

Northern Collaborative Project



February 2008

Dear Volunteer Administrator

The Northern Collaborative Project Volunteer Managers Work Group is pleased to present to you the Volunteer Manager Resource Pack. Prepared by a Sub-Committee of the Work Group, this pack brings together information about resources available to assist you with your professional development, increasing your volunteerism knowledge base and ensuring your volunteer program is managed in line with best practice standards.

This concise pack has been designed with the new volunteer manager in mind. We have specifically kept the information brief, direct, informative and in line with best practice standards. It is also designed that the information you seek is current.

For easy use, this resource is sectioned into the best practice standards as detailed in the National Standards for involving volunteers in not for profit organisations. We encourage you to base your volunteer practices upon these professional standards.

This resource has been successful due to a collaborative approach between five key organisations in northern Adelaide, particularly by volunteer managers who recognised the unmet need and were determined to make a difference. We know this information is useful and so encourage you to refer to it often.

To ensure this support reaches all Volunteer Managers, this Resource Pack is also available online at www.salisbury.sa.gov.au

Happy reading and Welcome to Volunteer Management



Acknowledgements

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Policies and Procedures

Standard 1 of the National Standards for Involving Volunteers in Not-For-Profit Organisations states:

“An organisation that involves volunteers shall define and document its policies and procedures for volunteer involvement and ensure that these are understood, implemented and maintained at all levels of the organisation where volunteers are involved.”

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 1. We do, however, recommend that you measure your current volunteer practices against the Policies and Procedures audit tool in the National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, *“Does the organisation have written procedures that support and supplement its management system policies?”*, *“Do these procedures describe how the organisation’s management system policies are to be implemented or controlled?”* and *“Are records of all policy and procedure reviews and changes kept and dated for future reference?”*

Resources

- National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition, 2001
- <http://www.volunteersweek.org.uk/Policies%20Booklet.pdf> useful link for Volunteer Managers who are writing policies and procedures for their volunteer program, if this link is not available, try www.volunteering.org.au/Resources/ and search ‘policies’

Websites

- <http://www.ofv.sa.gov.au/factsheets.htm> useful link to fact sheets and reading material
- For examples of organisational Policy and Procedure manuals, visit
- <http://www.casenet.org/program-management/volunteer-manage/sample-manage.htm>
 - <http://www.nwf.org/volunteer/pdfs/volhandbook14.pdf>
 - www.acfonline.org.au/uploads/res_manual.pdf

Management Responsibility

Standard 2 of the National Standards for Involving Volunteers in Not-For-Profit Organisations states:

"An organisation that involves volunteers shall ensure that volunteers are managed within a defined system and by capable personnel with the authority and resources to achieve the organisation's policy goals."

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 2. We do, however, recommend that you measure your current volunteer practices against the Management Responsibilities audit tool in the National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, *"Does the organisation have an identifiable and defined system for managing volunteers?"*, *"Does the organisation review the suitability and effectiveness of the volunteer management system at appropriately scheduled intervals?"* and *"Does the organisation allocate appropriate and sufficient resources to enable the volunteer management system to be effectively implemented, maintained and reviewed?"*

Resources

- Northern Volunteering Inc., nvsa@internode.on.net
- Gawler Volunteer Resource Centre, volunteering@gawler-sa.sa.gov.au

Websites

- www.ofv.sa.gov.au Office for Volunteers
- <http://www.ofv.sa.gov.au/factsheets.htm> useful fact sheets and reading material can be found on the Office for Volunteers website around management responsibilities.
- www.volunteeringaustralia.org Volunteering Australia
- www.aava.asn.au Australasian Association of Volunteer Administrators
- www.govolunteer.com.au GoVolunteer! for advertising your volunteer roles
- www.ozvpm.com OzVPM, providing resources and peer support for Volunteer Managers
- www.worksafe.gov.au Work Safe, for all Health, Safety and Welfare information

Handy Hints

<http://www.energizeinc.com> United States based website for great references for Volunteer Management

Recruitment Selection and Orientation

Standard 3 of the National Standards for Involving Volunteers in Not-For-Profit Organisations states:

"An organisation that involves volunteers shall plan and have clearly documented volunteer recruitment, selection, and orientation policies and procedures that are consistent with non-discriminatory practices and guidelines."

