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VOLUNTEERING GOOD PRACTICE BOOKLET

October 2010 Edition

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17 million

people in England are
volunteering

Providing great management for
volunteers is a challenge

Food for thought

"When I started, the only volunteers were our board members and advisory council. Everyone knew we needed volunteers in other parts of our organisation, but it was hard for people to commit the time to designing jobs and the programme. It really helped when our leadership emphasised that the development of a volunteer programme was a priority."

"We tried to bite off too much at the start and started feeling guilty for not meeting our deadlines. I would suggest other groups start small, celebrate the simple achievements."

"Even though our volunteer programme is fairly developed, it was important to work on some key areas. Meeting regularly with other groups provided new ideas and stimulation for improving on what we had."

This good practice booklet is intended as a starter for anyone looking to begin managing volunteers or who want to bring some improvements to the management they do now.

Much of what we offer are suggestions and our recommendations have been tried and tested in real situations.

However, we believe that in a

No 'one-size-fits-all' approach

Please use what you can and use any links and contacts to tailor management which is both effective and suited to your organisation.

Valuing the Role of Volunteers

And

Making Volunteers Feel They Belong

Food for thought

Many groups know that volunteers are the backbone of their organisation. But has your group actually stated this anywhere? Demonstrate this commitment to volunteers by getting them involved in your group's planning processes and decisions. Show commitment and you will get commitment back.

Board members are volunteers too!

It is important to value the unique contributions and perspectives of all volunteers, at all levels of your group.

By involving both board volunteers and other types of volunteers, your decisions and planning processes will be richer. Your volunteers will also feel a greater sense of ownership of their work.

Experts in Volunteering Charter Values Organisational Involvement

Volunteers have influence and an informed voice on organisational issues.

Investing in volunteers Indicator 1.

There is an expressed commitment to the involvement of volunteers, and recognition throughout the organisation that volunteering is a two-way process which benefits volunteers and the organisation.

Investing in Volunteers Indicator 2

- The organisation commits appropriate resources to working with volunteers, such as money, management, staff time and materials.

Assessment Questions

Do you believe your board appreciates how important volunteers are to achieving the organisation's mission?

YES /NO

Has your organisation put its support of volunteers in writing (e.g., in its mission and values statement, group goals, or strategic plan)?

YES /NO

Do you believe that, given your circumstances, your organisation provides an appropriate level of resources, space, equipment, and insurance for your volunteers?

YES /NO

Does your group often think about how well it involves volunteers - and how you can do an even better job?

YES /NO

Does your group frequently ask volunteers for input when making decisions or developing new plans (e.g., programme or strategic plans)?

YES /NO

Are volunteers welcomed and treated as valuable and integral members of the organisation's human resources?

YES /NO

Are staff given training and recognition for working effectively with volunteers?

YES /NO

<p>TIP</p> <p>A good mission statement includes three elements:</p> <p>1. Purpose: A sentence that describes what the group is trying to accomplish and for whom (e.g., protect a watershed; reduce the incidence of teen pregnancy)</p> <p>2. Business: A description of how it will accomplish its goals (e.g., provide counselling, offer recreational programmes, raise public awareness)</p> <p>3. Values: A list of values, beliefs, or principles that the group shares and practises in its work (e.g., client-driven, striving for excellence, innovative)</p> <p>A snapshot Have you ever heard one of your volunteers say, "I'm just a volunteer!" or, "They expect too much for free!" If so, they're probably not feeling like an equal member of your team.</p>	<p>Are paid staff trained to provide volunteers with appropriate support? YES /NO</p> <p>Are volunteers encouraged to develop within the organisation? YES /NO</p> <p>Are volunteers treated as equal members of the team? YES /NO</p> <p>Mission statement</p> <p>Here are some other points and phrases that you might consider including in your volunteer statement:</p> <ul style="list-style-type: none"> • Our group encourages the involvement of volunteers at all levels of the group and in appropriate programmes and activities. • We can best achieve our mission and goals through the active participation of volunteers from the community we serve. • Volunteers contribute their unique talents, skills, and knowledge of our community. • Volunteers are an integral part of our team. • Volunteers help us: extend the reach of our programmes; be more cost effective; increase our knowledge and skill base; effect change; communicate to the public and clients. • The participation of volunteers enriches and enhances our programmes and activities. <p>Planning</p> <p>Host meetings once or twice a year to gather volunteer feedback on your group's activities. You could also develop a survey to get feedback both on every volunteer's individual experience and on ideas for the organisation as a whole. Make sure this type of feedback gets to the people who need it!</p> <p>You can also solicit volunteer feedback through articles in your newsletters, regular e-mails, or postings in your office. If people in your group agree that you want to get more volunteer input into planning and decision-making processes, think about how you can increase the chances it will happen, year to year. For example:</p> <ul style="list-style-type: none"> • If you have policies on how you develop plans and make key decisions, revise them to include the role of volunteers. • Put information in any board orientation materials you might have to let new board members know that volunteer input is important and should be sought by the group. • Tell volunteers that their input is welcomed and will be sought. Write it into their orientation materials as well. • If you have staff, consider making it part of their job descriptions to ask for volunteer input on key initiatives. <p>If you take some of these steps, you will increase the odds that</p>
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<p>Food for thought</p> <p>The idea of setting aside money for volunteers might be tough to consider. But remember that the more volunteers you have contributing time and energy, the more your group can get done. It is important to dedicate both time and at least a bit of money to help the programme along. In the end, if you build a good programme, you might be able to convince any funders you might have that they should contribute money to help you work with even more volunteers!</p>	<p>volunteers will become more involved in the important planning and decision-making processes in your group. While the board members have the final responsibility for making decisions in the group, the more input they get, the stronger their decisions will be.</p> <p>Resources</p> <p>For groups on a shoestring budget, the idea of setting aside money for volunteer management is nice but unlikely. So the "money" aspect of this objective may be difficult to achieve. However, it is still worth looking at what resources you can get (e.g., through donations) to help with things such as volunteer recognition, equipment for volunteers to work with, a place to do the work, etc.</p> <p>Realistically, doing an effective job of managing volunteers takes at least some money. Your group might want to help volunteers cover childcare or travel costs.</p> <p>You might want to run ads in the paper to recruit new volunteers. You might have costs related to volunteer training or recognition events. If you have staff, someone is likely being paid to spend time working on these things.</p> <p>A budget for the volunteer programme doesn't have to be large. Some of the costs of running a volunteer programme may already be covered in your group's core operational budget (e.g., photocopying, computer equipment, staff time). It might be worth breaking these costs out into a volunteer programme budget if you are intending to invest new time and resources into building your programme. This will help you track and evaluate the full cost of your volunteer programme over time.</p> <p>Here are some possible budget items that might apply to your volunteer programme:</p> <ul style="list-style-type: none"> • Phone, fax, and e-mail for coordinating volunteers • Printing and copying (e.g., of recruitment info, orientation materials, a volunteer newsletter) • Mailing costs • Reimbursement for volunteer expenses (e.g., transportation, childcare, materials they've bought for programmes) • Volunteer training and development fees (e.g., registration fees, room rental, trainer costs) • Professional development costs (workshops and other resources for staff to learn to work better with volunteers) • Travel (to training events or conferences, for staff or volunteers) • Refreshments (coffee, tea, and other things to make volunteers feel welcome) • Recognition items for the formal and informal acknowledgement of volunteers (e.g., pins, certificates, gifts, thank-you cards, pizzas!)
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- Uniform costs (including group T-shirts, vests, hats)
- E-mail accounts for "virtual" volunteers
- Office supplies
- Insurance

Evaluation

Evaluation isn't intended to determine whether you passed or failed. The main purpose of evaluation is to figure out what worked and what didn't.

Set and regularly evaluate goals for volunteer involvement in the group. By setting even one goal, you are making a commitment to improving your programme and setting a path that your group has agreed is important to follow.

Surveys might be a good thing to use to get information from people who might not want to say things in person. Unless you are a very small group with only a handful of non-board volunteers, consider starting a regular volunteer survey.

Some questions you might want to ask volunteers about your programme (rate some on a scale of 1-5):

- Are volunteers made to feel welcome in our group?
- Do you feel volunteers are valued for their contributions?
- Do you feel volunteers have adequate input into decisions that affect them?
- Do you feel volunteers are given opportunities to learn and grow within the organisation?
- If you could make changes to the volunteer programme, what would they be?
- Do you see any areas where volunteers could be better used by our group?

To help volunteers feel that they belong on your team, show them you want their input and involvement. See the sections on "Recognising Volunteers Contribution and Making Volunteers Feel They Belong"

Do you think most of your volunteers feel they are members of your team? YES /NO

Are volunteers (other than your board members) asked for input when your group is evaluating its performance or planning for the future? YES/ NO

Do you frequently invite your volunteers to group meetings and social activities? YES / NO

Is someone in your group paying attention to how your volunteers can be given opportunities to take on new responsibilities and grow within your group? YES /NO

Communication

Good communication can help volunteers feel valued, motivated and knowledgeable about what is going on in the organisation. It can help your volunteers to be effective ambassadors for your organisation.

At each major or significant organisational stage or proposal, assess whether you need to communicate information to groups of staff or individuals (or a wider audience); both can be critical in making sure that you have communicated effectively.

When planning communication, remember to:

- Build in opportunities for employees and volunteers to feed in their views
- Ensure that all employees and volunteers can access information. If your only communication method is by email, check whether everyone has regular access to a computer or a personal email account
- Deliver information via a variety of methods but consistently, so that people know what to expect and where to obtain or access information
- Maintain communication by regular and timely flows of information (try to avoid the last minute 'news scoop')
- Review your communication methods regularly and assess their effectiveness to ensure that your messages are getting through.

