



Doing It Well

A Volunteer Management Manual

for

Emergency Relief Agencies

This manual has been developed by People First –Total Solutions and Vic Relief Food Bank with support from the Department of Planning and Community Development, Victoria and the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs

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Overview

Volunteers are vital to the delivery of Emergency Relief support and services to Australians in need. There are some key issues that must be considered to ensure your agency is being effective as possible in involving and deploying volunteers. A successful volunteer program will attract positive and actively engaged volunteers and enable you to achieve your mission with less stress and confusion.

Effective Volunteer Management

Effective Volunteer Management includes sound human resources practices but in addition utilises community development principles. These principles include working with all sectors of your community to support the growth of all – whether they are a volunteer or they are the people receiving the services of the Agency.

While, each Agency will have a unique model dependent on the mix of services they provide and the structure in terms of staff (employee and volunteer) numbers, there are some aspects of volunteer management that need to be implemented in each Agency regardless of size and services provided. The implementation of these volunteer management practices may initially take time and energy however the end result will be a more cohesive Agency that is effectively able to deliver much needed services to the local community using the most efficient processes possible.

Volunteer Management Principles

Australia, Canada and the United Kingdom have implemented Standards as a guide for volunteer involving organisations to ensure they have appropriate practices for volunteer management. This guide focuses on ten principles of volunteer management developed by People First –Total Solutions based on the three international standards.

This manual includes sections dealing with each of the principles. The principles are:

1. Volunteers are Vital (Mission based approach)
2. Policies and Procedures
3. Program Management
4. Recruitment and Selection
5. Supervision and Safety
6. Orientation and Training
7. Recognition
8. Service Delivery
9. Record Management
10. Improvement and Evaluation

Manual Components

This manual, specifically designed for Emergency Relief Agencies, is a guide to assist you to in the ongoing development of the volunteer management practices within the Agency. It is intended to be a practical resource to assist your Agency. The manual contains information to assist you to meet the principles of volunteer management. In addition, the manual contains sample forms and policies and additional resources. The samples and resources are listed on the contents pages for ease of access.

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1. Volunteers are Vital – Mission Based

A fundamental component of any volunteer management program is assessing why the Agency involves volunteers in service delivery and the other operations of the organisation. This includes developing the basic philosophies intrinsic to the development of the program. This process includes clearly identifying the principles of volunteering the Agency will abide by and identify the rights and responsibilities of the volunteers.

Many agencies never understand or articulate why volunteers are to be included. Volunteers must be recognised as vital in providing support to the Agency and for the delivery of its services. This is the beginning process of acknowledging that volunteers are key team members of the Agency. The fact that they do not receive a salary is not indicative of the skills and experience they contribute to the organisation that has a mission to deliver specific services to their community.

A mission-based approach ensures there is a comprehensive understanding within the organisation of all the reasons Emergency Relief volunteers are involved. If this culture of knowledge and understanding becomes entrenched it can assist in limiting the concerns of paid staff about the boundaries between a paid role and the role of a volunteer.

Board Responsibilities

The Board of an Emergency Relief Agency should:

- ensure the organisation's mission statement is relevant
- have a clear link between the mission statement and the volunteer program
- include issues regarding volunteers in the strategic plan, organisation policy and marketing documents
- ensure members of the organisation are orientated about, and updated on, the volunteer program regularly.
- actively promote and endorse the volunteer program
- employ an appropriately skilled volunteer manager
- ensure that adequate resources are allocated to the program
- ensure that effective volunteer management strategies are implemented
- adopt principles of Volunteering (see sample in resource section)
- have a set of rights and responsibilities for volunteers (see sample in resources section)

Mission Statement

The Mission Statement is fundamentally a call to action for all associated with the Emergency Relief Agency, particularly the volunteers, and will:

- be influenced by the history and traditions of the organisation
- elicit an emotional response from potential and existing volunteers and establish a rationale as to why they should volunteer for the Agency
- be brief and written clearly
- be the motivator for the individual actions of the volunteer team
- have a realistic goal against which the provision of Emergency Relief services can be measured

Strategic Planning

Agency Strategic Planning will be undertaken regularly (e.g. every 3 to 5 years). This will include:

- identifying the Agency's niche and influence in the community – who is it serving and why
- assessing the Emergency Relief gaps in the community that the Agency may be able to work towards assisting – who needs the resources you have available the most

- how can you increase the Emergency Relief resources (with a specific focus on what the volunteer team can do to assist in this area)
- creating achievable 'milestones' for the organisation in the next 3 to 5 years
- establish an ongoing review process of the plans implementation and progress

2. Policies and Procedures

A successfully operational Emergency Relief Agency should develop and utilise all the policies and procedures that are necessary for Emergency Relief volunteer involvement.

Benefits of Policies

Clear policies have the following benefits for an organisation:

- Ensuring processes are fair and transparent
- Ensuring all employee and volunteer actions and decision are consistent with the mission, values and ethics of the organisation
- Demonstrating clearly why a change might be necessary and providing a process for all to follow during the change
- Placing a clear focus on what is important for the Emergency Relief Agency, employee and volunteer staff and clients
- Reducing potential risks to the Agency, employees, volunteers and clients
- Managing entitlements of the staff and clients to prevent conflict and confusion
- Helping develop capacity of the organisation
- Support a continuous improvement culture

Policy and Procedure Defined

Policy is a clear Agency statement of intent – a one or two sentence directive describing the standard to be aimed for and/or maintained by all people working with the Agency (employee and volunteer).

The Policy should then be followed by the Procedures to ensure uniform implementation of the Policy by everyone associated with the Agency. Procedures give detailed steps on the way the Agency expects an action to be implemented or an activity undertaken. Clear Procedures/steps ensure that all stakeholders are treated in a consistent, fair and equitable manner and that everyone understands the 'norms' of the Agency.

Policy and Procedure Pitfalls

When an Agency has no Policies and Procedures Manual there are no consistent standards for the service to operate within – this also means there are no accurate means to measure and review the service delivery outcomes. As a society we understand the implications of operating outside the 'law of the land'. The Policy and Procedure Manual is the 'law of the Agency'. It is also a tool to protect the Agency in the event of a critical incident such as an aggressive client intimidating an interviewer or a volunteer injury when moving food parcels. The Manual is proof that the Agency has put in place the standards for all the team – it demonstrates that the Agency has met the average operating standards of their peer organisations and have considered the needs and safety of all stakeholders.

Policy and Procedure Format

Each Agency will use a different format for their Policy and Procedure Manual. It must be remembered that this should be a 'living document' as the needs of the service recipients and the staff (volunteer and paid) change and as laws are amended there will have to be new Policies and Procedures developed. Policies should be written in clear language and without jargon. There are sample Policies and Procedures available in the back of this Manual which can be used as a guide in the development or updating of your Policy and Procedure Manual.

Agency Appropriate Policies and Procedures

There are many ways an Agency can source Policies and Procedures. As stated above there are some Samples in this Manual. However they will only be a useful tool when they have been adapted to fit the exact needs and protocols of your Agency. There should be specific detail included on the required standards of your Agency. Staff are not going to believe the Policies and Procedures are relevant to them if they still have the 'branding' of the organisation they have been sourced from and do not reflect the actual processes undertaken on a regular basis at the Agency.

Training in Policy

All staff (paid and volunteer) should receive information and training in policies during their orientation. Each person should be offered a copy of the Manual on a CD for their own reference. There needs to be at least one hard copy Manual at each site the Agency operates from. The team needs to be reminded to refer to the Manual when undertaking new or different tasks to ensure consistency in service delivery and to maintain safety standards.

Updating Policy

Policies should be regularly reviewed and then updated as necessary. Time should be allocated at team meetings to review Policies, preferably monthly but at least quarterly – this will be especially relevant after any reported critical incidents or near misses.

Requisite Policies

The Resource Section lists a number of important volunteer management Policies. This is not an exhaustive list as each Agency will need to ensure they include Policies to cover all the processes they undertake to meet the needs of their team and their service recipients.

3. Program Management

Each Agency should have an appropriately skilled and resourced person who has responsibility for managing their volunteer program. This person may be an employee or volunteer. While volunteer management includes sound human resources practices it is not as simple as using the same techniques used with employees. The Volunteer Manager needs to understand the nuances of working with volunteer workers. Volunteers have different motivations and expect very different 'rewards and recognition' for the work they undertake on behalf of the Agency. If the Volunteer Manager is not fully aware of these motivations it can be very difficult to recruit and then retain a team of volunteers. There is also the potential to become very frustrated, as a Volunteer Manager, if the strategies being implemented do not have the expected outcomes for the service.

Role and Position

The manager of volunteers should have an appropriate clear position description that is reviewed and updated on an annual basis. A Sample Position Description available on in the resources section. They should be a member of the senior management team within the organisation. This is vital as the volunteer team is often the largest team of people working within the organisation and this needs to be recognised in the management structure.

