

# **Volunteer Program Management:**

## **An Essential Guide**

**3rd edition**

**Joy Noble  
Louise Rogers  
Andy Fryar**



volunteering-sa-nt  
volunteers are vital

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To order a Volunteer Program Management: An Essential Guide 3rd Edition, visit [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au), or phone 08 8221 7177.

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# Authors

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**Joy Noble AM** has had a long-term interest in the subject of volunteering as well as in management. Her interest in the concept of volunteering was initially aroused when instituting a volunteer program in a government department, and then as a volunteer herself, most recently as a home tutor for newly arrived migrants. She co-founded Volunteering SA&NT, has written a number of books on the subject of volunteering and co-edited the *Australian Journal on Volunteering* in its formative years. Her latest publication is “*Imagine If: A handbook for activists*”.

**Louise Rogers** has been involved in the volunteer sector for more than 20 years. During this time her interest and involvement has primarily been in the areas of management, education and training.

She was formerly Director of the SA School of Volunteer Management and had responsibility for the development and delivery of the first Diploma of Volunteer Management and the establishment of the *Australian Journal on Volunteering*. She has also been involved in several research projects and co-authored a number of articles relating to volunteer involvement and the management of volunteer programs. She is currently coordinator of the Volunteer Program Management and Active Volunteering Courses at the Regional Institute of TAFE SA.

**Andy Fryar** has been actively involved in the volunteer management community in a variety of ways since 1985 and is the Director and Founder of OzVPM ([www.ozvpm.com](http://www.ozvpm.com)). Andy is also employed as the CEO of the Lyell McEwin Regional Volunteer Association and works as Manuscript Developer with the electronic journal ‘*e-volunteerism*’, based in Philadelphia. Andy has previously served as President of Volunteering Australia and was instrumental in establishing the Australasian Association of Volunteer Administrators. He currently serves as the Chair of the global committee overseeing International Volunteer Managers Day which is celebrated on November 5 each year. In 2003 Andy was awarded a Centenary Medal in recognition of his services to volunteering.

## Acknowledgements

It has been customary when preparing books for publication by Volunteering SA&NT to share the task. Thank you to the many people who have contributed with each edition.

In the case of this edition we would like to acknowledge the assistance of the staff of Volunteering SA&NT, and in particular Evelyn O’Loughlin, Robyn Haworth and Bob Watson. We also thank Marie Mune for assisting with the editing.

# Foreword



Her Excellency Ms Quentin Bryce AC  
Governor-General of the Commonwealth of Australia

Wherever I go, I find volunteers. What would we do without them!

As a democracy, we encourage people to speak out and to put their interests and beliefs into action through volunteering. Volunteers, from our very young to our elders, have a central place in the fabric of Australian social, economic and cultural life.

The "Volunteer Program Manager – An Essential Guide" recognises the depth and diversity of volunteering and the challenges Volunteer Program Managers face in managing this vast human network.

While the "Essential Guide" is written with Australian audiences in mind, it is exciting to know that it can now be found on countless book shelves overseas, with a recent request for its translation into Arabic.

This latest edition presents many of the global issues and challenges influencing the volunteer sector, and suggests strategies to address them.

The authors have highlighted the considerable responsibility of Volunteer Program Managers to ensure that the skills and experience of volunteers are fully harnessed and directed to achieve the best possible outcomes.

Now members of a recognised profession, Volunteer Program Managers are central to the successful application of volunteer support.

I encourage readers to use the "Essential Guide" as it relates to your own circumstances, to revisit your thinking and practice, and explore new ways of benefiting your community.

The "Essential Guide" is a vital resource for Volunteer Program Managers and all those who dedicate their time, energy and compassion to serving the community in the interests of peace, freedom, opportunity, safety and justice for all.

*Quentin Bryce*  
17.5.2010.

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Volunteering is embedded in our culture. From the early days of European settlement, Australia was well endowed with pioneers who provided services, activated for necessary change and enlivened our leisure hours in the areas of sport and the arts. Immigrants to this country over the last 200 plus years have brought with them their own experiences and perceptions of volunteering. Also mutuality, which is a part of Aboriginal culture, is recognised as an inherent feature of volunteering. People from all backgrounds express their concern for each other through the act of volunteering. Our sense of mateship has always been entwined with our desire to volunteer.

There have been some significant changes in the Australian volunteer world since the publication of the second edition of the book in 2003. Not only are State governments across Australia more involved in the field with designated Ministers for Volunteers and Offices for Volunteers, but the Rudd Federal government appointed a Parliamentary Secretary for Social Inclusion and the Voluntary Sector, Senator Ursula Stephens, when elected in November 2007.

The Australian Bureau of Statistics also released its latest survey in 2007 where volunteering increased with over 4.6 million Australians over the age of 18 volunteering their time. As reported in this revised edition, Generations X and Y are part of this increase as are new trends of “family volunteering”, “episodic volunteering” and “vacationer volunteers” or “voluntourists”. The Productivity Commission has recently estimated in its Draft Report on the Not-for-Profit Sector that the current value of this unpaid work is around \$14.6 billion (October 2009). ABC Radio National’s daily Life Matters program has also broadcast three series of Vita Activa from 2007-09 that focuses directly on a range of issues to do with volunteering. I was privileged to be the creator and active participant of this program that aims to educate and interest the general population about volunteering in all its forms.

So there is little doubt that volunteering is becoming more visible. But the question remains is it visible enough? Is enough being done to nurture, encourage, support and manage volunteering? How can we better measure and account for the volunteering that goes on day in, day out in a myriad of ways and in so many different places? Quite frankly, there is so much more to be done. And that is where the regular updating of this “Essential Guide” is so important.

Readers will notice that the word “Program” has been added to the title of this book, i.e. Volunteer Program Management: An Essential Guide. This is to emphasise that it is the program which needs to be well managed, rather than the volunteers.

The management of volunteer programs is often overlooked but is an integral part of the volunteer experience. The three authors, Joy Noble, Louise Rogers and Andy Fryar, have been at the forefront of volunteer program management and are to be congratulated for what they have done for volunteering over many years, in South Australia and elsewhere. I look forward very much to the ongoing dialogue on volunteering matters and have no doubt that this 3rd edition will assist volunteer program managers well into the second decade of the 21st century.

Dr Melanie Oppenheimer  
Associate Professor in Australian History,  
University of New England,  
Armidale  
Author of *Volunteering. Why we can't survive without it* (UNSW Press, 2008)

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## Why do we need a book on Volunteer Program Management?

The first Australian management manual devoted to the subject of volunteering, *Volunteer Management: A Resource Manual*, was published in 1988 by Volunteering SA (then called Volunteer Centre of S.A.) “Why?” people asked. “Surely volunteering doesn’t warrant in-depth study or management guidelines – people just do it!” However, a number of organisations were beginning to recognise that if the insights, time and skills of volunteers were to be maximised, they needed to institute best possible management policies and practices in relation to volunteers, just as they did for paid workers. The first manual was a response to that recognition. Since then there have been a number of updates, and many thousands of copies have been sold across Australia and overseas.

Since first published many Volunteer Program Managers refer to this book as “my bible”, not as a one-time read but as a reference companion to be used as a practical tool day by day.

*Volunteer Management: An Essential Guide* was first published in 1998, as a response to the many changes and innovations that occurred during the decade since the first manual was printed. It reflected the rate of growth in which change had occurred within the volunteer sector over those years. This growth and change has continued to accelerate, necessitating this revised and updated edition.

The current edition addresses the changes which have brought volunteering to the place it currently holds within Australian society. Such changes relate to the world in which we live, to the volunteer scene, to the organisations where volunteers work, and to the role of Volunteer Program Managers.

They include:

- attitudes to volunteering by Baby Boomers and Generations X and Y
- volunteers who are no longer prepared to be seen as a pliant homogeneous group simply obeying orders; they expect to be seen as individuals who can choose to volunteer where and when they like - or choose not to volunteer
- the changing demands faced by organisations, including new forms of work practice, funding and accountability standards
- increased awareness by many organisations – large and small – of the need for appropriate management policies and practices in regard to their volunteer workforce
- the development of the position of Volunteer Program Manager as a new career option and a profession in its own right.
- nationally accredited courses in volunteer management being offered across Australia, with students and practitioners searching for material relating to volunteering in the Australian context
- the *Australian Journal on Volunteering* published by the national peak body, Volunteering Australia
- some for-profit enterprises which have taken over, or are adding to services performed by government agencies, involving volunteers in service provision

- increased awareness of the issues surrounding risk management for volunteer groups
- volunteering by corporations
- development of National Standards for volunteer involving organisations
- governments involving volunteers in their service provision, developing their own policies on volunteering, providing funding assistance to peak bodies on volunteering, and initiating volunteer programs
- the formulation of various Acts and Regulations at state and national levels, applicable to volunteers
- greater recognition of the need to work in partnership with the volunteer sector through the development of partnerships or agreements and Ministerial appointments to oversee volunteering as a “portfolio” area
- the Australian Bureau of Statistics publishing interesting findings from state and national surveys on the extent and nature of volunteering
- the impact of commonwealth legislation which includes volunteering as an option to meet activity requirements for recipients of allowances and benefits
- greater public awareness of the contribution of volunteers to the country’s social, political and economic capital
- the development of a national professional association for Volunteer Administrators (AAVA)
- academics and students instituting research into issues relation to volunteering
- recognition of opportunities for accessing pathways to paid employment and/or study.

Volunteers represent a vast human resource in Australia, with one in three persons of 18 years and over working in organisations which pursue goals relating to areas such as health, welfare, sport, recreation, education, human rights, arts/culture, the environment, emergency and community services, and religion. The national ABS survey conducted in 2006 and published in 2007 indicated 713 million hours were contributed in 2006.

#### Volunteers:

- range in age from the very young to the very old
- have diverse levels of skill, experience and backgrounds
- provide services to individuals and the community by undertaking practical tasks and administrative duties; become involved in policy making; and advocate for change
- work a variety of hours, night and day, including weekends
- are mainly very busy people – often involved in a number of roles, and working across several interest areas; the majority also work in a full or part time paid capacity
- work in cities and country areas
- work in not-for-profit community organisations, government departments, and in some for-profit enterprises which are concerned with the welfare of people and the environment
- engage in volunteering for many reasons, not exclusively altruistic.

In addition to working within organisations or groups that support a larger organisation, e.g. Friends of the Art Gallery, many volunteers work alone, providing informal neighbourly support to individuals. While this manual relates primarily to volunteering within organisations, the contribution of informal volunteering by people working outside

a formal organisation should not be overlooked. It represents an enormous contribution to Australian society in community building and mateship.

The volunteer's contribution needs to be seen not just in terms of additional services, but also in providing a human face in this technological age, and in adding to the country's social, economic and political capital.

*Volunteers who work within organisations expect that their commitment, time, experience and skills are acknowledged by the provision of well managed programs in well managed organisations which are moving with the times. Policy makers, Volunteer Program Managers, and paid staff working alongside volunteers – take heed!*

## Readership

A wide range of people with different titles/job roles are responsible for leading and managing the involvement of volunteers including, of course, those with the word "Volunteer" in their title. They can be the secretary of a soccer club, the manager of a festival, or the head of the local fire brigade. This Guide is directed to all those people who constantly face questions relating to the wider aspects of volunteering and challenges relating to practice.

The importance of examining the concept of volunteering and its impact on the fabric of society is also of particular interest to:

- Chief Executive Officers
- paid workers
- volunteers
- politicians and political advisers
- economists
- training personnel
- academics and students studying subjects on which volunteering impacts
- community and business leaders
- researchers and statisticians.

## Aims

This publication urges readers to:

- ponder the philosophy of volunteering and its wide-ranging influence and significance in advocacy, service delivery, and in building communities
- develop and implement policies and management practices which maximise the volunteer contribution within organisations which are committed to promoting a dynamic, caring and cohesive society, and a sustainable environment.

While the importance of sound management is emphasised in this publication, the subject of volunteering deserves more than an examination of management techniques. As John May (1996:7) points out, the managerial focus "should not be at the expense of exploring,

debating and understanding the profound nature of the topic” ... (a topic) “about the nature of our society, its current state and its potential future directions.”

A better understanding of the topic of volunteering will open the way for board members, executives, paid staff and Volunteer Program Managers to sensitively and competently manage the contribution of volunteers whether they work alone or as a joint paid/voluntary staff team.

The Guide is not a recipe book giving detailed instructions. Rather it should be seen as a readily available and practical handbook, providing a framework within which readers can gain a better understanding of volunteering, and Volunteer Program Managers can discuss issues, policies and practice strategies and enhance their performance in maximising this unique human resource.

## **Synopsis**

Section one: “The Big Picture”, provides an overview of the changing scene in relation to volunteering and volunteers; the manner in which this huge resource can be managed; the extent and value of volunteering; ramifications from a political, social and economic viewpoint and current issues which are impacting on volunteering.

Section two: “Setting the Scene for Effective Volunteer Involvement”. The first four chapters cover the establishment of policy and practice guidelines; the need for effective planning and organising; the wisdom of analysing the attitudes, expectations and responsibilities of the many stake-holders involved; and of establishing workplace arrangements which underpin the volunteer program. The last two chapters focus on the importance of carefully designing volunteer jobs, and of recruiting, selecting and inducting volunteers in such a way that the interests of all parties – service recipients, the organisation, volunteers and paid staff members – are met.

Section three: “Managing the Program” urges Volunteer Program Managers to analyse their own role and influence; to enhance their performance through creative leadership; to further develop their insight and skills in the areas of personnel and organisation management and in evaluating and renewing the program.

The final chapter, “Challenges Ahead” outlines key findings and future challenges.

Case studies that link theory with practice and reflections that challenge readers to analyse their current attitudes and practice, are contained within some chapters.

Appendices provide examples of documents and forms which organisations might wish to adapt for their own use.

It is hoped that the list of books, papers and journals will provide a valuable starting point for readers to research the volunteer sector in more detail. Many are quoted directly in the text.

## How to Use the Guide

Information and suggestions are provided as a starting point for further thought and debate, leading to new ideas and better outcomes. Obviously, particular sections will interest some readers, others will appeal to readers with different needs.

The authors acknowledge and welcome overseas readers to the Guide. While the Guide is written in the Australian context, it takes advantage of many insights gleaned from overseas sources. Much of the material will be applicable to countries beyond the Australian shores. While material such as statistics gleaned from surveys conducted in Australia are specific to an Australian context, it can be interesting to compare these with those of one's own country in relation to the various criteria used.

It is suggested that readers:

- skim through and gain a grasp of the focus and content of each chapter
- select material for detailed reading
- reflect on the material, and relate it to their own situation
- use the case studies and reflections to monitor current practice
- keep the Guide handy as a quick reference
- develop their own insights, come to their own conclusions and act accordingly.



# 1 THE BIG PICTURE

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*This section provides a composite picture of volunteering and management as a prelude to readers operating in their own settings.*

# Chapter 1

## The Changing Scene

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*Nothing is as permanent as change*  
Heraclitis, 500 BC

Our world and our thinking continue to change.

Reappraisal of people's aspirations, higher education, technological advances and the ever changing economic and paid work scenarios, are but some of the vast changes that have taken place over the last half century or so. All sorts of systems – the family, the workplace, education, the environment, communications and the economy – are changing. A massive rethink of values and roles has resulted in enormous changes and new structures affecting youth, women, men, minority groups and workers – both paid and voluntary.

In analysing the changes that have taken place as they relate to volunteering and volunteers, we will need to consider:

- the definition of volunteering
- the philosophy of volunteering
- the misconceptions and realities of volunteering
- the settings where volunteers work and the roles they play
- the recipients of volunteer activity
- work and workers – paid and voluntary
- state, national and international initiatives.

### Definition of Volunteering

While in recent times quite a lot of discussion has revolved around defining volunteering, it has been defined in the context of this publication as work which:

- is of benefit to the community
- is done of one's own free will
- is done without monetary reward.

This definition contains several key elements that are important to understand:

**Is of benefit to the community** – this component helps us to distinguish actions which provide benefits to the community as a whole from those which are unproductive or detrimental. Examples of the latter would include those which harm others of different beliefs and/or cultures, or are based on unsubstantiated or incorrect information.

**Is done of one's own free will** – this is perhaps the most basic tenet of any volunteering definition and is fundamental to our understanding of volunteering. Volunteering is about choice, it's about having choice and it's about making a choice. Where no choice exists it is not voluntary.

**Is done without monetary reward** – this is the third platform on which we base the definition used in this Guide. However this part of any volunteering definition can become confusing when we consider issues such as out-of-pocket expenses, stipends, honorariums

and government Return to Work Programs. The point to remember is that voluntary work is not done primarily for monetary reward.

We need to remember that the term ‘volunteer’ should not be restricted to those who work only within the framework of formal organisations. Volunteers also:

- form ad hoc groups to promote a cause or provide mutual assistance
- provide neighbourly support to individuals in need of assistance – commonly known as “informal volunteering”.

In other words, our definition includes both ‘formal’ (through organisations) and ‘informal’ (done privately) volunteer work.

It should be noted that services provided within one’s own family circle – although provided of one’s own free will and without monetary reward – are not regarded as volunteering but rather as work related to mutual commitment.

Volunteering also takes place in the private sector, for instance in private nursing homes and hospitals, and also through corporate volunteering programs.

Parenting, housework and house maintenance work, as well as work performed by unpaid carers who assist people with disabilities or who are too frail to remain in their own homes, are examples of other forms of unpaid work. These vital and valuable services present different possibilities and issues that are not explored in this Guide.

These days different forms of volunteer activity have become known under different headings, such as family volunteers, episodic volunteers, virtual volunteers, vacationer volunteers, international volunteers, corporate volunteers, student volunteers and volunteers from the baby boomer and X and Y generations. We will explore many of these trends in later chapters.

Three major terms are used to describe volunteering:

**Volunteering** is the term most often used to describe the work of volunteers and refers simply to the act of performing volunteer tasks, either through an organisation or informally.

**Volunteerism** is a term that emerged from the USA in the early 1970s. Volunteerism goes beyond simply describing the work of volunteers and instead talks about anything to do with making a volunteer act possible. It refers to anything relating specifically to volunteers and volunteering.

For instance, if I volunteer my time at the local hospital’s tuck shop, then that is an act of volunteering on my part, but the broader term of volunteerism covers the context in which I do my volunteer work. It refers to and includes the Volunteer Program Manager who interviewed me, to the process of undergoing police and reference checks, to my training and it even refers to the Volunteer Centre which referred me to the hospital in the first place.

Volunteerism is an encompassing term that refers to all of these factors – factors that in one way or another make volunteering possible.

The third term we often hear is **voluntarism**, which is an older term than volunteerism. Voluntarism is a broader term that refers to anything that is done within our communities from a purely voluntary basis.

One final observation that is important to make is that notions and concepts of volunteering do in fact change considerably from culture to culture – which of course has significance in Australia’s multicultural landscape.

This was well reflected in a study conducted by Kerr et al in 2001 titled, *Experiences and perceptions of volunteering in Indigenous and non-English speaking background communities*, where the researchers concluded that cultural factors played an important part in the valuing of, and attitudes towards, volunteering. It is clear from the research that conceptions of what constitutes volunteering and its social significance are highly influenced by structures, values and norms present in the cultural milieu. (2001:76).

The research identified that white Australians from a strong English speaking background were generally able to make a clear distinction between their private lives and the public spheres in which they chose to undertake volunteer work. Volunteer work for this group was clearly an activity undertaken by free choice and not out of any sense of duty. Many individuals from indigenous and non-English speaking backgrounds however, often have a much deeper relationship with their communities established on notions of what the report called, *reciprocity, mutual obligation and deep family and kinship ties which engender communal responsibility and respect* (2001:76). These often complex relationships were more likely to be dictated by social responsibility, expectations and family ties, and were not necessarily referred to as ‘volunteering’.

## Philosophy of Volunteering

We can be so busy engaged in day-to-day activities that we sometimes forget the underlying philosophy of volunteering – promoting citizen participation through activities and advocacy that lead to a more democratic, caring, dynamic and cohesive society in the context of our changing world.

*The philosophy will be influenced by the size, mission and work conducted by the particular organisation, and will in turn influence the principles, policy and practices adopted by that organisation.*

What is important is that organisations take the time to reflect on why they choose to engage volunteers. One strategy for reviewing its philosophy on volunteer involvement would be to consider the prospect of the organisation suddenly receiving unlimited and ongoing funding. Would it continue to utilise the support of volunteers? If not, why not?

Responding to this hypothetical scenario creates an opportunity to examine the values, mission and philosophy of your organisation and the value and benefits of volunteer involvement.

The contribution of time, skills and experience given by volunteers, often in addition to their paid employment, should be recognised and maximised within individual organisations and in the wider community.

Examples of principles:

- The opportunity to volunteer one's time, skills and experience, either independently or through an organisation, should be seen as a basic tenet of a democratic society, and be available to all, irrespective of age, gender or race.
- The contribution of volunteers should be organised in such a way that it is of benefit to all parties – the person/project being assisted; the organisation, the staff, both paid and voluntary; and the community at large. Volunteers should neither be exploited nor expected to undertake jobs that are primarily the province of paid workers.
- While volunteering is a legitimate and useful activity which may lead to paid employment, it should not be seen as a satisfactory alternative for people who are looking for paid work.

Chris Sidoti (1998:10) describes the ideology of volunteering as “commitment, compassion and conviction that people working together can make a difference ... (It) also requires a vision, a direction for our efforts. It is not activity for its own sake or even activity for my sake... it is activity for all our sakes.”

Lowitja O'Donohue (1986), an influential indigenous leader, has added to our insights on volunteering ideology when she says that in a world of impersonalised high-technology and information, volunteerism adds, or restores, a valuable facet of the goodness and fine qualities of human nature to our existence.

Proponents of volunteering believe that volunteering:

- makes a difference
- is for all
- empowers individuals and enriches society by promoting a more democratic, caring, cooperative, cohesive and informed society, thus adding to a country's social, economic and political capital
- initiates, enhances and extends services provided by paid workers, but does not replace them
- is a matter of choice
- is a reciprocal arrangement.

### **Volunteering makes a difference**

Volunteering makes a difference across a large range of interest areas and activities. It makes a difference to an individual suffering disadvantage, to a group of children who

are coached in their favourite sport each weekend or to a long-term political prisoner who is finally released. It makes a difference to the environment through the saving of a forest in danger of being devastated by fire or to historical buildings and artefacts that are preserved. It makes a difference to the mother in hospital when her neighbour assists in the emergency.

### **Volunteering is for all**

Volunteering encompasses people irrespective of culture, age, gender, background, skill level, or physical or intellectual capacity. Time commitment can range from one day a year in the “Clean Up Australia” project by a 15 year old schoolchild, to a number of days/nights each week given by a retired business person working across a number of organisations. Many volunteers are also in paid or part-time paid work.

Motives differ widely and most volunteers are likely to have more than one motive. Some are passionate about a cause, others wish to use existing skills or gain new skills in worthwhile endeavours, others look for companionship or hope to increase their chances of obtaining paid work, while others may simply be bored. Commitment and capabilities often differ markedly from one volunteer to another.

*Volunteering empowers individuals and enriches society by promoting a more democratic, caring, cooperative, cohesive and informed society, thus adding to a country's social, economic and political capital.*

We can be thankful that alongside cruelty and indifference, individual human beings are capable of caring and acting. Through volunteering, people join together and show their care in concrete ways. In becoming involved, they learn from doing. Volunteers work in organisations, through groups and in clubs – and sometimes alone. This universality of participation by citizens willingly providing their skills, experience and time, means that volunteering plays a huge role in increasing social capital and in developing a civil society. Social capital is expanded through increased trust and cohesiveness amongst citizens; the provision of cost-effective services adds to our economic capital; and, as advocates for change and as community development agents, volunteers add to the country's political capital.

*Volunteering initiates, enhances and extends services provided by paid workers, rather than being a substitute for paid work.*

Many organisations that now employ paid workers were first initiated by volunteers who realised that the attainment of goals involved the employment of paid staff. In some organisations volunteers moved out as paid workers moved in – in others, paid workers and volunteers work closely together as the staff team. The danger of volunteers being asked to replace paid workers – often against the volunteers' will, because of funding shortages, is a phenomenon that warrants serious attention. The nature and responsibilities associated with many jobs mean that they can be performed more effectively by paid workers who are chosen because of their existing qualifications and experience and are under a contract to work a certain number of hours each week and conform to certain organisational requirements.

## **Volunteering is a matter of choice**

Volunteering allows citizens to participate in the activities of their community. However, volunteers should not be pressured into volunteering because essential services that the community expects the government to finance are withdrawn, or as a condition of receiving a government benefit. Nor should employers require it as a prerequisite to offering paid work.

## **Volunteering is a reciprocal arrangement**

While assisting others is an undeniable basic principle that underpins volunteering, involvement can prove beneficial in fulfilling personal needs, such as the gaining of new skills or the opportunity to meet new people in a friendly environment. The net result is that both the giver and receiver benefit.

This does not mean that volunteering is done without personal cost in some situations. Upholding democratic principles, human rights, social justice, human dignity and ecological sustainability can result in volunteers working in dangerous or contentious situations. These people are not there for their personal gratification, nor are volunteers who sometimes put their lives at risk working in emergency services. Time, a precious resource in this busy world, is also involved. Volunteering does, however, enable people to become involved in an area of interest and to gain satisfaction from that involvement.

## **Misconceptions and Realities of Volunteering**

There has been an increase in the amount of publicity that the role of both volunteers and volunteering has received in Australia. The International Year of Volunteers and the Sydney 2000 Olympic Games, together with recent national disasters, have been examples of how the work of volunteers has been given a higher profile.

Despite this, some misconceptions about the role of volunteers and volunteering persist. Misconceptions include:

- volunteer activity is understood principally in terms of health and welfare and emergency services, whereas statistics from the latest Australian Bureau of Statistics conducted in 2006 show that the area of sport and recreation attracts the maximum involvement from volunteers
- many still believe that the overwhelming majority of volunteers are women; statistics indicate that only slightly more women than men contribute time as volunteers (36.4% of woman and 31.8% of men)
- volunteering is not 'real' work and is of little significance in terms of achievement despite the fact that many organisation acknowledge that services would be severely curtailed, or the organisation would have to close down, if volunteers were withdrawn
- managing a volunteer program is "a piece of cake" for those leading the volunteer effort, justifying a minimal salary level and low status within the organisation. The reality is that managing a disparate workforce of volunteers working short hours can require even greater skills than managing a paid workforce.
- there is no financial cost incurred in involving volunteers within organisations – after all they work for free! As with paid employees, facilities, infrastructure, training costs

- and many other 'employment' components are involved as is the case for paid workers
- the volunteer's role in advocacy, human rights and in bringing about necessary change is minimal, whereas historically volunteers have been, and still are, at the forefront of political and social change in many areas
- volunteers will always be readily available to come forward, regardless of their own needs and wishes. Today's volunteers are people who often want to set their own priorities and who have a great deal of choice in the type of voluntary work they undertake. Fuelled by the demands of the baby boomer generation and more recently generations X and Y (see Chapter 5), this trend may continue well into the future
- volunteers are responsible if paid workers lose their jobs, rather than funding shortages, whereas the reality is that over the years, volunteers have frequently paved the way for increased services which often meant employing more paid workers.

Misconceptions need to be discarded and replaced by a more accurate picture of volunteers and volunteering today.

Changing attitudes, economic policies, aspirations, lifestyles, paid work/leisure balance, technology and higher standards of education all impinge on volunteers and volunteering in relation to:

- who volunteers
- why they volunteer
- what they do
- what they expect
- how they operate
- the expectation they have of organisations which involve them.

#### **Examples of changes and their impact:**

Chart 1 relates to volunteering and Chart 2 to volunteers.

#### **Volunteering: Chart 1**

<b>Societal Changes</b>	<b>Impact on Volunteering</b>
The multicultural nature of Australian society	People from a variety of ethnic backgrounds volunteer
Youth unemployment	Young people volunteer for work experience, to retain self-esteem and/or pursue an interest or a cause
Government schemes that encourage persons who are unemployed to volunteer while retaining benefits	People introduced to volunteering for the first time
Retrenchment of workers, while those retained may work longer hours	Retrenched workers are volunteering and sharing their skills and knowledge. Those working longer hours have little or no time to volunteer



<b>Societal Changes</b>	<b>Impact on Volunteering</b>
The growing number of paid workers working from home	Increased flexibility makes it more possible for these people to volunteer
Early retirement	Life-time skills are being employed in a voluntary capacity
Corporate volunteering	Staff teams and individuals in business and industry engage in volunteering projects
Need for work experience	Students looking to widen their experience and unemployed people volunteering on a short-term basis often result in high turnover
Higher levels of education	Stimulating and challenging volunteer jobs are being sought and skills and expertise are fine tuned
Increased number of women in the paid workforce	Less women are available, or are available for less hours
An increase in part time rather than full time paid work	Some of these workers are combining paid work with volunteering
Revolutionised information technology	People are being alerted to the diversity of volunteer jobs through the internet; Volunteer Program Managers add computers to their tools of the trade
Changes in family structures	Depending on the nature of those changes less/more people are volunteering – eg, men in school parenting groups; additional services covering mediation established, often involving volunteers; women returning to the workforce
Legislation in areas of equity and access	Affecting recruitment/job allocation of volunteers, requiring implementation of sound management policy and practices such as acknowledging diversity
Community care for people previously in institutional care	Requiring more volunteers to assist carers in some situations; volunteers as facilitators to assist people to become more involved in the community
Renewed/new issues arising, e.g. human rights, degradation of the environment, economic factors	Additional people join together as volunteers, advocating for attitudinal change, community support and relevant services

<b>Societal Changes</b>	<b>Impact on Volunteering</b>
Increased focus on quality of life and work-life balance	An increase in episodic volunteering or project based volunteer work, involvement of people on the move in offering their services in communities other than their own
Generation X and Y engaging in volunteering	More young people volunteering for shorter periods of time
Growth in social networking through technology	Organisations being more creative in capturing the skills of potential and existing volunteers

## **Volunteers: Chart 2**

Diversity <ul style="list-style-type: none"> <li>• both female and male</li> <li>• all ages</li> <li>• all socio-economic groups</li> <li>• different ethnic backgrounds</li> </ul>
Characteristics <ul style="list-style-type: none"> <li>• questioning</li> <li>• assertive</li> <li>• effective when recognised and well managed</li> <li>• mainly self-confident</li> <li>• pacesetters</li> <li>• activists</li> </ul>
Skill levels <ul style="list-style-type: none"> <li>• ranging from limited to high level</li> </ul>
Availability <ul style="list-style-type: none"> <li>• long to short term</li> <li>• a few ... many hours per week/month</li> <li>• within and outside normal office hours seven days a week</li> <li>• one off or occasional</li> <li>• remote</li> </ul>

In the past, many volunteers were skilled pacesetters but often worked alone and without the support of paid workers. Now the great majority work in organisations where they

extend and enhance the work of paid workers. Volunteers look for stimulating work where they can use or extend their skills and experience, with some seeing volunteering as a pathway to future paid work.

*While motivations behind volunteering vary, most volunteers display a strong element of concern for others, a lively imagination and a doggedness of purpose – attributes greatly needed in today's society.*

Over the years volunteers have been pioneers in raising the public conscience, in bringing about change, in awakening governments to the need to financially support important projects, and in ensuring that necessary services are provided. They continue to do so.

## **Settings Where Volunteers Work and Their Roles**

Volunteers work in:

- not-for-profit organisations (often referred to collectively as the “third sector”).
- local and state government
- associations and clubs
- for-profit enterprises concerned with people’s welfare and the environment. Volunteers in these organisations see themselves as providing services in areas that are particularly suited to voluntary activity, and not as replacing paid workers or to increase profit margins.

Senator Ursula Stephens, (2008) who at the time of printing represents volunteering at the Federal Government level, reminds us that “Volunteers are the backbone of the non-profit sector; for every paid staff member in the sector there are six volunteers.”

Some for-profit enterprises provide support to not-for-profit organisations through “corporate volunteering”, e.g. auditing the books, arranging for their employees to renovate a kindergarten building.

The mix of paid/voluntary workers, and the roles they play, vary widely between one organisation and another.

- Where paid staff are in the majority, it is most likely that:
  - volunteers will be seen as enhancing and extending the work of paid staff
  - volunteers will be elected to the board of management as policy makers and to represent the volunteer workforce
  - a paid worker will be appointed to direct and oversee the volunteer program
  - volunteers will work for some hours on one day a week/ fortnight/month, during the week or at weekends.
- Where volunteers are in the majority, it is likely that:
  - paid workers will be seen as enhancing, extending and managing the work of volunteers
  - volunteers will be involved in the administrative infrastructure as well as in providing core services
  - the board/management committee will be composed fully or mainly of volunteers

- some volunteers will work long hours each week, including weekends and evenings, sometimes in the organisational setting, sometimes from home
- paid workers will be allocated administrative responsibilities as well as managing or coordinating the volunteers, but tasks will be shared between voluntary and paid staff.
- Where organisations are staffed completely by volunteers:
  - volunteers will perform all the duties and carry out all the responsibilities of management, administration and service provision.

## **Recipients of Volunteer Activity**

Recipients of volunteer services from organisations are widespread and include:

- children/youth (e.g. in schools and sporting programs)
- clients (e.g. in health/welfare services)
- residents and patients (e.g. in nursing homes and hospitals)
- visitors to festivals, galleries, museums and information services
- those receiving assistance in emergency situations
- the community at large (e.g. land care programs, emergency services, increased human rights).

Benefits received may be:

- immediate (providing help in time of crisis, urgent need or involvement in a leisure time activity)
- short term (staffing a project such as Clean Up Australia Day)
- long-term (preventative health care, protection of an historic site, a more caring and cohesive society.

## **Work and Workers : Voluntary and Paid**

Work is an important factor in a person's lifestyle – whether that work is paid, voluntary or a combination of both.

In recent times paid work patterns have changed dramatically. Concern is now being expressed about the long hours worked by many paid workers as organisations reduce staff despite demand for services remaining high.

The nature of negotiating or awarding payment for labour is undergoing major changes. Enterprise bargaining rather than award wages, the contracting out of services previously undertaken by government departments (often following a tendering process), and workplace agreements, are examples.

Downsizing, redundancy packages and retrenchment have resulted in many middle aged people leaving the paid work force much earlier than they once did – or intended to do.

Young people, in particular, are bearing the burden of unemployment, with serious ramifications for themselves and society, such as loss of confidence in themselves and the loss of resources to society.

Information and communication technology, the shifting of work to off-site locations, the setting up of home-based enterprises, and the move towards more part-time work are challenging how we think about paid work and its future. Some home-based paid workers are now finding it possible to incorporate volunteer work into their day, while for other workers, longer working hours now makes volunteering impossible.

Organisations, including those that involve volunteers, are changing their operational style and what they expect of their workforce. Multiskilling is becoming necessary and terms such as best practice, benchmarking, performance management and accountability are common.

People move in and out of paid and voluntary work, shifting from one organisation to another and changing the balance of hours they work in paid and voluntary work. Some find themselves overextended, while others look for activities to add interest and meaning to their lives.

*Organisational management and paid staff involved in the many areas where volunteers work are now realising that they need to increase their awareness and competency in working collaboratively with volunteers, in order to achieve organisational goals.*

## **State, National and International Initiatives**

The changing face of volunteers and the contribution they make, is reflected in many recent developments.

### **Peak bodies and professional organisations**

Peak bodies have a mandate to promote volunteering and best practice at regional, state and national level. Peak bodies also operate on behalf of volunteering internationally.

In Australia, the national peak body is Volunteering Australia Inc., which works to advance volunteering in the Australian community. Its role is to represent the diverse views and needs of the volunteer movement while promoting the activity of volunteering as one of enduring social, cultural and economic value.

*See Appendix 1: Mission of Volunteering Australia Inc.*

Each State and Territory have their own peak body. (See back of book for contact details.) These organisations are the foundation members of Volunteering Australia.

The role of state peak bodies includes advocating for volunteering and providing a valuable resource for Volunteer Program Managers in the recruitment and training of volunteers and in the manner in which they manage their volunteer workforce.

*See Appendix 2: Example of the Mandate of a State Peak Body on Volunteering.*

At a regional level, there are a myriad of local Volunteer Resource Centres (VRC's) that deal with the referral and training needs of local volunteer organisations in their area.

Combined, the national, state and local agencies create a national network – a group of organisations with a common core interest in the advancement of volunteering. These groups work together to promote volunteering in Australian society and for the purposes of service delivery.

AAVA (Australasian Association of Volunteer Administrators) is a professional association for individuals across all sections of the community who are involved with managing volunteer programs within the Australasian region, including Australia and New Zealand. Its aims are to:

- promote and recognise volunteer managers
- develop and encourage access to professional development opportunities
- encourage the development of local, state and national networks
- develop an accreditation program.

IAVE (International Association for Volunteer Effort) is a worldwide body which attracts membership from over a hundred countries. Volunteering Australia as well as many of the state and regional volunteer centres are active members.

*See Appendix 3: Universal Declaration of Volunteering, 2001.*

CIVICUS is an international body supported by Volunteering Australia. Its members share a common bond in their belief in autonomous citizen action and the underlying core values of human dignity, justice and solidarity.

## **Training**

Nationally accredited training courses in volunteer management now exist offering a variety of qualifications – from Certificate IV to Diploma to Advanced Diploma level. In addition there are many short-term accredited courses, now being offered by state peak bodies and Volunteer Resource Centres.

The importance of the volunteer contribution is also being recognised by training institutions that cover the areas where volunteers are involved. This requires addressing the subject of volunteering and its associated issues, as well as the effective management of this resource in their curricula.

To capture the skills, expertise and training volunteers undertake during the course of their volunteer work three certificate/qualifications have been developed – Certificate I, II and III in Active Volunteering. While some aspects of a Certificate may be studied (where a skills gap has been identified) in most instances the majority of the Certificate is gained through the process of recognition of prior learning. This development has created opportunities for volunteers to gain formal recognition for their work, skills and training and if they so desire embark on a study/career pathway.

Managing volunteer programs is a career option which attracts people with qualifications in human resource and volunteer program management.

The development and publication of *Volunteering Australia's National Standards for involving volunteers in not-for-profit organisations* has added another dimension to the management of volunteer programs.

### **Surveys**

The Australian Bureau of Statistics (ABS) has carried out surveys covering all areas in which volunteers work. In the 80s and early 90s it conducted state surveys covering Queensland, Victoria, New South Wales, South Australia and Tasmania and in 1995 it undertook its first national survey on volunteering. National surveys have been conducted in 1995, 2000 and 2006 (the latter printed in 2007).

Surveys confirm that volunteering in Australia has gained increased recognition, represents a vast resource and is carried out by a wide cross-section of the community.

### **Publications**

The number of Australian newsletters, journals and books on the subject of volunteering is increasing. In addition the availability of overseas resources means that Volunteer Program Managers now have access to a range of material available on line or in print.

### **Celebration and Recognition Days/Week**

These provide an opportunity for special events to be held at international, national and state level. International Volunteer Day is held on 5th December, National Volunteer Week is held on the third week of May, each State and Territory have proclaimed their own volunteers day, and International Volunteer Managers day is held on 5th November.

### **Research**

An increase in the number of people researching the subject of volunteering, at state, national and overseas levels, is evident, with university lecturers, as well as undergraduate, masters and doctoral students studying various aspects of the subject.

### **Government Role in Funding and Recognition of Volunteering**

While government funding of some volunteering initiatives can be dated back to the 1980s in both SA and NSW, most state and federal core funding support did not emerge until the 1990s. For instance, it was not until 1997 that the federal government provided funding to support the national body, Volunteering Australia. In the same year state and territory bodies promoting volunteering were contracted to oversee a new federal government program, the Volunteer Work Initiative (VWI), aimed at providing people who were unemployed with an option to volunteer.

Government funding remains steady – but is still too often based on short term programs rather than providing recurrent funding which enables long term planning.

Government involvement in volunteering has however increased in other ways. Some states and territory governments have now entered into partnerships with the volunteer sector and are producing documents which seek to outline the relationship between the parties involved.

Ministerial portfolios and offices for volunteering have now been established federally and in states and territories across Australia.

## Summary

The face of volunteering and volunteers has undergone considerable change, and continues to change. This is due to the dynamic nature of society itself and recognition of the significance of volunteering within the fabric of society.

In this chapter we have discussed the need to consider the definition and philosophy of volunteering, and noted that volunteering:

- makes a difference and is for all
- empowers individuals and enriches society by promoting a more democratic, caring, cooperative, cohesive and informed society, thus adding to a country's social, economic and political capital
- initiates, enhances and extends the work of paid workers but is not a substitute for paid work
- is a reciprocal arrangement
- is a matter of choice.

We examined some of the misconceptions that still exist despite evidence to the contrary.

The reality of the current situation was highlighted in several charts relating to both volunteering and volunteers.

We then considered the different settings where volunteers work, the different roles they play, and the range of recipients who benefit from volunteer activity.

In acknowledging that work is an important factor in a person's lifestyle, whether that work is paid, voluntary, or a combination of both, we noted that societal changes continue to affect the nature of work, both paid and voluntary.

The fact that volunteering and volunteers are beginning to receive the attention they deserve is attested to by many developments, including:

- the establishment of regional, state and national bodies whose mandate focuses on the support, promotion and development of volunteering
- the establishment and delivery of Volunteer Program Management qualifications
- the profile attributed to volunteers as part of the Sydney 2000 Olympic Games and the International Year of Volunteers in 2001
- the development and release of National Standards for volunteer involving organisations
- training courses conducted by educational institutions and state bodies on the subject of volunteerism
- the establishment of AAVA (Australian Association of Volunteer Administrators)
- the continuation of official surveys by the ABS
- an increase in the number of Australian publications and authors on the subject of volunteerism



- an increase in research into volunteering
- government funding and recognition of the sector's role
- the establishment of Federal and State Ministerial portfolios
- the delivery of the Active Volunteering Certificates
- the Australian Journal on Volunteering.