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 3. We do, however, recommend that you measure your current volunteer practices against the Recruitment Selection and Orientation audit tool in the National Standards for Involving Volunteers in Not-for-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, *"Does the organisation have a written policy on the recruitment, selection and orientation of volunteers?"*, *"Does the organisation have a contact person responsible for dealing with initial inquiries for volunteer positions?"* and *"Are documented selection criteria developed for each different volunteer position?"*

Resources

- National Standards for Involving volunteers in Not-for-Profit Organisations, Volunteering Australia Inc, 2nd Edition, 2001
- Working with Volunteers and Managing Volunteer Programs in Health Care Settings <http://www.ozvpm.com/resourcebank/documents/nh48.pdf>
- Best Practice Guidelines for Volunteer Home Visiting http://www.goodbeginnings.net.au/files/training_13.PDF

Websites

- http://www.ausport.gov.au/clubs/documents/Vols_Recruiting.pdf Australian Sports Commission – Manual on Volunteer Recruitment if this can not be found try <http://www.ausport.gov.au/clubs> and search 'recruitment'
- www.ozvpmbookstore.com Wide variety of Resources and Books able to be bought online with some as e-copies
- www.morevolunteers.com Resources from Dr Judy Esmond (not sold through ozvpm bookstore)
- www.ourcommunity.com.au Free membership for a range of resources, support and information for all Managers working in the community
- www.govolunteer.com.au Go Volunteer! for advertising volunteer positions
- www.seek.com.au Seek is also available for advertising volunteer positions

Handy Hints

visit these websites for fact sheets and power point presentations on Recruitment Strategies

- www.volunteeringaustralia.org Volunteering Australia
- www.ofv.sa.gov.au Office for Volunteers
- www.volunteering.sa.gov.au State Peak Body Volunteering SA

Work and the Workplace

Standard 4 of the National Standards for Involving Volunteers in Not-For-Profit Organisations states:

“An organisation that involves volunteers shall clearly specify and control the work of volunteers and ensure that their place of work is conducive to preserving their health, safety and general well-being.”

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 4. We do, however, recommend that you measure your current volunteer practices against the Policies and Procedures audit tool in the National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, *“Does the organisation have a written job description for each different volunteer position?”*, *“Does the organisation maintain accurate and up to date attendance records and time sheets for all volunteer staff?”* and *“Are effective and timely methods established to communicate with volunteers?”*

Resources

- National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition, 2001
- <http://www.volunteersweek.org.uk/Policies%20Booklet.pdf> useful link for Volunteer Managers who are writing policies and procedures for their volunteer program, if this link does not work try www.volunteering.org.uk/Resource

Websites

- <http://www.ofv.sa.gov.au/factsheets.htm> useful link to fact sheets and reading material
- For examples of organisational Policy and Procedure manuals, visit
- <http://www.casenet.org/program-management/volunteer-manage/sample-manage.htm>
 - <http://www.nwf.org/volunteer/pdfs/volhandbook14.pdf>
 - www.acfonline.org.au/uploads/res_manual.pdf

Handy Hints

<http://managementhelp.org/> useful HR website that provides useful management resources including a process to follow to write a position description

Training and Development

Standard 5 of the National Standards for Involving Volunteers in Not-For-Profit Organizations states:

“An organization that involves volunteers shall ensure that volunteers obtain the knowledge, skills, feedback on work, and the recognition needed to effectively carry out their responsibilities.”

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 5. We do, however, recommend that you measure your current volunteer practices against the Training and Development audit tool in the National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, “Does the organisation have a written policy on the training and development of volunteers?”, “Is volunteer participation in training an expectation that is communicated to volunteers at the time of their recruitment to the organisation?” and “Does the organisation monitor and assess the individual and/or teamwork performance of volunteers?”

Training and Development for Volunteers

Websites

- www.volunteering.sa.gov.au is the peak state body for offering free training for volunteers
- www.ofv.sa.gov.au is the Office for Volunteers website
- www.volunteeringaustralia.org for access to the National Volunteer Skills Centre providing support and resources ie; Toolkit and Guide for training volunteers

Handy Hints

- www.recSPORT.sa.gov.au for grants and scholarships for volunteer training and development
- www.ofv.sa.gov.au for grants from the Volunteer Support Fund
- Contact your local Volunteer Resource Centre for their current training program
- Read Volunteer Management - An Essential Guide 2nd Edition
- TAFESA offer Certificate I, II and III in Active Volunteering. Volunteers may present with these qualifications or you may encourage your volunteers to undertake this learning. For more information contact TAFESA on www.tafe.sa.gov.au
- TAFESA can also provide training for volunteers in HACC programs ie Respond effectively to difficult or challenging behaviours (CXFT) or Transport clients/patients (CXGL)
- It is worth searching the web for particular information, for example:
 - www.sportsa.org.au is for sport and recreation volunteer programs
 - www.nationalserviceresources.org particularly for school or literacy volunteer programs
- Also, try a web search of the following names for books, journal articles and further literature:

• Steven McCurley	• Andy Fryar	• Louise Rogers
• Susan Ellis	• Joy Noble	• Richard Lynch (or Rick Lynch)

Training and Development for Volunteer Managers

Websites

- www.volunteering.sa.org.au is the peak state body offering training to Volunteer Managers
- www.ozvpm.com for resources and peer advice
- www.energizeinc.com for resources and reading materials

Handy Hints

- www.aava.asn.au offers scholarships for Volunteer Managers/Coordinators to attend any training or conferences which increase knowledge of volunteer management practices
- TAFE offer nationally accredited training courses in Volunteer Management from Certificate IV to Advanced Diploma, visit www.tafe.sa.gov.au
- Visit www.e-volunteerism.com to increase your knowledge of volunteerism, however, you need to be a member of EnergizeInc or AAVA to access this information
- Join Toastmasters or Rostrum to learn how to speak effectively whether to large groups, small gatherings or individuals, Visit www.toastmasters.org.au or www.rostrum.com.au
- If you want a "big picture" of volunteering, visit www.worldvolunteerweb.com or www.iave.org
- <http://www.energizeinc.com/everyoneready/> expert training for working with volunteers

Recognition of Volunteers

- National Volunteer Week is held the second week of May
- Volunteer Day (SA) or State Volunteers Day is a shared public holiday in June
- International Volunteer Day is held on the 5th of December.
- For National Volunteer Week - Consider nominating your volunteer individual or group for an award during this week, suggestions are the NAB Awards (www.nab.com.au) and the Northern Adelaide Volunteer Awards (Contact the Northern Volunteer Resource Office at nvsa@internode.on.net), other awards can also be given, just search the web, ie Pride of Australia Medal at www.news.com.au You can also access a poster and sticker pack promoting the theme for this week from Volunteering Australia, e-mail volaus@volunteeringaustralia.org
- For Volunteer Day (SA) – the Office for Volunteers facilitate a recognition event, visit www.ofv.sa.gov.au for invitations and details of the event.
- www.ofv.sa.gov.au for Certificates of Recognition and the Premiers Certificate of Appreciation.
- www.ofv.sa.gov.au or a web search will provide you with information about the Joy Noble Medal which recognises outstanding volunteer service in South Australian Government volunteer programs.
- www.volunteering.sa.org.au for recognition events and materials
- www.volunteeringaustralia.org for general hints and tips
- A genuine thank you is the best way to recognize volunteers

Recognition of Volunteer Managers

- International Volunteer Manager Appreciation Day is held on November 1 each year. Details on the history and activities can be found at:
 - www.volunteering.sa.org.au
 - www.ivmaday.org
 - www.ozvpm.com
- www.aava.asn.au facilitates the inaugural Volunteer Administrator Award of Excellence, nominate yourself or get your manager or volunteers to nominate you

Service Delivery

Standard 6 of the National Standards for Involving Volunteers in Not-For-Profit Organisations states:

"An organisation that involves volunteers shall ensure that appropriate processes and procedures are established and followed for the effective planning, control, and review of all activities relating to the delivery of services by volunteers."

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 6. We do, however, recommend that you measure your current volunteer practices against the Policies and Procedures audit tool in the National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, *"Has the organisation developed measurable standards for the services delivered by volunteers?"*, *"Are volunteers provided with appropriate and as needed supervisory and debriefing support to deal with customer issues, problems or queries?"* and *"Are formal reviews of the services provided by volunteers carried out at appropriately scheduled intervals?"*

Resources

- National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition, 2001
- <http://www.volunteersweek.org.uk/Policies%20Booklet.pdf> useful link for Volunteer Managers who are writing policies and procedures for their volunteer program, if this link does not work try www.volunteering.org.auk/Resources

Websites

- <http://www.ofv.sa.gov.au/factsheets.htm> useful link to fact sheets and reading material
- For examples of organisational Policy and Procedure manuals, visit
- <http://www.casenet.org/program-management/volunteer-manage/sample-manage.htm>
 - <http://www.nwf.org/volunteer/pdfs/volhandbook14.pdf>
 - www.acfonline.org.au/uploads/res_manual.pdf

Handy Hints

- <http://www.energizeinc.com/art/subj/prog.html> has useful articles on volunteering, planning and measuring service delivery

Documentation and Records

Standard 7 of the National Standards for Involving Volunteers in Not-For-Profit Organizations states:

"An organization that involves volunteers shall establish a system and have defined procedures to control all documentation and personnel records that relate to the management of volunteers."

