

**VOLUNTEERING QUEENSLAND'S**

**VOLUNTEER  
MANAGEMENT  
RESOURCE  
KIT**

VOLUNTEERING QUEENSLAND INC.  
GPO BOX 623, BRISBANE QLD 4001  
LEVEL 6, 333 ADELAIDE STREET, BRISBANE QLD 4000  
TELEPHONE 07 3002 7600  
FACSIMILE 07 3229 2392  
EMAIL [vq@volqld.org.au](mailto:vq@volqld.org.au)  
WEBSITE [www.volqld.org.au](http://www.volqld.org.au)



## INDEX

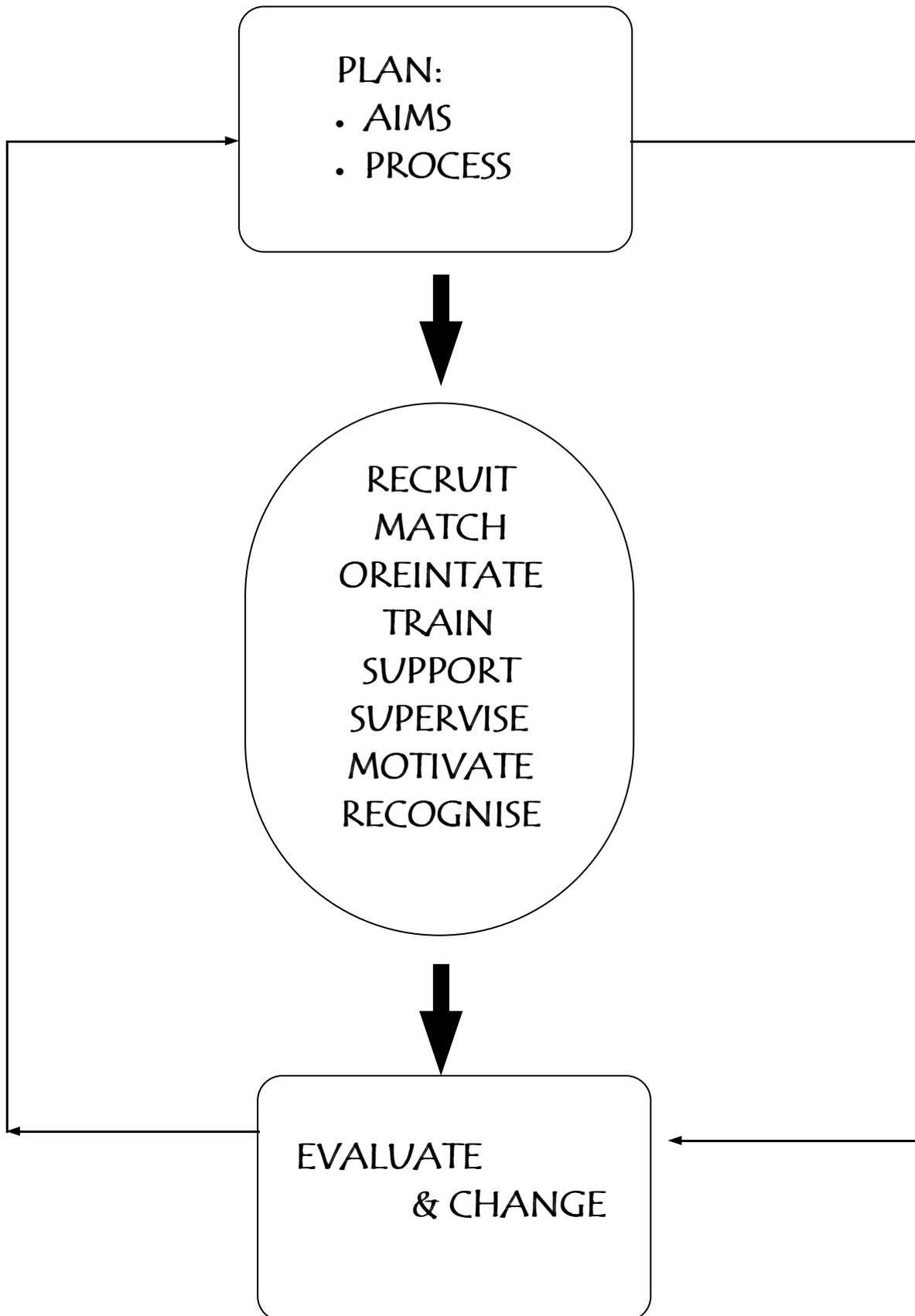
Volunteer Management	Pages 3-13
Volunteer Policy and Procedure	Pages 14-22
Volunteer Recruitment and Selection	Pages 23-38
Volunteer Orientation and Training	Pages 39-45
Sample of a Plan for a Volunteer Training Session	Pages 46-54
Support, Recognition and Evaluation	Pages 55-66
Resources	Pages 67-69



# **VOLUNTEER MANAGEMENT**



## MODEL FOR VOLUNTEER MANAGEMENT SYSTEM



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## **SIGNS OF A HEALTHY & EFFECTIVE VOLUNTEER PROGRAM**

Check list of some elements include:

- ☑ Individuals and the group as a whole are working towards clear aims and goals for a volunteer program.
- ☑ All paid and volunteer staff understand the rationale for the involvement of volunteers
- ☑ Volunteer Rights and responsibilities are clearly established and understood by all parties
- ☑ All staff work within established guidelines and policies and procedures.
- ☑ Adequate time is allocated to planning and preparation
- ☑ Sufficient documentation is kept to meet internal and external requirements
- ☑ Paid staff are positive about working with volunteers and believe in their abilities and contribution to the organisation.
- ☑ All paid and volunteer staff have knowledge and ownership of their roles
- ☑ All paid and volunteer staff are learning and achieving goals
- ☑ Feedback is regular and consistent and balanced between positive & critical and form the basis of continual improvement
- ☑ Planning, decision-making and work practices are inclusive for discussions in group meetings with volunteer staff.
- ☑ Volunteers have adequate work, space & resources
- ☑ Management practices are responsive to the current and changing needs of the organisation and the volunteers
- ☑ Word of Mouth is the strongest method of recruitment



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## KEY STEPS IN VOLUNTEER MANAGEMENT PROCESS

1. Consult with all stakeholders
2. Strategic Planning, identifying purpose and aims
3. Set philosophy, principles, policy and procedure
4. Identify and budget Costs of the Program
5. Develop job descriptions
6. Design appropriate recruitment strategies
7. Interview, match and select
8. Orientate Volunteers
9. Allocate and Delegate Work to Volunteers
10. Train and Develop Staff
11. Involve Volunteers at all levels and with other members
12. Monitor, support and review
13. Value & Recognise
14. Review and Manage Change



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## MOTIVATIONS FOR VOLUNTEERING

### ***Why would someone choose to volunteer? What are the benefits?***

- desire to help others
- seeking enrichment in their lives
- enthusiasm for a cause or interest
- acquire specific skills and knowledge
- feel they have something to offer
- make new friends
- use their spare time in a satisfying way
- explore a career change
- maintain work-skills
- enjoy a challenge
- gain or maintain status
- get used to working again
- feel a sense of belonging
- get new ideas
- drawn in by others

### ***Why would people choose to not volunteer?***

- fear of over-commitment
- nobody asked them
- feel they have nothing to offer
- prior bad experience
- fully committed already
- think it is all boring work
- lack of confidence
- believe volunteering replaces paid workers
- restricted perception of volunteering
- fear expenses involved
- lack of family tradition

## **CHALLENGES TO RETENTION**

*Some potential negative feelings resulting from a volunteering experience may be:*

- Frustrated
- Overwhelmed
- Undervalued
- Disappointed
- Confused
- Exploitation

*Some potential reasons for this are:*

- The individuals expectations are not met
- Levels of responsibility are not appropriate to the individuals needs
- Administration and management are cumbersome or absent
- Lack confidence in their ability to do the job
- Lack skills and support to complete their roles
- Asked to do more than expected.





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## RATIONALES FOR VOLUNTEER PROGRAMS

1. Community Outreach.
2. Community Input.
3. Gain Additional Human Resources.
4. Gain Additional Expertise.
5. Access Contacts in the Corporate and Foundation Sectors.
6. Act as a Conduit to Other Groups.
7. Provide Community Monitoring.
8. Give a Personal Touch in Service to Clients.
9. Cost-savings
10. Demonstrate Community Support for Program.
11. Assist in Fund-raising
12. Provide Ability to React to short-term Crises.
13. Allow Quick Reaction to Changing Community Conditions.
14. Supplement Staff Resources and Experiences.
15. Assist Client Groups in self-help Efforts.

