



Volunteer Management Guide

June 2018



natural resource
management program



Acknowledgements

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Thank you to the Erica Austen from the Esperance Volunteer Resource Centre for her guidance and support in compiling this document.

FRONT COVER PHOTO: Esperance Bird Observers Group volunteers at a training event (South Coast NRM).

Contents

Our Volunteer Management Story	4
An Introduction to Volunteering with South Coast NRM	5
Definition of volunteering	5
Why is volunteering important?.....	5
National Standards	5
Overview of this document	6
1 Planning phase	7
a. Development of the program	7
b. Spontaneous volunteers	7
Emergency volunteer management principles	7
What are the steps we need to do?	7
Communications plan	8
c. What resources do you need in order to support the volunteers? When would I engage volunteers for a project?	8
d. Approval for recruiting a volunteer.....	8
e. Planning checklist.....	8
f. Volunteer roles.....	9
g. Job safety analysis/Risk assessment	9
h. Prepare volunteer pack.....	9
2. Recruitment process	11
a. Identify the appropriate promotion strategies	11
b. Interviewing and selection.....	11
3. Induction and Orientation	12
a. Volunteer Induction	12
b. Policies and procedures	12
4. Volunteer support.....	13
a. Supervision	13
b. Managing challenges.....	13
c. Training	13
d. Recognition and rewards	14
5. Exiting of Volunteers	15
a. Resignation.....	15
b. Dismissal	15
c. Exit interview	15
6. Evaluation	16
a. Evaluation	16
b. Improvement	16
Resources	17
References.....	17
Appendices	
Appendix 1 - Volunteer planning checklist	18
Appendix 2 – Role description template	19
Appendix 3 – Job safety analysis template.....	20
Appendix 4 – Communications Plan Template	22
Appendix 5 – Sample interview questions	23
Appendix 6 – Induction Checklist	24
Appendix 7 – Welcome letter template	25
Appendix 8 - Exit interview questionnaire.....	26

Our Volunteer Management Story

South Coast NRM identified a need for opportunities for volunteers to help with environmental rehabilitation, monitoring and maintenance. Following the 2014 bush fire that destroyed the Shire of Esperance managed Lake Monjigup Reserve, and the Merivale fires of November 2015, a number of people expressed their interest in assisting with hands-on recovery efforts. At the time however, South Coast NRM did not have a process in place to successfully involve these volunteers.

To ensure that future volunteer involvement at South Coast NRM is undertaken safely, fairly and lawfully, this volunteer management guide and supplementary documentation have been developed.

Processes for community members to contribute to environmental recovery activities will benefit not only those interested in helping with recovery efforts, but also the agencies charged with the responsibility of managing the environmental recovery projects. In addition, it has an overall effect of community building which aids community recovery.

Other advantages of implementing a volunteer management process is that existing volunteer groups that have historically partnered with South Coast NRM will gain exposure and potentially increase volunteer membership, particularly from youth and indigenous demographics.

We believe that volunteers are integral to ensuring that our projects are successful and in fostering a deep appreciation for our natural environment.



Esperance Weed Action Group volunteers.

An Introduction to Volunteering with South Coast NRM

Definition of volunteering

Volunteering Australia defines 'volunteering' as:

Time willingly given for the common good and without financial gain.

Volunteering for the 'common good' means that a volunteer contributes their time to a project task that benefits the community, the environment, South Coast NRM and the volunteer.

Volunteering can cover many different activities, and in natural resource management (NRM) it can include undertaking activities, without payment, such as environmental monitoring and rehabilitation to help promote and maintain the sustainable management of natural resources.

Volunteer activities are not exclusively those conducted outdoors but can include a range of activities that benefit the organisation such as graphic design, administrative tasks, and data entry opportunities. Volunteers will be matched to tasks according to their abilities, availability and skills.

Why is volunteering important?

Volunteers add value to South Coast NRM by bringing skills, knowledge and a willingness to make a positive contribution to the organisation, the environment and the community. Within the organisation, volunteers take on responsibilities and contribute to project objectives, whilst providing resources that may not otherwise be accessible.

Volunteers do not replace paid staff, instead they complement staff delivering project outcomes.

National standards

South Coast NRM will endeavour to meet the National Standards for volunteering as detailed in Table 1. Maintaining high standards for volunteer management will ensure that we remain a place of choice for volunteering and maximise the organisational benefits.

Table 1 – The eight national standards for volunteer management. These standards can be accessed at: www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL_Web.pdf

National Standards
Standard 1: leadership and management The governing body and senior employees lead and promote a positive culture towards volunteering and implement effective management systems to support volunteer involvement.
Standard 2: commitment to volunteer involvement Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction.
Standard 3: volunteer roles Volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives.
Standard 4: recruitment and selection Volunteer recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers.
Standard 5: support and development Volunteers understand their roles and gain the knowledge, skills and feedback needed to safely and effectively carry out their duties.
Standard 6: workplace safety and wellbeing The health, safety and wellbeing of volunteers is protected in the workplace.
Standard 7: volunteer recognition Volunteer contribution, value and impact is understood, appreciated and acknowledged.
Standard 8: quality management and continuous improvement Effective volunteer involvement results from a system of good practice, review and continuous improvement.