When your message is really important, deliver it using more than one method: for example, you could follow up a general staff meeting with an email, and then confirm the information in a personalised letter to ensure that it has been received and understood.

If you decide to hold a meeting (individual or collective), be clear about what you want to achieve from each agenda item. Is it to:

- Exchange information (report, update, inform or find out)?
- Solve a problem or find a solution?
- Make a decision?
Plan? Evaluate? Supervise? Consult?
- Review performance?

Twelve communication methods:

1. Noticeboards
2. Newsletters/in-house magazines/e-magazines
3. Letters to staff/volunteers
4. Press releases

- | | |
|--|---|
| | <ol style="list-style-type: none">5. Annual reports6. Emails and intranets and text alerts7. Phone conversations8. Presentations9. Team briefings/group meetings10. Focus groups11. Face-to-face formal or informal meetings between managers and volunteers12. Consultation groups or volunteer forums. |
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One of the building blocks of communication and consultation with volunteers is the annual or biannual development review – providing it is set in the context of regular supervision meetings. This is useful as a tool for reflecting on the work, achievements and learning of the past year.

Defining Expectations

Experts in Volunteering Charter Values

Defining Rules and Expectations

Travel, and any other agreed, out of pocket expenses are reimbursed.

Investing in volunteers Indicator 2

- The organisation commits appropriate **resources to working with volunteers**, such as money, management, staff time and materials.

Food for thought

Writing policies is simple to do. Start with examples from similar groups and focus on the most pressing issues. Involve others in the process and communicate the results to all staff and volunteers. And don't put the policies on the shelf - use them and update them!

Assessment questions

Does your group have policies and procedures in place for your volunteers (e.g., dealing with things such as risk management, orientation, training, selection and supervision)?

YES/ NO

Do you have a record-keeping system in place for your volunteers (e.g., for their applications, resumes, records checks, and confidential information)?

YES /NO

Are your volunteer policies regularly reviewed with input from volunteers and the board (and staff, if applicable)?

YES /NO

Do you believe your volunteers are generally aware of any group policies that affect them?

YES /NO

Do you have any written agreements with volunteers which describe the arrangements you both have for a successful experience?

YES/NO

Does your organisation have a code of conduct which describes what behavior is expected of all its members?

YES/NO

Does your organisation have written policy about expenses for volunteers?

YES/NO

Does it cover your arrangements for claiming and paying these expenses?

YES/NO

Do you believe your volunteer policies are applied fairly and consistently?

YES /NO

<p>TIP</p> <p>Policy template</p> <p>There are different ways to present your final policies and procedures.</p> <p>The basic elements you should include are:</p> <ul style="list-style-type: none"> • Policy Title • Policy Statement • Procedures <p>Additionally, you might want to include:</p> <ul style="list-style-type: none"> • Purpose of policy (a short statement to say why the policy is necessary. <p>This can help build understanding of your policies.)</p> <ul style="list-style-type: none"> • A section heading (You might sort your policies into sections such as "goals and strategies" or "standards of practice.") • A policy number • Date of approval and any dates of review (This will allow you to make sure the policy is up to date.) • Cross reference to any other relevant policies in other parts of your organisation (e.g., personnel policies, anti-discrimination policies) 	<p>Writing policies</p> <p>Writing policies is simple to do. Start with examples from similar groups and focus on the most pressing issues. Involve others in the process and communicate the results to all staff and volunteers. And don't put the policies on the shelf - use them and update them!</p> <p>Steps to good policy</p> <ul style="list-style-type: none"> • Identify who will participate in researching and writing the policies (one person, a committee). • Gather sample volunteer policies and procedures from other groups and from the list of resources. • Using the gathered info, develop a draft list of all the volunteer policies we think should be developed in our group (Hint: avoid getting bogged down in this step!). • Write the policies (this can be done by one person or shared among many). • Circulate drafts of the policies to key people (e.g., volunteers, other staff, possibly board members) and get feedback. • Based on the feedback, rewrite the policies and add any new ones that have been suggested. • Submit policies for approval to the right body (this is most often the board). <p>Policies vs. Procedures</p> <p><i>Policy statements define "what" the group believes is important or "what" should be done. Procedures outline "how" the policy will be put into practice. The procedure should specify who is responsible for the actions that must be carried out.</i></p> <p>Example</p> <p>Policy: A written job description will be provided for every volunteer position.</p> <p>Procedures:</p> <ol style="list-style-type: none"> 1. A binder with all current volunteer job descriptions will be made available at the front desk. 2. Each job description will include the job title; link to mission; description of duties; required skills; time required; training information; and benefits. <p>1. Introduction and policy statement</p> <p>This should set out the organisation's reasons for involving volunteers, the principles underpinning their involvement and how this helps to meet the organisation's key objectives.</p> <p>2. Staff-volunteer relations</p> <p>This section should set out the nature and boundaries of volunteer</p>
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involvement, ensuring that paid staff have a clear understanding of the remit of volunteers and the limitations on their involvement within the organisation. It could also state that volunteers will not be used to replace or displace paid staff.

3. Equal opportunities and diversity statement

This will help to put a volunteer's mind at ease as some (especially those with a criminal record) may be concerned about possible discrimination whilst volunteering with the organisation. See *'Equal opportunities and diversity'* for further information.

4. Recruitment and selection

This should summarise the organisation's recruitment and selection process. See *'Recruitment'* for further information.

5. Screening

Screening methods help to ensure that potential volunteers are suitable and able to work with specific client groups. See *'Screening potential volunteers'* and *'Protection and Safeguarding'* for further information.

Regularly communicate, review, and update volunteer policies and procedures.

If you already have your policies in place - or once you have them completed – it is really important to make sure all staff and volunteers understand the policies relevant to their jobs. After all, there's no point in defining and writing down your rules and expectations if you don't plan on communicating them!

For example, do your volunteers know whether or not they should speak to the media if they are approached to talk about your organisation's position on a controversial issue? If volunteers are offered money by clients for the work they are doing, is it clear how they are supposed to handle the situation? If a staff member feels a volunteer is causing some problems for the group, is the staff member familiar with the process to follow to ensure the issue is dealt with fairly

Agreements

Not all organisations feel that agreements are appropriate for their volunteers. However, many organisations use volunteer agreements. These can be useful for setting out mutual expectations in one or two sides of A4. However, they should be informal, and not use language that appears contractual. They should always be referred to as agreements or arrangements

Care must be taken to set out what the organisation will provide and how it will treat the volunteer and what it expects from the volunteer in such a way as to avoid the creation of mutual obligations. This begins to suggest a contract.

Typically in an agreement an organisation might commit:

- To provide a full induction and any training necessary for the volunteer role.
- To provide a named supervisor for the volunteer, with regular supervision meetings.
- To treat volunteers in line with its equal opportunities or diversity policy.
- To reimburse out-of-pocket expenses where there are receipts or similar evidence of cost to the volunteer.
- To provide insurance cover for the volunteers.
- To implement good health and safety practice.

While it might expect volunteers to:

- Follow the letter and spirit of the organisation's policies and procedures, including equal opportunities, health and safety and confidentiality.
- To meet mutually agreed time commitments, or give notice if this is not possible.

Some organisations like to have signed agreements. The agreement should be explicit that it is intended to be binding in honour only.

Expenses

There are a number of reasons why it's good practice to offer and encourage volunteers to claim reimbursement of their expenses:

- Volunteers give their time for free, and it's unfair to expect them to be left out-of-pocket as well. It demonstrates that the organisation values the volunteers' time, and doesn't want them to be 'out of pocket' for this contribution.
- By reimbursing volunteer expenses, the organisation is helping to reduce barriers to volunteering by enabling those on low incomes and state benefits to participate.
- This in turn could help the organisation to recruit a new source of valuable and committed volunteers.
- The reimbursement of expenses is an equal opportunities issue, because failing to do so excludes a number of potential volunteers who wouldn't be able to afford to take part otherwise.
- By encouraging volunteers to claim their expenses, this gives the organisation an idea of the true cost of this aspect of their volunteer involvement, which they can factor in to future funding bids for their volunteer programme.

If volunteers don't want to be reimbursed for their expenses, then still encourage them to submit an expenses form, and tell them that they can donate the money back to the organisation if they wish to do so. Another option is to include a box on the expenses form that volunteers can tick if they prefer to donate their expenses to the organisation. Do bear in mind that this shouldn't cause any peer

pressure amongst the volunteers, especially for those that do need reimbursement.

Types of expenses that could be reimbursed

- Typical expenses may include (but are not necessarily restricted to):
- Travel to and from the place where
- the volunteering is taking place
- Travel whilst volunteering
- Meals taken whilst volunteering where reasonable
- Parking
- Supply of protective clothing
- Supply of special equipment (for example, an
- induction loop) to enable someone to volunteer
- Reimbursement of clothing or property
- damaged while volunteering
- Post and phone/internet costs
- Care of dependents (for example, children
- or elderly parents) while volunteering.
- Additional out-of-pocket expenses may be determined by the organisation where appropriate.

The organisation may also determine where expenses would not be paid, for example parking fines or reimbursement for loss of personal possessions.

Mileage rates

Where volunteers use their own vehicles to travel to and from their place of volunteering, or to transport goods or people as part of their volunteering role, it is important to have a consistent mileage rate. As the costs of running a vehicle are the same for staff and volunteers, it is recommended that volunteers are reimbursed for their mileage at the rates set by HM Revenue and Customs (HMRC).

Transport

Volunteers should normally be expected to use the cheapest practical form of transport available to them to get to where they volunteer. An agreement on taxi use may be appropriate where volunteers have limited mobility or will be working in situations where they may be vulnerable, such as volunteering late at night. Volunteers should be informed of which recommended and reputable taxi companies to use. Some volunteers cannot use public transport, so a policy on taxi usage shows that they are valued, irrespective of their capacity, circumstances or disability.

