



# Developing your Volunteer Programme

A GUIDE FOR MANAGERS OF VOLUNTEERS

**Volunteer Wellington**  
**Te Puna Tautoko**





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Te Puna Tautoko**



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# Introduction

This resource has been developed in response to requests from people managing volunteers in the Wellington region for some practical tips, tools and resources to help develop their volunteer programme. It is intended to complement the [Competencies for Managers of Volunteers](#) that were developed by Volunteering New Zealand in partnership with volunteer-involving organisations in 2013. The Competencies for Managers of Volunteers document provides a great framework for assessing your strengths and areas for development as a manager of volunteers; this resource is intended to provide a first – or next – step in developing individual aspects of your volunteer programme.

The resource draws on Volunteering Canterbury's *How-to-Guide for Managers of Volunteers* and other resources developed by Volunteer Centres nationally and volunteer-involving organisations with which we work in the Wellington region. It is a living document and intended to be used, adapted and updated by individuals that find it useful. It is not intended to be definitive nor exhaustive.

The quotes in the speech bubbles throughout the document are taken from International Managers of Volunteers Day 2015 where we asked managers of volunteers to write a tip that they would give to a new manager of volunteers. Thank you to those who shared their expertise at the event.

Finally, we would like to thank Sue Hine and the managers of volunteers in Wellington who have helped to shape and develop this resource, and Sue Hobbs for the graphic design.

May 2016



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## PART ONE

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# Preparing your organisation for volunteers

## 1.1 Developing an ethic of/for volunteering

There are a range of things to consider before you begin involving volunteers in your organisation. Below are a few things you might like to think about to help establish an ethic within your organisation that is supportive of volunteers and volunteering.

In this section:

- **1.1.1 Defining volunteering**
- **1.1.2 Organisational commitment to volunteering**
- **1.1.3 Preparing paid staff for volunteer involvement**
- **1.1.4 Te Tiriti o Waitangi**

### 1.1.1 Defining volunteering

Developing an agreed and shared definition of volunteering is important to ensure paid staff, volunteers and partners are clear about what is meant by the term 'volunteer'.

Volunteer Centres in New Zealand define volunteering as work done of one's own free will, unpaid and for the common good.

Volunteering Waikato have identified the following principles to underpin this definition:

- Volunteering benefits the community and the volunteer
- Voluntary work is unpaid
- Volunteering is always a matter of choice exercised by an individual
- Volunteering is a legitimate way for an individual to participate in the activities of his/her community
- Volunteering is a way for individuals or groups to address human, environmental and social needs
- Volunteering is not a substitute for paid work
- Volunteering respects the rights, dignity and culture of others
- Volunteering promotes human rights and equality

The International Labour Organization definition of volunteering is:

*"Unpaid non-compulsory work; that is, time individuals give without pay to activities performed either through an organization or directly for others outside their own household."*<sup>1</sup>

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<sup>1</sup> International Labour Organization (2011) *Manual on the measurement of volunteer work*, International Labour Organization, Geneva, p. 13.

It is also important to note that different cultures have different definitions of volunteering. In te Ao Māori (the Māori worldview), the term 'mahi aroha' is used.

*"Mahi aroha is the term that most closely translates to the concept of voluntary work. Mahi aroha is the unpaid activity performed out of sympathy and caring for others in accordance with the principles of tikanga to maintain mana and rangatiratanga, rather than for financial or personal reward. Mahi aroha is one aspect of tohu aroha – an expression that incorporates the spiritual and temporal aspects of volunteering. He tohu aroha is an expression or manifestation of love, sympathy or caring."*<sup>2</sup>

You may also like to look at the Department of Internal Affairs [definition of volunteering](#).

### 1.1.2 Organisational commitment to volunteering

Some organisations develop a specific mission statement for their volunteer programme. This can illustrate the organisation's commitment to volunteering and help provide a touchstone when making decisions about your volunteer programme. As a general rule, we encourage you to treat volunteers in the same way you would paid staff and to include provision for volunteers' needs throughout your organisation's policies.

You might like to look at:

- The [Universal Declaration on Volunteering](#)
- The New Zealand Government's [Policy on Volunteering](#)

### 1.1.3 Preparing paid staff for volunteer involvement

Before you engage volunteers in your organisation, make sure that all paid staff are oriented in volunteers and volunteering. Ensure that paid staff know why the organisation is involving volunteers and help them understand the types of people who volunteer – their diverse motivations, range of skills, abilities, interests and needs. You also want to make sure that paid staff are aware of the value volunteers bring to the organisation.

If paid staff have any fears or reservations, let them voice these. Take their concerns seriously and seek to address any issues constructively before you engage volunteers in your organisation.

Questions to consider:

- Why is your organisation involving volunteers?
- What are some of the advantages and disadvantages of involving volunteers?
- How can you create a work environment that is inclusive and supportive of volunteers?
- What are some tasks that volunteers could undertake in different parts of the organisation?

#### Resources:

- Volunteering New Zealand has published Version 2 of [Best Practice Guidelines for Volunteer-Involving Organisations](#). This document provides guidelines for involving volunteers in organisations and is available for free download.



**Don't underestimate the capabilities of volunteers. There is nothing that volunteers 'can't' do. Think of non-traditional roles for them to do within every area of your organisation.**  
HEIDI

<sup>2</sup> Office of the Community and Voluntary Sector (2007) *Mahi Aroha: Māori Perspectives on Volunteering and Cultural Organisations*, Office of the Community and Voluntary Sector, Wellington, p. i.

### 1.1.4 Te Tiriti o Waitangi

As the founding document of Aotearoa New Zealand, you should think about how your volunteer programme will honour and embrace te Tiriti o Waitangi.

#### Resources:

- The [Human Rights Commission](#) has a nationwide team of volunteer facilitators to help organisations learn about te Tiriti o Waitangi. Contact [infoline@hrc.co.nz](mailto:infoline@hrc.co.nz) for more information.
- AwaWhenua run training in Cultural Competency and in te Tiriti o Waitangi. Information about their services are available [here](#).
- The [Treaty Resource Centre](#) has publications and delivers training to organisations “wherever they are on their Treaty journey”.

## 1.2 Building the framework for involving volunteers in your organisation

Once you have created an overarching organisational approach to volunteers and volunteering, it’s time to develop policies, processes and procedures for involving volunteers in your organisation. As a general rule, you should include reference to volunteers in all relevant organisational documents to create an inclusive working environment for volunteers. In short, there should not be one policy for paid staff and another one for volunteers.

In this section:

- **1.2.1 Policy**
- **1.2.2 Budget**
- **1.2.3 Code of Practice**
- **1.2.4 Legal Issues**
- **1.2.5 Health and Safety**
- **1.2.6 Public Relations/Communications**
- **1.2.7 Social Media**
- **1.2.8 Reimbursing volunteers expenses**
- **1.2.9 Conflict resolution**

### 1.2.1 Policy

Developing a clear policy on volunteering will demonstrate your organisation’s commitment to volunteers and volunteering. It should outline your organisation’s understanding of volunteering (see **“Developing an ethic of/for volunteering” Section 1.1** in this resource), the legislation that is relevant to volunteers and your volunteer programme (see **“Legal Issues”, Section 1.2.4** for a list of relevant legislation) as well as an outline of the procedures your organisation will put in place to effectively manage volunteers (e.g. role descriptions, recruitment processes, induction, training, feedback/evaluation and exiting).

Some things to include in your policy:

- The types of roles volunteers will be involved in
- How volunteers will be recruited
- What induction and training volunteers will receive

- Information about reimbursement of volunteers' expenses, including procedures for claiming expenses, rates that will apply and the frequency of payments
- Supervision and support of volunteers
- Equal opportunities and diversity
- Health and Safety
- Grievance and disciplinary processes
- Confidentiality

**Resources:**

- Volunteer Wellington's policies on volunteers are included in the Volunteer Induction Pack which is attached as **Appendix IX**

**1.2.2 Budget**

Volunteers are not paid, but they do come at a cost. Creating a budget for your volunteer programme that is included as a line item in your annual budget ensures there is secured funding for the programme and helps raise the profile of volunteers throughout the organisation, especially among governance and management. There is no set formula to work out how much money you should put towards your volunteer programme, but the following items could be included:

- training volunteers
- reimbursement of expenses (see **1.2.8** for more details)
- resources – induction packs, workbooks, computers, tools etc
- t-shirts, badges, hats etc
- supervision
- events to celebrate/acknowledge volunteers
- gifts/certificates etc to recognise volunteers' contribution to the organisation
- the Manager of Volunteer's salary

**1.2.3 Code of Practice – rights and responsibilities of volunteers**

Articulating the rights and responsibilities of volunteers and your organisation is a good way to manage expectations for all involved in the volunteering arrangement. It can also establish a foundation for reviewing each party's performance in the partnership.

**Resources:**

- Volunteer Wellington's Code of Practice is included in the Volunteer Induction Pack attached as **Appendix IX**



**Understand what volunteers want to get out of their volunteering.**  
DEIDRE

**1.2.4 Legal issues**

There are a range of legal issues to consider before involving volunteers in your organisation. Key legislation relating to volunteers and volunteering are:

- Privacy Act 1993
- Employment Relations Act 2000
- Human Rights Act 1993

- Health and Safety in Employment Act 1992 and the recently updated legislation, Health and Safety at Work Act 2015
- Accident Compensation Act 2001
- Transport Licensing Act 1989 (for volunteer drivers)

**Resources:**

- [Community Law Wellington and Hutt Valley](#) provide free legal advice to not-for-profit organisations and as part of the nationwide Community Law Network they produce the Community Law Manual
- [LawSpot](#) is a free online service where you can post a legal question that is answered by a lawyer
- [WorkSafe](#) can provide information and guidance about Health and Safety at work

### 1.2.5 Health and Safety

As with all paid staff, you need to be able to respond appropriately if a volunteer requires medical attention. We suggest you include a question as part of your volunteer registration process to identify any health requirements volunteers may have, as well as next of kin who can be contacted in an emergency.

The new Health and Safety at Work Act came into force on 4 April 2016. It is important to clarify if and how this act covers the volunteers working in your organisation. We strongly encourage you to visit [WorkSafe's website](#). They have easily accessible information on their [FAQs page](#) and some information dealing specifically with [volunteers](#). For further information call them on 0800 030 040.

**Resources:**

- Information about the Health and Safety at Work Act provided by Volunteering New Zealand is attached as [Appendix I](#)
- Mike Mitchell, senior associate at Preston Russell Law has written an article ["How new health and safety laws affect volunteers and charities"](#)
- [Wellington Free Ambulance](#), [St John](#) and [Red Cross](#) provide First Aid training for staff, and Wellington Free Ambulance provide [free training in delivering CPR](#)
- [WorkSafe](#) provide information about workplace Health and Safety
- [VNZ Brief: HSWA Information for Officers](#)
- [VNZ Brief: HWSA info for volunteers](#)

### 1.2.6 Public relations/Communications

Volunteers can be one of your best public relations assets. Delivering appropriate orientation and induction to your organisation provides knowledge that will enable volunteers to play a significant role in your organisation's public relations. It is a good idea to develop guidelines about who can speak on behalf of your organisation, ensuring this guidance is inclusive of volunteers.

**Resources:**

- CommunityNet Aotearoa – provide an [Introduction to Communications](#)

### 1.2.7 Social media

Before involving volunteers in your organisation it is worth including something specific to social media in your public relations/communications policy to ensure that the right message and voice for your organisation is put in the public domain.