Overview of this document

South Coast NRM has developed this volunteer management guide to facilitate involvement of volunteers in a coordinated and structured framework. It provides a framework for managing volunteers to ensure that volunteer and South Coast NRM expectations are met, volunteer contribution to projects is meaningful, and volunteers are recognised for their contributions.

This document is also available as a template for other NRM and community landcare groups in the region to use to develop their own formalised volunteer management plan.

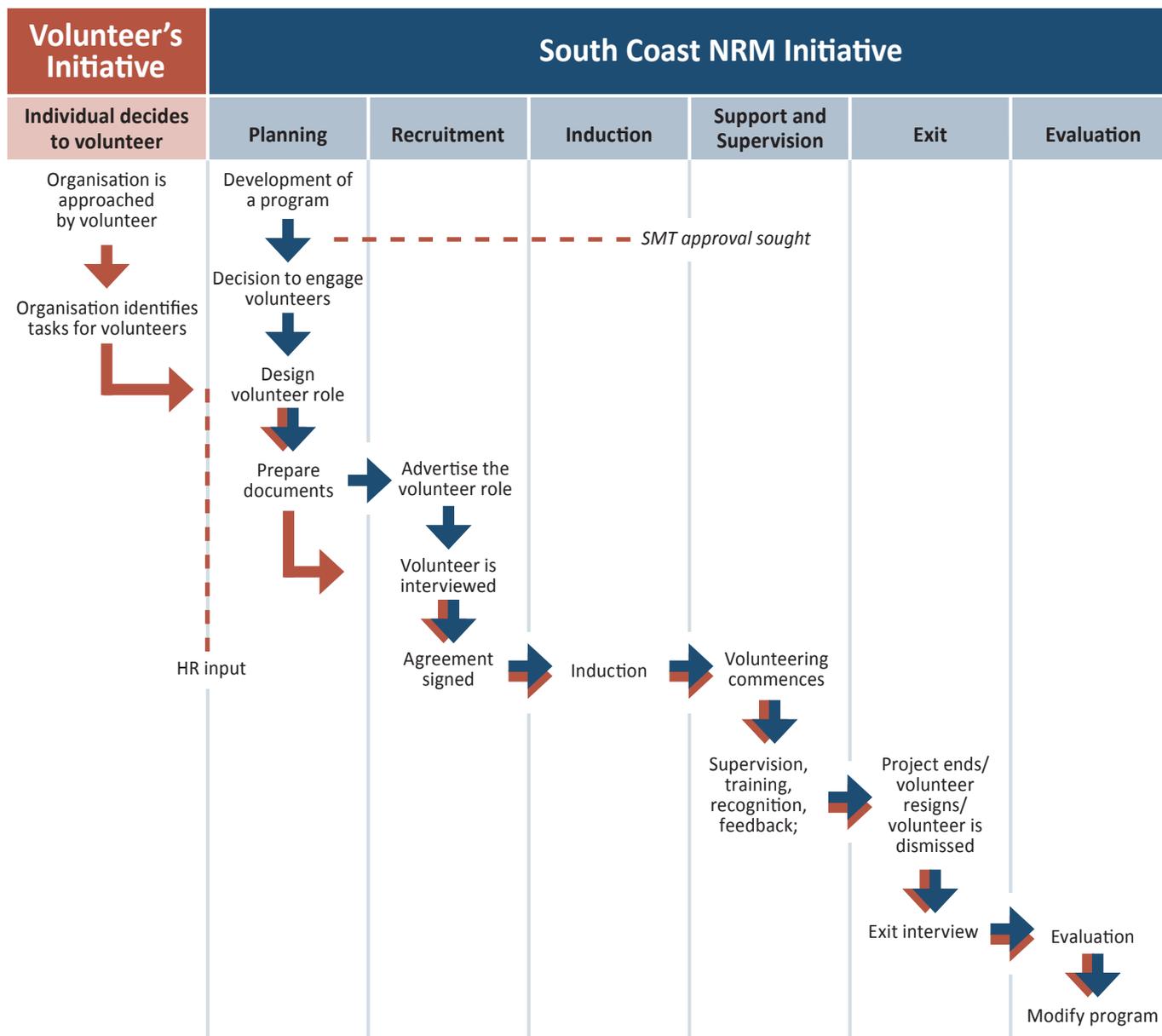
The outline of the process of volunteer engagement from project conception to evaluation post volunteer involvement is shown diagrammatically in Figure 1. Table 2 shows sets out these phases in more detail.