How to reimburse expenses:

- Volunteers should be given a simple expenses claim form to fill in, which they should submit along with any relevant receipts, travel tickets etc.
- Volunteers should be encouraged to claim their expenses which should be reimbursed as promptly as possible. Ideally, this should be on the same day in cash if possible, to ensure that those on low incomes or state benefits are not left out-of-pocket for too long.
- It is also possible to give volunteers an advance, which can be helpful for volunteers requiring the costs of their travel before actually travelling, or for volunteers who may need to purchase special equipment, clothing or other items as part of their volunteering.
- Once the volunteer submits their expenses form with their receipts, then the amount can be deducted from the advance, or additional reimbursement can be given to the volunteer as appropriate.
- Implications for giving flat rate expenses. Reimbursement, if rounded up so it is more than the actual expense, can be classed as earnings and as such can affect a volunteer's state benefits, be subject to tax, and could affect the employment status of volunteers, making the service provider liable to pay the National Minimum Wage and other employment rights. Expenses should therefore be reimbursed against receipts and public transport tickets.

Further information can be found in the 'Expenses and State Benefits' section of Volunteering England's 'Good Practice Bank

Volunteer Management

Experts in Volunteering Charter Values

Recruitment process

Recruitment procedures are fair, efficient and consistent.

Investing in volunteers Indicator 6.

The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers.

Food for thought

Do you have job descriptions for your volunteers?

How do you tell potential volunteers what you'd like them to do, what qualifications they need, how many hours you want them to work, or what they will get in return? A good job description can do all of these things. Volunteers deserve a job title and a clear job description. After all, the word "volunteer" reflects what they get paid, not what they do.

Tell the volunteers the purpose of their job and how it will help your group achieve its goals. Think

Assessment Questions

Does your organisation have a recruitment policy?
YES/NO

If so, does it include all volunteers including board members?
YES/NO

Does your procedure require you to do role descriptions and / or outlines of responsibilities?
YES/ NO

If you have a policy do you review it regularly?
YES/NO

Does your organisation review why volunteers leave your organisation?
YES/NO

Policy

A policy is in place to help you keep the subject of recruiting volunteers positive and clear, and to help you create a set of steps which you can follow which can be done without re thinking the process again and again.

A good recruitment policy will answer these questions

- What are the positives of being a volunteer for our organisation?
- Do we have an idea of the kind of volunteer we need/want?
- Are certain people unable to be volunteers with our organisation?
- When does recruitment process begin? When a vacancy arises? Before the outgoing volunteer leaves? Continuously?

about what motivates volunteers to get involved and about what tasks need doing in your group. Combine these needs as you design new jobs. If you have clear job assignments, it will be easier to recruit volunteers.

Job descriptions also help you identify the level of risk involved in each job and what you should do about it.

- Well-defined jobs are the basis of all recruitment attempts. If you don't know what you are looking for, you are not likely to find it. If you do find it, you probably won't recognise it.

- Those volunteers who respond affirmatively to jobs that are ill-defined are the kind of volunteers you probably shouldn't have working for you anyway.

They are possessed of a game plan all their own or extremely optimistic.

Most people function at their best if it is clear what is expected of them.

- Do volunteers leave us quite often? If so, do we know why?
- Who in the organisation is doing the recruitment?
- How do we advertise for volunteers?
- Do we have an application process?
- Do we take up references?
- How do we select suitable volunteers?
- Do we have readily available written information for people that might be interested in being volunteers?
- Do we positively welcome new Volunteers making sure they "know the ropes" through a specific induction programme?

As good as They Give Workbook Two Attracting and Selecting Volunteers

www.volunteering-ni.org/whatwedo/publications/

Is an excellent place to look to review or write your policy

Recruitment and Selection - Some good practice

- Your volunteer recruitment and selection reaches out to diverse sources of volunteers, and it is fair and equitable.
- Information about the organisation and ways in which volunteers can be involved is made as widely available as possible
- We carry out analysis of the diversity of the local community and compare this data to your volunteer team?
- Recruitment messages realistic and clear about what volunteers can expect from the role(s)
- You use various techniques to recruit volunteers
- Recruitment messages advise that screening procedures are in place
- People who are interested in volunteering are provided with clear information about:
 - the type[s] of voluntary work available
 - the application and selection process
 - whether there is any compulsory training
- Genuine efforts made to recruit and select volunteers from a broad range of backgrounds and experiences, to represent the community served by the organisation?
- The selection of volunteers based on actual requirements and predetermined selection measures?
- During the recruitment process, potential volunteers are given:
 - a summary of the organisation's expectations of volunteers
 - what volunteers can expect from the organisation

- The organisation has clear criteria in terms of skills and abilities needed, against which it assesses volunteers' suitability for particular roles
- You ask only for information needed in order to make a placement and record this in a consistent manner
- Feedback is given to volunteers whose applications have been turned down
- In the recruitment procedure, is time given to explore the individual's reasons for volunteering
- Where appropriate, potential volunteers are given further opportunities to find out more about the voluntary work before committing themselves

Induction - some good practice

- Volunteers receive an induction to the organisation, its policies and procedures, and receive training for their voluntary role
- Volunteers receive information on this history, mission and structure of the organisation
- Volunteers receive information on the policies and procedures that relate to their role? [this should include any Health & Safety policies and procedures e.g. accident & emergency procedures, first aid etc]
- Volunteers are given adequate training for performing their role without putting themselves or others at risk?
- Volunteers are informed of the boundaries and limits of their role?
- All volunteers know what forms of support the organisation offers them and who to contact in the case of any problems
- Volunteers have ongoing training opportunities to upgrade their skills and to learn about changes in the organisation
- All new volunteers Are introduced to the relevant paid staff and other volunteers with whom they will come into contact
- Volunteers Are informed about what insurance cover is in force and what they need to do in order to remain covered by insurance
- There Is access to training for all volunteers as well as paid staff
- Volunteers Are aware that they can refuse demands they consider unrealistic, beyond the scope of the role, or which they do not have the skills to carry out
- Volunteers Are advised of, and understand, guidelines for addressing situations where volunteers act in discriminatory ways, or where volunteers themselves are in receipt of such treatment
- Volunteers Are advised of and understand, the procedure to

use if they wish to complain about their treatment by staff, users, committee members or other volunteers

- Volunteers Are informed of what expenses can be claimed, and the procedure for reimbursement
- Volunteers Are advised to inform the Benefits Office/Job Centre Advisor that they are doing voluntary work, if this is relevant to them

People leaving

Some questions you might ask during an exit interview or in a survey:

- Why are you leaving?
- What did you like best about volunteering with us?
- What would you suggest we change or improve?
- Rate your overall experience with us.

Creating Clear Assignments

A role description is an invaluable aid to getting the volunteer doing exactly what you need them to do and to enable them to have a positive and successful experience.

Writing a Role Description

Position Title

This is a volunteer's identification, so give it as much prestige as possible. Examples:

- Youth Leader, rather than Babysitter
- Office Assistant, rather than Clerk
- Special Needs Helper, rather than School Volunteer

Purpose of the position What does your organisation do?

Write concise statements reflecting the goals of the services volunteers will perform. Take the perspective of a volunteer and use the goals statement to answer the question, "Why am I doing this?"

Examples:

- Minor soccer coaches will manage their teams and ensure each child is given equal opportunity to participate and enjoy the sport.
- Technology for Tots instructors will help children of low income families learn how to use information technology and the Internet.

Duties & Responsibilities

As specifically as possible, list each duty and responsibility of the job.

Qualifications & Requirements

What qualifications or equipment are needed?

Include necessary education, languages, any age limitations, preferred skills, credentials, time requirements, physical resources and human qualities necessary for performing duties.

Specific qualifications, references and [screening](#) should be required for volunteers working with vulnerable populations (children, youth, seniors, special needs clients). Similar precautions should be undertaken for positions involving management of money, assets and confidential information.

Be careful not to over qualify for the position - you could lose potential volunteers due to overly stringent educational or skills requirements, as well as burdensome time commitments.

Supervision and support

Who will show volunteers what to do?

Identify where in the chain of command a volunteer will be working, and who will supervise her/his activities. In some cases, this will be a staff person or another volunteer with direct responsibility for the service. It may be one person or a committee of the organisation's board of directors.

Orientation & Training

This includes hours of training and orientation available to volunteers, and may identify the people conducting it.

Time and Place of Work

This should include hours of duty, days of the week, and where the volunteer is expected to perform the services.

Commitment Expected

The minimum amount of time needed from the volunteer should be noted. This commitment is based on your organisation's investment in training and supervising the volunteer.

Benefits

List any benefits available to the volunteer, including payment of expenses. For example: free parking, liability insurance, freebies, and discounts from corporate sponsors. List less tangible benefits also, such as job experience and references. Target your benefits to the group you have targeted for recruitment, for example, youth.

Special Considerations

Any particular considerations **SUCH AS**: "Volunteers who work with children need lots of patience and enthusiasm."

OR: "Volunteers who work in hospitals or seniors' homes must be able to cope with an environment of illness and / or ageing."

OR: “This job involves a lot of outdoor activity and may require some physical labour.”

It is important for potential volunteers to think about their own interests and personal preferences and to self-screen as much as possible.

Contact

List contact name and other important information, such as phone and fax numbers and e-mail.