Responsibility

The volunteer manager is responsible for developing a volunteer management strategy appropriate for the Agency. They should have the authority to implement this strategy within the organisation. In addition, the Volunteer Manager should acknowledge the particular needs of the Emergency Relief volunteers to ensure they have access to sufficient information, support and resources at all times.

Skills Development

The Volunteer Manager must be provided with regular opportunities (at least annually) to attend professional development workshops and conferences to ensure their skills are maintained and updated. Regardless of whether or not they are paid or volunteer, the cost of this development needs to be built into the program's budget.

Volunteer Handbook

An appropriate Volunteer Handbook needs to be available and regularly updated. Details of the components for the handbook can be found in the samples section of this Manual

Team Orientation

The volunteer program should have orientation information for Board Members, volunteers and employees. This orientation should be included in the induction program for all people affiliated with the program. This induction should include information on the rationale for volunteer involvement and the outcomes achieved by the volunteer team. The induction information can be delivered via one to one induction, workshops or via CD or e-learning as appropriate. It is the Volunteer Manager's responsibility to ensure that all team members are inducted.

4. Recruitment and Selection

Recruitment refers to the many faceted processes your Agency uses to attract potential volunteers. Effective recruitment strategies, including marketing, promotion and volunteer application forms etc, will be the core element to ensure the ongoing development of your volunteer program. Regular renewal of the volunteer team will ensure the Agency does not struggle to deliver services in the near future if volunteer numbers diminish. Recruitment is only the initial step in attracting new volunteers to your Agency. Recruitment can only be deemed successful if you also have strategies in place to select the most appropriate people for your team. Selection processes not only include ensuring the required checks (e.g. Police and Referee Checks) are undertaken but also determine if the potential volunteer has the right skills and experiences for the roles you have available.

Planning for Recruitment

The planning stage is a vital component of volunteer recruitment and selection. Prior to any new recruitment phase there should be a review of what volunteers are currently doing and what, in the best case scenario, they could be doing in the future. This review should be undertaken by the Volunteer Manager in conjunction with other staff, including volunteers, to ensure all aspects of volunteer roles are considered. The information provided by current volunteers must be used in the planning process. After the review process is completed the comprehensive volunteer position descriptions should be developed for all existing and potential positions.

The Process

The Agency should have a documented and structured recruitment process for volunteers. This will be documented in the Policies and Procedures of the Agency (see samples in the resources section). The processes should include:

- Position descriptions developed for each role
- Strategies to promote and market volunteer opportunities for people from diverse demographics (including people of all ages, from a variety of cultures and people with a disability)
- An application form which is reviewed each year (see a pro-forma in samples)
- Information on screening processes (Police and Referee Checks)
- Police Check authorisation forms – completed, signed and submitted to the Police Department
- Volunteer Interview Questions (sample included)

21st Century Recruitment

It is important to recognise our communities and volunteering practices are changing. Agencies should ensure their recruitment practices are non discriminatory and include strategies to recruit people from different generations (including young people) and backgrounds.

The Agency should actively recruit volunteers from all demographics. An understanding of the characteristics of each generation will assist in this recruitment process.

The characteristics of the Silent Generation/Civic Builders (1925 - 1944) are:

- Used to hierarchy
- Conservative and follow the rules
- Civic minded – a generation of helpers
- Have retired so often have more time available

The characteristics of the Baby Boomers (1945 - 1964) are:

- Like to travel and spend time away from home
- Used to attending meetings
- Often have a professional background
- Interested in new experiences and learning new skills
- Comfortable assuming a leadership role

The characteristics of Gen X (1965 - 1980) are:

- Prefer flexibility and working autonomously
- Dislike attending meetings
- Entrepreneurial
- Resourceful and self sufficient
- Interested in making a difference in the life of an individual
- Technologically literate

The characteristics of Gen Y (1981 - 1996) are:

- Independent thinkers who like to share their ideas
- Seek strong leaders as opposed to managers
- Like being involved in social and group activities
- Resilient and slow to shock
- Seeking a variety of options
- Focussed on the Mission of the organisation – it is important to them
- Also technologically literate

One of the most effective volunteer recruitment tools is word of mouth – positive comments and endorsements from your current volunteers will always be your best asset.

New volunteers will be attracted to a vibrant and positive organisation – so try to avoid giving the message that your Agency is desperate for volunteers. Focus on the achievements and the positives of being actively involved with the Agency.

Some of the recruitment tools available include:

Silent Generation	Newspapers, mail outs
Baby Boomers	Radio, www.govolunteer.com.au , Flyers
Gen X	School newsletters, guests at school, Blogs
Gen Y	Website, FaceBook, Twitter

Interviewing

There should be a designated person (or people) to interview all potential new volunteers – it is recommended that you incorporate volunteers from your team in this role. It is essential that the interview process is comprehensive and that it provides the volunteer with sufficient opportunity to provide information about their skills and experiences and ask detailed questions about what their role will include. This stage is important to ensure the potential volunteer is assigned to the most appropriate role currently available. Generally potential volunteers will participate in a face to face interview however there may be occasions when it is necessary to undertake a phone or written response to the interview questions. This can be necessary when an Agency delivers services in more than one location. It may also be necessary if the volunteer works full time in a paid position and wants to volunteer on weekends or during evening hours.

Selection

Once recruitment has started then you should have the selection processes clearly established. A key element of the selection process is the screening. Potential volunteers should be informed at the commencement of the recruitment process that they need to agree to a Police Check and other screening processes such as referee checks. Potential volunteers will be asked to sign an agreement to undergo all necessary screening checks – this must be included with the application forms.

Effective selection is also about making a realistic assessment as to whether the potential volunteer has the appropriate skills, experiences and attitudes to integrate into the team. Many organisations still accept anyone who applies to volunteer – unless they fail the Police Check. It is appropriate to only accept volunteers if there is a role available that matches their skills and experience.

Volunteer Managers can be creative in the roles they develop for the volunteer team. This can be done by having lists of tasks that are outside the usual duties of volunteers but still will support the Agency and assist in service delivery. When an applicant has a different set of skills on offer it may be possible to allocate them these tasks. However there will be some occasions when the applicant is not suitable for the organisation and needs to be referred to potential opportunities with other organisations.

5. Supervision and Safety

The Emergency Relief Agency must have appropriate supervision and safe working practices established. All volunteers should be informed of these practices. The information processes established will be flexible enough to recognise the needs and skills of the volunteers. Each volunteer will bring very different knowledge of safe working practices to their role. As volunteers are, in general, adults it is important to recognise this existing knowledge. Adult learning principles will need to be implemented so only those who need a detailed training session are required to undertake it. However, good risk management strategies will involve mentoring to ensure that volunteers utilise their existing knowledge to work safely in a new environment.

Supervision

Volunteers should always have a supervisor available (in person or on call) to assist them when unfamiliar situations arise. The supervisor should have the responsibility of ensuring that good risk management strategies are implemented. The supervisor should ensure that the volunteers have access to the appropriate tools and personal protective equipment for their designated tasks. The supervisor should be available to provide support and debriefing to the team when required after a near miss or critical incident.

Workspace

Volunteers should have access to an appropriate work space and all the resources needed for the delivery of Emergency Relief such as:

- Appropriate premises/
 - Safe and private interview rooms
 - Room will be set up so that the interviewer has an easy exit path if the client becomes aggressive
 - Room will be separate from other activities so that the client privacy is respected and maintained
- Necessary manual handling tools
 - Trolleys
 - Fork lifts
- Safe food handling supplies and equipment
 - Gloves
 - Hygienic surfaces for sorting and preparing food
 - Appropriate refrigeration and freezer facilities
- Office space
 - Seating
 - Desk space
 - Computers
 - Phones
 - Internet
- Parking
- Kitchen facilities (mugs, tea, coffee, milk, sugar etc)
- Safe storage place for personal items (handbag, keys, mobile etc)

- Coat racks

Duty of Care

Organisations have a Duty of Care to ensure everyone is kept safe. Duty of Care refers to the legal responsibility on all of us to take care to avoid harm to another person or damage to property as a result of an action or inaction. This is a duty to not be careless or negligent. Duty of Care and Negligence are not defined precisely in law – they are defined through history and convention and the nuances have changed through the years as Society has changed.

The concept of Duty of Care revolves around situations when one person is relying on another. There is an expectation that they will be kept safe – if due care is not taken it is foreseeable that the person may suffer some harm. To assist in the Duty of Care process it is important to maintain the standards implicit in your position description. The Standards of your profession and organisational procedures will be your guides. In general a worker is expected to maintain a duty of care that reflects the average standards of their professional peers.

If Duty of Care is not maintained within the organisation there is the potential for volunteers, employees and clients to be placed at risk of harm. In addition if appropriate facilities, resources and protections are not in place volunteers will feel ‘used’ and not respected and may not continue volunteering with the organisation.