*SOURCE: McCurley & Vineyard, 101 Ideas for Volunteer Programs, 1986*



## GOOD PAID/UNPAID STAFF RELATIONS

- ◆ Overall Policy on Volunteer Involvement
- ◆ Assessment of Staff Capabilities
- ◆ Staff Orientation to the Volunteer Program
- ◆ Personalised Volunteer Job Creation
- ◆ Early Monitoring of Volunteer Placements
- ◆ Staff Control & Responsibility in Volunteer Management
- ◆ Feedback & Recognition
- ◆ On-going Relationship Building

SOURCE: *Volunteer Management: Mobilizing all the Resources of the Community*. Steve McCurley & Rick Lynch. 1996



## BENEFITS IN VOLUNTEERING

<b><i>For Volunteers</i></b>	<b><i>For Organisations</i></b>
<ul style="list-style-type: none"> <li>• Opportunity to help others</li> <li>• Self esteem</li> <li>• Sense of purpose</li> <li>• Sharing experiences               <ul style="list-style-type: none"> <li>• Use spare time and feel useful</li> </ul> </li> <li>• Social contact</li> <li>• Achieving a goal</li> <li>• Gain new knowledge</li> <li>• Maintain or increase skills</li> <li>• Practice language</li> <li>• Add to resume</li> <li>• Joy of giving</li> <li>• Status</li> <li>• Network of contacts</li> <li>• A reference</li> <li>• Experience towards paid employment</li> <li>• Fulfillment</li> <li>• Self-confidence</li> <li>• Fun, enjoyment</li> <li>• Personal growth</li> <li>• Sense of belonging</li> <li>• Outlet for skills</li> <li>• Feel needed</li> <li>• Experience different sorts of work</li> <li>• Enhance life experience</li> <li>• Mix with other cultures and backgrounds</li> <li>• Learn about local community</li> <li>• Learn value of difference</li> <li>• Learn about 'a cause'</li> <li>• Contribute to a specific cause</li> <li>• Develop skills</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of actions and services</li> <li>• Contribution of special talents</li> <li>• Develop contacts</li> <li>• Supplement staff resources</li> <li>• Supplement staff experiences and insights</li> <li>• Enthusiasm of fresh workforce</li> <li>• Keeping in touch with local issues</li> <li>• Creativity of those 'not in the system'</li> <li>• Provide a personal touch for client based services</li> <li>• Demonstrate community support</li> <li>• Representatives of different community views</li> <li>• Being reminded of purpose in the community</li> </ul>



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## CHALLENGES IN VOLUNTEERING

<b><i>For Volunteers</i></b>	<b><i>For Organisations</i></b>
<ul style="list-style-type: none"><li>• Cost; money for travel food other associated expenses</li><li>• Time: having enough or managing schedule</li><li>• Juggling Commitments</li><li>• Individuals Lack of Confidence</li></ul>	<ul style="list-style-type: none"><li>• Appropriate Resourcing; Money and Time</li><li>• Recruiting the right number of volunteers</li><li>• Matching of volunteers to roles</li><li>• Providing the appropriate balance of support and supervision</li></ul>



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## TRENDS IN VOLUNTEERING

- ◆ GREATER DIVERSITY OF VOLUNTEERS
- ◆ GREATER RISK MANAGEMENT CHALLENGES
- ◆ LOSS OF THE TRADITIONAL VOLUNTEER
- ◆ VOLUNTEERS HAVE HIGHER EXPECTATIONS
- ◆ GREATER EXPECTATIONS ON VOLUNTEERS
- ◆ INCREASED ACCREDITATION AND TRAINING REQUIREMENTS
- ◆ LINKS TO PAID WORK & STUDY
- ◆ SHORT-TERM VOLUNTEERING
- ◆ GOVERNMENT SCHEMES
- ◆ HIGHER PROFILE: YEAR 2000 & 2001
- ◆ INTERNET VOLUNTEERING
- ◆ CORPORATE VOLUNTEERING



# **VOLUNTEER POLICY AND PROCEDURE**



## **POLICY DEVELOPMENT PROCESS**

1. Seek commitment to developing policy.
2. Collectively identify your needs
3. Gather and Share Information.
4. Clarify the organisation's philosophy, principles and values including the reason for involving volunteers in the organisation.
5. Brainstorm scope of the policies.
6. Write a first draft.
7. Distribute the draft and consult across the organisation for responses to the content. Seek expert advice where necessary.
8. Review all feedback written and verbal.
9. Continue this process as necessary.
10. Write a final draft.
11. Seek agreement to this draft.
12. Ensure management committee endorse the policy.
13. Set a date for review.
14. Distribute the policy; may be part of information and discussion session.



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## GRIEVANCE POLICY & PROCEDURE

EXAMPLE ONLY

### Policy:

Volunteers have the right to express grievances, concerns or dissatisfaction with any element of the organisation's practices. Our organisation is committed to providing a fair and equitable process for dealing with issues that impact on volunteer involvement.

### Procedure:

Volunteers will firstly attempt to resolve the grievance with the individual staff member responsible for the issue, or their direct supervisor. All grievances/complaints and their actions will be recorded in the Systems Improvement Request (SIR) log. If the grievance is not resolved at this point, the dispute or claim shall be presented to the manager for settlement. Where these attempts at settlement have failed, or where the dispute or claim is of such a nature that direct discussion between the volunteer and the responsible staff member and/or the manager would be inappropriate, the learner may go directly to the Chief Executive Officer (CEO). The CEO shall arrange a meeting between the parties in dispute, and/or their representatives, within seven working days of notification of the dispute.

At such a meeting, the volunteer and the staff member and or their representative(s) shall outline their concerns. Where it is agreed that a serious problem exists, the meeting shall attempt to reach agreement on action to resolve the problem and where appropriate, a timetable for review of the action resolved to be taken shall be formulated.

Unless it is agreed that a serious problem does not exist, the parties shall separately or jointly prepare (as soon as possible afterwards) a record of the relevant facts and the outcome of the meeting, to be placed on the volunteers records.

This record shall remain strictly confidential between the parties attending the meeting, except by agreement between the parties. The volunteer's record/file shall be kept in a secure place and shall be accessible to all parties present at the meeting.

Where the parties agree that there is no longer cause for serious concern or that no further action is warranted, this shall be jointly stated on the volunteer's records as soon as possible afterwards. Unless the same problem arises within one month thereafter, all references to the problem shall then be deleted from the records.

If the resolution of the dispute fails then the matter can be taken up with an independent mediation and conciliation service that will seek a meeting of all parties.

The agreements reached at this meeting will be faithfully adhered to by the organisation. If this cannot be achieved then the volunteer will be notified and advised of the appropriate authorities where they can seek further assistance. Where the concerns relate to allegations of harassment or intimidation on the basis of gender, race, sexuality or physical disability then the assistance of the Anti-Discrimination Commission of Queensland will be sought.



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## POLICY STATEMENTS FOR VOLUNTEER PROGRAMS

### ***What is a Policy?***

A policy is a statement of agreed intent that clearly and unequivocally sets out an organisation's views with respect to a particular matter, it is a set of principles or rules that provide a definite direction for an organisation. Policies translate the philosophy, mission or purpose of the organisation (and their commitment to volunteer participation) into work practices by acting as a guide to decision-making.

### **Some Useful Policies for Volunteer Programs include:**

#### ***Planning for Volunteer Involvement***

- ◆ Conflict of Interest
- ◆ Copyright
- ◆ Duty of Care
- ◆ Definition of a volunteer
- ◆ Insurance for Volunteers
- ◆ Rationale for Involving Volunteers
- ◆ Record-keeping
- ◆ Reimbursement
- ◆ Time Commitment: Minimum & Maximum
- ◆ Volunteer – Client Relations

*Others relating to Risk Management*

#### ***Recruitment, Selection and Placement***

- ◆ Anti- Discrimination
- ◆ Equal Opportunity
- ◆ Interviewing and Selection of volunteers
- ◆ Orientation/Induction
- ◆ Recruitment
- ◆ Right of Refusal
- ◆ Screening of Volunteers
- ◆ Volunteer Appointment and Placement

#### ***Managing Volunteer Involvement***

- ◆ Absence of Volunteers
- ◆ Access (to information and sites)
- ◆ Appropriate language
- ◆ Confidentiality
- ◆ Disciplinary Action
- ◆ Dismissal (Release of Volunteer from the Program)
- ◆ Exiting Volunteers



- ◆ Grievance
- ◆ Representing the Organisation
- ◆ Representation in Decision-Making
- ◆ Position Descriptions and Allocation of Work
- ◆ Use of Motor Vehicles

### ***Enhancing Volunteer Involvement***

- ◆ Education, Training and Professional Development (for all)
- ◆ Performance Review
- ◆ Recognition of Volunteers
- ◆ Supervision
- ◆ Support

### ***Continuous Improvement of Volunteer Involvement***

- ◆ Feedback and Improvement Systems
- ◆ Volunteer Program Audit
- ◆ Volunteer Program Evaluation



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## POLICY STATEMENTS

### EXAMPLES ONLY

#### ***Grievance***

The policies and practices of this organisation are informed by access and equity principles. Volunteers have the right to express grievances, concerns or dissatisfaction with the organisation's operations without fear of reprisal or adverse consequences. If a volunteer wishes to express their dissatisfaction they must do so through the appropriate grievance procedures. Decisions and agreements endorsed by the management committee will be final.