All stake-holders are being challenged to ensure that the efforts of volunteers are directed, not simply at maintaining the status quo, but in the creation of a more democratic, dynamic and caring community in the context of our changing world.

In doing so, attention must be given to the manner in which the commitment and skills of this huge human resource are managed.

# Chapter 2

## Volunteer Resource Management

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*Don't underestimate the power of people who join together  
– they can accomplish amazing things.*  
Barack Obama

In this chapter we will question the appropriateness of the word “management” in relation to volunteers.

We will then discuss:

- the aim of management
- requirements of volunteer program management
- values relating to volunteer program management
- appropriate techniques and performance management
- organisational culture
- current terminology.

### Do Volunteers Require Management?

Over the years there has been much debate over the use of the word “management” in relation to the supervision of volunteers.

Some feared that applying management practices would inhibit the freedom and spontaneity of volunteers, while others argued that you don't manage “people” – rather you manage programs, equipment or other resources. This was one of the reasons the term Volunteer Coordinator was the preferred title for so long. However the word coordinator does not in most cases cover the many duties and skills required to manage volunteer programs. The term Volunteer Program Manager has therefore been adopted in many organisations and supported by the Australasian Association for Volunteer Administrators (AAVA) to more accurately reflect the role. It is important to note here that it is not the term ‘management’ that needs to be questioned – but rather the manner of management.

Peter Drucker (1990), in speaking about the fact that management may be regarded as a “bad” word in not-for-profit organisations, reminds us that management needs to be seen as a tool, not an end in itself.

Volunteers will walk away from organisations failing to provide them with satisfying experiences. Many are highly educated, well informed and bring with them a great deal of experience to their volunteer position. They expect to be provided with facilities, support, and where appropriate, training to perform the job. They are not looking to be either ignored or over-regulated. They require and expect that their ideas, skills and experience will be utilised, and to be part of the planning and decision-making processes in a well managed and supportive environment. This is particularly true of volunteers now entering or about to enter the volunteer ranks, i.e. the Baby Boomer, X and Y Generations.

*The days of accepting volunteers into the organisation and operating in either a laissez faire or dictatorial fashion are past. Management expertise is just as vital to ensure the time, skills and commitment of volunteers is maximised, as is the case with paid staff.*

Effective management does not mean organising volunteers in a way that limits their initiative. The reverse is true. Effective management involves understanding the concept and issues involved in volunteering and ensuring that the expectations of the volunteer are met and that their personal attributes and skills are matched to organisational requirements in a way that is beneficial to those receiving services, the organisation and the volunteer.

Volunteers are a unique human resource and need to be recognised as such by the organisation. There are not the “sticks and carrots” associated with paid employment such as promotion pay packets, threats of job loss, etc. Volunteers are there because they choose to be. They can leave without giving notice. This unique situation requires skill on the part of the Volunteer Program Manager to ensure the volunteers are satisfied, that their expectations are met and retention levels are high.

## **Aim of Management**

McLaughlin (1993) defines management as “the effective utilisation of resources (both human and material) to achieve an organisation’s objectives”.

Effective management will:

- foster creative ideas and use and develop the knowledge and skills of workers, both paid and voluntary
- ensure material resources – funds, facilities and equipment – are put to the best possible use
- coordinate all resources through relevant structures and strategies, keeping in mind the interests of all stakeholders.

## **Requirements of Volunteer Program Management**

Managing the work of volunteers reporting for duty at different times, for different periods, and with different motivations, skills and responsibilities, calls for special qualifications and leadership.

Human resource management qualifications are a common requirement for people who supervise paid workers. Managing the involvement of voluntary workers can be even more demanding. This fact is now being recognised increasingly by employers who expect applicants for the position of Volunteer Program Manager to have appropriate qualifications which cover not only a knowledge of human resource management, but of the philosophy of volunteering and its associated issues and potential.

The manner in which organisations manage volunteer involvement will vary according to their size, as well as the scope and nature of the volunteer workforce and what is expected of them.

For example:

- in large organisations where volunteers work across a number of areas, volunteers are likely to be supervised by managers of those sections, with the Volunteer Program Manager overseeing the program as a whole and liaising with sectional managers, who will themselves need to possess skills in relation to volunteer involvement
- in medium sized organisations the Volunteer Program Manager is likely to oversee volunteer involvement and supervise the volunteers on a day-to-day basis
- in small organisations, the Executive Director/Manager will be expected to oversee the total workforce consisting of both paid and voluntary workers.

Organisations are likely to involve volunteers with a wide range of motives, skills and time availability. Some will be young people who are unfamiliar with a work setting and are looking to develop skills while others will have a lifetime of experience which they want to use in an area of interest/passion. Some will work for a few hours a month, others for a day a week – or more. Such a diverse workforce presents management with many challenges.

The fact that many volunteers work outside the hours of 9am to 5pm is often overlooked. Evening meetings, emergency situations, recreation and sporting events, environmental projects and staffing heritage sites, galleries, museums and tourist information booths, bring out volunteers seven days a week, at all hours.

While the resources of paid workers are likely to be closely scrutinised at the time of recruitment, many volunteers are accepted with little or no account having been taken of their full potential.

Effectively utilising the resources of volunteers will mean taking an inventory of the personal attributes, knowledge, experience, skills, commitment and time availability of each member of the workforce. Unless this situation is addressed, volunteers may be limited to a particular role and given no encouragement to offer their ideas and skills; or move on to fresh endeavours. While volunteers receive no monetary reward, if they are to be retained and give of their best, they will expect to receive rewards in line with their motivations for volunteering.

Volunteers will expect to be given the opportunity of regular appraisal sessions to comment on their expectations and any suggestions they may have.

Successful volunteer program management is also about integrating the efforts of volunteers, paid workers and management. This includes the role of advocating with senior management, including the Chief Executive Officer and line managers, for greater recognition by the organisation of the volunteer program.

*An effective workforce will never be achieved if members work in isolation; it relies on all components – paid and voluntary workers and management – appreciating the contributions and needs of each, being in tune with each other and working under a common aim.*

## Values Relating to Volunteer Program Management

Management of volunteer programs needs to be in tune not only with values relating to management, but values relating to volunteering.

In ensuring that values are in tune with goal achievement, a balance between what is desired and what is possible is sometimes necessary. For instance, complete consensus may be seen as a value worth pursuing, but can involve long and tedious meetings with no decisions being made. In such circumstances, while not abandoning genuine consultation, a different decision-making formula will need to be adopted.

The other unique aspect to managing volunteer programs that warrants mentioning is that Volunteer Program Managers will often need to define their own role and place within the organisation before the role of their volunteer team can truly be appreciated and integrated. It is important therefore for the Volunteer Program Manager to ensure that they are a part of the senior decision-making process within the organisation. By doing this, they have the opportunity to demonstrate the impact the volunteers have within the community, and at the same time, raise the profile of their own position.

Promoting and educating organisational staff, including the Chief Executive Officer, about the value of volunteer program management becomes an important part of any Volunteer Program Manager's role.

## Techniques and Performance Measurements

Terms such as “management by objectives” and “bench-marking” have become familiar to managers over the years.

While it is important to keep abreast of management theory, Hilmer and Donaldson (1996) remind us that techniques move in and out of fashion, and urge managers to be “guided by values and reasoned analysis”, rather than rely on a particular technique which may or may not, match the needs of their organisation.

Jones and May (1997) have suggested that organisations concerned with human services add three more “e” measures to “**effectiveness**” and “**efficiency**” which are normally applied in assessing managerial performance. They are:

- **equity**, which covers the areas of justice, rights, participation and access
- **excellence**, with a focus on high quality services and treating all workers as valued members of the organisation
- **expansion**, which involves innovation, creativity and being pro-active.

Organisations that involve volunteers need to apply all five “e” concepts.

## Organisational Culture

Jones and May (1997) remind us that an understanding of organisational culture is essential, as it impacts on all key areas of organisational life:

- the scope and boundaries of organisational endeavour
- the ways in which work is done
- relations among organisational members
- treatment of consumers.

Organisational culture will reflect overt and covert attitudes and beliefs, as well as traditions.

When a strategy works in one organisation or unit, but not in another, it could be because the strategy is at odds with the culture.

While the structure of an organisation, e.g. hierarchal or flat, will influence its culture, formal and informal networks which develop will be of equal, if not greater importance. These networks may be inclusive in nature, with all workers respecting each other's contribution and seeing themselves as a team – or divisive in nature. This is particularly relevant in some longer established volunteer-involving organisations whose membership may traditionally have been aligned to a particular societal group (e.g. older women in a hospital auxiliary). The current influx of younger people, baby boomers or individuals from different cultural backgrounds into the volunteer sector (often with different motivations for volunteering from the traditional group), can make effective integration into these volunteer groups somewhat challenging.

A common organisational culture has the effect of binding together all those involved. However, it can be based on outdated attitudes and beliefs, so it is important from time to time for management, in collaboration with staff, to review the culture of their organisation.

If on review, an assessment of organisational culture indicates that it is not conducive to the achievement of organisational goals or the underlying philosophy of volunteering, it will be important to identify which aspects need changing.

Short of revolution or mass sackings, it is extremely difficult to change the culture per sé. The best strategy is to aim for incremental change by focusing on attitudes and language. In the case of language, non-discriminating practices could be introduced into all panel interview procedures and written documentation. Language is a powerful shaper of attitudes, and a change in the language used will go some way in changing how people think and act. The importance of the attitudes of paid and voluntary staff and senior management towards each other is discussed in more detail in Chapter 14.

A culture that recognises the interests of all stake-holders can draw everyone together in a productive partnership.

## **Current Terminology**

The supervisors of volunteer groups are referred to by a wide variety of titles – Volunteer Coordinator, Director of Volunteer Services, Volunteer Manager, Volunteer Administrator, Community Resource Manager, Leader of Volunteers and Volunteer Program Manager.

More recently, the use of the title “Volunteer Administrator” has come into vogue, and is now used in the title of Australia’s professional volunteer management association, AAVA.

## **Summary**

Volunteers who give of their time, experience and skills look to work in organisations that are well managed. Unless they are well managed, neither organisational goals nor volunteer expectations will be realised. The challenge is for managers to operate in a manner that takes account of the unique aspects of volunteering as a valuable human resource to be maximised to the fullest extent possible.

It is important for Volunteer Program Managers to:

- give close attention to the requirements and values of volunteer program management
- ensure that techniques, performance measurements and organisational culture match the needs of their program
- provide leadership.

All aspects of management need to reflect the setting. This means that effective volunteer resource management also requires an understanding of:

- statistical facts relating to volunteering and volunteers
- the social, political and economic implications of volunteering
- current issues influencing volunteering.

The next three chapters will address these areas.

# Chapter 3

## Volunteering and Volunteers: Profiles

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*It is individuals who change societies, who give birth to ideas.*

Doris Lessing

Since the publication of survey results about the volunteering scene in Australia the credibility of volunteering has been greatly enhanced, and many misconceptions about volunteers have been dispelled.

The Australian Bureau of Statistics (ABS) has provided a great service to volunteering and volunteers through state and national surveys. State surveys were conducted in the 1980s and 1990s in South Australia, Queensland, Victoria, New South Wales and Tasmania, and nationally in 1995, 2000, and 2006 (Volunteer Work, Australia, 4441.0, printed in 2007).

In the most recent national survey a volunteer was defined as “someone who willingly gave unpaid help in the form of time, service or skills, through an organisation or group during the preceding 12 month period”.

As well as volunteering performed through an organisation or group, informal volunteering by individuals working independently providing neighbourly assistance, was included in some State surveys. This latest Australian survey acknowledged that “people also provide help to family members in other households, to friends, to neighbours and even to strangers needing assistance, on an informal basis, i.e. outside an organisation or group”. The survey reported that: “In 2006, 20% of adults had, in the previous four weeks, provided care to someone with a disability, long-term illness or problems associated with old age”.

All the ABS surveys have shown an increase in the number of people volunteering within organisations, and there is no reason to believe that this trend should not continue, particularly in areas of current concern, for example, the environment.

Significantly, the 1995 ABS statistics included all volunteers over the age of 15, while the 2000 and 2006 surveys included only those aged 18 and over. We know many young people under 18 years do volunteer and it is hoped that future surveys will reflect this.

In this chapter we will comment on:

- information gained from ABS surveys, in particular the last survey **held in 2006 and printed in 2007**
- consider the significance of the facts revealed.

### Number of persons volunteering

The 2006 survey indicated that the estimated number of persons volunteering within an organisation or group was 5.2 million, representing 34% of the population aged 18 years and over. This represented an increase of 2% over the former national survey conducted in 2000.

*Refer to ABS Table 1 of this survey.*

Of course these figures do not include informal volunteering. Jamrozik (1996) argues that anyone who has had even a transient contact with immigrant groups would be astonished



at the amount of voluntary work being done informally, accounting for their lower rate working within formal organisations.

### Hours contributed and number of volunteers in various interested groups

A total of 713 million hours of voluntary work over the year were contributed, an increase of 26 million hours over the previous survey.

*Refer to ABS Table 3.*

While the total hours increased, along with the number of those volunteering, the median annual hours decreased, showing that many volunteers are working for shorter periods.

*Refer to ABS Table 1.*

### ABS Table 18: Number of volunteers working in various interest groups ('000)

#### Type of organisation

Arts/heritage	207.2
Community/welfare	1,123.1
Education/training	1,385.7
Emergency Services	175.0
Environment/animal welfare	175.2
Health	476.1
Parenting/children/youth	308.5
Religious	1,022.9
Sport/physical recreation	1,712.8
Other recreation/interest	249.2
Other	279.2
Total	5,226.5

### Activities performed

#### ABS Table 19: Volunteering activity type

Type of activity	Volunteers (b) '000	Volunteering involvements (d)%
Administration/clerical/recruitment/information management	1 629.4	25.5
Befriending/supportive listening/counseling/mentoring	1 360.2	20.7
Coaching/refereeing/judging	1 306.6	19.3
Fundraising/sales	2 871.1	47.8
Lobbying/advocacy/policy research	374.5	5.6
Management/committee work/coordination	1 487.9	23.1
Performing/media production	538.9	8.2
Personal care/assistance	625.9	8.9
Preparing/serving food	2 024.4	31.4
Protecting the environment	350.6	5.1
Repairing/maintenance/gardening	1 300.8	19.3
Search and rescue/first aid/firefighting/community safety	291.8	4.1
Teaching/instruction/providing information	1 813.4	28.0
Transporting people/goods	1 465.3	22.2
Other	378.4	5.4
All activity types	5 226.5	100.0

**ABS Table 13: Current reasons for being a volunteer**

The reasons that people continue to be involved in their chosen voluntary activities vary from person to person. These include:

	Total %
Help others/community	56.6%
Personal satisfaction	44.0%
Personal/family involvement	37.2%
To do something worthwhile	36.2%
Social contact	22.1%
To use skills & experience	16.0%
Religious beliefs	15.0%
To be active	15.6%
Learn new skills/gain work experience	11.0%
Other	9.7%

**ABS Table 16: Frequency and duration of volunteer work involvement**

Frequency of involvement of volunteers

At least once a week	48.8%
At least once a fortnight	15.3%
At least once a month	23.1%
Several times a year	22.7%
Less regularly	19.1%

**Location of volunteers**

*Refer to ABS Table 2.* Volunteering was more common among those living outside a capital city, 38%, compared with 32% in capital cities.

The ACT recorded the highest overall participation rate, with 38.5% of the population involved in voluntary work, followed by Queensland (37.8%).

**Birthplace**

Volunteer rates for people born in Australia was higher (34%) than those born outside of Australia (26%).

*Refer to ABS Table 2.*

**Age of volunteers**

**ABS Table 1:**

Age	Volunteer Rate %
18-24 year	29.6%
25-34	30.6%
35-44	42.7%
45-54	39.3%
55-64	32.4%
65 and over	27.3%

As can be seen from the above table, people in the 35-44 age group reported the highest

rate of volunteering at 42.7%, despite their busy lifestyles. However, the rates between age groups do not vary to any great extent.

### **Gender differences**

The volunteer rate was slightly higher for females (36.4%) than for males (31.8%).

Gender differences were evident in work areas, with male volunteers most likely to be involved in sporting or recreational fields (34.4%) and females in education and training (24.2%).

*Refer to ABS Table 23 .*

### **Volunteers working in more than one organisation**

#### **ABS Table 14: Number of organisations volunteered for**

One organisation	62.4%
Two	25.3%
Three	8.1%
Four or more	4.3%

### **Volunteers in full/part time paid employment**

Employed people, either in full-time (34%) or part-time work (44%), had a higher volunteer rate than those who were unemployed (26%) or not in the labour force (30%).

*Refer to ABS Table 3.*

### **Occupation in the paid workforce**

The volunteer rate for employed people varied between occupational groupings. Managers/administrators and professionals (both 46%) and advanced clerical and service workers (45%) had the highest participation rates. These groups had volunteer rates consistent with those of people with higher educational qualifications.

*Refer to ABS Table 7.*

### **How and when recruited**

Almost two-thirds of those who first became involved in voluntary work in the last 10 years were either asked to volunteer by someone (35%) or did so because they knew someone involved (29%). Only 5% became involved in volunteering in response to a media report or an advertisement.

For many volunteers their first experience of volunteering had occurred when comparatively young.

*Refer to ABS Tables 9 and 10.*

### **Costs and reimbursement**

In the survey 58% of volunteers incurred expenses. Over three quarters advised that reimbursement was not available from the organisation.

*Refer to ABS Table 17.*

Reimbursement of expenses is a significant management issue for Volunteer Program Managers and can be a serious impediment to volunteer involvement.

## **The Significance of the Findings**

The statistics provide useful information about who volunteers – their age, sex, occupations, reasons for volunteering, how they were recruited and why. Volunteer Program Managers can take advantage of this data:

- in promoting volunteering by quoting facts and figures, rather than simply saying “volunteering provides a huge resource across many areas”
- affirming the reality that the attitudes, work skills and experience of volunteers are as diverse as those of paid workers
- focussing attention on their own programs, for example:
  - recognising most volunteers are busy people, with the majority also working in the paid work-force and many volunteering in more than one organisation
  - recognising that many volunteers have high educational qualifications, and capitalising on their skills and abilities
  - accepting that many volunteers will want to move on to other endeavours from time to time
  - understanding the various reasons for a volunteer offering to work in their organisation and the implications of this information.

These findings also provide valuable assistance for Volunteer Program Managers who have a responsibility to meet volunteer expectations in line with organisational goals by:

- facilitating regular feedback from volunteers
- offering reimbursement of their expenses
- thinking creatively on the likelihood of their organisation being an attractive proposition for potential volunteers who are moving with the times and responding to current challenges
- being aware that, while not a requirement, altruism has consistently rated highly as a reason for involvement by volunteers and ensuring that their goodwill does in fact bring benefits to the community
- appreciating that having a friend or family member already involved in a particular area of interest rates significantly in attracting contemporaries to volunteer
- assisting those who are wishing to learn new skills/gain work experience in achieving their goals
- addressing volunteer concerns by asking questions, such as:
  - does your organisation welcome people of all ages, cultural and educational backgrounds, occupations, men and women?
  - are Indigenous people and those born in non-English speaking countries involved, mindful that many may also be extensively involved in informal volunteer activities?
  - does lack of reimbursement of expenses discourage some volunteers from being involved?
  - is pressure being placed on country people to volunteer due to the withdrawal of/ decrease in government services?

- are there signs of a decrease in the number of people willing to volunteer in my organisation when other organisations have volunteer waiting lists?

## **Summary**

Surveys conducted during the past few decades have greatly increased our ability to know more about the size and nature of the Australian volunteer workforce and to ensure recruitment, orientation, training and support strategies make full use of this knowledge.

Surveys need to regularly monitor this huge resource, the manner in which it operates, and who is involved. The reasons behind any decrease in the extent of volunteering – either within organisations or informally – need to be identified so that appropriate action can be taken to ensure that everyone wishing to volunteer can do so.

People who volunteer have a range of motivations, expectations and abilities. Whatever these may be, we need to be aware that today's volunteers know what they want to see achieved and what part they are willing and able to play. This clarity of purpose is a great asset to everyone involved ... if we listen and take note.

# Chapter 4

## The Impact of Volunteering

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*We cannot assume that the state will always act in the best interests of its people.  
It never has, and it never, will respond equitably to the needs of all  
without strong advocacy by individuals for systemic reform.*  
Robert Fitzgerald

This chapter considers volunteering in relation to its political, social and economic implications.

By considering the big picture in relation to the impact of volunteering and volunteers, forward looking Volunteer Program Managers can evaluate the impact of their programs in relation to:

- the community as a whole
- recipients of services
- their own organisations
- volunteers themselves.

As volunteers are involved in the provision of direct services, as well as in community development, advocacy and mutual help, the impact of their efforts across the political, social and economic arenas is enormous.

For example, volunteers involved in:

- policy making, promoting community involvement, and advocating for human rights and a sustainable environment impact on the **political arena**
- improving the quality of life for people who suffer disadvantage and adding to people's enjoyment and knowledge through leisure and educational activities impact on the **social arena**
- providing services at minimal cost and fundraising have **economic implications**.

The cumulative value of volunteering in these three separate but interacting areas underlines the truth of the statement by Sir Ninian Stephen that “volunteers are so essential a part of the complex mechanism of our communities that without them the whole fabric of society would be placed at risk”.

### Political Implications

As a democracy, Australians have the opportunity to vote at local, state and federal elections. However, this form of representative government does not of itself ensure genuine community participation in what decisions are made and how they are implemented. Democracy is not achieved simply by voting every few years, but by people voicing their opinions in all areas of relevance to their daily lives, becoming involved in the action and having account taken of their experience and opinions.

Many of the issues facing us today, such as global warming, human rights and the distribution of taxpayers' funds in areas such as education, health, the environment and the arts, cannot be left to the politicians, scientists and economists alone. Community members need to

be included on committees with the “experts”, and involved in discussions about future directions, services required and how they should be administered. They are also able to act as watchdogs against poor practice.

Volunteers act independently on local, national and international political issues, forming their own advocacy and protest groups such as Amnesty International, AVAAZ, Community Aid Abroad and GetUp. These sorts of activities allow the relatively powerless to become more forceful in exercising choice for themselves and their communities. Current technology such as emails and social networking sites have opened the door for ordinary citizens to have their say by petitioning in their tens of thousands.

Volunteers operating in their own groups exercise their own powerful influence on future directions, both locally and nationally. The case study shown below is typical of a myriad of instances of voluntary action.

### **Case study**

*Citizens were upset at local government moves to close a sports field. A residents' group was set up to fight the decision. The group knew that they would have to work in a voluntary capacity and also cover any incidental costs and risks. Indeed they believed any financial backing by an outside body might put their independence in jeopardy.*

These residents demonstrated their democratic right to be involved in matters of concern, hoping that their actions would lead to a reversal of the decision and the continuation of a well-used community service.

Volunteers are prepared to raise their voices against infringements of human rights and abuses at local, state, national and international levels. As Sidoti (1998; p.10) points out they “give of their commitment, compassion and conviction” for goals which are often long-term. Many of these volunteers “act at personal cost, sometimes at the ultimate personal cost ... [and] there is often no praise and no glamour”.

Becoming personally involved as a volunteer increases political awareness by:

- heightening understanding of individual issues, e.g. through having personal contact with people who are experiencing financial difficulties, who have flouted the law, or are suffering from a mental illness
- heightening understanding of community issues, e.g. through involvement in a save-the-park campaign
- increasing knowledge, e.g. through skills acquired in arranging a multicultural festival or responding to a major disaster.

The result is that attitudes change, prejudice is reduced and knowledge is gained, which in turn will be reflected in decision-making.

*Volunteering provides opportunities for citizens to voice their opinions and participate in the action – either alone or alongside elected representatives, other volunteers and paid workers – and, in doing so, influence the type of society in which we live.*

This is a goal strongly pursued by many volunteers and Volunteer Program Managers.

## Social Implications

Volunteer Program Managers will want to consider the social implications of volunteering in relation to:

- local, state and national communities
- individual volunteers.

### Communities

Writers such as Eva Cox (1995) point out that economic capital is not sufficient to ensure a well functioning community. Social capital, which is engendered as people take responsibility, work together and learn to trust each other, is required if we are to move towards a more civil society where everyone is regarded as a person of value.

Volunteers add to the country's social capital in a diversity of ways, as they:

- join forces with paid workers in community organisations and government agencies in providing necessary services, enabling paid workers to concentrate on their particular areas of expertise
- provide a bridge between the community and organisations
- come together at short notice to tackle emergencies, sometimes at considerable physical and emotional risk
- work as advocates or community developers in advocating for necessary change and improved services
- work alone in assisting neighbours and acquaintances to cope with day-to-day demands
- form their own groups, as friends to larger organisations, or for mutual help
- expand people's enjoyment through leisure activities in areas such as sport and festivals
- widen people's horizons through involvement in educational activities such as the University of the Third Age and museums
- contribute to the spiritual life of the community.

### Case study

*An extensive oil slick was discovered along the coastline, putting thousands of penguins at risk. If the penguins were to be saved, hundreds of people needed to be mobilised immediately. A call was made for local citizens to assist. Central coordination was provided by paid staff, trained in veterinary science and in disaster management.*

Satisfactory outcomes depend on having people with the right skills and attributes in the right place at the right time. Involvement of volunteers saved the penguins and had the added advantage of raising community awareness of environmental hazards and of the need for long-term solutions to be developed.

*Volunteering increases the reservoir of knowledge available to the community. This knowledge is retained even after involvement has ceased. For instance someone is saved from drowning by a person who learnt first aid when a volunteer; work places benefit from employees who acquired leadership skills when volunteering as youth leaders.*



While applauding the value of volunteering in ameliorating problems caused by poverty or disadvantage, many volunteers are aware of the need to focus on long-term solutions. Providing food, clothing and counselling will be necessary in times of financial hardship. However these measures do not tackle the underlying causes of poverty. Similarly programs organised to encourage unemployed people to develop further skills and maintain their self esteem through volunteer activity do not solve the overall problem of unemployment. In the past volunteers have been at the forefront of measures which tackle underlying problems and continue to do so.

### **Individual volunteers**

Volunteering is a reciprocal arrangement. While giving of their time, skills and experience, volunteers also receive satisfaction through achievement of goals, through working in areas of particular interest and gaining new knowledge and skills, as well as in making new friends.

Although the aim of giving something back to the community rates high in terms of why many people volunteer, volunteers are likely to have multiple expectations of their involvement.

For example:

- some women will engage in volunteer work in order to regain skills after an absence from the paid workforce
- people who have suffered a trauma or accident are often motivated to volunteer as a means of returning to mainstream life in the community
- unemployed persons may volunteer to maintain and develop new skills, make new contacts and regain confidence and self-esteem, in the hope of increasing their chances of obtaining paid work
- graduates often seek to volunteer in a specific workplace and learn to bridge the gap between theory and practice
- people who are, or were, engaged as paid workers in one area may find great satisfaction and broaden their perspective as they volunteer in another quite different area.

The social value of volunteering is many faceted. Through the matching of the contributions of individual volunteers with community needs, benefits accrue to recipients of services, organisations, volunteers and society.

### **Economic Implications**

Volunteer Program Managers need to reflect on how volunteers impact on the economy by:

- promoting the economic value of volunteering to the nation
- watching out for any inappropriate deployment of volunteers
- calculating the costs and benefits of volunteer involvement within their own organisation
- appreciating the costs and benefits to volunteers working in their own organisations.

## **Economic value to the nation**

The impact of volunteering on the economy at national, state and community levels can only be fully appreciated by policy makers and tax-payers alike if the services of volunteers were withdrawn.

Examples of ways in which the economy benefits are:

- advantage can be taken of the volunteers knowledge of their own local area and personal experience, resulting in new thinking and more creative programs
- apart from the savings made through volunteers providing their services without monetary reward, the ABS (printed in 2007) survey showed that 47.8% of all volunteers engage in fundraising activities, raising funds that are in turn used to initiate and maintain services and in employing paid workers.

Without these efforts, services would be down-graded and diminished.

*Refer to ABS Table 21 of this survey.*

In services such as State Emergency Services and Country Fire Services, an effective emergency response involves a huge contingent of people from widely scattered areas being activated at a moment's notice. They are on-call 24 hours a day, seven days a week across the nation. The cost of replacing these volunteers with paid staff with the same degree of cover and effectiveness would be prohibitive.

Some benefits, which are of an intangible nature, provide long-term benefits e.g.:

- a bridge with the community enables organisations to provide relevant rather than inappropriate services which waste money
- the opportunity for people to care for each other regardless of religion, ethnicity or social background, with new arrivals being integrated into Australian society
- unemployed persons who volunteer often find that not only their skill levels and chances of obtaining paid work have improved, but life satisfaction has increased
- better skilled and happier citizens assist the economy in promoting greater stability, security and confidence, involving less expenditure on medical and law and order services
- greater awareness of community and organisational goals can attract additional public support in financial terms, and greater creativity in program design can result in cost savings.

## **Inappropriate deployment of volunteers**

Volunteer Program Managers need to recognise, publicise and act on any inappropriate deployment of volunteers. The result of Volunteer Program Managers not taking on this important aspect of their role can prove costly in the long term for:

- service recipients who receive reduced or poorly provided services
- paid staff who lose their jobs
- volunteers who are put in the invidious position of being forced to give more time than they want to commit and provide services they may be ill-equipped to perform.

Our notions of what does and does not constitute a volunteer role can become blurred and Volunteer Program Managers need to remain vigilant and up-to-date with latest trends in

order to advocate for appropriate volunteer placements. In circumstances where there is uncertainty, they should contact their local or state volunteer centre for advice.

### **Calculating a national economical value of volunteering**

The Australian Bureau of Statistics did not carry out any extensive national surveys specifically on the topic of volunteering until 1995, while only recently has the ABS added a question relating to volunteering activity in the national census. What this means is that calculating the economic value of volunteering is still relatively untapped in this country. Gross domestic produce (GDP) figures do not currently include the economic value of volunteering. As Duncan Ironmonger (1998) says, <sup>3</sup>The fact that volunteer work is omitted from the national accounts means it is invisible and consequently tends to be ignored from our national objectives and from indicators of our national performance.<sup>2</sup> This situation is slowly changing, for instance in 2010 the Productivity Commission report into the contribution of the not-for-profit sector included the contribution of volunteers. However, much more work is needed before the economic value of volunteering is adequately acknowledged.

Calculating the value of volunteering in monetary terms can result in wide variations between figures, depending on the method employed. For the sake of clarity and credibility any calculations need to make clear the definition of volunteering used, e.g. whether informal as well as formal volunteering is included, the hourly dollar rate or rates used, the scope of costs and receipts, whether funds from fund-raising activities are included, and so on. Quoting the contribution volunteers make to the not-for-profit sector will exclude volunteers working in government departments or working informally outside a structured organisation.

The wide variations in figures quoted can cause some confusion. Some recent figures have ranged between \$14 to \$70 billion, depending on areas covered and the method of calculation.

*Despite the difference in the figures quoted, one fact remains clear. The financial contribution of volunteers working across a large range of interest areas in Australia is huge.*

Many not-for-profit organisations would not survive without their volunteers. Services in government departments where volunteers work would be depleted. The community at large would be greatly diminished without the contribution volunteers make to our social, cultural and economic wellbeing, day in, day out.

### **Organisational cost/benefit analysis**

Volunteer involvement is not cost free and organisations will need to include in their budgets many of the same items as pertain to the involvement of paid workers, e.g. salary costs for workers who supervise voluntary involvement, operating expenses, overhead expenses and staff development.

Funding to support volunteer involvement should be seen as an investment, rather than a cost. However costs can outweigh benefits in certain circumstances. A poorly managed program can frustrate the achievement of goals set by the organisation and the volunteers.

An organisational cost/benefit analysis can be calculated by subtracting salary costs of paid managers, overheads and operating expenses from the program against the dollar value of volunteer involvement, estimated at a common hourly rate or at a differential rate dependent on the tasks performed and the level of responsibility.

When volunteers are involved in fundraising activities, the net proceeds can also be added.

### **Example of an organisational cost/benefit analysis**

#### **Value of volunteer involvement**

• Seven volunteers assist in strategic and business planning, OH&S and human resource management. They work an average of 11 three-hourly sessions each annually. Rate set at \$40 p.h.	\$9,240.00
• An additional 23 volunteers perform specialised services. They work an average of 5 hours each per week for 48 weeks in the year. Rate set at \$30 p.h.	\$165,600.00
• A further 50 volunteers perform general duties, including fundraising. They work an average of 5 hours per week for 48 weeks in the year. Rate set at \$20 p.h.	\$240,000.00
<b>SUB TOTAL (value of volunteers according to attributed hourly rates)</b>	<b>\$414,840.00</b>
Add net proceeds from fundraising activities	\$30,000.00
<b>TOTAL value of volunteer involvement</b>	<b>\$ 444,840.00</b>

#### *Less the COST OF VOLUNTEER INVOLVEMENT*

• Overhead costs, e.g. rent, power, administration etc.	\$10,000.00
• Salary for Volunteer Program Manager working full time	\$50,000.00
• Percentage of salary of line managers supervising volunteers	\$10,000.00
• Insurance cover	\$2,000.00
• Out-of-pocket expenses	\$6,000.00
• Training costs for volunteers and paid staff	\$3,000.00
• Telephone, stationery, postage, photocopying	\$2,000.00
• Equipment capital costs, depreciation & maintenance	\$4,000.00
• Marketing and recruitment	\$5,000.00
• Volunteer recognition costs	\$3,000.00
<b>TOTAL costs for involving volunteers</b>	<b>\$95,000.00</b>
Value of Volunteers	\$444,840.00
Minus Cost of volunteers	\$95,000.00

***TOTAL dollar contribution of volunteer involvement therefore equals*** **\$349,840.00**

**Advantages of an organisational cost/benefit analysis include:**

- for some people describing a situation in monetary terms will sometimes raise interest levels more effectively than any other strategy
- the need to give realistic thought to overheads and other costs involved
- an understanding of the fact that resources of both time and money are finite, and that no-one should expect a program to be initiated, or continue, unless the benefits outweigh the costs
- taking cognisance of how closely the work performed conforms to community and organisational goals; a program which is cheap in monetary terms but fails to be directed to the main goals cannot be said to be cost-effective.
- providing the opportunity to consider the intrinsic value of volunteer involvement, e.g. the confidence a young footballer derives from the friendship of his coach, the pleasure a person in a nursing home receives from their visitor.

**Dangers include:**

- perpetuating the tendency to evaluate all work in terms of money
- ill-conceived volunteer programs which have short-term cost/benefits may receive preference over programs with long-term benefits, e.g. stop-gap services as against preventive programs
- overlooking intangible benefits and costs which may be difficult to quantify in monetary terms, but can be extremely important.

**Individual volunteer cost/benefit analysis**

A cost/benefit analysis by individual volunteers is an interesting exercise. The one in three Australians over the age of eighteen who volunteer within organisations presumably believe the benefits outweigh costs. These benefits and costs can be economic, intangible, or both.

For example, benefits may include:

- the satisfaction of being engaged in work considered to be worthwhile
- improved chances of obtaining paid work
- better physical and mental health through involvement in enjoyable and stimulating activities.

Costs may include:

- time spent within a busy lifestyle
- capital equipment and running costs if they are not reimbursed
- stress because of a poorly organised program, or as a result of the nature of the project e.g. advocating for change to an unsympathetic audience.

As we have already noted, volunteering is a reciprocal arrangement – people will only volunteer if the benefits outweigh the costs. Rewards will be both extrinsic, e.g. recognition given by others, and intrinsic, e.g. personal feelings of satisfaction in doing a worthwhile job.

While some costs are involved for individuals and the organisations within which they work, volunteer activity continues to bring enormous benefits to the Australian economy.

### **Ways in which volunteers increase a country's political, economic and social capital:**

The list below illustrates how the efforts of volunteering affect the fabric of our society. Volunteering:

- provides opportunities for democratic involvement and a means of tapping the energy and time of people who represent all aspects of our diverse culture and who want to contribute in their own particular area/s of interest
- enriches the quality of community life as people give of their personal skills and experience
- provides an “outside” view and brings the community into an organisation
- provides advocacy for individuals as well as for causes, often acting as a stimulus to government to attack injustices and inadequacies, leading to changes and/or new services
- increases knowledge and awareness in areas which otherwise would be closed to people, leading to a better understanding of situations and issues
- expands people's life experiences and enjoyment across diverse areas
- enhances, humanises and extends services provided by paid workers, particularly in areas where an additional type of input is required, enabling paid workers to concentrate on doing what they have been trained for and do best
- provides a spontaneity, a drive and commitment in tackling new areas of need, resulting in the breaking of new ground
- promotes social networking by befriending and helping people in daily emergencies
- provides immediate protection and assistance in times of community emergencies
- ensures service cover in rural communities where paid personnel alone cannot/do not provide adequate cover
- develops knowledge and skills which assist people to enter the paid work force
- assists people who have experienced personal trauma to recover and again participate in the community
- provides mutual help within self-help groups
- provides services at low financial cost and results in the raising of funds to extend and enhance service provision.

### **Social**

- increase trust and cooperation amongst citizens
- collaborate with paid workers
- respond in emergency situations
- assist in neighbourly ways
- expand enjoyment through leisure activities
- widen horizons through educational activities
- increase skills

## Political

- promote democratic involvement
- social cohesion
- advocate for causes
- bring inadequacies to attention
- change attitudes

## Economic

- provide cost-effective services
- ensure relevancy in service provision
- input high levels of energy
- fundraising
- maintain healthy lifestyles



## Summary

Volunteering is of significance and value to every citizen of this country and permeates many aspects of our lives. We are all recipients – volunteers working in one area will be recipients in others. While some costs are involved, the total result is an increase in the country's political, social and economic capital.

Volunteer Program Managers, politicians, executives of organisations, community leaders, academics, volunteers and paid workers all need to recognise and acknowledge the social, political and economic ramifications of volunteering.

## Reflections

### *Volunteering as a Reciprocal Arrangement*

#### *The Volunteer*

- What do you think volunteers in your organisation give?
- What do you think they receive from their efforts?

#### *The Organisation*

- What does your organisation receive from the efforts of volunteers?
- What does your organisation give in return?

#### *Recipients of Service*

- What do individual recipients receive?
- What do recipients give?

#### *The Community*

- What does the community receive from the efforts of volunteers?
- What do volunteers receive from the community?

### *Organisational Economic Cost/Benefit*

- What do you estimate is the economic cost/benefit of volunteer involvement to your organisation?

- *Have you provided a copy of the result to your board, giving details of how it was calculated?*
- *Have you considered the intrinsic as well as the explicit advantages of your volunteer program?*

*Political, Social and Economic Influence*

- *What influence do your volunteers have on the political, social and economic face of your organisation?*



# Chapter 5

## Current Issues Influencing Volunteering

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*Every country is renewed out of the unknown ranks and not out of the ranks of those already famous and powerful and in control.*  
Woodrow Wilson

While increased recognition of the huge volunteer contribution – actual and potential – is welcome, there is a danger that some issues that affect volunteering will be ignored or put in “the too hard basket”.

Issues are not necessarily problems – in some instances they can be used as opportunities for future development. We need to be prepared to discuss issues and ideas as they arise, take advantage of new insights, guard against inappropriate or exploitative practices and put into place strategies that take account of the interests of everyone involved.

Issues/ideas discussed in this chapter relate to:

- the use of the word “volunteering”
- the need for a balanced lifestyle
  - overwork
  - unemployment
  - finding a balance
- funding of services
  - tendering out of services
- demarcation between paid and voluntary work
  - community organisations
  - government departments
  - for-profit organisations
- current volunteering trends
  - episodic volunteers
  - vocational
  - baby boomers
  - x generation
  - y generation
  - family volunteering
  - corporate volunteering
  - virtual volunteering
  - activists for change
- the need for a whole-of-volunteering approach.

### The Use of the Word ‘Volunteering’

Volunteer Program Managers need to be clear in their own minds on the definition and be able to articulate what is and what is not volunteering.

As stated in our definition in chapter 1, three elements are involved in volunteering, i.e. work which

- is of benefit to the community

- is done of one's own free will
- without monetary reward.

### **... of benefit to the community**

Many activities are undoubtedly “of benefit to the community”, and are done of one's own free will and without monetary reward, but are not regarded as volunteering, e.g.

- services provided within one's own family circle, such as parenting and house maintenance
- the work of carers who assist relatives/friend to remain in their own homes.

The issues involved in these activities are different from volunteering and need to be seen within their own unique context.

In a democratic society, people have the right to follow their own line of inquiry or interest. Some groups initially considered as radical and/or ill-informed, have pioneered necessary change and new services. The suffragette movement and Greenpeace are examples.

Many services provided by volunteers would, without question, be seen as being of benefit to the community. For example, assisting a young person with a disability or umpiring the local netball team. However, would you regard the work of the Secretary of the Duck Shooters Club or the “Keep Out Asians” Association as being of benefit to the community? Can acts of terrorism by a “volunteer” suicide bomber be regarded as being of benefit to the community?

In deciding what is and what is not “of benefit to the community”, Sidoti (1998:7) gives us a measuring tool “Organisations that support, promote and coordinate volunteer activity are challenged to ensure through their leadership and educational roles that volunteer effort promotes human rights and positive social change, not the violation of rights”.

Volunteering should not be seen as limited to working within the framework of an organisation. Assisting a neighbour in need, regarded as “informal” volunteering, can be of incalculable value and frequently supports work provided through an organisation, for example, by enabling an aged person to remain in their own home.

### **... of one's own free will**

Some activities are of benefit to the community and are provided without monetary reward, but are not necessarily “of one's own free will”, e.g.