The *Non-Profit Social Media Policy Workbook* says:

*"A good social media policy will provide clear guidelines as to what staff should and shouldn't do when posting and interacting with the community on a day-to-day basis ... It's also likely to help leadership feel more comfortable with the less-formal nature of social media by letting them establish boundaries for its use"*<sup>3</sup>

**Resources:**

- You can download the [Non-Profit Social Media Policy Workbook](#) for free

### 1.2.8 Reimbursing volunteer expenses

Reimbursing volunteers' expenses removes barriers to volunteering and ensures your organisation is inclusive. It is important to familiarise yourself with the law regarding reimbursement of volunteers' expenses – these must be for actual expenses and proof needs to be provided by the volunteer to claim reimbursement. Include clarity in your organisation's volunteer policy as to what expenses will/will not be reimbursed to volunteers. Make sure that you inform volunteers of this during the interview process or during orientation.

Reimbursements may cover:

- Transport costs in coming to or undertaking work
- Meals – for example staffing a stall at a community event
- Fees for approved training courses e.g. if the volunteer is required to be trained in First Aid to undertake the volunteer work
- Materials
- Maintenance of equipment

**Resources:**

- The IRD website provides information about [reimbursing volunteers](#)
- Volunteering Canterbury has developed some helpful information about reimbursing volunteers' expenses. This is attached as **Appendix II**

### 1.2.9 Conflict Resolution

Ensure you have policies in place prior to engaging volunteers that give a clear process to follow in the event of conflict and which will assist in mitigating its effects. As a general rule, we encourage community organisations to treat volunteers in the same way they do paid staff. This means following the same policy for dismissing volunteers that you would for paid staff. Having role descriptions (see **Section 2.1.1**) and volunteer agreements (an example of which is included in Volunteer Wellington's Volunteer Induction Pack, **Appendix IX**) means there is something to refer to if an issue arises and, as always, make sure you document issues and correspondence for transparency.

<sup>3</sup> *Non-Profit Social Media Policy Workbook* <http://www.idealware.org/reports/nonprofit-social-media-policy-workbook>

**Resources:**

- Volunteering Canterbury have a document outlining the complaints procedure, this is attached as **Appendix III**
- Ministry of Business, Innovation and Employment offer a [mediation service](#)
- Community [mediation services](#) aim to enhance organisation's capacity to effectively develop protocols and strategies for effective conflict resolution

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## PART TWO

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# Recruiting and selecting volunteers

## 2.1 Recruiting volunteers

Effective recruitment follows the development of a position description that clearly delineates the task to be undertaken. Targeted recruitment is usually most effective. The focus should be on recruiting the right person for the role in order to meet the needs of the volunteer and the organisation. If it is a new role, it is good practice to involve paid staff in developing the role description to ensure that they are fully on board with bringing in new volunteers (see **“Developing an ethic of/for volunteering”, Section 1.1** in this document).

A recruitment plan should include:

- Why you are recruiting a volunteer
- Goals for recruitment
- Position description details
- Methods and sources of recruitment
- Timeline for completing the process

### Resources:

- [Our Community](#) have a [help sheet on recruiting volunteers](#)
- CommunityNet Aotearoa provide information about [employment](#) that is relevant to volunteers

In this section:

- **2.1.1 Role descriptions for volunteers**
- **2.1.2 Ensuring your volunteer programme is inclusive**
- **2.1.3 Advertising**
- **2.1.4 Volunteer application form**

### 2.1.1 Role descriptions for volunteers

A written role description outlines work to be done, reporting relationships, skills required and results achieved. Both the volunteer and the supervising staff member should have a copy of the role description. It's good practice to review and modify volunteers' role descriptions when necessary.

Questions to consider:

- What will the volunteer do?
- Where will the volunteer work?
- How much time will be required of the volunteer?



**Recognise the specific skills of each person. Tell the person you recognise and value that skill. RYAN**



- Who will the volunteer be working with?
- Who will the volunteer be responsible to?
- What practical support will be provided to the volunteer?
- What equipment/facilities will the volunteer need access to?
- What benefits do you anticipate for the volunteer?
- What training/development will the volunteer receive?
- What are the outcomes from this role?
- What personality traits are required for this role?
- What skills/experience are required for this role?

**Resources:**

- Volunteer Wellington have an example of a role description that can be adapted, this is attached as [Appendix IV](#)
- Mana Mahi have a range of resources relating to employment relations. These resources are available [here](#)

**2.1.2 Ensuring your volunteer programme is inclusive**

Your organisation can benefit from engaging volunteers from diverse backgrounds because it is likely that the people you work with are similarly as diverse. Identifying and developing voluntary roles for people with diverse skills (and needs) is key to including diversity in your organisation. We encourage you to take a strengths-based approach which means identifying what the volunteer can do, rather than focusing on what they can't do.

Some things to consider:

- What roles can people with limited English undertake in your organisation?
- Is your office accessible to people who use wheelchairs? Is there an accessible toilet in your office?
- Can the task be undertaken by two volunteers working together?
- Are any existing volunteers willing to mentor a new volunteer with diverse needs to complete tasks within your organisation?
- Can this work be done from home or outside of normal office hours?
- Is there a budget to reimburse volunteers' expenses?

**Resources:**

- Volunteering Canterbury have developed a resource called "Avoiding Discrimination when involving Volunteers". This is included as [Appendix V](#)
- [Barrier Free NZ Trust](#) offer advice, support and training to help ensure built environments are accessible for everyone
- The [Human Rights Commission](#) has information about rights all people are entitled to
- "[DIScover](#)" is an Upper Hutt City Council-produced document that provides staff working in customer service roles guidance on how to provide excellent service to people with impairments



**Don't rush the process – take time to get to know the person and treat them with respect. MANI**

- [Deaf Aotearoa](#) is a good first port of call for working with the deaf community.
- The [Office of Ethnic Communities](#) promote the advantages of ethnic diversity in New Zealand
- The [Superdiversity Centre for Law, Policy and Business](#) analyse the implications of New Zealand’s superdiversity with the aim of maximising the ‘diversity dividend’ arising from the transition to a superdiverse society

### 2.1.3 Advertising

Advertising for volunteers is much like advertising for paid staff. There are many avenues available and you need to think about which media will engage the right audience.

Posting the role on your organisation’s own website is a good way of engaging volunteers that are already interested in your organisation’s work and it can also help raise awareness of the role volunteers play within your organisation among existing paid staff.

It is good practice to tailor your marketing and your choice of media to fit with the target audience. However, that being said, we encourage organisations to cast the net wide to increase the reach of your recruitment drive. If nothing else, it will help get your organisation’s name out there in the community.

Finally, connecting with your local volunteer centre is a good place to start as they are the local hub for volunteers and volunteering.

#### Resources:

- [Volunteer Wellington](#) can help you to recruit volunteers and develop your volunteer programme
- [Volunteering New Zealand](#) has a list of Volunteer Centres throughout the country
- [Seek Volunteer](#) is the volunteer arm of the job recruitment site Seek. It is free to advertise for volunteers on Seek’s volunteer website
- [Do Good Jobs](#) can advertise for volunteers

### 2.1.4 Volunteer application form

Providing a comprehensive application form for interested volunteers is the first step to engaging volunteers in your organisation. A good registration form will include:

- Name
- Contact details – phone, address, email
- Next of kin
- Any health conditions that you should be aware of
- Skills
- Previous volunteer experience
- Motivation for volunteering with your organisation
- Any training/education they have
- Hours of availability
- Behavioural history, including any pending charges but excluding any concealed under the Criminal Records (Clean Slate) Act 2004
- If they have a driving licence and a car



**Make the volunteer application process welcoming and especially the form fun to fill out.**  
ROD

- Referees
- Resources

Volunteer Wellington's volunteer application form is included as **Appendix VI**.

Online registration is also a great way to engage new volunteers.

**Resources:**

- [Volunteer Sign Up](#) is a free online tool for signing up new volunteers
- [Google forms](#) is another way to take volunteer registrations with information easily exported into an excel spreadsheet/database

## 2.2 Interviewing and selecting volunteers

In this section:

- **2.2.1 Interviewing volunteers**
- **2.2.2 Engaging volunteers**
- **2.2.3 Understanding what motivates volunteers**
- **2.2.4 Police vetting volunteers**

### 2.2.1 Interviewing volunteers

Once you have recruited volunteers, the next step is to interview and select suitable volunteers for the role. The interview is an opportunity to discuss the volunteer's background, skills, reasons for volunteering and the expectations they have of volunteering. It is also a chance for you to share some information about your organisation and the role to determine if it will be a good fit for both the volunteer and your organisation.

Some organisations use group interviewing as a way of narrowing the pool of prospective volunteers. It will depend on the nature of the work that the volunteer will be undertaking as to how thorough your interview process needs to be.

Good practice in interviewing:

- Organise a private space and ensure there are no interruptions (e.g. cellphones)
- Ensure you have plenty of time for the interview
- Be punctual
- Be prepared with relevant documents and information
- Ask open-ended questions
- Ensure both parties know what the next step in the process is and when it will take place

**Resources:**

- Creative New Zealand's "Volunteer Management Toolkit" has an 'Interview Plan and Questions Template' on pg 65. This toolkit is available for free download [here](#)
- Volunteering Canterbury have developed some guidance for "When the role doesn't suit the volunteer", this is included as **Appendix VII**



**Work to people's strengths – get to know your volunteers, what they like doing and give them roles that fit with their strengths.**  
CHRISTINE

### 2.2.2 Engaging volunteers

Once you have selected the volunteer(s) that you want to work in your organisation you should formalise the work with them by signing a volunteer agreement. This is not a formal contract but sets out expectations of the working partnership.

**Resources:**

- Volunteer Wellington’s Volunteer Agreement is included in the Volunteer Induction Pack attached as **Appendix IX**

### 2.2.3 Understanding what motivates volunteers

Volunteers are all unique and their motivation to volunteer will also reflect this. Good management of volunteers takes into account motivation when recruiting and placing volunteers within an agency. Getting it right is integral to the volunteer’s enjoyment of the work and, ultimately, to the value they will add to your organisation.

McLelland’s Motivation Model identifies three types of volunteers:

1. Achievers (achievement motivated): these volunteers want feedback and praise. Practical projects with goals to work towards are satisfying for these volunteers.
2. Influencers (authority motivated): these volunteers are willing to take responsibility and enjoy having an influence. They like to lead, give advice, make decisions and train others.
3. Team players (affiliation motivated): these volunteers prefer to work in groups. Friendly interaction will achieve their goal of mutual friendship.

In “The New Alchemy: How volunteering turns donations of time and talent into human gold”, NFP Synergy wrote that the ‘selfish volunteer’ is at the heart of 21<sup>st</sup> Century volunteering:

*“To help people be altruistic, we need to help them be selfish. Volunteering can help volunteers overcome loneliness, meet friends, gain skills, get jobs, or just feel good about themselves. The selfish volunteer is not a bad person, or part of an unwelcome trend – it is at the heart of the future of volunteering.”<sup>4</sup>*

They went on to say:

*“If we strip the term ‘selfish volunteer’ of any pejorative content, we simply acknowledge that as individuals today, we are as interested in what we get out of volunteering as what we put into it.”<sup>5</sup>*

**Resources:**

- Some examples for how to acknowledge volunteers in line with their motivation is attached as **Appendix VIII**



**Try to match the motivations/goals of the volunteer with the type of role they will be doing.**

**JAMIE**

4 NFP Synergy (2014) *The New Alchemy: How volunteering turns donations of time and talent into human gold. Part 7: Our Final Thoughts and Conclusions*. Available for free download: <https://nfpsynergy.net/press-release/new-alchemy-part-7-our-final-thoughts-and-conclusions> p. 3

5 Ibid, pp. 5–6.

### 2.2.4 Police vetting

The main purpose of Police vetting is to protect society's most vulnerable members, including children, older people and people with special needs. It allows organisations to make informed decisions about potential employees, current employees or volunteers working directly with these vulnerable groups of people. Organisations that provide services to these people can ask to check the criminal records of potential employees or volunteers.