Critical incidents (sample form available)

At a minimum, the initial briefing for volunteers must inform them on how to deal with critical incidents such as:

- Hostile or aggressive clients
- Accidents – including blood spills
- Health emergencies

Critical incident reporting processes should be included in the Agency Policy and Procedure Manual

Team Meetings

Volunteers should have opportunities to attend regular (at least quarterly) team meetings to:

- Receive information on:
 - Updated procedures
 - Changes to legislation
- Debrief with colleagues
- Participate in program development, program review and continuous improvement activities
- Check current processes with supervisor
- Socialise with colleagues
 - Opportunity to meet with volunteers from different shifts
 - Have a ‘cuppa’ and relax instead of always being undertaking service delivery

6. Orientation and Training

All Emergency Relief Agencies need to have systems in place to ensure all volunteers receive sufficient information to enable them to undertake their assigned duties in a safe and efficient manner. This should include a comprehensive orientation process and the training sessions to update the necessary skills of the team.

The planning for any training session will include the recognition that each adult brings different skills and experience to their role. Not all volunteers will need to attend all workshops. A key element of this planning will be the decisions on determining which volunteers actually need the formal training to be an Emergency Relief Interviewer – volunteers undertaking non interview roles will not need to do this course.

Orientation

All new Emergency Relief volunteers should receive an appropriate orientation – this will cover the work of the Agency and an overview of the client base. Orientation should be provided by various means dependent on whether there is an individual or a group starting at any given time. It will be appropriate for orientation to be done via the mentoring/buddy system when there is one new volunteer commencing work with the organisation. A workshop can be an effective method of undertaking an orientation session if a new group are starting work. While orientation is vital it is equally important that this be done in a relaxed and welcoming manner.

It is, however, important that all volunteers receive consistent information regardless of whether the session is a workshop or one to one. To ensure consistency an Emergency Relief Volunteer Orientation session should include:

- Mission of organisation
- Volunteer Rights and Responsibilities
- Agency Code of Conduct
- Clear instructions on the duties associated with their designated role
- Introduction to other team members (volunteer and paid staff)
- Information about structure of organisation:
- Information about, and access to, Policies and Procedures Manual
- Information on the reimbursement policy
- Guided tour of the premises they will be working in including:
 - Location of their supervisor's office – or how to contact them
 - Location of Attendance Book
 - Kitchen facilities
 - Toilet facilities
 - Rallying point – in the event of an emergency
 - Location of First Aid Kit
 - Location of Fire Extinguishers
 - Instructions on how to use technology such as computer, mobile phone, phone system, fax and photocopier
- Handling messages and inquiries
- Keys and Security arrangements
- Information about ongoing training requirements
- Providing notice of resignation
- Information on trial period and dismissal procedures
- Information on succession planning
- Occupational Health and Safety procedures
 - General procedures for all staff
 - Specific procedures for designated duties

After orientation a volunteer handbook (headings in sample section) should be provided to volunteers to ensure they have comprehensive information about the Agency to refer back to as necessary. The handbook should be reviewed at least every two years to ensure it remains current – including information about any legislation (such as Food Handling) that impacts on the volunteers in their regular duties.

Initial Training

Once a comprehensive orientation has been undertaken the requirements for specific training needs will be determined. It can assess the most appropriate training method to meet the individual needs. A lot of training can be done by matching the new volunteer with an existing member of the volunteer team to act as a buddy/mentor trainer.

Volunteers who are working as Emergency Relief Interviewers will need to undertake the **CHCCS6B** Assess and Deliver Services to Clients with Complex Needs Course in Emergency Relief Work 21609VIC Course prior to commencing their role as an Interviewer.

Other formal training will include Food Handling Supervisor, Food Handling, Manual Handling and First Aid Certificates. It will not be necessary for each volunteer to attain these Certificates but the cost for these training sessions will have to be built in to the volunteer program budget as needed.

Workshops or information sessions should be held, as necessary, to ensure volunteers have the skills and knowledge necessary to undertake their designated duties. Emergency Relief volunteer training will cover areas such as:

- Specific duties of their volunteer role
- Confidentiality
- Agency policies and procedures
- Dealing with difficult clients
- Safe food handling
- Updates on Centrelink entitlements
- Updates on other concessions available
- Updates on what other services are available in the local community
- Telephone procedures
- Safe manual handling practices
- Debriefing and self care

Ongoing training

It will be essential to have ongoing training opportunities available for volunteers to ensure they have the appropriate skills necessary to undertake allocated tasks. Training options should be flexible (including e-learning) to enable the greatest number of volunteers to undertake it at a time appropriate to them. Each Agency should assess what training is necessary and viable for their organisation. It may be feasible to share training sessions with other small organisations in the same locality. There may also be a team member (volunteer or employee) who has the skills and experience necessary to share with others using less formal processes

Adult Education Principles

It needs to be remembered adults learn differently to young people. All training material and delivery styles need to be reviewed regularly, by the volunteer manager and the volunteers, to ensure they are appropriate for the needs of the team.

Adults bring skills and experiences to their role. Any training session must build in the opportunity to share these skills and experiences. Adults will learn best when they have the opportunity to reflect on how this new role requires them to build on the skills they already have. Training sessions need the opportunity for interaction by all the participants.

As the demographic groups joining the volunteer team change new methods of training will need to be explored. There still needs to be recognition that these groups are able to share skills and experiences. It may be though that this sharing will occur via web bulletin boards and blogs as opposed to workshops in a room.

7. Recognition

Volunteers only continue to be active participants when they feel their individual contribution is valued. There are a multitude of means to recognise and value the work undertaken by the volunteer team. Ongoing recognition is a vital tool in creating a positive environment and aids in the retention of volunteers.

Informal recognition

Informal recognition of volunteers should be happening all the time and via less formal means too – a regular genuine “thank you” is appreciated by most volunteers. Agencies need to find ways to build this into the culture.

Planning and funding

Volunteer recognition strategies should be built in to the Emergency Relief volunteer management program – including a budget line to resource this. The Agency should allocate appropriate funding to enable small and large events to be included into the annual plan. Ensure a specific person or team has the designated role to coordinate the celebration events. It may be a group of volunteers.

It is important to request regular feedback, including anonymous options, from volunteers on current recognition activities. This feedback can be used to assist in evaluating recognition activities and for the planning of future events. This will ensure the volunteers feel as though their contributions are valued.

Entrench Variety

It is important to utilise a combination of methods of recognition. Review the recognition events at least every three years to determine if it is time for change. It is essential that the volunteers be provided the opportunity to provide anonymous feedback on the volunteer recognition events. It may be that verbal feedback is ‘polite’ as opposed to a true reflection of their reactions to the events. They may actually be hoping for some new style of celebration.

One means to entrench variety is to research what other organisations are doing to celebrate the contribution made by their volunteer team. A volunteer can be assigned the responsibility to undertake the research on behalf of the team. This will ensure new and creative ideas are explored for future recognition activities.

Genuine Recognition

People appreciate that it is their actual individual contribution, as a volunteer, that is appreciated as opposed to more generic celebrations. Some recognition events should highlight the ways in which the work of the volunteers is actually benefitting their community.

Uniform Approach

Ensure the standard of recognition can be maintained – if there is a much bigger recognition event than other years there will need to be clarity as to why this is a one off event.

Recognition Options

Recognition activities can include:

- Access to no cost tea and coffee while undertaking volunteer activities
- Presentation of pins, badges or certificates
- Regular acknowledgement of contribution in Newsletters
- Recognition of contribution in all Reports – including Board Reports
- Share positive feedback from clients and other organisations
- Provision of references when requested (after a minimum of six months service)

- Take photographs of volunteers while they are "on the job" and later give each volunteer a photo of him/herself in a frame with a 'thank you' message – also have these photos displayed in a common area such as a tea room
- Bring volunteers together for a recognition lunch, tea or dinner in their honour.
- Send an anniversary card to volunteers highlighting their year(s) of service. Note how they made a difference in your organisation over the past year(s).
- Encouraging volunteers to participate in staff meetings and planning sessions – provide them with opportunities to make suggestions and recommendations

8. Service Delivery

The services delivered, and the manner in which they are delivered, by the organisation are continually under scrutiny by community members and by the funding bodies. The need to deliver all services in a manner that maintains the dignity and self worth of each client is an essential component of Emergency Relief support. Each day Emergency Relief Agencies work with vulnerable clients so it is vital there are mechanisms in place to protect clients and volunteers.

Volunteers make up the majority of the team that actually interacts with community members on a regular basis and thus their contribution will be under constant scrutiny. Volunteers can only be expected to deliver an appropriate service when the resources and support they need are regularly monitored, reviewed and updated.

Resources

Investing in the resources needed for the volunteer team will be an effective retention tool. Volunteers who have the necessary tools for their role are more likely to feel as though their contribution as team members is being recognised, respected and valued.

There does need to be regular reflection as to whether the resources are adequate and being used to maximum capacity in the provision of Emergency Relief. Is the organisation making the best use of the finite resources available? It may emerge that volunteers need to be recruited with a new skill set to utilise some resources more effectively or that existing volunteers need additional training to use these resources. An example of this would be a forklift. If the forklift is only being used one day a week when the person with the Forklift Licence is available and the rest of the time the team struggle to move goods manually it may be appropriate to utilise funds to enable one or two additional people to get a Forklift Licence.