- a *requirement* for students to perform community service as a condition of satisfying educational requirements may not be classified as volunteering. On the other hand, other students *choose* to volunteer as a means of bridging theory and practice and these may be said to be volunteering
- a *requirement* by government that an unemployed person perform community work if they are to continue to receive benefits may not be classed as a voluntary activity
- community service *ordered* by a court. While the person does have a limited choice – to undertake the service rather than breach the order and take the consequences – it cannot be regarded as “volunteering” in the true sense of the word, as there is really no “free will” available in the choice they need to make.

### **... without monetary reward**

Payment of out-of-pocket expenses is a legitimate expectation, and does not constitute a monetary reward. However, receipt of an honorarium or minimal payment generally does.

The challenge is for:

- everyone involved to think through the definition of volunteering as the manner in which it is framed can have wide implications on how the community views volunteering
- organisations to be careful in defining who they regard as volunteers, and to ensure wage structures are not put at risk by paying employees a minimal wage allowance under the guise of volunteering
- governments, in initiating schemes and developing policies, to differentiate between those which involve a person's free choice and those which do not
- bodies which undertake surveys on the extent of volunteering to also include volunteering performed outside the framework of an organisation under the heading of "informal volunteering" and to include people of all ages
- academics and researchers to differentiate between volunteering and other community activities when they are estimating the extent and value of volunteering
- peak bodies and organisations to examine the definition of volunteering at regular intervals.

## **The Need for a Balanced Lifestyle**

Working arrangements (both paid and voluntary) need to be considered in relation to economic security, physical and emotional health and social integration.

There is a need for a balanced approach between those who feel overwhelmed by the volume of work expected of them and those who feel under-utilised. This becomes obvious when one considers the widening gap between income levels, between those who work very long hours in paid employment (while others are retrenched or are unemployed) and the hours that both women and men spend in unpaid work, including volunteering. We all know of people who are over-stressed by too much work, of people who have retired from paid work and are bored and of people who are depressed because they cannot find paid work.

### **Overwork, unemployment and volunteering**

The current unequal sharing of work – both paid and unpaid – is a problem for the whole community. Many people in paid work are expected to work very long hours, while those who are unemployed can gain no paid work and feel rejected by society.

Susan Jackson (1996) points out that women bear an unequal burden by working much longer total hours in combined paid and unpaid work than men. This is particularly true in view of the fact that apart from their parenting duties, they carry the major burden of caring for family members who are disabled, aged or frail.

Government initiatives to provide unemployed people with the option of volunteering can increase the confidence and self-esteem of the unemployed and for those who are inexperienced, increase their work skills. However, such schemes should not be pursued at the expense of instituting initiatives to increase paid work opportunities – the preferred option of the great majority of people.

The integrity of volunteering as a concept is put at risk if:

- unemployed persons feel coerced into volunteering to receive a benefit or allowance, and/or believe they are being used as a means to provide cheap/free labour
- organisations feel under an obligation to accept unemployed people as volunteers, even if their experience and skills do not meet requirements, putting at risk the quality of service provision
- recipients of a service believe that if services are provided under duress, their interests could be put at risk.

*See Appendix 4: Guidelines relating to persons who wish to volunteer during a period of unemployment*

As Cordingley (1997:8) points out, “the public perception of volunteering as a valid option for unemployed people and the processes of involving them, is something that needs careful management if it is to succeed”.

Any tendency to blame volunteers for high levels of unemployment needs to be resisted. Volunteers have traditionally forged the way in calling for additional services involving the employment of paid workers and they continue to raise funds to maintain paid workers’ employment. Any calls for volunteers to replace paid workers will not come from volunteers, but from funding bodies which have reduced funding, or from organisations which are anxious to reduce costs.

### **Finding a balance**

The quality of our individual lifestyles depends a great deal on our ability to feel that we are part of a community as we contribute to the world of work, value its many forms, and find a balance between leisure and paid and unpaid work.

The challenge is for:

- people to have the choice of a satisfactory balance between family, leisure, paid employment and volunteering
- Volunteer Program Managers:
  - to encourage their organisations to include wording in their strategic plans to the effect that they value the contribution of both paid and voluntary staff
  - to understand the needs of volunteers who are actively seeking paid employment while volunteering
  - to appreciate that they are not obliged to accept every volunteer – and that the quality of their agency’s service provision needs to be paramount in all recruitment decisions
- governments to ensure any initiatives they institute are of benefit to all stake-holders.

The subject of how work/life balance can be achieved and enhanced has received significant attention from employers, workers, politicians, academics and the media.

The opening comments in an article Hudson commissioned as part of the 20:20 Series (2005:2) titled *The Case for Work/Life Balance, Closing the Gap Between Policy and Practice* reflect the increasing importance placed on this issue.

While the article is aimed at workers in the paid workforce what the article states is equally relevant to volunteers, those in the unpaid workforce.

The introduction states, “Australian and New Zealand organisations are increasingly considering the benefits of ensuring their employees achieve work/life balance”.

“For future commercial sustainability, organisations need to ensure they not just encourage but mandate a practical and workable work/life balance policy, benefiting and meeting the needs of both the organisation and its employees. And importantly, organisations not providing real opportunity for employee work/life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. Merely creating a work/life policy framework is not enough; fostering an organisational culture that supports the use of available policies is also of great importance.”

The article goes on to say (2005:13, 14) that “environments which support employees’ work/life balance have been found to improve organisational commitment – defined as a belief in and acceptance of organisational goals and values, a willingness to exert effort toward these goals and a desire to maintain organisational membership.”

“Closely related to organisational commitment, job satisfaction has also been shown to increase with the use of work/life balance strategies. Data collected in a variety of industries and locations in New Zealand showed that work/life issues have raised employee satisfaction by an average of 11%. The presence of work/life policies has also been associated with higher levels of organisational performance, increased organisational productivity and improved morale.”

## **Funding of Services**

While little can be achieved without a skilled and committed workforce, its effectiveness will be limited without financial backup. A shortage of capital resources is of constant concern to many organisations that have difficulty in paying staff salaries and in providing the tools, training and infrastructure as necessary components of effective functioning.

Funding sources are usually directed at specific projects and frequently overlook capital costs and infrastructure requirements – an essential element of an effective and efficient operation.

Recruiting volunteers to perform work previously undertaken by paid workers may seem

an easy option, but can be a dangerous practice in that it can violate industrial legislation and compromise the quality and adequacy of service provision.

On the other hand when funding is withdrawn staff, both paid and voluntary, may feel that the services are so important that volunteers will carry on without paid workers.

### **Case study**

*Budgets were cut by 10% across a number of schools. In an effort to maintain as many services as possible, parents were urged by some school principals to volunteer both as fundraisers and to provide administrative services previously undertaken by paid staff. The response varied between schools and parents. It was found that the interests and skills of parents and time availability did not always match service requirements and that success in fundraising differed greatly between different socioeconomic areas. Some parents who believed the services were extremely important did 'volunteer'.*

Equal budgetary cuts across services do not necessarily result in equal consequences. Situations like this put pressure on management, paid staff and volunteers. Guidelines and strategies need to be carefully worked out so that undue pressures are not imposed on any of the players involved. In the above situation it was unfair to expect parents (usually mothers), who were already overburdened with family responsibilities, to volunteer. Measures need to be taken to bring the reality of such situations to the attention of policy makers so that volunteering is not seen as an easy cost-saving option.

Small organisations with few or no capital reserves are particularly vulnerable to cuts in funding, even though they may be providing relevant, low-cost services in local communities and command local support. Salary costs are often modest, but having the services of one or two paid workers with appropriate qualifications able to work five days a week, enables small organisations, with the support of volunteers, to provide quality services out of all proportion to their cost. They do, however, need funding to cover essential salary and infrastructure costs.

Large organisations with the resources to promote their activities through the media and to staff fundraising units with paid and voluntary workers, can sometimes overlook, or even frustrate, the efforts of paid and voluntary staff in small organisations in their efforts to find sufficient funding to survive. The challenge is for:

- boards of organisations, executives of government departments and Volunteer Program Managers to:
  - ensure they resist pressure to replace paid workers with volunteers when the job requires paid workers
  - closely examine organisational goals, priorities, values, industrial policies, existing structures and strategies, to:
    - ... maximise the available pool of finance and facilities
    - ... consider further funding options
    - ... ensure resources are put to the best possible use
- management, paid staff and volunteers to join together in protesting against funding cuts which are not in the public interest

- large and small organisations which involve volunteers to take account of their wider service goals and cooperate in ensuring resources are provided in order to meet those goals across the country in the best possible way
- funding bodies to regard well functioning organisations which maximise volunteer involvement and provide much needed services as an investment – not a cost.

### **Tendering out of services**

Many state and federal government services, previously provided through their own departments, are sometimes contracted out.

The tendering out of services puts pressure on organisations to present proposals at the lowest possible price and as a result there is always the danger that they will involve volunteers at the expense of paid workers. This can be to the detriment of the three parties – inadequate services for recipients, job losses for paid workers and increased pressure on volunteers to perform tasks which may be beyond their skill limits and/or time they wish to contribute.

Another danger is for funding to be allocated to organisations who present excellent funding submissions, but have had little or no experience in providing the required service or working with volunteer groups – a specialisation in its own right.

Government funding bodies often find it easier to deal with one large organisation who is able to provide a range of services, rather than a number of small organisations who concentrate on only one form of service provision, even when the latter have a proven record for high quality services. When small organisations lose out through the tendering process they may have to close down. Their demise can be a great loss, particularly in local communities where links are weakened and local knowledge is lost. As we know, big is not necessarily better.

Organisations, large and small, are finding that the extra competition generated by tendering is discouraging cooperation among those which had previously shared information and encouraged cross-referral. Again three parties suffer – recipients may receive less relevant and localised services, and both paid and voluntary staff feel constrained to operate within the limits of their own organisation, rather than sharing insights and services with others.

### **Case study**

*Tenders were called by a state government health department for the provision of a particular health service. A number of small locally based organisations were currently providing the service with the assistance of many committed volunteers and some government funding.*

*One centrally based large organisation, which had not provided the service in the past, but presented an impressive funding submission, was successful and objections from previous suppliers were to no avail.*



What happened in practice was:

- previous service recipients outside the metropolitan area were left without any support
- a number of the small organisations had to close as the volunteer staff could not operate without the support of a paid worker and modest operating expenses
- much of the money allocated by the government was spent on an elaborate infrastructure
- the total workforce of volunteers previously operating across the state was decimated.

*The management of one of the small organisations decided to fight back and a meeting was called. A plan was devised and subsequently presented to the government showing that together the locally based organisations could cooperate in providing a much better and more accessible service across the whole state for the same cost. The plan was accepted for the following funding round.*

While the exercise was painful and time-consuming, it showed that when volunteer/paid staff teams working in organisations which are committed to providing the best possible service, decide to pool their knowledge and resources, they can win through in the end.

The challenge is for:

- Volunteer Program Managers to prepare tendering submissions which focus on providing high quality services at a reasonable cost without compromising their principles in relation to volunteering and serving the community
- organisations with common goals to cooperate in putting the interests of service recipients above their own parochial interests
- governments to consider the pros and cons of tendering out in relation to each particular situation, rather than adopt a blanket approach which could damage overall service provision and be more costly in the long term.

## **Demarcation Between Paid and Voluntary Work**

Decisions relating to separating those jobs which should be performed by volunteers or by paid workers, will depend on the particular situation and the interests of all stakeholders.

In some cases there is a very clear case for demarcation. In others volunteers will carry out work which could be considered the province of paid workers, given a different type of organisation, a different resource base or a different setting.

Volunteer motives vary, but depriving paid workers of an income is not one of them. As we have observed, many volunteers work hard at raising money to fund the employment of paid workers through approaches to government or corporate sources or through their own direct fundraising efforts.

Filling in for paid workers requires the acquiescence of volunteers and the majority will refuse to provide services which the general public expect of government employees, or which will have the effect of inflating the profits of private enterprises.



Whether a task should be the province of a paid or voluntary worker will depend on:

- the skills/qualifications and the responsibilities involved
- the time required, which can relate to total hours or the need for continuity
- the history and structure of the organisation, particularly in relation to utilising volunteer support
- the appropriateness of the job for a volunteer.

The issue of demarcation does not apply:

- across all areas and industries, e.g. manufacturing, power supply and banking. Volunteers generally only work in industries which are directly involved with people, e.g. sport, arts, health, or in promoting a sustainable environment
- within some small organisations where no paid workers are employed and where participants self-fund any expenses
- within many associations or clubs, e.g. the Lions Club or the local basketball club, both of which are administered through the voluntary efforts of their own members.

Of course paid staff can be employed in some organisations which are effectively controlled and managed by volunteers.

### **Community organisations**

In some community organisations, the employment of a paid worker may be desirable, but lack of funding is the prohibiting factor. In such cases, volunteers may agree to carry out the work. However, where service demands are such that recipients will be seriously disadvantaged in the medium to long term, it would be a mistake for volunteers to continue their involvement without strenuous efforts being made to obtain further funding to employ paid staff.

While community organisations have more latitude in allocating tasks between paid and voluntary workers than do government departments or for-profit organisations, they too can be guilty of exploitation and/or degradation of service provision. The loyalty of volunteers to an organisation involved in an area which interests and challenges them should not be stretched to the point where they believe they have no option but to volunteer their time because of a lack – or perceived lack – of funding to employ paid workers.

The diversity of community organisations, their current and potential funding sources, and the geographical areas in which they work will be reflected in decisions made by boards and management. For instance, treating a patient in Australia will clearly be seen as the work of a doctor, paid by government or working in his/her own practice. However, that same doctor may offer to spend, say a year, working for an overseas aid organisation as a volunteer.

### **Case study**

*A volunteer in a not-for-profit organisation was asked to fill in for a paid worker while on annual leave. The volunteer, who believed she had the necessary time and skills, agreed.*

Practices such as this are undesirable. Deciding to employ a paid worker should also involve

making budgetary provision for all associated entitlements at the time of appointment. This includes filling in for annual leave absences by paid workers.

The challenge is for:

- Volunteer Program Managers and boards/senior management in all community organisations to:
  - adopt a collaborative and creative approach which values the contribution of both paid and voluntary workers and safeguards the interests of both, while keeping the needs of service recipients clearly in mind
  - review the work to be done
  - assess staff requirements in terms of:
    - ... qualifications/skills/responsibilities
    - ... hours of work
    - ... the need for continuity of effort/direction
    - ... the need to demand conformity to organisational requirements for paid staff, irrespective of their own preferences
  - ensure funds are available to support decisions made
  - make clear demarcations
  - understand the implications of those demarcations and act accordingly.

### **Government departments**

Government departments who wish to foster community consultation and involvement, while providing an opportunity for citizens to experience situations 'first hand', have much to gain from volunteer involvement, as do recipients of the service. For example, volunteers serving on advisory committees or befriending a struggling single parent whose children are in danger of becoming neglected, have much to offer.

While enhancing the work of public servants, volunteers should not be expected to perform basic services that taxpayers expect of government employees, e.g. assessing government benefits and general administration. Some situations can also involve legal and emotive issues, e.g. befriending parents who are suspected of neglecting their children or involvement in child custody arrangements. Ethical and industrial considerations need to be taken into account when placing volunteers.

The challenge is for:

- government staff to:
  - clearly define areas which are appropriate for volunteer involvement, and those which are not
  - ensure volunteers are recruited to enhance and not to replace public servants and that this philosophy should be reflected in the tasks they are asked to perform and the responsibilities they are expected to accept
  - ensure that adequate processes are put into place to support volunteers working within government programs.

### **For-profit enterprises**

Some for-profit enterprises operating in the human services area, particularly those

providing services previously undertaken by government or not-for-profit organisations, will wish to involve volunteers, e.g. to visit a resident in a privately owned nursing home who is without access to relatives. There is, however, a risk that some of these organisations may wish to extend the involvement of volunteers as a means of reducing paid work hours, saving funds or increasing profits, e.g. asking volunteers to guard prisoners would be an extreme example. In acknowledging this danger, it would be foolish for proponents of volunteering to regard all for-profit enterprises in this light. While obviously making a profit is vital, the goals of organisations who work in the human services sector should also focus on providing high quality services to the public. Involving volunteers with altruistic goals can assist in reminding such organisations of their wider community responsibilities.

### **Case study**

*Three for-profit enterprises took over three correctional institutions, all of which had well-regarded volunteer services.*

*Institution A decided to cut costs by expanding volunteer services into areas previously undertaken by paid staff.*

*Institution B decided it would continue to cooperate with volunteers working through a prisoners aid organisation.*

*Institution C decided it would invite the volunteers to set up their own separately incorporated body and allocated funding for the infrastructure. As a result Volunteer Services Inc. was incorporated.*

*A crisis situation occurred in each organisation when the pay office reported that it was behind in its work. Each organisation called on volunteers to assist.*

*Responses varied.*

*In Institution A paid staff member and their union representatives were outraged, supported by a number of volunteers who resigned in protest.*

*The Prisoners Aid Organisation (involved in Institution B) and Volunteer Services Inc. (involved in Institution C), while sympathising with the over-stretched paid workers, refused to assist. They knew that the relationship they had built up with paid workers and their representatives would collapse, and that the volunteers would feel exploited. In addition, providing administrative services for the company was outside their charter.*

Any volunteer involvement within a for-profit organisation needs to be closely questioned and monitored. Volunteers are there to provide additional benefits to individuals – over and above what could be expected of paid workers. Where volunteers are likely to be viewed as a source of replacing paid workers or increasing company profits, volunteer involvement in for-profit organisations should be deemed unsuitable.

A blanket refusal to be involved in for-profit organisations in any way can disadvantage persons in need of the special help that volunteers can provide. However, safeguards need to be in place to ensure that the volunteer service maintains its independence in regard to the principles espoused, the direction it takes, and the services it provides and supervises.

The challenge is for:

- volunteers to work only within a structure which ensures their independence, e.g. within a separately incorporated body or through an arrangement with the organisation's management which enables them to continue to provide services without entering the province of what should rightfully be performed by paid workers
- organisational executives to assist in the setting up and perhaps the funding of structures, which allow volunteers to continue to assist in appropriate ways, while retaining their independence
- volunteers and organisational executives to put safeguards in place to ensure that the volunteer service maintains its independence
- state and national volunteer bodies, as well as funding sources, to ensure that for-profit enterprises are reminded of the need to involve volunteers only as a means of enhancing services and not as a means of stretching budgets or increasing profits
- sound volunteer management practices to be put into place and a Volunteer Program Manager employed.

## **Current Volunteering Trends**

At any given time we see new trends developing, often as a result of societal and/or political movements. For individuals leading volunteer groups, knowledge of these trends is imperative to successfully recruit, motivate and lead volunteers.

Such trends include episodic volunteers, vacationer volunteers, Baby Boomers, Generation X, Generation Y, family volunteering, corporate volunteering, virtual volunteering and activists.

### **Episodic or Short-term Volunteers**

The motivations for individuals wishing to volunteer are changing. No longer is the stereotypical middle aged benevolent female even remotely accurate as to what the modern volunteer may look like. Few of today's volunteers work in one organisation 'for life' and many of our traditional organisations who have relied on this long-term group of volunteers will without doubt begin to see a decrease in their volunteer numbers. The ABS 2006 Survey (printed in 2007) found that while more people are volunteering, they are individually volunteering for less hours.

*Refer to ABS Table 1.*

The volunteer of the new millennium has specific goals in mind as an outcome of their voluntary effort. These may include receiving a written reference from the Volunteer Program Manager, the inclusion of volunteer work on a resume, the ability to gain skills or a wish to be involved in a short-term project of interest.

More and more we are finding that volunteers will only stay with a voluntary organisation for as long as it takes to achieve the goal/s set – hence the term episodic (or short-term) volunteers. In many cases volunteers will stay with the organisation only for the duration of a project. This is often the case where volunteers have been recruited for their specific skills and/or knowledge which is central to the project.

The challenge is for:

- voluntary organisations to rethink what constitutes “success”. No longer are 10 and 20 year service awards as necessarily relevant as they once were – success needs to be re-defined in short-term parameters
- Volunteer Program Managers to negotiate the delicate balancing act between the recruitment of a steady stream of volunteers (to replace those leaving) and the ongoing orientation and training needs of the new recruits (bearing in mind a proportion of them may not stay for long)
- volunteer organisations to develop short-term roles to meet the demands of this new style of volunteering.

### **Vacationer Volunteers and Voluntourism**

A growing trend in recent years has been the emergence of volunteers who choose to travel while undertaking volunteer work. On a domestic scale, the retirement of the Baby Boomer generation has been one clear example of these “Grey Nomads” choosing to share their skills with the communities they visit as they travel around the country.

On an international scale, there has been a significant growth in people of all ages choosing to use their vacation time to visit developmental projects and contribute several weeks or months immersed in making a difference to those communities while having a holiday with a difference. Known as “voluntourism”, this emerging trend often costs the volunteer thousands of dollars for the opportunity to participate in this type of volunteer opportunity.

The challenge is:

- for organisations and communities to use their imaginations in identifying projects which would appeal to visiting groups, would use their time and skills productively, and show their appreciation in appropriate ways.

### **Baby Boomers (1946-1961)**

Depending on the source, generational dates vary. Those quoted here are taken from Bernard Salt (2007).

While they may have already volunteered, it is anticipated that the number of Baby Boomer volunteering may continue to increase as they begin to wind down their busy working lives and seek to fill their time with other meaningful activities.

The Baby Boomers will bring with them an “attitude” to volunteering. They will be looking for challenging new roles in which to participate. Many will also bring to volunteer organisations a vast wealth of experience from having worked in highly paid professional jobs prior to retirement.

Baby Boomers will be seeking, and expecting, a high quality volunteering experience. Esmond et al (2001: 13) state, “The Baby Boomer generation is set to re-shape and redefine many organisations in the not-for-profit sector that utilise volunteers. They will demand a higher standard of management and performance by organisations than any volunteer cohort before them.”

The challenges are:

- for volunteer organisations to plan for the involvement of Baby Boomers, creating exciting and dynamic new roles – often short-term in nature, but taking advantage of their wealth of contacts, knowledge and skills
- to present people who have retired from paid employment with opportunities to volunteer in ways which enhance their health and enjoyment of life by welcoming their experience and skills and providing avenues for making new friends within a new setting.

### **Generation X (1961 - 1976)**

Generation X were the first generation to spend their entire childhood with luxuries such as television and early version computer games. They have become free thinkers, see endless new possibilities and have had their world defined by a scope much broader than their local neighbourhood. As a result they have developed a much stronger sense of what they wish to get out of life, leading some commentators to describe Generation X as being a selfish generation.

Generation X are not motivated by the same work factors as previous generations. Work is seen as a means to an end - that is, you work to have a life and don't let work become your life. Loyalty to one company - or even one profession is not seen as being as important as it would have been to previous generations. They dislike bureaucracy and politics within an organisational culture. The things which motivate them are opportunities for flexibility in the workplace, challenging roles and the opportunity to learn from open and honest feedback. They like to work autonomously – be given a role and then left to complete it without interference.

The challenges are:

- to develop the flexibility of offering projects they can do in their own time, from their own home or for predefined and often short periods of time
- create an organisational culture which has more “fluidity” and flexibility and is welcoming of this group.

### **Generation Y (1976 - 1991)**

Also often called “The Millennials”, Generation Y bring a whole new range of managerial challenges to the volunteering sector. Generation Y grew up surrounded by personal computers, mobile phones and instant answers to everything. Growing up in single parent families has been commonplace for many of this group and many do not remember a world without the threat of terrorism that came on September 11, 2001.

Change has been a constant influence in their lives and they deal with it very well. They

think globally and travel a lot. They are used to being connected twenty four hours seven days a week. They will not go about “blindly” taking on new roles. They will want to understand why they are doing what they are doing, and more importantly what difference their efforts are making. They seek strong leadership as opposed to management and where there is a choice in the work/life balance equation, they will seek “life” every time.

The good news is that Generation Y are also very community minded. They volunteer in vast numbers and in many western countries actually make up the highest proportion of volunteer involvement. While this is not yet the case in Australia, Generation Y have had the biggest percentage volunteer growth rate over the last decade.

The challenges are:

- finding ways to engage Generation Y in exciting volunteer work without long term commitments
- changing our organisational cultures to welcome this younger demographic group
- being able to articulate the link between voluntary activity and organisational outcomes.

### **Family Volunteering**

Another trend is the need for individuals to be able to effectively mix both their social and family obligations within their leisure time. One way of doing this is to involve families in voluntary activities. Not only does this allow an outlet for family activity – it also becomes a great opportunity to get children involved in volunteering at an early age.

Astute Volunteer Program Managers will have a range of activities available on weekends and in the evenings to facilitate this. For most people, if it comes to a choice between family and volunteering – family will win every time. By providing an opportunity for both to occur simultaneously, parents can provide a positive role model to their children while also providing a service to their community.

Family volunteering can occur on a “one-off” basis – such as “Clean Up Australia” day or on a more ongoing basis, such as working in a soup kitchen or delivering meals to the elderly.

The challenges are:

- for volunteer programs to be flexible with their schedules to allow this type of work to occur outside of regular business hours
- for special consideration to be given as to how children can safely be integrated into the volunteer program
- for volunteer programs to consider methods of recognition that are appropriate either to the children or the family unit as a whole.

### **Corporate Volunteering**

Corporate or employer supported volunteering describes any effort by an employer to encourage and assist employees to volunteer in the community, presenting a myriad of opportunities to not-for-profit organisations.



Corporations benefit through increasing their visibility, team building as well as staff developing skills and experience. The community benefits by addressing the skills shortage, assisting people to keep mentally and physically active, providing a pathway to jobs, phasing in retirement and the creating of networks outside of the workplace.

A number of state peak bodies on volunteering offer corporate volunteering consultancy services, providing a free matching service for not-for-profit organisations.

The challenges are

- to stretch our minds when selecting projects in which corporate employees can contribute skills which the organisation lacks
- be flexible in our requests keeping the needs of corporations in mind.

### **Virtual or on-line Volunteering**

The growth of opportunities for volunteers to be involved in volunteering “remotely” via the internet has been another trend that has increased in prominence.

The internet has had a threefold effect on volunteer agencies:

First – it has allowed Volunteer Program Managers the opportunity to better network with colleagues around the world – and to stay in contact with current trends (See list of web based resources page 194).

Secondly – many volunteer organisations now use the internet as a tool for recruitment – using specially designated web pages such as Volunteering Australia’s “GoVolunteer” site or via application forms on volunteer organisations’ home pages. Organisations not using the internet as a recruitment tool are at a great disadvantage.

Thirdly - many volunteers are exploring ways to get involved in volunteering through the medium of technology. Examples of this may include:

- developing policies and providing advice
- creating and maintaining databases for not-for-profit organisations
- befriending a client via email or chat rooms
- offering support to a project by way of information exchange
- researching the available information on a particular topic on behalf of a volunteer agency.

“Virtual” volunteers in your volunteer team no longer need to live in your local suburb or even call into the office in order to do their volunteer work. However, while virtual volunteering offers the opportunity to volunteer on the other side of the world, most virtual volunteering occurs locally.

Another implication is that people with disabilities have been able to become involved in a whole range of volunteering activities that were not previously available to them. This is particularly true of individuals with speech or mobility disabilities.



The internet has also had similar implications for those people living in remote rural communities to get involved in volunteering.

The challenges are:

- Volunteer Program Managers need to consider how to give adequate support to volunteers they never meet in person
- how to effectively recruit and screen virtual volunteers
- how to monitor the work of virtual volunteers and effectively relay the needs of the organisation.

## **Activists**

As Julian Burnside says, “Activism is arguably more important today than ever before”. (Noble & Verity, 2007: 1). People power is on the increase and individual citizens are exercising their right in our democratic country to have their voices heard.

Many volunteers within community organisations are pushing for new or improved services and where necessary a change in attitudes. Some set up a new service, others petition for change through organisations such as GetUp and AVAAZ. Many use today’s technology to recruit supporters and launch a campaign. As one activist said, “We had myself, some volunteers and this laptop!”

The challenge includes:

- getting the facts right
- thinking creatively
- working with a team
- avoiding violence.

See *Imagine If: A Handbook for Activists* (J. Noble & F. Verity, 2007)

## **The Need for a Whole-of-Volunteering Approach**

A whole-of-volunteering approach underlies the inclusiveness of volunteering with volunteers both male and female, of all ages, abilities and cultures, and diverse linguistic, religious and social economical backgrounds working:

- in the country and in cities
- at all hours, seven days a week
- in many different areas from health to heritage
- across many activities, from policy makers on boards to providing practical services
- in most not-for-profit and some for-profit organisations, both small and large; some government departments; mutual help and advocacy groups; and alone
- in pursuance of different goals including the provision of remedial, preventive, emergency and educative services, community development processes, leisure activities, spiritual matters, the support of human rights and protection of the planet.

Some people who are working in a voluntary capacity may not even consider or call themselves ‘volunteers’. Examples may include volunteers who contribute time as coaches, board members or people from the legal profession who undertake pro-bono work.

However, they should be encouraged to see themselves as part of this human resource. While volunteers are likely to know something about the efforts of other volunteers working in common areas, it is important for them to relate to volunteers working across all areas of endeavour.

Members of the public often don't realise services are being provided by volunteers, e.g. the people hauling the tarpaulin over the roof during a violent storm. They need to become more aware of the immensity of volunteer effort within the community. The impact that volunteers make across our whole community needs to be constantly reinforced.

The value of informal volunteering – where volunteers work outside the framework of an organisation – is also greatly underrated by the community, and even by organisations whose services depend, at least in part, on persons providing such neighbourly assistance day in and day out. For example, the efforts of health workers are diminished when they fail to consult and work with people who are voluntarily assisting neighbours who are disabled or frail. Recycling of household rubbish by councils is impossible without the voluntary cooperation of householders. New migrants receive enormous assistance from those who have already established themselves. A farmer who has to go into hospital at harvest time will depend on fellow farmers to bring in the crop.

*We also need to be aware of the fact that volunteers and agencies in country areas can feel very isolated, when government and private organisations reduce services in their communities and put further pressure on volunteers to fill the gaps.*

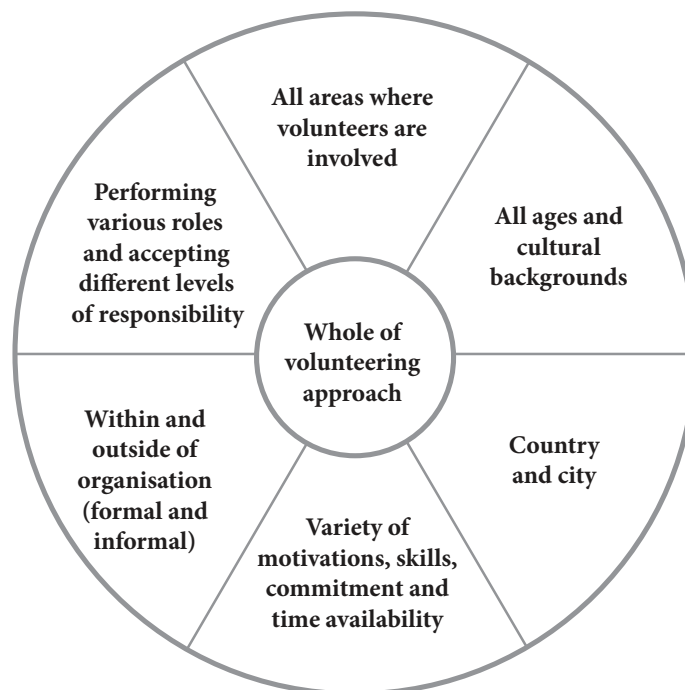
A whole-of-volunteering approach is not limited to community organisations with voluntary boards of management. Government departments concerned with human services and the environment hold similar goals, as do some for-profit organisations. Volunteers working within all these organisations can enhance service provision and help to bring about necessary change.

In celebrating the achievements of volunteers, we will also recognise the contribution of other forms of unpaid work, such as parenting and of paid work. Most people hold multiple roles throughout their lives, as parents, paid workers and volunteers and perhaps as carers. By appreciating the value of all roles, policies and practice can be instituted which enable people to combine their different roles in a productive and cohesive manner.

Greater recognition and support for, and by, fellow volunteers working across all areas, and providing different forms of service is urgently required if the combined efforts of volunteers are to be recognised and supported. This is required not only in the provision of needed services, but in building a society where citizens respect and care for each other and the planet which supports us. A whole-of-volunteering approach is called for.

The challenge is for:

- volunteers to recognise that they are part of a huge national resource
- policy makers to recognise that people hold multiple roles – both paid and unpaid, and to ensure policies and practices take this fact into account
- all workers – paid and unpaid – to appreciate the value of their joint efforts
- organisations to give more attention and recognition to people working alone who are providing informal help in ways which support their own goals
- the ABS to continue to conduct national surveys covering volunteers who work in organisations as well as informally, to include people of all ages and to distribute their findings widely
- researchers to analyse what is happening in relation to volunteering and publish the results – and for policy makers and managers to take note and, where necessary, act
- state and national bodies representing the various areas, e.g. sport, environment, human services, arts, to develop policies in relation to volunteering and strategies which support and safeguard the efforts of volunteers in their own particular area
- state and national government departments, individually and together, to take responsibility for providing funding to national, state and regional volunteering bodies within their own portfolio area/s, in order to provide the infrastructure necessary to support and enhance the work of volunteers
- Volunteer Program Managers to share their experience and knowledge by networking together and capitalising on events such as National Volunteer Week in celebrating not only the achievements of volunteers within their own organisation, but the combined contribution of volunteers across the country
- International Volunteer Managers Day on 5th November to be widely celebrated
- state and national bodies representing volunteering to work with state and national bodies representing the various areas where volunteers work and present a whole-of-volunteering approach to governments and the wider community.



## Summary

Volunteering has wide social, political and economic implications. It is therefore inevitable that issues and ideas will arise which need careful consideration. These need to be viewed as opportunities for innovative action and involve:

- early recognition or prediction
- quickly identifying any possible problems/opportunities
- encouraging wide discussion within organisations/the wider community.

Issues/ideas included in this chapter cover:

- using the word 'volunteering' appropriately
- appreciating the need for people to enjoy a balanced lifestyle
- recognising the need for funding to be directed to those able to provide the best and most relevant services
- the need for demarcation lines to be established between paid and voluntary work in community organisations, government departments and for-profit enterprises
- identifying and responding to current trends and issues
- the need to adopt a whole-of-volunteering approach across the country.

## Reflections

*Definition of Volunteering: Do all members of your organisation have a clear and consistent view relating to the definition of volunteering?*

*Balanced life style: Does your organisation recognise this is necessary, not only for their paid staff but for volunteers?*

*Demarcation between paid and voluntary work: Is there a danger that your organisation will recruit volunteers when funding is cut despite the fact that particular services require paid workers?*

*Current volunteering trends: Is your organisation taking account of and benefiting from current volunteering trends?*

# 2

## SETTING THE SCENE FOR EFFECTIVE VOLUNTEER INVOLVEMENT

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*This section highlights areas  
that need to be addressed  
to ensure organisations establish  
a firm base on which to build  
effective volunteer involvement.*

# Chapter 6

## Policies and Practice

*I saw the angel in the marble and carved until I set him free.*  
Michelangelo

Having a good understanding of the big picture in relation to volunteering and its linkages with management, we are now ready to consider volunteering in relation to our own organisations. The next step is to use that understanding to prepare policies and institute practices that maximise the efforts and commitment of everyone involved.

We will consider:

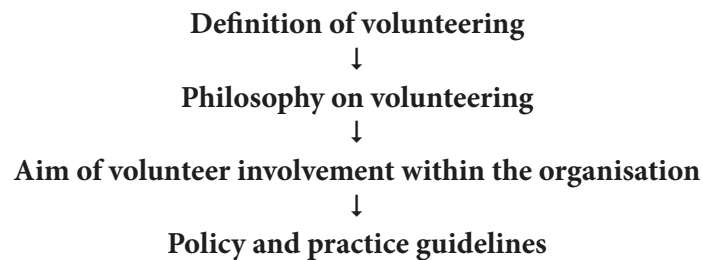
- policy and practice guidelines
- a code of practice for the joint paid/voluntary staff team
- the process used in the development of the documents.

### Policy and Practice Guidelines

Organisational management needs to establish its commitment to volunteering within its overall mission. In doing so, it will need to be clear on the definition of volunteering, its aim in involving volunteers and it will need to develop policy and practice guidelines which take into account the interests of all stake-holders – service recipients, volunteers, paid workers, funding bodies, the organisation and the community at large.

Policy and practice guidelines need to be in tune with the accepted definition of volunteering and its underlying ideology which emphasises “a vision, a direction for our efforts ... not activity for its own sake”. (Sidoti 1998:10).

The diagram below illustrates how thinking within an organisation could proceed, while keeping its own mission clearly in mind:



As policy and practice need to be interwoven, a combined set of policy and practice guidelines provide a useful tool that will:

- reflect the organisation's philosophy on volunteer involvement
- form the baseline for day-to-day decision-making and operations relating to the involvement of volunteers
- clarify the volunteers' responsibility to the organisation and the organisation's responsibility to the volunteers
- set the climate for a productive working relationship between paid and voluntary workers
- provide a high profile for volunteers and the Volunteer Program Manager.

The organisation's board/management may delegate tasks associated with the preparation of policy and practice guidelines to the Volunteer Program Manager, but is ultimately responsible for the endorsement of the document and to ensure periodical review.

## **Example of a Document Relating to Volunteer Policy and Practice Guidelines**

- **Definition of volunteering**

Volunteering is work which:

- is of benefit to the community
- is done of one's own free will
- is done without monetary reward.

- **Philosophy**

Volunteering provides a means through which people exercise their democratic right to participate actively in many facets of the community in a way that enriches society.

- **Aim of volunteer involvement within the organisation**

To involve volunteers, in partnership with paid workers, to:

- initiate, enhance and extend service provision
- add a community perspective
- increase community awareness and involvement
- advocate for and bring about necessary change.

This aim may be included as one of the objectives contained in the organisation's constitution.

- **Guidelines for the volunteer/paid work team:**

- volunteers and paid workers will, as a joint staff team, participate actively in meeting organisational goals, keeping in mind the need to involve those best suited to respond within a particular situation, at a particular time
- strategies, structures and procedures will be instituted to:
  - allow for a two-way flow of information and ideas
  - ensure all staff members (paid and volunteer) are provided with opportunities to participate in planning and decision-making processes
  - provide adequate orientation, and where necessary, training, to ensure all staff members are in a position to perform their duties in a satisfactory manner
- create a climate of mutual trust, recognition and support for and between staff – paid and voluntary – and the board/committee of management, that will be fostered at all times
- recruitment and selection criteria will be based on a clear match between job requirements and volunteer attributes and interests
- appropriate induction, training, development and resources in line with job requirements will be provided

- any plan to extend services through volunteer involvement will involve prior consultation and agreement by all parties
- the interests of both paid and volunteer staff will be monitored in an effort to ensure they receive satisfaction from their efforts and to avoid exploitation or an inappropriate transfer of duties
- volunteers will not be recruited until a needs assessment has been made of the tasks to be performed and of the time, skills and experience required to perform those tasks
- the different but complementary roles, expectations and responsibilities of paid and voluntary staff will be clearly defined in job descriptions which will be regularly reviewed
- the involvement of volunteers will not constitute a threat to the job security or work satisfaction of paid staff
- in the event of an industrial dispute, volunteers will not be expected to undertake work normally undertaken by paid staff, except by agreement between all parties involved – management, paid staff involved in the dispute, their representatives and volunteers
- paid staff who are supervising volunteers will be allowed sufficient time and given proper recognition, as well as training, to enable them adequately to carry out their additional responsibilities.

### **Volunteer entitlements and responsibilities**

- Volunteers will be given a clear understanding of organisational expectations, as well as entitlements, before they begin work or change roles
- Provision will be made for the payment of out-of-pocket expenses
- All legislation in relation to health and safety, industrial matters and equal opportunity will be observed for volunteers as it is for paid workers
- Risk management procedures will cover all staff (paid and volunteer) and include a safe working environment and insurance cover
- Grievance procedures will be in place and volunteers kept informed of their rights
- Volunteers will be expected to make realistic commitments, in terms of both time and areas of involvement and the organisation will expect these commitments to be fulfilled
- Any dissatisfaction with performance levels of volunteers will be considered in the context of the workplace environment and dealt with as it occurs. A change in role, or withdrawal of the offer of voluntary work, will be considered only after the volunteer has been consulted and provided with an opportunity to improve performance to the required level
- The Volunteer Program Manager will encourage the delegation of duties and decisions to volunteers to the maximum extent possible in line with organisational goals, as a means of improving service provision, increasing output, and empowering volunteers
- Arrangements will be made to ensure mutual feedback relating to performance and also for exit interviews
- Personal records relating to individual volunteers will be confidential.



### **Responsibility for the program**

- The Board will appoint a person with the necessary skills to be responsible for overseeing the volunteer program. This consideration should include relevant qualifications and/or prior experience in working with volunteer groups.

### **Review of guidelines**

- These guidelines will be reviewed at least annually to allow for necessary additions and/or changes.

### **Additional clauses covering particular circumstances**

Guidelines will need to make allowance for particular circumstances, e.g. a clause relating to bus licensing requirements for volunteers may be inserted in guidelines prepared by an organisation which provides community transport.

Other organisations may require the screening of volunteers in addition to the initial interview and include a clause relating to this in their guidelines. For example, as part of this organisation's duty of care, a police record check may be required of potential volunteers who will, or are likely to, have contact with vulnerable members of the community, or who are required to handle money.

### **Code of Practice for a Joint Paid and Volunteer Staff Team**

In addition to policy and practice guidelines relating specifically to the involvement of volunteers, an organisation may wish to prepare a code of practice which relates to both paid and voluntary workers and which emphasises the idea that together they make up the staff team.