Note that the Vulnerable Children's Act 2014 and the Vulnerable Children (Requirements for Safety Checks of Children's Workers) Regulations 2015 details requirements for checking the criminal backgrounds of people working with children and young people. More information is available through the [Children's Action Plan](#).

If formal police checking is unnecessary for the role it is a good idea to check a volunteer's references. This can be a way of gaining a second opinion on a volunteer. Asking volunteers to provide the name and contact details for two referees in your volunteer application form is good practice.

**Resources:**

- Information about the Police Vetting process is available on the [Police website](#)

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## PART THREE

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# Induction, orientation and training

In this section:

- **3.1.1 Welcoming volunteers**
- **3.1.2 Inducting volunteers and orienting them to your organisation**
- **3.1.3 Training**

### 3.1.1 Welcoming volunteers

Introducing volunteers to your organisation is vital to making them feel welcome and included. You may like to have an informal morning tea with staff or introduce them individually to each staff member they will be working with. Again, like most things, we encourage you to treat volunteers in the same way that you do paid staff.

### 3.1.2 Inducting volunteers and orientating them to your organisation

Inducting volunteers to the organisation is a process that may be carried out over a period of time. Key areas to consider when inducting new volunteers are:

- Background information about the organisation including vision, mission, introduction to staff etc
- Signing a volunteer agreement (an example of Volunteer Wellington's agreement is included in the Volunteer Induction Pack, [Appendix IX](#))
- Going over roles and responsibilities of the volunteer and the organisation
- Reimbursements
- Timesheets (if you use them)
- Basic tasks involved in the role and who to ask for help (both paid and other volunteer staff)
- Future training
- Safety procedures for your offices
- Toilets, breaks, tea and coffee

**Resources:**

- Volunteer Wellington's induction pack is included as [Appendix IX](#)

### 3.1.3 Training

It is critical to ensure that volunteers have, or develop, sufficient knowledge and skills to be able to do their tasks successfully. Introductory orientation and training, coupled with regular, ongoing training sessions provide an opportunity for further development, feedback and supervision. A buddy system can be a good way to train new volunteers as well as an opportunity to acknowledge existing volunteers' expertise and giving them the chance to share their insights about the volunteer role.

It is also a good idea to include a list of training that volunteers can expect to receive in the role. If you include this with the volunteer's registration form, it can serve as a checklist that can be marked off once the volunteer has completed the training. This shows that the volunteer has a pathway to develop and progress within the organisation and is a way that the organisation can track a volunteer's development. This is also useful to refer to when writing letters of reference for volunteers.



**Set up an evening event (or a lunch) to bring all the volunteers together to meet them and to meet each other. Have some personal communication with them early in their new volunteering role.**

**SHANNON**

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## PART FOUR

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# On-going management of volunteers

In this section:

- **4.1.1 Rostering**
- **4.1.2 Involving volunteers in decision-making**
- **4.1.3 Feedback and evaluation**
- **4.1.4 Acknowledging and recognising volunteers**
- **4.1.5 Retaining volunteers**
- **4.1.6 Professional supervision**
- **4.1.7 Succession planning**
- **4.1.8 References**
- **4.1.9 Dismissal**
- **4.1.10 Volunteer management software**

### 4.1.1 Rostering

Rostering volunteers can be a challenge as you juggle their availability with busy lives and last minute emergencies that inevitably come up. Sticking to a set roster from week-to-week or month-to-month helps reduce the administrative burden on the manager of volunteers, and keeping it as a standing 'appointment' in the volunteer's life increases the chance that they won't have to change their shift at the last minute. Another tip is to make it the volunteer's responsibility to fill their shift if they are unavailable to attend. Some organisations use online, cloud-based rosters which mean that volunteers can go in and make changes when required. As the document is live it means updates are made immediately and are visible to everyone.

#### Resources:

- [Volunteer Sign-Up](#) is a free online tool for rostersing volunteers

### 4.1.2 Involving volunteers in decision-making

Volunteers that have opportunities to be involved in organisational decision-making are more likely to feel part of the team and stay involved. Volunteers also provide ideas and insights from a different perspective that is valuable to developing your organisation's work.

Some examples for how to involve volunteers in your organisation's decision-making:

- Include a volunteer that is involved in day-to-day running of the organisation on your board or committee
- Establish a committee of volunteers that act as an advisory board, providing input to the volunteer programme and the organisation's governing board



**Delegate! And feel free to let the volunteer make it their own. CHARLIE**



- Request volunteer input to your strategic planning process and other key organisational decisions
- Include a volunteer representative on the Health and Safety committee

### 4.1.3 Feedback and evaluation

Giving opportunities for volunteers to provide feedback is another way of involving their ideas to improve your programme. Often they have the best knowledge of how things are working and ideas for how to improve your service and systems. Structured avenues for feedback also provide an efficient way of addressing any issues that may be arising.

Forms of evaluation:

- Evaluation forms at the end of training
- Regular feedback/debrief sessions
- Online surveys
- Phone calls
- Buddy systems/mentors
- In-work observation/appraisal of volunteers' work
- Individual performance appraisals
- Peer-group discussion

#### Resources:

- Volunteer Wellington's volunteer feedback form is included as **Appendix X**
- "A guided dialogue for volunteers to review their role" is included as **Appendix XI**

### 4.1.4 Acknowledging and recognising volunteers

It is important to learn why a person chooses to volunteer with your organisation (see "**Understanding what motivates volunteers**", **Section 2.2.3** in this resource). The organisation that understands what motivates a person to volunteer will be better able to recognise the contribution made. Appropriate recognition is closely related to an organisation's ability to retain volunteers.

Here is a short list of some of the things you could do to acknowledge and thank volunteers:

- Thank volunteers at the completion of every shift they work
- Give birthday cards and acknowledge milestones in their period of service
- Invite volunteers to celebrate different festivals throughout the year, for example Matariki or Diwali
- Staff Christmas party
- Celebrate International Volunteers Day
- Write stories to showcase volunteers' work
- Share positive feedback from service users with volunteers – this may be sending around quotes thanking your organisation for its work
- Provide professional development opportunities
- Share with volunteers the impact and value they have added to the services provided
- Say thank you, again!



Keep a stash of thank you cards for spontaneous thank yous. VISHAL

**Resources:**

- Volunteering Canterbury have developed a list of 103 ways to recognise volunteers, this is included as [Appendix XII](#)



Put the work that volunteers do in context so they understand the value of their impact. TIM

**4.1.5 Retaining volunteers**

Among some leaders in volunteering internationally, volunteer 'retention' is a term that they are keen to dispel from our vocabulary because it can conjure images of ownership and control. Rather than 'retaining' volunteers, we prefer to think about how we can ensure their experience is so good that they want to keep coming back; be it to their shift next week, or as a volunteer or supporter in years to come. As such, it's important to hold volunteers lightly.

As with recognising and acknowledging volunteers, creating an environment that makes volunteers want to keep coming back requires knowing what motivates them to volunteer for your organisation. Giving volunteers the opportunity to volunteer in a way that meets their motivation, as well as providing opportunities for volunteers to give feedback, participate in decision-making and be a part of the team will help with volunteer satisfaction and, ultimately, their ongoing engagement with – and commitment to – your organisation.

It is important to appreciate that some volunteers will only stay for a short term which is why understanding volunteers' motivations from the beginning is key. Many people volunteer as a stepping stone to paid employment; understanding this from the beginning of their volunteer commitment is vital to a positive experience for both parties. Remember that no matter how long a volunteer stays with your organisation, if they've had a positive experience they will be your best promoter and will likely stay connected to your organisation in one way or another – perhaps as a promoter, advocate or donor.

**4.1.6 Professional supervision**

Professional supervision is important for volunteers working on the front line with people who may be experiencing trauma or who have high and complex needs. As a rule, if a volunteer is working in a role in which a paid staff member would be offered professional supervision, then the volunteer should be given the opportunity to access this service as well.

**Resources:**

- Aotearoa New Zealand Association of Social Workers have a [Supervisors Register](#)
- The New Zealand Association of Counsellors also have a list of [accredited supervisors](#)

**4.1.7 Succession planning**

Volunteers move on to other things be it travel, paid employment, study or different volunteering opportunities. Having systems in place to ensure the smooth transition of work from one volunteer to the next helps ease this process. A prudent programme will develop a manual that is a 'go-to' for volunteers and may include:

- Instructions for the role
- Key contacts
- Up-to-date filing (both online and hard copies)

**4.1.8 References**

Depending on the volunteers' motivation for working with your organisation, they may request a reference to help them into future volunteering or employment. There is a range of ways you can do this, here are a few suggestions:

- a generic certificate can be given after a period of service that shows the skills the volunteer has learned/developed over their time working with the organisation
- a 'record of service' can be given instead of a letter of reference, this is useful if you do not feel comfortable giving a reference
- a template reference letter that relates to each volunteer role within your organisation that can easily be adapted for the individual volunteer

Providing references by phone is another way to support volunteers' next step. Having prior warning to expect the call and jotting down a few points about the volunteer's work, skills and personality will mean you are prepared for the call when it comes.

#### 4.1.9 Dismissal and exiting volunteers

If a volunteer is not performing satisfactorily, we suggest you follow the same process as you would for a paid employee i.e. talk about the problem, offer training and provide verbal and written warnings. All performance related communication should be documented.

When dismissing volunteers, be aware that though they may not be suitable for your organisation or the role in which they have been placed, there may be another volunteering role elsewhere which will suit them. Suggest they contact the local Volunteer Centre.

It is also a good idea to conduct an exit interview. This provides an opportunity to review the experience of the volunteer and can be helpful to all those involved.

##### Resources:

- Volunteering Canterbury have developed a document called "When the role doesn't suit the volunteer" – [Appendix VII](#)
- Volunteering Canterbury's Exit Interview document is [Appendix XIII](#)
- Creative New Zealand's "[Volunteer Management Toolkit](#)" provides some good questions to include in an exit interview on page 44 of the document

#### 4.1.10 Volunteer Management Software

There are numerous packages available for database systems to manage volunteers. Here are a few things to consider before purchasing a programme:

- Are there any ongoing subscriptions or fees to pay for using the system, or is it a one-off cost to purchase the package?
- Can you get phone or online support in how to use the system?
- Can volunteers access the system remotely to, for example, update their contact details or change their shift?

Here are a few software systems that other Managers of Volunteers have looked at:

- [Nationbuilder](#)
- [Volgistics](#)
- [Volunteer Signup](#)

These two sites compare different software systems for managing volunteers:

- <http://www.softwareadvice.com/nonprofit/volunteer-management-software-comparison/>
- <http://www.coyotecomunications.com/tech/volmanage.html>

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## PART FIVE

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# Developing your practice as a manager of volunteers

In this section:

- **5.1.1 Networking**
- **5.1.2 Professional Development**
- **5.1.3 Evaluating your practice as a manager of volunteers**
- **5.1.4 Evaluating your volunteer programme**

### 5.1.1 Networking

Connecting with other Managers of Volunteers in the community sector is incredibly beneficial; it provides opportunities to learn from each other, share ideas about what's working and provide collegial support.