#### ***Volunteer/Staff Relations***

Volunteers and staff are considered as partners in implementing the mission, programs and activities of the organisation, with each having an equal and complementary role to play. It is essential that volunteers and paid staff understand and respect the needs and abilities of each other.

#### ***Policy about Policies***

The management of the organisation provides volunteer-related policies that support clear, consistent and transparent organisational practices. Policy development relating directly to volunteers is the responsibility of the volunteer manager in consultation with significant stakeholders. This organisation aims to ensure all volunteers are familiar with policies relating to their involvement. Volunteers should address any concerns or lack of understanding regarding policies to their direct supervisor.

#### ***Volunteer Recruitment***

In order to expand opportunities for community involvement, the volunteer manager will pro-actively recruit volunteers, in consultation with other staff regarding organisational needs. Volunteers are recruited through a variety of avenues based on those who are likely to have an interest in the organisation and/or the possible forms of work.

#### ***Volunteer Selection Policy***

We welcome volunteers from diverse backgrounds that are willing to contribute their knowledge, skills, time and energy towards the vision and practices of this organisation. The volunteer manager interviews interested individuals to identify and negotiate mutually beneficial volunteer opportunities.

#### ***Training***

Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their position. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the position and the capabilities and time availability of the volunteer.



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## LEGAL CONSIDERATIONS

### **Workplace Health & Safety**

- Workplace Health and Safety Act 1995 & 1999

Workplace Health & Safety is a set of guidelines aimed at ensuring the safety of workers in the workplace. Every person has a duty of care under the Act. The act requires that employers, employees and others make every effort to prevent accidents and take care to maintain healthy and safe work methods and practices.

It is important that all staff: volunteers, part-time workers, full-time workers and management committee members work in accordance with these guidelines and wherever possible raise relevant issues with a Workplace, Health and Safety Officer. Areas covered include, (but are not limited to): Stress/Violence; Amenities; Access Areas and Air Quality.

Further information is available from Workplace Health and Safety Office:  
www.whs.qld.gov.au. Toll-free Phone: 1300 369 915; GPO Box 69 Brisbane, Qld, 4001; Neville Bonner Building, 75 William Street, Brisbane

### **Anti-Discrimination and Sexual Harassment**

- Queensland Anti-Discrimination Act 1991
- Federal Racial Discrimination Act 1975
- Federal Sexual Discrimination Act 1984
- Federal Disability Discrimination Act 1992

Discrimination occurs when a person is treated less favourably than another would be in the same or similar circumstances because of a characteristic which is irrelevant to his or her capacity to do the job. Under State law such characteristics include: sex; marital status; pregnancy; parental status; breast feeding; age; race; impairment; religion; political belief or activity; trade union activity; lawful sexual activity; or association with, or relation to, a person who has any of the listed.

Sexual Harassment is any form of sexual attention that is unwelcome, unwanted or uninvited that might be offensive, humiliating, intimidating or embarrassing.

Anti-Discrimination legislation applies equally to all workers. Volunteers in addition to other workers and the organisation itself are responsible for ensuring that their actions are not discriminatory to others. Volunteers themselves also have a right to an environment that is free from discrimination.

Further information is available from the Anti-Discrimination Commission Queensland [www.adcq.qld.gov.au](http://www.adcq.qld.gov.au); Toll-free Phone: 1300 130 670; Fax: 3247 0960  
Level 1, 189 Coronation Drive, Milton, Qld, 4064



Other Legal Considerations include:

- **Duty of Care**
- **Equal Employment Opportunity**
- **Copy Right**
- **Privacy Act 2001**
- **Employment Awards**
- **Incorporated Associations Act**
- **Child Protection**

Level 14 T & G Building, 141 Queen Street, BRISBANE QLD 4000

PO Box 1267, Brisbane George Street QLD 4003

Telephone (07) 3247 5145

Freecall 1800 113 611 (employment screening hotline)

Fax: (07) 3247 5200

E-mail: [wmaster@childcomm.qld.gov.au](mailto:wmaster@childcomm.qld.gov.au)

Website: [www.childcomm.qld.gov.au](http://www.childcomm.qld.gov.au)

Office Hours: 9:00am – 5:00pm Monday to Friday

## **LEGAL ISSUES TO CONSIDER**

### **Duty of Care**

- Common Law

### **Workplace Health & Safety**

- 1995 & 1999

### **Insurance**

- Personal Accident/Disability
- Liability
- Directors & Officers

### **Equal Opportunity**

### **Workplace Harassment**

- Sexual Harassment
- Workplace Bullying

### **Anti-Discrimination Laws**

- Federal Racial Discrimination Act 1975
- Federal Sex Discrimination Act 1984
- Federal Disability Discrimination Act 1992
- Queensland Anti-Discrimination 1991

### **Copy Right**

- Intellectual Property

### **Privacy Act 1988**

- Protection of Personal Information
- Confidentiality

### **Employment Awards**

Incorporated Associations Act



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## RISK MANAGEMENT STRATEGIES

Some possible organisational approaches to managing risk within a not-for-profit environment include the following.

- **Planning:** Effective planning including identifying and assessing risks to develop risk management strategies.
- **Insurance:** Covers costs that may result from action or inaction of organisational members during the course of their work, including Personal Accident or Disability Insurance ; Public Liability; and Directors & Officers for the Management Committee
- **Organisational Policy for Volunteers:** Policy guidelines and procedures developed by organisations are developed with consideration of managing risk, including grievance processes that create opportunities for people to raise
- **Position Descriptions:** Document what each volunteer is doing, provide guidelines for work being done, demonstrates the organisations understanding of the volunteers work.
- **Volunteer Agreements:** Demonstrate that work done is on behalf of the organisation.
- **Other Documentation & Recording Systems:** maintain flow of information to minimise risk. Information can be used at a later date.
- **Selection/Interviewing:** Ensures that volunteers are matched to roles that are appropriate to their interests and skills.
- **Screening:** Police Checks and other such screening may also assist to minimise risk.
- **Training:** Demonstrates organisational commitment to the education and skill development that relates to responsibly taking on a work role.
- **Support:** Ensure that where there are gaps in confidence or skill, the work is able to be adequately formed.
- **Supervision:** Monitoring the progress, process and outcomes of work.
- **Grievance Policy / Procedure:** Make opportunities available for people to raise issues.
- **Privacy Policy:** Document and enact procedures within the Privacy Act 2001



# **VOLUNTEER RECRUITMENT AND SELECTION**



## PRE-RECRUITMENT CHECKLIST

- Have staff been consulted regarding volunteer involvement and are they clear on what their role will be in working with the volunteer?
- Is there an clear infrastructure of support and supervision established for the involvement of volunteers>
- Is there information available about volunteering in your organisation?
- Do we have a good idea of what kind of volunteer we are looking for?
- Do we have a good idea of what kind of application we are NOT looking for?
- Is there a job description written for this position?
- Does the position description clearly identify the requirements for the job and outline both the purpose and the nature of the work to be done?
- Do we have an clearly established recruitment, interview and induction process for volunteers?
- Is there an appropriate person interview and support volunteers through the process?
- Do we know how will we determine the suitability and job-match for volunteers?
- Do we know what we will do with unsuitable applicants? *(There is always VQ)*
- Have we got enough work (and meaningful work) for them to do?



