

***Ontario 5 Pin Bowlers' Association***

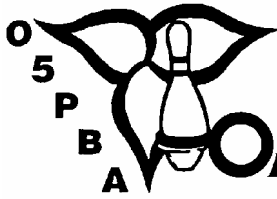
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# **O5PBA VOLUNTEER MANUAL**

## **2005 – 2006 EDITION**

Dated: June 2005

1185 Eglinton Avenue East, Suite 602, North York, Ontario, M3C 3C6  
Telephone: (416) 426-7167 Facsimile: (416) 426-7364 Website: [www.o5pba.ca](http://www.o5pba.ca)



## ***Ontario 5 Pin Bowlers' Association***

Welcome to the Ontario 5 Pin Bowlers' Association. On behalf of the Board of Directors I would like to welcome you to our organization. This manual will give you a better understanding of the organizational structure of the O5PBA as well as the many programs our organization has to offer.

The Ontario 5 Pin Bowlers' Association (O5PBA) is a registered Non-Profit Corporation under the Ontario Corporation Act. The corporation, through its affiliated Zones and Decentralized Associations (houses), is represented in communities across Southern and Central Ontario, where it offers programs, training, and competitive opportunities to 5 pin bowlers of all ages.

### **MISSION STATEMENT**

**To develop and enhance 5 pin bowling as a sport throughout Ontario for all ages and abilities through membership, education, promotion, tournaments, volunteer recognition and awards programs.**

### **O5PBA VISION STATEMENT**

The O5PBA attracts Ontarians of all ages from youth to seniors, with its focus on recruitment, training and retention of volunteers. O5PBA membership reflects the diversity of Ontario and continues to grow through its redefined programs and relationships.

Through promotion of the sport and effective use of technologies, 5-pin bowling is sought after as a viable health and recreational activity suitable for educational and recreational institutions. Increased promotion has resulted in enhanced awareness of the O5PBA, its programs and services.

Finally, by focusing on membership, volunteer recruitment and partnerships, the O5PBA has diversified its revenue base and progressed toward long-term financial stability.

## **ORGANIZATIONAL STRUCTURE**

The Ontario 5 Pin Bowlers' Association encompasses a vast volunteer network that extends from the basic league level to the national (C5PBA) Board of Directors. The basic information that is obtained at each level determines the degree of understanding of the next level. Programs and services available at all levels maybe broken down into local, provincial and national levels of responsibility. This is not to say that these are the sole responsibility of that part of the organization as volunteers at all levels administer these programs within their own areas. Instead it means that reporting, monitoring, recognition and adjustments are at the level indicated.

### **Canadian 5 Pin Bowlers' Association (C5PBA):**

Awards, Record Scores, Rule Book, Lane Certification, Standards & Specifications, Coaching & Officiating, Membership, Kids Help Phone, Constitution & Bylaws and Merchandise

#### ***Tournaments:***

High Low Doubles, National Open, Youth Challenge

### **Ontario 5 Pin Bowlers' Association (O5PBA):**

Average Book, Incentive Awards, Bowling School, Hall of Fame, , Secretary Handbook, Green Book, Year End Awards Pins, Constitution & Bylaws, Merchandise and Tournament Sanctioning

#### ***Tournaments:***

Association Executive, League Executive, Holiday Classic, Strike It Big, Booster Club, \$ 10,000.00 Shootout, Senior Citizen and Provincial Team Tournament

### **Zone & Decentralized (D.C.) Associations:**

Volunteer & Member Recruitment, Fundraising, Recognition and Social Activities, Constitution and Bylaws

#### ***Tournaments:***

Various

### **Leagues:**

Banquets, Social Activities, Fundraising, Bowler Recruitment.

## **DECENTRALIZED (D.C.) ASSOCIATIONS**

A Decentralized (D.C.) Association within the confines of the O5PBA is in effect a bowlers' club within a bowling centre. One of the key people in the success of a Decentralized Association is the proprietor.

The club atmosphere created within a bowling centre allows the bowlers to successfully conduct their own awards program, tournaments social functions and fundraisers. **This makes bowling more popular.** Organization makes 5 pin bowling more enjoyable for all bowlers.