### **Example of a document relating to policy and practice guidelines for a joint paid and volunteer staff team**

All staff, voluntary and paid, need to work in an environment that allows them to give of their best while enjoying the experience.

The following guidelines, prepared in consultation with the staff (paid and volunteer) and having the approval of the Board, are designed to ensure this occurs.

1. Volunteers will comprise a significant proportion of the staff team and together with paid staff members, will be encouraged to participate actively in meeting organisational aims.
2. Clear job descriptions will be prepared for all positions. These will be reviewed annually, or as required.
3. All staff members will be appropriately matched to a job that takes advantage of their interests and skills. Jobs may change as people's experiences expand and/or interests change.
4. All staff members will be orientated to the workings of the organisation and to their particular job.

5. When required, training will be provided to ensure that all staff members can adequately perform their job and meet any legislative obligations.
6. Staff development opportunities will be available to all staff.
7. Annual staff (paid and volunteer) appraisals will be held, the first one usually within a six month's time-frame after commencement.
8. A clear communication system between all sections of the organisation will be maintained.
9. Access to decision-making processes will be guaranteed for all staff.
10. A climate of mutual trust, recognition and support will be fostered covering all staff.
11. Wages and conditions will apply to paid staff under the relevant Award or Agreement, along with any extra conditions which have been mutually agreed to relating to their particular position.
12. Volunteer staff, (including board members), are entitled to reimbursement of out-of-pocket expenses; the method and amount of reimbursement will be reviewed annually.
13. All relevant legislation, e.g. Occupational Health & Safety and Equal Opportunity, will be observed by management and staff (paid and volunteer).
14. The organisation will ensure adequate insurance cover for paid and volunteer staff, public risk, directors and associations liability insurance and professional indemnity.

## **Process for Developing Documents**

The manner in which the documents are developed is important.

Consideration needs to be given to:

- who will be involved in order to gather plenty of ideas and ensure commitment by all stake-holders
- steps needed to develop guidelines
- time-frame required to ensure adequate consideration and consultation.

Steps in developing guidelines:

- commitment by management to developing guidelines and establishing a working group composed of all stake-holders
- initial brainstorming by a working group
- formulation of first draft
- distribution of draft inviting comments
- review of feedback, written and verbal
- agreement to final draft by all parties
- endorsement by Board/management, with a date set for review
- distribution of the policy document to all concerned.

Time-frame:

- A time-frame needs to be developed to allow sufficient time for each step to be properly completed.

## Summary

Effective management of volunteer involvement, in both the short and long term, requires thought by all stake-holders as a guide to action.

A clear overall picture of the organisation's philosophical position on volunteering, as well as its goals for volunteer involvement, sets the basis for the development of policy and practice guidelines. These in turn provide a framework under which the organisation and its staff can make decisions and operate on a day-to-day basis and in a manner that brings benefits to all.

While the philosophy is likely to remain constant, policy and practice guidelines need to be regularly reviewed. Insights can be expanded and circumstances can change.

With policies in place, the next chapter addresses the essential next step – planning and organising.

## Reflections

### *Mission, definition and philosophy of volunteering*

*Organisational mission: Does the mission statement clearly describe what you believe to be the purpose of the organisation? Would there be a common view among all staff members – paid and voluntary – in this regard?*

*Philosophy of volunteering: Does the philosophy of volunteering as you understand it fit comfortably within the mission statement or your organisation?*

### *Policy and procedures*

- *Does the organisation have a written volunteer policy containing statements on:*
  - *the rationale and philosophy for volunteer involvement*
  - *reimbursement of expenses*
  - *grievance and disciplinary procedures*
  - *rights and responsibilities of volunteer staff*
  - *relationship between paid and unpaid staff*
  - *the difference between paid and unpaid work*
  - *equal opportunity*
  - *sexual harassment*
  - *occupational health and safety*
  - *risk management*
  - *employment and recruitment procedures*
  - *pre-employment reference audits and/or police checks*
  - *volunteer involvement, appropriate roles and position descriptions*
  - *personal insurance coverage*
  - *minimum and maximum time commitments of volunteer staff*
  - *confidentiality of client and organisation information*

- *personal information and privacy*
- *private use of motor vehicles and insurance*
- *duty of care*
- *induction, education and training*
- *program evaluation and review*
- *recognition of volunteer contribution to the organisation?*
- *Does the organisation's policy relate to other established organisational policies and procedures? For example, policies relating to the work of volunteers in a government hospital may also need to refer to broader policies for the involvement of volunteers in the health department?*
- *Have the organisation's policies been aligned with established documents that espouse best practice – for example, Volunteering Australia's National Standards for Involving Volunteers in Not-for-Profit Organisations?*
- *Has the organisation determined who is to be involved in developing the policy, for example paid staff, volunteer staff and consumers and the processes to be used in developing the document?*
- *Are all staff made aware of the policy and given a copy?*
- *Has thought been given to how the policy will be communicated effectively to all levels of staff?*
- *How is the policy implemented?*
- *Are the necessary supporting procedures developed?*
- *Is this supporting documentation readily available and distributed to all volunteers and staff and is it clearly written, accessible and understood?*
- *Are the policies reviewed and updated regularly?*
- *Does the review system allow for the input of all key stake-holders including volunteers?*
- *Is there an agreed process and time-frame for regular reviews?*

# Chapter 7

## Planning and Organising

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*A journey of a thousand miles must begin with a single step*  
Chinese proverb

Preparation of policy and practice guidelines alone will not ensure effective volunteer involvement. Volunteer Program Managers need to be careful planners and effective organisers and give attention to:

- factors which influence planning in their organisation
- developing effective communication structures
- strategic planning
- developing information systems
- procedures and forms.

Careful planning and organising do not mean a person is obsessed with detail. Rather they allow for broad thinking, effective consultation and the development of creative ideas in linking human and material resources.

### Factors that Impact on Planning and Organising

Planning will need to take into account a number of factors, including:

- whether volunteer involvement is traditional within the organisation, or is a new development
- the type of services the organisation provides, its size and setting
- the degree of commitment to the involvement of volunteers by the organisation's management board and paid staff
- the degree to which paid workers wish/need to be involved in a needs assessment of tasks which volunteers can perform and the recruitment methods to be employed
- the type of work in which volunteers are currently engaged
- supervision and training requirements
- the number of volunteers involved, the hours they work and available facilities and equipment
- the motives, skills and expectations of volunteers as they relate to the jobs they perform
- whether volunteer roles are/can be designed based on a system of reciprocity
- whether the volunteers are new to the experience or not and whether they intend to remain in the long or short term
- whether volunteers are working in separate teams or alongside paid workers
- the size of the budget line for volunteer involvement
- the liaison necessary with paid workers when volunteers are working across a number of programs/sectors
- whether allowance has been made for extra demands placed on paid staff who are expected to provide supervision and support for volunteers in addition to their other duties
- whether the job of Volunteer Program Manager is full or part time and the range of duties and skills involved in the position.
- risk management factors involving the utilisation of volunteer support.

All the above points, plus others relating to particular situations will need early consideration. Some are of crucial importance. For example, if there is evidence of resistance by paid workers to volunteer involvement, this issue will need to be resolved before the program can proceed satisfactorily. It is unfair and unproductive to introduce volunteers into an organisation unless they can be assured of a welcome by paid staff members who see them as enhancing and/or extending their own efforts.

It is also important to keep in mind the fact that volunteering is or should be based on reciprocity. Successful volunteer experiences are more frequently enjoyed by those who engage in reciprocal arrangements where they give of their time and expertise and in return gain benefits such as training, increased skill levels and a sense of belonging to a compatible team of fellow workers.

## **Developing Effective Communication Structures**

Involvement of volunteers working a day a week, fortnight or month present everyone with a real challenge to ensure effective communication between volunteers and colleagues and between volunteers and the organisation as a whole.

It is of little comfort to volunteers to be told when they are recruited that they will be partners in the joint paid/voluntary workforce, that their ideas are always welcome and that they will be involved in decisions which affect their area of work, if there are no structures/strategies through which to gain and exchange information, or through which they may present their concerns and suggestions.

Effective communication is the glue that binds organisations and those who work within them together. Ineffective communication is not only a source of frustration, it results in a divided organisation that cannot achieve its goals or deliver an optimum level of service.

Structures and strategies to be considered in developing effective communication systems include:

- promoting a culture built on mutual respect between and within various organisational levels
- setting up communication channels which allow for regular information exchange, genuine consultation and joint involvement in decision-making processes
- regular planning days and staff meetings which involve both paid and voluntary members
- notice boards
- distributing minutes of relevant meetings
- representation of the volunteer workforce on the Board/Committee of Management
- arranging special events and facilities to cover particular circumstances, e.g. to celebrate achievements, to resolve a contentious issue
- ensuring volunteers have access to the Volunteer Program Manager
- arranging regular individual appraisals, which allow for two-way communication
- encouraging informal communication, e.g. within friendly work areas and lunch rooms, social functions involving board members, paid and voluntary staff

- communicating with a diverse work group and client base
- utilisation of new technologies, including social networking sites.

Volunteers need to know where to go for whatever information they may need such as advice/support, feedback and/or contact with their Board representative.

Volunteer Program Managers should give consideration to the use of electronic exchange opportunities for their volunteer team. Broadcasting emails announcing important information, mobile phone messaging, having a volunteer newsletter available on-line, hosting a volunteer on-line community and effectively utilising social network sites are all ways in which a Volunteer Program Manager can enhance their communication strategies – particularly in settings where volunteers operate from a remote base.

In this age of information technology, there is a danger of people being swamped by paperwork and electronic messages, but isolated from the thinking, feelings and planning of others. Good communication involves structures and strategies appropriate to the situation and empathy between parties in both what is said and the way it is conveyed.

Good communication takes time and effort. It cannot be left to one medium – either written or verbal, formal or informal, or to one party. It depends on everyone wanting to share information with each other in relation to current activities and future plans.

*By placing our values, perspectives and ideas beside those of others, we will all start from a better knowledge base and from there work towards a synergy of effort.*

## **Strategic Planning**

A large organisation with many separate areas of activity will need:

- a strategic plan covering its whole operation
- sectional plans covering each area of activity, including its volunteer program.

Volunteers will wish to have a voice in the organisation's overall strategic plan in relation to the area/s in which they work, as well as the particular section of the plan that covers volunteer involvement.

## **Benefits**

A volunteer program strategic plan provides an opportunity for:

- joint creative thinking
- all stake-holders to have a say
- an exchange of ideas
- a close look at resources and constraints
- deciding on priority goals in the context of the organisation's core business and the volunteer program requirements at the time
- the completed plan to be viewed by all stake-holders and regularly reviewed.

## Format

The plan could be presented under the following headings:

- name of organisation and section, e.g. Timbuktu Art Gallery: Volunteer Program
- length of time for which the plan is devised, e.g. two years
- underlying philosophy, e.g. we believe that joint involvement by paid and voluntary workers results in increased insights and improved services
- organisational goals relating to volunteer involvement, e.g. extend and enhance services, provide a community perspective
- program goals in priority order, stipulating:
  - desired outcomes
  - strategies
  - resources required.

Goals might cover areas such as:

- promotion of the program
- recruitment and deployment
- workplace conditions
- orientation, training and development
- staff relationships
- supervision, support and recognition
- general administration of the program
- funding
- review of individual/group performance
- monitoring of the environment to ensure flexibility in response to changing circumstances, either inside or outside the organisation
- evaluation of overall volunteer program.

Strategies may specify:

- action steps
- performance indicators
- timelines
- who will be involved
- who will have overall responsibility.

*See Appendix 5: Example of a strategic plan relating to volunteer involvement.*

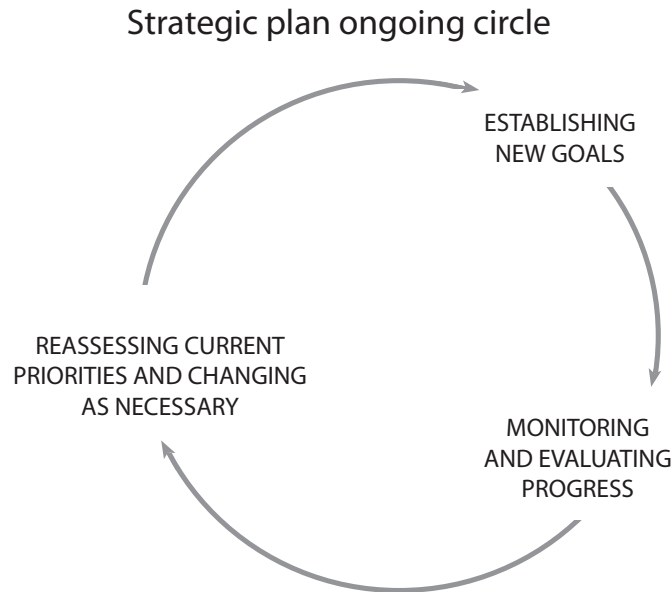
Monitoring progress can be facilitated with the aid of a form that specifies:

- goal
- action taken
- goal achieved/not achieved/partly achieved (with comments)
- performance indicators used
- revised time line, if necessary
- who will be responsible for future action/s.

Preparation of a strategic plan is a waste of time unless followed by implementation



action. An outdated plan can be as dangerous – or more dangerous – than no plan at all. Circumstances are constantly changing, both inside and outside an organisation and we all make mistakes and miscalculations. So review and renewal must be an integral part of any plan:



## Developing Information Systems

Volunteer Program Managers are in a much better position to take prompt and appropriate action if they have up-to-date and factual information readily available and a database of records.

An effective information system involves:

- receiving
- processing
- storing/filing
- retrieving
- disseminating/communicating.

Information, which will be both verbal and written:

- comes *into* the organisation e.g. from service recipients, other organisations or the public
- circulates *within* the organisation, through formal and informal channels
- is distributed *outside* the organisation: e.g. for promotion and marketing purposes.

Information management is tied closely to effective communication strategies e.g.:

- day books relate to staff movements
- morning meetings and notice boards relate to daily and ongoing happenings
- operating manuals relate to procedures

- minutes of meetings relate to organisational decision-making
- financial records monitor how the organisation is managing its finances.

Volunteer Program Managers will themselves prepare documents and records and use those prepared by others e.g.:

- documents such as volunteer program policy guidelines
- documents relating to the whole organisation, e.g. constitution
- records such as personal details of volunteers and their hours.

Recording personal details of volunteers is necessary in order:

- to keep in touch
- for use in the event of an emergency situation
- as a necessary component of insurance cover and claiming expenses.

Personal details apart from name, address, date of birth, may include:

- a contact person in case of an emergency
- in some cases, a brief medical history and the name of a volunteer's doctor
- duties and hours worked (for insurance purposes, claiming expenses).

In gathering personal information, the Volunteer Program Manager must be aware of the rights of the individual being interviewed and adhere to relevant legislation including privacy, confidentiality and equal opportunity. Details should not be sought that are irrelevant to the task for which the interview is being conducted.

*See Appendix 6: Example of a volunteer personnel record form.*

Modern technology is of great assistance in receiving and distributing information. Volunteer Program Managers are now expected to capitalise on this technology through the use of:

- word processing
- email and the internet
- filing and database systems
- computer-based accounting packages
- desktop/electronic publishing
- spreadsheets
- fax machines
- social networking such as Facebook and Twitter
- voice mail.

Apart from asking what information is required, for whom and what details should be kept, managers will need to decide:

- how it can be collected, maintained, updated and retrieved so it will continue to be accurate and useful
- how the information is to be distributed and to whom
- if constant or periodic collection is necessary to achieve the objective
- where to locate the information for easy accessibility and to maintain confidentiality when this is necessary

- who will be involved in recording, collating and reviewing information
- how long the information needs to be retained.

Recording the total hours of volunteer involvement is an example of how information can be used to promote the volunteer program, both inside and outside the organisation. It can also be helpful when applying for funding.

A review date for checking every aspect of the collection and for periodic culling of out-of-date material should be set.

Collecting and analysing information is time-consuming and there is always the danger of being swamped by so much information that it is difficult to separate the essential from the remainder. What may appear useful at the time, may soon be out-of-date. It is therefore important to keep asking why, what, and for whom.

## **Procedures and Forms**

A number of procedures and forms (perhaps collated in the one folder – such as an “operational manual”) will guide staff, save time and achieve uniformity in practice.

Such procedures and forms are likely to include:

- volunteer application form
- personal records form
- procedures for recording attendance dates and times
- claim form for out-of-pocket expenses
- requirements following an accident or “near miss” incident
- volunteer induction checklist completed, signed and dated by volunteer and supervisor
- training records including expiry date of training.

## **Summary**

Planning and organising must be goal, action and need orientated, with allowance made for ongoing monitoring and review to ensure goals, actions and outcomes are still relevant.

Account needs to be taken of the organisation’s core business, the goals of the volunteer program and relevant factors that will have an impact on planning and organising.

Many stake-holders are involved. Effective planning and organising means taking the insights, skills and needs of all into account through effective communication structures and information systems.

A strategic plan helps not only the manager but the staff (both paid and volunteer) to know the direction in which the program is heading. It needs to be followed by:

- implementation action, which is likely to involve both short and long-term goals
- regular monitoring
- celebration of achievements.

## **Reflections**

### *Strategic planning:*

- *Does your organisation regularly review its strategic plan?*
- *How does the volunteer workforce figure in this plan?*
- *Are you, the Volunteer Program Manager, significantly involved in preparing and reviewing the strategic plan as a whole, and the volunteer program within it?*

### *Communication structures:*

- *How does your organisation rate in providing good communication*
  - *within the volunteer program*
  - *within the organisation as a whole*
  - *to service recipients?*

### *Information systems:*

- *How effective are your information systems, within the organisation as a whole and in relation to the volunteer sector?*
- *Are they easily accessible to those who need to consult them?*
- *Is the system reviewed from time to time?*

# Chapter 8

## Building a Coalition of Stake-holders

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*Never doubt that a small group of thoughtful committed citizens can change the world.  
Indeed, it's the only thing that ever has.*  
Margaret Mead

In establishing a setting for effective volunteer involvement, Volunteer Program Managers will want to examine the attitudes, expectations and responsibilities of a number of parties who will be either directly, or indirectly involved.

Those directly involved include:

- service recipients
- board members/senior management
- paid workers
- volunteers
- Volunteer Program Manager.

Those indirectly involved include:

- politicians, political advisers and other government officers
- funding bodies
- national, state and regional bodies on volunteering
- government agencies, such as Centrelink.

In working towards a coalition of stake-holders, Volunteer Program Managers will not only have a responsibility to examine their own attitudes and expectations, but to lead the way in promoting a “big picture” insight into the principles and practice of volunteering amongst all stake-holders.

### Service Recipients

Service recipients may be individuals who receive direct assistance, members of the public who participate in a community facility or activity, or the community at large which benefits from the efforts of volunteers.

**Attitudes** to volunteering and volunteers are likely to differ depending on the circumstances. For instance, recipients may be happy for volunteers rather than paid workers to be involved in umpiring a sports event, but not in dispensing medication within a hospital (the province of paid workers).

Attitudes may also depend on whether recipients have had previous experience with volunteering (perhaps as volunteers themselves in another setting), on the quality of the service provided and on the setting in which the volunteering takes place (this may vary from friendly and empowering to authoritarian and controlling).

**Expectations**, like attitudes, need to be checked and corrective information provided as necessary to dispel any misconceptions.

**Responsibilities** include:

- knowing whether the service is being provided by paid workers or volunteers
- being open about their own expectations
- inputting their ideas
- seeing themselves and those providing the service as working in partnership.

In all circumstances, volunteer programming should incorporate a “best practice” work standards approach, including working relationships with service recipients.

## **Board Members and Senior Management**

Board members who set the directions for community organisations and senior management in government departments and for-profit organisations (which involve volunteers), are also important stake-holders. Their attitudes and support will often be instrumental in either promoting or frustrating the efforts of volunteers and the Volunteer Program Manager. In some cases they may need to be reminded of their responsibilities in this regard.

Susan Ellis, an experienced commentator in the sector, observed that after years of training and consulting with many leaders of volunteers, she became convinced that many of their concerns stemmed directly from a lack of substantive support from their agencies’ top administrators. This lack of support was not due to malice or unwillingness to be of help, but was due to the failure of Executives to understand what is really needed from them.

**Attitudes** are likely to vary considerably, from indifference or paternalism to genuine appreciation of the skills, knowledge and experience volunteers can bring to the organisation.

**Expectations** of the contribution of volunteers will differ according to the perceived reason behind their involvement. For instance, if volunteers are seen as being a vital bridge to the community and enhancing and extending the work of paid staff, the support the Volunteer Program Manager will receive is likely to be significant. On the other hand, an organisation where Board Members and/or senior management simply view volunteer involvement as providing services ‘on the cheap’ or for reasons of increasing profit margins, irrespective of quality of service, will provide little by way of support, encouragement or resources.

**Responsibilities** include:

- having a clear understanding of the philosophy and ethics of volunteering and the surrounding issues
- ensuring the reasons for the involvement of volunteers within the organisation are clearly stated, keeping the interests of all parties in mind
- understanding the nature and capacity of a combined voluntary/paid workforce, and the need to develop strategies to maximise the contribution of its members, individually and as a team
- ensuring that planning for volunteers is integrated into general planning for the organisation

- having in place policy and practice guidelines that are reviewed periodically
- considering volunteer involvement in terms of organisational structure and whether volunteers will be integrated into the infrastructure or remain as a separate unit
- appointing a skilled worker, at a suitable level of remuneration, to take overall responsibility for the volunteer component of the workforce
- making provision in the budget to cover monetary costs, including paid staff time in terms of supervision, support, training, resources and infrastructure costs for volunteers – such as adequate office space, lockers, uniforms and out-of-pocket expenses
- ensuring that volunteers will be working in a safe environment
- ensuring that insurance cover is provided
- encouraging participative planning and decision-making in an atmosphere of mutual endeavour
- ensuring that volunteers are providing the best possible services and that as an organisation their skills, knowledge and experience are being put to the best possible use
- appointing a representative of the volunteer/paid workers on the board.

*See Appendix 7: Why boards should appraise their volunteer program.*

## **Paid Workers**

**Attitudes** will depend on the worker's views on volunteering in general and whether they believe volunteers in their own organisation will present an opportunity or a threat.

**Expectations** towards volunteering by the Board and senior management will affect how paid workers in the organisation view volunteers. For instance, if they are expected to supervise volunteers but are given no recognition for the extra time and skills involved, they will be unlikely to welcome volunteer involvement. In addition the consultation process used to determine new volunteer roles and the inclusion of information about the roles of volunteers during the induction process will help to create an environment conducive to effective paid/volunteer staff relationships.

*Paid workers who have confidence in their own abilities and display initiative in harnessing as many resources as possible and in delegating responsibility, are more likely to feel comfortable working alongside volunteers than those who do not.*

The Volunteer Program Manager must play a critical role in educating and reassuring paid staff of the organisation that volunteers are not out to “get their jobs” – a mind-set that sadly often creates a “them” versus “us” mentality within an organisation. Paid staff need to understand that the Volunteer Program Manager is just as concerned about issues relating to the appropriate use of volunteer resources as they are.

**Responsibilities** for paid staff include:

- knowing the rationale behind the involvement of volunteers in the organisation and their particular role in fulfilling organisational goals
- analysing their own job and assessing if, and how, volunteers can assist in ways which will enhance/extend goal achievement
- ensuring that volunteers are neither used as “lackeys” or exploited
- being prepared to provide the necessary supervision and support to individual volunteers and to support the volunteer program as a whole
- accepting volunteers as co-workers
- working closely with the Volunteer Program Manager, making suggestions and reporting any concerns, and adhering to the boundaries which have been set in relation to the work volunteers can/should not do
- accepting volunteers as equal members of an organisation’s work force.

## **Volunteers**

**Attitudes:** Initial reasons and attitudes towards volunteering often depend on whether families and friends have been involved and the result of this involvement. Once involved in volunteering, it is important for the Volunteer Program Manager to work with volunteers in a professional and timely manner to ensure that the volunteer’s experience is a good one. One bad experience may discourage a person from ever volunteering again.

**Expectations** of volunteers will vary considerably depending on their motivations.

All volunteers, whether serving in the short, medium or long-term, expect to work in a well-managed organisation, to have their skills, time and past experience recognised and valued and used to the maximum extent in providing worthwhile services.

**Responsibilities** include:

- thinking through their motivations and expectations and making these clear to the organisation
- acknowledging that the organisation has a right to expect them to work towards achieving their set goals
- understanding job requirements and undertaking these in a responsible manner
- appreciating how their own job fits in with overall organisational goals and practices
- providing support to the organisation as a team member
- being reliable in terms of attendance and giving notice if unable to attend or to fulfil job requirements
- taking an active part in planning and decision-making in areas of interest
- bringing to notice any areas of concern/suggestions
- assessing their role from time to time and making changes as desired or necessary
- recognising themselves as colleagues with other volunteers who work across areas, both within and outside organisations and who together comprise a vast community resource.

*See Appendix 8: Example of code of practice.*



## Case study

*Volunteers and paid workers in two community organisations called for a change in the constitution to allow staff representation on the Board, in addition to the Executive Director who was already a member. Joint discussions followed to decide whether such representation should be restricted to one person (either paid or voluntary), or whether two places would be sought (one to represent paid workers, one to represent volunteers). Both organisations enjoyed cordial relationships between paid and voluntary staff. Staff in organisation A decided to ask for two places – one to represent paid workers and the other to represent volunteers. Staff in organisation B decided that one position would suffice provided structures and strategies were put in place to ensure that all points of view were canvassed and presented.*

## Volunteer Program Managers

**Attitudes:** It cannot be assumed that the attitudes of all Volunteer Program Managers will be same. Some will come to the job with preconceived attitudes based on positive or negative former experiences, while others may not have given much thought to their attitudes regarding the use of volunteers at all – they just wanted a job and this was it!

Some Volunteer Program Managers will have closely examined their attitudes and remain firm in their beliefs while being flexible in devising implementation strategies, while others may be swayed by the attitudes of management/paid staff.

**Expectations:** As is the case with other stake-holders, expectations will be closely linked to attitudes. A manager who appreciates the value of volunteering and its underlying principles and whose attitude towards volunteers is one of respect, will expect volunteer performance to be of a high standard, given the right environment and support.

**Responsibilities** include:

- having a clear understanding of the philosophy of volunteering and related issues and of the need to develop high quality policies and practices, which maximise the contribution of volunteers without exploitation of any party
- understanding job requirements and making sure their job specification and status within the organisation reflects these
- analysing personal skills and attributes as they relate to job requirements and ensuring that appropriate training is undertaken in order to maintain high quality performance
- ensuring that recognition is given to the attitudes and expectations of all stake-holders
- assisting the organisation's board, management and paid staff in their understanding of volunteering and related issues, as well as in the real and potential value of volunteers
- liaising with staff members who are responsible for supervising volunteers within their own unit and providing them with all necessary information, training and support
- promoting a team approach, with all members understanding each other's roles and responsibilities
- immediately addressing any concerns expressed by management, paid staff and/or volunteers in relation to the volunteer program or parts thereof

- ensuring that volunteer involvement is adequately resourced in terms of supervision, support and training, as well as in relation to funding
- being accountable in terms of the use of human and financial resources
- keeping up-to-date with developments in relation to the concept of volunteering and current issues and trends.

The responsibilities of Volunteer Program Managers are discussed in more depth in Section 3.

## **Politicians, Political Advisers and Government Officers**

Over recent years, the government has viewed volunteering and the voluntary sector with much more interest, which is translating into increased support.

At a Federal and State level members of parliament have volunteering added to their portfolios and Offices of Volunteering have been established.

**Attitudes** towards volunteering will vary depending on whether the politician and his/her advisers have an understanding of the philosophy of volunteering and a commitment to developing and implementing volunteering policies that support exemplary volunteer practice.

Attitudes are likely to range from genuine appreciation of the real and potential value of volunteers to fears that they may adversely affect the condition of paid workers. It is also possible that the efforts of volunteers providing services may be appreciated, while the attitude towards those activating for change will vary depending on whether people are accepting or not of such change. In addition, attitudes may well be influenced by past personal experiences.

**Expectations** will inevitably tie in with attitudes. Some will expect the actions of volunteers to lead to a more caring, cohesive, democratic and informed society. Others will expect volunteers to fill gaps left when paid workers are 'down-sized' or funds are cut, whether they have the desire or skills to do so, or not.

**Responsibilities** of politicians and their key staff include:

- understanding the philosophy and nature of volunteering and associated issues
- recognising and supporting the huge contribution made by volunteers in service provision, in community development, in advocating for social justice, in furthering human rights and dignity and ecological sustainability
- developing volunteering policy guidelines in relation to their own political party
- adequately resourcing peak and regional bodies on volunteering
- adequately resourcing volunteer programs within non-profit organisations
- adequately resourcing volunteer training
- paying particular attention to the funding requirements of small organisations, which can provide very effective and efficient services but may not have the same public appeal and funding possibilities of large widely-publicised organisations

- resisting calls for (a) the involvement of volunteers as a means of cutting budgets irrespective of the quality of service, resulting in the loss of paid jobs and putting people in the invidious position of having to volunteer, whether they want to or not, in order to keep a service alive and (b) schemes which coerce/insist on people “volunteering” in order to receive a government benefit
- providing opportunities for the up-skilling of Volunteer Program Managers.

## Funding Bodies

These may distribute funds as a result of government initiatives, or constitute support provided by corporate bodies or charitable trusts.

**Attitudes** will vary and to an extent, depend on past involvement/experience. The degree to which the bodies expect public acknowledgment for the support provided will tie in with their motives for providing funding.

**Expectations** will reflect attitudes. Some may expect unrealistically small sums to produce significant achievements and result in public acclaim. Government departments may require detailed reporting, whether this is relevant to accountability requirements or not, and irrespective of the amount allocated. Obviously all should expect the money to be used for the purpose for which it was given and to receive reports and financial statements in line with accountability requirements.

**Responsibilities** of funding bodies include:

- ensuring that available money is allocated to organisations which are best suited to provide the particular service and keeping in mind that “big” is not necessarily “better”
- taking into account infrastructure costs required to underpin the program, as well as direct costs
- negotiating with organisations receiving funding to ensure reporting mechanisms, while complying with accountability requirements, provide as clear as possible a picture of achievements and are as simple as possible taking into account the sum involved.

## National, State and Regional Bodies on Volunteering

**Attitudes** of State and Territory peak bodies, Volunteering Australia and the myriad of regional Volunteer Resource Centres, need to be based on a clear understanding of the value and implications of volunteering. In addition, these groups must be aware of the danger of exploitation of both volunteers and paid workers – either overtly or covertly. Attitudes will encompass formal and informal types of volunteering and acceptance of the fact that volunteers, whether working on a short or long-term basis, have a range of motives and expectations.

An **expectation** that volunteering will flourish as organisations, government policy makers, paid workers and volunteers work together to preserve the true nature of volunteering.

**Responsibilities** of these groups may include:

- promoting the value of volunteering in the encouragement of a democratic, caring, cohesive and informed community
- working collaboratively to achieve common aims at state and national levels
- ensuring a diverse “whole-of-volunteering” approach by consulting and networking with organisations covering all interest areas where volunteers work
- providing an advisory service on all matters relating to volunteers
- providing a forum for discussions and advice between government, organisations and volunteers themselves on matters relating to volunteering and allied issues
- providing a referral service, which links the wishes of potential volunteers to organisations in need of their services
- encouraging the publication of material and research in all areas and aspects of volunteering
- supporting training in management of volunteer programs, including accredited courses
- bringing to notice any schemes or practices that are not based on sound volunteer policy and practice
- lobbying for increased funding
- developing and constructing policy relating to volunteers
- development of the volunteer sector
- providing training to volunteers and Volunteer Program Managers
- alerting funding bodies to the fact that money spent on volunteering is an investment which produces long-term and wide-ranging benefits.

## **Government Agencies**

**Attitudes:** Over recent years, with the introduction of programs such as the Voluntary Work Initiative, Work for the Dole and Mutual Obligations, government agencies such as Centrelink have become more interested in the volunteer sector as an avenue through which to channel individuals who are unemployed or “on return to work” programs. While such schemes have the advantage of providing opportunities for people who are unemployed, there is a danger of blurring the boundaries between volunteering and mandatory requirements.

**Expectations:** Referring agencies can be influenced by their need to move participants through their programs, with volunteer organisations seen as a means to that end. Similarly, participants sent from these agencies can be influenced by the fact that they have little choice but to do something in order to meet the requirements of the government agency.

**Responsibilities:** Government agencies have a responsibility to understand the volunteer ethos and not to refer individuals to volunteer involving agencies who are not committed to undertaking volunteer work. The volunteer community at all levels needs to continue to advocate and educate for appropriate placements as a result of these and similar schemes.

Even when governments bow to pressure and don’t call these types of workers “volunteers”, there still needs to be some recognition that regardless of what they are called they usually still sit under the brief of the Volunteer Program Manager and therefore have an impact on volunteer programs.

## Summary

Genuine and productive partnerships call for all stake-holders, with their varying attitudes, expectations, roles and responsibilities, to work together in achieving a common goal. All stake-holders have particular responsibilities. Abdication by any will slow or defeat the purpose of working collaboratively.

Strategies specifically related to the development of a coalition between the board, executives, paid and voluntary workers is discussed in Chapter 14, under the heading “promoting a team spirit”.

## Reflections

*How do paid staff members feel about the involvement of volunteers?*

- *excited* • *comfortable* • *necessary* • *threatened* • *uncertain*
- *would never be appropriate* • *not qualified to comment* • *other*

*What areas of work do they believe would be suitable/unsuitable for volunteer involvement?*

# Chapter 9

## Workplace Arrangements

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*A thriving democracy does not alone depend on an open and free market,  
a hallmark of capitalism, but also on its citizens acting collectively,  
in association with each other, for the common good.*

Melannie Oppenheimer

The Volunteer Program Manager will need to ensure that the following workplace arrangements are in place if the volunteer program is to run smoothly:

- risk management
  - occupational health and safety
  - insurance cover
  - screening of volunteers
- out-of-pocket expenses
- industrial concerns
- financial support.

### Risk Management

Any organisation that involves volunteers has a duty of care to its volunteers, as well as to its paid workers and clients.

All states in Australia have their own laws concerning occupational health and safety, with some making specific reference to volunteers along with paid workers. These laws need to be understood and followed, in line with relevant legislation and the organisation's policies and procedures.

Organisations utilising volunteers are required to implement comprehensive risk management audits and training for volunteers in order to comply with risk management policies, procedures and legislation. It is likely that these requirements will be greater for those volunteer groups working in high-risk situations (e.g. emergency services) or with vulnerable populations (e.g. child-care).

Volunteers, as a part of the organisation's workforce, should be treated no differently from paid workers in protecting them from hazardous or untenable situations and in instituting risk management procedures covering:

- occupational health and safety
- insurance cover
- screening of volunteers and in some cases, clients.

While some volunteers, by the nature of their work, put themselves at extreme physical and/or mental risk, (e.g. fire fighters and surf life-savers) it is important to understand and appreciate that all volunteers are potentially at risk of some type of injury in the course of their volunteer role. Volunteers in a school canteen may drop a sharp knife onto their foot, volunteer bus drivers may be susceptible to an accident, while volunteers working in a creche may slip on spilt water.

In addition to physical injury, volunteers can also suffer from stressful incidents in the course of their volunteering and while much has been written in relation to paid workers who experience stress, it is only comparatively recently that attention has focused on volunteers (Metzer, Dollard, Rogers and Cordingley, 1997).

Stress is not, of course, limited to dangerous or distressing situations associated with a particular activity. Volunteers can experience stress when:

- exposed to situations where their skills and personal attributes do not match job requirements
- they work in poorly managed organisations or programs
- no challenge is involved
- no induction program is in place
- adequate training is not provided
- no feedback is given
- no support structures are in place
- no involvement by volunteers is included in the planning of programs.

*Risk management involves:*

- *recognising potential risks in any particular situation*
- *analysing the circumstances which have led to the situation*
- *taking steps to eliminate the risks by remedial action, or to reduce them to the greatest extent possible*
- *ensuring adequate insurance cover.*

While risk management is about occupational health, safety and welfare of staff and clients, it is also about identifying, assessing and managing the various forms of risk associated with the programs/services the organisation delivers. For example, assessing the level of risk to clients and/or the program if a number of volunteers fail to turn up for work on the same day due to illness, thus putting at risk the organisations ability to deliver the service. Managing this risk may include having a number of volunteers who are willing to be called in at short notice to provide back up support in such an eventuality. This risk management strategy, which ideally should be part of a broader risk management plan, would be one way of managing the situation so the service can still be delivered.

Eliminating or reducing potential risks must be seen as the first and most important step in reducing the incidence of accident and injury amongst volunteers and ensuring client safety and well being are maintained. An insurance pay out is a poor substitute in situations which could have been avoided had more care been taken in relation to health, safety and welfare measures. Elimination of risk is the responsibility of everyone working in the organisation.

*See Appendix 9: Risk Management Audit Checklist.*

## **Occupational Health and Safety**

Most hazards effecting the health, safety and welfare of volunteers can be eliminated. Other hazards can be managed to minimise them occurring and the potential severity of injury.



The responsibilities and requirements for eliminating and managing hazards are outlined in relevant occupational health, safety and welfare legislation and organisational policies and procedure based on this legislation. An overview of the requirements for managing OHS&W in the agency are listed below.

*Board members* have a requirement to ensure:

- the agency/service is meeting the legal requirements as defined in the *Occupational Health Safety & Welfare Act and Regulations*
- programs and work practices in which volunteers can be involved and those in which only paid workers should be involved, are identified
- policies, procedures and practices which address safety issues are developed, implemented and monitored
- hazard management strategies are put in place, by
  - providing a safe work environment including work sites, furniture, equipment and protective clothing
  - safe work policies and procedures for hazardous work practices
  - providing adequate orientation and ongoing supervision and training
  - appointing a person or committee to oversee the organisation's health and safety/risk management program
  - alerting all staff members, paid and voluntary, to their own OHS&W responsibilities, including established organisational policies and procedures
  - instituting emergency procedures to be followed in the case of an emergency, e.g. fire
- access and facilities are provided for people with disabilities.

*Volunteer Program Managers* are responsible for:

- performing their legal requirements as a manager, as defined in the Occupational Health Safety & Welfare Act and Regulations
- identifying, assessing and controlling potential hazards in every area of activity
- at the time of recruitment, assessing the volunteer's level of skill, physical and physiological abilities, attitude and maturity to ensure that neither the volunteer, clients or others will be put at unnecessary risk
- training volunteers in the use of equipment, facilities, procedures and work practices, e.g. lifters and fire fighting equipment
- ensuring that volunteers do not undertake work they are not trained to do, or without prior approval of their supervisor
- ensuring regular assessment of skills and licences if the volunteer's duties include use of vehicles or equipment e.g. driving, chain saws
- reviewing work practices in the event of changing circumstances and at regular intervals, informing management of any necessary alterations required in regard to working conditions, practices and equipment
- informing and training volunteers in hazard management strategies associated with an activity prior to performing the activity
- ensuring volunteers under their supervision know where to go and whom to contact if more information or advice is required
- keeping accurate records of where and when volunteers are working
- keeping accurate records of volunteer names and addresses, next of kin and any



- necessary medical information
- promptly following up and reporting any hazards, incidents or injuries
- properly assessing any new volunteer program, activities and roles in relation to likely hazards.

*Volunteers* are responsible for:

- following any reasonable instruction by supervisors, policies and procedures that have been put into place for safety purposes
- attending any relevant training and orientation programs
- reporting any hazards, incidents or injuries
- reporting to the Volunteer Program Manager, any changes to their skills or health that may affect their ability to safely perform their volunteer work.

*Everyone* – the Board, managers, paid workers and volunteers – have a responsibility to avoid taking unnecessary risks and to bring to notice any safety matters of concern to the appropriate staff member.

A well-conducted volunteer program will ensure attention is given to occupational health, safety and welfare measures to ensure that hazard management practices are in place for the safety and welfare of the volunteers.

## **Insurance Cover**

Risks cannot always be foreseen or avoided. So organisations involving volunteers in any capacity need to have an extra level of protection against damage, loss and injury.

Organisations who do not take out insurance cover put themselves at considerable risk, as more people continue to sue, with large pay-outs often the result.

Over recent years, the cost of insurance premiums, including public liability, has increased, putting some programs at risk of reducing services or closing down. Assistance is available for organisations that find themselves in this situation to undertake a risk assessment and develop a risk management plan to mitigate risk and meet insurance company requirements and thus reduce the premium.

In some cases community organisations have been willing and able to purchase insurance, but the insurance companies have been reluctant or unwilling to take the risk. This has led to a great deal of discussion at both the federal and state levels of parliament and has in some cases resulted in legislation being enacted to deal with the issue. The South Australian State government introduced a “Volunteer Protection Act” in 2002 to “provide protection to individual volunteers from personal liability, providing they are not acting negligently while undertaking their volunteering duties on behalf of an incorporated organisation”. Other states and the commonwealth government have since followed.

While legislation such as this goes some way to protecting volunteers, the fact remains that many organisations who involve volunteers are faced with severe financial constraints – and the payment of insurance premiums is yet another expense.

However, it can take only one accident or claim to realise the necessity of having adequate insurance cover. Even so, some small groups, particularly if they are of a transient nature, may decide not to take out insurance or to insure only some aspects of their organisation and workers, e.g. public liability. If volunteers are not covered against personal risk they will need to be informed and future participants told before they begin work. Each organisation needs to assess the type and level of cover required for its own purposes.

Having a detailed written risk management strategy in place is increasingly being recognised by insurance companies as an important part of negotiating insurance cover.