#### Resources:

- Volunteer Wellington offer Network Forums and workshops for Managers of Volunteers which combine professional development in topical issues and the opportunity to connect with others working in the sector
- Volunteer Wellington facilitates Managers of Volunteers networks/peer support groups around the city, get in touch to find out more – 499 4570
- Business and Community Shares New Zealand have a number of resources relating to [Business and Community working together](#)

### 5.1.2 Professional development

There are a range of opportunities to develop your practice as a manager of volunteers, below is a list of some places to start.

#### Resources:

- Volunteer Wellington run training in professional development for Managers of Volunteers. Keep an eye on the [website](#) for details
- Xperts run an online course on the [Essentials of Volunteer Management](#)
- Volunteer Wellington has a mentoring programme to support managers of volunteers that are new to the sector, new to their role or want to develop their skills. If you are interested in finding a mentor (or being a mentor) contact Volunteer Wellington on 499 4570
- There are a number of peer support groups for managers of volunteers throughout the city. Contact Volunteer Wellington to find details about your local group
- A "Managers Self-Assessment Tool" which has a series of questions that prompt Managers of Volunteers to assess their management of volunteers is attached as **Appendix XIV**



**Get alongside another manager of volunteers (or group of managers) to encourage, support and share ideas with – that way you don't need to reinvent a whole lot of wheels!**  
**BEATRICE**

- Volunteering New Zealand's [Competencies for Managers of Volunteers](#)
- Sue Hine is a local leader in the management of volunteers, you can read her blog [Management4Volunteers](#)
- [International Managers of Volunteers Day](#) is the annual celebration of Managers of Volunteers held on 5 November

### 5.1.3 Evaluating your volunteer programme

Evaluate your volunteer programme and the relevant documents at least annually, in consultation with stakeholders (including volunteers), to ensure policies and procedures are up-to-date, practical and meet your organisation's and volunteers' needs.

**Resources:**

- Volunteering New Zealand's "[Volunteering Best Practice Toolkit](#)" provides guidance on best practice for volunteer-involving organisations

See also "[Feedback and Evaluation](#)", [Section 4.1.3](#) in this guide.



**Make it as easy as possible for volunteers to provide feedback about the work they do and the experience they're having – they have great ideas and they need to know you're open to hearing them. NOUSH**

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## PART SIX

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# General resources to support Managers of Volunteers

### Websites

[CommunityNet Aotearoa](#) – a user-managed resource library where community groups can upload and share resources

[Energize Inc.](#) is a website dedicated to leaders of volunteers and has an [A-Z Volunteer Management Library](#)

The [International Association of Volunteer Effort](#) is a global voice for volunteering. You can read the [Universal Declaration on Volunteering](#)

[NCVO](#) – England’s National Council for Voluntary Organisations

[OurCommunity.com.au](#) – an Australian resource library for sharing community resources

[Volunteering New Zealand](#) – the national body for volunteers and volunteering

[Volunteer Wellington](#) – dedicated to supporting volunteers, managers of volunteers and volunteering

[International Managers of Volunteers Day](#) – celebrated on 5 November annually, this is the chance to acknowledge the work of managers of volunteers!



Don’t take any volunteers for granted. Every contribution they make is important no matter the size of that contribution.  
ADAM

### Blogs/writing/research

[e-volunteerism](#) is a journal to inform and challenge leaders of volunteers

[Management4Volunteers](#) – a blog dedicated to the management of volunteers

Rob Jackson is a leader in volunteerism and the management of volunteers. He has a [blog](#) with interesting and insightful articles

[Institute for Volunteering Research](#) undertake research, consultancy and evaluation projects to improve policy and practice

### Guides/manuals

Creative New Zealand’s [“Managing Volunteers Toolkit”](#) is available for free download

[Football New Zealand](#) have a number of useful templates for volunteer programmes

The New Zealand Government’s [Policy on Volunteering](#)

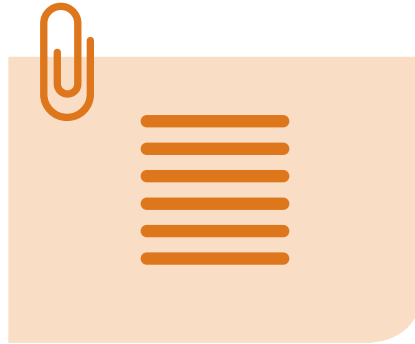
Developed by Community Law Centre Wellington and Hutt Valley, [“Managing a Community Centre – Best Practice Guidelines”](#) contains information about managing volunteers on pages 92–96

[Sport New Zealand](#) – have a number of resources and guides relating to managing volunteers

Volunteering Canterbury’s [“How-to-Guide for Managers of Volunteers”](#) offers suggestions and guidance across different aspects of managing volunteers

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# Appendices







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## APPENDIX I

# Volunteering New Zealand Brief: The Health and Safety at Work Act 2015

The Health and Safety at Work Act 2015 took effect on 4 April 2016. This information sheet offers general information for volunteer-involving organisations which are affected by the new law.

### The main points

The new Act says that volunteer organisations employing at least one staff member have to provide for the health and safety of all of their paid and voluntary staff.

The Act calls this type of organisations a Person Conducting a Business or Undertaking (PCBU). If your Volunteer group doesn't employ any staff the Act does not apply to you.

### Useful terms

**HSWA:** The Health and Safety at Work Act 2015, from here referred to as "the Act".

**PCBU:** Person Conducting a Business or Undertaking, under the Act. A volunteer-involving organisation is a PCBU if it employs one or more staff no matter how many volunteers it has. From here referred to as "your organisation".

**Volunteer-involving organisations (VIOs):** This is the term Volunteering NZ uses to describe non-profit organisations with a volunteer component.

**Volunteer association:** An organised group of volunteers who do not employ any staff. Volunteer associations do not have health and safety duties under the Act.

**Officer:** A person responsible for the governance of your organisation,, such as a board member or executive director and including volunteer board members and trustees.

### The volunteer-involving organisation's role

Your organisation has the primary duty of care to its volunteer workers, casual volunteers, and visitors. This includes providing:

- a work environment free from risks to health and safety
- the necessary information, training, instruction, or supervision to do work safely
- a workplace with adequate and accessible facilities (such as toilets, drinking water)
- safe equipment such as vehicles, appliances, and tools as part of a safe workplace
- safe use, handling, and storage of potentially dangerous goods and materials
- monitoring of worker health and workplace conditions to prevent injury and illness

### **The officer's role**

A person who is involved in managing your organisation (such as a volunteer board member) has special obligations to exercise due diligence to ensure the health and safety requirements are met. See the [VNZ Brief: HSWA Information for Officers for more information](#).

### **The volunteer's role**

As a volunteer you have a right to be in a safe and healthy workplace. You also have an obligation to take reasonable care for your own health and safety and to make sure you don't affect the health and safety of others. Additional information for volunteers can be found in the [VNZ Brief: HWSA info for volunteers](#). Remember as well that the Act is only for organisations with at least one staff member, and not for Volunteer Associations.

### **More information**

Visit Worksafe New Zealand for more information on the Health and Safety at Work Act or read the Act at: <http://www.legislation.govt.nz/act/public/2015/0070/latest/whole.html>

Please note: The information provided in this information sheet does not substitute as legal advice.

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## APPENDIX II

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# Volunteering Canterbury's information sheet about reimbursing volunteers

Any reimbursement MUST be for actual expenses. Either the volunteer must provide proof that the money has already been spent or the person paying may make a reasonable estimate of the expense likely to be incurred. If any other money is given it is treated as income and you are obliged to deduct PAYE. Gift vouchers incur tax in the same way as money does. Reimbursement payments may also be made to volunteers who are non-residents, such as a holidaying visitor. They will not be required to file a New Zealand tax return provided they receive no other New Zealand income.

It is NOT acceptable to give volunteers a flat amount, e.g. \$5 or \$10 per day and say that this is a reimbursement for the cost of their travel. You may reimburse actual travel costs, e.g. mileage for driving to their place of voluntary work, but this must be in return for a written statement from them with the number of kilometres travelled. There are two methods of calculating the amount of reimbursement.

1. You can use the IRD non-taxable rate of 74 cents per kilometre (unless the volunteer has kept a full log book and all receipts for vehicle expenses over a three month period to prove the need for a higher reimbursement).
2. You can use the NZ Automobile Association Inc. mileage rates which in 2012 were 52.9 cents per kilometre for a vehicle under 1500cc 63 cents per kilometre for a vehicle 1500cc–2000cc, and 79.1 cents per kilometre for a vehicle 2000cc–3500cc.

Once a volunteer has provided a written statement of distance travelled you may reimburse them again for similar journeys without needing to have a statement each time. If you reimburse at the above rates no tax will be incurred by the volunteer.

It is not usually acceptable to give a meal allowance or reimbursement for money spent on food while the volunteer is at their place of voluntary work. Meals are seen to be a private cost to the worker unless the cost is incurred while they are away on business for the organisation. However you may provide a light meal for the worker on the organisation's premises, i.e. food not money. Occasionally you may reimburse the cost of a meal as long as it doesn't happen regularly and the amount involved is reasonable. An example of this would be if a volunteer was working during the day and continued on to attend an evening meeting on behalf of the organisation. Where the 'working day' had progressed into the evening this would be an acceptable reason to pay for a meal off the premises. Receipts should be kept to substantiate reimbursement.

It is possible to give volunteers a small gift, provided this is not done regularly and there is no expectation on the part of the volunteer. The IRD booklet IR278 "Payments and gifts in the Maori community" gives good examples on how to determine whether a gift is "unconditional" or whether it is liable for tax. If the volunteer receiving the gift is also a Member of your organisation you would be wise to check your constitution in case it has clauses about pecuniary gain for members.

Please be aware that an honorarium will incur income tax. If a payment made is a combination of an honorarium and a reimbursement of expenses incurred, the separate portions must be clearly identified and recorded. If the distinction between them is not clear then the entire payment is treated as an honorarium and subject to tax. We note that the IRD have made a ruling that Plunket organisations can pay their Board members an honorarium of up to \$700 per annum and it will be treated as expense reimbursement (i.e. not liable for income tax). This applies only to Plunket.

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## APPENDIX III

# Volunteering Canterbury's complaints procedure

It is expected that before a formal complaints procedure is initiated all reasonable steps will have been taken to resolve the situation. A report of these steps will be available at any hearing or review.

