



Volunteering S.A. Inc.

## **Volunteers and Paid Staff**

Improving Relationships



Government of South Australia  
Office for Volunteers

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# VOLUNTEERS AND PAID STAFF

## Objectives:

Once you have completed this training you should be able to:

- Identify the roles and responsibilities of volunteers
- Identify the roles and responsibilities of paid staff to volunteers
- Have a communication plan between volunteers and paid staff
- Support collaborative relationships between paid and volunteer staff
- Identify challenges in managing the relationship between paid and volunteer staff

## Pathways to a formal qualification

This workshop has been developed to align with aspects of nationally recognised units of competence (subjects):

CHCORG2A Work with others

CHCORG3B Participate in the work environment

CHCCS405A Work effectively with culturally diverse clients and co-workers

As evidence of your participation in the Introduction to Governance workshop, you will receive a Certificate of Attendance with a statement outlining what has been covered.

## Disclaimer

Volunteering SA Inc and the Government of South Australia accepts no responsibility or liability for any inaccuracies contained in any material in this presentation.

This presentation is intended to provide general useful information and should not be relied upon as constituting any advice.

Attendees should, before acting on any matters arising out of or otherwise in relation to this presentation, seek their own specific independent legal or other advice about their situation.

# Activity 1

(1) How is volunteering different to other types of work?

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(2) How is volunteering different to other types of work done in your organisation?

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(3) As you discuss these differences record the answers.

Type of Work	Mutual	Paid	Voluntary
Reason for work			
Expectations			

## Handout 1:

The Universal Declaration on Volunteering can be downloaded from Volunteering Australia:

<http://www.volunteeringaustralia.org/files/W1SB4NDLFF/Universal%20Declaration%20on%20Volunteering.pdf>

## Activity 2

Trying on someone else's shoes will give you a different perspective to consider volunteering and paid workers issues.

- Service Recipient / Customer of the Organisation
- Paid Worker
- Volunteer
- Manager of Volunteer Program
- Executive officer/ Administrator
- Elected official
- Funder / Sponsor / Donor
- Trade Union Official

Which perspectives are important for your organization?

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Which perspectives are important for you as a volunteer or paid worker in your organization?

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## Activity 3

(a) What are your rights as a volunteer in the workplace?

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(b) What are your responsibilities as a volunteer in the workplace?

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## Activity 4

(a) What can paid staff expect from volunteers?

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(b) What can volunteers expect from paid staff?

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## Handout 2: Policy Matters

Why are policies, procedures and guidelines are important?

- Ensuring the goals and objectives of the organisation are met
- Identifying different roles and responsibilities
- Ensuring work is carried out within defined job roles and responsibilities
- Ensuring consistency in tasks
- Ensuring clients are treated equally
- Making decision making easier and consistent
- Maintaining an open organisation
- To be pro-active and creative

Where are guidelines needed?

- Organisational goals
- Defining roles and responsibilities
- Orientation, duty statements, conditions, training, communication, support and supervision
- Legislative requirements
- Entitlements
- Communication systems
- Building trust, recognition and support within the organisation
- Allocation of tasks
- Job satisfaction
- Volunteer manager's role
- Resources
- Access to debriefing/counselling
- Grievance procedures
- Industrial disputes
- Review of guidelines

# Activity 5

(a) From the discussion in small groups list the guidelines you already have in your organization and those you would like to have.

GUIDELINES IN MY ORGANISATION	
GENERAL	SPECIFIC
Have	
Would like to have	

(b) Making Plans: Who will you talk to about the “would like to have” list?

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## Activity 6

Communication discussion starters:

- (a) How does your organisation currently communicate between various parts of the workforce?
- (b) Are there differences between paid and volunteer staff?
- (c) What works well in the communication techniques between paid and volunteer staff?

Your notes:

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Which ones do you use in your organisation?

- Meetings
- Water cooler conversations
- Behind the door conversations
- Training sessions
- Notice boards
- Volunteer communication books
- Newsletters
- Suggestion boxes
- Performance reviews
- Telephone
- Letters
- Email
- Intranet
- Organisation's website
- Chat rooms
- SMS (text messages)
- Social events
- Pigeon Holes

Do they pass the "equity test" for volunteers and paid staff?

Are there any you would like to introduce to your organisation?

What support would you need to get these introduced?

# Activity 7

Note down the themes in each of the case studies. Refer back to the guidelines in Handout 2 to support the discussion.

## Case Study 1

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## Case Study 2

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## Case Study 3

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What are the main messages you will take back to your organization from this activity?

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# Handout 3: Working as A Team

Extract from Just a Tick p.81 & 82

Governing an organisation effectively requires that the committee work as a team.