<p>Food for thought</p> <p>The legal position</p> <p>It should be noted that volunteers are generally not covered by equal opportunities legislation, unlike paid staff and those in receipt of goods and services provided by the organisation.</p> <p>If an organisation is providing volunteering opportunities to its client group as part of its service delivery, then those volunteers may be covered by equal opportunities legislation through being recipients of the organisation's service.</p>	<h2 style="text-align: center;">Equality and Diversity</h2> <div style="border: 1px solid black; padding: 10px; margin-bottom: 10px;"> <p>Experts in Volunteering Charter Values</p> <p>Equality and Diversity</p> <p>Volunteering is open to all; volunteers are treated with fairness.</p> </div> <div style="border: 1px solid black; padding: 10px;"> <p>Investing in volunteers Indicator 3.</p> <p>The organisation is open to involving volunteers who reflect the diversity of the local community and actively seeks to do this in accordance with its stated aims.</p> </div> <p>Assessment questions</p> <p>Does your organisation have a diversity or equality policy? YES/NO</p> <p>Does the policy refer specifically to the activities your organisation undertakes? YES/ NO</p> <p>Does your Board review regularly the effectiveness of your policy and its impact? YES/ NO</p> <p>Does your organisation have a complaints process that may be used if discrimination is alleged? YES/ NO</p> <p>Does your organisation record and incidence of discrimination or inequality that is brought to its attention? YES/NO</p> <p>Do volunteers have access to all your policies, and are they explained in induction? YES/ NO</p> <p>Representing and reflecting the community</p> <p>Even though equal opportunities legislation doesn't generally apply to volunteers, it is good practice to include them in the organisation's equal opportunities and/or diversity policy because this demonstrates that the organisation takes this issue seriously.</p> <p>A diverse group of volunteers makes the organisation both more welcoming to and representative of the local community, and also helps generate new ideas and fresh approaches.</p> <p>The organisation should have a clear equal opportunities and</p>
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managing diversity statement, which includes reference to volunteers as well as paid staff and service users. This statement can either be included in the volunteer policy, to make it more accessible to volunteers, or volunteers could be signposted to where they can find a copy of the organisation's Equal Opportunities and Diversity policy.

Being proactive

Whilst many organisations would consider themselves to be following equal opportunities by operating services that are open to anyone that needs them, the reality is that they may remain inaccessible to some people if the organisation fails to engage with specific sections of the community. The same is true of volunteering, so a proactive approach is needed when designing a recruitment drive for a volunteer programme.

A good diversity Policy may include :

- Policy
 - An over arching statement of commitment and intention. This policy applies to all staff, volunteers, management committee members, users and the general public
- Aims
 - Our Organisation aims to:
 - Provide services that are accessible according to need
 - Promote equality of opportunity and diversity in volunteering, employment and development
 - Create effective partnerships with all parts of our community.
- Recruitment and Selection
- Training
- Decision Making Processes
- Sex Discrimination
- Sexual Harassment
- Racial Discrimination
- Racial Harassment
- Sexuality
- Disability
- Other areas of potential discrimination which may affect those in your organisation e.g. age, ex-offenders, vulnerable people,
- Monitoring, review and responsibility

Find out more

- MANAGING VOLUNTEERS IN ORGANISATIONS THAT WORK WITH OFFENDERS AND EX-OFFENDERS A volunteering and mentoring guide

Induction and Training

Food for thought

All the volunteers who know where they fit in and how they are contributing to your group will be more fulfilled and more effective.

Volunteers need training and information related to their assignments.

All volunteers should get the same orientation to your group, but different training. Providing ongoing training to your volunteers will help keep them interested in their work.

Experts in Volunteering Charter Values

Induction and Training

Volunteers are introduced to the work and ethos of the organisation.

Investing in volunteers Indicator 4.

The organisation develops appropriate roles for volunteers in line with its aims and objectives, which are of value to the volunteers.

Assessment questions

Do all new volunteers receive some kind of orientation to the history, mission, and work of your group?

YES /NO

If your volunteers were asked to explain the main purpose or goals of your organisation, do you think they would all be able to answer?

YES /NO

Is someone responsible for the induction of every new volunteer?

YES/NO

Do volunteers receive information on the policies and procedures that relate to their role? [this should include any Health & Safety policies and procedures e.g. accident & emergency procedures, first aid etc]

YES /NO

Do volunteers receive an induction to the organisation, its policies and procedures, and receive training for their voluntary role?

YES /NO

Do all volunteers know what forms of support the organisation offers them and who to contact in the case of any problems?

YES /NO

Are volunteers given adequate training for performing their role without putting themselves or others at risk?

YES /NO

Do you feel confident that all volunteers in your group (including board members) are receiving the information and training they need to do their job?

YES /NO

Are your volunteers provided with ongoing information and opportunities to participate in training or other activities to help them learn something new?

YES /NO

Do volunteers have ongoing training opportunities to upgrade their skills and to learn about changes in the organisation?

YES /NO

<p>The term 'induction' is generally used in to describe the whole process whereby volunteers adjust or acclimatise to their jobs and the organisation...</p> <p>Some people use the term 'onboarding' to describe the whole process from an individual's first contact with the organisation before they formally join, through to understanding the organisations' ways of working and getting up to speed in their role.</p>	<p>Are volunteers informed about what insurance cover is in force and what they need to do in order to remain covered by insurance? YES /NO</p> <p>Are volunteers advised of and understand, the procedure to use if they wish to complain about their treatment by staff, users, committee members or other volunteers YES /NO</p> <p>Are volunteers informed of what expenses can be claimed, and the procedure for reimbursement YES /NO</p> <p>Are volunteers advised to inform the Benefits Office/Job Centre Advisor that they are doing voluntary work, if this is relevant to them YES /NO</p> <p>Induction</p> <p>The induction of volunteers is all about investing in your volunteers to improve their performance and maximize their contribution. All volunteers will need induction into your organisation.</p> <p>There are several practicalities to remember when planning an induction programme.</p> <ul style="list-style-type: none"> • Volunteer organisers need to budget for volunteer induction when considering annual costs. This should take into account the costs of hiring venues, refreshments, expenses and possibly external trainers. • In order to provide equal access to induction consideration should be given to the location and timing of an event. It is particularly important to make the environment as comfortable as possible especially if volunteers have had limited or adverse experiences of training and education in the past. <p>A good induction programme may include :</p> <ul style="list-style-type: none"> • Orientation- Orientation is the process of making volunteers feel comfortable with, and understand the workings of the organisation. It is designed to provide them with enough background and practical knowledge of your organisation to allow them to understand their potential contribution to the organisation. • The main reason for volunteers leaving volunteer programmes is due to the absence of good orientation. • The prime goal of an orientation programme is to show a new volunteer that they are a welcome addition to the team. <p>You need to clearly explain the purpose of your group It should cover aspects of:</p> <ul style="list-style-type: none"> • The problem you are working with, and your client group • Your mission statement and the values of your organisation (an explanation and discussion on your approach to equal opportunities must be included)
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Food for thought

“If you want people to do a good job, give them a good job to do.”

Frederick Herzberg

- Your organisational history
- The organisation's programmes and services and any future plans of the organisation.

You need to explain how volunteers fit into the mechanics of your group This should include:

- An explanation of how volunteers contribute to the structure of the organisation and its programmes
- The policies, procedures and structures of volunteer involvement within the organisation.
- An introduction to facilities and equipment - where you file, how the photocopier works, what resource books you use, where the kettle is etc.
- A description of volunteer rights, responsibilities and benefits.
- The purpose of this structural explanation is to allow the volunteer to understand how they fit into the processes of the organisation.
- A welcoming by staff and current volunteers
- A description of the culture and etiquette of the organisation (dress code, customs etc.).

Training

Training is the process of equipping volunteers with the essential skills needed to perform the tasks associated with their volunteering. It should be noted that, while all volunteers will need a period of orientation not all volunteers will need training. It is also important not to turn volunteers into semiprofessionals by overestimating the amount of training needed. You should be clear how much training is required by your agency.

Working out what training a volunteer will need requires answers to 3 questions:

- What information does a volunteer need to perform the task?
- What skills does a volunteer need to perform the task?
- What attitudes or approaches does a volunteer need to perform the task?

Formal Training

This can be given through a variety of lectures, readings, discussions, field trips, videos, demonstrations, role-play and case studies.

Formal training should cover 2 major content areas:

1. A description of the functions of the job - This is what you should accomplish. This is what you should not do; this is what you should do if this happens.

2. A description of roles and responsibilities - Including an introduction to the people with which they will work.

Coaching

Coaching is a process of teaching or upgrading skills and is provided by either the volunteer co-coordinator or a senior co-worker.

The purpose of effective coaching is not just to allow the volunteer to see what is being done but to understand it.

Confidentiality

The area of confidentiality is an important issue as volunteers often has access to personal information of clients/users of your service - **volunteers need guidelines on how to handle this.** Many organisations ask volunteers to sign agreements stating that they will not disclose confidential information about clients or internal matters relating to your organisation.

Support and Supervision

Food for thought

Volunteering is understood as a relationship that, like most relationships, requires both parties to put something into the process in order to receive mutual benefits.

On this basis, the organisation has a clear responsibility to plan and manage the way in which it involves volunteers in order to maximise the potential benefits to all concerned - the organisation itself, its clients and the volunteers.

Experts in Volunteering Charter Values Providing Supervision and Support

A named supervisor ensures ongoing support appropriate to need.

Investing in volunteers Indicator 8.

The organisation takes account of the varying support and supervision needs of volunteers.