Monitoring

The Emergency Relief Agency should collect data on the total hours of volunteer service provision within the Agency. This should record the hours of the individual as well as the team as a whole. It will be vital to ensure the actual contribution of an individual volunteer is not excessive in terms of hours – this will help reduce the potential for burn out.

There should be quality control standards implemented to ensure the delivery of Emergency Relief is undertaken in a fair and non judgemental manner by all team members.

The organisation should monitor the ways the community is made aware of the services available from the Agency. This will include monitoring media coverage and information available at other community organisations of the activities of, and services provided by, the Agency.

Monitoring the achievements of the volunteer team will also give you qualitative and quantitative information to utilise when applying for additional funds to increase service delivery. This same information can be used in reports to existing funding bodies to demonstrate the outcomes and justify ongoing funding.

Reviewing

There should be readily available means provided for clients to provide feedback on the processes in the provision of Emergency Relief. This can be done by documenting feedback to interviewers, convening focus groups or by giving clients a survey and stamped addressed envelope for them to send in anonymous feedback.

Volunteers can provide significant detail and information as part of the review process. Not only do they have regular interactions with the service recipients but they are also more 'eyes and ears' in the community. Community members may be more inclined to report their compliments or complaints to a volunteer as they will see the volunteer as 'one of them'.

The data and feedback collected as part of the regular reviews (at least annually) should be utilised in planning and all changes will be implemented as necessary as part of this review. This review process gives all the stakeholders an opportunity to participate in improving the services provided.

Volunteer Roles

It is important to regularly review the tasks designated as volunteer roles and to review the work undertaken by specific volunteers. The roles in general need to be reviewed at least every three years. This will ensure the volunteer positions available are appropriate for the skills and interests of the volunteers and sufficient to meet the needs of the Emergency Relief client group

In addition to reviewing the roles there also needs to be an opportunity for the volunteers to review the tasks they are allocated on an annual basis. The volunteer may be happy to continue with the assigned duties however some volunteers may want to change their duties totally or undertake additional duties. The volunteer may have skills not revealed in the initial interview that they may be prepared to utilise now they have a comprehensive understanding of the necessary tasks within the organisation.

Updating

Volunteers should be regularly updated on the procedures utilised to assess the client's need for Emergency Relief. This should include the assistance available and referral information given to clients. Updates will be needed on:

- The services provided by other organisations within the local community including:
 - Medical
 - Counselling
 - Personal
 - Family
 - Financial
 - Material aid
 - Courses
 - Specific drought relief services
 - Advocacy services
 - Legal Aid
- Benefits available from Centrelink
- Other benefits available such as assistance with Utility payments

Volunteers need to be provided with sufficient training and information on the changes to the provision of Emergency Relief to ensure they are maintaining the standard of service required and to ensure they are complying with relevant legislation such as Food Handling.

9. Document and Record Management

An Emergency Relief Agency should have clear evidence of documentation and record keeping appropriate for the volunteer management program. This should include ensuring volunteer personnel files are kept secure and comply with Privacy legislation. There should be equally stringent security methods for hard copy and computer files.

Files

Volunteer Personnel files include:

- Application Form
- Results of Screening
 - Police checks
 - Referee checks
- Next of kin details
- Medical information to be given to paramedics in the event of an ambulance being called
- Record of all training completed
- Disciplinary procedures

Security

Key means of ensuring security include:

- All staff (employees and volunteers) who have access to personnel files have signed a Deed of Confidentiality
- Dedicated filing cabinets are available that are able to be locked and accessed only by designated officers
- All computer files and databases with personal information are secured with passwords and only able to be accessed by designated officers

Processes

The Emergency Relief Agency has processes for:

- Policy development and review
- Recording the updated versions of documents such as policies – ensuring they have the date recorded
- Removing, and disposing of by shredding, outdated documents
- Updating Personnel files and storing them securely
- Providing access to approved personnel to secured files and documents
- Providing volunteers with the opportunity to review their personnel file
- Ensuring all team members are provided with updates after documents such as policies are reviewed
- Documenting management structures, responsibilities, lines of authority and accountability
- Storing the minutes of meetings and planning outcomes
- Updating reference material such as Acts and Legislation impacting on the Emergency Relief Agency

10. Improvement and Evaluation

The Emergency Relief Agency volunteer program should undergo a comprehensive review process on an annual basis. Volunteers and staff will be provided with opportunities to provide feedback on a regular basis. The provision of feedback should be encouraged and welcomed as an important component of continuous improvement.

The feedback should be collected on an ongoing basis via informal means such as documenting verbal feedback and via more formal evaluation surveys. Evaluation processes include reflecting on the impact of the volunteer program and the services it delivers to the community.

Feedback Providers

Systematic processes are needed to collect feedback from:

- Clients
- Volunteers
- Board members
- Paid staff members
- Stakeholders (organisations the Agency works closely with)
- VicRelief Foodbank

Feedback Collection

Feedback can be collected via:

- Documenting conversations (such as telephone calls) that include feedback – whether formal or informal
- Focus groups
- Surveys
- Team meetings
- Web bulletin boards
- Blogs
- Email

Feedback Use

The detailed feedback should be utilised during any strategic planning session as one of the tools to assist in determining what aspects of the services should be maintained and which need to be adapted to meet the changing needs of the community.

Services or program changes, implemented as a result of feedback and review processes, should be trialled and evaluated to ensure they meet the identified needs prior to adoption as policy by the Agency.

Once a new strategic plan or approach has been developed all relevant personnel will receive a briefing on the changes made. Any training required will be undertaken once the new method of service delivery has been adopted.

Principles Check List

Document what your organisation has in place and what it plans to undertake in the future.

	In place?	To be updated by (date)
Volunteers are Vital (Mission based approach)		
Board receive information on volunteer program and their responsibilities in the orientation pack		
Mission statement reflects the work of the whole organisation including the volunteer team		
Strategic plan is regularly reviewed and updated and includes outcomes of the volunteer program		
Policies and Procedures		
Volunteer Program Policies and Procedures developed – includes volunteer engagement policies		
Policies include agency specific details		
Procedures clearly define the steps to be taken to engage volunteers and for the work of the volunteers		
All staff (volunteer and employee) receive information on volunteer policies and procedures during their orientation		
Policies are reviewed on at least an annual basis and updated as necessary		
Program Management		
An appropriately skilled volunteer manager is recruited and appointed		
Volunteer Manager has a comprehensive position description		
Volunteer Manager is a member of the senior management team		
Volunteer manager has responsibility for developing the volunteer program strategy		
Volunteer manager manages a designated volunteer program budget		
Volunteer manager is provided with the opportunity to participate in professional development activities at least annually		
Board Members and staff (volunteer and employee) receive information on the volunteer program during their orientation		
Recruitment and Selection		
Annual planning for, and review of, volunteer recruitment strategies is undertaken		
Position descriptions are developed for all volunteer opportunities within the Agency		
Volunteer program promotion and marketing is undertaken – material targeting the different generations is developed and reviewed		
Strategies are developed to recruit volunteers from all demographics within the community		
A volunteer application form is developed and reviewed and updated annually		
Volunteers are informed during the application of all screening processes they will have to complete		
Volunteer interview questions are developed and reviewed annually		

	In place?	To be updated by (date)
Volunteers are selected with the specific skills and experience needed for the designated positions		
Supervision and Safety		
Risk Management assessments have been undertaken		
Occupational health and safety training has been undertaken as necessary		
Volunteers are provided with the necessary resources and equipment to undertake their designated duties safely		
Volunteers have been provided with the information necessary to complete critical incident and near miss reports		
Volunteers have access to appropriate support and supervision (in person and via telephone)		
Volunteers have access to regular updates through team meetings and newsletters		
Volunteers have regular opportunities for debriefing and social interaction		
Orientation and Training		
All volunteers receive a comprehensive orientation – appropriate for their position and skill level		
Volunteer Interviewers have completed CHCCS6B Assess and Deliver Services to Clients with Needs Course in Emergency Relief Work		
Volunteers working with food have undertaken the appropriate Food Handling Course		
Training needs of the volunteers are reviewed on an annual basis		
Training sessions utilise adult education principles		
Training methods are flexible including e-learning as appropriate		
Recognition		
Volunteer recognition is undertaken on a regular basis via formal and informal processes		
A budget allocation is made to fund formal volunteer recognition events		
Formal volunteer recognition events are reviewed at least every three years to determine if the volunteer team are still enjoying them		
Service Delivery		
Resources needed to deliver services are reviewed to ensure they are adequate		
Data is collected on hours contributed by volunteers		
Regular review is undertaken to ensure services are being provided in an equitable and non judgemental manner		
Media coverage is monitored		
Clients are provided with an annual opportunity to provide feedback on services delivered		
Volunteer feedback is sought via formal and informal methods		
Designated volunteer roles are reviewed annually and position descriptions updated as necessary		
Volunteers are provided with an opportunity annually to reflect on their duties and determine if they would like new or additional roles		