1. **Notice:** Any client or Member of Volunteering Canterbury who feels they have grounds for a complaint concerning Volunteering Canterbury has the right to submit written details of the complaint within 30 days following the date of the matter to the Board Chairperson, or Deputy Chairperson. Such complaint shall be acknowledged in writing and a copy of this Complaints Procedure sent to the complainant within five working days of receipt of the complaint.
2. **Hearing:** Any such complaint must be considered within ten working days by a grievance committee comprised of a least three members of the Volunteering Canterbury Board who shall consider the complaint and the respondent's explanation within fourteen days of receipt or such later date as agreed upon in writing by both parties.
3. **Review:** Should any party to the complaint be dissatisfied with the findings of the Grievance Committee, the following procedures shall be followed:
  - a. They shall give notice within fourteen days from the date of receipt of its findings of their dissatisfaction, with appropriate reasons.
  - b. A second Grievance Committee consisting of three people other than the original Committee members and including at least one person independent of Volunteering Canterbury shall be established by the Board Chairperson or Deputy Chairperson. If appropriate a mutually agreed person independent of Volunteering Canterbury shall facilitate the review meeting.
  - c. The matter will be considered within fourteen days from the date of receipt of the notice of review or such later date as agreed upon in writing by the parties.
4. **Representation:** Any party involved in the complaint shall be given the opportunity to be present and to speak at any relevant meeting or hearing and may bring a representative and/or a support person who may also speak.
5. **Findings:** Any Committee or facilitator dealing with the complaint shall report their findings and conclusions, in writing, to the parties involved within fourteen days of the meeting, with their recommended course of action, e.g. mediation.
6. **Costs:** Each party shall bear their own costs in relation to personal support for any complaints procedure. Other costs may be negotiated.
7. **Follow Up Procedures:** Should the complaint or any part of it be found to be justified, Volunteering Canterbury will act upon the recommendation of the Grievance Committee. Volunteering Canterbury will also take all necessary steps to provide their representatives or employees with appropriate formal training or other remedial action which will assist in preventing a re-occurrence of the problem.

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## APPENDIX IV

# Volunteer Wellington Interviewer Role Description

<b>POSITION</b>	Interviewer
<b>RESPONSIBLE TO</b>	The Management Team, Volunteer Wellington
<b>RELATIONSHIPS</b>	The Management Team, Volunteer Wellington Administration Staff Other Interviewers Volunteers

### PRIMARY OBJECTIVE

To refer interested volunteers at Volunteer Wellington to appropriate positions with community organisations

### KEY TASKS

1. To interview interested volunteers at Volunteer Wellington and arrange referrals where possible.
2. To follow up outcome of referrals with volunteers and organisations
3. To ensure you are aware of current jobs listed on the database at Volunteer Wellington
4. To participate in on the job training as required
5. To participate in group training with other staff of Volunteer Wellington
6. To ensure you are aware of the diverse programmes carried out by Volunteer Wellington
7. To attend monthly staff meetings

### SKILLS REQUIRED

1. Good communication skills
2. An understanding of the philosophy of volunteerism
3. Some degree of computer literacy

### PERSONAL ATTRIBUTES

1. An interest in helping people
2. The ability to communicate easily with people from diverse cultural backgrounds
3. The ability to handle sensitive and confidential material and situations
4. To make a commitment to be available for the agreed interviewing sessions
5. To be reliable and punctual

### TIME COMMITMENT

To be individually agreed but a minimum of three hours per week

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## APPENDIX V

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# Volunteering Canterbury "Avoiding Discrimination when involving Volunteers"

It is important to remember that the Human Rights Act makes no distinction between volunteers and paid workers regarding discrimination in the "employment" area. Human Rights in this country are based on international treaties to which Aotearoa New Zealand is a signatory. Direct discrimination occurs when a person is treated unfairly or less favourably than another person in the same or similar circumstances. Discrimination is illegal if it is based on one or more of the following grounds:

- Age
- Colour
- Disability
- Employment status (e.g. being on a benefit)
- Ethical belief
- Ethnic or national origin
- Family status
- Marital status
- Political opinion
- Race
- Sex (including pregnancy)
- Sexual orientation

Indirect discrimination occurs when an action or policy that appears to treat everyone in the same way, actually has a discriminatory effect on someone. For instance, access to a venue that requires people to climb stairs to enter indirectly discriminates against someone who uses a wheelchair. It is therefore important that any public meeting is held in a venue which is accessible.

When writing a volunteer position description you need to use actual requirements to complete the role, not 'dream' requirements. Think about what you absolutely need for the task to be done. Consider the behaviour, knowledge, skills and experience required, and describe these objectively.

It is not unlawful to discriminate against people under the age of sixteen years on the basis of their age. Young people have the same protections as others for all other grounds of discrimination. It's fine to target your advertising towards older people, e.g. place an advertisement in "Older and Bolder", but you may not make it a requirement of the position that the volunteer be over twenty years (or under 50 years).

Once a volunteer has been accepted it is permissible to consider age when matching them with a client, provided that all ages will have the opportunity of being matched with someone. Exceptions may be made under "authenticity and privacy". Some examples are:

- Female staff may be required for a shop that sells women's underwear
- An actor who will play an aging Napoleon may need to be male and older
- A client requiring a volunteer to visit their home may specify a particular gender

If an applicant for a volunteer position has a disability you are required to make "reasonable accommodation" to enable them to take on the position. Under the Human Rights Act organisations that involve volunteers are considered to be the "employer" of the volunteers. An employer is liable for anything that is done on their behalf, even if they didn't know it was being done. For example, if staff (volunteer or paid) ask clients inappropriate questions the "employer" is liable. This liability also applies to people working on contract for your organisation. A defence to this liability is that you've taken all reasonably practicable steps to avoid discrimination. Such steps might include:

- Having non-discriminatory policies and communicating these policies to all workers
- Ensuring compliance with such policies, e.g. training
- Taking complaints seriously
- Alertness to factors that might cause harassment

Freedom from discrimination under Ethical belief includes the freedom to have any religion or to have no religion. It's important to remember that Human Rights are non-absolute, i.e. one person's right may need to be balanced against another's. Sometimes we may have to balance one person's right to practice their religion against another's right to their ethical belief, including the right to be free from religion. This is an issue that sometimes arises if an organisation has a commitment to start meetings with a karakia, and may require discussion within the organisation and some accommodation to ensure different beliefs are recognised equally, e.g. some people may choose to join the meeting after the karakia.

Further information is available from the Human Rights Commission:

Phone 0800 496 877 (tollfree)

E-mail [infoline@hrc.co.nz](mailto:infoline@hrc.co.nz)

Or visit [www.hrc.co.nz](http://www.hrc.co.nz)

# APPENDIX VI

## VOLUNTEER APPLICATION FORM

First name(s) Last name  
Address  
Telephone: Home Work Mobile  
E-mail address  
Date of birth:  
What is the best way to communicate with you?

### EMERGENCY CONTACT DETAILS

Next of kin or other person to be notified in case of an emergency  
Name  
Telephone: Home Work: Mobile:  
Address:

What is your current employment status? E.g. full-time worker, part-time, unemployed, retired.

What are your skills and previous work experience? (paid and voluntary)

What are your interests and hobbies?

What is your availability for volunteering?

### MEDICAL HISTORY

Do you suffer from any medical, physical or mental condition that could affect your ability to carry out volunteering for Volunteer Wellington?  Yes  No  
If yes, please give details

### BEHAVIOURAL HISTORY

Do you have a police record for any offences or convictions including any pending charges but excluding any concealed under the Criminal Records (Clean Slate) Act 2004?  
Refer to website: [www.justice.govt.nz/privacy/clean-slate.html](http://www.justice.govt.nz/privacy/clean-slate.html) if you are unsure.  Yes  No  
If yes, please give details :

### REFEREES

Please list two referees with contact telephone numbers. (The referees must be someone you have known longer than two years and not a family member). Referees will be contacted:

Name	Phone (home)
Relationship	Phone (work)
Name	Phone (home)
Relationship	Phone (work)

All the information I have provided in this form is accurate and complete.

Signature of Applicant Date

Volunteer Wellington undertakes to collect, use and store information provided on this form according to the principles of the Privacy Act 1993. The information will be used by Volunteer Wellington to assist with your application for a voluntary position with Volunteer Wellington. You may access the information held about you and amend any errors.

**VOLUNTEER WELLINGTON | TE PUNA TAUTOKO | A CATALYST FOR INVOLVEMENT IN THE COMMUNITY**

VISIT US AT [www.volunteerwellington.nz](http://www.volunteerwellington.nz) EMAIL [info@volunteerwellington.nz](mailto:info@volunteerwellington.nz)



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## APPENDIX VII

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# Volunteering Canterbury's "When the role doesn't suit the volunteer"

Sometimes this situation arises. What can we do? Much depends on when you realise that the role doesn't suit and the sooner this happens the better it is for everyone.

### How can we ensure we find out as soon as possible?

- Have clear role descriptions and recruitment criteria
- Take time and care with the process of volunteer selection
- Have a trial period before the volunteer makes a final commitment
- Conduct regular supervision and review the position
- Lots of communication and support – involve volunteers in decision-making
- Listen carefully to feedback from the volunteer and from colleagues and clients

### What can we do about it?

- If a problem arises tell the volunteer as soon as possible
- Be gentle, supportive, mindful of their feelings/needs, as well as specific and honest
- Go through a performance review process, involving a discussion based on the role description and the volunteer agreement they signed when they joined your organisation
- Discuss it together – ask them what you could do to help them enjoy the position more and do a better job
- Offer appropriate training
- Offer the volunteer an alternative role
- If necessary give verbal and written warnings as you would for a paid worker
- If there's nowhere for them in your organisation, suggest they contact their local volunteer centre to find a more appropriate role
- Keep your focus on the mission, vision and values of your organisation

---

## APPENDIX VIII

---

# Ways to acknowledge volunteers in line with their motivation

### **Power motivated volunteers – interested in status:**

- Ask them to do things
- Appoint them to committees
- Consult them
- Flatter them by asking their advice regularly
- Appoint them as team leaders (where appropriate)
- Seek their advice in programme development
- Thank them publicly
- Give them titles and name badges
- Give them responsibility for a particular project
- Ask them to train other volunteers
- Ask them to represent the organisation at public events/conferences
- Appoint them as a spokesperson

### **Achievement motivated volunteers – interested in outcomes:**

- Acknowledgement – written references suitable for their CV
- Feedback on success through newsletters, press releases etc
- Listen to their feedback, be flexible and involve them in the next project
- Develop projects in achievable chunks
- Take interest in their work and acknowledge progress against milestones
- Offer rewards linked to specific outcomes/achievements
- Identify and provide coaching and training
- Provide certificates for completing training courses

### **Affiliation motivated volunteers – interested in connection/community:**

- Allow them to work with others/in teams
- Invite them to social events – morning teas, pot luck dinners etc
- Place them in people-oriented roles
- Recognise them individually in face-to-face situations
- Bring them flowers from the garden, thank you cards, birthday cards etc
- Individual invitations
- Involve them in decisions that affect them
- Group training
- Freebies – tickets to events, t-shirts, chocolates etc

---

APPENDIX IX

Volunteer Wellington's Induction Pack

**WELLINGTON**

# **Volunteer** **Induction** **Manual**

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**VOLUNTEER WELLINGTON | TE PUNA TAUTOKO**  
A catalyst for involvement in the community

# About Volunteer Wellington

**Volunteer Wellington is a community organisation that focuses on championing volunteering and building the capacity and capability of communities in greater Wellington. We work with more than 400 community-based agencies providing the essential volunteer workforce needed to sustain their services. We provide advice, mentoring, and professional development in the management of volunteers to enhance the experience for both the organisation and the volunteer. Volunteer Wellington is a Charitable Trust registered in Wellington in August 1992.**

## Purpose

**Volunteer Wellington, Te Puna Tautoko**, is the champion of volunteering in Wellington.

## Vision

A strong and connected community and voluntary sector.

## Mission

To create opportunities for meaningful engagement in the community through volunteering.