Assessment questions

Do volunteers receive appropriate levels of supervision according to their role and are they given regular opportunities to receive and give feedback? YES /NO

Are volunteers assigned and introduced to their supervisor when they commence their role? YES /NO

Are there regular review/supervision sessions with volunteers? YES /NO

Where volunteers' work is emotionally demanding, are opportunities freely available for them to 'unload' and discuss any concerns? YES /NO

Are volunteers given and encouraged to use mechanisms for providing input to the organisation e.g. being encouraged to give their views on the organisation's work? YES /NO

Are volunteers conversant with targets (quality and quantity) set for themselves and the organisation? YES /NO

Are volunteers gaining a sense of achievement and contributing to goal setting? YES /NO

Are volunteers encouraged to review their roles, make changes if appropriate and even have rest periods if they wish? YES /NO

Are volunteers informed of all relevant changes in the organisation that may affect their role? YES /NO

Are records kept for each volunteer, using a confidential, secure system? YES /NO

Is knowledge of volunteers' personal details restricted to those who need it and passed on only with volunteers' consent? YES /NO

Do situations requiring reprimand or dismissal follow policies and procedures fairly and consistently, while respecting the safety and dignity of all concerned? YES /NO

<p>Support is primarily about meeting the needs of volunteers; supervision is likely to be more concerned with the needs of the organisation.</p> <p>Good recruitment can attract people, but only good volunteer management keeps them. 'Recruitment' actually continues throughout the life of the volunteer, since 'retention' is simply the process of re-recruiting the volunteer every time they show up.</p>	<p>Does your organisation have a policy that outlines your approach to supervision and support of volunteers? YES /NO</p> <p>Does support differ from supervision?</p> <p>Supervision and support are often confused as terms. We are suggesting this use of the terms in this booklet</p> <p>Supervision the action you take to ensure your volunteers are meeting your organisation's needs, working within their job description and maintaining your guidelines and policies. This is a focus on the work of your organisation.</p> <p>Support is the action you take in your organisation to work towards meeting your volunteers' needs. This is a focus on the individual volunteer.</p> <p>These terms of course deal with overlapping experiences and so we shall use the term support more generally to cover both aspects.</p> <p>SUPPORTING VOLUNTEERS</p> <p>Once a volunteer has been recruited, selected and trained and is doing their job effectively, they have become a valuable resource to an organisation. This does not, however, mean volunteers can be just left "to get on with it!" It is common, and justifiable, for example, for volunteers to look to their organisation for continuing help and support.</p> <p>In turn, by valuing people, enabling their personal development, building skills and experience, making them feel motivated, needed and wanted; an organisation is demonstrating a commitment to its volunteers. Support for volunteers should be integral to the volunteering experience.</p> <p>Why is there a need to support volunteers?</p> <ul style="list-style-type: none"> • To provide opportunities to discuss issues, problems and concerns, gain feedback, learn from the experiences of others, raise awareness, and share ideas. • Help combat the isolation of some volunteer roles. • Prevent volunteers from all forms of exploitation. • Provide an opportunity to motivate volunteers. • Enable volunteers to value their work and, in turn, feel valued, accepted, part of the organisation and satisfied with what they are doing. • Enable volunteers to cope with the demands of their role more effectively. • Lead to well-supported volunteers, who are likely to work more effectively, with the subsequent benefits for their organisation and its client/user group.
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- Enable volunteers to understand and adopt the ethos of their organisation.
- Enable volunteers to further their personal development and enhance life skills.
- Enable volunteers to look at and assess their training needs.
- Provide an arena for progression (e.g. to more complex tasks or a position on the management committee) and ongoing training.
- Enable the organisation to benefit from the skills of volunteers with extra support needs, if appropriate support and resources are available.
- Enable the organisation to benefit through the involvement of the widest possible range of people as volunteers.
- Demonstrate the organisation takes the involvement of volunteers seriously.
- Create a positive image of the organisation.

Without support many people would have difficulty in maintaining their roles as volunteers. This is in no way an indictment of an individual's competence but simply suggests volunteers who receive little or no support are unlikely to feel valued, needed or wanted. They will probably leave the organisation viewing it rather negatively.

The benefits

An adequately trained, well-supported volunteer is better equipped to undertake their task, thus enabling them to work more effectively with the users of the organisation, whilst needing less supervision from paid staff. Moreover, people outside of the organisation (e.g. visitors, other professionals such as social workers etc.) who are involved with the same client/user group may also receive positive feedback and so view the organisation more favourably.

Supervision ensures, through regular review sessions, individual volunteers are working to their job description and acting in accordance with the guidelines and policies of the organisation. Support encompasses a far wider range of issues and concerns.

Supervision can, for example, provide an opportunity to assess the training needs of a volunteer, consider whether their role is too demanding (or not sufficiently demanding) and ascertain if they are receiving adequate support. Therefore, supervision can perform a supportive function and will often form part of a volunteer's support.

Supervision is often formal with a specific focus; it is about prioritising, setting objectives and boundaries while support tends to be more informal, offering volunteers the opportunity to set the agenda.

Given the considerable overlap between support and supervision, the worker responsible for volunteers within the organisation needs to be clear about the purpose of both support and supervision. It may also be of benefit to all those concerned if the organisation's volunteer policy acknowledges that both supervision and support are a necessary part of working with volunteers.

How can organisations support their volunteers?

Support for volunteers can take many forms; however, there are two important issues about support.

Firstly, **support is a vital and necessary part of working with volunteers in that its main function is to meet the needs of volunteers.**

As already noted, volunteer support can benefit the whole organisation but, first and foremost, the form support takes should be focused on volunteer's requirements. Secondly, **supporting volunteers is a continuous process** starting from the initial meeting, a warm welcome, privacy, a cup of tea, chocolate biscuits... and it goes from there.

At any stage a volunteer may be in need of support. It is important for workers and management committee members to be aware of this and offer, or enable the volunteer to access, support. Addressing these issues relies, not only on giving someone responsibility for managing volunteers but also ensuring this person has the adequate competencies, time, resources and support for themselves to do the job.

Ways of supporting volunteers

There are many ways to support volunteers. Deciding which are appropriate will depend on individual volunteer needs and the nature of their work. As volunteer support is an ongoing process, it may not be a good idea to take just one method and stick with it. Indeed, it is not uncommon for organisations to use a combination of support methods as they are often complementary.

There could of course, be volunteers who feel they do not need, or who have their own source of, support. Others will want one-to-one supervision, peer support, group meetings, ongoing training and whatever else is being offered. Volunteer coordinators need to weigh up advantages and disadvantages of various methods and assess how each may fit the situation within their organisation. Flexibility is the key - listen to what volunteers want, enable them to assess their needs, experiment as this, hopefully, will lead to the organisation having a well-motivated, valued team of volunteers. Below are some ideas and approaches to consider.

The personal approach.

- Give volunteers a genuinely warm welcome and remember their name!
- Ensure volunteers have a named contact person as their support worker. This should be someone with relevant knowledge, understanding, experience and communication skills, who needs to be approachable, supportive, a 'good listener, encouraging, responsive to volunteers needs -and be available!
- Offer personal, one to one support (possibly including supervision). As noted above, supervision should not replace, but rather be part of a support package. In some organisations paid workers and volunteers receive the same form/level of supervision and this does have advantages.
- Keep in regular, frequent contact with volunteers. This can be (preferably) face to face, by telephone or by letter -whichever is the most appropriate.
- Consider having an 'open door' policy, however, although this may appear accessible to volunteers it can be difficult to time manage and may result in one or two volunteers monopolizing the Volunteer Co-ordinators time!
- Ensure **all volunteers** have equal access to support even if they appear not to want it.
- Offer to work alongside (though not 'watch over') volunteers. Acknowledge volunteers as **people** and as **individuals**.
- Value the skills, knowledge, expertise and attributes of volunteers!
- Praise and give thanks to volunteers (frequently).
- Keep volunteers well informed with what is going on within the organisation and on issues which may affect their work. For example changes in management, legislation, benefits, vacant posts etc.
- Give volunteers guidelines albeit in a supportive way. Let a volunteer know what their responsibility is, what they should not be asked to do and give them time to adjust to the work. Ensure they are not over-committed or overworked, but agree time limits enabling them begin work gradually. In other words help volunteers do their job by not 'throwing them in at the deep end'.
- Encourage **but do not** enforce volunteers to attend support meetings.
- Try not to have favourites but if you do, do not make it too obvious!

Group and Peer Support

- Have regular volunteer support meetings. These can be either informal or structured. For example 'task meetings' which

focus on specific issues,

- General gatherings which provide a forum for discussion, facilitated group work sessions etc. Other issues to consider may be the type of work volunteers do, the client/user group, geographical area etc.
- Listen to what volunteers want and endeavour to respond appropriately.
- Arrange social events. These may include a night out at the local pub, a visit somewhere, a residential weekend, a quiz!
- Encourage peer support. This can include volunteers getting together in small groups or in pairs.
- Consider using a mentoring system. This could be done between two volunteers, one more experienced than the other, co-mentoring, or through the recruitment of people to be trained purely as volunteer mentors
- Invite existing volunteers to speak of their experiences at support meetings.

Support through training and participation

- Ensure there is an adequate, effective training and induction programme which enables volunteers to acquire the necessary knowledge and skills.
- Invite volunteers to express what training they feel they would like and, if feasible, enable this to take place. Although specific ongoing training needs can be requested by workers and/or volunteers, there may also be a need for further training brought about by changes in the organisation or external factors such as legislation. Ongoing training may be delivered within the organisation or by an outside body.
- Try to ensure ongoing training is relevant, adequate, appropriate and considered an integral part of voluntary work.
- Organise events e.g. talks, open days, seminars. Encourage volunteers to attend or even get involved in these.
- Encourage and enable volunteers to be represented at all levels within the organisation. This could include having a volunteer representative at staff meetings, on the management committee, having a volunteers committee etc.
- Ensure the above will mean volunteers have the chance to speak out on major decisions that will affect what they do and how they do it.
- Have a noticeboard for volunteer issues.