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## HINTS WHEN SELECTING VOLUNTEERS

### DO'S

- ◆ Ask questions
- ◆ Listen
- ◆ Be honest
- ◆ Give information about organisation
- ◆ Give them a clear picture of what the job entails
- ◆ Clear idea of what work needs to be done
- ◆ Explore interests, abilities and motivations
- ◆ Match with appropriate positions
- ◆ Address questions/concerns
- ◆ Discuss benefits of volunteering
- ◆ Follow-up on the placement
- ◆ Have a standardised process
- ◆ Have policy & procedure
- ◆ Understand the non-negotiables and areas for flexibility
- ◆ Adhere to anti-discrimination laws
- ◆ Do ensure they understand their rights & responsibilities
- ◆ Ensure confidentiality (*for them and by them*)
- ◆ Develop and sign an agreement
- ◆ Communicate insurance requirements and entitlements

### DON'T'S

- ◆ Ask leading questions
- ◆ Make decisions too early
- ◆ Follow stereotyped pattern of interviewing
- ◆ Allow time crunch to shorten interview
- ◆ Talk too much
- ◆ Let the conversation wander
- ◆ Let prejudices interfere
- ◆ Judge on personality alone
- ◆ Concentrate on the next question rather the listening to responses
- ◆ Allow interruptions
- ◆ Believe everything you are told



<b>Volunteer Staff Personnel Register and Record</b>	
<b>Name:</b>	
<b>Address:</b>	
<b>Phone:</b>	
<b>Fax\Email:</b>	
<b>Birthday details:</b>	<b>Day</b> <span style="float: right;"><b>Month:</b></span>
<b>In case of Emergency, notify:</b> <b>Phone:</b>	
<b>Any health or physical information:</b>	
<b>Period which volunteer worked with Volunteer Queensland</b>	<b>Beginning Date:</b> <span style="float: right;"><b>Ending</b></span> <b>Date:</b>
<b>Types of volunteer positions held:</b> <b>WORK - Dept</b> <b>- Day of week</b>	
<b>What attracted you to Volunteering Qld?</b>	
<b>What would you like to gain from Volunteering?</b>	
<p>I acknowledge that this work is undertaken of one's own free will, there is no financial payment (which does not preclude reimbursement of out-of-pocket expenses) and it is of benefit to the community.</p> <p><b>Signature:</b>.....</p> <p><b>Date:</b> .....</p>	



## Volunteer Queensland's Volunteer Agreement

*This agreement is intended to indicate the seriousness with which we treat our volunteers. The intent of the agreement is to assure you of our deep appreciation for your services and to indicate our commitment to doing the very best we can to make your volunteer experience here a productive and rewarding one.*

### I CENTRE

We, Volunteering Queensland, agree to accept the services of \_\_\_\_\_

beginning \_\_\_\_\_, and we commit to the following:

1. To provide adequate information, training, and assistance for the volunteer to be able to meet the responsibilities of their position.
2. To ensure diligent supervisory aid to the volunteer and to provide feedback of their performance.
3. To respect the skills, dignity and individual needs of the volunteer, and to do our best to adjust to these individual requirements.
4. To be receptive to any comments from the volunteer regarding ways in which we might mutually better accomplish our respective tasks.
5. To treat the volunteer as an equal partner with centre staff, jointly responsible for accomplishment of the centre mission.
6. To provide adequate protection through appropriate insurance area.
7. To reimburse out of pocket expenses when undertaking tasks outside of normal duties performed at the Centre.

### II VOLUNTEER

I, \_\_\_\_\_, as a volunteer, agree to commit to the following:

1. To perform my volunteer duties to the best of my ability.
2. To adhere to the centres core values, policies and procedures, including record keeping requirements.
3. To meet time and duty commitment, or to provide adequate notice so that alternate arrangements can be made.
4. To act at all times as a member of the team responsible for accomplishing the mission of the centre.
5. To adhere to the confidentiality agreement of the centre.
6. To adhere to VQ's copyright policy which states all work and tasks performed on behalf of VQ remains the property of VQ and is protected by copyright laws.

### III AGREED TO:

Volunteer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

VQ Volunteer Staff Manager: \_\_\_\_\_ Date: \_\_\_\_\_



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## CONFIDENTIALITY

### What is Confidentiality?

- All Staff (including volunteers) are likely to have access to information in the course of their work that they would otherwise not have access to. This information will often be private and/or confidential.
- Staff have a responsibility to ensure that confidential information is not inappropriately released, verbally or physically.
- Consent must be obtained from the individual to release any information about those individuals.
- Authorisation for the release of organisational information must be obtained from the CEO.
- Exceptions to this are where a subpoena for that information is presented by police/ courts. Also if anyone discloses information about harming themselves or others, duty of care will override the need for confidentiality.

### Confidentiality Policy:

Each organisation should have a policy regarding confidentiality in the workplace. Ensure all staff know where it is, what it says, and how this applies to your everyday work.

It is possible that the volunteer agreement may request a commitment to maintaining confidentiality.

### Practices:

- Maintain confidentiality, by not disclosing information about the organisation or it's stakeholders unless agreed with that individual or group.
- If you need to discuss an issue or release information that might be confidential, talk to your 'supervisor' about it.
- If unsure about anything relating to confidentiality, raise this with your 'supervisor'.

Information regarding Privacy Issues can be obtained at [www.privacy.gov.au](http://www.privacy.gov.au), including information about the Privacy Act 1988, Crimes act 1914 and the in-coming Privacy Amendment Act 2000.



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## CONFIDENTIALITY AGREEMENT

**Preface:** *The purpose of this Confidentiality Agreement is to protect the information contained within the files, and to protect all personal details obtained through interviews at the Centre. This Agreement is also designed to protect both paid and volunteer staff at the Volunteer Centre.*

All Volunteer Centre paid staff and volunteers who have access to private and confidential information, obtained through interviews and files have a responsibility to ensure that confidential information is not inappropriately released or taken from the Volunteer Centre. Authorisation for the release of personal information must be obtained from the Executive Director.

This Agreement is designed to protect the details of everyone involved with the Volunteer Centre.

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**I have read the above information and agree to abide by the Volunteer Centre's Confidentiality Agreement.**

NAME: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

VOL.MANAGER SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_



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## **Volunteering Queensland's Privacy Policy**

**(Privacy Act 1<sup>st</sup> December 2001)**

Volunteering Queensland strives to act with the highest integrity and offer the best possible service to volunteers, organisations and all people who access the Centre's services.

To provide the highest standard of service to all of its stakeholders, from time- to-time Volunteering Queensland needs to collect personal information. It is therefore important that individuals are confident that their personal information entrusted to Volunteering Queensland is treated with the appropriate degree of privacy.

Personal information is any information that an individual's identity can be reasonably determined.

### **Why Volunteering Queensland collects personal information?**

Collecting personal information is essential to delivering a quality service to Volunteering Queensland's clients and customers. This includes being able to make appropriate matches between potential volunteers and organisations or events and provide a quality improved Education program as a Registered Training Organisation. If Volunteering Queensland does not collect personal information, it is unable to provide effective referral and education services as well as support and manage its own volunteer staff.

### **How Volunteering Queensland collects personal information?**

Potential service users and/or course participants are asked to complete an application or interview sheet in a number of ways. These include the Internet, phone or face-to-face interviews, or via the general post. Course participant's enrolment details and course assessment data is also collected and stored in accordance with Volunteering Queensland's Education Unit's 'Learning Records Policy'.

Personal information collected by Volunteering Queensland would always be done with the individual's consent and where possible this would be in writing.

Personal information is not disclosed to any other person or group other than Volunteering Queensland unless the individual has consented in writing.

From time to time, Volunteering Queensland may update individual's personal information. This would be done by contacting the individual or when the individual contacts Volunteering Queensland to make any changes or update their personal information.



## How Volunteering Queensland secures personal information?

The protection of personal information is a priority to Volunteering Queensland. All reasonable precautions to safe-guard personal information from misuse, unauthorised access, modification or disclosure are taken.

When personal information is no longer required or out-of-date, it is deleted from Volunteering Queensland's systems, and or securely destroyed. Hard copy records of personal information are kept in Volunteering Queensland's filing systems and or on a computer database.

Individuals may request access to any information that Volunteering Queensland holds about that individual.

Volunteering Queensland may need to make contact with an individual who has accessed a service provided by Volunteering Queensland for the purpose of follow-up, evaluation or further business with that individual. The nature of any further contact with Volunteering Queensland will always be subject to agreement from the individual.

Volunteering Queensland's Privacy policy and procedures will be constantly reviewed and updated in accordance to any changes in the law.

An individual has the right to complain about a breach of privacy by lodging their concern or complaint with Volunteering Queensland. If there is no satisfactory outcome the individual can contact the Federal Privacy Commissioner on phone 1300 363 992 or write to Director of Complaints, Office of the Federal Privacy Commissioner, GPO Box 5218, Sydney NSW 1042.