Policy options may include:

- general cover for the organisation, such as public liability, building and contents cover
- volunteer cover such as:
  - volunteers' personal accident insurance
  - loss or damage to volunteers' personal property
  - indemnity for board members, often called Director and Officers' Liability
  - indemnity for volunteers when acting in a voluntary professional capacity.

**Public liability insurance** covers an organisation's legal liability to third parties for personal injury or property damage arising from accidents or negligent acts caused by paid workers or volunteers. It is essential protection as it covers organisations against very large claims.

**Personal accident insurance** covers volunteers for any out-of-pocket expenses following accidental injury, disability or death whilst carrying out their work on behalf of the organisation. Some policies have an age limit. Details of what is and is not covered, need to be looked at carefully. Personal accident insurance is unlikely to be as comprehensive as Workcover, under which paid workers will be insured, e.g. mental stress, medical and rehabilitation costs are probably not included. Accidents to personal cars and to volunteers themselves when travelling to and from work may also not be included.

Directors' and Officers' liability indemnifies Board members and office bearers for loss, including legal costs, where they have committed a wrongful act in the running of the organisation.

**Professional indemnity insurance** covers the risk of volunteers giving "negligent advice" that results in the client experiencing loss as a result of following the advice given. Any organisation that is involved with counselling or providing information should carefully consider this type of policy.

Organisations need to be able to select those ingredients which suit their particular situation and obtain comparative quotes from a number of brokers or insurance companies. Volunteer cover may be provided as part of the organisation's total insurance package with its insurance company. This may result in a better deal, but if the company's insurance cover cannot be tailored to the particular needs of volunteers, or the cost is too high, another insurance company should be approached.

In tailoring requirements to the insurance which best meets the organisation's needs, consideration should be given to a number of matters, including:

- general cover for the organisation, e.g. litigation, and its workers, both paid and voluntary
- what is the age range cover for volunteers? Is a minimum and/or maximum age specified? Is this acceptable?
- what cover should be included following injury or death, e.g. medical/funeral expenses, home help, home modifications, weekly benefits, rehabilitation costs?
- does cover include expenses incurred as the result of stress?
- will volunteers be covered during their journey to and from work? In what way?
- will volunteers be permitted to use their own cars when their work involves transporting others, if those cars are not covered by comprehensive insurance?
- will loss of no claim bonus and cost of 'excess' on personal car insurance be paid in the event of damage to the volunteer's car?
- will allowance be made for loss or damage to the volunteer's personal property?
- would the premium be cheaper by calculating the number of volunteers, or hours of involvement?
- what level of skill, training and supervision is necessary to protect volunteers against unnecessary risk?
- are exclusions and excesses involved?
- is the risk involved in the work so high that volunteer involvement should be reconsidered or the extent of cover increased?
- what records are required by the insurer?

Volunteer Program Managers need to read the fine print and inform volunteers precisely of their insurance cover.

Government funding to community organisations may entail a requirement that adequate volunteer insurance is provided. Whether this is a requirement or not, the cost of insurance cover should be seen as a legitimate and essential budget item when applying for funding.

### **Denial of liability by insurance company**

If a volunteer working within an organisation with insurance cover decides to engage in an activity of his/her own volition and without prior approval, liability may be denied. It is therefore essential that records be kept showing which volunteers are involved in particular areas of activity and their hours on duty.

Liability may be denied if an honorarium is involved, as this does not clearly fall within the definition of volunteering being done 'without financial reward'.

### **Volunteers working for groups which support a larger organisation**

"Friends" bodies, such as Friends of the Art Gallery, fall into this category. If separately incorporated, they will be required to hold separate insurance. If not, the situation should be clarified with the parent organisation. Generally, the volunteers will be covered, provided the work they are doing is known and approved of by the parent organisation and the body for which the volunteers work is formally included in that organisation's insurance policy.

## **Volunteers who operate outside the framework of an organisation**

People who volunteer on an informal basis by acting on their own initiative, e.g. regularly mowing the lawn of their aged neighbour or taking a person with a disability shopping, will have no insurance cover unless they make their own arrangements.

## **Where to go for advice**

An independent and knowledgeable person in insurance will sometimes make him or herself voluntarily available to a community organisation to provide impartial and “expert” advice, while peak bodies on volunteering at state and national level can also be a great source of information about insurance issues. It is recommended that professional advice be sought to best determine the requirements of the individual volunteer program.

## **Responsibilities of Volunteer Program Manager**

The Manager will need to:

- understand the various types of insurance cover and work with the Executive Officer/ Board to ensure that volunteers are adequately covered, taking account of particular job requirements and the circumstances relating to the volunteers, e.g. age, health etc.
- be clear on the details of the cover provided and pass on this information to volunteers before they are recruited
- inform volunteers of their responsibilities e.g.:
  - to advise of any circumstances which could be relevant to fulfilling insurance requirements, e.g. disclosing known medical conditions
  - bring to attention any perceived unsafe working conditions
  - comply with any requirements designed by the insurance company, e.g. fulfil licensing requirements if driving public transport, keep a record of times of duty, letting their own car insurer know if they are using their private car for voluntary work which involves either carrying people or goods
  - refrain from undertaking work which has not been approved by the person to whom they are responsible
  - to immediately report any injury or loss and provide details of the circumstances, as required by the organisation and the insurance company
- ensure any requirements designated by the insurance company are complied with
- review the situation in the event of changing circumstances, as well as at regular intervals, and inform management of any necessary alterations required
- know where to go and whom to contact if more information or advice is necessary
- keep accurate records of volunteer involvement, i.e. a register of volunteer names and addresses, next of kin, attendance times and allocated duties
- record any accident, keeping in mind that a claim may be made at a future date.

Insurance cover for volunteers should form an integral part of the agency’s overall insurance package and Volunteer Program Managers need to ensure that this happens.

## **Screening of Volunteers**

While volunteers may have multiple motivations and expectations in offering their services, the organisation is entitled to expect them to work towards the fulfilment of organisational goals in an effective manner. Management has no obligation to accept a volunteer, no matter how keen the person may be to work in the organisation.

As part of their duty of care to service recipients and the public, management may, in certain cases and in certain work areas, decide it is necessary to institute formal checks relating to a potential volunteer's suitability in addition to the usual interview. The nature of any screening requirements will vary from organisation to organisation depending on the nature of the work to be performed and the organisation's attitude towards volunteer recruitment and selection.

Strategies include:

- volunteers nominating two or three referees on their application form, e.g. a former employer, a Volunteer Program Manager with whom they have worked, a business acquaintance or a person who is well known in the community
- seeking a police record check
- ensuring a volunteer is always working with another volunteer or paid worker.

Potential volunteers will need to be informed of organisational policies at the time of recruitment.

### **Referees**

Care needs to be taken by Volunteer Program Managers that they:

- do not rely totally on their own 'instinct' and fail to contact referees
- in their anxiety for the person to start work, seek only 'feel good' responses instead of enquiring about areas of possible concern
- ensure those contacted are able to give a balanced opinion in relation to the recruit's capability – family members and friends are unlikely to come into this category.

### **Police checks**

An increasing number of organisations, e.g. hospitals, nursing homes and organisations working with children/adolescents and people with disabilities now undertake mandatory police record checks on potential volunteers as part of their duty of care to clients. Checks may also be considered necessary where the potential volunteers are handling money as part of their duties, entering private homes or advising clients in relation to their finance.

Situations where police checks are made in relation to volunteers, but not paid workers, need to be questioned. If this occurs, it means that security issues are not being properly addressed and volunteers are being discriminated against.

Police procedures are likely to vary from state to state and a number of issues will need to be checked including:

- the cost of checking large numbers of volunteers
- whether convictions only will be disclosed. If this is the case, no reference will be made to situations where the person may have been guilty, but have been released on insufficient evidence, or a technicality
- whether police will warn the organisation if they feel the person concerned may pose a risk, even though no conviction has been recorded in the last few years
- the length of time the records will go back. Information is normally provided only in relation to a limited time, for example, the last ten years.

While police record checks give a history of past indiscretions which have come to their notice, these should not be used as the sole means of determining whether or not a potential volunteer is suitable.

Linda Graff's book *Beyond Police Checks* (1999) is further recommended reading on this topic.

### **Not working alone**

Some organisations, in addition to conducting a police check will also ensure that the volunteer is always working with another volunteer or paid worker. This safeguard gives the volunteer some assurance and backup in situations where unfair allegations might be made.

### **Policy on selection process of volunteers**

Organisational management will need to have an established policy on the selection process for recruiting new volunteers and review that policy at regular intervals. This will ensure, as far as possible, the exclusion of unsuitable candidates at the point of entry and avoid future problems. Strategies should also be in place to ensure any difficulty is dealt with quickly and effectively.

Clauses will vary according to the nature of the work volunteers would be asked to perform. They could include:

- Recruitment application forms will provide space for potential volunteers to list the names of two referees and include words in relation to the person's suitability. Such wording could be – *To the best of my knowledge I am not suffering from any medical or physical condition, nor am I aware of any circumstance which would affect my ability to perform the work being allocated to me. Should this situation change, I undertake to advise the person to whom I am responsible.*
- As part of this organisation's duty of care, a police record check will be required of potential volunteers who will, or are likely to have contact with vulnerable members of the community, are required to handle money – or wording to meet the particular situation.

If a police check is a requirement, this fact should be noted on the application form. The most important thing for a Volunteer Program Manager to remember when it comes to screening is that it is the combination of many strategies that makes for the most effective system. A good volunteer job description, clear expectations of the organisation and a thorough interview, combined with referee and possibly police record checks make a sound combination of strategies from which the Volunteer Program Manager can make an informed decision.

### **Screening of clients**

It is important that Volunteer Program Managers exercise their duty of care responsibilities to ensure that the environment they are placing their volunteers in is safe. Where this extends to correctional facilities or the homes of clients, a screening process may also be required to ensure that the client is not likely to be of danger to the volunteer.

## Out-of-Pocket Expenses

Organisations need to give consideration to all aspects of this subject and be clear on their position. Payment of out-of-pocket expenses is a legitimate expense line and should be included in the volunteer department's budget. The cost to the organisation is likely to be minimal compared with the volunteer contribution and failure to pay expenses can debar potential volunteers, particularly if they are on a low income level or have heavy financial responsibilities.

Some organisations may decide they cannot afford to pay any expenses. In such cases, both current and potential volunteers will need to be informed of the situation.

On the other hand some volunteers, although entitled to out-of-pocket expenses, may decide not to claim, seeing the activity as their hobby, or wishing to accept the costs as a further contribution to the organisation or cause. In such cases, volunteers should not be made to feel they are obliged to claim expenses.

### Costs which qualify as out-of-pocket expenses

An organisation will need to assess costs that qualify as out-of-pocket expenses at the time of budget preparation. They could include:

**Travel allowance** – This may simply cover the equivalent cost of public transport to and from work. On the other hand, the use of a car may be needed for a volunteer to be able to pay a client of the program a home visit. In these circumstances, a decision is needed as to whether to pay the same rate as is provided for paid workers (where car insurance and depreciation may have been calculated into the payable rate) or to pay a lower rate, e.g. to cover petrol costs only.

**Meal allowance** – A meal is often provided for volunteers when it is part of the activity in which the volunteer is involved, e.g. a day care centre where its members are provided with a free meal. A meal allowance may be provided when a volunteer is necessarily away from home, e.g. a volunteer bus driver taking a group on a day outing.

**Clothing** – When a uniform is required, (e.g. for a volunteer fire fighter or a hospital volunteer), this is normally provided. However, wear and tear on volunteer's own clothes may be an issue in some situations, e.g. for emergency workers repairing storm damage.

**Phone calls from home** – This may be occasional, or as part of the job, e.g. organising rosters of volunteer guides for tours arranged by the botanical gardens. Whatever the situation, the organisation should have determined its policy on expense reimbursement as part of its planning process.

### Informing volunteers

The Volunteer Program Manager should inform volunteers of the organisation's policy and procedures at the time of recruitment. This information should include:

- what expenses are covered
- the rate
- records, including claim form, to be completed by the volunteer
- instructions on how to claim.



## Honorariums

Honorariums should not be confused with reimbursement of out-of-pocket expenses and should be treated with caution, as they have the potential to undermine wage structures. Work done by persons receiving an honorarium, no matter how valuable, generally cannot be said to be volunteering – which, as per the definition used in this Guide is performed without monetary reward (which of course does not preclude the reimbursement of out-of-pocket expenses).

There are instances where volunteers do receive honorariums and other small payments in order to enable them to undertake their volunteer work (e.g. international volunteers working in third world countries who receive an honorarium to enable them to survive while performing their volunteer work). Usually this is at a rate far below what they would be earning back at home working in their regular jobs and from that perspective cannot be seen as a wage. A key difference is that unlike reimbursement of expenses, an honorarium is taxable.

## Industrial Concerns

Volunteer activities should be conducted in a way that respects the needs of all parties – service recipients, organisations, paid workers and volunteers.

Any misunderstandings and disputes which arise can be avoided or minimised if:

- the legitimate concerns of each party are recognised by all
- organisations have in place policy and practice guidelines, supported by all parties, which designate work which should be performed only by paid workers
- trade unions and government bodies also develop their own policy and practice guidelines which take account of the interests of all parties
- all parties consult together.

**Trade unions** have a mandate to protect the rights of their members and will be concerned about any actions which may prejudice workers' working conditions, job security or employment opportunities. They may well:

- fear that the job security of their members will be prejudiced if management attempts to replace paid workers with volunteers as the result of funding cuts
- fear that management may gradually erode elements of paid worker responsibilities by handing them over to volunteers.

**Paid workers** have legitimate concerns if:

- they are expected by management to provide support and supervision to volunteers without due recognition of the time, skills and training needed to do the job adequately
- they fear management will replace them with volunteers or deprive them of duties they enjoy.



**Volunteers** may:

- believe that trade unions, in considering the needs of their members, could overlook the contribution they make in enhancing and extending services provided by paid workers
- feel obligated to again work as volunteers for an organisation if funding is cut, even though they had worked hard to bring the organisation to a point where paid workers have been employed
- believe they have no option but to take on extra duties in the event of a strike.

Despite individual concerns, **all parties** are likely to acknowledge that:

- many people have a desire to do something worthwhile, while satisfying personal needs such as forming new social contacts or increasing self development outside the paid workforce
- there are some jobs which can be better done by volunteers with the support of paid workers, e.g. befriending, calling on a large number of people at short notice in an emergency
- there are some jobs which should be done by paid workers, e.g. where continuity is necessary to achieve consistency/progress, providing specialised medical care and accepting legal responsibilities
- most community services which now provide paid employment were initiated through the efforts of volunteers
- many paid workers who are also trade union members will be volunteering in their free time
- a great deal of voluntary work is involved in fundraising to employ or retain paid workers
- many volunteers are active in the realm of community development and advocacy for new or better services which will ultimately involve paid workers.

Even though all parties may respect each other's perspective, there is a real danger that if funding for services continues to be cut, organisations will be forced to reduce paid staff numbers. This can open the door to volunteers being asked to take over further duties, whether they wish to or not and whether appropriate or not.

The inclusion of a number of clauses in the volunteer policy and practice guidelines can reduce the concerns of the various parties, as well as foreshadow action which will be taken in the event of an industrial dispute e.g.:

- both paid and voluntary staff will be involved in meeting organisational goals, keeping in mind the need to involve those best suited to respond within a particular situation, at a particular time
- the different but complementary roles, expectations and responsibilities of paid and voluntary staff will be clearly defined.
- the involvement of volunteers will enhance and extend the achievements of paid workers and not threaten their job security
- in the event of an industrial dispute, volunteers will not be expected to undertake work normally undertaken by paid staff except by agreement between all parties involved – management, paid staff involved in the dispute, their representatives and volunteers.

See Appendix 10: *Agreement between the South Australian Unions and Volunteering SA* for an example of what can be negotiated and the value of doing this.

### **Case study**

*Management within a hospital called on volunteers to fill in for paid workers who were on strike, despite the fact that there had been no negotiated agreement between the striking workers and the volunteers. The volunteers refused, knowing that the good relationships they had enjoyed with paid workers and their representatives in the past would be jeopardised and future services would suffer as a result. They called on management to organise a meeting between all parties to resolve the matter of immediate concern and to undertake the preparation of guidelines that would clarify future policy and practice.*

Before any action is taken by management in the event of an industrial dispute, the perspectives, motivations and interests of all parties need to be expressed, joint consultation arranged and policies, which should already be in place, put into practice.

It is important for the Volunteer Program Manager to convey a clear message to paid workers that they are just as concerned about the inappropriate use of volunteers as paid staff might be.

See *Volunteers & Paid Workers: Working in Unison*, by M. Deslandes & J. Noble, 2008.

### **Financial Support**

An organisation needs to be an attractive place for volunteers to offer their services in terms of its working environment and facilities and in achieving satisfaction from a job well done. Insufficient funding to enable volunteer programs to operate to their potential is a common complaint of many Volunteer Program Managers and volunteers.

Volunteer involvement is not free. Paternalistic back-patting of the volunteer workforce by organisational management is no substitute for realistic levels of resourcing to enable programs to adequately meet required standards. Genuine support for volunteer involvement depends on appreciating the need for a well resourced infrastructure to ensure the aims of the program are met. Recruiting volunteers without this infrastructure benefits no one – service recipients, volunteers or the organisation.

Consideration needs to be given by organisational management to the costs involved before volunteers are recruited. These will involve salary costs, overheads and operating expenses. (See Chapter 15: The section on Managing Finance)

### **Summary**

Areas covered in this chapter will be relevant to all organisations.

Rather than working through situations after problems arise, organisations need to have considered all matters relating to volunteer involvement before embarking on a program and review the situation at regular intervals. Both the Volunteer Program Manager and the volunteers need to know that the organisation has considered the implications of volunteer involvement and have arrangements in place which provide the foundation for a safe, responsible and functional workplace for everyone.

## Reflections

### Risk Management

*Does your organisation:*

- *provide a safe working environment for volunteers, including the building being secure and personal property protected?*
- *identify, on a regular basis, potential risk factors in all areas of activity?*
- *ensure easy access for people with a disability?*
- *have a person/committee with responsibility to the organisation's risk management program?*
- *provide adequate insurance cover in relation to:*
  - *volunteers' personal accident*
  - *loss or damage to volunteers' property*
  - *indemnity for board members*
  - *indemnity for volunteers?*
- *ensure that all staff members are informed of requirements, entitlements and responsibilities before they begin work and are provided with any necessary training?*
- *provide information on whom to contact if more information or advice is required?*
- *keep adequate records of:*
  - *where and when volunteers are involved*
  - *volunteers' names and addresses, next of kin, any necessary medical information?*
- *have forms available in relation to reporting an accident/incident and making an insurance claim?*
- *have policies and procedures in place in relation to the recruitment of volunteers to cover the organisation's duty of care to clients and the public which include:*
  - *a clause in a volunteer's application form which requires the person to specify any condition or circumstance which would affect his/her ability to perform the work to be allocated*
  - *a system in place to consider the need for further screening of volunteers, in addition to the initial interview, when situations or roles may present a threat to the safety of anyone involved*
  - *other safeguards to ensure that vulnerable people are not put at risk*
  - *strategies which will deal quickly and effectively with any difficulty which may arise?*
- *provide adequate resources to ensure the volunteer program functions safely and effectively and meets all legislative requirements?*
- *have contingency plans in place to cover volunteer absences so the program/service can continue to operate?*

### Out-of-pocket Expenses

*Does your organisation:*

- *provide reimbursement for out-of-pocket expenses?*
- *regularly review its policy in relation to out-of-pocket expenses?*
- *inform volunteers of this policy before they begin work?*
- *have systems in place which include:*
  - *a claim form*
  - *speedy reimbursement?*

### *Industrial Matters*

*Does your organisation:*

- *consult with and respect the needs of all parties involved?*
- *have a policy in place that:*
  - *enables delineation of jobs between paid workers and volunteers*
  - *provide clear job descriptions*
  - *clarifies the role of all parties in the event of an industrial dispute?*

### *Financial Support*

*Does your organisation:*

- *include a line relating to volunteer involvement in its budget and make funds available to honour its commitment to providing an infrastructure and other support mechanisms to ensure the aims of the program can be met?*

# Chapter 10

## Designing Volunteer Positions

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*A good volunteer job design is pivotal to the ultimate success of a volunteer program*  
Betty B. Stallings

A number of factors need to be considered when embarking on the process of designing volunteer positions including:

- familiarising yourself with current trends in volunteering, locally, nationally and even internationally
- being aware of the reasons that people are motivated to volunteer their time and expertise
- aiming to be creative and flexible in designing positions
- being clear about the expectations of all stake-holders
- asking the right questions to gain an accurate insight into the needs of all stake-holders
- identifying the benefits for volunteers
- deciding on job requirements through a needs assessment
- preparing job descriptions.

Spending time identifying, planning and designing positions for volunteers should be seen by Volunteer Program Managers as an investment that will go a long way in ensuring the long-term success and viability of the program/s. Well-designed positions for volunteers will assist recruitment drives, ensure goals are achieved and the needs of the various stake-holders are met.

It is important that the process is a team effort and not left to the Volunteer Program Manager alone. All staff have a valuable role to play in contributing to the knowledge base from which positions will emerge.

### Profiling Trends in Volunteering

Analysing societal trends in volunteering is an important first step, as these trends will have an impact on the volunteer program, recruitment drives and the extent to which you are successful in attracting suitable volunteers to work in the program.

It is important to take account of demographic trends when designing positions and programs for volunteers. The Australian Bureau of Statistics survey into voluntary work is a good place to start (see Chapter 3). The following statistics are examples of trends taken from the ABS 2006 survey, published in 2007:

- \* Across the board, rural areas had a higher percentage of volunteers than their city cousins, 38% as against 32%.

*Implications:* You can capitalise on this trend if you are managing volunteer programs in rural areas, while keeping in mind that reductions in government service delivery can place a heavy burden on residents.

- \* Nationally over three quarters of volunteers (78%) were either in full time or part time paid employment.

*Implications:* Be flexible with hours expected of volunteers. Rather than designing all positions to fit into a 9-5 work day, take account of the fact that many volunteers have multiple responsibilities.

- \* Age distribution of volunteer involvement varied across the different fields of voluntary work e.g. in education, sporting and recreational areas the predominant age group was 35-49 years, whereas for the welfare and community sectors it was 65 years and over.

*Implications:* These figures can be used in two ways. Firstly, by designing positions that suit the interests and experience of the age group and secondly, by designing positions that will attract volunteers from outside the predominant age group.

- \* Family involvement rated highly in all age groups.

*Implications:* Positions designed to incorporate a family approach to volunteer work will be well-received.

- \* The 18-24 year old age group had the highest growth rate of volunteering between 1995 and 2006. Along with people in the 25 to 44 age group, they rated motivation to help others and do something worthwhile on a par with older age groups.

*Implications:* While it is important to provide opportunities for young people to improve their skills and extend their contacts, they, along with the X Generation who are sometimes depicted as selfish, are keen to engage in activities which “make a difference”.

These are but a few of a number of trends that should be taken into account when designing positions and programs.

## **Motivations**

People choose to engage in voluntary work for a myriad of reasons. These vary according to a person’s age, experience, labour force status, available time, residential location, commitment to an interest or cause – to name but a few.

Knowing why people want to be a volunteer is important, as it assists the Volunteer Program Manager in ensuring that reciprocity occurs – that is while the volunteer is meeting the needs of the organisation and service recipients, their own needs are also being met.

Volunteering for altruistic reasons rate high in the ABS (2007) statistics; however personal goals such as “social contact” and “being active” are also important.

The belief that young people volunteer mainly to meet their own personal needs is not

supported by the statistics, which show percentage rates of 52.9% “help others/community” and 38.2% “to do something worthwhile” for volunteers in the 18-24 age group. Many, like their older contemporaries can be passionate about certain interests or causes.

Volunteering is about partnerships and reciprocal arrangements, where the needs of all stake-holders are considered.

## **Creative and Flexible Positions**

By taking account of current demographic data (age, motivation etc.) and volunteering trends (e.g. rises in episodic and corporate volunteering) and by anticipating future trends, we can be creative in designing new positions rather than confining recruitment to traditional roles and/or replacement.

While traditional roles may still be important in some organisations, it is important to create positions that meet stake-holders’ needs, attract new recruits and expand and diversify programs and service delivery. Flexibility in terms of hours worked and location (on and off site or at home) need to be taken into account.

Positions that are attractive, professionally designed, creative in terms of utilising volunteer expertise and flexible in terms of work hours, can attract new recruits and revitalise a current volunteer workforce.

## **Expectations of Stake-holders**

All parties involved will have expectations about the program and/or services delivered and these will vary according to the relationship they have with the program.

It is the Volunteer Program Manager’s responsibility to ensure expectations are clearly and accurately articulated to all concerned and that they are reflected in the design of the volunteer positions and subsequently in the written position descriptions. These include:

- the organisation’s expectations of volunteers
- the volunteer’s expectations of the organisation
- the manager’s expectations of volunteers
- the volunteer’s expectations of the Volunteer Program Manager
- the recipients’ expectations of volunteers
- the volunteer’s expectations of the job.

## **Asking the Right Questions**

When embarking on the process of designing volunteer positions, it is useful to ask yourself and others involved a number of questions to ascertain what is currently needed and what might be needed in the future. This will encourage you to think creatively about what is required in terms of volunteer expertise in order to diversify, extend existing programs or create new ones. Do some or all of the volunteers require training in order to meet job requirements?

We need to focus questions on service delivery rather than the volunteers in the first instance. As Ellis (1994:11) says: “Do not limit the program by examining what volunteers

can do to help you, but rather ask ‘What needs to be done around here?’” Otherwise, she says, the answers to the first question will be based on stereotypes about what types of work volunteers do or do not do.

Ellis goes on to identify a number of thought provoking questions that should prompt you to think creatively:

- What are we doing now that we would like to do more of?
- What unmet needs do our clients/consumers have that we presently can do nothing about?
- What would support the paid staff in their work?
- What might we do differently if we had more skills or time available to us?

To attract people who suffer from a disability we need to ask what specific conditions/considerations/resources are needed e.g. large button phone, magnifying computer screen, ramp accessibility, flexibility of work hours.

## **Benefits of Volunteering**

Effective volunteering is a reciprocal arrangement where the needs of all parties are met. Position descriptions for volunteers should reflect this idea of reciprocity.

In order to fulfil the requirements of a reciprocal arrangement, it is imperative when designing positions to identify potential benefits volunteers can gain from their work. These can be written into the position description as an attractive, though optional, recruitment strategy.

Benefits can range from social interaction to gaining skills, access to training/work experience or to being involved in a meaningful cause, e.g. community building, the environment, human rights.

## **Deciding on Job Requirements**

The factors outlined above need to be kept in mind when identifying needs and designing positions. The next step is to assess the needs of:

- the program – taking into account
  - the mission/vision statement of the organisation
  - organisational goals
  - whether the objectives of your program are being met. If the answer is no, why not? What more do we need to add/change?
- the service recipients
- the organisation
- existing staff.

We need to be creative in deciding what roles volunteers can play, knowing that many who offer their services to our organisation already enjoy fulfilling careers and possess a high level of skills.

It can be worthwhile asking some thought-provoking questions that will allow staff to think creatively about what may be possible in order to move on from what is currently



being done. This process allows staff input into thinking about how the program can be diversified and/or expanded. In so doing, consideration will need to be given to:

- stake-holders needs
- knowledge, skill, experience and time requirements
- material resources
- financial resources required to implement new initiatives
- new/emerging trends.

Requirements such as police checks, driver's licence verification and in some cases health checks, also need to be considered.

In addition, the Volunteer Program Manager must be certain that the position being considered is not the province of a paid rather than that of a voluntary worker.

The more diverse and flexible the volunteer position is, the easier it will be to recruit volunteers. While not all volunteers will want to be in a position where they are constantly challenged with new and unfamiliar roles, many will welcome opportunities to participate in new and creative endeavours.

Like any experience, it is important to have balance. Listed below are some suggestions on a continuum to assist in checking the balance of the positions you are designing and offering. Readers will undoubtedly think of others.

## Variations

Direct contact with service recipients	—————	No client contact
Development of relationships (requiring consistency and continuity)	—————	Variety (short-term one-off interactions)
Challenging roles and responsibilities	—————	Ordinary/routine roles and responsibilities
Regular hours (9-5)	—————	Flexible hours (evenings, early mornings, weekends)
Organisation-based work	—————	Home-based work
Short-term (projects work, one-off jobs)	—————	Long-term
Targeted groups (e.g. youth, ethnic, aged, rural)	—————	Wider community
Individual volunteer positions (or job sharing)	—————	Family volunteer work
Physical	—————	Virtual

## Designing Position Descriptions

Written volunteer position descriptions serve a number of purposes, as is the case for paid work positions.

They:

- enable all workers to understand each others' jobs/roles
- are a useful recruitment tool
- form the basis for supervision, staff appraisal and evaluation
- reduce ambiguity and confusion in the workplace
- contribute to an enhanced sense of meaningful involvement in the program
- assist in developing good working relations with paid staff
- assist in creative planning and design of new positions and enhanced service delivery.

There are some components that a good position description should include:

- the position's title
- the description and purpose of the job
- responsibilities of the role
- specific duties to be undertaken
- qualifications – skills, expertise, experience, knowledge and training
- personal attributes required
- training, including legal requirements, e.g. OH & S
- time-frame and/or attendance requirements
- location of work
- travel involved
- supervision (to whom do volunteers report)
- special requirements – police check, health check, drivers' licence
- benefits to the volunteer.

On occasions, prospective volunteers may present themselves to your organisation seeking to do specific volunteer work and offering skills that would be beneficial for your program. In this case you may design a position description (after discussing possibilities with the prospective volunteer and paid staff) that utilises their expertise and ensures their needs and those of the program are extended.

*See Appendix 11: Volunteer position descriptions: Points to consider.*

## Summary

Designing interesting, effective, challenging, rewarding, flexible and enjoyable positions for volunteers is central to the success of any volunteer program.

In doing so it greatly assists in:

- avoiding the under utilisation of volunteer expertise
- building reciprocity into relationships

- reducing a high turnover of volunteers
- producing a reliable, consistent volunteer workforce and enabling a continuity of work shared by volunteers and paid workers to flow smoothly.

Positions creatively designed are more likely to enable volunteers to feel they are making a difference with the work they are doing.

Writing a clear position description signifies a professional approach that meets the needs and expectations of all involved. It also removes, to a large extent, any ambiguities that may arise.

### *Reflections*

*Is your organisation taking account of the latest trends in volunteering when designing volunteer positions which will result in maximising its contribution to the community?*

*As the Volunteer Program Manager, are you limiting your thinking to the current contribution of volunteers rather than extending their contribution by addressing current community needs?*

# Chapter 11

## Recruiting, Interviewing, Selecting and Induction

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*Volunteer recruitment is inseparable from agency public relations*

Susan J. Ellis

In this chapter we will discuss:

- Recruiting
  - process
- Interviewing and selecting
- Induction
  - the objective
  - the content.

### Recruiting

Recruitment is about finding the right person for the right job and ensuring the match will deliver quality services, while meeting the needs of the service recipient, the volunteer and the organisation.

Recruitment can occur within either a pro-active or a reactive framework. While both are acceptable motivations for recruiting volunteers, adopting a pro-active approach will allow for a more careful and considered selection process.

Reactive recruitment is often unavoidable when a volunteer or volunteers leave suddenly and there is a need to fill the position/s quickly. Having said this, there are ways in which the Volunteer Program Manager can be alert to the potential of such a situation. Good management practices that continually monitor and evaluate processes, performance and outcomes, together with levels of satisfaction, will often identify early warning signs that may signal discontent and frustration felt by volunteers. However there are of course times when personal reasons such as ill health also force a resignation.

Being pro-active in terms of recruiting staff indicates that:

- planning has occurred
- current/future trends and needs have been taken into account
- a professional approach has been adopted
- the program/s are well organised
- there is an aura of confidence about the program.

In other words the Volunteer Program Manager and staff are signalling to the outside world that they are confident, well prepared and ready to recruit volunteers into their program.

Effective recruitment strategies will help to ensure:

- better services
- a more diverse range of services
- a volunteer team with a diverse range of skills, experience and perspectives
- satisfied volunteers
- the aims and objectives of the program are met.

McCurley and Lynch (1996:33) maintain that because volunteers give their time only when motivated to do so, recruitment is not a process of persuading people to do something they don't want to. Rather recruitment should be seen as the process of showing people they can do something they already want to do.

Ellis' statement at the beginning of this chapter is also worth keeping in mind when developing strategies for recruitment. It is important to understand the public perceptions of the organisation and the volunteer program; after all you are attempting to "sell" an idea to the public. People willing to give their time and expertise are more likely to do so with an organisation whose programs:

- have a high profile
- are well respected
- have achieved success and made a difference.

While it is the case that most people volunteer for an interest or cause rather than an organisation, with some organisations such as Red Cross or Amnesty International the cause and the organisation are synonymous. This makes recruitment much easier. Conversely, an organisation will find recruiting prospective volunteers more difficult if it:

- does not have a high profile
- does not promote the achievements of the program.

Another point worth noting is the status of volunteers in the organisation. The attitude of the organisation towards volunteers will have an influence on the recruitment drive. People will be less likely to want to give of their time and expertise to an organisation that does not value their contributions and marginalises their work and the volunteer program.

### **The Recruitment Process**

1. *Set the objectives.*

This process involves conducting a "program needs" assessment, identifying the outcomes of the program, then reviewing and/or designing new positions.

2. *Review/write position descriptions.*

Review and write new position descriptions to reflect the objectives of the recruitment process.

3. *Decide on the techniques to be used.*

These will in part be influenced by geographical location (i.e. rural or urban, inner metropolitan or suburban), the number of volunteers sought and skills required. Brainstorming ideas to generate a list of techniques with other staff is often helpful.

Holding an information session that has been widely publicised and displaying the position descriptions is one way. This will most likely bring a diverse range of people together and depending on the wording of the publicity, there are likely to be some people who will find a position description that attracts them.

An information session should:

- introduce your organisation and/or program, outlining the mission, aims and objectives

- outline program objectives, achievements and services provided
- address requirements i.e. qualifications and/or life experience, skills and knowledge
- discuss any special requirements e.g. police checks, health checks, driver's licence verification
- provide information on out-of-pocket expenses policy and insurance cover
- focus on benefits for the volunteer including training (if applicable)
- stress the importance of volunteer involvement in terms of making a difference
- outline the selection process
- point out time commitment requirements
- ensure position descriptions are in an accessible place for people to peruse
- ensure application forms are accessible for people to take and complete (with a closing date clearly marked).
- stress the value placed on volunteers and the volunteer program by your organisation.

People will be more interested if they know that they and their work will be valued and not marginalised.

The recruitment drive will be an opportunity to showcase your program and organisation. This is indeed part of a wider promotion strategy. It is also a great opportunity to involve volunteers in some of the most important work a Volunteer Program Manager will do.

Alternatively, recruitment can concentrate on filling one position or a cluster of positions that are very similar (if not the same). This way more specific groups of people can be targeted, e.g. counsellors, people with financial accounting skills and experience. Targeted recruitment allows for greater visibility by the group an organisation may wish to involve e.g. students at a University campus.

Coupled with some simple marketing strategies that address the needs of the target audience, targeted recruitment can be very effective.

Other methods for reaching people include:

- using the internet:
  - by including job vacancies and position descriptions on your program's website
  - by including on-line application forms
  - by advertising vacancies on established on-line referral web sites
  - social networking
  - by posting a short YouTube clip about your agency
- radio – regional/metropolitan/community
- television
- newspapers, particularly local papers which people are likely to read in more detail
- magazines
- direct mail
- displays/booths
- brochures, posters, fliers
- piggyback events e.g. announcements/leaflets at speaking engagements or conferences.

While television and radio announcements will necessarily be brief unless you can arrange an interview, the other suggestions would carry more detailed information. It is important to note that the message, while succinct, will need to be informative and attractive.

*Experience shows that one of the best recruitment techniques is that of word of mouth. Volunteers from your program, if satisfied, will attract others to join.*

Volunteer Program Managers can encourage existing volunteers to assist in this way.

## **Interviewing and Selecting**

This process will follow a recruitment drive and enable you, or perhaps a panel, to make a decision about who is selected to fill the positions advertised. The process will vary somewhat depending on the number of positions to be filled and the number of applicants.

*See Appendix 12: Example of Application form to volunteer.*

### ***Step one:***

Work through the applications and identify any that do not meet the criteria (as per job description requirements). For example the applicant lacks the necessary skills or is not prepared to undergo a check that is required.

### ***Step two:***

Contact the people and arrange an interview time. The interview should be designed to:

- allow the applicant to convince you he/she is the right person for the job
- allow you to assess their suitability in terms of skills and expertise (if appropriate) and attitude to volunteering and the program
- enable you to identify the applicant's motivation to volunteer and deciding if the proposed volunteer role will meet their expectations; if not, this is the time to say so
- enable you to discuss any special needs or screening required.

The interview process itself need not be a long or convoluted process, especially if you are quite clear about what you want and what you are looking for, taking into account the dot points above and having the position description to guide you in making a decision.

Betty Stallings (1996) in her training package *Building Better Skills* gives a succinct breakdown of four key steps in the interviewing process:

- preparation
- opening
- body
- closing.

*Preparation:* Part of your preparation will be the formulation of open ended questions that allow the interviewee to give as much information as possible to enable you to make your decision.

*Opening:* Involves greeting the interviewee, putting him or her at ease, clarifying the purpose of the interview and setting the time-frame for the interview.

*Body:* This is the main part of the interview and can be broken into three sections:

- general information about the program and position
- questions allowing the interviewee to address the requirements of the position description
- interviewer shares any appropriate information on the position/s required.

*Closing:* Involves summarising the interview and concluding it by informing the interviewee of the outcomes e.g.:

- you will be in touch
- offering them the position
- explaining they do not meet job requirements and providing any follow up suggestions if you are in a position to do so.

***Step three:***

Notify people of their acceptance or otherwise into the program.

A possible drawback of a recruitment drive is to have more people interested than you have positions to fill. One way around this is to have already anticipated it and made arrangements with colleague/s to refer prospective volunteers, if appropriate, to another organisation or program, or to your state or regional Volunteer Centre. Another possibility is to create a position/s to take account of their expertise.

In any event you will not always be in a position to accept every prospective volunteer who walks through the door. Some people will not be suitable and others, while they might be, will be unable to be placed at that time.

Having made your selection/s to fill the positions, the next step is to decide on a starting date and implement an induction program.

## **Induction and Training**

New staff need basic information about the job, the program and the organisation. To some extent induction will have started during the recruitment and selection process, but a structured orientation program is important in understanding the organisation and the job to be performed as well as in developing volunteer commitment to the organisation.

Provision should be made at this stage to ensure volunteers undertake training that is necessary to meet legal requirements. Some of this training will be around OH&S, both generic to the organisation and specific to the job role. Other training will be more specific to the job role, such as Child Safe Environment training or Elder Abuse training.

The degree of training to be offered to volunteers will vary according to circumstances. Some volunteers will be recruited because they already have the necessary skills and knowledge. In other cases training will be necessary to ensure the job is done properly.



Induction may be conducted on an individual or group basis. It can also serve as a convenient method for self-screening and when combined with a trial period may save much time, effort and stress, ensuring that volunteers can reassess their commitment to either stay or move on.

Experienced volunteer and paid staff should be involved in the orientation program, especially those key persons with whom the new volunteer will be working. It is essential that all those involved in providing orientation receive relevant training.

It is also essential that Volunteer Program Managers have an itemised checklist that comprises all that needs to be undertaken during an induction program, that each item is ticked off as it is completed and that the checklist is signed and dated by the volunteer and the Volunteer Program Manager. This document is an important record demonstrating the organisation has met part of its duty of care responsibilities towards the volunteer and if needed, could be produced as evidence.

### **The Objective**

Induction will provide a general picture of the organisation, staff, the program and the position. This will include:

- an understanding of the organisational mandate and structure and of the volunteer position
- an understanding of how the volunteer fits into the picture as part of the team, in relation to the task and overall program
- information on the training, support, supervision and appraisal that can be expected
- a discussion of the philosophy of volunteering and the expectation that the agency and volunteer have of each other
- information on additional features appropriate to a particular situation. For example, for an umpire within a sporting club, uniform, rules and regulations will be of importance.
- volunteer job description
- relevant policies and procedure
- training requirements
- volunteer handbook.

### **The Content**

Induction will cover:

- the organisation – its history, aims, policies (including occupational health and safety requirements), structure, programs (their purpose and results), funding sources and procedures where applicable
- the volunteer – information channels, expectation, details of support and supervision, training (in-house, formal, short-term or ongoing), out-of-pocket expenses, insurance, rights and responsibilities
- the position – including the particular needs of consumers and the agency
- internal procedures – parking and transport, lunch facilities, phones and office equipment
- communication channels – what they are and how they work

- personal work space and equipment
- health and safety procedures
- social activities
- the staff – introduction to key people such as colleagues, supervisors/support people and agency management, with an explanation of positions held
- the structure – the varying responsibilities of staff, both paid and volunteer and how they complement each other.

A tour and explanatory talk is often the format followed in an induction program. The development of written information and/or a staff handbook on the organisation can be a valuable backup.

Many volunteers, e.g. museum guides and fire fighters, will be entering new fields that involve the acquisition of detailed knowledge and skills. In addition to orientation, training will be required before and after the volunteers begin work. (See Chapter 14: Personnel Management)

Other volunteers will have been recruited for the skills they already possess and any training required will relate to the particular needs of the organisation within which they are to work.

*See Appendix 13 for an example of a general induction checklist and one for a specific job role.*

## **Summary**

Recruitment is about matching the right person with the right position. It is about facilitating a mutually beneficial relationship from which all parties benefit.