	In place?	To be updated by (date)
Volunteers are provided with regular updates on the other services available in the community for the client base		
Document and Record Management		
Policies are developed consistent with the National Privacy Principles for the storage of all personal information		
Personnel files are created for each volunteer and updated on an annual basis		
Personnel files are stored securely (hard copy and computer files)		
Improvement and Evaluation		
Volunteer program is reviewed annually		
Feedback is collected from all stakeholders (listed on Page 21)		
Strategic plan is reviewed annually and changes made utilising stakeholder feedback		
Volunteer representatives are invited to attend strategic planning sessions		
All volunteers are updated on strategic planning updates		

Principles of Volunteering

The principles of volunteering that an Emergency Relief Agency supports include:

- volunteering benefits the community and the volunteer
- volunteer work is unpaid
- volunteering is always a matter of choice
- volunteering is a legitimate way in which citizens can participate in the activities of their local community
- volunteering is a vehicle for individuals or groups to address human, environmental and social needs
- volunteers do not replace employees nor constitute a threat to the job security of employees
- volunteering respects the rights, dignity and culture of others
- volunteering promotes human rights and equality

Volunteer Rights and Responsibilities

Like all team members volunteers have a number of fundamental rights and responsibilities. An Emergency Relief Agency has the right to expect that volunteers will undertake their allocated tasks in a professional manner – respecting the needs of the clients, their colleagues and the organisation.

Rights

Volunteers at an Emergency Relief Agency have a right to:

- a non discriminatory application/recruitment process
- be treated as staff members
- a position description and agreed hours
- access to policies and procedures
- receive appropriate orientation and on-going training (including Emergency Relief specific courses)
- receive clear instructions, regular supervision and support
- work that is worthwhile, diverse, challenging, satisfying and appropriate to skills and experience
- access information about the organisation and the tasks allocated
- know who they are accountable to and to have clearly defined channels of communication
- have confidential and personal information dealt with in accordance with the principles of Privacy Act 1988 (Privacy Amendment Act 2000)
- a safe and healthy work environment
- to express themselves and make suggestions in planning and decision making
- access to a grievance procedure
- be adequately covered by insurance
- have their contributions recognised and valued
- refuse a volunteer task
- not do work of an employee during an industrial dispute
- reimbursement of pre-approved out of pocket expenses

Responsibilities

An Emergency Relief Agency can expect volunteers to:

- be prompt, reliable and ethical
- accept the responsibility for the tasks outlined in position descriptions
- notify supervisor when unable to do an assigned shift
- be courteous and maintain a professional attitude

- work together effectively with other staff members
- acknowledge and respect the views of other staff members
- demonstrate enthusiasm, loyalty and a belief in the agency's work
- accept direction from supervisors
- uphold Agency's Policies and Procedures
- abide by legislative requirements
- respect the rights, privacy and dignity of clients and fellow workers
- ensure that all information gained through volunteer work remains confidential – even after leaving the Agency
- deal fairly and impartially with all clients
- participate in meetings and training as required
- undertake the necessary precautions to ensure the safety of themselves and others
- report accidents, incidents and 'near misses' to their supervisor
- provide constructive criticism and feedback
- participate in appraisal sessions and make changes to practices as agreed

Volunteer Coordinator Position Description

Key Duties

The duties of the Emergency Relief Agency Volunteer Coordinator are to:

- Review and update Volunteer Handbook and Volunteer Policy and Procedure Manual as necessary but at least annually
- Develop effective volunteer recruitment strategies
- Coordinate the induction process of volunteers into the Emergency Relief Agency including: interviews, screening, matching and allocation to suitable programs;
- Coordinate, supervise and support Emergency Relief volunteers
- Develop and maintain a supportive structure for volunteers including regular communication via team meetings and newsletters
- Establish and maintain debriefing opportunities for the volunteer team
- Handle volunteer grievances in accordance with Emergency Relief Agency Policy
- Maintain the volunteer database and files according to the National Privacy Principles
- Monitoring the legislation impacting on service delivery in an Emergency Relief Agency and making changes as required

Selection Criteria

The key selection criteria for the position of Volunteer Coordinator are:

- Relevant Degree in Social, Welfare or Community work or another relevant qualification
- A strong background in volunteerism and ideally volunteer coordination and management or relevant experience as a program coordinator
- Experience in the community sector
- Excellent communication and interpersonal skills, both verbally and written
- Strong people skills – team work, facilitation, supervision
- Strong administrative and computer skills including capacity to use MS Office applications (including Word, Excel and Access), email and the internet effectively
- Experience in budget development and monitoring
- Ability to work independently
- Effective use of management and delegation strategies
- Capacity to relate well with a wide variety of people and to work in culturally and gender appropriate ways
- A commitment to the principles of social justice

Volunteer Application Form

Name: _____

Address: _____

Phone: _____

Mobile: _____

Email: _____

Volunteer Position: _____

Please tick your availability

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Morning							
Afternoon							

Do you have a medical condition we need to be aware of in case of an emergency. If so please list below.

Emergency Contact

Name: _____

Address: _____

Phone Numbers: _____

Relationship: _____

Please supply us with the details of two Referees (one personal and one professional)

Name 1: _____

Address: _____

Phone: _____

Name 2: _____

Address: _____

Phone: _____

Please tick the tasks you are interested in undertaking:

- | | | | |
|----------------------|--------------------------|-----------------------|--------------------------|
| ER Interviewer | <input type="checkbox"/> | Volunteer Recruitment | <input type="checkbox"/> |
| Food Distribution | <input type="checkbox"/> | General Promotion | <input type="checkbox"/> |
| Packing Food Parcels | <input type="checkbox"/> | Fundraising | <input type="checkbox"/> |
| Bread Collection | <input type="checkbox"/> | Guest Speaking | <input type="checkbox"/> |
| Data Entry | <input type="checkbox"/> | Volunteer Roster | <input type="checkbox"/> |
| Filing | <input type="checkbox"/> | Truck Driving | <input type="checkbox"/> |
| Preparing Mail-outs | <input type="checkbox"/> | Truck Jockey | <input type="checkbox"/> |
| Developing Brochures | <input type="checkbox"/> | Cleaning | <input type="checkbox"/> |
| Newsletter Editor | <input type="checkbox"/> | | |

Please list any other tasks you are interested in on the lines below.

I understand that if accepted as a volunteer that:

- Referee checks will be undertaken
- Police check will be undertaken
- Code of Conduct must be signed and complied with
- A position description will be provided
- Sufficient information will be provided for me to undertake the allocated activities
- Attendance at orientation and ongoing training sessions is mandatory
- Activities are covered by Volunteer Personal Accident Insurance
- There will be a three month probationary period
- The position will require effective team work and cooperation
- All Policies and Procedures must be complied with
- Supervision and support will be provided
- Safety guidelines must be followed
- Attendance at some meetings is mandatory
- An annual performance appraisal will be undertaken

Signature: _____

Date: _____

Supervisor _____

Supervisor's Signature _____

Date: _____

Volunteer Position Description

This is an agreement between _____ and

for the volunteer position of _____

This is a part time position of _____ hours per week. Initially the position has a probation period of three months.

The duties of this position include:

-
-
-
-
-

The supervisor for this position is _____

I agree to use the following personal protective equipment while undertaking my duties:

-
-

Confidentiality

I agree to not divulge:

- Details of other staff (volunteers and employees)
- Information relating to any operations of the Agency
- Personal details of clients – unless it is a Duty of Care situation to stop a person self harming or harming another

I understand that as an Emergency Relief volunteer I am a representative of the Agency. I will always ensure my actions are in accordance with the Policies and ethos of the Agency.