A team is a number of people:

- with commitment to a common purpose
- with commitment to common performance goals
- with commitment to a common approach
- with complementary skills
- who hold themselves mutually accountable
- who agree to work together to plan, identify problems or issues
- who work together to decide what should be done
- who work together to take the actions necessary to achieve their agreed goals.

An effective team has:

- a designated leader who encourages participation by all members of team, maintaining a sense of direction and distributing/delegating tasks and roles appropriately
- agreed goals and objectives which give the team direction and determine tasks or actions
- shared decision making structures which encourage consultation and participation and aim to achieve decisions which everyone will support
- healthy internal relationships with relaxed interactions, mutual respect for values and opinions, constructive debate and a balance of team roles and job roles
- healthy external relationships with other organisations
- formal and informal review processes
- the ability to identify barriers or hurdles
- a willingness to agree on strategies for improvement.



The way any team works is underpinned by the values & beliefs of the organisation... and its unwritten rules – the ‘organisational culture’ which provides its spirit and drive... (or saps its energy!).

Members of boards and committees are members of a team whose job is to govern the organisation so it achieves its vision and its goals. A healthy, wealthy

and wise committee devotes time to developing its team of governors so they can work effectively together.

Teams need 'developing' for various reasons eg:

- the team (or its leader) has identified a weakness in its performance
- external factors make team development necessary or desirable eg:
  - new members join
  - changes need to be made to the organisation's structure
  - new policies are developed
  - new projects are started
  - changes occur to funding sources or funding agreements
  - changes occur to the organisation's goals, services or activities.

A committee can develop its effectiveness as a team in many different ways – by informally and formally developing members' knowledge and experience of the characteristics of successful teams, by offering training, by arranging formal and informal social opportunities and by encouraging the committee members to get to know each other as individuals, not just as "the person who always sits next to me on the second Friday of each month".

When individuals know and respect each other, and have an understanding of the skills, experiences and visions brought by other people in the group, then they can work together to bring out the best in everyone, and experience the personal satisfaction of being a member of a successful team.

When the whole team is committed to common goals and an agreed way of working to achieve those goals, they are usually very effective at whatever they set out to do – they are better able to govern any organisation so it can meet its legal requirements, its responsibilities to funding bodies, members and the community, and they are better able to build a strong organisation capable of managing change and determining its own future.

# Checklist: Volunteers and Paid Staff

To assess your understanding of *Volunteers and Paid Staff*, having attended the training workshop, work through the checklist below.

This checklist is designed to assist you to assess your level of understanding of the issues surrounding *Volunteers and Paid Staff* and whether you need to follow up on any point/s or not.

I feel confident that I can:

- Identify the roles and responsibilities of volunteers
- Identify the roles and responsibilities of paid staff to volunteers
- Have a communication plan between volunteers and paid staff
- Support collaborative relationships between paid and volunteer staff
- Identify challenges in managing the relationship between paid and volunteer staff

# Volunteers and Paid Staff

See below how this topic relates to the National Standards for Volunteer Management

1. Policies and Procedures	2. Management Responsibilities	3. Recruitment	4. Work and the Workplace	5. Training and Development	6. Service Delivery	7. Documentation and Records	8. Continuous Improvement
<ul style="list-style-type: none"> <li>✓ <i>General Policy</i> (1.1, 1.2, 1.3)</li> <li>✓ <i>Management System</i> (1.4)</li> <li>✓ <i>Operating Procedures</i> (1.8)</li> <li>✓ <i>Policy and Procedures</i> (1.12)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Management Systems</i> (2.1)</li> <li>✓ <i>Authority &amp; Responsibility</i> (2.8)</li> <li><i>Social Responsibilities</i></li> <li>✓ <i>Management Review</i> (2.16)</li> <li>✓ <i>Resources</i> (2.25)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Policy and Planning</i> (all areas)</li> <li>✓ <i>Selection Procedures</i> (3.11)</li> <li>✓ <i>Volunteer Orientation</i> (3.14, 3.17)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Volunteer Roles</i> (all areas)</li> <li>✓ <i>Work Satisfaction</i> (all areas)</li> <li>✓ <i>Health and Safety</i> (all areas)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Policy and Resources</i> (5.1)</li> <li>✓ <i>Training and Development</i> (5.7)</li> <li>✓ <i>Work Appraisal</i> (5.15, 5.16)</li> <li>✓ <i>Volunteer Recognition</i> (5.18, 5.19)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Management Responsibility</i> (6.4, 6.5, 6.6)</li> <li>✓ <i>Services Review</i> (6.10, 6.11, 6.12)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Personnel Records</i> (all areas)</li> <li>✓ <i>System Documentation &amp; Control</i> (7.10, 7.12)</li> </ul>	<ul style="list-style-type: none"> <li><i>Policy &amp; Resources</i></li> <li>✓ <i>Data Collection &amp; analysis</i> (8.4)</li> <li>✓ <i>Quality Improvement</i> (8.8)</li> </ul>