## **LEAGUE EXECUTIVE**

The league model is the base for our entire organization. Without the successful operation of individual leagues, the C5PBA cannot maintain its membership. In today's society, leisure time has become a highly competitive market and people looking for recreation expect to have an enjoyable time. The more that we can define and simplify the duties of the volunteer executive, the more people will be enticed into participating.

The purpose of the League Executive is to ensure the smooth and orderly administration of the league before, during and after the bowling season. Since each league is relatively autonomous, the composition of the executive members may vary. In some leagues, the Team Captains may play an active role in the weekly operation of the league. In others, the positions of Vice President, Statistician, Tournament Director, etc may be added to the roster of officers. However, common to all leagues are the positions of President, Secretary and Treasurer. Using the job descriptions on subsequent pages, we can build a model for the selection and training process for these positions.

### **League Executive:**

- Shall adopt a set of rules, which “are approved by the league members” and decide the necessary bowling fees.
- Shall rule on any disputes and protests.
- Have the power to discipline any member who has violated league rules.
- Conduct an annual election of officers

### **Important Reminders:**

- To ensure your league is properly bonded follow the procedures as set down by the O5PBA and each month the President must sign a validated bank statement.
- Ensure your Secretary fully understands the Secretary's Handbook and all required forms are filled out and sent to the appropriate local body on the assigned dates.
- Ensure all your bowlers participate in all O5PBA programs and Tournaments

### **League President:**

- Chairman of the Executive Committee
- Along with two other members of the executive, shall sign all cheques pertaining to the administration of the league.
- Review the Treasurer's books monthly.

- Interpret and enforce all National, Provincial and Zone/DC regulations, constitutions & bylaws as well as league rules.
- Be Master of Ceremonies at the league banquet.
- Set up and chair all league meetings including year-end meeting.
- At conclusion of term of office, turn over all records to the new President.
- Represent the league at Zone/DC meetings

**Skills required:**

- *Good people skills*
- *Good communication skills*
- *Good understanding of League Rules, O5PBA and C5PBA rules in the area of league sanctioning, bonding, averages and tournament participation*

**Secretary:**

- Member of the Executive Committee
- Maintain accurate individual record of each league bowler, example # of games bowled, scores, average classification. At the conclusion of the season, provide your local association with a complete list of all league bowlers and their year-end averages.
- Keep true and accurate records of all meetings and distribute them to the Executive Committee and Team Captains
- Serve as a liaison between the league and the Zone/DC body representative, on all association activities and keep records of these for distribution to the Executive Committee and Team Captains.
- Supply Zone/DC with current list of executive members.
- Complete League Registration form in the Secretary's Handbook and forward it to the Provincial Office.
- Complete Membership Registration Forms as instructed by local association and forward to your local Membership Chair together with the correct payment.
- Set-up and maintain proper filing system for all league business.
- On a weekly basis, display team standings and selected individual standings
- At the conclusion of term of office, turn all records over to the new Secretary.

**Skills Required**

- *Good communication skills*
- *Knowledge of the Secretary's Handbook*
- *Strong organizational skills*
- *Good knowledge of all O5PBA programs and Tournaments*

**Treasurer:**

- Member of the Executive Committee

- Maintain league bank account and appropriate monetary records such as receipts and disbursements, using proper accounting procedures.
- Along with two other member of the Executive Committee sign all cheques pertaining to the administration of the league
- Present a current Treasurers Report at designated meetings including the year-end banquet
- On a monthly basis review financial accounts with the President and forward to Local Association a validated bank statement
- Prepare a league budget prior to the season.
- At the conclusion of term of office, turn all records over to new Treasurer.

*Skills Required*

- *Strong understanding of current accounting procedures*
- *Good communication skills*
- *Reliable, trustworthy*

## **ZONE & DECENTRALIZED ASSOCIATIONS**

The Job Descriptions, as provided on subsequent pages, indicate the basic duties and recommended skills associated with each position. The Incentive Award notes that accompany each job description are for general information only. For complete details of the Incentive Award Program for each category, please consult the annual Incentive Award Program publication.

### **President:**

- Chair of the Executive Committee
- Preside at all meetings of the Board of Directors and Executive Committee meetings
- Interpret and enforce all C5PBA, O5PBA, and Zone regulations, constitution and bylaws and association policies. Be charged with the general management of the affairs of the Association.
- With the Secretary, or other appointed executive member sign all by-laws. and sign all cheques pertaining to the administration of the Association.
- Be Master of Ceremonies at various banquets and tournaments.
- Assume responsibility for the well being of the Association. Upon request or may be deemed necessary, the Zone President may provide guidance to DC Association or individuals.
- Annually review the O5PBA Incentive Program and any changes with Board of Directors.
- In collaboration with the Board of Directors, annually develop an Operating Plan.