Full name: _____

Signature _____ Date: _____

Supervisor's Name _____

Signature _____ Date: _____

Volunteer Interview Questions

1. Why did you choose to volunteer with our Emergency Relief Agency?
2. Have you volunteered before? If so what did you enjoy about the experience?
3. What are some of the skills and experiences you have that will help you undertake the duties in this role?
4. Are you prepared to undertake the training needed to work in an Emergency Relief Agency – this includes the **CHCCS6B** Assess and Deliver Services to Clients with Complex Needs Course in Emergency Relief Work 21609VIC
5. Would you prefer to work alone, with a partner or in a group situation? Why do you make this choice?
6. What does the term 'non – judgemental' mean to you? How do you think it is relevant to the work that is done by the Emergency Relief Agency?
7. Do you have personal goals that volunteering with us will help you achieve?
8. Are there any activities you would not want to do within a volunteer role

Code of Conduct

All staff working with the Emergency Relief Agency will:

- Actively support the Mission and Vision of the Emergency Relief Agency
- Respect and comply with all the Agency policies and procedures
- Behave with integrity and honesty in a way that upholds the reputation of the Agency
- Work within the boundaries of the position description
- Always act with sufficient care to ensure the safety of all, including your own
- Treat clients, members, volunteers and paid staff with respect and courtesy and without harassment
- Maintain confidentiality and always use appropriately any information obtained whilst undertaking activities on behalf of the Agency – even after leaving the Agency
- Disclose, and take steps to avoid, any conflict of interest
- Use resources and equipment in a safe and appropriate manner
- Speak publicly (including to media) on Agency matters only if this is in your allocated role
- Participate in meetings and training as required
- Perform assigned duties as well as possible taking into account skills, experience, qualifications and position
- Request assistance when needed to undertake an activity competently
- Comply with lawful and reasonable requests
- Act in accordance with all applicable Australian laws
- Not provide false or misleading information
- Not be under the influence of alcohol or drugs while undertaking assigned duties
- Adhere to all accounting procedures and practices of the Agency

I have read and understood the terms of the Code of Conduct. By signing this document I agree to be bound by these terms during my activities on behalf of the Emergency Relief Agency

Print full name _____

Signature _____ Date _____

Supervisor's name _____

Signature _____ Date _____

Agency Volunteer Handbook Components

Handbook will include information on:

- Agency Overview
 - History, mission, values and ethics
 - Services provided
 - Structure (Board, volunteers and paid staff)
- Program Objectives
- Principles of Volunteering
- Volunteer Rights and Responsibilities
- Position Descriptions
- Volunteer Screening
- Volunteer Reimbursement of out of pocket expenses
- Volunteer Insurance
- Supervision and Support
- Confidentiality
- Ongoing Training
- Occupational Health and Safety
- Suggestions and Complaints
- Boundaries
- Disability Awareness
- Cultural Awareness
- Agency Code of Conduct

List of Possible Policies for an Emergency Relief Agency

Emergency Relief Agency volunteer inclusive Policies need to cover, but not be limited to:

- Board
 - Recruitment
 - Term of office
 - Code of Conduct
 - Office bearer roles
 - Orientation of new members
 - Succession planning
 - Conflict of interest

- Paid and Volunteer Staff
 - Rationale for involvement
 - Recruitment
 - Screening
 - Orientation
 - Training
 - Recognition
 - Code of conduct
 - Confidentiality
 - Performance Appraisals
 - Performance Counselling
 - Dismissal
 - Dispute and Grievance Handling
 - Equity and Non Discrimination

- Financial
 - Petty cash
 - Reimbursement

- Computer/IT use

- Training

- Insurance

- Vehicle use

- Occupational Health and Safety
 - Manual handling
 - Food safety and hygiene

- Risk Management

- Client complaints

- Critical Incident response

- Program review and evaluation

Volunteer Budget Pro-forma

Line Item
Volunteer Management (paid staff costs) <ul style="list-style-type: none"> • day to day <ul style="list-style-type: none"> ○ recruitment/interviews ○ supervision and support • evaluation and appraisal of volunteers <ul style="list-style-type: none"> ○ data collection to document volunteer satisfaction
Screening <ul style="list-style-type: none"> • Referee checks and Police checks • Drivers license and Car Insurance
Volunteer Training <ul style="list-style-type: none"> • Orientation • ER Course • OH&S
Associated Costs <ul style="list-style-type: none"> • Badges/Lanyards • Telephone • Trolleys • Vehicles and Maintenance • Technology and Computers • Office furniture • Stationery • Postage • Personal Protective Equipment
Celebration events <ul style="list-style-type: none"> • National Volunteers Week • International Volunteer Day
Promotion/Publicity <ul style="list-style-type: none"> • Brochures • Flyers • Web page • Advertisements
Refreshments/Catering
Venue Hire (Training/Celebrations)
Out of pocket expenses
Volunteer Insurance
Travel
Welfare/Counselling

Evaluation and Appraisal Form

Name: _____

Volunteer Position: _____

Length of Time in Position: _____

Length of Time in the Organisation: _____

Please feel free to attach additional paper if your comments will not fit in the space provided.

I chose to volunteer at the Agency because:

The highlights of working with the Agency have been:

The most satisfying aspects of my volunteer role are:

The major frustrations of my volunteer role have been:

I have used and/or learned the following skills:

The additional skills I could offer the Agency include:

I would be able to do this job better if:

The training I received included:

The areas I would like more training include:

I felt supported in the following ways:

I felt unsupported in the following ways:

The additional support I would like includes:

I could do my job more effectively if:

My team performs well because:

The team could perform more effectively if:

The 'communication channels' at the Agency are:

Volunteer Exit Interview

Name: _____

Please tell us why you are leaving your volunteer position at the Agency.

Would you recommend your family and friends volunteer at the Agency? Why would you make this recommendation?

What aspects of the role did you enjoy the most?

Which aspects of the role did you enjoy the least?

Did the Agency provide you with an appropriate orientation and ongoing opportunities for training that were interesting and worthwhile?

Did the Agency provide adequate supervision, support and information to enable you to perform your allocated tasks?

Are there any other comments you would like to make about the management of the Agency volunteer program?

Volunteer: Signature: _____

Interviewer: _____ Signature: _____

Date: _____

Accident Investigation Form

Date of this report _____

Accident = An unplanned event which causes injury and/or damage to property and/or equipment.

Incident = An unplanned event which causes **or could have caused** injury and/or damage to property and/or equipment.

When to Use this Form

- Please complete this form and **forward it to the Supervisor**, if you have an accident.
- All **fires, electrical shocks**, spillages of or exposure to **toxic substances**, failure of **load bearing equipment or structures** must be reported even if there is no injury.
- The supervisor should complete the form if the person involved is not available to do so.

Person Involved in Accident - OR - Person Reporting an Incident

Name: _____ **Organisation:** _____

(please tick) Staff Contractor Visitor

Time and Date and Place of Incident

Describe the Incident

What activity was being undertaken?

What went wrong?

Others Present

Signature _____

Date _____

Supervisor must complete this section

Description of property damage / Name of illness or description of injury

Medical Attention given by: (please tick) First Aid Hospital Private Doctor

Time Off (actual or expected days) _____

Factors Contributing

Construction / maintenance problem? No Yes

Was prevention reasonably practicable? No Yes

Were correct procedures followed? No Yes

Did any of the following **contributed to** the accident please indicate:

Lighting , visibility , footing , ventilation , temperature , noise level , clearances

Please explain if any of the following contributed:

Organisation of work / Human Behaviour, Plant/Equipment, Environmental,

Additional Comments

Actions taken or planned to prevent recurrence

Signature _____

Date _____

Report On Critical Incidents

Reporting Details

Reporting Worker's name _____

Position _____

Signature _____ Date of report _____

Incident Details

Incident date _____ Incident time _____

Location of incident _____

Type of incident (e.g. injury, accident, theft, verbal threat, 'near miss', etc)

Description of incident

If medical attention required, details of injury

If equipment damaged, details of damage

For each person involved in the incident complete the following details (if more space required, use separate sheet):

Participant/Witness

Name: _____ Position: _____

Address: _____

Tel No: _____ Injured: Y/N Medical Attended: Y/N

Participant/Witness

Name: _____ Position: _____

Address: _____

Tel No: _____ Injured: Y/N Medical Attended: Y/N

Manager informed Time _____ Date _____

Name of Manager _____

Police contacted Y/N Time _____ Date _____

Report attached Y/N

WorkSafe notified (if appropriate) Time _____ Date _____

Response to Incident:

Supervisor to Complete Section Below and Forward to Board

Immediate response of staff to incident

Further local action

Action planned to prevent recurrence

Suggested media response (if appropriate)

Further action re funding bodies, etc (if appropriate)

This Incident Report checked by President

Signature _____ Name _____

Time _____ Date _____

Sample Policies

Recruitment

Policy

The recruitment process will be non discriminatory and people from all demographics and cultural groups will be encouraged to apply for volunteer positions.

Procedures

All volunteer opportunities available will be promoted via:

- Newsletters (community, council, church, schools)
- GoVolunteer (www.govolunteer.com.au)
- Local media
- Brochures distributed to:
 - Emergency Relief clients
 - local community organisations
- Guest speaking
 - Service Clubs
 - Other community groups

All potential volunteers will complete the Application Form.

Promotion material will be developed to recruit people from all demographics and cultural backgrounds.

Any applicant considered unsuitable will be told of the decision and will be given contact details of other organisations.

Volunteer Screening

Policy

Applicants for all volunteer position will be screened to ensure the safety of other team members and the clients.

Procedures

Screening checks will be undertaken on all applicants

- Police Checks
- Working with Children Check (if necessary for designated role)
- Referee Checks

All results will be stored in compliance with the Privacy Act and kept confidential.

Reimbursement of out of pocket expenses

Policy

Out of pocket expenses incurred directly as a result of undertaking designated volunteer tasks will be reimbursed by the Emergency Relief Agency.

Procedures

Information on the reimbursement policy will be provided in the orientation material provided to all new volunteers.