<b>VOLUNTEER JOB DESCRIPTION</b> Organisation XYZ	
<b>JOB TITLE:</b>	
<b>LOCATION:</b>	
<b>RELATIONSHIPS:</b>	For example: <ul style="list-style-type: none"> <li>• Supervisor</li> <li>• Support People</li> <li>• Information Sources</li> <li>• Regular contact with ....</li> </ul>
<b>ACTIVITIES AND TASKS:</b>	
<b>SKILLS OR QUALITIES REQUIRED FOR THIS ROLE:</b>	This may include: <ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Abilities</li> <li>• Willingness</li> <li>• Skills</li> <li>• Qualifications</li> </ul>
<b>TO BE GAINED FROM THIS ROLE:</b>	For example: <ul style="list-style-type: none"> <li>• Develop or maintain work skills</li> <li>• References to use in job-seeking</li> <li>• Work with a great group of people</li> <li>• Help find and develop real solutions</li> </ul>
<b>REQUIREMENTS OF THE ROLE:</b>	For example: <ul style="list-style-type: none"> <li>• Hours</li> <li>• Orientation</li> <li>• Training</li> <li>• Attire</li> <li>• Equipment</li> </ul>
<b>THE WORKING ENVIRONMENT:</b>	For example: <ul style="list-style-type: none"> <li>• Work independently/team</li> <li>• Work as a small/large group</li> <li>• Work in a busy/relaxed environment</li> <li>• Lots of responsibility/ lots of support</li> </ul>



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**Position Title: Coordinator of Volunteer Services****Purpose:**

The primary responsibility of this position is to:

- develop and maintain a healthy and effective volunteer management system across the organisation.
- liaise with program/area coordinators to ensure the effective recruitment and retention of volunteers within the hospital environment.

**Conditions of Employment:**

*Location:* The Get Well Hospital, Woop Woop, Australia

*Hours:* Full-time

*Entitlements:* As per Award

**Principle Duties and Responsibilities:**

- Establish and develop appropriate planning processes in line with organisational requirements
- Develop and maintain policy, procedures and record-keeping in relation to volunteer involvement
- Develop and administer budget for volunteer programs, in consultation with coordinators and volunteers
- Develop recruitment plans in negotiation with key staff to meet the needs and requirements of hospital programs.
- Select, match and refer incoming volunteers to appropriate program areas or other agencies in the local area.
- Ensure the adequate orientation of all incoming volunteers
- Identify and provide training for volunteers
- Provide support to coordinators in the ongoing management and development of volunteer programs within their area.
- Facilitate the professional development of program coordinators throughout the hospital environment
- Facilitate communication systems between program areas
- Liaise with staff across the hospital environment to work effectively, directly or indirectly with volunteers
- Monitor and evaluate the performance of program coordinators
- Provide formal recognition opportunities for volunteers and coordinators
- Evaluate the quantitative and qualitative outcomes and benefits of volunteer involvement
- Support and monitor change processes across volunteer programs



**Relationships:***Reports to:*

- ◆ Executive Director

*Other internal contacts:*

- ◆ All members of the Volunteer Services Unit
- ◆ Coordinators and members units of other areas as appropriate

*External contacts:*

- ◆ Other Hospital Program staff
- ◆ Volunteer Managers Network
- ◆ Government
- ◆ Communities

**Minimum Requirements:***Knowledge:*

- ◆ Understanding of the diversity of Volunteering and current trends in Volunteer Management Practices
- ◆ Understanding of the Adult Learning Principles
- ◆ Understanding of Health related environments

*Skills:*

- ◆ Good communication skills; verbal and written
- ◆ Facilitation, Consultation & Training skills

*Qualifications and Experience:*

- ◆ Demonstrated ability to manage a diverse range of people and programs within a similar environment
- ◆ Human Resource management qualifications are highly advantageous
- ◆ Certificate IV qualifications in volunteer management or higher, or willingness to undertake training
- ◆ Certificate IV: Assessment & Workplace Training, preferred

*Personal Attributes:*

- ◆ Ability to work autonomously and in a team environment
- ◆ Commitment to facilitative leadership and consultative processes
- ◆ Willingness to participate in personal planning and review processes



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**Position Title: Volunteer Manager****Purpose:**

The primary responsibility of this position is to facilitate community involvement in the centre in viable and appropriate ways

**Conditions of Employment:**

*Location:* Happy Families Community Centre

*Hours:* 3 days/week

*Entitlements:* As per Award

**Principle Duties and Responsibilities:**

- Participate in Centre planning and policy development with specific input regarding the needs of volunteers
- Establish and maintain procedures and record-keeping systems in relation to volunteer involvement
- Administer budget for volunteer program
- Develop recruitment plans to ensure a diverse range of participation
- Interview incoming volunteers and negotiate work roles
- Ensure the adequate orientation of all incoming volunteers
- Identify and provide training for volunteers
- Facilitate, monitor and review the development of volunteers
- Facilitate information exchange and communication among workers, paid and voluntary
- Provide formal and informal recognition opportunities for volunteers and coordinators
- Evaluate the quantitative and qualitative outcomes and benefits of volunteer involvement
- Facilitate change processes across volunteer programs

**Relationships:**

*Reports to:*

- ◆ Centre Coordinator

*Other internal contacts:*

- ◆ All members of the organisation, paid and voluntary as appropriate

*External contacts:*

- ◆ Volunteer Managers Network
- ◆ Government
- ◆ Communities



**Minimum Requirements:***Knowledge:*

- ◆ Understanding of the diversity of Volunteering and current trends in Volunteer Management Practices
- ◆ Understanding of the Adult Learning Principles

*Skills:*

- ◆ Good communication skills; verbal and written
- ◆ Facilitation, Consultation & Training skills

*Qualifications and Experience:*

- ◆ Demonstrated ability to manage a diverse range of people and programs within a similar environment
- ◆ Human Resource management qualifications are highly advantageous
- ◆ Certificate IV qualifications in volunteer management or higher, or willingness to undertake training
- ◆ Certificate IV: Assessment & Workplace Training, preferred

*Personal Attributes:*

- ◆ Ability to work autonomously and in a team environment
- ◆ Commitment to facilitative leadership and consultative processes
- ◆ Willingness to participate in personal planning and review processes



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**Position Title: Voluntary Team Leader****Purpose:**

The primary responsibility of this position is to support and coordinate volunteers within the team to ensure that activities and projects are undertaken and completed according to the project descriptions.

**Requirements of the Position:**

*Location:* Sites as negotiated per project

*Time Commitment:* one-day per week

*Benefits:* Reimbursement will be provided for meal and travel expenses

*Travel:* Own vehicle required

**Principle Duties and Responsibilities:**

- Provide assistance, support and feedback to volunteers in relation to the project.
- Identify and provide informal learning opportunities for volunteers on the job
- Ensure the adequate orientation of all incoming volunteers
- Provide feedback to the Committee regarding the recruitment needs of the team
- Liaise with committee members to ensure adequate planning and communication of information
- Develop and maintain records relating to the volunteers activities and the progress of the project
- Provide informal recognition to volunteers within the team

**Relationships:**

*Reports to:*

- ◆ Management Committee

*Other internal contacts:*

- ◆ All members of the Committee
- ◆ Other Volunteers and Team Leaders

*External contacts:*

- ◆ Local Council Contacts
- ◆ Leaders in other environmental programs
- ◆ Volunteer Managers Network
- ◆ Communities



**Minimum Requirements:**

*Knowledge:*

- ◆ Understanding of the diversity of Volunteering
- ◆ Sound knowledge in the project area

*Skills:*

- ◆ Good people skills
- ◆ Good Communication skills

*Qualifications and Experience:*

- ◆ Environmental experience
- ◆ Supportive leadership roles

*Personal Attributes:*

- ◆ Ability to work in a team environment
- ◆ Commitment to Access and Equity for all
- ◆ Patience
- ◆ Willingness to participate in review processes



# **VOLUNTEER ORIENTATION AND TRAINING**



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## ORIENTATION

### ORIENTATION SHOULD INCLUDE:

- space
- People and their roles
- Rights & Responsibilities
- intro to the organ; mission & chart
- reporting channels
- protocols of behaviour
- description of work
- any training to be undertaken
- product knowledge
- anti-discrimination
- fire safety any other safety measures
- important documents
- goal setting

### **Ensure there is enough information for self-selection**

Reason to Orientate:

Comfort & Belonging

Productivity

### **Factors to consider in orientation and training:**

- create welcoming environment
- someone to greet
- explain location if difficult
- increase awareness about who has joined through into newsletters
- well planned = professional image
- confirm their decision
- assist the individual to make a realistic choice.
- part of the overall
- identify gaps in relation to the job
- impart 'must know' information
- Involve key people
- start from individual's current knowledge base



## **TRAINING: what to include**

1. Knowledge, skills & attitudes to do with job.
2. Understanding boundaries and limits.
3. The what ifs
4. Working with and understanding other workers.

