



Netball Volunteer Management Audit

Introduction

Volunteers are the heart and soul of Netball. Without them our game simply would not exist in its current form. Despite this because most of our clubs and even some of our Centre's are largely run by volunteers, there is often much more focus on supporting our players than looking after volunteers.

We define a volunteer as: *"anyone who for personal or charitable reasons freely and without expectation of financial gain contributes time, service and skills for the good of Netball."*

The Netball Volunteer Management Audit is a tool for analysing how effective your Centre or Club is in involving and managing the work of volunteers. The purpose of the audit is to help you understand your Centre or Club's strengths and weaknesses in planning for, recruiting, retaining, recognising and reviewing volunteer involvement in our game.

Conducting the Volunteer Management Audit will highlight the importance of taking a systematic approach to managing the work of volunteers for the benefit of both the volunteers and your Centre or Club.

By the end of this process your Centre or Club should be clearer about:

- what contributes to successful volunteer management;
- what areas are working well and what areas need further development;
- what focus you want your volunteer management efforts to have in the future;
- what the next steps are to move forward, and;
- what support and resources are needed to help you do this.

Of course the real value of this audit is in the recommendations that come from your investigations and the actions you take as a result.

The Volunteer Management Audit has five distinct phases:



Frequently Asked Questions

How long will the Audit take to do?

It's easiest to look at this question in terms of the five phases listed above:

1. *Planning*: This can take as little as half an hour.
2. *Reviewing Documents*: How long this phase takes will depend on what documents you have, who has them, and whether you need to go hunting for them. Once the documents are assembled this phase usually takes about an hour.
3. *Conducting the Audit*: Depending on how many documents you have to refer back to going through, the discussion and scoring usually takes about 2-3 hours if you allow time for quality discussion.
4. *Writing the Report*: This is an important part of the process as this will be the document you show to others. It usually takes about 2 hours to write the audit report.
5. *Developing an Action Plan*: This phase is quite time intensive depending on how many people you want to involve in the conversation. Giving people time to read the Audit Report in advance and/or getting them together to hear their reactions and generate action steps is the first step. Then you need to develop these ideas into an action plan. This phase can take up to 3 hours including writing the action plan.

In total these five phases can take between 8 and 12 hours, depending on how many documents you have to collect and review and how many people you want to involve in the process.

Who should be involved in the audit?

Ideally the Board or Executive Committee that runs your Centre or Club should drive the audit. It works well to have 2-3 people designated as the 'Audit Team' who lead and/or carry out the five phases outlined above. It is helpful if this team includes both paid staff (if your Centre or Club has any) and volunteers. The Audit may also be an opportunity to draft in a volunteer who has the relevant skills to work on the audit as a one-off project.

Once you get to *Phase 5: Developing an Action Plan* – it is useful to involve as many other people in the Centre or Club as possible. This helps ensure that everyone has an interest in the results and is more likely to support the action plan that comes out of the discussion.

When is a good time to do the audit?

Its useful to do the audit at a time of year when your Centre or Club is traditionally a bit quieter but not so quiet that no one is around! It can also be helpful to make sure the audit is completed before you do any annual planning. This ensures the actions coming out of the audit can be included and budgeted for in any business or operational plans.

Who will have access to the information in the Audit Report?

While it is helpful to share the report with the Board or Executive Committee first, it is equally useful to write the report for a wider audience. Transparency is important, especially since you are writing about volunteers for the benefit of volunteers and the game. Sharing the Audit Report with members is a key part of getting their thoughts and buy-in to the Action Plan you need to develop.

Definitions:

Throughout this document you will see reference to the following:

Volunteer Coordinator – this is the person in your Centre or Club whose role it is to look after the needs of all volunteers – not just a particular group of volunteers like coaches or umpires. This person would be responsible for ensuring the actions in the Volunteer Action Plan are implemented and that the needs of volunteers are considered.