All volunteers will be provided with reimbursement forms on request.

No reimbursement claim will be paid without a signed claim form lodged by the volunteer with all receipts attached.

Performance Appraisals

Policy

The Emergency Relief Agency will ensure volunteers have the opportunity to participate in an annual performance appraisal. The appraisal will review the skills and activities of the volunteer and provide an opportunity for each person to provide feedback on their involvement.

Procedures

Performance Appraisals will be undertaken under the guidance of the volunteer's direct supervisor.

Each volunteer will be asked to complete an appraisal form

Supervisor will review appraisal forms and take any appropriate actions:

- Review training needed to ensure skills levels are maintained
- Discuss with the volunteer any opportunities for additional or different duties based on wishes of volunteer
- Discuss any concerns from organisation's perspective of the volunteer's performance

Any changes to duties or requests to change behaviours will be documented in the volunteer's personnel file.

If the volunteer is not satisfied with the outcome of their review they have the right to request a follow up interview with the Manager of their section.

Volunteer Personnel Record

Policy

Personnel files (electronic or hard copy) will be maintained for all the Emergency Relief Agency volunteers.

Procedures

A personnel file will be established for each volunteer recruited by the Emergency Relief Agency.

The files will be updated at least once a year in conjunction with the volunteer appraisal.

File will include:

- Application Form
- Next of kin details
- Medical information to be given to paramedics in the event of an ambulance being called
- Record of all training completed
- Disciplinary procedures

All files will be stored according to Privacy Act.

Each volunteer has the right to access their file at a time convenient to their supervisor.

Files on any volunteers dismissed will be retained for ten years.

Confidentiality

Policy

All volunteers will maintain the confidentiality of all information about the Emergency Relief Agency business or client details.

Procedures

Volunteers will not:

- Disclose to anyone any confidential information acquired while undertaking their duties
- Use any confidential information acquired by their position for their personal financial or other benefit or for that of any other person
- Make statements to the media or public in general in the name of the Emergency Relief Agency – unless acting as an authorised spokesperson
- Permit any unauthorised person to inspect or have access to any confidential documents or other information

The obligation to maintain confidentiality continues even after the person is no longer a volunteer at the Emergency Relief Agency.

Volunteer Succession Planning

Policy

The Emergency Relief Agency recognises the dedication and knowledge of long serving volunteers and will implement volunteer management strategies to ensure the retirement of volunteers is always a dignified and respectful process.

Procedures

The dignity of volunteers will be ensured by:

- Informing all volunteers in their orientation of the steps taken when a person is believed no longer capable of performing their assigned duties
- Regular reviews will be undertaken to assess capacity of volunteers to comply with health and safety standards while undertaking their allocated duties
- Acknowledging and discussing concerns with ageing or ill volunteers as they arise
- Using the annual review process to discuss the activities the volunteer is no longer able to undertake and then explore why it is essential they move to a new position or, if necessary, retire
- Asking ageing or ill volunteers to mentor, if possible, new recruits to ensure knowledge and skills are maintained
- Retired volunteers continuing to be invited to all the Emergency Relief Agency celebration and recognition events

Exit Interviews

Policy

All volunteers leaving, or having left, the Emergency Relief Agency will be offered the opportunity to complete an exit survey and/or participate in an exit interview.

Procedures

- Any volunteer who notifies the Agency that they are resigning from a volunteer position may request an exit interview
- Volunteers will be given the option to have an independent person to do the exit interview
- All volunteers who resign are to be provided with an exit survey and stamped return envelope
- The survey and interview are both voluntary therefore the volunteer is under no obligation to answer all questions
- Volunteers will be given the opportunity to provide positive and negative feedback about their experiences with the Agency
- Confidentiality is to be maintained and exit surveys and interview notes are to be kept with locked personnel files and may only be accessed by authorised staff.
- If specific details from the exit survey or interview are to be used for reviews or audits the volunteer will be asked to sign a declaration agreeing to their information being used in this manner.

Complaints and Disputes

Policy

The Emergency Relief Agency is committed to reaching a quick and fair resolution of any complaints or disputes that may arise and that may jeopardise the harmonious functioning of the Agency.

Principles

- Complaints must be fully outlined, in writing, by the person with the dispute
- The person(s) should be given the full details of the allegation(s) against them
- The person(s) against whom the complaint is made should have the opportunity, and be given a reasonable time, to put their side of the story before resolution is attempted
- Proceedings will be conducted honestly, fairly, without bias and not be unduly delayed

Procedures

There will be an attempt to resolve the complaint and/or dispute with the assistance of the supervisor via discussion.

If the matter is not resolved

- The complainant will formally notify the supervisor in writing as to the substance of the complaint and state the remedy sought
- Discussions will be held between complainant and any other relevant party

If the matter is not resolved

- The matter may be referred to the Board in writing
- Any additional material will be supplied to the Board
- The Board will communicate with any other people believed relevant to resolve the dispute
- A resolution plan will be provided in writing

If the matter is not resolved

- The complainant will be advised of his/her rights to pursue the matter with external authorities if they wish to do so

Equity and Non Discrimination

Policy

All staff have a right to a working environment free from discrimination, harassment, bullying, victimisation and violence. All staff are expected to treat others in a way which will not cause distress or discomfort. Discrimination, harassment, bullying, victimisation and violence are against the law and will not be tolerated. Anyone participating in any of these behaviours will be subject to immediate disciplinary action.

Procedures

- The Emergency Relief Agency expects all staff to contribute to a workplace that is free from discrimination, harassment, bullying, victimisation and violence
- All staff will be informed of their rights and responsibilities
- Complaints will be resolved in a just and effective manner
- All staff are encouraged to report any behaviour believed to breach this policy
- Appropriate conduct will be actively promoted

The behaviours outlined below are not acceptable at the Emergency Relief Agency:

Discrimination

Discrimination is deemed to be the treatment of someone unfairly or unfavourably because of a personal characteristic such as their sex or race or age. Under the Equal Opportunity Act 1995 (Vic), it is against the law to discriminate against someone because of their actual or assumed:

- Age
- Breastfeeding
- Career status
- Disability/impairment
- Gender identity
- Industrial activity
- Lawful sexual activity
- Marital status
- Parental status
- Physical features
- Political belief or activity
- Pregnancy
- Race
- Religious belief or activity
- Sex
- Sexual orientation
- Personal association with someone who has, or is assumed to have, one of these personal characteristics

Harassment

Harassment is deemed to be any unwanted, unwelcome or uninvited behaviour which a reasonable person believes to be humiliating, intimidating or causing offence in that particular circumstance. Activities deemed as causing harassment include:

- Unwelcome physical contact
- Sexually explicit materials

- Jokes or ridicule involving a person's individual characteristics
- Jokes with sexual connotations
- Racist remarks
- Offensive phone calls, voicemails, emails, letters, text messages or computer screen savers
- Ostracism by an individual or group

Bullying

Bullying is deemed to be repeated, unreasonable behaviour directed towards another. Activities deemed as bullying include:

- Abuse, threats, continuous teasing or criticism
- Physically hurting another person
- Overwork, unnecessary pressure, impossible deadlines
- Undermining work performance, unfair assessment
- Discrimination, racism, sexism
- Intimidation
- Psychological harassment (including mind games)
- Assigning meaningless tasks
- Spreading rumours
- Isolating a person

Victimisation

Victimisation is deemed to be the hassling or victimisation of someone because they have made an allegation or formal complaint of discrimination or sexual harassment. People who believe they have been victimised can make a complaint to the Equal Opportunity Commission Victoria.

Authorising and Assisting

Authorising or assisting another person to discriminate or sexually harass someone is against the law. A staff member must not ask, instruct or encourage any person to discriminate against or sexually harass another person.