### **Types of Training**

1. Orientation
2. Pre-placement training
3. On the Job
4. Continuing education



**ORIENTATION PLAN**

TOPIC	CONTENT	PROCESS	RESOURCES	RESPONSIBILITY





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## **VOLUNTEER PERFORMANCE PROBLEMS OCCURS MOST OFTEN WHEN.....**

- WHAT IS REQUIRED OF THE PERSON IN THE JOB IS UNCLEAR
- WHEN PEOPLE'S CONTRIBUTION IS NOT RECOGNISED
- WHEN PEOPLE DO NOT KNOW THEY ARE NOT PERFORMING WELL
- WHEN THERE ARE NO OPPORTUNITIES FOR TRAINING AND DEVELOPMENT
- WHEN MANAGERS DO NOT TAKE THE TIME TO LISTEN TO STAFF AND UNDERSTAND THEIR PARTICULAR AND CHANGING EXPERIENCES AND NEEDS
- WHEN A PERSON DOES NOT ADAPT WELL OR COPE WELL WITH CHANGE
- WHEN A PERSON DOES NOT HAVE THE KNOWLEDGE OR SKILLS TO DO THE JOB
- WHEN THERE ARE NOT THE RESOURCES OR EQUIPMENT NECESSARY TO DO THE JOB



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## DELEGATION

A pivotal component in 'making a volunteer program work' is the delegation of work to volunteers. Sometimes delegation can be seen simply as giving instructions: allocating work and telling volunteers what to do and how to do it. However a focus on delegation of responsibility rather than delegating tasks can be more empowering and productive. Delegating responsibility means that the volunteer becomes responsible for the work and the outcomes of that work. Delegation of responsibility can create a sense of ownership, provide decision-making opportunities, facilitate initiative, and define accountability.

### **Exercise:**

Consider one of the key areas of work that volunteers take on in your museum. Use the above model to examine how you might delegate that work to a volunteer that has not been involved with that work previously. Write a script that details what you might say.

Review what you have written:

- ◆ Does it provide scope for input from the volunteer?
- ◆ Does it indicate the signs of success?
- ◆ Are the consequences logical and varied?
- ◆ Is there anything you have left out?

### **SUGGESTIONS WHEN DELEGATING**

- Select the appropriate person to do the job
- Select an appropriate person to do the delegating: someone with clear understanding of the task or role
- Recognise the volunteer's strengths and limitations
- Make suggestions on how to start, if necessary
- Be active: demonstrate and give opportunities for practice wherever possible
- Provide a context or explanation of 'why' this needs to be done
- Provide written support material
- Identify support that is available; particularly relating to known pitfalls
- Provide feedback; both positive and critical
- Follow-up with people to ensure work is completed



# **SAMPLE OF A PLAN FOR A VOLUNTEER TRAINING SESSION**



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## EXAMPLE OF TRAINING ACTIVITIES

### Roles for Workers in Not-For-Profit Environments

#### Learning Outcome:

At the End of this session participants will be able to:

- Identify and Understand the Roles of Volunteers, Coordinators and Management Committees and the Relationships between each of these stakeholders.

The session aims to increase awareness and understanding of key stakeholder roles within a not-for-profit environment. This includes discussion to generate understanding of the expectations associated with each role and how they relate to each other. An agreed set of rights and responsibilities will be created with intent to clarify and increase commitment to these principles. Consideration will also be given to the consequences of non-compliance with such agreements.

#### Time:

- Roles for Workers; 75 min (You will probably need to split this session 45min/30min across a 15min break)
- Rights and Responsibilities; 45min

#### Resources:

- Whiteboard
- Whiteboard pens
- Butcher's Paper
- Permanent pens
- Handouts 5 & 6: Rights and Responsibilities; Management Committees
- Resources 2, 3 & 4: Volunteer Job Description Worksheet; Volunteer Coordinator Job Descriptions (3); Job Description Proforma for Volunteer Coordinator

#### Facilitator:

##### **Roles for Volunteers: General Discussion**

- What sorts of work does this organisation do?
- Facilitator add others as appropriate. Refer to the overall Vision or Mission of the organisation, where possible.
- What roles are you aware of for volunteers within the organisation?
- Facilitator add others as appropriate.
- Present key areas of work and the roles currently available for volunteers.
- Consider the needs and issues in the community that the organisation is trying to address. Are there any roles volunteers may have in the future to address such needs and issues?
- How do people feel about these roles?
- Ask participants to consider, can they think of any situations or roles in which volunteers should not be involved?
- Are there any roles that they personally would not be comfortable?



- If no responses, just let them know that for future reference please feel free to raise anything that they may feel uncomfortable about.

### **Roles for Volunteers**

#### Option 1

- Using the volunteer job description worksheet (Resource 2), collectively develop a job description for a voluntary role (on overhead or whiteboard)
- Discuss areas of responsibility and any related issues

#### Option 2

- Facilitator present a volunteer job description from their own organisation
- Discuss areas of responsibility and any related issues
- Ask the participants:
  - Is this an accurate description?
  - Does it include all the information they require?
  - Do they have any questions?

### **Roles for Volunteer Coordinators**

#### Option 1

- Using the Volunteer Coordinators Job Description Worksheet (Resource 4), collectively develop a job description for the coordinator (on overhead or whiteboard)
- Discuss areas of responsibility and any related issues

#### Option 2

- Distribute job descriptions of volunteer coordinators (Resource 3)
- Ask the participants to:
  - Review the job descriptions
  - Identify the differences.
- Each group to briefly report back and discuss what they have noticed.
- Ask them to identify the one that most closely represents the coordinator in your own organisation and give reasons.
- May also ask what do you think is the main role of the coordinator in this organisation?
- If coordinator is not conducting the training, ask them to be present at this point and to provide a brief (5min max) description of their main role.

### **1. Management Committees**

- Ask participants to consider: Are Management Committees volunteers?
- Consider as a group:
  - How are they the same as other volunteers?
  - How are they different?
- Come to a definition/agreement.
- *You may choose to create a statement in the groups about the role of management committees, but this will take more time*
- Ask participants to consider: What responsibilities do management committees have?



- List up on the Whiteboard. Facilitator to make further suggestions as appropriate
- Ask participants to consider: What rights do they have?
- List up on the Whiteboard. Facilitator to make further suggestions as appropriate
- Ask participants to consider: What is our relationship with the management committee?
- Describe the roles and tasks that the management committee in your organisation is involved in and what sorts of interaction or contact can other volunteers expect to have with the management committee. Use Handout 6 to support this discussion.

### **Clarify Relationships Between Workers**

- Define the relationships in your own words between each of these stakeholders.  
*Possibly consider that the Management Committee represents organisation, coordinator is liaison with volunteers.*
- Ask participants:
  - What do volunteers need from the coordinator?
  - What does the coordinator need from the volunteers?
- List up on the whiteboard, if appropriate. Ideas can inform the rights and responsibilities.

### **Rights & Responsibilities**

- In groups of 3-7 members ask participants to develop a set of rights and responsibilities
  - For Volunteers
  - For Organisations
- Participants to report back once complete. Introduce Handout 5 as a comparison.
- As each group reports, ask participants if they agree with each.
- Discuss and adjust as appropriate
- Ask the group to consider the consequences:
  - if we keep to all of these?
  - if we neglect our responsibilities, or impinge on someone's rights?
- Come to some common agreement about the organisational and individual consequences attached to responsibilities. Or highlight the organisations position.  
*This may also be used to inform organisational policy about performance management of volunteers*

### **Things to Consider:**

- When describing roles, try to describe them in a wide variety of ways for different learners. Draw comparisons to other roles people might be familiar with. Equate it to an animal, vegetable or inanimate object. Anything to keep it lively and upbeat.
- If you are short on time, and if you have enough people, get half of the group to develop the rights and responsibilities for Volunteers and half for organisations and then share both.
- Agreements about rights and responsibilities may also be used to inform an organisational policy about performance management of volunteers.

**Management Committees:**

You may consider simply presenting this section if your group seems to be limited in their understanding of management committees.

- Agreements about rights and responsibilities may also be used to inform an organisational policy relating to management committee.