Recruitment processes also enable an organisation to showcase its activities, achievements, contributions to the community and the benefits derived from being involved in the organisation. It is in fact an important part of the promotion of the organisation. Recruitment procedures provide an opportunity for considered selection of volunteer staff to fill positions in the programs that ensure the aims and objectives of the programs are fulfilled.

Having selected people to fill volunteer positions it is important that they have access to a well planned induction program which introduces the volunteers to the new work environment. The induction program also includes training required to meet legislative requirements and to enable volunteers to effectively perform their work.

## **Reflections**

*Are you pro-active in recruitment tactics by matching the needs of your organisation with the variety of talent available in the community?*

*Do your recruitment strategies take advantage of modern technology such as social media programs, e.g. Facebook and other sites such as YouTube.*

*Does your recruitment process allow applicants to fully appreciate the aims of the organisation and what is expected of them, while keeping their motivation to volunteer in mind?*

*Is the orientation process such that recruits will feel confident that they understand the organisations aims and requirements?*

*Is your documentation of desirable records regularly reviewed?*

# 3

## MANAGING THE PROGRAM

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*This section encourages  
Volunteer Program Managers  
to analyse the many aspects of management  
that need to be faced on a daily basis  
as an integral part of successfully managing  
volunteer programs.*

# Chapter 12

## The Manager

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*We ask ourselves, “Who am I to be brilliant?” Actually who are you NOT to be? Your playing small does not serve the world.*  
Nelson Mandela

Managers of volunteer programs, particularly on some days, may well ask, “How did I get myself into this job? What do I expect to achieve? How? When? Is the effort worth while?”

The answer to the last question has to be “Yes”, and while the job of managing volunteer involvement is complex and demanding, the rewards can be great when the job is tackled thoughtfully, with enthusiasm and commitment. Working with a diversity of volunteers with a wide range of knowledge, skills and life experiences and seeing them enjoy their volunteer activities as they provide greatly needed services, can bring great satisfaction.

The abilities required for the job are considerable. While many of us never envisaged volunteer program management as a career path, the professionalism of the sector and the development of volunteer program management as a profession now provides great scope for personal and career development.

*Managers can reap these rewards by following six steps:*

- *ensure the role, responsibilities, duties, status and title of their position match requirements for job achievement*
- *identify required conceptual ability, knowledge, skills and personal attributes*
- *check their commitment to the job*
- *acknowledge their own influence*
- *develop and implement a plan to maximise personal performance and achieve significant results*
- *utilise the experience available in existing support networks.*

While this chapter relates principally to a Volunteer Program Manager who oversees volunteer involvement in an organisation as a whole, much of the material will be pertinent to Executive Directors of organisations who are directly responsible for all personnel – both paid and voluntary. It will also be of relevance to sectional managers who supervise volunteers in their unit as part of a range of other duties, as well as people who oversee volunteers in, for instance, a football association, or the town’s art gallery.

### Role of Volunteer Program Managers

The role of a Manager can be divided into the following categories:

- planning and organising
- staffing
- leading
- monitoring and evaluating.

Volunteer Program Managers will have responsibilities and duties that relate to all of the above categories. Some examples are listed.

### **Planning and organising**

- analyse facts and factors related to the organisation's involvement of volunteers which need to be considered in the planning process
- establish and review volunteer policy and practice guidelines
- in consultation with all stake-holders, develop goals and outcome objectives for the volunteer program
- ensure structures and strategies are in place which promote the cross-fertilisation of information, ideas and decisions
- develop and implement a forward-looking strategic plan towards achievement of program goals and outcomes
- introduce operational procedures and forms to facilitate uniformity where this is necessary
- ensure risk management strategies are in place, including occupational health and safety measures, insurance cover and any necessary volunteer screening processes
- cost the program and ensure adequate funding is available
- promote a good working relationship with the Board, senior management, paid workers and volunteers
- develop links with the community
- plan to review goals, planning techniques and organisational structures on a regular basis, keeping in mind current and future needs.

### **Staffing**

- list the range of duties to be performed through a volunteer needs assessment
- decide which tasks are the province of paid workers and of volunteers
- determine the range of personal attributes, skill, experience, knowledge and time requirements, as well as numbers of volunteers needed to fulfil requirements
- promote the program, interview and recruit volunteers, or seek volunteers from any current program which is already in place
- orientate volunteers to the organisation, the job and to entitlements and responsibilities
- train volunteers as necessary
- arrange for ongoing consultation and feedback among all parties
- delegate duties and responsibilities as appropriate
- arrange supervision and support and address any areas of conflict
- ensure regular appraisal of individual volunteers in relation to the meeting of both their needs and those of the organisation and take action as necessary
- review the composition and performance of the team as an entity and adjust as necessary.

### **Leading**

- encourage all stake-holders to recognise the potential and limitations of volunteer involvement
- promote best policy and practice standards

- motivate, support and empower colleagues, paid and voluntary
- encourage mutual understanding and respect between all staff members in relation to each other's role and responsibilities
- look ahead, anticipate future possibilities as well as future issues/problems
- speak out and act decisively
- promote a harmonious working climate and a culture where enjoyment and satisfaction, as well as effort, abound.

### **Monitoring and evaluating**

- incorporate regular monitoring processes and program evaluation to ensure reassessment of goals, priorities and the setting of new goals
- check standards and accountability requirements and take action as necessary
- decide on what records need to be kept, by whom and for how long.

## **Responsibilities, Duties, Status and Title**

### **Responsibilities**

Overall responsibilities will differ according to the extent and nature of the position; however, some common requirements will pertain.

Whether the responsibilities relating to volunteer involvement are the sole, or just one of a person's duties, broad objectives need to be clearly spelt out, e.g.:

- "to provide a competent and comprehensive volunteer program for patients and their families" relates to a position specifically aimed at the volunteer component of a hospital's staffing
- "to ensure that the human resources of the organisation – both paid and voluntary – are recruited, selected, developed and managed in line with organisational goals" relates to a position aimed at harnessing the entire workforce.

### **Duties**

These may include requirements such as:

- promoting the volunteer program throughout the community
- interviewing, assessing and selecting volunteers
- orientating, training and providing ongoing development for volunteers
- preparing a budget for the program and ensuring that expenditure is kept within the limits of funding provided
- ensuring that policy and practice guidelines and procedures are in place which provide volunteers with safe working conditions, insurance cover, out-of-pocket expenses and the ability to provide an effective service while fulfilling their own personal expectations
- ensuring that volunteers are provided with information relevant to their duties and with opportunities for involvement in the organisation's decision-making processes
- providing on-going supervision and support to volunteers, either directly or in liaison with paid staff who are working with the volunteers
- maximising the skills, experience and time availability of the volunteers
- developing and organising appraisal procedures for volunteer staff to ensure appropriate placement, performance and work satisfaction

- promoting a team spirit among volunteers and between volunteers and paid workers
- providing paid staff who supervise volunteers with information, support and where necessary, supervision and training
- evaluating requests for additional volunteer services
- ensuring rosters are maintained to provide necessary cover
- providing monthly reports to the Board aimed at ensuring the services provided meet requirements
- acting as spokesperson for the organisation in relation to matters related to volunteering
- maintaining records of volunteers, their duties and hours of service
- regularly reviewing the program to ensure its potential is maximised.

Volunteer Program Managers will need to maintain a good working relationship with the organisation's governing body and ensure that their job specification matches requirements to provide benefits to service recipients, volunteers and paid staff. Job specifications need to be reviewed regularly.

*See Appendix 14: Example of job description of a Volunteer Program Manager*

### **Status of position**

Many organisations depend on a well functioning volunteer workforce to achieve their goals. The title and status of the Volunteer Program Manager's position need, therefore, to reflect the responsibilities involved. Denigration of the position is not only unfair to managers of volunteer programs, but in turn denigrates the contribution of the volunteers.

It is the responsibility of Volunteer Program Managers to ensure that volunteers and volunteer managers are not taken for granted. The position needs to be located within the mainstream of planning, personnel and management structures and the program provided with the funding necessary to maximise the volunteer contribution.

### **Title of position**

The title of the position needs to indicate the true nature of the responsibilities required. "Coordinator of Volunteers" ignores the fact that often coordination is a minor aspect of the job. Duties can involve those of a manager, service provider, personnel officer, training officer, administrator, public relations officer and fundraiser and the title of the position needs to accurately reflect this.

The title also needs to accurately reflect the scope and size of the volunteer workforce. For instance, in many hospitals the Volunteer Program Manager will lead the second largest staffing component of the institution (after the Director of Nursing).

Appropriate titles can achieve two things.

**First**, they give both the volunteer and the manager of the program, the appropriate acknowledgment and kudos they deserve for the importance of the work they perform.

**Secondly**, the choice of title appropriately places a Volunteer Program Manager and indeed a volunteer program within the overall context of an organisation.



Titles such as Manager/Director of Volunteer Involvement/Volunteer Program indicate the nature of the responsibilities and duties and underline the fact that it is the program rather than the individual which is being managed.

## **Conceptual Ability, Knowledge, Skills and Personal Attributes**

As we have seen a job description is likely to cover many duties. It entails a wide range of personal attributes, abilities, knowledge and skills.

### **Conceptual ability:**

- an ability to link the ideology and practice of volunteering, management theory, organisational and community needs and issues
- an ability to see the organisation as a whole and to understand relationships amongst its parts.

### **Knowledge relating to:**

- organisational goals, structure and staff, both paid and voluntary
- the surrounding environment, including organisations with common interests
- the wider scene in relation to volunteering, e.g. its extent and impact
- the wider scene in relation to volunteers, e.g. the nature of today's volunteers
- motivations and capabilities of staff
- legislation and regulations, e.g. in relation to industrial matters, equal opportunity, health and safety.

### **Skills relating to:**

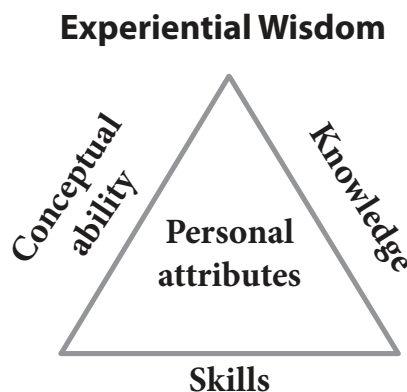
- leading, planning and setting priorities
- organising
- developing policy and practice guidelines
- making effective decisions
- thinking big and thinking small
- knowing how to lead and bring about necessary change
- consulting
- delegating
- communicating effectively
- enthusing others
- promoting a team spirit
- public speaking
- advocating
- appraising individual performance
- conflict management
- interviewing
- inducting and training
- identifying and developing the potential of individual volunteers
- managing finances
- conducting meetings
- using information technology

- managing time effectively
- writing reports
- building up support networks with colleagues, inside and outside the organisation
- evaluating programs.

### **Personal attributes**

- a value base related to the philosophy of volunteering
- a readiness to listen, learn, reflect and change
- commitment
- empathy with people
- acceptance of responsibility
- a readiness to plan for future possibilities and challenges
- a willingness to share information, decisions and power
- creativity
- enthusiasm
- sensitivity
- flexibility and adaptability
- assertiveness
- patience and persistence
- a sense of humour.

Readers will want to add to the above. In fact, the list seems endless, reflecting the complex demands required in managing a volunteer workforce.



### **Commitment**

No matter what abilities and attributes a person may possess, little will be achieved without a commitment to organisational goals and a belief that volunteering, with its philosophy of serving the community, can contribute to those goals.

The sort of commitment required does not mean being dogmatic or parochial, or simply creating a platform to make oneself visible. It means having firm convictions, but at the same time being flexible and receptive to the opinions of others. It means reflecting, deciding what needs to be done and getting started. It involves selling and persuading and staying the distance.

In order to stay the distance when things get tough, more than intellectual belief is required. Managers will need to feel so deeply about what they are doing that at times personal interests can come a poor last. That is what real commitment is about.

Commitment can override seemingly insurmountable barriers. Marjorie Jackson-Nelson was passionate in her efforts to run in the Olympics in the 1950s. She began running in men's track shoes stuffed with newspaper – there were no track shoes for women in those days – and she trained at night on a track dimly lit by her coach's car headlights.

*True commitment cannot be kept to oneself. Managers need to share their enthusiasm with others – listen to what they are saying and learn from them.*

## **Acknowledging the Volunteer Program Manager's Influence**

The manager has a big influence – on the atmosphere, on how free or restricted staff feel and on goal accomplishment. The culture of an organisation or unit can change with a change of manager.

No matter what the calibre of the workers, the manager will make a difference – for better or worse.

In times of unprecedented change, both social and economic, the survival and dynamism of the organisation rests heavily with the manager.

While some may see the manager as having power to wield in the work place, contemporary management thinking focuses more on the influence managers have and the positive ways in which they use this influence to the benefit of staff morale and the future survival of the organisation.

Gary Hamel and Bill Breen (*The Future of Management*, 2007) have written extensively on this issue. Reference is also made to their work in the next chapter. They maintain that managers who are not in touch with their staff, who do not work with, consult and listen to their staff, will often be caught short when the wave of change hits their organisation. Their experience has shown that managers who work with their staff; actively listening, seeking input, ideas and feedback are more likely to have developed and implemented strategies that place the organisation in a position where it can ride with the changes and often flourish as a result.

While Hamel and Breen talk in terms of companies and businesses, what they say can easily be translated to community not-for-profit organisations. The scenarios they outline and the strategies they propose apply equally to our work environments.

Managers have the potential to motivate staff, engender enthusiasm and passion and create an atmosphere where change is embraced, and opportunities and challenges are met with energy, commitment and eagerness rather than being seen as a threat and something to be combated.

Organisations where volunteers, paid staff and management work together to embrace change, see challenges as new opportunities, set goals with vision, establish good communication structures and develop creative strategies for working together, will make the difference between mediocre and really good things happening.

J.W. Gardner (1990) reminds us, “Organisations go to seed when the people in them go to seed. They awaken when the people within them awaken. The renewal of organisations and societies starts with people.”

It can be daunting to consider the attributes, abilities and skills needed to fulfil job requirements, particularly when one realises that it is the total package that counts. One may score well in areas that are not crucial at the time. On the other hand, while scoring high in areas of relevance, negative personal factors may wipe out some of the positives.

For instance, we may pride ourselves on our ability to come up with ‘brilliant ideas’, but consistently dismiss the perspective of others. We may speak well in public, but have such a short fuse, or be so insensitive to the needs of others, that a state of tension permeates the office, or we can favour certain staff members over others, creating a divide and rule atmosphere. We may work very hard, but procrastinate over difficult decisions, or we can consider decisions in terms of our own personal interests rather than those of the people the organisation is there to serve.

Apart from personally appraising our performance, we will want to know how other people see us. Sometimes we have to be told if we are acting in ways others find irritating, or which are unproductive. For instance, we may annoy fellow members of a committee by talking too much – or not at all! Perhaps we were not aware of what was happening – and we need to be told. On the other hand, it helps to be told how much others have benefited from something they have learned from us – so we can recognise assets on which we can capitalise.

The Volunteer Program Manager’s job is never likely to be easy because there are so many interlocking issues involved and possible ways of responding. But while the difficulties may be many, so are the opportunities!

How can we take hold of these opportunities and gain satisfaction?

The first step is to acknowledge the importance of our own personal influence. Each of us has the power to make things worse, maintain the status quo, or to widen our horizons and achieve great things.

## **Developing and Implementing a Personal Achievement Plan**

Marlene Wilson (1982), a pioneer in literature relating to volunteering, in the conclusion to her book *Survival Skills for Managers*, says:

“When I was younger, I often found myself wishing impatiently that ‘they’ would take care of the obvious problems and injustices of this world. The older I get, the

more clearly I recognise that there is no magical 'they' ... we are they! If wrongs are to be righted, if dreams are to be realised, it is the responsibility of each one of us to do whatever we can, wherever we are, with whatever we have."

After taking that first step of acknowledging that the manager's influence works for better or worse, managers are faced with the challenge of doing something about it.

While a yearly appraisal of one's performance within the organisational structure is useful, managers can take the initiative by developing their own personal achievement plan. This will involve systematically evaluating personal attributes, conceptual ability, knowledge and skills as they relate to the overall role and duties of the position, aimed not at mediocrity but at significant achievement.

A personal plan means comparing what we support in theory with how we think and act in practice. We will need to analyse what we do and how we operate. Are we concentrating on essentials, are we avoiding areas which could involve us in controversy or which we find difficult or boring?

The plan will involve keeping job requirements in mind, and:

1. listing
  - overall objectives
  - strategies to achieve the objectives
  - performance indicators
  - time-frame
2. testing out the strategies
3. integrating the strategies into normal practice
4. monitoring, adjusting and setting new goals to ensure ongoing development.

In formulating the plan it is useful to:

- list
  - positive attributes
  - areas where improvement is necessary
  - negatives which harm performance and credibility
- develop strategies which
  - capitalise on things we do well, including those we can share around
  - develop areas where improvement is necessary
  - modify or eradicate negatives.

How do we go about implementing our further development? We can:

- devise a plan, with a time-frame, to tackle areas of need
- enrol in a diploma or certificate course in volunteer program management or attend workshops offered by state or regional bodies on volunteering
- select areas for development and enrol in training opportunities offered by other training institutions
- check out our perceptions relating to personal positives/negatives with colleagues or supervisors and ask them to make suggestions and provide us with support

- contact state and regional volunteering centres to explore existing networks of Volunteer Program Managers who meet to share and add to their knowledge and skills; or, if unavailable, initiate your own network
- join an on-line community of Volunteer Program Managers.

*If managers are prepared not only to acknowledge personal areas in need of development, but to celebrate their own abilities and those of others, they can let loose a whole range of creative ideas and set the course for an exhilarating and productive work life.*

As Doris Lessing reminds us, “It is individuals who change societies, who give birth to ideas.”

## **Developing and Utilising Volunteer Program Management Networks and Training Courses**

There are now many avenues available for professional development.

One of the most significant developments has been the formation of the Australasian Association of Volunteer Administrators, AAVA, the professional association for Volunteer Program Managers.

Formal training and development opportunities also offer the Volunteer Program Manager the opportunity to pursue greater knowledge. Certificate and Diploma level education are available from TAFEs and in a number of states throughout Australia and by distance education. State Volunteer Centres can give further details.

Qualifications for Volunteer Program Managers are essential and reflect the professional nature of the job and give credibility to the person and the position. Moreover, it reflects a commitment to remain abreast of current trends and issues.

It is heartening to learn that an increasing number of organisations are now requiring a certificate or diploma in Volunteer Program Management as a minimum qualification for the Volunteer Program Manager position being filled.

State and regional Volunteer Centres can provide information about Volunteer Program Manager networks operating in all parts of the country. These networks offer an opportunity to meet and mix with others doing similar work.

The internet also offers great opportunities to communicate with other Volunteer Program Managers not only in Australia, but right around the world. OzVPM – short for “Australasian Volunteer Program Management” is Australia’s largest dedicated volunteer management news-group, having grown into a vibrant and well informed community. The web sites of Volunteering Australia and many state based Volunteer Centres also offer great sources of information and resources. Increasingly volunteer groups are having a great presence on social networking sites, such as Facebook.

## Summary

Some people who accept the position of Volunteer Program Manager may well underestimate job requirements. Their perception may also be shared by the Board and senior management. Once in the job, the reality of the situation becomes clear – both the issues and the potential.

Mark Leahy (1998, 28) reminds us of the potential of the position when he says:

*“By encouraging and empowering volunteers; by providing a high quality volunteer experience, which takes its progressive, democratic message out into the broader community, volunteer managers are also helping to contribute to the struggle for a world in which the principles of democratic participation and full citizenship thrive.”*

A combination of conceptual ability, knowledge, skills and personal attributes can lead to that most precious resource – experiential wisdom.

## Reflections

### *A Valued Management Position*

*How does your organisation relate to the following principles and indicators?*

### *Principles*

*An organisation that engages volunteers shall resource their activity through the appointment of a Volunteer Program Manager. This position will be at a level that recognises the complex nature and importance of effective volunteer management.*

### *Indicators*

- *Is the position:*
  - *paid according to a recognised industry award and at a level commensurate with other management positions in the organisation?*
  - *allocated enough hours to allow the manager to perform the role adequately and effectively?*
  - *allocated a budget to effectively run the program and enable it to meet policy requirements?*
- *Is the Volunteer Program Manager:*
  - *released to attend professional development and other training opportunities?*
  - *expected to be an active participant in networks of Volunteer Program Managers?*
  - *part of the management structure of the whole organisation?*
  - *able to maintain professional integrity and not be compromised by industrial issues or management directives?*
- *Is the role of the Volunteer Program Manager:*
  - *recognised and valued by the organisation? How is this demonstrated and achieved?*

*For additional information, see Volunteer Australia's National Standards for Involving*

## *Volunteers in Not-For-Profit Organisations.*

### *Job Descriptions*

1. *Check the job specification against the duties listed earlier in this chapter or in Appendix No. 14. Consider the relevance of the job specification against the goals of the volunteer program.*
  - *Is a revamp necessary/desirable?*
  - *How can you go about achieving this?*
2. *Check the list relating to conceptual ability, knowledge, skills and personal attributes listed earlier in this chapter and relate it to the requirements of the job.*
  - *add or subtract as necessary*
  - *list areas that require further development*
  - *which are essential/important/not important, in terms of realising your full potential and developing a career path?*
  - *how do you intend to proceed now?*



# Chapter 13

## Leadership

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*Learn to lead in a nourishing manner. Learn to lead without being possessive.  
Learn to be helpful without taking the credit. Learn to lead without coercion...  
When the best leaders' work is done, people say "We did it ourselves".*

Lao Tzu

Effective Volunteer Program Managers will lead in ways appropriate to the situation and be capable of:

- thinking big and thinking small
- adopting appropriate styles of leadership
- having the courage to enter uncharted waters
- making wise decisions
- speaking out
- acting decisively.

Effective leadership is necessary if the Volunteer Program Manager is to gain the confidence, respect and cooperation of others. It involves:

- taking account of organisational requirements and knowing what needs to be achieved
- a belief in the value of volunteering and an understanding of the issues involved in practice
- taking account of the environment, both inside and outside the organisation
- acknowledging who will be affected by what we do, encouraging openness, and having a willingness to encourage all parties to question and discuss relevant issues
- having insight in regard to our own abilities, e.g. knowledge base, skills, maturity; and using them in an imaginative fashion
- a willingness to acknowledge personal deficits and act to eliminate/rectify the situation
- having sufficient confidence in ourselves to rejoice in the abilities of others
- knowing the expectations and talents of those with whom we are working and encouraging a partnership approach
- being aware of possible consequences in relation to different action strategies
- integrating organisational requirements, the needs of the people involved and the reality of the situation into a workable whole.

Leadership qualities are necessary when working with:

- members of the community as service recipients and potential volunteers
- volunteers
- paid staff working with/supervising volunteers
- boards and organisational management.

### Thinking Big and Thinking Small

If we are to think creatively, we need to think both big and small.

## Thinking big

In the world of volunteer program management, the word “big” can be interpreted in a variety of ways. It can be seen simply as increasing the number of volunteers for which the manager is responsible and as a consequence, the person’s power and influence.

However, the size of the program is not the most important factor. Taking a big picture perspective means having an overview of a situation and its important elements, as well as of the surrounding environment – looking ahead and thinking laterally, deeply and creatively.

Thinking big is about having a vision of where the organisation/program is heading, taking account of the social, political and economic trends and issues. Thinking big is about coping with change and taking the organisation/program forward and utilising flexible work practices that ensure continued relevance and achievement of goals.

A big picture approach is necessary whether one is managing a large program with considerable resources, or a small unit with limited resources. Many factors interact even in small units – expectations both inside and outside the organisation, available resources, physical conditions, organisational culture and the workers’ motivation and skills.

*Thinking big involves hard thinking. While brilliant ideas may seem to come out of the blue, they are usually the result of looking ahead, thinking broadly and deeply, and making links.*

By keeping the big picture before us, we are forced to become more imaginative and creative and at the same time, sensitive to the needs of everyone who is in any way affected. What is needed is a human perspective, not simply an organisational perspective.

Often we are less than imaginative when considering resources, thinking nothing can be achieved until we have attracted lots of money. We need to think big in relation to untapped human resources. Many of us still have a long way to go in learning how to tap successfully into the experience and skills of volunteers – current or potential; and in being able to do a great deal with a limited supply of money.

Thinking big involves conceptual thinking and vision. Managers need to see volunteering in terms of community needs and resources and their program in the context of associated programs; they need to link the philosophy of volunteering to policy and practice and work in ways that bring reciprocal benefits to everyone involved.

## Thinking small

While thinking big is essential, what can tip the balance between success and failure may be the seemingly little things that are easily ignored or overlooked.

By thinking big, farsighted and innovative goals may be established; however, establishing processes through which those goals are to be achieved will be equally important in the final outcome.

It is dangerous for “ideas” people to think that process is unimportant. Turning an operation up-side-down when improvements are required is not necessarily the way to go. Maybe what is needed is a focus on process – like creating a more relaxed and friendly atmosphere, being sensitive to the feelings of others, ensuring people have all the information they need, getting the wording right on forms and in letters to assist understanding.

Our actions need to be based on a genuine regard for people. By putting ourselves in their shoes, we will be in a better position to understand their needs – to apologise when a mistake has been made, to discover that a different point of view is as legitimate as our own, to encompass various opinions in a creative reassessment of the situation.

*Thinking big and thinking small is a good formula to adopt, both when making decisions relating to overall planning and in undertaking specific tasks. It needs to become habitual.*

## **Appropriate Leadership Styles**

Styles of management need to vary depending on the situation and the participants.

Haynes M (1988) describes four styles of situational leadership:

- *directing*: controlling and supervising
- *coaching*: educating and providing support
- *supporting*: praising, listening and facilitating
- *delegating*: turning over responsibility for day-to-day decision-making.

No one style is “best” and no one style is “right” – the style needs to meet the requirements of the situation and the ability and willingness of participants to undertake the work and/or accept the responsibilities involved.

A fresh intake of volunteers selling badges as a fundraising effort and a legal advice service provided by qualified lawyers will require different styles of management. A “directing” approach would be required during the fighting of a fire, but not during most other operations of the fire service.

It is unfortunate that all too often, those people recruiting Volunteer Program Managers, tend to employ people with high “supporting” skills disproportionate to the other skills. In the process they often fail to understand that for a Volunteer Program Manager to be a truly effective leader – they need to be able to exhibit all four leadership styles as and when appropriate.

## **Having the Courage to Enter Uncharted Waters**

It is difficult to think of any organisation that is not in the process of constant change. This is understandable given the huge and constant changes which are taking place in the realm of technology, science, political policies and processes; and as different ideas emerge on how services should be provided and funded.

It is a mistake to speak as though all change is bad, with managers powerless to do anything except react as best they can. There is always the danger of letting turbulence overtake us, rather than taking control by getting into the driver's seat.

*Facing change and turbulence with courage can provide managers with a sense of excitement and purpose. As an anonymous writer tells us "People cannot discover new oceans unless they have the courage to lose sight of the shore."*

Have you ever been conned into going white-water rafting? You receive some last minute advice, such as "make sure you go feet first rather than head first if you are thrown out and approaching rocks!" You think, "What sort of control will I have in these raging waters?" But if we hang on tight, we find ourselves – after a few terrifying experiences – yelling "Yippee!" and preparing ourselves for the next big turbulence.

It sometimes does us good to be tossed about in the rapids, letting our thoughts and emotions run wild for a time – knowing that we will soon need to get back in control, but being courageous enough to give our imagination free rein.

Paulo Freire (1985) challenges us to be courageous when he says, "Washing one's hands of the conflict between the powerful and the powerless means to side with the powerful, not to be neutral."

Entering uncharted waters where long-term goals are involved calls for doggedness. Doggedness in pursuing our beliefs and plans can exact a price – sometimes in hard, maybe boring work, perhaps changing tactics and getting battered about. It involves rolling with the punches and knowing that the changes that we are looking for may not be achieved in our lifetime.

Our options are clear – we can put our head in the sand, resist change whether good or bad, or passively accept change, come what may. On the other hand, we can act with courage by initiating and fuelling change, taking control when necessary.

We do not need to stand alone. We can look to colleagues for support and with their encouragement, move forward together.

Hamel and Breen in their book *The Future of Management* (2007) discuss management styles and strategies that contribute to ensuring the future of organisations in times of unprecedented change to avoid becoming one of the "dinosaurs" that perished because they were unable to adapt and change and keep ahead of the constant waves of change sweeping over them.

In their book they talk about the importance of motivation, passion and enthusiasm for the job by employees for the goods and/or services being delivered by the organisation and the role of management in ensuring this is developed and maintained.

They place innovative and effective management strategies at the centre of successful organisations; organisations that are productive and happy places to work; organisations that excite, enthuse and engage their employees.

They do however remind us that this is not an easy task and in fact there are many challenges to be faced in these times of rapid social and economic times, and management innovation is one of the biggest challenges.

Hamel & Breen go on to outline three of the most formidable challenges that confront companies in this new century (2007:40).

1. Dramatically accelerating the pace of strategic renewal in organisations large and small.
2. Making innovation everyone's job, every day.
3. Creating a highly engaging work environment that inspires employees to give the very best of themselves.

In order to ensure the organisation remains viable and indeed flourishes in times of unprecedented change Hamel and Breen say we need to embrace change, move quickly, deftly and effectively to position or re-position the organisation so changes occurring do not engulf and ultimately stifle the organisation.

They talk about organisation's needing to be "as nimble as change itself" and say there's little that can be said with certainty about the future except this: "Sometime over the next decade your company will be challenged to change in a way for which it has no precedent. It will either adapt or falter, re-invent itself or struggle through a painful restructuring." (2007:41)

Their message is as relevant for us as it is for big business.

We need to examine our management style, embrace change and ensure we engage and enthuse our staff, paid and volunteer, so their passion, motivation and energy can be harnessed to fuel the future of the organisation.

## **Making Wise Decisions**

An important characteristic of a good manager is the ability to make wise decisions. The stress is on the word "wise". We do in fact make decisions every day, consciously or unconsciously. Decisions can be made by default, i.e. by not making a conscious decision and letting things drift.

Decision-making will be easier if taken step by step:

- assess the situation and establish desired outcomes
- check that these outcomes are congruent with the organisation's mandate, policy and practice guidelines and the needs of the people involved
- establish what needs to be done
- consider a number of options, taking advantage of the ideas of everyone involved
- assess the likely positive and negative consequences of each option
- make and implement the decision
- review outcomes against goals and amend as necessary.

In adopting this decision-making framework, it will be necessary to ask:

- who is in the best position to assist in the process, based on a knowledge of the situation and their experience?
- who will be affected by the decision?

and to take into account their perspectives and ideas.

Managers can consciously use a decision-making framework until the steps become automatic.

Some decisions will require the general or detailed approval of senior staff. In these situations it is a good idea to seek their ideas in the early stages, as even good ideas can be rejected if people feel they have not been consulted.

Managers need to recognise when a decision has far reaching implications, requiring very careful consideration and extensive consultation; and when it doesn't.

It is also necessary to watch out for tactics that may thwart or delay decisions, e.g. forming a committee which is never asked to report back, arranging a complicated survey which is incapable of being analysed and acted upon, deferring that thorny matter on the agenda to yet another meeting.

While keeping outcome requirements clearly in mind, decisions will need to take account of:

- what is both desirable and feasible
- effectiveness and efficiency in the short and long term.

### **Desirable and feasible**

Both factors need to be considered separately and together. For example management may believe it is desirable to involve volunteers to increase community participation and enhance service provision, but conclude that this is not feasible until paid staff are in favour of involving further volunteers. On the other hand, it may be feasible to involve more volunteers as paid/volunteer relationships are healthy and accommodation is adequate, but it is not desirable because the nature of the work requires full time commitment by paid staff members.

It is neither feasible nor desirable to expect people to volunteer, or continue to volunteer, if:

- recognition and respect for their efforts is lacking
- they believe they will be exploited by being given jobs no-one else wants
- they are expected to produce results without an infrastructure which ensures proper orientation, ongoing information and any necessary training and support
- they are called on to volunteer when their current responsibilities leave them with little or no time for leisure pursuits and a balanced lifestyle
- the position/role is replacing paid workers.

## **Effective and efficient in the short and long term**

Effectiveness needs to be judged against outcomes. The word “efficient” should be seen in terms of long-term budgetary and management practices, not simply short-term cash savings. Both effectiveness and efficiency will suffer if an organisation has made no effort to establish structures that promote information exchange and productive working relationships.

Decisions also need to take account of the five “e” words, effectiveness, efficiency, equity, excellence and expansion as mentioned in Chapter 2.

Ginette Johnson (1998) lists six ways by which Volunteer Program Managers may become credible partners with senior managers in decision-making processes:

- develop and maintain a business plan for volunteer services
- develop a cost/benefit analysis for each program
- conduct ongoing critical analysis of your programs and services
- learn to negotiate with the decision-makers
- use your power
- be prepared to take risks.

Wise decisions can be made by decision-makers who:

- understand their own organisation in detail, and its place within the wider community
- appreciate the effect decisions have on people and communities – directly and indirectly, positively and negatively
- listen to all points of view and consider all suggestions
- capitalise on all available skills and experience
- establish general principles which will guide practice
- encourage the involvement of everyone affected in the decision-making process
- subject decision outcomes to constant review.

## **Speaking Out**

It is easy to speak out if we are among friends or colleagues who are in agreement with us. But there are times when we need to speak, knowing we can be a lone voice and knowing what is said will not be universally welcomed.

Speaking positively about the achievements of individual volunteers or a volunteer program is likely to be well received – good news stories, although often thin on the ground, make everyone feel good. But as we all know, achievements can come at a cost – and that cost can include having to speak out in the face of an unsympathetic audience.

The volunteer program may be suffering because of circumstances such as:

- indifference or hostility of some board/executive/paid/volunteer staff
- exploitation of volunteers or paid workers
- denigration of the efforts of volunteers or failure to take advantage of their skills
- exclusion of volunteers from planning and decision-making processes



- reliance on short-term rather than long-term goals
- reluctance to document a set of policy and practice guidelines on volunteer involvement
- a lack of funds and facilities
- the low status given to the position of Volunteer Program Manager.

Confidence in the value of what we are advocating will be needed if we are to speak out in our organisations in these situations.

Confidence in what we are doing is also needed when speaking out in public, or to the media. Public speaking is not something that most of us have been taught, and we may think we lack the necessary skills. However, by keeping silent we can miss opportunities to publicise the achievements of volunteers, to share our experience with others, or bring an important issue to light.

Working with the media often means entering an unfamiliar world. To be successful we need to understand the pressures under which media people work, operate within their deadlines and become familiar with their language and ways of doing things. It involves developing new knowledge and new skills and talking in language people understand.

When speaking out we need to:

- know our audience
- be objective and focus on issues/facts, not personalities
- research the facts and carefully think through the situation
- determine what is worth speaking out about, and what is not
- be clear on:
  - our motives
  - what we wish to achieve
  - the message we wish to convey and how we can best do this
- be aware of possible consequences of speaking out
- be aware of possible consequences of not speaking out
- talk in everyday language
- speak responsibly.

But let us have no illusions; if we dare to speak out, life can take on a whole new dimension.

## **Acting Decisively**

Rather than doing a reasonably competent job by taking things as they come, we need to become pro-active and get into the thick of new thinking, new ideas and new actions. We need to:

- think through the situation and the issues
  - decide on our goal or goals
  - consider various options
  - know the advantages as well as some downsides of the preferred option
  - identify possible risks or repercussions
- ... and decide to go ahead!



Taking action can be reactive or pro-active. We need to be skilled in both forms, and show plenty of imagination, leadership and creativity. By being more pro-active, we would not need to be so busy being reactive. For instance, rather than resolving problems which have arisen because of poor staff morale, we can be pro-active in encouraging a highly motivated staff team.

Why do we hesitate or procrastinate? We sometimes justify failing to act by hiding behind statements like “Hopefully things will sort themselves out”, or “I haven’t got much freedom to act on my own initiative”. We think that as long as we are doing a competent job, nobody will complain. This is probably true, but we miss the chance to bring about improved or new ways of operating.

We can all think of people who are capable of cutting the red tape, taking the bit between their teeth and getting things moving. But it is not always easy to act decisively. Changing current practice almost always results in resistance or uncertainty in a number of quarters. So risks and repercussions are inevitably involved. Sometimes it will mean moving into areas after things have gone horribly wrong, or acting in ways that are new to us.

*But when ‘Safety First’ rules our lives we restrict ourselves to a very narrow road  
– or rut!*

The very nature of a manager’s work involves risks – and therefore risk taking.

One of the blocks to taking decisive action is that while an action advantages one party, it may disadvantage another. But we can become immobilised when we think of all the ‘ifs’ and ‘buts’. If we do not take decisive action we will be constantly operating on the back rather than the front foot. And if we wait till all the conditions are just right, we are never likely to act, as it rarely happens that way.

We also need to realise that maintaining the status quo when change is necessary can have repercussions too. Taking a considered course of action may in fact involve less risk than closing our eyes to the need for change.

We can all think of examples of decisive action – either pro-active or reactive – which are called for despite possible risks or repercussions.

We can:

- decide to scale down a program and concentrate on advocating for fundamental change
- increase areas of delegation
- question a government policy, even though most of our funding comes from that source
- challenge the direction a senior or fellow worker is taking
- bring unethical practice to attention
- identify wasteful practices, or inadequacies in our organisation.

The first requirement in making any move – big or small – is to be clear on our ultimate goal. We have to see that beckoning light leading us on. If we do not, we can become

complacent or satisfied with minor adjustments. And unless we are clear on our goal, no proper evaluation of outcomes will be possible.

In acting decisively wise managers will ensure that they:

- have done their research and consulted with relevant parties
- work from a firm foundation, i.e. have all the facts at hand
- institute ongoing review of programs or strategies, knowing that every plan can be regarded as valid only up to the point when the decision was made
- undertake a risk assessment and put in place a risk management plan.

We noted that by speaking out life might never be the same again. Acting boldly will not make for a predictable life either. We each have to ask ourselves how far are we prepared to go: just a little way, a fair way, or the whole distance!

## Summary

Staff – voluntary and paid – expect their managers to exercise leadership. The sort of leadership required is not dogmatic, small-minded, inconclusive or passive; but rather characterised by a style that is consultative and appropriate to the situation.

Such leadership will involve:

- deep and lateral thinking
- courage to enter uncharted waters
- making wise decisions
- being upstanding in what we think, say and do.

Leadership obviously involves people. In the next chapter we will take a closer look at important aspects of personnel management.

## Reflections

### Decision-making

Answer the questions below with: Yes/No/Sometimes

- *I make decisions on gut feelings*
- *I involve anyone I can lay my hands on to help with a decision*
- *I consider who is in the best position to know the situation and involve them in the decision-making process*
- *I pass any difficult decisions over to a committee*
- *I don't like making decisions as the decision may turn out to be wrong*
- *I don't mind making minor decisions, but not those that have far-reaching consequences*
- *I use a decision-making framework to ensure every aspect is covered*
- *I review my decisions by evaluating outcomes against desired goals*
- *I enjoy making decisions without consultation*
- *I enjoy making decisions following consultation with all relevant parties*
- *I don't mind coming to a conclusion, it is acting on that decision, particularly if it may involve controversy, that I find hard.*
- *Do I need to make changes in any area? How can I do this?*

# Chapter 14

## Personnel Management

*Every single one of us has the power of greatness, because greatness is determined by service – to yourself and to others.*  
Oprah Winfrey

In the next two chapters we will discuss a number of areas which are integral to the successful management of day-to-day operations. This chapter will concentrate specifically on the crucial area of personnel management, and focus on:

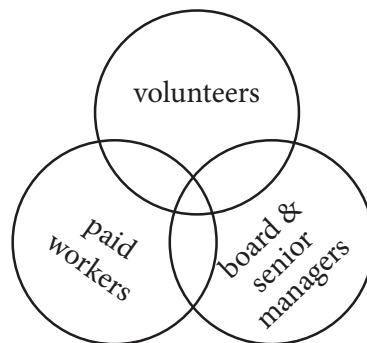
- promoting a team spirit
- supervising volunteers
- training and development
- consulting and delegating
- resolving conflict.

Volunteer Program Managers need to be ‘people people’, in that they empathise with people and are capable of developing a climate which frees and encourages everyone to give of their best and reach their full potential.

### Promoting a Team Spirit

The organisational team will generally consist of:

- the volunteer program manager
- volunteers
- paid workers
- board members and/or senior management.



Each member of the team should:

- value all work, whether paid or voluntary
- value all workers, whether paid or voluntary.

As discussed in Chapter 1, work is an important factor in a person's lifestyle, whether that work is paid, voluntary, or a combination of both. Work provides us with great opportunities to broaden our awareness of issues, interests, contacts, and experiences, resulting in an improved quality of life.

A strong team spirit that values all workers, paid and voluntary, will mean there is a much greater chance of achieving organisational goals, personal satisfaction and enjoyment from involvement in a productive and harmonious work environment; an environment that not only tackles current tasks but seeks new challenges.

### **Appraisal of team members**

The Volunteer Program Manager will need to realistically appraise the attitudes, motivations, expectations and skills of each member of the team (See Chapter 8).

**Volunteers** may:

- contribute skills, experience, a community perspective and new ideas  
or
- require considerable supervision and support,
- stay in the job only long enough to achieve their goals  
or
- continue to work for the organisation.

**Paid workers** may:

- welcome volunteer involvement in enhancing and/or extending their own achievements, and be willing to provide the necessary supervision and acknowledgment  
or
- actively or passively resent volunteer involvement.

**Board members and senior management** may:

- acknowledge that organisational achievements depend and rely heavily on the volunteer contribution  
or
- take volunteers for granted, treat them in a paternalistic fashion, or consider them as having no place in organisational planning.