Volunteer Action Plan – this is an action plan covering off the actions your Centre or Club is committed to taking to manage all aspects of the volunteer experience including planning and structure, recruitment, retention, recognition and review and evaluation. A template for a Volunteer Action Plan is included at the back of this document.

Conducting the Audit

Phase One: Planning the Audit

In this phase you need to be able to answer the following questions:

1. Is the Board or Executive Committee committed to doing this and prepared to allocate the time needed?
2. Who will be on the Audit Team that will manage the process, conduct the audit and write the Audit Report and Action Plan?
3. Have we made an accurate assessment of the time we think the Audit will take and do we have the time and the people to do this?
4. What is our project plan for the audit in terms of who will do what, by when?

Taking the time to plan and get others' commitment up front is critical to ensuring an effective process and a positive outcome.

Phase Two: Reviewing Documents

The documents it is useful to have on hand when completing the audit include:

- a list of all existing roles filled by volunteers;
- a set of all existing Volunteer Role Descriptions including that of the Volunteer Coordinator (paid or unpaid) if this role exists;
- any written statements that refer to the importance of volunteering at your Centre or Club;
- the Volunteer Action Plan, if there is one;
- Netball New Zealand's Volunteering Policy;
- Codes of Conduct for Coaches, Umpires, Bench Officials and Administrators if you have and use these;
- Netball New Zealand's Zero Tolerance Policy for Sport Rage and any other policies relevant to volunteers e.g. health & safety, risk management etc., and;
- any volunteer induction information or training materials.

You will need to refer back to these documents as you go through the Audit Scoring Sheet. Having done the work of compiling documents it is worth starting

an archive of these documents, with an index. This makes it easy to find them and to review and update them on a regular basis later.

Phase Three: Conducting the Audit

Starting on page seven you will find instructions and a scoring sheet for scoring the Audit. Please read them and follow the instructions carefully. You'll need to refer back to the documents you've collected to help you do this.

Phase Four: Writing the Report

When the Audit Team has completed the Scoring Sheet Tally, you will have completed the first step in identifying the strengths and weakness of your Centre or Club's Volunteer Management Practices.

At this point you need to read over the notes on the key points you took during your discussion along with any actions you noted that might be helpful.

After all the data gathering and discussion it's time to write a summary report outlining the results along with your recommendations for action. The report doesn't need to be long or involved – it just needs to provide sufficient information to engage others in the discussion and help point the way to what needs to happen next.

It is useful to include the bar graph from the scoring sheet as a summary at the beginning of the report, then a section of 'Key Findings' for each of the five sections. In the key findings you can highlight those areas where you scored well, as well as those that may require some further work. You may also want to include any realisations you've had e.g. "We realised that we have never really seen ourselves as responsible for managing our volunteers and therefore we have developed things like role descriptions in an ad hoc way rather than being systematic about it"

Based on your 'Key Findings' it's also helpful to provide a series of recommendations as to what your Centre or Club should do to improve your management of volunteers. It works best if you identify a list of eight to ten things that you can then prioritise with others to get to the core actions that will really make a difference.

In the first instance your report should be presented to the Executive Committee or Board for their consideration. It's also a good idea to share your results as widely and transparently as possible to engage others in the process of deciding on what is important and to get their support for any actions you might take.

Phase Five: Developing an Action Plan

Once the Report is written and you have presented it to the Board or Executive Committee it is then time to involve others in an action planning session. You can run this anyway you like but it helps to involve as many people as possible in a workshop type setting. Start by providing a summary. This might include:

- an explanation of what prompted you to conduct the audit;
- an outline of the structure and process of the audit e.g. five sections and what they cover – respond to a series of statements and rate yourselves, and;
- an outline of your key findings and recommendations

If its appropriate to do so you can share the audit Report with people in advance or provide copies on the day for those who are interested. When discussing the Report the following questions may be useful:

- Overall, are we satisfied with the Audit scores?
- Were any of the scores surprising? Why?
- What do our scores highlight about areas we may need to work on?
- What positive aspects of our volunteer management were confirmed?
- What areas should receive priority attention for improvement?
- What actions should we take?
- Who should be responsible for each step?