### **Skills Required**

- *Knowledge of C5PBA, O5PBA and Zone/DC rules, regulations, procedures, constitution & bylaws.*
- *Knowledge of all programs and services offered by C5PBA, O5PBA and Zone/DC.*
- *Knowledge of the responsibilities and reporting procedures for all Executives.*
- *Knowledge of the O5PBA Incentive Program.*
- *Good communication skills both written and oral.*
- *Good working relationship with Proprietors and bowling centre management.*
- *Good organizational and management skills.*
- *Ability to compromise.*
- *Imagination and vision*
- *Ability to facilitate*



### **Vice-President(s):**

- Member of the Executive Committee.
- Assume the Presidency if for any reason the President is unable to compete his/her term
- Chair any meetings if for any reason the President is unable to attend
- Perform duties as assigned by the President
- Prepare to assume the position of President, including sitting on various committees to become familiar with all aspects of the organization
- Chair the Planning Committee. Develop long and short term goals for the association and assist in their implementation through incorporation in the annual Operating Plan.

#### **Skills Required**

- *Knowledge of all C5PBA, O5PBA and Zone/DC Rules, regulations, procedures and constitution & bylaws*
- *Good communication skills both written and oral*
- *Curiosity and a willingness to learn*
- *Patience*
- *Good organizational skills*

### **Secretary:**

- Member of the Executive Committee
- Keep a true and accurate record of all meetings and distribute to all Association Executives. Forward a copy of all minutes to O5PBA and Proprietor as applicable.
- Co-ordinate all correspondence within Association. Maintain a file copy and forward copy to O5PBA
- Maintain an accurate list of all Association, DC and League Executives. File a copy of Association Executive and addresses with O5PBA.
- Distribute general information as deemed necessary to member leagues
- In consultation with Board of Directors, order correct quantities of supplies from O5PBA. These may include Secretary Handbook, Green Book, Rule Books and posters. Arrange compilation, collation and distribution of Secretary Handbook to all member leagues.
- Set-up and maintain proper filing system for all correspondence, minutes and reports. Provide all information as necessary for monthly meetings.
- In co-operation with the President, arrange for all meetings and provide agenda. Advise all Executive, member leagues and Proprietors.

#### **Skills Required**

- *Good communication skills both written and oral*
- *Good organizational skills*
- *Access to copying facilities*

- *Sense of humor*
- *Good computer skills an asset*

**Incentive Program:**

- Provide O5PBA with the Zone Visitation Report as requested
- Provide O5PBA with monthly Secretary Report forms as requested
- Provide O5PBA with a copy of the Zone/DC Executive including address, phone number and e-mail addresses.

**Treasurer:**

- Member of the Executive Committee
- Keep full and accurate accounts of all receipts and disbursements of the Association using proper accounting procedures and methods
- Supervise depositing of all money or other valuable effects in the name and to the credit of the Association in banks designated by the Board of Directors.
- Maintain bank account(s) with two members of the Executive to sign any cheques drawn from Association funds
- Disburse funds of the Association under the direction of the Board of Directors.
- Provide the Board of Directors with an account of all transactions and financial position of the Association monthly.
- Prepare projected budget and advise Board of Directors on financial and administrative planning.
- Prepare verified annual financial statement for publication to members at the Annual Meeting

**Skills Required**

- Knowledge of O5PBA and general banking procedures.
- Good organizational skills, particularly book/record keeping
- Knowledge of all Association programs and their finances
- Trustworthy

**Incentive Program:**

- Provide O5PBA monthly Treasurer's Report
- Provide O5PBA all financial statements
- Provide O5PBA with a monthly copy of the Association bank statement or pass book signed by the President
- Supply cheque/disbursement form with every cheque submitted to O5PBA for an invoice