Resources

Useful Websites

Mission Based Approach

Basics of Developing Mission, Vision and Values Statements
http://managementhelp.org/plan_dec/str_plan/stmnts.htm

Developing a Mission Statement
<ftp://ftp-fc.sc.egov.usda.gov/IL/resplng/mission.pdf>

Bullen, P. Strategic Planning Outline
<http://www.mapl.com.au/A10.htm>

Strategic Planning 101 Developing a Mission Statement
<http://workstar.net/library/mission.htm>

Strategic Planning Overview
http://www.ourcommunity.com.au/boards/boards_article.jsp?articleId=1368

Policies and Procedures

Bullen, P. Writing Policies and Organisational Manuals
<http://www.mapl.com.au/policy/tp.htm>

Volunteering Australia **Start Smart** (Developing policies and procedures for volunteers)
http://www.volunteeringaustralia.org/html/s02_article/article_view.asp?id=2941&nav_cat_id=164&nav_top_id=61

Writing Policies and Procedures
http://toolbox.tafe.vu.edu.au/tourism/reslib/05/05_writing_policies_and_procedures.html

Program Management

Developing and Managing Volunteer Programs
<http://managementhelp.org/staffing/outsrcng/volnteer/volnteer.htm>

Volunteering Queensland - Volunteer Management Essentials
<http://www.volqld.org.au/forms/vol%20man%20resource%20web%20kit.PDF>

Ozvpm
<http://www.ozvpm.com/index.php>

Recruitment and Selection

AAVA Resources – Recruitment and Selection
<http://www.aava.asn.au/resourceKits/4RecruitmentAndSelection.pdf>

Queensland University of Technology – Recruit and Select Volunteers
<https://wiki.qut.edu.au/display/CPNS/5.2+Recruit+And+Select+Volunteers>

Victorian Police Checks Procedures
http://www.police.vic.gov.au/content.asp?Document_ID=274

Volunteering Queensland – Recruit and Select Volunteers
http://staging.volunteeringqueensland.org.au/information_resources/recruit_select.shtml

Volunteering Tasmania – Volunteer Recruitment Pathway
<http://www.volunteeringtas.org.au/file.php?id=396>

Supervision and Safety

Queensland University of Technology Volunteer Supervision and Support
<https://wiki.qut.edu.au/display/CPNS/5.4+Supervise+And+Support+Volunteers>

SA Catholic Church Safety Manual Volunteer Actions Guide
<https://www.ccinsurances.com.au/csh&wsa/Catholic%20Church%20Safety%20Manual/Policies%20and%20Procedures/22%20Volunteer.pdf>

Social Change Training Quality Management of Volunteer Workers
http://www.earthshare.org.au/training/manual/manual_volunteer.htm

Supervision of volunteers
<http://www.aabr.org.au/vcn/14super.htm>

Support and supervision
www.wcva.org.uk/images_client/volunteering/Support%20and%20supervision.doc

Volunteering Merseyside Volunteering Supervision
http://www.volunteeringmerseyside.org.uk/hub/index.php?Itemid=215&id=374&option=com_content&task=view

Work Safe Volunteer Health and Safety (a handbook for community service organisations)
<http://www.worksafe.vic.gov.au/wps/wcm/resources/file/eb34ac46a132a27/Volunteer%20handbook.pdf>

Orientation and Training

Putting in a place a Volunteer Orientation Process
<http://www.ourconsumerplace.com.au/consumer/helpsheet?id=3421>

Volunteering Australia Evaluating Volunteer Training
http://www.volunteeringaustralia.org/html/s02_article/article_view.asp?id=3491&nav_cat_id=313&nav_top_id=57

Recognition

CASA Net
<http://www.casenet.org/program-management/volunteer-manage/retenrec.htm>

RSC Solutions Modern Volunteer Recognition and Reward Manual
<http://www.rscsolutions.com.au/Section%205%20Vol%20Reward%20&%20Recogniton%20Web.pdf>

Centre on Philanthropy

Volunteer Recognition Strategies that Benefit the Organisation and the Volunteer
http://www.centreonphilanthropy.org/cms_files/Recognition%20Strategies%20Handouts.pdf

Record Management

Energize Inc Record Keeping, Accounting and Software for Volunteer Management
<http://www.energizeinc.com/art/subj/record.html>

Volunteering England What Paperwork Do I Need?
<http://www.volunteering.org.uk/Resources/goodpracticebank/Core+Themes/volunteerpolicies/whatpaperworkdoineed.htm>

HRCAP Volunteer Manual
<http://www.hrca.ns.ca/volunteer/manual/section5/performance.htm>

Service Delivery

Relevant resources:

“Volunteering Impact Assessment Toolkit” – produced by the Institute for Volunteering Research, UK

<http://www.ivr.org.uk/booksandlibrary/Impact+Assessment+Toolkit.htm>

This toolkit is an excellent resource that assists any volunteering project in creating simple tools to monitor and evaluate the impacts on volunteers, the organisation, the service users/clients, and the wider community.

Case studies of the above toolkit being used within several organisations in Scotland:
<http://www.vds.org.uk/ManagingVolunteers/ImprovingWaysofWorking/ImpactAssessmentToolkit/tabid/138/Default.aspx>

Wikipedia article on the “Likert Scale”
http://en.wikipedia.org/wiki/Likert_scale

“Measuring and evaluating a volunteer programme – Volunteering England
<http://www.volunteering.org.uk/Resources/goodpracticebank/Information/Monitoring.htm>

VIVA – The Volunteering Investment and Value Audit – A self-help guide
<http://www.ivr.org.uk/NR/rdonlyres/C07E99EC-3818-4618-A0DB-914ACAD28B65/0/viva2003.pdf>

This method allows you to calculate the total cost associated with the volunteer program of your organisation, and compare it with the total economic benefit of the program, using notional equivalent cost values for volunteering effort as compared to the equivalent staff cost.

Measuring the Difference Volunteers Make: A Guide to Outcome Evaluation for Volunteer Program Managers (Minnesota Department of Human Services, 1997)
<http://www.serviceleader.org/new/managers/files/measuring-the-difference-2005.pdf>

“Exploring the Value of Volunteering” (Merrill Associates, 2003)
<http://www.merrillassociates.net/topic/2003/08/exploring-value-volunteering-part-i> (Part 1)
<http://www.merrillassociates.net/topic/2003/09/exploring-value-volunteering-part-ii> (Part 2)

This publication specifically references the impending production of the Volunteering Impact Assessment Toolkit by the IVR, mentioned in the Service Delivery section, and also the 'VIVA' tool.

Improvement and Evaluation

Energize Inc Volunteer Program Evaluation and Assessment
<http://www.hrca.ns.ca/volunteer/manual/section5/performance.htm>

Minnesota Department of Human Services Measuring the Difference Volunteers Make
<http://www.serviceleader.org/new/managers/files/measuring-the-difference-2005.pdf>

Western Australian Volunteer Essentials Evaluating Your Volunteer Program
<http://www.wavolunteeringessentials.org.au/evaluating>

Additional Websites

Australian

<http://www.volunteeringaustralia.org>
Volunteering Australia's website

<http://www.aava.asn.au/>
Australasian Association of Volunteer Administrators resources

<http://www.ourcommunity.com.au>
Resources and fact sheets useful for community organisations

<http://www.ncoss.org.au/projects/msu/resources.html>
Resources developed by the Management Support Unit of NCOSS

<http://www.actcoss.org.au/oik/infosheetindex.html>
ACTCOSS information sheets for community organisations

<http://www.wavolunteeringessentials.org.au/templates>
Resources and templates for volunteer involving organisations

<http://www.pfts.com.au>
People First –Total Solutions

<http://www.ozvpm.com>
Ozvpm has a number of resources available – including the Hot Topic Archive

International

<http://www.volunteeringnz.org.nz/>
Volunteering New Zealand has resources and access to information on sector research

<http://www.energizeinc.com>
Established by Susan J Ellis in the USA. Includes volunteer management information.

<http://www.casenet.org>

Articles on volunteer and board management.

<http://www.iknow.org>

Site specialises in providing key links and information resources for non-profits.

<http://www.pointsoflight.org>

One of the peak bodies in America for volunteering.

<http://www.volunteering.org.uk/Resources/goodpracticebank/index.htm>

Volunteering England site – includes Good Practice Bank

<http://www.volunteer.ca/en/>

Volunteering Canada site – resources available

<http://www.managementhelp.org>

Free Management Library – provides resources for community organisations

<http://www.coyotecomunications.com/volunteer/index.html>

Jayne Cravens' Resources – a pioneer of online volunteering and volunteer management

Summary of National Privacy Principles

NPP 1 – Collection

Collection of personal information must be fair, lawful and not intrusive. A person must be told the organisation's name, the purpose of collection, that the person can get access to their personal information, and what happens if the person does not give the information.

NPP 2 – Use and Disclosure

An organisation should only use or disclose information for the purpose it was collected unless the person has consented, or the secondary purpose is related to the primary purpose and a person would reasonably expect such use or disclosure, or the use is for direct marketing in specified circumstances, or in circumstances related to public interest such as law enforcement and public or individual health and safety.

NPP 3 – Data Quality

An organisation must take reasonable steps to make sure that the personal information it collects, uses or discloses is accurate, complete and up to date.

NPP 4 – Data Security

An organisation must take reasonable steps to protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure.

NPP 5 – Openness

An organisation must have a policy document outlining its information handling practices and make this available to anyone who asks.

NPP 6 – Access and Correction

Generally speaking, an organisation must give an individual access to personal information it holds about the individual on request.

NPP 7 – Identifiers

Generally speaking, an organisation must not adopt, use or disclose, any identifier that has been assigned by a Commonwealth government agency.

NPP 8 – Anonymity

Organisations must give people the option to interact anonymously whenever it is lawful and practicable to do so.

NPP 9 – Transborder Data Flows

An organisation can only transfer personal information to a recipient in a foreign country in circumstances where the information will have appropriate protection.

NPP 10 – Sensitive information

An organisation must not collect sensitive information unless the individual has consented, it is required by law or in other special specified circumstances, for example, relating to health services provision and individual or public health safety.

Source: www.privacy.gov.au