The most important part of this stage is involving others in the discussion and getting their buy-in to the actions you will take. You will find a template for an Volunteer Action Plan at the end of this document. Although you may not manage to fill in all the details at the meeting you do want to get agreement on the key actions that you will take as well as a general idea of who will do what.

Once the action plan is complete – the final step is implementation, although this is outside the scope of this audit it is important to know who will drive the implementation of your Volunteer Action Plan and how progress will be monitored. This may be the time to designate someone as the Volunteer Coordinator for your Centre or Club and include this person on the Board or Executive Committee.

Netball Volunteer Audit Score Sheet

Name of Centre or Club: _____

Date of Assessment: _____

Audit Team Members: _____

The Audit Score Sheet is organised in five sections that correspond to the five elements of a successful volunteer management programme:

- a. Planning and Structure
- b. Recruitment
- c. Retention
- d. Recognition
- e. Review and Evaluation

Within each section the Audit tool makes a series of statements against which you rate the performance of your Centre or Club. The statements reflect best practice for volunteer management based on generally accepted standards. This is the level we would *ideally* like Clubs and Centres to achieve – i.e. if we were all performing at our optimum in this area.

The aim is not to get as higher score as you can but to rate your Centre or Club accurately. Only then will you be able to decide what actions you want to take to build on your strengths and address any weaknesses.

The scoring is as follows:

- 1 = we have not done this yet
 - 2 = we are in the process of doing this
 - 3 = we are doing this pretty well already but there are still improvements we could make
 - 4 = we've done an outstanding job at this and could show others how to do it
- None of the above – this is not relevant to our situation

As you will find all the sections are interrelated which is why some questions in different sections may seem to overlap at times.

Points to Note:

Remember that the audit is designed as a generic tool and the statements reflect best practice in Centre or Club management of volunteers. It is not expected that many Centre's or Clubs will be able to rate themselves a '4' against many of the statements – nor is this level appropriate in all situations. The important thing to understand for each statement is why your Centre or Club is at a particular level and whether this is the correct level for you.

In some instances you will find it easy to conclude that the appropriate rating for your Centre or Club is "None of the above" i.e. not relevant to your situation. Before you assume this, however, it is helpful to use the discussion as an opportunity to explore why the statement is not relevant to you and whether it should be. Although a statement may not currently be relevant to your situation is it an area that you would benefit from investigating further? If you do agree that a rating of "None of the above" is the correct statement for you then there is space to write a brief statement explaining your reasoning for future reference.

Some Centre's or Clubs may decide that the individuals involved in scoring the Audit should complete their responses individually first and then come together to share their answers and reach consensus. Others may decide to have a single scoring sheet and work through the rating process as a group. There is no hard and fast rule about how to approach this just do what's best for you bearing in mind that the intended outcome is to get an accurate picture of your current performance in managing the work and involvement of volunteers.

It is worthwhile allowing 2-3 hours for this session as this allows time for useful discussion – often the first time an in-depth conversation about volunteer management has been had.

One question that may arise is: *'How do we know the answer to this?'* The Audit Team may need to refer to the documents you have collected or look at sample role descriptions or relevant policies etc. It may even be necessary to do some further investigation before you can settle on a rating.

Tallying the Scores

As you work through the scoring sheet, record your ratings next to each statement. Either as you complete each section, or at the end of the Scoring Sheet, you need to add up your total scores for each section.

Make sure that someone records the key discussion points and any useful actions people suggest, as you will want to use this information in the report you write later.