## Values

- Respect
- Diversity
- Flexibility
- Integrity
- Inclusiveness

## Guiding principles

- We are committed to being a catalyst for involvement in the community – a continuous source of support for the community.
- We believe that volunteering is a “meaningful purposeful activity”.
- We are committed to developing innovative ways of matching and connecting people to voluntary roles in the community.
- We believe that all motives for volunteering are valid.
- We are committed to diversity in all areas of our work.
- We are committed to being a promoter of and advocate for volunteering and the management of volunteers.

- We are committed to developing the capacity of the community and voluntary sector in the Wellington region through professional development, support and mentoring.
- The spirit of the Treaty of Waitangi is a continuous source of inspiration in all aspects of our work.

## What we do

- Provide professional development to managers/leaders of volunteers which will enhance the growth of the profession of managers of volunteers across **Volunteer Wellington's** geographic and demographic outreach
- Maintain a comprehensive range of quality volunteering opportunities from our network of community organisations
- Recruit and refer volunteers to voluntary roles suited to their interests and goals
- Provide a professional development training programme designed for the community and voluntary sector
- Promote the benefits and value of volunteering with emphasis on diversity, inclusion and effective management of volunteer programmes
- Produce two-monthly newsletters with up-to-date information about volunteering and the management and leadership of volunteers
- Support networks of managers of volunteers and voluntary organisations in the Wellington region

- Facilitate a peer mentoring database and establish peer support groups
- Maintain and develop an accessible resource library and website
- Publicise, manage and facilitate employee volunteering
- Work with corporate, government agencies and businesses to encourage volunteering and ongoing relationships between the community and business sector

## Branches

In 2001 **Volunteer Wellington**, in response to requests from the local community, opened a branch in Porirua, and a further branch in Lower Hutt in 2002. These branches are open three days a week.

### 1. WELLINGTON

#### **Volunteer Wellington**

Level 7, 186 Willis Street  
PO Box 24130  
Wellington 6142

*Telephone:* 04 499 4570

*Fax:* 04 382 9537

*Email*

info@volunteerwellington.nz

*Website:*

www.volunteerwellington.nz

*Office hours*

9am to 5pm Monday to Friday  
Wednesdays and Thursday last appointment 5.20pm

## 2. PORIRUA

**Volunteer Porirua**  
**Porirua Tautokotia**  
Level 4, Pember House  
16 Hagley St, Porirua

Telephone: 04 237 5355  
Fax: 04 237 5356

Email  
managerporirua@  
volunteerwellington.nz

Website :  
www.volunteerwellington.nz

Office hours  
9am to 3pm Mondays, Wednesdays,  
Fridays

## 3. HUTT CITY

**Volunteer Hutt**  
Suite 4B Level 4  
21–23 Andrews Avenue  
Lower Hutt 5010

Telephone: 566 6786 / 891 0854  
Fax: 891 0854

Email  
managerhutt@volunteerwellington.  
nz

Website  
www.volunteerwellington.nz

Office hours  
9am to 3pm Mondays, Wednesdays,  
Fridays

of policy decisions to ensure the alignment with VW's strategic direction and key objectives.

The objective of the Board is to ensure that the purposes and aims of **Volunteer Wellington** are met, and that the services offered are effective and relevant to the changing needs of volunteers and the community.

### **Volunteer Centre National Network Aotearoa**

**Volunteer Wellington** is one of 18 volunteer centres which work across New Zealand. They have strategic sameness and operational uniqueness.

### **Volunteering New Zealand**

**Volunteer Wellington** is a member of the national organisation for volunteering in New Zealand.

### **Board of Trustees**

**Volunteer Wellington** is governed by a Board of Trustees which meets monthly to monitor the implementation and planning

# Strategic plan (2011–2016)



## Volunteer Wellington Te Puna Tautoko

*A catalyst for involvement in the community*

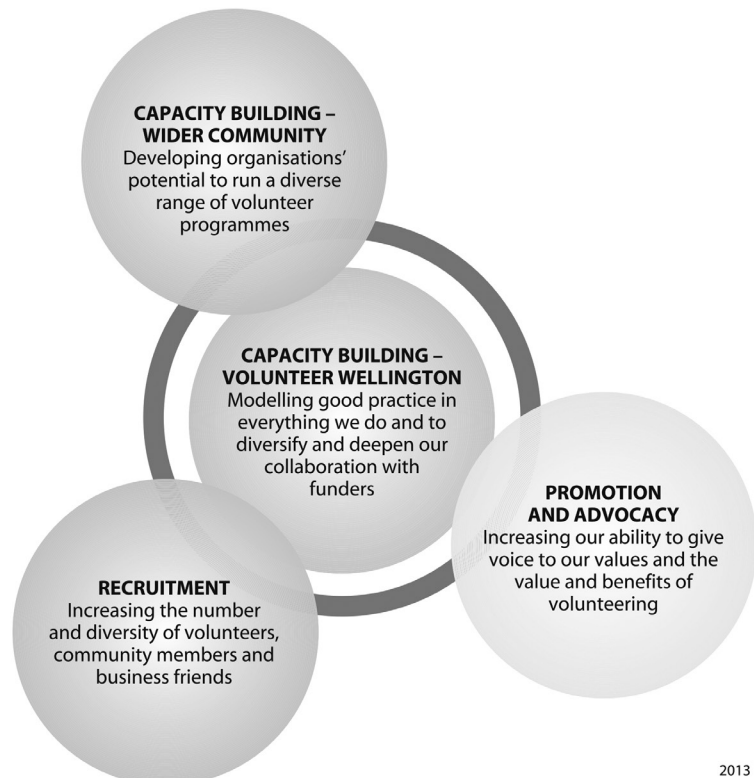
### FIVE-YEAR GOALS: 2011–2016

**Our purpose** – Volunteer Wellington, Te Puna Tautoko, is the champion of volunteering in Wellington

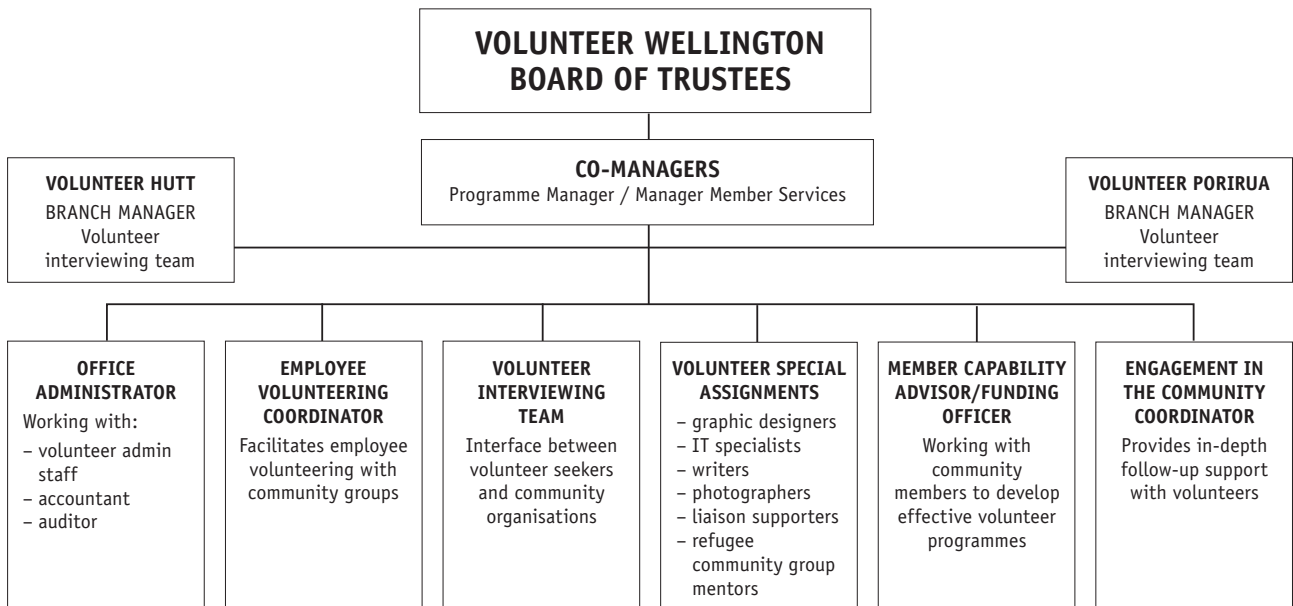
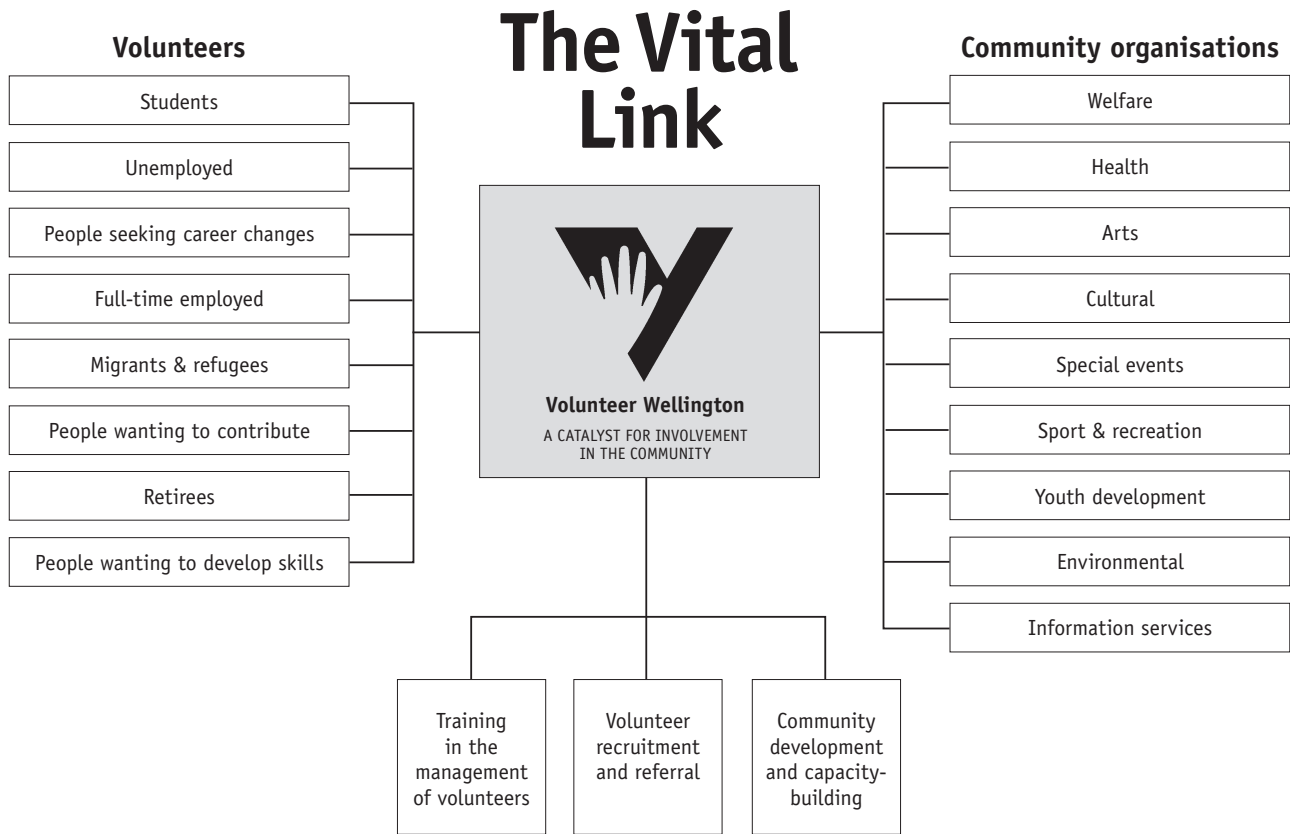
**Our vision** – A strong and connected community and voluntary sector