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 7. We do, however, recommend that you measure your current volunteer practices against the Documentation and Records audit tool in the National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The Audit tool will pose questions like, *"Does the organisation collect and maintain confidential personnel records for each volunteer?"*, *"Are these documents and records legible, dated and maintained in an orderly and systematic manner?"* and *"Is a suitable method established for identifying and distributing relevant system documentation to volunteers?"*

Resources

- National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia Inc, 2nd Edition, 2001
- Volunteer Management An Essential Guide, 2nd Edition

Handy Hints

- For examples or templates of documents contact:
 - Northern Volunteering SA Inc, 8250 1582 or nvsa@internode.on.net
 - VolunteeringSA, 8221 7177 or reception@volunteeringsa.org.au
 - Office For Volunteers, 8463 4490 or www.ofv.sa.gov.au

Continuous Improvement

Standard 8 of the National Standards for Involving Volunteers in Not-For-Profit Organisations states:

“An organisation that involves volunteers shall plan and continually review its volunteer management system to ensure that opportunities to improve the quality of the system are identified and actively pursued”.

The information below provides Volunteer Coordinators with avenues to research ways or find ideas to meet Standard 8. We do, however, recommend that you measure your current volunteer practices against the Continuous Improvement audit tool in the National Standards for Involving Volunteers in Not-for-Profit Organisations, Volunteering Australia Inc, 2nd Edition 2001.

The audit tool will pose questions like, *“Does the organisation have an effective system for managing volunteers?”*, *“Is the system being followed?”* and *“Is there a process in place to improve the system?”*

Resources

- National Standards for Involving volunteers in Not-for-Profit Organisations, Volunteering Australia Inc, 2nd Edition, 2001
- HACC guidelines
- Volunteer Management – An Essential Guide, 2nd edition, published by Volunteering SA

Websites

- www.health.gov.au/internet/wcms/publishing.nsf/content/hacc-index.htm for HACC guidelines
- www.ozvpmbookstore.com offers a wide variety of Resources and Books – ‘Measuring Up’ and ‘Volunteer Management Audit’ are two titles specific to evaluation of Volunteer Programs
- www.familiesandcommunities.sa.gov.au for examples of a Volunteer Manual and Policy

Handy Hints

Visit these websites for fact sheets and power point presentations on Continuous Improvement Strategies

- www.volunteeringaustralia.org Volunteering Australia
- www.ofv.sa.gov.au Office for Volunteers
- www.volunteeringsa.org.au State Peak Body Volunteering SA – Best Practice Tips for Managing Volunteers

Additional Resources

Resource Centres

South Australian Volunteer Resource Centre

- Volunteering SA, www.volunteering.sa.gov.au

Northern Adelaide Volunteer Resource Centres

- Lower North Volunteer Resource Centre, 8842 1055, vlc@chariot.net.au
- Northern Volunteering Inc., 8250 1582, nvsa@internode.on.net
- Gawler Volunteer Resource Centre, 8522 9207, volunteering@gawler-sa.sa.gov.au

Interstate Volunteer Organisations

- Volunteering Western Australia, www.volunteer.org.au
- Volunteering ACT, www.volunteeract.com.au
- Volunteering NSW, www.volunteering.com.au
- Volunteering Queensland, www.volqld.org.au
- Volunteering Tasmania, www.voltasinc.com
- Volunteering Victoria, www.volunteeringvictoria.com.au

Government Offices

State Government

- SA Central, www.sa.gov.au
- Strengthening Communities, www.communitynet.sa.gov.au
- Office for Volunteers, www.ofv.sa.gov.au

South Australia Police

- Application for a National Police Certificate (NPC) for Individuals, www.sapolice.gov.au
- Procedure to Obtain a Volunteer Organisation Authorisation Number (VOAN) for Organisations, www.sapolice.sa.gov.au/business/docs/po.pdf

Government

- Centrelink, www.centrelink.gov.au
- Department of Family and Community Services, www.facs.gov.au
- United Nations IYV, www.iyv2001.org
- Community, www.community.gov.au

HACC

- Families and Communities, www.familiesandcommunities.sa.gov.au

Peak Associations

Professional Association

- Australasian Association of Volunteer Administrators (AAVA) is the professional association for Volunteer Administrators, www.aava.asn.au

Networks

- Northern Collaborative Project for HACC funded volunteer programs, www.salisbury.sa.gov.au

Peer Support

Electronic networks for Volunteer Managers for resources and/or peer support

- www.aava.com.au
- www.ozvpm.com.au

Additional Resources cont...

