ❖ Must have an understanding of the organization of hockey teams.
- ❖ Should be in attendance at all games.

## REGISTRAR

The role of the Registrar is to supervise and be responsible for the proper registration of all players within an association.

### Duties:

- ❖ Creating and maintaining player profiles including all paperwork.
- ❖ Ensure all coaches and staff have the required certifications.
- ❖ Enter CRC's for staff members through the new HCR function.
- ❖ Register all players and staff to the appropriate team.
- ❖ Distribute approved rosters to the teams.
- ❖ Ensuring HCR Rosters are accurate to Team lists.

### Qualifications and Skills:

- ❖ Possess the required certification
- ❖ Valid Criminal Record Check
- ❖ Excellent leadership qualities
- ❖ Excellent computer skills

## PRESIDENT

The president is the face of the association and must maintain a visual presence throughout the season while showing leadership and support to all members.

### Duties:

- ❖ Represent the Association in the Community.
- ❖ Act as Chair of the Executive Committee and at all Meetings of the Membership.



## NOHA Volunteer Recruitment & Retention Guide

- ❖ Provide leadership, direction, vision, & delegation in consultation and with input from the Executive Committee and Membership.
- ❖ Assume the duties of any member of the Executive.
- ❖ Appoint sub-committees and be empowered to call meetings of these sub-committees at their discretion.
- ❖ Implement disciplinary action upon recommendation of the Disciplinary Committee.
- ❖ Vote to break a tie as the Chairperson of the Executive Committee.
- ❖ Be one of the signing Officers of the Association.

### **Qualifications and Skills:**

- ❖ Possess the required certification
- ❖ Valid Criminal Record Check
- ❖ Excellent leadership and communication qualities
- ❖ Excellent computer skills

## **TREASURER**

The treasurer is responsible to maintain the financial stability of the association and update the Executive on a regular basis.

### **Duties:**

- ❖ Ensure adherence to and implementation of financial Policies in the financial administration of the Association.
- ❖ Ensure the submission of the books of account to the Auditor of the Association at the end of the financial year.
- ❖ Present a Report of the Auditor from the previous year and a projected financial position for the current year to the Membership at the Annual General Meeting.
- ❖ Evaluate, review and recommend financial policy to the Executive Committee.
- ❖ Ensure bill payments and deposits are made in a timely fashion.
- ❖ Provide a proposed operating budget at the beginning of each financial year.
- ❖ At each Executive Meeting provide a proposed operating budget.
- ❖ Keep accurate records and accounts of all association receipts and reimbursements in proper books of account.
- ❖ Be one of the signing Officers of the Association.
- ❖ Ensure that association has Directors' and Officers' Liability insurance coverage and that said coverage is renewed annually.
- ❖ Inform the Executive Committee, at each meeting of the Executive, of any member who is not a member in good standing because of an outstanding financial debt to the Association.

### **Qualifications and Skills:**

- ❖ Possess the required certification
- ❖ Valid Criminal Record Check
- ❖ Excellent computer skills
- ❖ Accounting background would be an asset.