**Other Reference Material:**

- Volunteer Management; an Essential guide; Joy Noble & Lousie Rogers; 1998
- Volunteers & Paid Workers; A collaborative approach; Joy Noble, 1977

**Possible Responses:**Are Management Committees Volunteers?

- Technically yes, however how they are perceived in the organisation can be quite different. Generally speaking their responsibilities are often very different from other volunteers involved in organisations.
- If there is going to be a distinction made, there will need to be a clear rationale for this.

What do volunteers need from the coordinator?

- support
- flexibility
- direction and guidance
- information
- resources

What does the coordinator need from the volunteers?

- reliability
- responsibility
- effort
- flexibility
- communication

Key issues to consider in rights and responsibilities are:

\*Beware of people's tendency to want happiness and friendliness to be mandatory\*

- respect
- safe environment
- Volunteers clarity of purpose and role
- right say no (Right of Refusal) if you had to?
- Provision of support and opportunities
- Feedback
- recognition
- hearing of issues
- reliability and responsibility of volunteers



Rewards of Living the Rights and responsibilities

- individual and group satisfaction
- positive working atmosphere
- smooth running of the organisation
- high achievements

Consequences for not following the rights and responsibilities:

*Natural Consequences.*

- work not getting done
- other people having to contribute
- confused and unhappy volunteers

*Organisationally Agreed Consequences.*

- missing out on opportunities
- suggesting time-out from the activity
- removal from the area at that point in time
- moved to a different role
- if serious, possible release of the volunteer



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## RECRUITMENT

### GROUP TASK:

Your group has been selected to establish new, innovative, creative methods of recruiting volunteers. Firstly you should consider what positions volunteers undertake and how you are currently recruiting for those positions.

Things to consider:

- ✪ What is the job that needs to be done – what positions do we have available?
- ✪ Who would want to do the job that needs to be done?
- ✪ Where will you find people to get involved?
- ✪ How should you go about communicating with them?
- ✪ What are the motivational needs of these people?
- ✪ What will you say to them to encourage them to get involved?
- ✪ When is the best time to recruit?
- ✪ What benefits do you have to offer volunteers?

Once you have considered what you are currently doing, think about what you could potentially do to have a more effective recruitment campaign.

Things to consider:

- ✪ Technology (e.g. Internet)
- ✪ Recruitment message
- ✪ Incentives and benefits
- ✪ Methods of recruitment







# **SUPPORT, RECOGNITION AND EVALUATION**



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## SUPPORT

The reciprocal nature of volunteering suggests that while we delegate work to volunteers, we also need to consider what support volunteers might require to be able to complete and enjoy the work they undertake. Effective support encourages a partnership approach where volunteers feel an integral part of the organisation rather than simply resources to be used by an organisation. Not surprisingly then, a good support system is reflective of clear and established rights and responsibilities of volunteers.

Support may be provided in a variety of forms depending on what is relevant to the individual/s receiving support. Generally methods of support will be negotiated through ongoing consultation between the program leaders and the volunteers. The focus of support may be related to both personal and professional issues related to their work, however it is important to note that providing support through the organisation is only one form of support a person can access.

Regardless of what methods of support the organisation utilises it is useful to ensure that they address the following principles of support:

### ***Accessibility***

Volunteers must be able to access support. This means that the support should be available at appropriate times and places and in forms that volunteers can use.

### ***Flexibility***

Support strategies that are provided should be able to accommodate the needs of individuals.

### ***Appropriateness***

Support strategies should be applicable to the work that volunteers are undertaking.

### ***Shared Responsibility***

Support comes from variety of sources both from within the organisation through staff and volunteers, but also from friends, and relatives.



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## DEVELOPMENT

The ongoing development of volunteers can be a key to ensuring the longevity of volunteer involvement, and the productiveness of the program. Sometimes development is required for volunteers to be able to successfully participate. Sometimes it's an 'optional extra'. However, without growth it is easy for volunteers to get bored with their involvement.

Development is likely to be part of the ongoing management and support of volunteers. In developing volunteers it is important to:

- Identify developmental opportunities that are relevant
- Provide development opportunities that are meaningful for volunteers
- Provide opportunities that contribute to organisational needs
- Get agreement and clarity about the process and desired outcomes.

Particularly if you are undertaking more formal development review systems, it is useful to integrate it into part of the agreement process when volunteers first join the organisation.

### **Feedback**

Feedback is a key component to development. It is often avoided for fear of hurting someone's feelings, however withholding feedback creates confusion. In all its forms, feedback is an essential element of a developmental program and appropriately used is a valuable learning experience for us all.

### **Monitor**

Monitoring is the keeping in touch with how the volunteer is managing and developing within the organisation. The initial interview covers a broad range of information about the individual volunteer. How do we know that information provided is still relevant a year from now? If you have a small number of volunteers this may be relatively easy to monitor through conversations, however larger programs may require a more formal monitoring system.



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## DAILY RECOGNITION OF VOLUNTEERS

- Do paid staff know the names of volunteers?
- Do paid staff use their names?
- Are individuals named in recognition?
- Are tea, coffee and biscuits available for them?
- Do staff know what the volunteers are working on?
- Are volunteers thanked often?
- Do you smile and talk to the volunteers regularly?
- Are special events or get-togethers held frequently?
- Do you recognise birthdays?
- Do volunteers hear from the organisation when they're away or sick?
- Are awards, cards or gifts given?
- When recognition is given in response to a task is it given as soon as possible?
- Do volunteers get support when they need it?
- Do you know when volunteers need support?
- Do volunteers get breaks when they need them?
- Do they get time off when they feel it's needed?
- Are there opportunities for you to give feedback to volunteers?
- Do they know when there's a problem with their behaviour/their work?
- Do they know when they've done a good job?
- Are volunteers asked for their opinion?
- Are there opportunities for volunteers to give feedback regarding the organisation?
- What policy do you have that relates to volunteers? *Note what kind of language is used in policies.*
- Do staff & volunteer have different rights?
- What are the attitudes to volunteers and volunteering?
- Are staff positive about working with volunteers?
  - Staff?
  - Board?
  - Other volunteers?
- What kind of language is used in conversation?  
*eg staff meetings*
- Do they have adequate work space & resources?
- Are volunteers involved in decision making processes?
- Is there a belief in the abilities of volunteers?
- Are volunteers recognised in organisational material?  
OR are they hidden?
- Is the organisation structured to provide effective:
  - Support?
  - Supervision?
  - Motivation?
  - Recognition?
  - Evaluation?



## FORMS OF RECOGNITION

### *Is there a variety of forms of recognition?*

- From a staff member to the volunteer about the job

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- From a staff member to the volunteer about the person

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- From the organisation to the volunteer about the job

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- From the organisation to the volunteer about the person

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IS RECOGNITION APPROPRIATE TO THE INDIVIDUAL/S? YES / NO



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## RECOGNITION

*“The people we seek to recognise are our most priceless resource and therefore deserve our most creative and sensitive thinking” Sue Vineyard*

### **TASK:**

Your group has been selected to establish a new innovative, creative recognition program for volunteers. This program will provide suggestions and strategies for informal and formal methods of recognition for volunteers.

Things to consider:

- ✦ The Diversity of Volunteer Motivations
- ✦ Resources Available
- ✦ Personally Meaningful Recognition
- ✦ Group Recognition
- ✦ Incentives



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## VALUING

Valuing is an action, not just an attitude. It is the means by which volunteers are appreciated or rewarded for their contribution to the volunteer program. It is easy for us to know and say that volunteers are valued, but the real test is do they know and feel that.

The value of your volunteers can be conveyed in a number of ways, both formal and informal. Formal strategies consist of planned approaches to formally recognise volunteer contributions. Informal recognition strategies are usually spontaneous acts of appreciation for the volunteer's contribution and can happen on daily basis. You can also emphasise the value of individual volunteers or the team, depending on whether you utilise group or individual strategies.

Following are some ideas for saying thank you.

- ☆ Thank you note
- ☆ Certificate
- ☆ Birthday card
- ☆ Personalised mug
- ☆ Positive comments about achievements
- ☆ Medal
- ☆ Volunteer of the month award
- ☆ Newsletter article
- ☆ Letter of appreciation
- ☆ Trophy
- ☆ The volunteers do a presentation/ training session
- ☆ Appointing them as mentors
- ☆ Morning/afternoon tea
- ☆ Honour Board
- ☆ Lunches
- ☆ Involvement in decision making
- ☆ Uniform
- ☆ Banner to celebrate accomplishment
- ☆ Informal chats with organisation's leadership
- ☆ Newspaper article
- ☆ Training opportunities



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## INVOLVEMENT

Effective leaders are also able to involve people in the organisation and the work that they do. Over the years we have used many words such as empower, enable, engage and integrate, however, central to each of these terms is the importance of involving people and our recognition of that individual's efforts.