Support from the organisation

- Ensure volunteers are covered by the policies of the organisation. In particular Equal Opportunities, Health and Safety and Insurance Policies.
- Ensure volunteers have access to a grievance and disciplinary procedure.

- Ensure volunteers can claim reimbursement of out-of-pocket expenses.
- Ensure volunteers are provided with any necessary special clothing, equipment, tools etc.
- Ensure volunteers have the right to join a trade union.
- Ensure volunteers have the right to time off work for holidays, emergencies, illness, job interviews and compassionate leave.
- Acknowledge officially the involvement of volunteers, their contribution to the work of the organisation and delivery of its services. This could be done by letter or a Christmas card for example.
- Ensure volunteers have the right to a reference if one is requested.

In conjunction with what is outlined above, volunteers may have other support mechanisms outside the organisation. This is to be encouraged but bear in mind the issue of confidentiality. Volunteers need to be reminded that they hold a great deal of (potentially) sensitive information about people. Support for volunteers is very much a two-way process. One or more of the above may be what is required to ensure volunteers are well supported. However, volunteer co-ordinators will often need to experiment, trying out new ideas, listening and responding to volunteers. Imposing support, appropriate or not, on people who do not want it, is likely to leave them feeling pressured.

What other issues are there to consider?

There are many ways of supporting volunteers. The advantages for organisations implementing an effective programme of support seem apparent. There are, however, certain issues which may arise for the volunteer co-ordinator and a little prior consideration should be given to these.

- Communication is an all important part of supporting volunteers. This is particularly true of listening skills. Those responsible for supporting volunteers need to feel confident regarding their listening and communication skills and/or consider doing some training in this area. This is even more relevant if counseling is offered as a means of support.
- There may also be a need to look at other areas of training e.g. group work, supervision, assertiveness etc.
- Consider what records (if any) to keep, for example, a register of volunteers attending support sessions, details arising from one to one meetings etc.
- Consider reasons and implications if certain volunteers do not take up offers of support.
- Be clear to co-workers and management committee members that supporting volunteers is important and should be

recognised as a valid, integral part of the work, not something done when there is a little spare time.

- It is important to be clear about personal boundaries. For example the amount of time spent supporting volunteers or an individual, what can be offered in terms of counseling or supervision etc.

- Ensure the volunteer co-ordinator has, themselves, a network of support. This may be from their line manager, management committee, co-workers, and some kind of forum/group or friends.

There may well be other issues to consider, depending on the type of organisation and its work. One example is volunteer-led organisations which probably do not have workers allocated to specific roles. In this instance, it is likely the people involved will support each other informally. Another major area for discussion is that of involving volunteers who are perceived to have support needs over and above what would normally be offered – often termed as 'extra support needs'. This subject is looked at further in the information sheet

'Involving Volunteers with Extra Support Needs (VESN)'.

To conclude, support for a volunteer should begin at the first point of contact and remain continuous throughout their time spent with the organisation. Recruitment, selection, induction, training and placing are all important stages for building and cementing the volunteer/organisation relationship. However, support is integral at all times and underpins this whole process. In many respects, it is a most complex area for organisations and, in particular, volunteer co-ordinators to tackle, and calls for a high degree of flexibility and much thought.

Volunteer support and supervision sessions will take place regularly and you can use these meetings to raise any issues that concern you. During your induction, your line manager will agree the dates of these meetings with you.

Some volunteers may view supervision as an appraisal or performance review, so organisations should aim to deconstruct this workplace model and replace it with an informal, volunteer-friendly approach. Reassure volunteers that supervision provides an opportunity for both parties to talk in private, without disruption, and that it's as much about the volunteer talking and being listened to as it is about the volunteer's supervisor talking.

Arrange a private space for the supervision meeting, and try to ensure that there won't be any disruptions.

Some questions to ask the volunteer are:

- What's gone well?

- What hasn't gone so well?
- Do they feel there is any support or training that they need?
- Is the volunteering role meeting their needs or fulfilling their motivations for volunteering?
- Are there any other tasks within the organisation they would like to do?

Encourage volunteers to raise problems or concerns, because it's much easier to deal with a problem at an early stage than when it has had a chance to grow into a much bigger issue. Ensure that the volunteer is given clear feedback, and that they know that the organisation is pleased with their work. If there are problems with a volunteer's work, don't be afraid to raise it with them.

Other supervision models

Where regular formal supervision meetings aren't appropriate, consider finding other ways of giving and receiving feedback. For instance, this could be through informal catch ups, or ringing home-based volunteers for a telephone supervision session. Remember that all volunteers should have a point of contact with whom they can raise any concerns that they may have.

Communication

As well as providing individual feedback and support there should be communication from the organisation with the volunteer group as a whole. This could be via newsletters, email bulletins, online forums, etc. As well as providing news and information on the work of the organisation or the involvement of volunteers, it can also help to foster a sense of belonging among volunteers.

Further information can be found in the 'Support and Supervision' section of Volunteering England's 'Good Practice Bank': www.volunteering.org.uk/goodpractice

Safe Volunteering Environment

Food for thought

Almost all health and safety practise is best organised with a large amount of common sense.

Some aspects of the Law around Health and Safety require specific actions but they are still usually reasonable requirements.

Are you making too many assumptions about the safety of children or the other people who use your services?

Experts in Volunteering

Charter Values

Safe Volunteering Environment

The physical and emotional risks of volunteering are identified, minimized, and covered by adequate insurance.

Investing in volunteers

Indicator 5.

The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.

Assessment questions

Has your organisation got a Health and Safety Policy?

YES/NO

Do you have written Risk Assessments for all your activities?

YES/NO

Does your group review each volunteer assignment to assess how much risk might be involved in the position? YES /NO

Does your organisation require CRB checks for all or some of its volunteers?

YES/NO

For the trustees or management committee?

YES/NO

Are the steps you take to screen (scrutinize, check out) your volunteers determined by the level of risk involved in their assignment?

YES /NO

Once volunteers are in a position, does someone check in now and again to make sure they are doing a good job and following the rules?

YES /NO

Is there one person who is responsible to ensure that all staff and volunteers are aware of and working to your policies for safety?

YES/NO

Have you got insurances that cover all your activities?

YES/NO

Safeguarding policy

A good safeguarding policy will include:

<p>Better safe than sorry applies here.</p>	<ol style="list-style-type: none"> 1. Commitment - a clear statement from management as to the leadership and responsibility the organisation will give to prevention of any form of abuse. 2. Safeguarding awareness <ol style="list-style-type: none"> a. on-going safeguarding training and b. developing a culture of awareness of safeguarding issues , and c. induction training 3. Recognising and responding appropriately to an allegation or suspicion of abuse <ol style="list-style-type: none"> a. Responding to allegations of abuse b. Allegations of physical injury, neglect or emotional abuse c. Allegations of sexual abuse d. Suspicions or allegations of physical or sexual abuse e. Allegations of abuse against a person who works with children 4. Prevention <ol style="list-style-type: none"> a. safe recruitment b. management of workers – codes of conduct c. monitoring of activities 5. Supporting those affected by abuse <p>The Criminal Records Bureau (CRB) provides access to criminal record and other relevant information to employers and licensing authorities in England and Wales. The results of the checks carried out by the CRB help organisations make more informed decisions when recruiting people to work with children and the vulnerable</p> <p>The Vetting and Barring Scheme aims to prevent unsuitable people from undertaking certain paid or volunteer work with children or vulnerable adults ('regulated activity').</p> <p>Health and safety policy</p> <p>A good policy ought to cover at least these areas</p> <ol style="list-style-type: none"> 1. General statement 2. Responsibilities and arrangements for health and safety management- this outline the duties of all those involved in the organisation from the Board of management to the volunteers to create and maintain a safe place to work and provide services. 3. Workplace safety – all the rules or arrangements for the buildings and places of activity and the general housekeeping that will keep the workplace safe.
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<p>t should be noted that the aim of a risk assessment isn't to remove all elements of risk entirely, as this would be impossible.</p> <p>Instead, a common sense approach is needed to reduce risks to a level that the organisation considers to be</p>	<ol style="list-style-type: none"> 4. Welfare arrangements – arrangements for personal hygiene, eating and rest periods. 5. Personal safety - arrangements for safe working as an individual. This often highlights security issues. It will include how to report incidents and accidents. Lone working - For volunteers involved in lone working or one-to-one work with vulnerable people or, there need to be additional safety measures in place to protect their safety. 6. Visual display unit safety - training, rest periods and housekeeping around work that uses computers. 7. Fire safety – rules and arrangements 8. First aid and accident reporting - rules and arrangements 9. Hazardous substances (COSHH) - rules and arrangements 10. Lifting and handling - rules and arrangements 11. Stress management – arrangements for prevention, control and support for those working in situations of pressure. 12. Risk assessment- Health and Safety Executive (HSE) describe: "a careful examination of what, in your work, could cause harm to people.... the aim is to make sure that no one gets hurt or becomes ill". A detailed outline of how and who is responsible to write and review your risk assessments. <p>Duty of care</p> <p>Health and Safety legislation places duties on employers towards their employees.</p> <p>The duty of care is a common law duty to take reasonable care to avoid causing harm to others. Organisations have a duty of care towards their volunteers – and, equally, volunteers have a duty of care to those around them, such as service users, colleagues and members of the public.</p> <p>Risk assessment</p> <p>The Management of Health and Safety at Work Regulations 1999 compels employers to assess risk not only to employees, but to anyone who might be affected by their activities. Where the organisation has more than five employees, there should be written risk assessments in place.</p> <p>Even where an organisation has fewer than five employees, it is still good practice to have a written Health and Safety policy and risk assessments in place, to help demonstrate its duty of</p>
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<p>acceptable.</p>	<p>care towards those that come into contact with it.</p> <p>If a risk assessment reveals an unacceptable level of risk for a volunteering activity or a place where the volunteering will take place, then action should be taken to reduce the risk to an acceptable level.</p> <p>Risks can typically be lowered through providing information, training, further supervision and any necessary safety protection that may be required.</p> <p>Induction, training and guidance</p> <p>Volunteer inductions should include relevant Health and Safety and First Aid information, as well as details of how the Health and Safety policy affects them, and where they can find a copy of it. Volunteers should also be informed of their Health and Safety duties to the people around them.</p> <p>Being inclusive</p> <p>Remember that some volunteers may have impairments, disabilities or learning difficulties. In these cases, alternative formats of the organisation's Health and Safety policy may be required. Also, the organisation may need to factor in how such volunteers are managed in an emergency, and this can be incorporated into an evacuation procedure.</p> <p>It should inform them that they will be indemnified through the organisation's insurance, provided that they are carrying out activities with the agreement of their supervisor and within any guidelines or codes of conduct that have been issued to them.</p> <p>Insurance</p> <p>All organisations that 'employ' volunteers (as may be phrased in an insurance policy) are responsible for ensuring that their contract of insurance provides appropriate cover should a volunteer be injured in the course of their duties as a result of the organisation's negligence.</p> <p>Insurance you may need to consider :</p> <ul style="list-style-type: none"> • Employers Liability Insurance • Motor Insurance • Buildings insurance • Public Liability Insurance • Trustee Liability insurance • Contents insurance • Fidelity Insurance • Accident Insurance • Legal Insurance
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- Personal Accident Insurance.
- Professional Liability Insurance