**Our values**

Respect  
Diversity  
Confidentiality  
Flexibility  
Integrity  
Inclusiveness



2013



**Volunteer Wellington**  
A CATALYST FOR INVOLVEMENT  
IN THE COMMUNITY

# Code of Practice

## RIGHTS OF VOLUNTEER

### As a volunteer I expect:

- To be treated as a co-worker with staff and other volunteers
- To be assigned work that is worthwhile and challenging
- To receive appropriate orientation, training and supervision
- To be kept informed of **Volunteer Wellington's** policies and services
- To be reimbursed for approved work-related expenses
- To have a clear role description
- To have the right to withdraw my services or say “no” without feeling guilty
- To have the right to make suggestions and to be listened to with respect

## RESPONSIBILITIES OF VOLUNTEERS

### As a volunteer I agree:

- To respect the confidentiality of **Volunteer Wellington** and its clients
- To make a serious commitment to carry out the tasks agreed to in the role description
- To read and become familiar with the contents of **Volunteer Wellington's Policies and Procedures Manual**
- To undertake training as required
- To accept evaluation and supervision to enhance my performance
- To work according to the policies and philosophy of **Volunteer Wellington**
- To cooperate with staff and volunteers in a spirit of partnership
- To give as much notice as possible of absence and resignation
- To take all reasonable steps to ensure my own safety
- To ensure no harm is caused to others during the course of my work
- Abide by the Health and Safety policies of Volunteer Wellington

## RIGHTS OF VOLUNTEER WELLINGTON

- The right to withdraw a volunteer who does not operate within the policies and philosophy of **Volunteer Wellington**, or whose skills do not enable these requirements to be met
- The right to withdraw the services of a volunteer who breaches **Volunteer Wellington** or client confidentiality
- The right to expect the role description will be adhered to

## RESPONSIBILITIES OF VOLUNTEER WELLINGTON

- To recognise and value the volunteer as a person who makes a unique contribution to the community
- To provide appropriate orientation, training, support and supervision
- To keep volunteers informed of **Volunteer Wellington's** policies and programmes
- To provide a clear role description
- To reimburse volunteers for approved work-related expenses
- To take all reasonable steps to provide a healthy and safe work environment



# Recruitment and selection

**Volunteer Wellington** recruits volunteer staff on suitability, taking into account factors such as the applicant's qualifications and experience appropriate to the volunteer position, their skills, knowledge and abilities, their potential, and their overall suitability for the position and the organisation.

**Volunteer Wellington** will not discriminate against applicants for volunteer roles on the basis of race, religion, age, gender, sexual orientation, disability, socio-economic background or ethnicity. This applies to all areas of volunteer recruitment and placement.

## Voluntary positions at Volunteer Wellington

**INTERVIEWERS** meet with the people who contact **Volunteer Wellington** seeking to find voluntary work, taking them through the database of roles available and contacting the appropriate organisation when a possible position has been identified.

The diverse range of organisations that list volunteer roles with **Volunteer Wellington** includes local welfare, arts and culture, environmental, youth development, heritage, community projects, information services, sports and recreation, health and many more. The range of positions is varied – administrators, caregivers, data entry, website developers, drivers, marketers, researchers, retail workers, coaches, accountants, tutors, writers, receptionists, labourers, and again many more.

An interviewer works a weekly morning or afternoon shift that usually involves three appointments. A new interviewer will first sit in with an experienced interviewer for a few interviews, and will receive further one-to-one training on the database until they feel comfortable with undertaking interviewing alone.

**ADMINISTRATION STAFF** carry out the day-to-day tasks necessary for the smooth operation of **Volunteer Wellington**. They work either a morning or afternoon shift, welcoming clients, making appointments, answering the phone, entering data, word processing and many other activities.

**OTHER VOLUNTARY POSITIONS.** There are many other positions held by voluntary staff at **Volunteer Wellington**. Some are short term such as organising publicity for a particular event, others are ongoing, e.g. volunteer accountant, auditor, IT systems, graphic designer, writer, researcher.

A number of volunteers also work for **Volunteer Wellington** as liaison officers, contacting and visiting community

member organisations to update records, advise them of the services offered by **Volunteer Wellington**, provide onsite assistance if appropriate and further develop our working relationship with them.

# Training

**Volunteer Wellington** will provide adequate orientation, ongoing training, supervision and support to enable volunteers to undertake their roles successfully.

# Policies and procedures

## General policies

### Induction of new volunteers

**Volunteer Wellington** places importance on the induction of new volunteers. An Induction Check List is available to ensure that all aspects of **Volunteer Wellington** operations, policies, programmes, procedures and staff member responsibilities are discussed. You will be introduced to staff and volunteers during the induction.

### Operating hours

**Volunteer Wellington** offers a flexible working environment for volunteers and endeavours to accommodate their requirements. The core hours of operation are 9 am to 5 pm Monday, Tuesday and Friday and 9 am to 6.30 pm Wednesday and Thursday. Volunteer Hutt and Volunteer Porirua's core office hours are Monday, Wednesday and Friday from 9am to 3pm.

### Reimbursement

Volunteers are entitled to reimbursement of travel costs to their appropriate **Volunteer Wellington** office. This may include bus, train and car. Volunteers are eligible to receive \$13 per shift on submission of relevant receipts. A reimbursement form is available.

### Public holidays & the Christmas period

**Volunteer Wellington** observes all public holidays and closes over the Christmas/New Year period.

### Absences/holidays

Volunteers are asked to give as much notice as possible if they are unable to do their rostered shift whether through sickness or personal circumstances.

## Resignation

Volunteers are asked to give as much notice as possible of their intention to no longer volunteer at **Volunteer Wellington**. We provide, if requested, a reference indicating the skills and knowledge acquired as well as the qualities demonstrated in their work.

## Grievance handling

Volunteers are requested to inform **Volunteer Wellington's** Co-managers of any complaint or problem within the organisation. **Volunteer Wellington** listens openly to complaints and keeps staff informed of the steps that can be taken to deal with them. Every effort will be made to solve problems cooperatively and informally before presenting them in writing as a formal grievance. Volunteers are assured they will not be disadvantaged by the use of such procedures whether decisions are found for or against their grievance. **Volunteer Wellington** handles grievances professionally using the Grievance Procedure.

## Confidentiality

Except when expressly authorised by **Volunteer Wellington**, a volunteer will not directly or indirectly reveal or cause to be revealed to any third party any confidential dealings, finances, transactions or affairs of **Volunteer Wellington** or any of its clients which may come to their knowledge during their period of volunteering. Volunteers will not, unless expressly authorised by **Volunteer Wellington**, use for their own benefit or gain or that of any other person, firm or company, any confidential information belonging to **Volunteer Wellington**.

Any changes, innovations and ideas initiated by volunteers in the course of volunteering with **Volunteer Wellington** will belong to **Volunteer Wellington** and volunteers must do everything necessary to completely give ownership of such matters in **Volunteer Wellington**.

Volunteers will not disclose confidential information to any other employee not authorised to receive such information.

## Internet and email access

The primary purpose for access to the internet and email is to assist volunteers to carry out their volunteering tasks. Volunteers may use the internet and email access provided by **Volunteer Wellington** for **Volunteer Wellington** work-related purpose only.

## Social media

In your personal capacity outside of work, if you choose to post a comment or content which relates to **Volunteer Wellington**, remember your comments or content will reflect on the organisation and you are responsible for what you publish. If you are involved in conversations online that may include mention of our activities, including

events, services, organisations or projects, we require you do so in a positive way that reflects well on yourself and our organisation, its reputation and interests.

## Unacceptable use

A volunteer may not use the internet or email (including internal email access) provided by **Volunteer Wellington** to:

- Create or exchange messages that are discriminatory, offensive, harassing, bullying, obscene or threatening
- Knowingly visit websites containing illegal, objectionable (including pornographic), or criminal material
- Exchange any confidential or sensitive information held by **Volunteer Wellington** (unless in the authorised course of their duties)
- Create, store or exchange information in violation of copyright laws (including the uploading or downloading of commercial software, games, music or movies)
- Use internet-enabling activities such as gambling, gaming, conducting a business or conducting illegal activities.

## Health and safety

Workplace health and safety is important in ensuring the work place environment is both safe and encourages sound health practices.

The Health and Safety at Work Act requires management and all staff (paid and volunteers) to actively participate in maintaining a safe working environment as well as ensuring the safety and well being of visitors and others.

**Volunteer Wellington** is committed to ensuring a healthy and safe work place for staff – (paid and volunteers) and visitors. All staff members must regard accident prevention as a collective and individual responsibility. Should a safety hazard or incident be identified it is imperative that the problem be reported immediately to paid staff members to enable immediate action to be taken. All staff members must participate in minimising risks, hazards and incidents.

If a volunteer becomes unwell or has an accident during their course of work at a **Volunteer Wellington** office, which requires medical attention, suitable arrangements will be made to provide transport to either a doctor or hospital. Any staff member who has a medical issue which may require urgent medical treatment should make the Co-managers aware of the possible action required.

## Emergency procedures

### Building evacuation

Upon hearing the continuous sounding of the fire alarm, or if instructed to do so by the warden, evacuate the building using the nearest fire exit stairs and go to the assembly area outside Education House further down Willis Street.

Everyone is required to follow these general rules:

- Walk to the stairs and proceed quietly down to the exit on the ground floor
- Do not use the lift
- Do not take personal belongings with you
- Do not attempt to overtake others on the route
- Keep as close as possible to the floor if you have to walk through smoke

The warden for Volunteer Wellington is Julie Thomson. She will be wearing a hard hat. In her absence this role must be assumed by the most senior person present.

### Warden duties

Wear the hard hat located in the cupboard under the main printer.

- Check all rooms are clear of personnel
- Check that toilets are clear of personnel
- Assist personnel with disabilities to the assembly point
- Close all the doors if time permits
- Liaise with the Chief Warden and/or Fire Department concerning personnel with disabilities who require assistance to be evacuated
- Take a roll call at the assembly point to ensure that all personnel are present
- update the status on the evacuation board in the building foyer

After the evacuation, do not enter the building until the Chief Warden or the Fire Service has indicated that it is safe to do so. Do not leave the assembly point without permission from the warden.

### Civil Defence Centres

Our nearest centres are:

- a) **Clifton Terrace Model School**, 15 Clifton Terrace
- b) **Te Aro School**, The Terrace (far end)

### Fire

Upon hearing the continuous sounding of the fire alarm follow the building evacuation procedure.

*If you are the first person to discover fire:*

- Set off the alarm which is located on the wall by the upward stairwell opposite the kitchen door
- Dial 111 and report the fire to the Fire service – give our address as 186 Willis Street
- Do not extinguish a fire unless there is no danger to yourself or others. Use a fire extinguisher in the case of an electrical fire; located on the wall by the office entrance

### Earthquake

- DO NOT LEAVE THE BUILDING until you are told to
- Move away from windows, glass partitions and any equipment that could fall on you or move about
- Take cover under a supporting wall's doorway or under a desk to afford you cover from falling debris
- Follow the building evacuation procedures if an evacuation order is given

### First aid

First Aid supplies and a manual are located in the cupboard under the fax machine and in the cupboard under the sink in the kitchen.