Consider the following and the role they have in truly involving volunteers.

1. CREATE AN ENVIRONMENT FOR INVOLVEMENT
2. WORK WITH VOLUNTEERS' POTENTIALS, INTERESTS AND STRENGTHS
3. PROVIDE OPPORTUNITIES FOR AUTONOMY AND RESPONSIBILITY
4. PROVIDE MEANINGFUL WORK AND THE CHANCE TO MAKE A DIFFERENCE
5. PROVIDE WAYS IN WHICH VOLUNTEERS HAVE A VOICE AND INPUT INTO DECISION MAKING
6. VALUE INDIVIDUALS AND RECOGNISE THEIR UNIQUENESS
7. PROVIDE CHOICES AND PATHWAYS
8. ROLE AS COACH



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## LINKING

A key attribute of leaders is their ability to link and create a sense of unity; that is to connect people both to the key aims and goals of the organisation and to each other.

Without effective linking, volunteers can feel disconnected, without a sense of direction, and isolated, and within the organisation we can see signs of excessive competition and a lack of common purpose.

These three components provide a framework to ensure your program is united and cohesive.

### **Communicating a Clear Vision**

In working with volunteers we can communicate the vision by:

- Explaining how the roles or task assist the organisation in achieving its goal and vision
- Involving volunteers in developing the vision for your volunteer program
- Explaining the vision in ways that people can understand

### **Developing Information and Communication Systems**

Characteristics of effective communication include:

- Multi-level .
- Timeliness
- Comprehensive
- Inclusive

### **Developing a Team Identity**

Some key strategies which will assist you develop a team approach within your program:

- Reward and recognise the team rather than individuals in the team.
- In selecting people for your teams you need to identify the right mix of skills to do the work, but also recognise the need for both task and process skills.
- Encourage openness and trust-building in the team through your own modelling of these behaviours yourself



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## EVALUATION PROCESS CHECKLIST

What are the aims of the activity to be evaluated?  
(eg. volunteer outputs, user satisfaction etc.)

What do I want my evaluation to achieve?  
(what outcome do I want from my evaluation?)

Who else will be involved in the evaluation process?

How much time do I need to implement the evaluation process?

How will I inform volunteers of the outcome of their appraisal sessions?

What resources do I need?

Which evaluation methods will I use?  
(interviews, group discussion, appraisal forms, questionnaires)

How easy or complicated is it?

How will it result in the type of evaluation I want and in the right form?

How will the volunteers involved be happy with this method(s).  
Does it provide adequate recognition of the work they have been doing?

How will I deal with the evaluation information?



### Volunteering Queensland Volunteer Assessment of the Volunteer Program

As part of our continued effort to improve our volunteer program, we would like your responses to the following questions. All responses will be kept completely confidential. Do not sign the survey unless you wish to.

1. How long have you been volunteering with us? \_\_\_\_\_
2. To what extent do you think you are involved in decisions that will affect your volunteer work?  
 Well involved       Sometimes involved       Not well involved
3. Do you find your volunteer job to be interesting, challenging and rewarding?  
 Yes       No       Somewhat
4. Do you think that you are provided with sufficient feedback by those you work with?  
 Yes       No       Somewhat       Don't know
5. Do you think volunteers have sufficient opportunity to advance in responsibility in this centre?  
 Yes       No       Don't know
6. To what extent do you think that you are well accepted by the paid staff at VQ?  
 Well accepted       Generally well       Not well accepted
7. To what extent do you think that you are well accepted by the volunteers at VQ?  
 Well accepted       Generally well       Not well accepted
8. To what extent do you feel comfortable with the assignments given to you?  
 Comfortable       Not very comfortable       Don't know
9. Do you feel that you received sufficient orientation about VQ before you began work?  
 Yes       No       Don't know
10. Do you feel that you received enough training to carry out your assignment?  
 Too much too soon       Sufficient       Insufficient
11. In your experience, does your volunteer job match the job description you were given?  
 Yes       No       Not given job description
12. Can you think of any new areas or new jobs in which volunteers might contribute to VQ?



13. Any other suggestions/comments?

14. What's the best experience you've had while volunteering for us?

15. What's the worst experience?

16. If you could make three changes to our volunteer program, what would they be?

1

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2

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3

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17. How would you describe your experience as a volunteer staff member at VQ?

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date: \_\_\_\_\_



# RESOURCES



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## RESOURCES

### Web Resources

<http://www.volqld.org.au>

- Volunteering Queensland's web-site containing information about job referral training and peak body activities.

<http://www.energizeinc.com>

- This site is a publishing company specialising in volunteer management. This site contains a great library section and some good links.

<http://www.cybervpm.com>

- Perhaps the best site on volunteer management with lots of readings and a whole course on volunteer management. Great link sites and some very good articles covering the scope of managing volunteers.

<http://www.charityvillage.com>

- A vast site based in Canada with a range of research on a broad range of topics regarding not for profits.

<http://www.casnet.org>

- This site has some excellent articles on volunteer and board management.

<http://www.ncnb.org>

- This site is the national centre for non-profit boards in the US and has a range of articles and resources for boards

<http://www.iknow.org>

- This site specialises in providing key links and information resources for non-profits. It saves you hours in searching vast numbers of sites.

<http://www.nonprofit-info.org/npofaq/>

- A list of frequently asked questions by board members and answers to these questions provide a great resource for board training.

<http://www.pointsoflight.org>

- Site for one of the peak bodies in America for volunteering.

<http://ctb.lsi.ukans.edu/>

- Community Tool Box with a range of articles about activism and citizenship from the US. It provides a fantastic set of links.

### Australian Publications

JUST A TICK: A best practice survival guide for committees and boards of management; Kate Reynolds; 1999 (69 pages)

VOLUNTEERS & PAID WORKERS: A collaborative approach; Joy Noble; 1997 (53 pages)

ACCESS & PATHWAYS: Volunteering in Queensland; Volunteering Queensland; 1999



(29 pages)

SECRETARY'S HANDBOOK; Dr Myles McGregor-Lowndes; 1998 (175 pages)

VOLUNTEER MANAGEMENT: An essential guide; Joy Noble & Louise Rogers; 1998 (182 pages)

NATIONAL STANDARDS FOR INVOLVING VOLUNTEERS IN NOT-FOR-PROFIT ORGANISATIONS; Volunteering Australia; 2001 (68 pages)

NATIONAL STANDARDS IMPLEMENTATION GUIDE FOR NOT-FOR-PROFIT ORGANISATIONS INVOLVING VOLUNTEERS; Volunteering Australia; 2001 (92 pages)

VOLUNTEERS AND VOLUNTEERING; Jeni Warburton and Melanie Oppenheimer; 2000 (180 pages)

### **International Publications**

VOLUNTEER MANAGEMENT: Mobilizing the resources of the community; Steven McCurley and Rick Lynch; 1996 (235 pages)

STOP MANAGING VOLUNTEERS: New competencies for volunteer administrators; a teaching text & workbook; Sue Vineyard; 1996 (110 pages)

SUPERVISING VOLUNTEERS: An action guide for making your job easier; Jarene Frances Lee with Julia M Catagnus; 1999 (155 pages)

MANAGING VOLUNTEER DIVERSITY: A rainbow of opportunities; Sue Vineyard and Steve McCurley; 1992 (107 pages)

THE (HELP!) I DON'T HAVE ENOUGH TIME GUIDE TO VOLUNTEER MANAGEMENT; Katherine Noyes Campbell and Susan J Ellis; 1995 (117 pages)

BY DEFINITION: Policies for volunteer programs; Linda Graff; 1997 (91 pages)

101 TIPS FOR VOLUNTEER RECRUITMENT; Steve McCurley and Sue Vineyard; 1988 (69 pages)

THE VOLUNTEER RECRUITMENT (and membership development) BOOK; Susan J Ellis; 1996; (152 pages)

101 MORE IDEAS FOR VOLUNTEER PROGRAMS; Steve McCurley and Sue Vineyard; 1995 (72 pages)

101 WAYS TO RAISE RESOURCES; Sue Vineyard and Steve McCurley; 1987 (63 pages)

MEGATRENDS & VOLUNTEERISM: Mapping the future of volunteer programs; Sue Vineyard; 1993 (222 pages)

PRECISION MANAGEMENT; Richard Lynch; 1985

FROM THE TOP DOWN: the executive role in volunteer program success; Susan J