### **Tournament Director:**

- Appointed by the President or elected by the Board of Directors
- Select and confirm all dates, site and costs for all O5PBA tournaments under Zone/DC jurisdiction in consultation with Board of Directors
- Work closely with YBC Zone Rep and the MBO Zone rep to make sure no overlapping of tournament dates
- Prepare scoreboards for all tournaments
- Arrange for all personnel including scorekeepers, Judges of Play and scoreboard markers for all events
- Actively solicit entries for all O5PBA and Zone/DC tournaments
- Send out all information regarding tournaments to all member leagues in co-operation with the Association Secretary
- Have knowledge of all C5PBA Rules & Regulations as well as specific rules for each event
- Send results immediately to O5PBA following each roll-off. Co-ordinate forwarding all winners reports and additional information to O5PBA
- Work closely with the Proprietor to make sure all lanes are in working order prior to each event
- Report on all tournaments at monthly meetings and prepare a final report for Annual Meeting

### **Skills Required**

- *Knowledge of C5PBA Rule Book, O5PBA Green Book and the O5PBA Tournament Directors Handbook.*
- *Strong organizational skills*
- *Good communications skills*
- *Available weekends*

### **Incentive Program:**

- Submit to the O5PBA when required a copy of the bowler/coach Declaration of Intent
- Submit a copy to O5PBA a list of host tournament sites for the current season
- Submit a winners report form to the O5PBA immediately after each tournament

### **Membership Chair:**

#### **Important:**

Along with the Association President and Secretary organize a meeting for all League Secretaries at the beginning of the season and review membership forms. Review various forms with League Secretaries. Along

with the Association President visit **all** Leagues explaining the benefits of the O5PBA.

- Appointed by the President or elected by Board of Directors
- Distribute membership lists to League Secretaries with blank membership forms. Instruct League Secretaries on how to complete the forms and where to send the completed forms.
- Receive and review completed League Membership Lists and forms and forward to O5PBA. Collect appropriate remittance form League Secretaries and forward to Association Treasurer for deposit
- Receive and review Membership cards from the O5PBA and forward to appropriate League Secretary.
- Issue League Sanction Certificates as required.
- In co-operation with the Treasurer, verify all numbers and forward to O5PBA.
- Prepare year-end report for presentation at Annual Meeting

**Skills Required**

- *Good knowledge of all O5PBA programs and services.*
- *Good organizational skills*
- *Good communication skills*

**Incentive Program:**

- File interim report along with payment to O5PBA as requested
- Submit final membership report as requested

**Average Book Coordinator:**

- Appointed by the President or elected by the Board of Directors.
- Access to a computer is highly recommended.
- Near the end of the season, contact all Leagues, DC Associations and House Reps and remind them of the information you require for the O5PBA.
- At season's end collect the following information and send it to the O5PBA in one of the following formats: Excel, Access or saved as a text file.
- Solicit advertisers to help offset the cost of printing.
- Obtain printing costs and advise Association President of costs.
- Distribute books to all League Secretaries and all Bowling Centres.

**Skills Required**

- *Ability to work alone*
- *Accuracy*
- *Persistence*
- *Patience*
- *Familiarity with computer Software*

### **Incentive Program:**

- File Year End Average Book with O5PBA prior to the deadline as indicated by the O5PBA. Failure to submit the form prior to the required date will result in Association members **not being allowed** to bowl in the Association Executive Tournament

### **Record Scores Chair:**

- Appointed by the President or elected by Board of Directors.
- Post all Zone, Provincial, and National Record Scores on pending boards in your local bowling centres.
- Maintain and update an accurate list of all Record Scores as submitted by League Secretaries and DC Associations.
- Contact League Secretaries and DC Associations to ensure they remit record scores bowled in their league/house on the proper forms twice during the season.
- Prepare monthly report for local Association. Prepare report for Annual Meeting.
- Review Record Scores Program with League Secretaries to ensure they understand average classification system and format.
- Arrange to have presentations made to individual winners.

### **Skills Required**

- *Good organizational skills*
- *Attention to detail*
- *Good communication skills*
- *Thorough understanding of Record Scores Program*
- *Patience*

### **Incentive Program:**

- Submit to the O5PBA year-end Record Scores Report by the end of June

### **Awards Chair:**

- Appointed by the President or elected by Board of Directors
- Administration of all awards, i.e.: pins, year awards. Verify all information.
- Order and maintain quantities of awards based on previous year's usage. Request payment from Treasurer.
- Submit year-end report at Annual Meeting.
- Encourage development of new awards programs within Zone
- If a supplementary Awards Program is offered within the Zone/DC Association, operate in accordance with established guidelines.