A. Planning & Structure	Rate
<p>1. We have a written statement that explains why volunteer involvement is important to us and it is posted where our members see it.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>2. We have a written Volunteer Action Plan that includes both long-term and short-term goals to ensure we recruit, retain and recognise enough of the right volunteers to run our Club/Centre.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>3. We have adopted the Netball New Zealand Volunteering Policy and have other policies in place which address the needs of volunteers e.g. Codes of Conduct, Zero Tolerance for Sport Rage Policy.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>4. We have developed a risk management plan and educated all volunteers on the practices relevant to them so they are confident of fulfilling our expectations.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>5. We budget for volunteer needs e.g. training, and make sure there is sufficient money to reimburse volunteers for out-of-pocket expenses.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>

<p>6. There is a written role description for a Volunteer Coordinator and a person has been designated to this role to look after the interests of all volunteers.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>7. The Volunteer Coordinator is part of the Executive Committee or equivalent and has equal status to other committee members.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>8. The work of the Volunteer Coordinator is regularly reviewed in line with the goals and objectives in the Volunteer Action Plan.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>9. We have undertaken an inventory of activities or projects that need doing in our Centre or Club and have created volunteer roles around these where appropriate.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>10. We have written role descriptions for all volunteer roles.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>11. We update our volunteer role descriptions, at least annually, creating new roles and eliminating old ones as necessary.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	

<p>12. We design assignments for volunteers in line with volunteer interests as well as the needs of the organisation.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>13. We have developed a variety of volunteering options, allowing involvement by people with varying time availability and with diverse backgrounds and skills e.g. one-off events and short-term projects.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>14. Every part of our organisation has developed assignments that can be done by volunteers.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>15. We make it easy to understand how volunteers who wish to advance in their level of responsibility e.g. as a coach or umpire e.g. drawn a flow-chart showing the various options and have made this widely available</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>16. Whenever we plan something new, we consider how volunteers can be involved and the impact of the new activity on volunteers.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>Total Score for Section A: Planning & Structure</p>	<input type="checkbox"/>

B. Recruitment	Rate
<p>1. Our Club/Centre's website outlines our volunteer offer i.e. what's involved in volunteering and what's in it for volunteers, along with current vacancies.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>2. We know the number of volunteers we need in each area to effectively deliver our sport and have developed an ongoing and systematic plan for recruiting volunteers.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>3. We have identified areas in our Club/Centre where we have skills gaps and are taking the initiative to find volunteers who can help us with these areas.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>4. We actively seek a mix of volunteers from a range of racial, ethnic, age and other diverse groups amongst our volunteers.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>5. We advertise volunteer vacancies widely and are clear about the skills, experience and attributes we are seeking.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>

<p>6. We have developed strong relationships with local schools and have a targeted recruitment campaign that is succeeding in attracting more young people to volunteer.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>7. We clearly articulate our needs and expectations when we recruit so the prospective volunteers know what they're getting into before they apply.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>8. We have developed and distribute a Welcome Pack to every new volunteer which includes all the policy, and procedure information relevant to all volunteers as well as information specific to each volunteer role e.g. role description, contact details of key people etc.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>9. Everyone in our Club/Centre participates in recruitment and shoulder-tapping those people they think would be effective in a volunteer role.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>10. We regularly trial new approaches to recruiting volunteers e.g. "bring a friend" campaigns, open days for volunteers etc.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	

<p>2. We have a mechanism e.g. NNZ Volunteer Survey, for identifying volunteer training needs for different groups of volunteers.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>3. We offer or send volunteers to specialised training, relevant to their particular role.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>4. We take steps to ensure good volunteer-to-volunteer relationships, particularly between long-time volunteers and newcomers.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>5. Each volunteer has one person designated in their role description as the person to whom they can go if they are in need of advice or assistance.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>6. Volunteers are supported and supervised to ensure their workload is reasonable and adjustments are made as needed.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	
<p>7. We provide regular feedback to volunteers on the quality and value of their work.</p>	<input type="checkbox"/>
<p><input type="checkbox"/> None of the above. In our situation ...</p>	

<p>8. We expect volunteers to report regularly on their activities and have a mechanism e.g. regular coaches meeting for doing this.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>9. We are prepared to ask a volunteer to leave if we have cause to and have a procedure for handling grievances if necessary.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>10. We have a formal process for debriefing volunteers in key roles when necessary.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>11. Personnel records are kept for each volunteer in a confidential manner.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>12. We keep records on the work that volunteers contribute, both what they do and what results or impact their service has had.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>Total Score for Section C: Retention</p>	<input type="checkbox"/>