Personnel trained in first aid are: **Julie Thomson** and **Debra Roche**

### Emergency supplies

The following supplies are located in the barrel in the kitchen or the cupboard under the fax machine in the event of personnel having to remain in the building after an earthquake or tsunami:

- Transistor radios and spare batteries
- Large torches and spare batteries
- Primus stove and matches
- Various tins and packets of food plus a tin opener
- Toothbrushes, toothpaste, wet wipes and sanitary pads
- Large rubbish bags for covering broken windows and/or waste, and duct tape
- Medium rubbish bags for makeshift toilet (use with metal rubbish bin)
- Water purification tablets
- Silver foil blankets and silver foil sleeping bags
- Various first aid supplies

The following are located in the cupboard next to the photocopier.

- Toilet paper
- Towels and coverings
- Water supplies: 2 x 20 litre containers and 4 x 5 litre containers. (Further water supplies are located at the Aqua Cool Machine)

There are extra first aid supplies in the kitchen

### EMERGENCY CONTACT TELEPHONE NUMBERS

Fire / Police / Ambulance:	111
English Language Partners (level 5)	384 1992

# VOLUNTEER AGREEMENT

This agreement is between  
.....  
(Volunteer) and **Volunteer Wellington** (Organisation)  
and takes effect from .....

**Position and responsibilities**  
.....

- We appoint you to the position of .....  
..... on the terms and conditions contained in this agreement.
- The responsibilities of the position are set out in the attached role description which shall form part of this agreement.
- The days and time you agree to work are:  
Days ..... Hours .....
- The location of the work will be:  
.....

**Volunteer Wellington will:**  
.....

- Provide you with orientation, training and on going support
- Recognise you as a co-worker and valued member of staff
- Ensure you have a clear role description outlining duties
- Where appropriate we will involve you in the decision-making processes
- Reimburse you authorised out of pocket expenses
- Give you feedback on your performance
- Provide a reference after a period of continual service
- Support you in the pursuit of your personal goals
- Take all reasonable steps to provide a healthy and safe work environment

**The Volunteer will:**  
.....

- Attend orientation, initial training and on-going training when applicable
- Make a commitment to work on the tasks outlined in the role description
- Tell us if you are unable to work on the agreed day and time. You will give us as much notice as possible.
- Participate in staff meetings when required
- Value and support fellow team members
- Accept evaluation and supervision to enhance your performance
- Engage in work ethics that demonstrate a high standard of professionalism
- Follow our policies, procedures and code of practice
- Treat as confidential any information received concerning either **Volunteer Wellington** or its clients
- Give reasonable notice of leave or resignation
- Take all reasonable steps to ensure your own safety
- Ensure no harm is caused to others during the course of their work
- Abide by the Health and Safety policies of Volunteer Wellington

**Declaration**  
.....

I, ..... confirm that:  
I have read and understood the conditions of engagement and responsibilities detailed in this individual Volunteer Agreement and Role Description, and confirm I accept them fully.

.....  
*Signed* *Date*

Signed for and on behalf of **Volunteer Wellington**

.....  
*Signed* *Date*

.....

## APPENDIX X

# Volunteer Wellington's Feedback Form

Name of volunteer: \_\_\_\_\_

Date: \_\_\_\_\_

Volunteer Wellington is committed to being a good employer and it is part of our strategy to meet the motivations and expectations of our volunteers. To ensure that we are achieving this we would like you to tell us how we are doing so that we can make improvements where necessary. Please take a few minutes to answer the questions below. Your feedback is very important to us.

1. What do you enjoy about your voluntary role with Volunteer Wellington?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Are there any things you do not enjoy about the role?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Have you encountered any particular problems in carrying out your role?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Have you any suggestions to help us improve the quality of our services?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Is there any aspect of the role for which you would like some additional help or training?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Any other comments or observations you would like to make?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

.....

## APPENDIX XI

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# A guided dialogue for volunteers to review their role

Dialogue held on **DATE** between **Volunteer name** and **person conducting review**

1. What were your greatest accomplishments or sources of satisfaction while volunteering this year?

---

---

2. What was your greatest frustration while volunteering this year?

---

---

3. What do you see as things that could be improved for:

a. You to be more effective/confident as a volunteer?

---

---

b. The clients/staff (paid and voluntary)/supporters that you have been working with?

---

---

4. How could staff or your manager be more supportive of you in your role?

---

---

5. What training, experiences or assistance could we offer to better enable you to do your role?

---

---

6. Do you want to continue in your current role or would you like to explore another opportunity within our organisation?

---

---

7. What hopes or expectations do you have for your ongoing involvement with our organisation?

---

---

**Thank you for your time and considered responses.**

---

## APPENDIX XII

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# 103 ways to acknowledge volunteers

- Ask them for advice
- Badges
- Be flexible about hours, roles, and need for time out
- Be interested in what they're doing
- Birthday cards
- Brooches
- Buddy systems
- Cards with personal messages of thanks
- Celebrate milestones of service
- Celebrate their achievements
- Certificates of appreciation
- Child care
- Chocolate
- Christmas cards/gifts
- Civic awards
- Clearly written role descriptions
- Coat hooks
- Coffee, tea, and treats
- Compliments
- Constructive criticism
- Consult them
- Encourage them
- Encourage paid staff to value volunteers
- Ensure they know who to go to if they have problems
- Farewell ceremonies when they leave
- Feedback
- Flowers
- Follow up on those who leave
- Free admission to ...
- Free parking
- Fun certificates, e.g. "Busy Bee"
- Get well cards when they're ill
- Gifts
- Give annual summary of hours worked and training sessions attended
- Government Honours
- Increase their responsibilities
- Invite their family and friends to an event
- Invite them to sit on committees
- Invite volunteers to make a presentation to the Board about the work they do
- Invite volunteer to take a training session
- Involve them in discussion and decision-making
- Keep in touch
- Keep them fully informed
- Letters from management or Board
- Life membership of your organisation
- Lollies
- Long service awards
- Lunches
- Marking milestones (100 hours, five years, etc)
- Mention in your Annual Report
- Monthly awards for special service
- Name something after a volunteer
- Name badges
- Newsletters to keep them informed
- Notices and/or photos on the noticeboard



- Occasional surprise treats
- Offer communication channels
- Opportunities for appraisal/review
- Opportunities to expand or modify their roles to develop new skills
- Organise volunteer support groups
- Parking spaces
- Parties
- Pass on feedback received about their work
- Pay for them to attend conferences or classes
- Personal contact
- Personal invitations to your events
- Photos in your Newsletter
- Plaques
- Pleasant work environment
- Positive feedback
- Pot luck meals
- Praise
- Prize draw for volunteers monthly
- Promote them
- Prompt response to messages
- Provide appropriate challenges
- Publicity about work they've done
- Record hours of work and training done
- References
- Reimbursement of expenses/bus fares
- Remember their names (and their partners')
- Resources and equipment
- Respect their individuality and uniqueness
- Retreat in pleasant surroundings
- Safe and healthy working conditions
- Show your appreciation of what they've done
- Smiles
- Social gatherings
- Status
- Take time to listen to them
- Talk to them
- Tea breaks
- Thankyous
- Titles
- Training which appeals to them and develops their skills
- Treat them as equal members of the team
- Trust them
- T shirts
- Uniforms
- Volunteer Recognition Awards
- Vote of thanks at your A.G.M
- Vouchers
- Welcome them



.....

## APPENDIX XIII

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# Volunteering Canterbury's Exit Interview

NAME \_\_\_\_\_

DATE \_\_\_\_\_

*Please circle answer when option given.*

1. Why have you decided to leave your volunteer position?
2. Did the initial description of the voluntary work match the reality? Yes / No
3. What did you like about the voluntary work you did?
4. What did you not like about the voluntary work you did?
5. How would you describe your relationship with other staff of this organisation?
  1. Paid staff Poor / Fair / Good / Very good / Excellent
  2. Other Volunteers Poor / Fair / Good / Very good / Excellent
6. How would you describe the general atmosphere in the organisation?  
Poor / Fair / Good / Very good / Excellent
7. Did you receive sufficient training for your position? Yes / No
8. How would you rate the support and supervision you received?  
Poor / Fair / Good / Very good / Excellent
9. Do you feel your work was appreciated? Yes / No
10. What have you gained from this voluntary activity?
11. What recommendations would you make for changes to volunteer activities at this organisation?
12. Do you have any other comments?

APPENDIX XIV

# Managers of Volunteers' Self-Assessment

**Instructions**

Please place a checkmark in the column that best represents what you currently have in your volunteer program. Remember to consider all your volunteers including volunteer board members.

A = We have or do this consistently.

B = We have or do this but need to improve.

C = We do not have or do this.

<b>Recruitment</b>	A	B	C
1. We have written job descriptions for each volunteer position in the chapter/association.			
2. We have a recruitment plan that we actively follow on an on-going basis, as needed.			
3. We have a specific methodology for screening volunteers prior to accepting them into a position or committee.			
4. We have an interview process with each prospective volunteer.			
5. We tell volunteers a realistic time commitment and then try not to exceed that.			
6. We make sure the volunteers clearly understand their roles and responsibilities.			
7. We place volunteers in positions initially contingent upon evaluation of performance and they know that from the beginning.			
8. We provide orientation for new volunteers to help them understand how the volunteer efforts impact the work of the chapter.			
9. We utilize our current volunteers to help us in recruiting additional volunteers, when needed.			

<b>Retention</b>	A	B	C
10. We have written policies and procedures outlining our volunteer program.			
11. We ensure that volunteers are highly valued and understood in our chapter and association by our relationships with paid staff and leadership.			
12. We regularly survey our volunteers to get their feedback on the work they are doing.			

13. We regularly survey paid staff to get their feedback on working with volunteers.			
14. We regularly survey the membership to get their feedback on the way we utilize volunteers.			
15. We invite volunteers to be a part of the planning process for the chapter/association.			
16. We provide sufficient training initially for volunteers to perform their job to the best of their ability.			
17. We provide opportunities for growth through additional or advanced training opportunities and/or coaching.			
18. We have a process to grow leaders for the chapter/association from our volunteers.			
19. We encourage volunteers to increase their skills by giving them specific, regular feedback.			
20. We keep comprehensive records of the participation of our volunteers; what training they receive, the types of work they are doing, their evaluations, their possible future interests, etc.			
21. We have evaluated the risks of the different volunteer positions and as a result have incorporated policies and additional training, supervision and evaluation. (risk management)			

<b>Recognition</b>	A	B	C
22. We ask our volunteers what would be appropriate recognition for them.			
23. We have planned, formal recognition on a regular basis.			
24. We take the opportunity to regularly and informally thank each volunteer.			
25. We encourage leaders to recognize volunteers working with them.			
26. We make sure that what the volunteers want out of the experience, they get.			
27. Volunteers clearly understand the impact they have on our chapter/association's mission and vision.			

Signed \_\_\_\_\_

Date \_\_\_\_\_

Look through the elements that you rated with C. These are the aspects of your programme that you need to focus on. You can start by writing action steps to begin developing this aspect of your programme. You can then look at the B's and write some action steps to improve those areas of your work.

You can use this assessment each year in evaluating the volunteer program for your organization.

*This tool has been adapted from one originally developed by Sue Waechter of Cornerstone Consulting Associates.*