**Skills Required**

- *Good organizational skills*
- *Knowledge and understanding of C5PBA Awards Program*

**Incentive Program:**

- Submit Awards Order Form when ordering awards from O5PBA
- Complete and forward Awards Report to O5PBA
- Provide O5PBA with complete information regarding any supplementary Awards Program.

**Publicity Chair:**

- Appointed by the President or elected by Board of Directors
- Establish a regular routine procedure of reporting through media that is available.
- Research and develop Zone newsletter
- Correlate, maintain and update Proprietor space allotment at lanes for notices, photographs and upcoming tournaments
- Be responsible for establishing communications system regarding Annual Meeting
- Submit report at Annual Meeting

**Skills Required**

- *Above average communication skills both orally and written*
- *Good organizational skills*
- *Knowledge of Zone and O5PBA programs and events*
- *Persistence*

**Incentive Program:**

- Submit monthly report to O5PBA along with copies of newspaper articles/newsletter.

**Booster Club Chair:**

- Appointed by the President or elected by Board of Directors
- Along with the President and Board of Directors determine the size of kit, price of tickets and number of draws.
- Order kit(s) from O5PBA Office.
- Distribute tickets to sellers maintaining a record of ticket numbers issued.
- Collect money from sellers and have deposited in Association Bank Account

- Hold draws on scheduled days and post winners names at local bowling centres.
- Prepare report for Annual Meeting
- In conjunction with the Tournament Director, conduct an association roll-off and ensure that the winner's information is submitted to the O5PBA Office. Ensure that an association shirt is provided to the winner for the provincial competition,

**Skills Required**

- *Accurate record keeping*
- *Salesmanship*
- *Ingenuity*

**Incentive Program:**

- Complete 1<sup>st</sup> and 2<sup>nd</sup> interim report and forward to O5PBA by required date along with cheques for appropriate amount
- Complete Year End Report for O5PBA by required date

**Strike It Big Chair:**

- Appointed by the President or elected by Board of Directors
- In consultation with Board of Directors, determine size of initial order and whether to prepay order.
- Keep record of number of books and the numbers issued to your Association
- Order additional books (in lots of 35) from O5PBA as required
- Collect sold books and monies from sellers and leagues at least once a month and confirm the number of books outstanding.
- Once 35 books have been sold, conduct your roll-off. Forward the winner's name along with the 35 books sold and the monies (if not prepaid) to O5PBA.
- Ensure that an association shirt is ordered for each winner advancing to provincial final.
- Ensure that all sold tickets are returned to O5PBA in time for the early bird draws.
- Post early bird and final draw winners in all bowling centres
- Prepare report for Annual Meeting

**Skills Required**

- *Accurate record keeping*
- *Understanding of the Strike it Big Program*
- *Time to chase down sellers*

### **Incentive Program:**

- Submit report form, winner's name and monies for every 35 books sold
- Submit final Strike it Big report along with unsold books and monies as required by O5PBA

### **Fundraising Chair:**

- Appointed by the President or elected by the Board of Directors
- In collaboration with the Board of Directors develops and implements a Fundraising strategy for the association.
- Conducts and administers the annual KHP fundraising campaign(s)
- Collects monies from KHP campaign(s) and deposits in Association Bank Account.
- Ensures that KHP funds are remitted to the O5PBA Office with appropriate paperwork.
- Assists in the development of new fundraising activities for the association. Ensures that all funds raised are deposited to the credit of the association in Association Bank Account.

### **Skills Required**

- *Imagination*
- *Ingenuity*
- *Accurate record keeping*

### **Incentive Program**

- Reporting of all fundraisers and net proceeds to O5PBA.
- Reporting and remittance of KHP monies by prescribed date.

### **Lane Certification Agent:**

- Appointed by the President or elected by the Board of Directors
- Must be fully accredited (to be fully accredited each agent will attend a Provincial Course at least once every three years)
- Contact each Proprietor in your Zone to arrange for certification prior to Sept 1<sup>st</sup>
- Certify all centres according to specifications indicated in Standards and Specifications Manual.
- Work with the Proprietor to advise him/her of potential problem areas in centre and suggest methods to correct the situation
- Forward copy to O5PBA, Proprietor and keep a file copy for Association.
- Advise Treasurer as job is completed for invoicing purposes.
- Report to Zone Association at monthly meeting
- Maintain confidentiality of results.