The degree to which the contribution of volunteers is given genuine recognition by board members, senior management and paid staff can make or break a program.

### **Fostering mutual respect**

The attitude of volunteers, paid workers, board members and senior management towards each other will colour organisational culture and be reflected in the organisation's practice.

For instance, if board members and senior management feel volunteers are capable of doing routine work but have no value in relation to contributing insights or ideas, they will not be invited to join in developing the organisation's strategic plan. On the other hand, if volunteers are recognised as forming part of the joint staff team, they will automatically be involved in any decision-making processes.

Many volunteers, although treated well can be offended by:

- paternalism sometimes shown by paid staff or board members

- being described in such ways as “our vollies”
- board members, who may be volunteers themselves, regarding those who provide services to be on quite a different level
- recognition provided in tokenistic ways, rather than as respected members of a joint paid/staff team
- been spoken for, rather than given the opportunity to speak for themselves.

Volunteers on the other hand, can regard paid workers as being less committed than themselves, and/or expect them to contribute hours outside of their paid work contract on a voluntary basis, whether they wish to or not.

*Volunteers are not a race apart. Over half are also engaged in either full or part time work, and the great majority will be in paid employment at some time. The range of skills and experience among volunteers will be as wide as that of paid workers and board members. Some paid workers will be volunteers in another context, some board members will be volunteers. On some occasions, volunteers will have greater skills and experience than the paid workers with whom they are working – a phenomenon likely to increase with the growing involvement of the baby boomer generation (See Chapter 5).*

Being paid does not automatically endow a worker with wisdom or a sense of commitment. Nor does being a volunteer. A paid worker is likely to have more authority than a volunteer, except in the case of volunteer board members or those who work in organisations composed wholly or mainly of volunteers. Volunteers will have more freedom in choosing what they will or will not do, than paid workers.

As is the case with organisational culture, attitudes are hard to change

- the first step is to recognise when an attitude is inappropriate or detrimental in relation to organisational goals
- the second step is to discuss openly more helpful ways of thinking and operating
- the next step is to act accordingly and monitor results.

### **Requirements for effective teamwork**

All team members will need to:

- recognise all sections of the team as colleagues working towards a common goal
- acknowledge the value of a joint paid/voluntary staff team
- critically examine their own attitudes in relation to the achievement of organisational goals, and modify any which are harmful
- feel confident regarding their own job performance
- be aware of their own responsibilities and to whom they are accountable
- ensure lines of communication are open, and that information and any problems are examined together
- put into practice policy guidelines which call for joint planning and the exchange of ideas
- appreciate the value of working and socialising together.

Board/senior management  
Paid and voluntary staff

## COMMON AIMS =

Significant achievements  
A happy and productive team  
Fewer problems and less stress

Any situation that may frustrate or weaken the team spirit needs to be addressed by the Volunteer Program Manager by adopting a process that:

- consults with all parties
- listens to all points of view
- clarifies common organisational goals and the specific expectations of all parties
- makes decisions in relation to any current problem, thereby limiting the possibility of future problems.

Creating a team spirit will be a high priority for Volunteer Program Managers. It involves:

- time commitment, particularly as staff will move in and out of the organisation
- sensitivity
- skills
- leading by example.

## Supervising Volunteers

Effective supervision incorporates support, recognition, performance management and the individual appraisal of volunteers. All come within the duties of the Volunteer Program Manager and in large organisations some of these duties may be delegated to staff who are responsible for supervising volunteers working within their unit or program.

Whatever the situation, certain skills and attributes are required of a supervisor.

### Profile of an Effective Supervisor

#### Personal attributes

has the respect of colleagues  
supportive  
friendly  
communicative  
consistent  
enthusiastic  
optimistic  
valuing  
encouraging  
consultative  
approachable.

#### Skills and expertise

a negotiator  
a conflict resolutionist  
team builder  
active listener  
shares knowledge  
can confront issues  
a problem solver  
mentor  
networker  
decisive  
well organised.

While not an exhaustive list, it serves to highlight the qualities and expertise required of a supervisor. Betty Stallings (1996) puts it succinctly when she says “Excellent supervisory

skills are not measured by your personal accomplishments but by the success of those who report to you.”

### **Role of supervisor**

The essence of the role of supervisor is to ensure that staff under their supervision meet the requirements of their position descriptions, but there is more to the role than simply ensuring this occurs. Providing support by ensuring volunteers enjoy their work, meet their own expectations, maximise the use of their skills and expertise, is all part of the supervisor’s role. Volunteers who enjoy their work, feel they are making a valuable contribution, and are able to manage their work and be part of a team, will give far more to a program than those who do not. The result will be a more stable volunteer workforce.

Legal requirements will vary according to the nature of the program; it is the responsibility of the supervisor to be familiar with them and ensure their compliance.

There are some basic differences between supervising paid and volunteer staff in that volunteers are free to leave at any time. While one could argue that paid staff are also free to leave, there are constraints on paid staff such as designated notice time, and of course the financial considerations. It is often more difficult for supervisors to confront volunteers about performance or attitude concerns, as they are volunteering their time and expertise. Another consideration is that volunteers present for work less frequently (e.g. once a week or fortnight) than do the majority of paid staff.

### **Extent and type of supervision**

The extent and type of supervision will largely be determined by the size of the organisation and the nature of the program. However there are some basic commonalities to any form of supervision:

- induction/preparation for the job
- ongoing support and recognition
- resources to do the job
- appraisal of individual volunteers.

### **Induction/preparation for the job**

The content of an induction program is discussed in Chapter 11. As supervisor, the Volunteer Program Manager will need to go through a number of key issues, policies and documents with the volunteer during the induction period to ensure she/he is familiar with their content, and understands their significance. This will enable the volunteer to begin work more confidently, and have a better chance of succeeding at and enjoying the job.

Key issues include:

- the expectations the organisation has of the volunteer
- the rights and responsibilities of all parties
- policies such as grievance, occupational health and safety, equal opportunity, discrimination, harassment, and other policies specific to the organisation
- protocols relating to service recipients, member organisations, funding bodies, sponsors, members of the public and any other parties specific to the organisation
- required training to meet legislative and organisational requirements.

During the recruitment process, a review date is often set to provide an opportunity for the volunteer to report back about their progress (i.e. are they satisfied with their role), and for the supervisor to assess performance to date, and discuss any problems. In some cases it may be decided to terminate the arrangement, relocate the volunteer to another position, or plan additional training and/or closer supervision to improve performance.

The volunteer, on the other hand, may indicate dissatisfaction with the organisation or the work and decide to leave.

### **On-going support and recognition**

This can take the form of:

- regular formal meetings where specific issues are discussed and resolved
- ad hoc informal meetings to chat about any concerns and give encouraging and constructive feedback
- group meetings of a number of volunteers who may be working in a similar area, who began work about the same time, or who are experiencing similar problems or require similar training
- observation on the part of the supervisor – formal or informal
- feedback from service recipients or other stake-holders on aspects of service delivery
- involvement in/representation on decision-making bodies
- any combination of the above.

It is important to remember that supervision:

- must be supportive, constructive and productive
- should be overt in that the volunteer is fully aware of, and participates in, all aspects of the process
- should not be covert, secretive, demoralising, controlling or destructive.

Too much supervision can stifle creativity, initiative, enjoyment and fulfilment by volunteers. It is imperative that a balance be found where the volunteers feel supported and the organisation is satisfied it is meeting its obligations. This can be achieved through regular dialogue.

### **Appraisal of performance**

Appraisal is part of an overall approach to managing the performance of all staff, in this case volunteer staff.

The process of staff appraisal can and should be a mutually rewarding one for both the volunteer and the organisation. It is during this process that the successes and achievements are identified and discussed, concerns are dealt with, and, importantly, the opportunity given to suggest how services can be extended or improved. The prospect of an appraisal should be raised during the orientation period and a date set if the initial review concludes satisfactorily.

Having set the date for the appraisal session, the next step is to decide on the process and content of the session. This will depend largely on the degree of complexity of the duties performed by the volunteer.



Remember that this is a constructive, productive and rewarding process, so it follows that both the supervisor and the volunteer will together decide on:

- length of session
- aspects of the position to be appraised
- appropriate action to be taken
- format and content of written report
- time to address strengths and areas to be developed.

*The word “appraisal” is sometimes interpreted only in terms of poor performance. It is just as important to recognise and capitalise on excellent and exceptional performance, then identify strategies to support and enhance other areas if required.*

Outcomes of appraisal sessions include:

- identification of further training required
- policy reviews
- recognition of work done by volunteers
- identification of specific achievements
- review of specific work practices
- identification of best practice volunteer work
- possible need to re-locate the volunteer or terminate the arrangement.

While not an exhaustive list, it gives an idea of the importance of the role of appraisal.

Some Volunteer Program Managers find it difficult to take decisive action by providing feedback when performance is below expectations, knowing that the volunteer is working without monetary reward. However, poor performance which adversely affects service provision and relationships needs to be faced sooner rather than later.

As Megan Paull (1998:30) points out, “Managers must feel equipped to undertake this task (providing feedback) as part of their everyday role, so that problems are dealt with promptly and sensitively before they escalate to a level requiring other action.”

In looking at poor performance, it should not be presumed that the volunteer is necessarily at fault – the fault may lie within the organisation, e.g. instructions were not clear, the allocated task was beyond the capabilities of the volunteer, or training was inadequate.

Questions need to be asked, such as:

- are the volunteer’s expectations being met and in line with their motivation in offering to volunteer?
- have job requirements and responsibilities been made clear?
- do the volunteer’s skills and experience match job requirements?
- are clear communication channels in place which encourage discussion of concerns as they occur?
- did job requirements warrant institution of checks into the volunteer’s past performance or conduct before recruitment?
- is a process of regular individual appraisal in place?
- would a mentoring/coaching program be beneficial?

- is the organisation meeting its responsibilities and is additional training required/desired?

Taking the first step by identifying the concern and bringing it into the open, is not easy. However it helps to remember:

- tackle the problem, not personalities
- the alternative to taking action will be long drawn-out dissatisfaction which is unlikely to resolve itself
- while hesitating in case one person may be upset, many other people may be hurt.

Volunteer Program Managers need to realistically evaluate any problems and ask how the situation can best be remedied. They should resist the temptation to move an ineffective volunteer to another area of the organisation in the hope that the problem will solve itself. While this may sometimes be a useful strategy, more often than not it simply moves the problem from one area to another.

When matters cannot be resolved satisfactorily at the time, other strategies may be necessary such as termination procedures in relation to a volunteer, ensuring of course that appropriate procedures outlined in the organisation's grievance policy are followed.

A clause in the policy and practice guidelines will point the way and assist managers in taking decisive action in relation to poor performance, e.g. Any dissatisfaction with performance levels of volunteers will be considered in the context of the workplace environment, and dealt with as it occurs. A change in role, or withdrawal of the offer of voluntary work, will be considered only after the volunteer has been provided with an opportunity to improve performance to the required level.

Evaluating performance requires managers to look at their own performance, that of the organisation, and the volunteers.

### **Reporting requirements of appraisal**

These will be specific to the organisation, but some form of reporting will or should be required following appraisal.

If a written report is required it is important that the volunteer has the opportunity to read and comment on it and make suggestions for amendments before it is finalised.

Reports can include the opportunity to comment on:

- aspects of the position such as interaction with service recipients and other team members
- contribution to the program
- action required
- strengths
- areas to be worked on
- outstanding successes.

Written reports, if so structured, can also serve as a valuable tool when evaluating the program by providing relevant information (see Chapter 16).

Supervision and appraisal is an important part of an organisation's overall performance management strategy. It is designed to enhance performance in the delivery of quality services that meet the goals of the organisation, boost morale and reduce stress. It also provides an opportunity for the achievements of volunteers to be identified, recorded and acknowledged.

## Training and Development

In some organisations, and for certain categories of work, three types of training will be necessary. For example, a person with no medical knowledge who volunteers to work in a first aid unit will require training:

- prior to the job
- on the job
- in an ongoing capacity.

On the job and ongoing training helps to maintain interest, sharpen skills and increase confidence. The latter may take the form of regular workshops, guest speakers or externally based training courses.

A training needs analysis will enable the Volunteer Program Manager to identify exactly what training is needed. There is no sense in training just for training's sake.

Having identified the skills, knowledge and areas of training required, the Volunteer Program Manager is then in a position to plan the training program and organise the necessary resources. Having a plan in place also enables the manager to cope and adjust to any unexpected changes in operations or funding. Prepared in consultation with all those involved or affected in any way, the training plan will then be incorporated into the volunteer program's strategic plan.

Delivery of the training sessions and a subsequent evaluation of the training provided can be undertaken by the manager and/or designated trainer/s. An assessment of trainees would be undertaken to ensure the required skills and knowledge have been acquired.

Apart from being involved in training sessions, the Volunteer Program Manager will in most instances be responsible for the overall management of the training program.

*Most people, and certainly most volunteers, believe that education is for life. Apart from the development of new skills related to a particular aspect of the job, the volunteer experience provides endless opportunities for broadening of insights, understanding and knowledge. It is important that volunteer programs maximise these opportunities.*

## Consulting and Delegating

Effective Volunteer Program Managers will regard consultation as “a must” and delegation as an opportunity to spread the load, encourage responsibility and increase goal achievement.

### Consulting

Consultation involves time and clear thinking.

Managers will need to:

- think through who should be consulted, e.g. stake-holders who will be affected by a decision or action, rather than people who are likely to agree to anything the manager suggests
- consider tactics to ensure the consultation process is genuine rather than superficial, e.g. arranging meeting times suitable to the persons involved
- ensure that the people being consulted have relevant and accurate information on which to base their ideas/opinions
- show that they, as managers, have some ideas and opinions of their own, but are canvassing for others.

Consultation does not mean passing over decision-making to others. In the end the manager will have to make the decision. However, having asked others for their opinion/ideas based on their knowledge and experience, and having listened to and considered what they have to say, the manager will be in a much better position to make a wise decision.

The Volunteer Program Manager will in turn expect to be consulted by others who are making decisions, e.g. the Board, senior management, paid staff and volunteers.

*Consultation is a two-way process, which can become habitual in an environment characterised by a good team spirit.*

### Delegating

The word “delegation” should not be confused with dispensing with a job one dislikes or is seen as too hard. Rather, delegation involves the conscious passing over of a task or subsection of one’s job to another person or group. The final responsibility, however, rests with the Volunteer Program Manager.

As McCurley & Lynch (1996:71) say: “The manager’s job is not to do things directly but to make sure things get done. Or to put it another way, the manager’s job is to do things that enable others to do the work. To put it still another way, a manager’s job is to achieve planned results through others.”

Successful delegation will involve:

- taking account of the interests of all stake-holders: service recipients, the organisation and the volunteer/s to whom the task/project is delegated
- trusting in the ability of others and providing sufficient information and in some cases training, to ensure successful completion
- a willingness by the volunteer/s to accept the responsibilities that delegation brings

- deciding on what duties and responsibilities to delegate, and what controls are involved, e.g. daily/monthly progress reports, referral back when unforeseen issues arise or spending of funds is involved, reporting on completion of the task/project and assessing achievements
- ensuring that the volunteer/s know:
  - the task
  - the desired outcome/s
  - the limits of the task in terms of activities, funding and responsibilities
  - feedback mechanisms
  - available resources
  - what to expect from the Volunteer Program Manager in terms of supervision and support
- monitoring the process, evaluating the outcome, and incorporating insights into future decisions.

When well planned and executed, delegation ensures that:

- more work is accomplished within the same time-frame
- better results are achieved as tasks are passed to people with a particular expertise or knowledge, and perhaps with more available time
- volunteers develop further skills, experience and confidence, particularly when a whole task/project with a beginning, middle and end is delegated
- morale is heightened as volunteers feel they are partners rather than simply participants
- the need for constant checking by the manager is reduced
- the manager becomes an enabler as well as a doer, is not overwhelmed in an ocean of activities, and is therefore in a better position to concentrate on planning, supervising, supporting and reviewing existing projects, as well as initiating new projects.

An organisation may decide to enshrine the aim of maximising delegation as a principle with the program's policy and practice guidelines, e.g. the Volunteer Program Manager will encourage the delegation of tasks/projects to volunteers to the maximum extent possible in line with organisational goals, as a means of increasing output, improving service provision and empowering volunteers.

## **Resolving Conflict**

Eva Cox (1995) reminds us "There is nothing wrong with dissent, debate and conflict when they are based on mutual respect and trust. We are all fallible, so no actions or ideas should be left unquestioned."

Conflict occurs when needs, perspectives, attitudes and values differ among individuals and groups. If well handled, conflict can lead to a proper analysis of a situation by everyone concerned, clarify thinking, and ultimately lead to productive new outcomes.

Conflicts can result from fear of losing control or having to give up power. It is easy to talk about sharing power, but how genuine are we? Do we really want to listen and consider

what this person is saying? Are we really prepared to share the action and the power? Sometimes no more than a difference of opinion occurs and people can agree to differ with no disruption to service. However, some conflict situations call for successful management or resolution, otherwise the result will be constant tension, or failure to achieve goals. The conflict may relate to a person/s or an issue.

#### Strategy to resolve conflict

- identify who are involved/affected, either directly or indirectly
- analyse whether values or simply different tactics are involved, or both
- ensure that everyone puts their points of view forward
- confront issues, not personalities
- search for solutions together
- decide on a solution and how it can be implemented
- review the position at an agreed time.

It is amazing how the most unlikely allegiances are sometimes formed following a situation that started out as a contentious issue or with people voicing opposing ideas. By placing our values, perspective and ideas beside those of others, we can all start from a better knowledge base, and from there we can work towards a synergy of effort. If people can be persuaded to work together while respecting and appreciating their different perspective, the likelihood of developing something new and better is increased. Having diverse views does not mean people cannot share a common goal.

Likewise, achieving agreement does not mean one party needs to give away their values and perspective; rather it encourages the inclusion rather than the exclusion of differences, with all parties benefiting, a win-win situation.

It is akin to a Japanese four step problem-solving method described by Adler and Towne (1987). Instead of assuming two options, right or wrong, four possibilities are considered:

You are right and I am wrong.  
I am right and you are wrong.  
We are both right.  
We are both wrong.

The idea is to open up all sorts of possibilities and insights to aid communication, resolve conflict, and negotiate a solution which everyone can accept. It breaks the 'I'm right, you're wrong' deadlock.

## Summary

Ensuring that all stake-holders work effectively together is a vital element in the role of a Volunteer Program Manager. In working towards the achievement of organisation goals, the manager will:

- establish a productive staff team, with all members working in collaboration
- use supervision and appraisal in ways to ensure volunteers feel supported and the organisation is satisfied it is meeting its obligations

- regard training and development as opportunities to broaden the insights, understanding and knowledge of everyone involved
- maximise consultation and delegation
- resolve conflicts as they occur.

## *Reflections*

### *Developing a Team Approach*

*Is your program based on the following team building blocks that promote effectiveness, efficiency, equity, excellence and expansion:*

- *a common belief in the organisation's overall mandate and priority goals*
- *a clear idea by all stake-holders of their different but complementary roles and responsibilities*
- *recognition of, and a respect for, each other's contribution*
- *a climate which encourages an exchange of information and ideas and joint decision-making*
- *confidence in the ability of management to provide:*
  - *appropriate leadership*
  - *openness, support and trust*
  - *sound policies, practices and procedures*
  - *opportunities for personal development*
  - *clarity in relation to rights and responsibilities*
  - *productive inter-group relationships*
  - *a safe working environment, free from harassment, bias and discrimination*
  - *the ability to resolve conflict*
  - *opportunities to review current practice and make necessary changes in the light of new insights or developments*
  - *a friendly environment where people feel able to give of their best and enjoy working with other team members who they regard as colleagues?*

*Do the board/senior management and the paid/voluntary staff team share the above perceptions and objectives?*

### *Supervising and Supporting*

*How do you rate as a supervisor in terms of the qualities listed in "Profile of an effective supervisor" on page 147.*

*What do you intend to do about:*

- (a) *capitalising on your current skills?*
- (b) *developing others?*

### *Training*

*Do you have a training plan in place that takes account of specific training requirements:*

- *prior to volunteers commencing work ?*

- *on the job?*
- *in an ongoing fashion?*

### *Development*

- *Does your volunteer program provide opportunities for volunteers (and for you) to widen insights, understanding and knowledge in terms of general overall development?*
- *In what ways?*
- *Is the value of widening overall horizons apparent to and encouraged by all team members?*

### *Consultation*

*List:*

- *persons with whom I have consulted in the last week*
- *persons who I should have consulted*
- *areas and persons who have initiated consultation with me*
- *Am I satisfied with (a) my consultation practices, (b) with the practice of others?*
- *Would a greater degree of consultation result in better outcomes as well as a better team spirit? What steps would be required? Is it worth the time/effort involved?*

### *Delegation*

- *When did I last think closely about the subject of delegation?*
- *Am I comfortable with the concept? Why, or why not?*
- *Do I make delegation requirements quite clear to the person/s concerned, e.g. in relation to its extent, reporting back, checking before certain tasks are undertaken, the extent and limits of their responsibility?*
- *Do I always ensure that the persons involved are given sufficient information, and when necessary, training to do the job well*
- *Do I delegate to the maximum extent possible? If not, why not? Have I checked out my perceptions with those of a colleague?*
- *Am I comfortable with accepting that I am ultimately responsible for the outcome, be that outcome good or poor?*

### *Resolving Conflict*

*What are the underlying causes of conflict in your organisation?*

*How are they identified?*

*Do you use a strategy to resolve conflict? If so, what are the steps?*



# Chapter 15

## Organisational Management

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*The great thing in this world is not so much where we stand,  
as in what direction we are moving.*  
Oliver Wendel Holmes

In this chapter we will consider four further areas which warrant close attention by the Volunteer Program Manager:

- meetings
- reports and submissions
- finance
- managing time.

### Making Meetings Work

Meetings are a significant factor in organisational life. They can consume a large amount of time that we may think could be better spent elsewhere. Remember the manager who said that the best way to improve staff morale was to arrange a meeting, and then cancel it!

Haynes (1988) describes a meeting as effective “when it achieves its objectives in the minimum amount of time possible to the satisfaction of the participants”.

Meetings are a useful tool:

- to give and receive information which is more effectively communicated on a face-to-face basis than through a notice, email or letter
- to decide on action following input of a variety of viewpoints and ideas (however, if follow-up action is not taken, the meeting has been a waste of time)
- to discuss a situation which requires clarification or change.

Often one meeting contains agenda items covering all three purposes. Participants need to be clear on the objective of each item, so that they know whether they are being asked to make a decision, to receive information, or discuss a situation, or a combination of all three.

Meetings can become habit forming and time consuming so it is useful to check out why, who, when and how.

### Why?

Why is this meeting being held? Is it really necessary? Is a meeting the best way to achieve the desired objective?

### Who?

Who should be invited, and is the reason for the invitation valid? Each person at the meeting must appreciate the reason for their attendance and understand their role and that of other members. Task groups or sub-committees are a useful way of targeting people who are best able to focus on a particular task, without involving everyone.

## **When?**

While regular meetings have the advantage of prior notice, certain questions must be asked. For example, what is the longest acceptable interval between meetings, while still allowing for the satisfactory handling of the business? Can times between regular meetings be extended on the understanding that supplementary meetings will be called when the need arises?

## **How?**

Many books, articles and videos are available on chairing meetings and/or on how to participate effectively. In view of the importance of meetings for providing information, making decisions and facilitating discussion, time spent on improving skills associated with meetings is time well spent. One recommended Australian publication on the topic is *Just a tick*, Volunteering SA 1999 by Kate Reynolds.

## **Writing Reports and Submissions**

Writing a good report or submission confidently and quickly is a skill that can be learnt.

The writer needs to consider the person to whom the report is targeted, the message to be conveyed, and express the message clearly and succinctly. When considering the reader, the writer should ask, “what do they already know” and “what do they need to know”? Is the report aimed at persuading, explaining or imparting news, good or bad? What is expected of the reader?

Consideration also needs to be given to the message.

Is the purpose to provide:

- a recommendation for action
- a request, e.g. for purchase of a piece of equipment
- a progress report, e.g. accountability requirements following funding of a program
- information of interest to the reader
- review or evaluation of a program or project?

The purpose of the report should be conveyed in the heading and introductory paragraph. The reader can then relate what follows to that purpose. For example, if asking for resources this should be made clear at the beginning. A report should not be like a novel with a surprise ending!

Writing the report:

- first list the points to be included under
  - (a) introduction,
  - (b) body of the report,
  - (c) summary or conclusion – which could be a recommendation
- impart sufficient detail to inform or convince the reader, but no more. Additional information can be provided in appendices, if necessary
- use headings and sub-headings to separate sections

- use simple words and short sentences
- differentiate between what is fact and what is opinion
- present the information in logical order
- follow any prescribed format, e.g. by a funding body which requires different sections to be addressed
- use the summary to give a succinct precis of the main points presented
- if a decision is required of the reader, a recommendation should be included, based on the facts provided. Failure to do this limits input to the decision-making process
- recommendations should be positive, practical and capable of achievement
- revise the report to ensure it is clear, concise, complete and correct
- ensure that the report is well presented.

## **Managing Finances**

While little can be achieved without a skilled and committed workforce, its effectiveness will be limited without financial backing.

Volunteer Program Managers will be expected to present a budget relating to the volunteer program. This will usually be considered in conjunction with other sectional budgets.

The manager needs to know what the program will cost against expected income. In certain circumstances the costs could be proportionally greater for involving volunteers than paid staff, for instance if extensive training is necessary of a large number of volunteers working short hours, or for a short period.

Organisational management needs to accept that an outlay is necessary if it is to maximise the contribution of the volunteers.

Expenditure items need to be realistic, and are likely to include:

- a percentage of overhead costs e.g. rent and power
- salary and on-costs, e.g. for the Volunteer Program Manager and paid staff who supervise volunteers
- operating expenses, e.g.
  - insurance cover
  - out-of-pocket expenses
  - training costs, for volunteers and paid staff
  - telephone, stationery, postage, photocopying
  - promotion/printing brochures/advertising
- equipment capital costs, depreciation and maintenance
- catering for special events, e.g. Volunteer Week
- recognition for volunteers.

The manager will ensure a regular check is maintained to ensure expenditure and income are in line with expectations, analyse variations and take any necessary action.

Estimating the dollar value of volunteer involvement can sometimes bring home the point

that money out-laid should be seen as an investment. (See cost/benefit analysis Chapter 4).

Accountability requirements in relation to grants must be strictly adhered to, e.g. financial accounts and progress reports need to be presented on the due date identifying achievements to date, and any unforeseen circumstances explained.

Financial management will normally be an integral element of the Volunteer Program Manager's job, involving a number of skills – the ability to estimate costs, to acquire sufficient funding and to be accountable.

## Managing Time

As the work of the Volunteer Program Manager becomes widely acknowledged in the organisation, there is also likely to be a corresponding increase in the amount of work to be completed. For example more reports may need to be submitted, more legislative requirements may need to be met and there will often be an increase in the number of meetings that need to be attended.

*We need to recognise time as a precious and unrenewable resource, and use it to best effect.*

In instances where volunteers attend a scheduled shift once a week or fortnight, it is important that they have access to the Volunteer Program Manager at those times they are on site. It is therefore important that managers make every effort to be accessible to volunteers during these times, or delegate the role to others.

A careful balance therefore needs to be made between the requirements of the position and the needs of the volunteer.

As A. Fryar (1999) writes, "Time management is the key to not only finding the successful blend between the needs of the volunteers and the volunteer program, but more importantly in avoiding 'burn out' of Volunteer Program Managers."

The following points may assist in considering time management issues:

- decide on goals/outcomes to be achieved, and list associated activities
- plan the day/week/month, and prepare a running list of jobs in priority order. Some people will say, "It is no use me planning. I always have so many unexpected interruptions". Nevertheless, a plan is important. Even though at the end of the day all may not be completed, it is at least possible to see what has been achieved and there is a starting point for the next day. There is always the added satisfaction of crossing off the jobs completed! Scheduling daily time to produce and prioritise a "to do" list may prove to be the most constructive time of each work day
- make appointments and set times rather than always meeting on an ad-hoc basis (though informal catch-ups can never be entirely avoided, nor should they)
- keep trivia in phone conversations, emails, discussions and meetings to a minimum – know what has to be said or heard and finish – the time of others is precious too!

- streamline the physical environment by arranging furniture and equipment to minimise movement
- sort papers into 'in' and 'out' trays, and divide papers which require immediate attention; avoid a constantly cluttered desk
- keep a diary handy and carry it always; the diary is an important tool in feeling in control of the week and months ahead
- maintain a good filing system
- handle papers once only if possible, i.e. deal with them immediately and then file
- ensure everyone has access to necessary information, for example, through an operational manual, so people are not constantly asking for help
- learn speed reading, and develop skills in writing clear and concise reports, letters and emails
- refrain from being a perfectionist by wasting time on unnecessary detail
- don't be a workaholic; learn to say 'no', and put aside jobs which can be done by others or which will achieve little of significance
- be decisive – it is said that indecision is the biggest thief of time – indecision and procrastination can also involve worry, which is destructive. A decision-making framework can assist, and deadlines should be set for achieving results
- delegate. Check what can be delegated. Good management does not involve doing everything oneself.

## Summary

The areas of responsibility discussed in this chapter call for particular personal attributes, skills and knowledge. They are all vital elements in the role of Volunteer Program Manager. It is important to analyse those areas that are well done and those that require further development. All can be learned.

A planned approach to improving performance in all the areas listed will assist managers and those working with them to feel in control, and to derive satisfaction from a job well done.

## Reflections

### *Meetings*

*Check the last meeting you attended against the points listed. (Score 1-10 for each point: with 1 being low and 10 being high)*

- 1. an agenda was prepared and circulated before the meeting*
- 2. the meeting began and finished on time*
- 3. all participants knew why they were there and what was expected of them*
- 4. everyone was given the opportunity to express their views*
- 5. participants listened to all viewpoints, and did not wander from the agenda*
- 6. the chairperson refrained from expressing her/his views first, and the tone of the meeting was relaxed but business-like*
- 7. all points requiring immediate attention were covered and allowance made for unfinished business*

8. *decisions were clearly delineated and the person responsible for any subsequent action specified in the minutes*
9. *strategies were put in place to monitor that action is taken in accordance with decisions made*
10. *all participants left the meeting feeling the time had been well spent.*

*A meeting that was well chaired, with good participation by all members, would rate 80 or more. Decide what areas of the meetings procedure need attention if the score is under 80.*

#### *Time Management*

*Rate your performance in relation to all the points listed under the heading of “Time Management” using a continuum of poor, fair, satisfactory, very good, excellent. Decide what to do about any poor scores, and celebrate high scores.*

# Chapter 16

## Evaluation and Renewal of Programs

---

*Evaluation is a critical part of managing people, programs or events,  
and when done well and effectively can lead to pride,  
satisfaction and future growth and success*

Sue Vineyard

This chapter will examine:

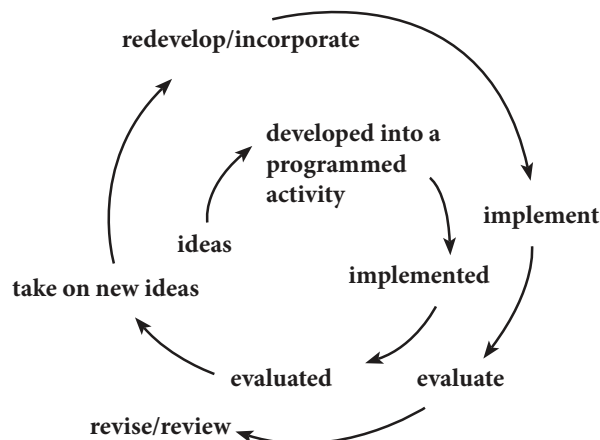
- program evaluation
- when to evaluate
- what to evaluate
- who should evaluate
- methods of evaluation
- processing the information gathered.

It is the responsibility of the Volunteer Program Manager to continually strive to realise the vision, achieve the set goals, meet individual and community needs and ensure staff morale is high, all the while keeping within budgetary constraints.

To keep track of progress and achievements, and to identify areas that require further attention, it is important to establish evaluation procedures that enable you to assess aspects of the program and the work of staff.

Evaluation of a volunteer program can be considered by some people to be unnecessary as volunteers come and go freely and are not part of the paid staff. Vineyard (1994) suggests that this thinking reflects a view that volunteer work is not important and that the work of volunteers does not warrant evaluating, recording and reporting.

Program evaluation is not only advisable but imperative in a cyclic process of developing, implementing, revising and renewing programs or activities.



## Program Evaluation

The purpose of evaluation is to appraise the aims and goals of the program to ensure these are being adequately met. If they are not, the evaluation will also assist in identifying what strategies need to be used to address any shortfalls.

Evaluating programs also provides opportunities to revise or renew existing programs to take account of emerging needs of the service's recipient base, or indeed to identify new service recipients. It also provides an opportunity to measure the effectiveness of the program or aspects of it against existing standards set by the industry. Evaluation can serve to identify and record instances of best practice in volunteer program management.

Strategic planning and evaluation can, in addition to being necessary for the effectiveness of the delivery of the program, serve as useful tools for:

- promoting the organisation
- lifting the profile and credibility of the program and/or volunteers in the wider organisation and the community
- supporting requests for funding or other forms of support
- alerting the organisation to new challenges in meeting community needs.

Evaluation of a program is important for the manager and those involved including staff, service recipients and other stake-holders. A volunteer program that is well managed will have a strategic plan that states:

- the vision
- the goals
- the objectives
- the actions required
- resources required
- performance indicators
- people/person responsible
- time-frame
- evaluation process.

(See Chapter 6: Policies and Practice for details regarding strategic planning.)

At some point during the life of a program the manager needs to know, and possibly is required by senior management to report on, aspects of the volunteer program in terms of what goals have been achieved, what have not been achieved and progress made.

The benefits of evaluation are numerous providing the process is seen as a positive, beneficial exercise. It need not, indeed should not, be a long convoluted process.

## When to Evaluate

A designated time to evaluate a program can be determined by the strategic plan. Where possible it is helpful if the program has been able to run the designated time-frame in the plan.



However, circumstances may arise that prevent this, necessitating an evaluation earlier than anticipated. Funding submissions, threatened closure, relocation, or loss of staff and other resources are possible reasons that might precipitate an evaluation being undertaken earlier than scheduled.

Under normal circumstances an evaluation is usually conducted annually if the program has a long life expectancy. In addition, some managers choose to conduct an evaluation midway through the year or program, focusing on specific aspects that for one reason or another require close scrutiny, i.e. the introduction of a new service or trialing of a new resource.

## **What to Evaluate**

There are a number of choices, ranging from the whole program to aspects of the program, depending on the purpose for the evaluation. Unless requested to do so, evaluating the whole program at once is a big task. Where possible it would be more manageable to concentrate on smaller aspects of the program.

Aspects of the program to be evaluated may include:

- specific goals of the program
- extent and value of volunteer involvement
- quality of service delivery meeting consumer needs
- recruitment procedures
- funding
- information management systems
- policies and procedures
- staff contributions
- orientation and training programs
- any new part of a program.

It is important to note that staff appraisal (discussed in Chapter 14) should form part of the overall evaluation process.

There are parallels between the two in that the overall groundwork for both processes is similar in terms of questions asked, procedure analysis and follow up action. One focuses more on the personnel while the other on the program, but obviously they are closely linked and impact on each other.

Vineyard (1994) points out that the same basic principles for the evaluation of people come into play when we consider the evaluation of a program:

1. Assessment must be based on clearly stated goals and objectives.
2. Assessment must be fair.
3. Evaluation must be issue-centred, not personality-oriented.
4. The program should have been provided with the support needed for it to be successful.

## Who Should Evaluate?

The overall responsibility for the evaluation process lies with the manager.

However, aspects of the program may also be evaluated by those responsible for specific activities e.g. the coordinator of the training program.

Often students studying in human service or business management courses need to undertake an exercise such as this and would welcome an opportunity to do it under the supervision of the manager. This may be an option worth pursuing.

Volunteer Resource Centres and other external consultants may also assist in this process.

## Methods of Evaluation

Before deciding on the methods for collecting information it will help if you identify the person/people/groups from which you need the information. These may include:

- staff - paid
  - volunteer
- senior management
- recipients of services
- agencies
- participants
- funding bodies
- other community groups
- other stake-holders.

Secondly you need to decide whether qualitative or numerical data (i.e. figures or numbers) are helpful. If so, structure your questions and the way in which they respond to get this information e.g.

- the number of clients helped
- the estimated cost of volunteer hours
- the number of volunteers recruited.

Then decide on the method/s of information gathering.

The way in which an evaluation is undertaken will depend on what aspects of the program you decide to evaluate and the purpose for doing it.

What you will be seeking is information or data about identified aspects of the program to assist in deciding on future action, including monitoring progress, outcomes, achievements, strengths and weaknesses, and identifying improvements and amendments.

There are however some well used, reliable, uncomplicated ways of collecting the information you need:

- questionnaires – to be completed and returned
- interview schedules – questionnaires that are administered in person and filled in by the interviewer
- focus group discussion – can be taped (with consent of all concerned) or noted
- review policies and/or other documentation.

Part of an evaluation process will involve reviewing current policies to ensure they are indeed relevant or need amending to reflect any changes that are made. Other forms of documentation that may need to be reviewed, again to reflect any changes made, could include job descriptions, operational procedures, the orientation program and/or the training program.

It is important that the focus group members have a common interest in what is evaluated e.g. they are all new recruits or they all drive the local community bus or they are all unemployed. Otherwise there is little value in the exercise in terms of the evaluation process.

The value of a questionnaire is that you have the data on hand to refer to over time and it is an efficient way to collect information by surveying a large number of people. However, a drawback is that the response rate for the return of questionnaires can be low.

Conducting interviews and recording responses on questionnaires is an effective way of gathering data. It enables the interviewer to gain greater insight and understanding of many of the issues and concerns raised. Conversely, it enables the interviewer to elaborate on questions asked and often provide anecdotes that can be useful. Administering interview schedules can however, be very time consuming.

The benefits of focus group discussion are that you can glean information from a number of people at once so it can be timesaving and people have the opportunity to build on each other's ideas in the group discussion.

It is important to concentrate on wording questions precisely so it is quite clear what information you are seeking. This applies to any of the methods listed involving questioning.

## **Processing the Information Gathered**

Before analysing the information that is gathered you need to recall;

- a) the aim or purpose of the evaluation
- b) what it is you gathered data about.

Information will then need to be processed accordingly.

The qualitative or descriptive information you gain from people's responses to the questions will complement and inform the statistical data or figures. For example, if the statistical information shows there was a 55% increase in the number of clients assisted

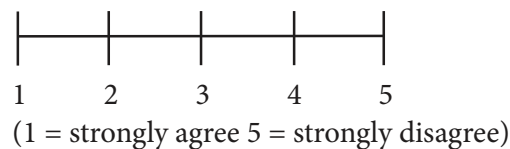
in the last twelve months and a 27% increase in the number of volunteers recruited, there does appear to be a link. The descriptive data, i.e. the anecdotes and information, should help fill in the missing links if, for example, interviewers assessing a recruitment drive made comments such as:

- “I was attracted to the position because it was well set out for me to see what was required.”
- “I decided to do some volunteer work because the advertisement in the local paper caught my attention.”
- “My friend works there and said it was such fun and so rewarding I decided to give it a try.”

As a consequence we could reasonably conclude that the recruitment drive was a success. Indeed specific aspects of it were particularly effective. Not only do we know this statistically (up 27%) but comments made by those interviewed confirmed this and gave specific reasons why.

Open-ended questions that enable the respondents to provide a variety of answers is a good way of getting descriptive information. Asking “why”, “what”, “how”, “when” after a closed question will often provide similar results.

Closed questions generally only require a “yes” or “no” answer, unless you provide a continuum for people to mark their responses, e.g.:



The responses to closed questions allow us to add up a percentage, e.g. 55% strongly agreed, 23% strongly disagreed, 17% were unsure and the remaining 5% agreed.

The value of having some statistical information is that when writing reports and/or submissions for funding this information is succinct and gives a fairly clear indication of what is being stated.

The evaluation report for internal purposes should be written in such a way that it assists those working in the program to revise and/or renew aspects of the program.

## Summary

The continuous process of evaluating the volunteer program is an important one. Certainly it is important if required by a funding body or board of management within the organisation.

It is also important for you and all those involved in the program. It is in part a process of affirmation, identifying and acknowledging strengths and achievements of those involved.

It is also a process of renewal, enabling you to continually change and adapt to meet the changing needs of service recipients, expand and diversify service delivery and continue to meet the needs of the organisation and volunteer staff who work within it.

## **Reflections**

*Is your evaluation of the program in line with appraisal of and by your volunteers?*

*Do you see evaluation of your program as a cyclic process of developing, implementing, revising and renewal as shown in the diagram in this chapter.*

- *When did you last conduct an evaluation of your program?*
- *Who was involved?*
- *What method/s did you use?*
- *What was the result?*
- *Is action called for as the result of the findings?*
- *When are you planning your next evaluation?*

# Chapter 17

## Challenges Ahead

---

*A civilisation flourishes when people plant trees under which they will never sit.*  
Greek Proverb

In times of rapid social and economic change a sense of tolerance, security and purpose is promoted as volunteers link people, programs and communities together. Every citizen benefits from the volunteer contribution on a daily basis as they provide services which enrich the lives of fellow citizens.

Whatever the future brings, we can be confident that a significant number of people will volunteer their time in initiating new services, enhancing and expanding existing services, supporting leisure time activities, responding to needs, preserving the environment and advocating for necessary change.