Find out more

The Suzy Lamplugh Trust website contains further information on personal safety and lone working:

www.suzylamplugh.org/index.asp

A template of the volunteer drivers' insurance form can be found in the 'Health and Safety and Insurance' section of Volunteering England's 'Good Practice Bank':

www.volunteering.org.uk/goodpractice

or visit: www.ctauk.org

Running the Risk? A Risk Management Tool for Volunteer involving Organisations...

A practical tool designed to assist not for profit organisations that involve volunteers to develop an effective *risk* management programme.

www.volunteeringaustralia.org or www.lvsc.org.uk

Further information on Health and Safety, risk assessments and lone working can be found in the 'Health and Safety and Insurance' section of Volunteering England's 'Good Practice Bank': www.volunteering.org.uk/goodpractice

Food for thought

The best way to keep your volunteers is to frequently acknowledge their contributions to your group.

Powerful and meaningful recognition begins when we recognise the talents and desires of prospective volunteers and offer them the job that responds to the motivational needs they are looking to fill through volunteering. The remainder of meaningful recognition is the myriad of ways we formally and informally say, "I noticed, "Congratulations," and "Thank you."

Tie recognition to motivation to tailor meaningful thank-you's for your volunteers

Recognising Volunteer Contributions

**Experts in Volunteering Charter Values
Reward and Recognition**

The organisation expresses its appreciation of the volunteers' contribution.

Investing in volunteers Indicator 9.

The whole organisation is aware of the need to give volunteers recognition.

Assessment questions

Does your board or staff publicly acknowledge the efforts of volunteers in your group?

YES /NO

Do you feel that volunteers are frequently thanked for their contributions?

YES /NO

Would you say that your volunteers feel the type of recognition or thanks they receive is meaningful to them?

YES /NO

Do you think the recognition or thanks your volunteers receive is generally appropriate?

YES/ NO

Participation

- Volunteer coordinators are readily accessible to volunteers.
- Encourage volunteer participation in team planning.
- Encourage volunteer participation in planning that effects their work.
- Include volunteers in special events.
- Include volunteers in social events and occasions e.g. coffee breaks
- Take the time to explain and listen to volunteer's ideas and concerns.

Being taken seriously

- Smile and call them by name!
- Adequately orientate volunteers.
- Provide training.

Some people volunteer for job readiness skills, some are motivated by a desire to learn, and others do it because they believe in the cause. Take this into account when it comes time to recognise your volunteers.

If volunteers want to acquire job-related skills, supply them with a reference letter that outlines their skills. If volunteers are motivated by a desire for more knowledge, give them an opportunity to attend a conference or workshop. Plan a thank-you tea or dinner for cause-motivated volunteers.

- Give additional responsibility.
- Enable volunteers to 'grow' on the job.
- Recommend volunteers to prospective employers.
- Maintain Occupational Health and Safety standards.
- Recognise and accommodate personal needs and problems.
- Keep volunteers informed via newsletter
- Provide letters of reference.
- Ensure expenses, if appropriate, are paid promptly

Saying 'thank you'

- Celebrate achievements and efforts.
- Send birthday and Christmas cards.
- Organise awards with certificates or plaques or medals.
- Honour volunteers on Volunteers Days or weeks,
- Celebrate National Volunteer Week.
- Saying 'thank you' to volunteers is easy, especially if staff get into the habit of saying it at the end of every session that a volunteer attends.
- Thanking volunteers individually is a way of acknowledging their contribution and recognising that they are making a difference, not just to the organisation, but to the service users as well.
- Why not put in writing
- Thank you' cards from service users to volunteers
- A 'Thank you' notice board for service users and staff to show their appreciation
- Informing a volunteer if they've inspired a service user to become a volunteer, or helped change their life in some other way.
- Introduce long service awards

Events

- Some organisations thank their volunteers by arranging special events that may be specifically for volunteers, or may also include staff. Such activities can include meals, lunches, coffee mornings, fun days champagne receptions, sporting activities such as bowling, or maybe a visit to the organisation's head office, so that volunteers can get a sense of how they fit in to the overall structure of the organisation.
- Have a party to celebrate the work of the volunteers

Award schemes

Award schemes are also a popular method for recognising the achievements and commitment of volunteers. There are some

award schemes which specifically focus on voluntary groups and others which recognise individual volunteers.

- Queen's Award for Voluntary Service:www.queensawardvoluntary.gov.uk
- The Guardian Public Services Awards:
www.guardian.co.uk/publicservicesawards

Some ideas

The value of "pats on the back" and other social motivators is highly underestimated. People need and respond well to appreciation and gratitude. These should be given as often as possible, in accordance with certain guidelines:

Sincerity -- Always be sincere in your praise.

Specificity -- Never be vague with your praise, or you risk reinforcing the wrong behaviour. Since only about 20% of behaviours account for 80% of productivity (think of all the things you do in a day... the 20/80 rule is pretty accurate), it's important to pinpoint which behaviours and results you think are important to volunteers. Don't say "Thanks for the great work you're doing" when you can say "I appreciate your punctuality" or "Good job handling the phones." Being specific also increases sincerity by making it harder to bluff your praise.

Immediacy -- People need to be reinforced for their behaviour when they do it, not months later at a performance review. Though supervisors cannot be hanging around waiting for a chance to reinforce accomplishments, you must be quick to praise or congratulate when the opportunity arises.

Personalised -- Don't send praise through third parties, don't e-mail "thank you's" when you can say them in person, and don't say things like "We at XYZ, Inc. appreciate..." That's fine for volunteer luncheons and the like, but if you are withholding most of your praise for special events, you are doing something wrong. People need to be reinforced often, and they need to hear it from *you*.

Don't assume that what would be rewarding to you is rewarding to others. Some people like amusement parks, others like opera. Some like fast food, others are vegetarian. Some people crave time off, others want recognition.

Favourite Snack (great for just having a fishbowl of candies for volunteers to snack on when they sign out at the end of the day)

- Favourite Hobbies (do they like music? Movies? Sports? Reading? Theatre? You can get a gift certificate at a store/company that features a similar product.)
- *I would not enjoy receiving...* (People might not always respond to this one, but when they do, it can be very useful.)

	<p>Some “motivators” commonly given by non-profit organisations are not particularly rewarding. Giving volunteer buttons for a special event is fine, but since most people don’t wear buttons regularly, this should not be considered a gift. A t-shirt might be reinforcing the first time, but if you give volunteers t-shirts year after year, they will soon become meaningless. The same might be true of caps, mugs, folders, etc. These can all be good motivators, but should probably not be used frequently. Calendars can be nice, but most people get many more than they know what to do with towards the end of each year.</p>
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Resolving Difficulties

Food for thought

How to give feedback

1. Prepare: Think carefully about what you want to say.
2. Try to be helpful: Make sure you are speaking from a desire to help.
3. Choose an appropriate time and place: Make sure the person receiving the feedback feels ready for it.
4. Watch how the person is being affected: Tune into the person's body language.
5. Focus on observable behaviour: Avoid interpreting what someone's behaviour might mean.
6. Be specific: Don't generalize. Give concrete examples.
7. Be selective: Focus on what is important and what the person can actually do something about.
8. Speak for yourself: Avoid reporting on what others are feeling or thinking. Take responsibility for

Experts in Volunteering Charter Values Resolving difficulties

Volunteers are aware of how to raise a concern, and how it will be handled.

Investing in volunteers Indicator 8. The organisation takes account of the varying support and supervision needs of volunteers.

Assessment questions

Does your organisation have a policy and practise for help in to resolve difficulties? YES/NO

Do volunteers have access to information about how to make a complaint or raise an issue of concern? YES/NO

Does your organisation have a code of conduct which spells out what acceptable and unacceptable behaviour is? YES/NO

Rationale

All complaints should be resolved openly, fairly and quickly to:

- Protect your volunteers
- Minimise any disruption to your staff, service users and other volunteers
- Demonstrate that your organisation respects its volunteers
- Protect the reputation of your organisation

The following outline information is for guidance only, and each organisation will need to write its own problem solving procedure to suit its individual situation.