**Skills Required**

- Accuracy
- Discretion
- Common sense
- Physical flexibility

**Incentive Program:**

- Submit Final report along with copy of Lane Certification Report to O5PBA by the date requested

**Coaching Coordinator:**

- Appointed by the President or elected by the Board of Directors.
- Work in harmony with the Provincial Technical Director and the provincial Coaching Coordinator
- Update computer lists of all registered coaches
- Schedule courses as the need arises
- Survey Zone coaches for coaching preference during the season (i.e.: Open, Youth Challenge, Holiday Classic and Team Tournament)
- With the approval of the Zone Board of Directors, appoint coaches for Youth Challenge Teams, Holiday Classic and Team Tournaments
- Post prior to the last block of Open qualifying the list of coaches who have let their names stand for Open coaches
- Distribute coaches evaluation forms as supplied by O5PBA to all team members directly after a tournament
- Recommend disciplinary action to Board of Directors
- Fully understand the O5PBA Coaching Policy and the CBET Policy

**Skills Required**

- Good communication skills
- Good organizational skills
- Coaching certification

**Incentive Program:**

- Updates to list forwarded to O5PBA Office
- Coaching courses arranged and delivered.

***Important***

If a Zone has a Coaching Policy that contradicts the O5PBA Coaching Policy, the O5PBA Policy will take precedence. In appointing coaches the Coaching Coordinator must be sensitive to the YBC orientation required by the Youth

Challenge. When selecting coaches for the Holiday Classic or Team Tournament, consultation with a DC is imperative if such a team is advancing from a DC.

## **VOLUNTEERING**

### **What is a volunteer?**

Volunteering is the most fundamental act of citizenship and philanthropy in our society. It is offering time, energy, and skills of one's free will. By caring and contributing to change, volunteers decrease suffering and disparity, while they gain skills, self-esteem and change their lives. People work to improve the lives of others and, in return, enhance their own. Volunteers play a vital role in our sport as they are engaged in delivering services and programs that improve and enhance our chosen sport.

Volunteers are an important human resource to our organization. They bring a passion for the cause, a commitment to the purpose and are motivated by their choice of involvement.

### **Why people volunteer?**

- Social Interaction
- Personal growth and fulfillment
- Recognition
- Self worth: the right thing to do
- Diversion – something different than their normal lives
- Career advancement
- Enrich the lives of others
- Helping the community
- Obligation – family, friends or school

## **GETTING OUR YOUTH INVOLVED**

Effective youth participation is more than simply fitting young people into adult structures. It is recognizing and nurturing the strengths, interests and abilities of youth. It is providing real opportunities for our youth to become involved in decisions that affect their lives.

Young people everywhere are asking to be meaningfully involved in the issues that concern them. Youth want to take responsibility and ownership of their recreation services.

Including our youth in the planning and operation of our sport, helps ensure programs that are relevant and interesting. By involving our youth we are providing

them with the leadership skills, responsibility, and opportunity to contribute now, to stay involved, and to become the leaders of our future.

## **Recruitment**

Recruitment must target individuals with the appropriate skills, interests and commitment to our sport. Most volunteers today are personally asked to participate. A friend or relative who is currently in your organization may ask them to participate. But it is up to your association to tell their story – why volunteers are needed, why the experience is worthwhile. Place a poster in your local bowling centre outlining your Association and the benefits of belonging to your association. Make a good first impression. In particular, you must clarify and communicate your expectations.

People volunteer for a number of reasons:

1. Because they care about our sport
2. They want to give something back to 5 pin bowling
3. People want to challenge themselves
4. People want to explore their abilities
5. People want to improve their personal skills

Where to look for volunteers:

1. Look for younger volunteers coming out of your youth and YABA leagues
2. Look at previous Provincial winners. These people have enjoyed first-hand the benefits of winning and are good ambassadors of our sport.
3. Look at your local Zone and DC winners, as they to have experienced the benefits of our sport.
4. Look at your League Executive. They already have hands-on experience with many of our programs.