D. Recognition	Rate
<p>1. Each individual volunteer's effort, including those of the board or committee members, is formally recognised by our Club/Centre at least once a year.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>2. Our executive committee members and/or paid staff find informal ways to provide personal thanks to volunteers all year round e.g. acknowledging the work of volunteers at both social and formal gatherings cards, verbal thanks to volunteers.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>3. We utilise national schemes e.g. New World Volunteer Scheme to assist us in recognising our volunteers.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>4. We make use of existing publications and find additional opportunities to share the accomplishments of volunteers with the public, our funders and supporters e.g. articles in the media, newsletter, website.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>5. We have clearly established channels for volunteers to voice their opinions and makes suggestions about anything in our Club/Centre.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>

<p>6. Volunteers are part of the decision-making process in formulating the Volunteer Management Plan.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p> <p>7. We see volunteers as a source of information about the community at large and periodically ask their perspective on issues.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
<p>Total Score for Section D: Recognition</p>	<p><input type="checkbox"/></p>

D. Review & Evaluation	Rate
<p>1. We have a formal way of finding out how volunteers are feeling e.g. using the NNZ Survey of Volunteers, and use this information to decide what the actions in our Volunteer Management Plan should be.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<p><input type="checkbox"/></p>
<p>2. The Volunteer Coordinator reports regularly on the progress and activities of the volunteer program and the executive committee acts on these reports.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<p><input type="checkbox"/></p>

<p>3. The Volunteer Management Plan is evaluated annually and actions identified that need to be taken to ensure an adequate supply of volunteers in the coming year.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>4. We involve a range of stakeholders in assessing the effectiveness of our Volunteer Management Plan e.g. committee members, players, different groups of volunteers i.e. coaches, umpires.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>5. Individual performance reviews for key volunteers are conducted annually, which include an opportunity for the volunteer to provide feedback on how effective they think our Club/Centre is at supporting them.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>6. We conduct exit interviews with volunteers who are leaving and ensure that there is succession planning in place for key roles.</p> <p><input type="checkbox"/> None of the above. In our situation ...</p>	<input type="checkbox"/>
<p>Total Score for Section E: Review & Evaluation</p>	<input type="checkbox"/>

Scoring the Volunteer Management Audit

Use this scoring sheet to record your ratings for each section and work out your average scores.

Please note to get an average rating you need to divide your total score less the number of statements you rated an item "None of the Above".

For example if for the Section A you chose "None of the Above" for three of the statements and your score for the whole section was 6 then the scoring would look like this:

Section Total	Number of Statements		Average Score
	16 – 3 (None of the Above)		
22	13	=	1.69

Your Scores

Section A: Planning & Structure

Section Total	Number of standards (less "None of the Above")	Average Score
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Section B: Recruitment

Section Total	Number of standards (less "None of the Above")	Average Score
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Section C: Retention

Section Total	Number of standards (less "None of the Above")	Average Score
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Section D: Recognition

Section Total	Number of standards (less "None of the Above")	Average Score
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Section E: Review & Evaluation

Section Total	Number of standards (less "None of the Above")	Average Score
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Graphing Your Results

Since the purpose of the audit is primarily to identify strengths and weaknesses it is helpful to have a visual comparison of your results for each section.

Graph your results on the Comparison Bar Graph below by shading in your average score for each section up to the approximate point for each bar.

COMPARISON BAR GRAPH							
Average Scores							
Sections:	1.0	1.5	2.0	2.5	3.0	3.5	4.0
A: Planning & Structure							
B: Recruitment							
C: Retention							
D: Recognition							
E: Review & Evaluation							

Volunteer Management Action Plan

Priority	Goals	Action Steps	By Whom	By When
	A. Planning & Structure <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ ▪ 			
	B. Recruitment <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ 			
	C. Retention <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ 			

	D. Recognition <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ 			
	E. Review & Evaluation <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ 			