More detail on the volunteer management process is set out in the following sections.

Figure 1 Basic volunteering process



Table 2 - South Coast NRM's Volunteer Process



1. Planning phase

a. Development of the program

Before recruiting volunteers to assist you with your project, it is important to determine what it is you need your volunteers to do and the duration of the volunteer period. This section is about addressing what your volunteer needs are, and how will you support your volunteers once they have been engaged including training and supervision required.

Start with defining what the project is that requires the assistance of volunteers. From this, a project plan can include detail about specific volunteer tasks, an allocation of volunteer hours, timeframes for volunteer tasks to be completed, and a budget for payment of out of pocket expenses of volunteers. Travel, accommodation and meal expenses should be accounted for in the budget.

The following are some key questions to consider during the program planning phase:

- Are there activities that could involve volunteers?
- How many people hours are required to complete the tasks?
- What specific skills are required of a volunteer?
- What is the project duration that requires volunteer involvement?
- Do volunteers need special checks/qualifications in order to do the tasks?
- Who will train volunteers?
- Who will be responsible for supervising volunteers?
- Do the volunteers have special needs?
- What are the risks involved with volunteers assisting with a project?

b. Spontaneous volunteers

Past experience in the Esperance region has shown that volunteers are interested in helping following a natural disaster. We need to be ready to harness that groundswell, if appropriate.

Emergency volunteer management principles

In addition to the general volunteer management principles outlined in our volunteer management guide, particular principles apply during emergencies relevant to both trained and spontaneous volunteers.

These principles are:

- Those affected by the disaster are always the first priority
- Everybody has a right to offer assistance and to feel their offer has been valued
- Managers/coordinators of volunteers have a right to respectfully decline offers of assistance where they are deemed inappropriate or are not needed
- Volunteers have a right to the support, training and direction needed to undertake their duties
- Volunteers have a responsibility to work collaboratively with, and follow the direction of, their managers/coordinators

Where more volunteers are needed, it is generally not advisable to put out a public call for volunteers. This can lead to organisations being overwhelmed by offers of assistance, mixed messages about the perceived need for volunteers, and dissatisfaction on the part of those not offered roles. In the event an organisation is approached by more volunteers than needed, they should be referred to their local volunteering peak body where an alternative role may be sourced with another organisation. In the south coast region the local volunteering peak body is the Volunteer Resource Centres (Albany and Esperance).

What are the steps we need to do?

- Identify if it is a space we need to be involved in. E.g. Ravensthorpe floods – we didn't need to be involved as RAIN were operating in that space. However a role for South Coast NRM to play in supporting RAIN.
- If we do need to be involved – how?



Communications plan

This will take more time initially as it will need to be developed from scratch. Over time a range of plan templates for various emergency responses will be developed and will just require customisation.

Plans will need to include:

- What can be done now? Promote actions that people can do at home to aid recovery. E.g. following hygiene principles during high rainfall/flood events.
- Who to contact to volunteer?
- Timeframe we are likely to require volunteers in.
- Acknowledgement email of volunteer registration
- Regular updates to volunteer email list. Using Mailchimp might be a good option for this as it will allow people to “opt out” when they’re no longer interested in volunteering.
- Establishment of photo monitoring points. This may be something that can be done by either staff or volunteers

**c. What resources do you need in order to support the volunteers?
When would I engage volunteers for a project?**

The decision to engage volunteers as opposed to paid employees will be dependent on project funds available and the level of skill and knowledge required to fulfil the tasks.

The following checklists, adapted from *Toolkit- Designing Volunteer Roles and Position Descriptions* (Volunteering Australia, 2007) may help you to determine whether the role is paid or suitable for a volunteer to undertake.

d. Approval for recruiting a volunteer

Once you have made the decision to recruit a volunteer, you need to seek approval from Senior Management Team to recruit. This can be achieved via email. The email will need to include a brief overview of the role and any other relevant information.

e. Planning checklist

Is this or should this be a paid role? If you tick most of these boxes, the answer would be most certainly be YES.

- Is this role critical to the overall successful functioning of the organisation?
- Is the role closely aligned to an industrial award?
- Is the role full-time and ideally filled by one person?
- Is this a role that must be filled by a paid worker for regulatory, legal or industrial relation reasons?
- Does the non-effective performance of the role have any legal ramifications for the organisation?
- Does the non-effective performance of the role have any negative implications on the work of paid staff?
- Is this a role for which funding has been obtained, sought or is available?
- Has this role ever been filled by a paid worker?
- Is this role normally a paid position in other not-for-profits?
- Would a person reasonably expect remuneration for this work?

Is this role suitable for a volunteer? If you tick most of these boxes, the answer would be most certainly be YES.