***The top three factors that help keep volunteers involved are appreciation and respect, meaningful and varied experiences, and good communication.***

## **Volunteer Training and Orientation**

When a new volunteer joins your Association assign a mentor to discuss the following with them:

- Introduction to Association history
- Introduction of O5PBA programs
- Introduction of organizational structure of 5 pin bowling
- Introduction of Volunteer Handbook
- Introduction to Association Policies and Procedures.

*Many of these are contained in the Volunteer Handbook. Allow them the opportunity to review the various roles that volunteers fulfill within your local association and answer any questions that they might have. Explore their strengths and weaknesses to determine which roles are best suited to them.*

As the new volunteer becomes familiar with your association and determines the area in which he/she would like to participate, the following points should be brought forward.

- Outline Association Policy and Guidelines
- Outline O5PBA and Zone Appreciation Awards
- Outline O5PBA and Zone Volunteer Incentive program
- Outline expected behaviour and job descriptions
- Outline the professional staff contacts, their roles and their ability to provide guidance in the specific program areas.
- Any workshops that is up-coming to train volunteers in specific areas.

Have the mentor take the new volunteer to the various Bowling Centres in your Zone and introduce them to the proprietor or manager.

Take the time to make a good match between volunteers and volunteer assignments. Too often we seek to fill a specific position rather than using the unique skills that the individual possesses to their best advantage. Small things, like getting back to people who have expressed an interest, are important components in realizing a growing volunteer network.

### **Volunteer Retention**

Continue the mentor relationship until the new volunteer is comfortable in his/her new role. Bear in mind that it is not unusual for a volunteer to become discouraged or overwhelmed. Several specific factors can contribute to volunteer dissatisfaction and it is incumbent on the local association to address these factors with their volunteers.

- Too many rules – Sometimes these seem to get in the way of doing a good job. Provide an explanation of how and why these rules have been developed. In many cases, these protocols have been put in place to avoid placing the individual volunteer in legal/financial jeopardy.
- Lack of Resources – Many times, these are not the physical resources but rather the lack of organizational resources: financial, inadequate staff or volunteers to carry the workload, lack of training and insufficient information about members and programs. Adequate financial resources are ensured by careful budgeting to support the strategic plan. Not every volunteer wishes to tie him/herself to regular monthly meetings and once-a-week participation. Some volunteers can be recruited specifically for occasional activities such as

selling 50/50 tickets, picking up score sheets, etc. Following the recommended guidelines above for orientation will familiarize volunteers with programs and services and provide access to external sources of information.

- Organizational Politics/Ineffective Management of Conflict - Volunteers will only continue to be productive if the environment is universally supportive. Personal conflicts, family feuds and favoritism should be dealt with immediately as they occur. If the local Board of Directors is unable to resolve these issues, they should contact either a staff member or the provincial Board of Directors for assistance.
- Inadequate Communication – All members of the Board of Directors should be kept up to date on all activities within their association. Only those determined to be confidential, such as Lane Certification results, should have limited distribution. Effective planning will ensure that an agenda is circulated prior to each meeting, that minutes are distributed after each meeting in a timely manner and that volunteers who were absent are briefed on decisions made.
- Lack of Clarity of Roles – Although many programs are interrelated, clear and concise job descriptions will indicate who is responsible for which area.
- Lack of Flexibility – Simply because a program or activity has not been tried or undertaken in a similar manner before does not mean that it cannot be tried. If timing, as prescribed by O5PBA, of the activity is the concern, then contact the provincial office to discuss changing the date or deadline for the activity. In many cases, there is some flexibility to make arrangements to suit specific locations.

**Show appreciation and respect for volunteers** – *Saying thank you and showing volunteers that they are valued on an ongoing basis is probably more important than holding a splashy event once a year.*

**Provide meaningful and varied volunteer experiences** – *This includes providing a chance for volunteers to try out different things within the organization in order to find their niche, offering new and varied experiences and responsibilities that involve testing different skills and learning new things, establishing clear expectations at the outset and checking in on these from time to time.*

**Communicate and be responsive to volunteers** – *Communication is key – volunteers should know exactly what is expected of them, share in the planning, understand the overall purpose of the activity and have input into the decision making.*

**Provide staff and social support and social experiences** – *Staff and social support is important to all volunteers, but especially to retirees. Volunteering is a*

*valued way to make new friends and have ongoing social contact they used to enjoy at work. Creating opportunities for volunteers to get together in a social context, giving them the opportunity to discuss their experiences, and inviting them to events are key aspects of retention.*