National and International Organisations

National Volunteer Organisations

- Volunteering Australia, www.volunteeringaustralia.org
- Australasian Association of Volunteer Administrators, www.aava.asn.au
- GoVolunteer, www.govolunteer.com.au
- OzVPM, www.ozvpm.com
- Indigenous Community Volunteers, www.volindigenous.org.au

International Volunteer Organisations

- Points of Light Foundation (USA), www.pointsoflight.org
- Energize Inc. (USA), www.energizeinc.com
- World Volunteer Web, www.worldvolunteerweb.org

Resources

E-Volunteering/On-line Volunteering

- Online Volunteering, costs involved, www.onlinevolunteering.org.au
- E-Volunteerism the Online Journal, www.e-volunteerism.com/index.php

Reference Journals and Research Journals

- Australian Journal on Volunteering (Publications) (** costs involved to purchase, however membership of Volunteering SA should cover publications), www.volunteeringaustralia.org.au

On-line Resources

- Volunteer Resource Manual – 2003, A manual incorporating best practice standards in the management of volunteer-involving programs. Published by Volunteering WA. (PDF, 464kb) www.community.wa.gov.au/NR/rdonlyres/D25BA403-15C8-41BD-8CE7-1C581E196E5B/0/DCDGUIVWAResourceManual2001.pdf
- www.volunteeringsa.org.au
- www.ozvpm.org.au
- www.idealists.org/ifa/h?sid=111660163-260-1iE, international organisation

Resources – Books

- Volunteering Australia, National Standards for Involving Volunteers in Not-For-Profit Organisations, Volunteering Australia, 2nd Edition, 2001
- Volunteer Management - An Essential Guide, Joy Noble, Louise Rogers, Andy Fryar, 2nd Edition, 2003

Corporate/Employee Volunteering

- National Australia Bank, www.nab.com.au for information on corporate volunteering
- Volunteering Australia, www.volunteeringaustralia.org for information on corporate volunteering

Funding Resources

Grants

- South Australian Grants Directory, www.service.sa.gov.au/grants.asp
- Our Community Grants Calendar, www.ourcommunity.com.au/funding/funding_main.jsp
- Australian Volunteers International, www.australianvolunteers.com

Additional Resources cont...

Recruitment and Selection

- Esmond, Judy Changing Work Patterns, Count Me In 501 Ways on Recruiting
www.morevolunteers.com/newsletter13.htm
www.morevolunteers.com/workshopproducts.htm
- Ellis, Susan J (1996) The Volunteer Recruitment Book Energize Inc., Philadelphia
Ideas on Recruiting, available at www.energizeinc.com and www.ozvpm.com.au bookstore
- Volunteering Screening, Ontario Screening Initiative, Canada
www.volunteer.ca/volunteer/pdf/PositionDesign.pdf
- Volunteer Canada's Safe Steps Screening Program, provides an easy-to-use method for organizations to ensure that the people they serve are safe. This page also links to information on laws and screening, a screening Q&A, and other resources.
Volunteer Canada (2001) Step 3: Recruitment Process, Safe Steps in Volunteering Screening, Ontario Screening Initiative, Canada, <http://volunteer.ca/en/volcan/screening2/safe-steps> or www.volunteer.ca/volunteer/pdf/RecruitmentProcess.pdf
- Articles on volunteer interviewing and screening, www.energizeinc.com/art/subj/scre
- How to Select the Best Among Prospective Volunteers, Voluntary Sector Knowledge Network, Canada, www.vskn.ca/hrm/vselectr.htm

Induction Training and Accreditation

- Volunteering Australia – Powerpoint presentations for download, www.volunteeringaustralia.org
- Volunteer Canada (2001) Step 8: Orientation and Training Sessions , *Safe Steps in Volunteering Screening*, Ontario Screening Initiative, Canada,
www.volunteer.ca/volunteer/pdf/OrientationTrainingSessions.pdf

Health and Safety

- Formerly called Workplace Services, SafeWork SA is responsible for administering industrial relations laws and occupational health, safety and welfare laws in our State (including some services previously provided by WorkCover). Examples found on this site are Codes of Practice and OHS legislation, www.safework.gov.au

Evaluation

- Steve McCurley – Article on Volunteer Evaluation
www.casenet.org/program-management/volunteer-manage/voleval.htm

Statistics

- Australian Bureau of Statistics, Search this site for Information on Social Trends, Youth, Families, statistics and/or search by key word ie 'volunteering', www.abs.gov.au