Readers have been urged to think in broad terms about volunteering, as well as in relation to their own organisations. A better appreciation of the philosophy, achievements and issues associated with volunteering will enable managers to develop a conceptual understanding of volunteerism and predict and respond effectively to emerging trends in the sector.

While volunteering has been acknowledged as adding to a country's social capital, it also adds to a country's political and economic capital.

When we speak of volunteering in Australia, we are not talking about a few people with too much time on their hands. We are talking about one in three persons over the age of 18 years of age who volunteer within organisations, as well as those who volunteer informally outside organisational frameworks. Most are very busy people, with more than half working either full or part time in the paid workforce.

Volunteer Program Managers have a professional responsibility to ensure that the time and skills of volunteers are managed in a way which enhances service provision in the organisations within which they work, and on a broader scale promotes a democratic, caring, dynamic and cohesive society.

That is a big ask and calls for special knowledge and attributes. We need to contemplate:

- how our services are viewed by those who make use of them?
- are we maximising the skills and experience of workers, both paid and voluntary?
- do we in fact know what those skills and experience are?
- how inclusive are we in terms of recruitment?
- is anyone precluded from volunteering due to costs which they cannot afford?
- do we welcome the contribution of people from all social, cultural and linguistic backgrounds, as well as people of all ages?
- do we work cooperatively with other organisations that are working in areas related to our own area of interest?
- can we work creatively with people whose views we currently question?
- have we developed useful links with the media?
- are we taking advantage of training and networking opportunities offered to people engaged in the profession of volunteer program management?

We hope that this Guide will help workers in the field of volunteer program management maximise the huge contribution volunteers make to our society. In doing so they will:

- promote the spirit of volunteering
- adopt management policies and practices which integrate and maximise the volunteer contribution
- encourage innovation
- constantly evaluate attitudes, policies and practices which ensure the efforts of volunteers are maximised and are in tune with our ever-changing times.

The last thirty years has seen amazing developments in the area of volunteer recognition, not only in Australia but across the world. Specialised organisations devoted to volunteer recruitment, training and advocacy have been set up across the country. Accredited courses for Volunteer Program Managers are available within tertiary organisations. ABS statistics reveal the extent of volunteering. Governments have set up their own offices and portfolios on volunteering at state and federal level. Volunteer program management is now a recognised profession, with its own professional body, Australasian Association of Volunteer Administrators.

Volunteer Program Managers have a huge responsibility to not only lead the way within their own organisations, but across the country. Volunteers need to be assured of support by the boards and paid staff of organisations within which they work, as well as at all levels of government.

Just as a doctor is recognised as someone able to speak authoritatively on health issues within their own clinics, as well as in a wider sphere, so too Volunteer Program Managers should be able to speak authoritatively on volunteering and related issues. To do this effectively Volunteer Program Managers need to work together sharing information and skills across their particular area of interest as well as exercising leadership in promoting and strengthening the influence of volunteering across Australia.

*The challenge is before us.*

*All together now!*

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# Appendix 1

## Mission of Volunteering Australia

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### **Mission of Volunteering Australia**

Volunteering Australia is the national peak body working to advance volunteering in the Australian community. Its role is to represent the diverse views and needs of the volunteer sector while promoting the activity of volunteering as one of enduring social, cultural and economic value.

#### **Volunteering Australia fulfils its peak body role by:**

- providing a national service for recruitment and deployment of volunteers including assisting with the management of spontaneous volunteers in national emergency response situations;
- providing sound policy advice on matters relating to volunteering;
- providing a national focus for the promotion of volunteering and its principles;
- establishing co-operative relationships with key national and international volunteering organisations;
- encouraging the pursuit of excellence in volunteer management; and
- consulting with stakeholders to ensure proper representation of the volunteering sector.

*Source: Volunteering Australia 2009*

## Appendix 2

# Example of the Mandate of a State Peak Body on Volunteering

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### Core Business

As the peak body for volunteering in South Australia and the Northern Territory it is our business to:

- Provide a credible and informed voice in volunteering
- Be the centre of knowledge and expertise in volunteering
- Position volunteering as a core component of a high quality of life
- Work with Volunteers and volunteering communities to enrich the volunteering experience
- Increase volunteering
- Encourage self-reliance in volunteer management, recruitment, retention and recognition of volunteers

We work with

- Individuals, organisations and communities who are interested in volunteering

And we are active in

- ... Advocacy
- ... Promotion
- ... Research and development
- ... Effective volunteer management and practices
- ... Provision of products and services
- ... Developing volunteering pathways

*See Volunteering SA&NT Handbook, 2009*

# Appendix 3

## Universal Declaration on Volunteering

---

Volunteering is a fundamental building block of civil society. It brings to life the noblest aspirations of humankind the pursuit of peace, freedom, opportunity, safety and justice for all people.

*In this era of globalisation and continuous change, the world is becoming smaller, more interdependent and more complex. Volunteering either through individual or group action is a way in which:*

Human values of community, caring and serving can be sustained and strengthened. Individuals can exercise their rights and responsibilities as members of communities, while learning and growing throughout their lives, realizing their full human potential. Connections can be made across differences that push us apart, so that we can live together in healthy, sustainable communities, working together to provide innovative solutions to our shared challenges and to shape our collective destinies.

At the dawn of the new millennium, volunteering is an essential element of all societies. It turns into practical, effective action, the declaration of the United Nations, that we, the people have the power to change the world.

This Declaration supports the right of every woman, man and child to associate freely and to volunteer regardless of their cultural and ethnic origin, religion, age, gender and physical, social and economic position. All people in the world should have the right to freely offer their time, talent and energy to others and to their communities through individual and collective action, without expectation of financial reward.

We seek the development of volunteering that:

- elicits the involvement of the entire community in identifying and addressing its problems;
- provides a voice for those who cannot speak for themselves;
- enables others to participate as volunteers;
- complements but does not substitute for, responsible action by other sectors and the efforts of paid workers;
- enables people too acquire new knowledge and skills and to fully develop their personal potential, self reliance and creativity;
- promotes family, community, national and global solidarity.

We believe that volunteers and the organisations and communities that they serve have a shared responsibility to:

- create environments in which volunteers have meaningful work that helps to achieve agreed upon results;
- define the criteria for volunteer participation, including the conditions under which the organisation and the volunteer may end their commitment, and develop policies to guide volunteer activity;
- provide appropriate protections against risks for volunteers and those they serve;
- provide volunteers with appropriate training, regular evaluation and recognition;

- ensure access for all by removing physical, economic, social and cultural barriers to their participation.

Taking into account basic human rights as expressed in the United Nations Declaration on Human Rights, the principals of volunteering and the responsibilities of volunteers and their organisations in which they are involved, we call on:

All volunteers to proclaim their belief in volunteer action as a creative and mediating force that:

- builds healthy, sustainable communities that respect the dignity of all people;
- empowers people to exercise their rights as human beings and thus to improve their lives
- helps solve social, cultural, economic and environmental problems; and
- build a more humane and just society through worldwide cooperation.

The leaders of:

- all sectors to join together to create strong, visible and effective local and national “volunteer centres” as the primary leadership organisations for volunteering;
- government to ensure the rights of all people to volunteer, to remove any legal barriers to participation, to engage volunteers in its work and to provide resources to NGO’s to promote and support the effective mobilization and management of volunteers;
- business to encourage and facilitate the involvement of its workers in the community as volunteers and to commit human and financial resources to develop the infrastructure needed to support volunteering;
- the media to tell the stories of volunteers and to provide information that encourages and assists people to volunteer;
- education to encourage and assist people of all ages to volunteer, creating opportunities for them to reflect on and learn from their service;
- religion to affirm volunteering as an appropriate response to the spiritual call to all people to serve;
- NGO’s to create organisational environments that are friendly to volunteers and to commit the human and financial resources that are required to effectively engage volunteers.

The United Nations to:

Declare this to be the “Decade of Volunteers and Civil Society in recognition of the need to strengthen the institutions of free societies; and Recognize the “red V” as the universal symbol for volunteering.

IAVE challenges volunteers and leaders of all sectors throughout the world to unite as partners to promote and support effective volunteering, accessible to all, as a symbol of solidarity among all peoples and nations. IAVE invites the global volunteer community to study, discuss, endorse and ring into being this Universal Declaration on Volunteering.

*Adopted by the international board of directors of IAVE, The International Association for Volunteer Effort at its 16th World Volunteer Conference, Amsterdam, The Netherlands, January 2001, the International Year of Volunteers.*

## Appendix 4

# Guidelines Relating to Persons Who Wish to Volunteer While Unemployed

---

People who volunteer while seeking paid work may wish to:

- improve the likelihood of obtaining paid employment by gaining further experience, skills and contacts in a work setting
- maintain self-confidence and a sense of purpose
- maintain existing skills and develop new ones
- develop new networks
- open up new job search avenues
- avoid boredom and enjoy life
- expand social contacts
- try out a vocation or enter a new area of work.

The fact that a person is out of work does not mean they lack qualifications or skills, some will be graduates, others will have years of experience behind them.

Involving unemployed persons as volunteers within an organisation can bring mutual benefits, provided the following points are kept in mind:

- the essence of volunteering, i.e. that it is done by choice (of one's own free will) must always be paramount. Payment of a government benefit should not be conditional on the recipient doing voluntary work
- time off must be allowed for job interviews, and success in obtaining paid employment celebrated even though the organisation is likely to lose a valuable staff member
- young volunteers may have limited or no experience in a work situation, requiring additional training, assistance and supervision
- personal support, encouragement and self-esteem building may also be required, particularly for people who have been unemployed for a long period.

As is the case with all volunteers:

- agreement will need to be reached between the volunteers and the organisation in clearly defining work areas, responsibilities and work hours, as well as the expectations of both the volunteer and the organisation
- adequate insurance cover should be in place
- allowance should be made for reimbursement of out-of-pocket expenses
- provision of a reference to assist with paid work applications should be an option
- provision for training, both required and desired, should be provided.

While additional time may be required in supporting unemployed volunteers who are inexperienced in the work setting, particularly in the early stages, the benefits can be considerable for the volunteers themselves, the organisation and service recipients.

# Appendix 5

## Example of a Strategic Plan Relating to Volunteer Involvement

### Goal

To improve services delivered through better management, recognition and utilisation of the commitment and skills of current and future volunteers.

Objective	Action (what)	Responsibility (who)	Time-frame (when)	Resources
1. Plan and implement a volunteer program	Appoint Volunteer Program Manager to oversee program	Board		
	Prepare budget for year Seek financial sponsorship	Board Board		
2. ....				
3. ....				
4. ....				
5. ....				

# Appendix 6

## Example of a Volunteer Personnel Record Form

---

### Workforce Information Sheet

#### Personal Details

Date commenced \_\_\_\_\_

Date finished \_\_\_\_\_

Title ☐ Mr ☐ Mrs ☐ Miss ☐ Ms \_\_\_\_\_

First Name \_\_\_\_\_ Surname \_\_\_\_\_

Address \_\_\_\_\_

Suburb \_\_\_\_\_ Post Code \_\_\_\_\_

Home Phone \_\_\_\_\_ Mobile Phone \_\_\_\_\_

Email \_\_\_\_\_

Date of Birth \_\_\_\_\_

#### Medical Information

Allergies: \_\_\_\_\_

\_\_\_\_\_

Long term health problems: \_\_\_\_\_

Medication: \_\_\_\_\_

Medic Alert Number (if applicable): \_\_\_\_\_

Ambulance Membership Number (if applicable): \_\_\_\_\_

#### In Case of Emergency Details

Contact Name/s: \_\_\_\_\_

Contact Phone Numbers: \_\_\_\_\_ (home) \_\_\_\_\_ (business) \_\_\_\_\_ (mobile)

Doctor's name: \_\_\_\_\_ Doctor's phone number: \_\_\_\_\_

*Source Volunteering SA&NT - Workforce Information Sheet*

# Appendix 7

## Why Boards Should Appraise their Volunteer Program

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1. Volunteers are a valuable resource for the organisation and should be included in any discussions or developments. If cash comes from 'fundraising', volunteers result from people "raising".
2. It is possible and desirable to take a pro-active stance in planning for volunteer involvement.
3. Volunteers are the un-salaried personnel department of the organisation.
4. Volunteers are influential agents of the organisation.
5. Because volunteers are agents of the organisation, their work poses potential risk management questions and insurance needs.
6. Volunteers are a source of valuable information for planning and evaluation.

### How the board should be involved

- A. Being informed.
- B. Asking fundamental questions, such as:
  1. Why do we want to have volunteers in the first place?
  2. What is our vision of volunteer involvement for our organisation?
  3. Have we made sure that planning for volunteers is integrated into other organisational planning issues?
  4. Do we need or want self-led volunteer groups to support our work?
  5. What policies do we need to set for volunteer involvement?
  6. Are we budgeting appropriately to recognise and support volunteers?
  7. Have we provided adequate staffing for the volunteer program?
  8. Are we certain that volunteers are providing the best possible service to our clients and staff?
  9. Are we gaining the most from the sphere of influence of volunteers and are we getting valuable input from volunteers?
  10. Do we recognise the inter-relationship of volunteer development and other resource development?
- C. Supporting the volunteer program:
  1. Schedule time to discuss volunteers
  2. Expect and discuss reports on volunteer involvement
  3. Individual board members should be as alert to volunteer recruitment possibilities as to fundraising potential
  4. Take part in volunteer recognition events
  5. Recognise that board members are also volunteers.

See *Non-Profit Board Committees – How to make them work* by Ellen Cochran – Hirzy (1993)  
*From the Top Down* by Susan J Ellis (1996)  
and *Just a Tick* by Kate Reynolds (1999) for further reading.



# Appendix 8

## Code of Practice for Volunteers

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**To promote excellence in service and maximise the quality of my experience as a volunteer I will:**

- recognise my own motives for being a volunteer and ensure the agency is aware of these
- seek work opportunities appropriate to my skills, interests and aspirations
- be committed to giving high quality service
- actively accept opportunities for job training and personal development
- carry out all work I agree to do, responsibly and ethically
- speak out about any concerns that might affect my work relationships or quality of service
- see myself as a valued team member with the right to contribute to decisions which affect my work
- value and support other team members.

*See A Resource Manual for Best Practice in Management of Volunteer Programs, 1997,  
Volunteering Western Australia.*

# Appendix 9

## Risk Management Audit Checklist

*The following checklist has been designed to assist you in considering some of the more prominent risk management issues*

Audit Issue	Compliance ✓ or ✗	Comment
Does your organisation have risk management policies and procedures that cover its volunteers? Are risk management issues considered as a part of any new program being considered?		
Do you have a volunteer risk management officer or committee?		
Does your organisation have a risk management department you can access for support and information?		
Do you have forms readily available to report incidents or near misses? How are these reports followed up?		
Are all new and existing volunteers trained about their risk management rights & responsibilities? Do volunteers undertake regular fire and evacuation training. Is this recorded?		
Is someone in your organisation responsible for undertaking at least an annual risk management audit?		
Do you have volunteers working with vulnerable populations, cash, sensitive equipment or information? If so are these volunteers screened adequately and regularly either through police checks or some other mechanism?		
If you have volunteers working with children and other vulnerable groups – are they trained in their responsibilities as mandated notifiers?		
If you have volunteers dealing with money, do you have processes in place to minimise both theft and unnecessary false accusations?		
If you have volunteer drivers, do you have processes in place that ensure they are licensed, insured and fit enough to drive?		
Does your organisation have adequate levels and types of insurance cover? <ul style="list-style-type: none"> <li>- Public liability</li> <li>- Professional indemnity</li> <li>- Director's liability</li> <li>- Personal accident</li> <li>- Motor vehicle</li> </ul>		
Is your insurance up-to-date and do you know where to find your policies and make a claim?		
Do you have reporting mechanisms to ensure the safety of those volunteers working off site (eg in home visiting programs)		
Do you have contingency plans in place should adequate numbers of volunteers not be recruited, or not attend due to illness or extended leave		
Do you have processes in place that ensure an ongoing and adequate supply of flexible volunteer positions		
Have you conducted a detailed Induction Program for new volunteers?		

# Appendix 10

## Example of Agreement between a Trade Union and State Peak Volunteer Body

This document stands between the SA Unions and Volunteering SA as an agreement flowing from shared values about the nature of paid and unpaid work and the relationship between the two.

SA Unions and Volunteering SA represent people power in South Australia.

### DEFINITIONS

#### What is paid work?

Paid work is any activity, whether manual or intellectual, whatever its nature or circumstances that is undertaken at the direction of any employer and is financially compensable.

#### What is volunteering?

Volunteering is an activity whereby individuals choose to willingly work without an expectation of remuneration to provide a service with a community focus.

### PRINCIPLES TO BE APPLIED

Workers, whether paid or unpaid, are entitled to respect and dignity and to work in a social, economic and political climate in which neither is compromised by the other.

SA Unions respect the value of the volunteering sector to the community at large.

The volunteering sector respects the value of the union movement in the protection of the interests of paid workers.

Both parties agree that while a volunteer job may add value to a paid job, it should never replace one.

Both parties agree that there are circumstances in which it is valid for a volunteer job to become a paid job particularly in training and "welfare to work" arrangements but that it is not the purpose of volunteering to serve solely as a transition mechanism between unpaid and paid work.

Both parties agree that volunteering is a valid means of acquiring skills and knowledge that may enhance career development or employment prospects.

### SA UNIONS AND VSA ARE COMMITTED TO:

Working together to ensure that the rights and legitimate expectations of paid workers and volunteers are upheld and promoted.

Working to eliminate employment-based exploitation whether of paid workers or volunteers.

Contributing to transparency and accountability in the relationships between the unions and the volunteer sector.

Ensuring that within their appropriate spheres of influence volunteerism and paid work are complementary to each other.

### SHARED CORE VALUES

All paid workers have the right to work, to free choice of employment, to just and favourable conditions of work and protection against unemployment.

All paid workers, without any discrimination, have the right to equal pay for equal work.

All paid workers have the right to just and favourable remuneration.

All paid workers have the right to join trade unions for the protection of their interests.

Every woman, man and child has the right to associate freely and to volunteer regardless of their cultural and ethnic origin, religion, age, gender and physical, social and economic position. All people in the world should have the right to freely offer their time, talent and energy to others and to their communities through individual and collective action, without expectation of financial reward.

Paid workers and volunteers have the right to workplaces that are safe, secure, healthy and free of harassment, intimidation, violence and discrimination.

Paid workers and volunteers have the right to protection against unfair treatment by employers.

All employers have a responsibility to engage in legal and ethical conduct and environmentally sustainable practices at all times with employees, volunteers, stakeholders and the community.

Paid workers and volunteers should be consulted and informed about issues affecting their work.

Engaging regularly in dialogue with each other to monitor the implementation of this agreement and to review its terms.

Cooperative action and shared resources in the event that activities need to be undertaken to further this agreement.

Volunteering SA and SA Unions will seek to uphold the values and principles of this agreement and fulfil their respective commitments. However, both parties acknowledge that this agreement is not legally binding.

This agreement does not cover Community Service Order workers or those on trial work or work experience programs.

Signed   
Secretary  
On Behalf of SA Unions



Signed   
Chief Executive Officer  
On Behalf of Volunteering SA



Source Volunteering SA&NT - Agreement

# Appendix 11

## Volunteer Position Descriptions: Points to Consider

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### Service objective:

Programs will ensure that volunteer staff members are given position descriptions that ensure that the aims and objectives of the organisation are being met, the rights of volunteers and clients are protected, and the boundaries between paid and unpaid jobs are delineated.

### Indicators

(tick as applicable)

- ➔ Position description contains
  - ☐ description of position objective
  - ☐ knowledge, skills and attributes required – both essential and desirable
  - ☐ key areas of responsibility
  - ☐ expected end date of assignment
- ➔ Organisational relationships are clarified in the position description
  - ☐ who the volunteer reports to
  - ☐ who else in the organisation the volunteer liaises with
  - ☐ lines of communication and accountability
- ➔ Conditions of the position are clear in the position description
  - ☐ days and times required
  - ☐ training requirements
- ☐ Responsibility is allocated for writing/approving position descriptions.
- ☐ Responsibility is allocated for defining the volunteer role.
- ☐ Relevant paid staff are consulted in developing volunteer position descriptions.
- ☐ Position descriptions are reviewed and procedure documented.
- ☐ Volunteers are involved in the process of reviewing position descriptions.
- ☐ Benefits of the position

# Appendix 12

## Volunteer Application

Name \_\_\_\_\_

Address \_\_\_\_\_

Date of Birth \_\_\_\_\_ Phone Number (home) \_\_\_\_\_

Mobile \_\_\_\_\_

Email \_\_\_\_\_

Emergency Contact Person \_\_\_\_\_

Relationship \_\_\_\_\_ Phone Number \_\_\_\_\_

**Please circle your current employment status:**

Work Initiative	Employed Part-time	Unemployed
Retired	Seeking Employment	Employed Full-time
Home Duties	Student	Work Cover

**Have you volunteered before - please give details:**

Organisation	Period of Time	Position	Duties
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Volunteering SA&NT offers a number of volunteer opportunities, please circle below areas that are of interest to you:**

Administration	Interviewing	Fundraising
Literacy	Data Collection	Library
Research	Marketing/Promotions	Special Projects
Events	Website maintenance	Presentations to groups

**Please list any hobbies/interest:**

\_\_\_\_\_

\_\_\_\_\_

*Source Volunteering SA&NT - Volunteer Application*

Circle your preference regarding how you like to work

Group Setting

One to one basis

I am willing to commit to Volunteering SA&NT for a period of (circle your preference):

3 months

6 months

9 months

12 months

indefinitely

Can you speak another language: If so please note: \_\_\_\_\_

Are you willing to undertake relevant training necessary for you to carry out your volunteer role?

Yes

No

Do you have a disability or medical condition that could limit the range of work you can do, or for which you may require extra support? If yes, please provide details:

---

---

How often are you prepared to volunteer for Volunteering SA&NT? (circle your preference)

Weekly

Fortnightly

Monthly

As required

Please tick days you may be available and give approximate times:

Monday

Tuesday

Wednesday

Thursday

Friday

AM \_\_\_\_\_

PM \_\_\_\_\_

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). All referees will be contacted

Name: \_\_\_\_\_ Phone (home) \_\_\_\_\_

Relationship: \_\_\_\_\_ Phone (work) \_\_\_\_\_

Name: \_\_\_\_\_ Phone (home) \_\_\_\_\_

Relationship: \_\_\_\_\_ Phone (work) \_\_\_\_\_

*Source Volunteering SA&NT - Volunteer Application*

## Applicants Declaration

I ..... (full legal name) declare that the information given in this application is true and correct.

- I acknowledge that any false or misleading information may lead to my application being rejected or any subsequent approval revoked.
- I will notify Volunteering SA&NT if any of my above circumstances change.
- I consent to the details relating to my volunteer work activity being used for media statistics for report writing and promoting causes.
- I understand and will adhere to my responsibilities as a volunteer for Volunteering SA&NT and to treat all information in absolute confidence.
- I understand that I am responsible for abiding by the relevant State and Federal regulations and in addition, obeying Volunteering SA&NT's Occupational Health and Safety Policy, Equal Opportunities Policy, and other relevant policies and procedures that relate to my designated role within the organisation.
- I agree, as a volunteer, to be loyal to Volunteering SA&NT, respect its place in the community and maintain its credibility and integrity.
- I understand and agree that I will start my role at Volunteering SA&NT on a three month probation period.
- I agree Volunteering SA&NT reserves the right to refuse my application.

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

Volunteer Manager: \_\_\_\_\_

*Source Volunteering SA&NT - Volunteer Application*

# Appendix 13

## Volunteer Induction Checklist

Name \_\_\_\_\_

Programme \_\_\_\_\_ Date of Commencement \_\_\_\_\_

### General Induction

#### Orientation

- ☐ Toilets, telephone, parking, facilities, reception, introductions
- ☐ Structure/supervision/policy
- ☐ Where the volunteer fits into the organisation
- ☐ Emergency Procedures

#### Policies and Procedures

- ☐ Volunteer
- ☐ Occupational Health & Safety
- ☐ Manual Handling
- ☐ Entering private property
- ☐ Equal Opportunity
- ☐ Training
- ☐ Confidentiality
- ☐ Code of Conduct
- ☐ Drug and alcohol
- ☐ IT
- ☐ Feedback
- ☐ Risk Management
- ☐ Harassment
- ☐ Location of policies and procedures

#### Documentation

- ☐ Volunteer acceptance
- ☐ Volunteer manual

#### Volunteer Information

- ☐ Volunteer handbook
- ☐ Dress code
- ☐ Badge
- ☐ Hours
- ☐ Support
- ☐ Meetings
- ☐ Reimbursement
- ☐ Inability to attend
- ☐ Confidentiality
- ☐ Alarm

#### OHS&W Procedures

- ☐ Emergency Evacuation
- ☐ Fire Extinguishers/blankets
- ☐ First Aid Kits
- ☐ Emergency numbers
- ☐ Moving equipment – tables etc.
- ☐ Reporting accidents/incidents
- ☐ Reporting hazards

#### Programme Induction

- ☐ Programme goals
- ☐ Job Description

#### General Induction Completed

Supervisor \_\_\_\_\_

Date \_\_\_\_\_

Volunteer \_\_\_\_\_

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## Induction for Reception

Name \_\_\_\_\_

Date of Commencement \_\_\_\_\_

Trainer's initials

- |                          |  |   |   |
|--------------------------|--|---|---|
| <input type="checkbox"/> | Role of receptionists                            | [ | ] |
| <input type="checkbox"/> | Booking Rooms                                    | [ | ] |
| <input type="checkbox"/> | Community Buses                                  | [ | ] |
| <input type="checkbox"/> | Daily Duties                                     | [ | ] |
| <input type="checkbox"/> | Emergency  |   |   |
|                          | <input type="checkbox"/> Duress Alarm            | [ | ] |
|                          | <input type="checkbox"/> Fire                    | [ | ] |
|                          | <input type="checkbox"/> First Aid               | [ | ] |
| <input type="checkbox"/> | Equipment  |   |   |
|                          | <input type="checkbox"/> Answering Machine       | [ | ] |
|                          | <input type="checkbox"/> Binder                  | [ | ] |
|                          | <input type="checkbox"/> Computers               | [ | ] |
|                          | <input type="checkbox"/> Fax                     | [ | ] |
|                          | <input type="checkbox"/> Guillotine              | [ | ] |
|                          | <input type="checkbox"/> Laminator               | [ | ] |
|                          | <input type="checkbox"/> Photocopier             | [ | ] |
|                          | <input type="checkbox"/> Public Use              | [ | ] |
|                          | <input type="checkbox"/> Scanner                 | [ | ] |
| <input type="checkbox"/> | Forms, Folders and Notebooks                     | [ | ] |
| <input type="checkbox"/> | Information                                      | [ | ] |
| <input type="checkbox"/> | ITShare  | [ | ] |
| <input type="checkbox"/> | Mail   | [ | ] |
| <input type="checkbox"/> | Message Book                                     | [ | ] |
| <input type="checkbox"/> | Money  | [ | ] |
| <input type="checkbox"/> | Income   |   |   |
|                          | <input type="checkbox"/> Payment of Hut Invoices | [ | ] |
|                          | <input type="checkbox"/> Petty Cash              | [ | ] |
|                          | <input type="checkbox"/> Personal Transport      | [ | ] |
| <input type="checkbox"/> | Phones   | [ | ] |
| <input type="checkbox"/> | Programmes                                       | [ | ] |
| <input type="checkbox"/> | U3A  | [ | ] |

### Programme Specific Induction Completed

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Volunteer \_\_\_\_\_

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# Appendix 14

## Example of Job Description for a Volunteer Program Manager

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**POSITION TITLE:** Volunteer Program Manager

**RESPONSIBLE TO:** Executive Director

**BROAD PURPOSE OF THE POSITION:** To promote, develop and maintain a high quality volunteer program, with volunteers and paid staff working in collaboration to achieve organisational goals.

**QUALIFICATIONS:** Certificate in Volunteer Coordination is the minimum qualification required. Tertiary qualifications and experience in Human Resource Management is desirable.

**SPECIAL CONDITIONS:** Some out-of-hours work may be required.

**DUTIES:**

1. Responsible for the day-to-day direction, development and management of all services provided by volunteers.
2. Promote the program and ensure that volunteers are carefully selected, orientated, trained, supervised and supported to ensure the provision of high quality services.
3. Develop policies, communication structures, information systems and management procedures to ensure volunteers work productively and harmoniously with paid workers, keeping in mind the interests of all stake-holders involved.
4. Liaise with sectional managers to encourage appropriate volunteer involvement and support within their areas of responsibility.
5. Arrange for regular appraisal of individual volunteer performance and the program as a whole.
6. Develop rosters, and maintain records of services provided and hours contributed by volunteers.
7. Ensure that volunteer policy and practice guidelines are regularly reviewed.
8. Provide regular reports to the Executive Director on the volunteer program, including recommendations for future developments or improvements.
9. Prepare a budget for the program, and ensure expenditure is kept within the approved costing.
10. Ensure workplace arrangements are put in place relating to:
  - occupational health and safety
  - legislation requirements such as equal opportunity
  - adequate insurance cover
  - reimbursement of out-of-pocket expenses.
11. As a member of the Board of Management, assist in the process of policy development and decision-making, and implement procedures in line with decisions made.
12. Keep abreast of wider issues relating to volunteering through attendance at network meetings of volunteer program managers and at conferences or training courses/sessions.
13. Liaise with the media in promoting the program, and when called upon, address public forums regarding the contribution of volunteers.
14. Perform other duties in line with overall responsibilities, as necessary.

# Contact Details of National and State Volunteering Peak Bodies

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## **National and State Volunteering Peak Bodies**

### **Volunteering Australia**

Suite 2, Level 3, 11 Queens Road, Melbourne Victoria Australia 3004  
T: 03 9820 4100 E: [volaus@volunteeringaustralia.org](mailto:volaus@volunteeringaustralia.org)

### **Australian Capital Territory**

Volunteering ACT  
55 Chandler Street, Belconnen, ACT 2617  
T: 02 6251 4060 F: 02 6251 4161 E: [info@volunteeract.org.au](mailto:info@volunteeract.org.au) W: [www.volunteeract.org.au](http://www.volunteeract.org.au)

### **New South Wales**

The Centre for Volunteering (Volunteering NSW)  
Level 2, 228 Pitt Street, Sydney, NSW 2000  
T: 02 9261 3600 F: 02 9261 4033 E: [info@volunteering.com.au](mailto:info@volunteering.com.au) W: [www.volunteering.com.au](http://www.volunteering.com.au)

### **Northern Territory**

Volunteering SA&NT - Alice Springs  
Anangu House, 44 Bath Street, Alice Springs, NT, 0871  
T: 08 8952 9630 F: 08 8953 2988 W: [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au)

Volunteering SA&NT - Darwin  
Unit 11/21 Cavenagh Street, (The Metro), Darwin, NT 0800  
T: 08 8981 0027 F: 08 8981 0067 W: [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au)

### **Queensland**

Volunteering Queensland  
Level 6, 333 Adelaide Street, Brisbane, QLD 4000  
T: 07 3002 7600 F: 07 3229 2392 E: [vq@volunteeringqld.org.au](mailto:vq@volunteeringqld.org.au) W: [www.volunteeringqld.org.au](http://www.volunteeringqld.org.au)

### **South Australia**

Volunteering SA & NT  
Level 1, Torrens Building, 220 Victoria Square, Adelaide, SA 5000  
T: 08 8221 7177 F: 08 8221 7188 E: [reception@volunteeringsa.org.au](mailto:reception@volunteeringsa.org.au) W: [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au)

### **Tasmania**

Volunteering Tasmania Inc  
57D Brisbane Street, Hobart, TAS 7000  
T: 03 6231 5550 F: 03 6234 4113 E: [admin@volunteeringtas.org.au](mailto:admin@volunteeringtas.org.au) W: [www.volunteeringtas.org.au](http://www.volunteeringtas.org.au)

### **Victoria**

Volunteering Victoria  
Level 2, 491 King Street, West Melbourne, VIC 3003  
T: 03 8327 8500 F: 03 8327 8599 E: [info@volunteeringvictoria.org.au](mailto:info@volunteeringvictoria.org.au) W: [www.volunteeringvictoria.org.au](http://www.volunteeringvictoria.org.au)

### **Western Australia**

Volunteering WA  
City West Lotteries House, 2 Delhi Street, West Perth, WA 6005  
T: 08 9482 4333 F: 08 9482 4334 E: [info@volunteeringwa.org.au](mailto:info@volunteeringwa.org.au) W: [www.volunteeringwa.org.au](http://www.volunteeringwa.org.au)

# Useful Websites

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## **Volunteer Centre Sites**

The following are links to the web sites of Australia's national and state peak bodies on volunteering as well as regional volunteer centres throughout Australia.

<b>Volunteering SA &amp; NT</b>	<a href="http://www.volunteeringsa.org.au">www.volunteeringsa.org.au</a>
<b>Volunteering ACT</b>	<a href="http://www.volunteeract.org.au">www.volunteeract.org.au</a>
<b>Volunteering NSW</b>	<a href="http://www.volunteering.com.au">www.volunteering.com.au</a>
<b>Volunteering Queensland</b>	<a href="http://www.volunteeringqld.org.au">www.volunteeringqld.org.au</a>
<b>Volunteering Tasmania</b>	<a href="http://www.volunteeringtas.org.au">www.volunteeringtas.org.au</a>
<b>Volunteering Victoria</b>	<a href="http://www.volunteeringvictoria.org.au">www.volunteeringvictoria.org.au</a>
<b>Volunteering WA</b>	<a href="http://www.volunteeringwa.org.au">www.volunteeringwa.org.au</a>

**Volunteering Australia**      [www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

## **Australian Government Sites Relating to Volunteering**

A selection of Australian government sites directly relating to volunteering.

### **Department of Families, Housing, Community Services and Indigenous Affairs**

This page will lead you to information about Federal government support of volunteering

[www.facs.gov.au](http://www.facs.gov.au)

### **South Australian Office for Volunteers Web Page**

The page for the SA state Government's Office for Volunteers – contains useful information about how the SA government and voluntary sector are working together on a range of projects

[www.ofv.sa.gov.au](http://www.ofv.sa.gov.au)

### **Western Australia Government Volunteering Secretariat Web page**

The web page for the WA government's volunteering secretariat – with good information about developments in the state of WA

[www.volunteering.communitydevelopment.wa.gov.au](http://www.volunteering.communitydevelopment.wa.gov.au)

## **Other Australian Sites of Interest**

This set of web sites are Australian sites relating to volunteerism that may be of interest to readers

### **AAVA Web site**

This is the web page for Australia's professional Association for volunteer program managers - the Australasian Association of Volunteer Administrators

[www.aava.asn.au](http://www.aava.asn.au)

### **Australian Volunteers International**

The web site of the lead Australian agency for overseas volunteering opportunities

[www.osb.org.au](http://www.osb.org.au)

### **OzVPM Newsgroup – Australia's only dedicated volunteer management newsgroup community**

To join send a blank e-mail to [ozvpm-subscribe@yahoo.com](mailto:ozvpm-subscribe@yahoo.com) or visit the groups web page

<http://groups.yahoo.com/group/ozvpm>

### **On-line Recruitment Sites**

Australian sites where you can advertise volunteer vacancies – or search for volunteer work.

#### **SA&NT Recruitment**

The official recruitment site of Volunteering SA&NT

[www.volunteeringsa.org.au](http://www.volunteeringsa.org.au)

#### **Volunteering Australia Recruitment**

The official recruitment site of Volunteering Australia

[www.govolunteer.com.au](http://www.govolunteer.com.au)

### **Our Community**

[ourcommunity.com.au](http://ourcommunity.com.au) strengthens Australia's 700,000 community, education and nonprofit groups by providing funding advice, a free online donations & volunteers service and practical information.

[www.ourcommunity.com.au](http://www.ourcommunity.com.au)

### **International Sites**

A selection of key international sites that will allow readers to explore more broadly the topic of volunteerism

### **National Volunteer Centres**

Volunteering England (UK)	<a href="http://www.volunteering.org.uk">www.volunteering.org.uk</a>
Points of Light Institute (USA)	<a href="http://www.pointsoflight.org">www.pointsoflight.org</a>
National Volunteer and Philanthropy Centre	<a href="http://www.nvpc.org.sg">www.nvpc.org.sg</a>
Volunteer Canada	<a href="http://www.volunteer.ca">www.volunteer.ca</a>
Volunteer Development Scotland	<a href="http://www.vds.org.uk">www.vds.org.uk</a>
Volunteering Ireland	<a href="http://www.volunteeringireland.com">www.volunteeringireland.com</a>
Volunteering New Zealand	<a href="http://www.volunteeringnz.org.nz">www.volunteeringnz.org.nz</a>
Volunteering Wales	<a href="http://www.volunteering-wales.net">www.volunteering-wales.net</a>
Association for Volunteer Services (Arab World Volunteer Initiative)	<a href="http://www.avs.org.lb">www.avs.org.lb</a>
Agency for Volunteer Service (Hong Kong)	<a href="http://www.avs.org.hk">www.avs.org.hk</a>
Federation of Volunteer Efforts in Korea	<a href="http://www.volunteer.or.kr">www.volunteer.or.kr</a>

## **Volunteer Management Associations**

Canadian Administrators of Volunteer Resources (CAVR) [www.cavrcanada.org](http://www.cavrcanada.org)  
AVM - Association for Volunteer Managers (UK) [www.volunteermanagers.org.uk](http://www.volunteermanagers.org.uk)  
PAVMI - Professional Administrators of  
Volunteer Managers Ireland [www.volunteeringireland.ie](http://www.volunteeringireland.ie)  
ALIVE - Association of Leaders in Volunteer Engagement (USA) [www.volunteeralive.org](http://www.volunteeralive.org)  
MOVE - Managing & Organising Volunteer Effort (Singapore) [www.move.org.sg](http://www.move.org.sg)  
JVCA - Japanese Volunteer Coordinators Association (Japan) [www.jvca2001.org](http://www.jvca2001.org)  
AAVA - Australasian Association of Volunteer Administrators [www.aava.asn.au](http://www.aava.asn.au)

## **Other Sites of Interest**

### **IAVE – International Association for Volunteer Effort**

IAVE was created in 1970, and is the only international organisation with the mission to promote, celebrate and strengthen volunteerism worldwide.  
[www.iave.org](http://www.iave.org)

### **United Nations Volunteers**

The United Nations Volunteers program (UNV) is the UN organisation that supports human development globally by promoting volunteerism and by mobilising volunteers.  
[www.unv.org](http://www.unv.org)

### **OzVPM – Australasian Volunteer Program Management Web Site**

The web site of co-author Andy Fryar has a great range of useful resources and links with volunteer management information from around the world. The site also features an on-line book store.  
[www.ozvpm.com](http://www.ozvpm.com)

### **Energize**

Created by US consultant, author and commentator, Susan J Ellis.  
[www.energizeinc.com](http://www.energizeinc.com)

### **e-volunteerism – the electronic journal of volunteerism**

A web based, interactive, international journal of volunteerism, co-founded by leading US volunteerism experts, Susan J Ellis and Steve McCurley.  
[www.e-volunteerism.com](http://www.e-volunteerism.com)

### **Our Shared Resources**

<http://www.oursharedresources.com/>

### **International Volunteer Day**

[www.worldvolunteerweb.org](http://www.worldvolunteerweb.org)

### **International Volunteer Managers Day**

[www.volunteermanagersday.org](http://www.volunteermanagersday.org)

### **National Volunteer Week**

[www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

# Australian Publications of Interest

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- *A Volunteer's Guide to Volunteering*, 2002, Volunteering SA Inc
- *Australian Journal on Volunteering* published bi-annually by Volunteering Australia
- *Australian Volunteers at Work* Joy Noble and Roger Dick (eds), 2000, Wakefield Press, Adelaide
- *Best Practice Tips for Managing Volunteers* Joy Noble, 2002, Volunteering SA Inc, Adelaide
- *Count Me In – 501 ideas on recruiting volunteers* Judy Esmond, 2001, Newseason Publications, WA
- *Imagine If: A Handbook for Activists* Joy Noble & Fiona Verity, 2007, Wakefield Press, Adelaide.
- Ironmonger, D. 2008, *The economic Value of Volunteering in Queensland*, University of Melbourne.
- *Junior Kickstart*, 2006, Alanna Murphy & Bree Martin, Volunteering SA., Adelaide.
- *Just a Tick – A Best Practice Survival Guide for Committees and Boards of Management* Kate Reynolds, 1999, Volunteering SA Inc, Adelaide
- *KickStart: Young volunteers shape the future.* Bree Martin & Kasey Kilgariff, 2004, Fleurieu Volunteer Resource Centre, Port Noarlunga, S.A.
- *National Standards for Involving Volunteers in Not for Profit Organisations* written and published by Volunteering Australia, 2001
- *National Standards Implementation Guide for Not for Profit Organisations Involving Volunteers*, 2001, Volunteering Australia
- *National Standards Workforce and Resources Kit*, 2003, Volunteering Australia
- *Take your Partner for the Corporate Tango* Kate Reynolds, 2001, Volunteering SA Inc, Adelaide
- *The Quest for EVE*, Leonie Bryen, 2007, Commonwealth Books Australia.
- *Turn your Organisation into a Volunteer Magnet, 2nd edition*, Fryar, Dyer & Jackson, 2008, lulu.com
- *Volunteering: Why we can't survive without it*, Melanie Oppenheimer, 2008, UNSW Press, Sydney.
- *Volunteering Visions* Joy Noble and Fiona Johnston (eds), 2001, The Federation Press, NSW
- *Volunteers and Paid Workers: Working in unison*: 2008, Moria Deslandes & Joy Noble, Volunteering SA&NT, Adelaide
- *Volunteers and Volunteering* Jeni Warburton and Melanie Oppenheimer, 2001, Federation Press, NSW

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