Good practice

It is good practice to have procedures in place to deal with any issues, concerns or problems raised by or about volunteers. Not only does this demonstrate the organisation's commitment to its volunteers; it also provides evidence of the organisation's commitment to equal opportunities.

By having such procedures in place, an organisation can deal

<p>the feedback.</p> <p>9. Balance the feedback: People don't believe just positive praise, but hearing only critical feedback will make someone feel discounted.</p> <p>10. Allow for discussion: Make sure the person understands what you are saying. Don't expect agreement. Don't expect an immediate response.</p>	<p>with any problems or issues in a fair, consistent, equitable and open manner.</p> <p>It should be noted that procedures for paid staff (such as grievance and disciplinary) should not be used for volunteers, as these form part of the staff terms and conditions of employment. It is better to have separate problem solving procedures for volunteers, which should have a less formal tone, and use volunteer-friendly language. By keeping the procedures for paid staff and volunteers separate, this will also help to reduce the risk of confusion of volunteers being regarded as workers or employees.</p> <p>Procedure</p> <p>A fair procedure should always have the ability to work through three stages</p> <p>Stage 1 - Oral complaint this is an informal stage where all parties can state their case. During this meeting the volunteer can be accompanied by a nominated person of their choice.</p> <p>Stage 2 - In writing - this stage is when the procedure becomes formal and the case and outcomes are put in writing.</p> <p>Stage 3 - Opportunity to appeal - During this meeting the volunteer can be accompanied by a nominated person of their choice.</p> <p>Problems with volunteers</p> <p>Generally, problems with a volunteer's work, behaviour or attitude can be identified through good supervision. Most matters can be resolved simply and internally, through training or changes to the volunteer's role for instance. If this is not possible, then problem solving procedures should be used to ensure that such matters are dealt with consistently, effectively and in a timely manner.</p> <p>Examples of misconduct</p> <p>The following list is not exhaustive and is for illustrative purposes only. Examples of misconduct include:</p> <ul style="list-style-type: none"> • Breach of Code of Conduct (refer to Code of Conduct for details) • Refusal or deliberate failure to follow a reasonable management instruction, or breach of policies and procedures • Unauthorized absence, including not providing appropriate Doctor's certificates. • Persistent poor time keeping • Use of abusive language/behaviour • Intentional misrepresentation or inaccuracy, written or oral, in
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the course of doing your role.

- Acts of harassment or bullying
- Contravention of Information and Communication Technology Policy

Serious misconduct

Where a volunteer is accused of committing serious misconduct (this may include, but is not limited to, theft, acts of violence, harassment, malicious damage, serious breaches of the spirit of the equal opportunities policy), they may be asked to temporarily stop volunteering while the matter is internally investigated.

There should be a timeframe on this, although in some cases this may be postponed pending the results of an external investigation (by the police, for instance). The volunteer should have the opportunity to put their case. In some cases, the volunteer may be asked to permanently cease volunteering with the organisation.

Monitoring and evaluation should be built into the volunteer programme from the very beginning, to enable the organisation to identify any problems or issues, as well as record what's going well. The collection and evaluation of this information is vital for identifying the steps that can be taken to improve the volunteer programme and ultimately the volunteer experience.

Volunteers with problems

If a volunteer has a complaint against a member of staff, service user or another volunteer, there should be a procedure for them to follow to help resolve the situation.

Code of conduct – a volunteers code may include:

- Reliability, punctuality, language, manner and appropriately presentation when volunteering.
- agreed time commitments and notice of leave
- respect for the rules and policies of your place of work
- upholding the confidential information of the organisation and it's clients.
- Procedures if you encounter problems or anything that worries you raise it as soon as possible.
- Regular evaluation meetings with your supervisor to discuss whether your role as a volunteer.
- Respect the rights of every individual to participate.
- Creating and maintaining an environment free of fear and harassment.
- Respect the rights of all people to be treated as individuals.
- Promote the concept of a balanced lifestyle.

- Must not engage in behaviour that constitutes any form of abuse whether it is emotional, physical, sexual, neglect or bullying.
- Must avoid sexual intimacy with clients of users of the service
- Must take action if they have concerns about the treatment of a child.
- Volunteers have a personal responsibility to demonstrate proper behaviour and conduct at all times. Volunteers:
- Must be fair, honest and considerate e.g.
- Respect the rights, dignity and worth of every person within the context of the activities.
- Treat everyone equally and do not discriminate on the grounds of age, gender, religion, sexual orientation or disability.
- If you see any forms of discrimination do not condone it or allow it to go unchallenged.
- Place the well-being and safety of the young person above all other activities.
- Always work in an open environment (e.g. avoid private or unobserved situations and encourage an open environment).
- Respect people's opinions when making decisions about their participation.
- Be aware of and report any conflict of interest as soon as it becomes apparent.
- position on smoking, drinking or use recreational drugs while volunteering
- appropriate training to keep up to date with your role

Find out more

Volunteering England Information Sheet - amended 2010

www.volunteering.org.uk/goodpractice

Resources

Organisations for Volunteer Managers

- Association of Volunteer Managers [/www.volunteermanagers.org.uk/](http://www.volunteermanagers.org.uk/) for those who manage volunteers in England.
- National Association of Voluntary Service Managers www.navsm.org.uk is for those managing volunteers in health and social care (generally statutory sector e.g. hospitals).
- UK Volunteer Manager forum (UKVPM) <http://groups.yahoo.com/group/UKVPMs> is an email discussion list with generally active and helpful contributors.
- Workers in Student Community Volunteering has an email list dedicated to student volunteering (HE/FE) queries, email: wiscv@jiscmail.ac.uk

Training for Volunteer Managers

Check out:

- Investing in Volunteers <http://iiv.investinginvolunteers.org.uk> is a quality standard for organisations that involve volunteers in their work, covering planning for volunteer involvement, recruiting volunteers, selecting and matching volunteers and supporting and retaining volunteers. There is also Investing in Volunteers for Employers, for those running employee volunteering programmes.
- National Occupational Standards (NOS) for the Management of Volunteers, www.ukworkforcehub.org.uk/nos.
- One-year part-time Certificate in the Effective Management of Volunteers from Queen's University Belfast School of Education, with Volunteer Development Agency (NI).
- St. Mary's University College, Twickenham runs a NVQ Level 3 course in the Management of Volunteers.
- Institute of Leadership & Management has launched, June 06, a suite of qualifications which starts at NVQ level 3 and going up to level 5 (depending on responsibility etc.) Designed specifically for individuals who manage volunteers. For the nearest ILM Centre offering the NVQs phone 01543 266867 or email: customer@i-l-m.com
- Award in Volunteer Management is assessed by Lantra Awards. The qualification, relating to the NOS, is for those already involved in supervising or managing volunteers, and is assessed by a single project.
- Also see Volunteering England's Excellence in Volunteer Management evm@warringtonvc.org.uk
- You might also want to visit the **Volunteer Management Portal website** for people managing volunteers. It aims to provide greater access to a wide range of information on support, training and development opportunities. www.volunteering.org.uk/WhatWeDo/Projects+and+initiatives/volunteer-managers/

More information on the web

- Brighton & Hove Volunteer Centre has a useful online good practice section.

- Off the Streets and Into Work web site has a section on involving homeless people as volunteers.
- *A part of society: Refugees and asylum seekers volunteering in the UK* is a report based on 10 case studies, from Tandem communications and research.
- Institute of Volunteering Research.
- Volunteer Today is an American 'electronic gazette' with some useful tips.

Books from the Directory of Social Change

<i>Just About Managing? 4th ed.</i>	<i>by Sandy Adirondack</i>
<i>Quick Guides: Working With Volunteers</i>	<i>by Cherry Bushell</i>
<i>Essential Volunteer Management</i>	<i>by Steve McCurley & Rick Lynch</i>
<i>Health & Safety Handbook</i>	<i>by Al Hinde & Charlie Kavanagh</i>
<i>Risk Management: Speed Read</i>	<i>by Elizabeth Gray-King</i>

Other Books

Voluntary But Not Amateur: A Guide to the Law for Voluntary Organisations and Community Groups (Paperback) by Ruth Hayes (Author), Jacki Reason (Author)

Computanews guide to ICT security, published in October 2009, is essential reading for all organisations. It covers how to assess the risks and policies needed, how computer security is affected by people and by the environment in which it is used (including public access computers and homeworking), specific steps to secure assets (everything from passwords through to end point security and the end of the computer's life), and checklists for assessing and dealing with risks. tinyurl.com/ykxxlm3.

The Information Commissioner's Office issued in December 2009 a plain English guide to **data protection**, with an explanation about each of the eight data protection principles and practical examples of how they apply in practice. The guide can be accessed via tinyurl.com/372h3z.

The Russell-Cooke Voluntary Sector Legal Handbook by James Sinclair Taylor and the charity team at Russell-Cooke Solicitors, edited by Sandy Adirondack (Directory of Social Change, September 2009). It costs £60 for voluntary organisations, £90 for public & private sectors, + 10% p&p.

The Institute of Fundraising's best practice code for volunteer fundraising sets out guidelines for organisations working with volunteer fundraisers, differentiating between volunteers who are acting "on behalf of" an organisation (where the responsibility lies with the organisation) and "in aid of" an organisation (where responsibility remains with the volunteer).

Volunteering England

Volunteering England is the national development agency for promoting good practice in volunteer management www.volunteering.org.uk

Volunteering England resources:

Good Practice Bank – www.volunteering.org.uk/goodpractice

Information Sheets – www.volunteering.org.uk/information sheets

Frequently Asked Questions – www.volunteering.org.uk/faqs

Publications – www.volunteering.org.uk/publications

Volunteer Centre Finder – www.volunteering.org.uk/finder