- Does the role have intrinsic value to the volunteer and the organisation, taking into account motivation, perceived benefits and skill level needed to perform the job?

- Are there adequate and effective management supports for this role?
- Do the paid staff, board and clients of the organisation accept this as volunteer role?
- Did the paid staff, board and clients of the organisation have a role in determining the status of the position?
- Does the role add value to and not replace the work of paid staff in the organisation?
- Can the organisation adequately indemnify a volunteer in this role?
- Can this role, in its entirety, be performed in less than 16 hours per week?
- Will the project, organisation, and volunteer benefit from the role?

f. Volunteer roles

Role descriptions should be designed so that not only are they meaningful for the volunteer, but add value to South Coast NRM.

Some things to consider in the context of creating role descriptions that add value:

- How can volunteers meet South Coast NRM's needs that are not currently being met?
- How would time and resources be spent otherwise?
- If the right skills were available to South Coast NRM, what would you be aiming to achieve?
- Are there new skills, knowledge, perspectives, competencies that South Coast NRM would benefit from?
- What can volunteers gain from this role?
- Are parts of it flexible and changeable?

The next step is to link back to South Coast NRM's mission/purpose, its objectives and functions for achieving the objectives. These links can then be used to develop the role description and will encourage the right volunteers to apply. Volunteers who want to volunteer for South Coast NRM believe in what the organisation is trying to achieve and want to contribute to the delivery of strategic objectives.

When designing a volunteer role, consider linking into what are the key motivations for volunteering e.g. social interaction, building skills, activities have an immediate impact. The role description should also highlight any other benefits to the volunteer including reimbursement, free training opportunities, acquiring new skills, flexibility, can be undertaken online/at home etc.

See Appendix 2 for a sample Volunteer Role Description form.

g. Job safety analysis/Risk assessment

As with any project that South Coast NRM delivers, it is important to complete a job safety analysis. A copy of the job safety analysis form is provided in Appendix 3. Alternatively, a copy can be found on the server at: W:\Safety, Health and Wellbeing\JSA_Library

To complete a job safety analysis you need to:

- 1) Consider what can go wrong
- 2) Determine how bad the outcome would be (CONSEQUENCE)
- 3) Determine how likely it is to happen (PROBABILITY)
- 4) Calculate the risk level

From there you can identify how you may be able to control or manage the risk. This will help you identify if there is any special training or equipment that a volunteer may need.

h. Prepare volunteer pack

Once you have made the decision to recruit a volunteer, and gained approval from senior management, there are a number of documents that need to be prepared. These are outlined in Table 3 below, along with an explanation of their relevance. Copies of these documents are provided at W:\Forms\Volunteer for you to use.

Table 3 - Documents to prepare when recruiting new volunteers

DOCUMENT	EXPLANATION
Advertising	
Role Description Form (RDF)	Provides a summary of the project, tasks for volunteers including roles and responsibilities, any particular skills and qualifications desirable, the number of volunteers required and how many hours of volunteer time required.
Risk assessment template	A basic risk assessment of the volunteer involvement in a project will highlight any issues that may impact on the project and mitigate any potential risks.
Media plan for promoting volunteer opportunity	How are you going to promote your volunteer opportunity? This one page plan is a basic template for recording the key messages that you want used when promoting the volunteer opportunity via social media including Facebook, Twitter, the South Coast NRM website etc.
Volunteer application form	An opportunity for a volunteer to list their skills and interests. Application forms can be completed as part of an organised recruitment or when the organisation is approached by potential volunteers.
Recruitment and selection	
Recruitment interview questions and selection criteria (informal and formal)	This is a list of key questions you may wish to use when interviewing prospective volunteers. You may wish to include role specific questions that may not be addressed in this template.
Volunteer welcome pack	
Attendance register template	Attendance registers are essential. They are useful as a way of monitoring attendance and the number of volunteer hours being contributed to a project, it is also a legal requirement and is needed for insurance cover
Welcome letter/thank you letter	Included as an appendix and can be found on W:\forms\volunteer. Make sure that you personalise the welcome letter for your volunteer and project.
Induction template	Used for checking off key orientation and new starter needs Add in here something about being happy to be photographed/filmed
Policies and procedures	Show volunteers how to access the policies and procedures either via computer or physical office hard copy.
Working with Children Check and Police Check (if required). Stipulate those you might need.	May be required if working with children. Forms are available from Australia Post outlets and are to be included in the Volunteer Information Pack. May be required to have a police check.
Volunteer completion	
Exit interview checklist	Once a volunteer has ended his or her time working on the project, it is appropriate to undertake an exit interview. A checklist of questions to ask the volunteer about their experience working on the project, working within the organisation and suggestions for improvement of the volunteer process will be used as prompt for the volunteer supervisor or other member of the organisation. Or consider a volunteer survey at end of a project.

2. Recruitment process

a. Identify the appropriate promotion strategies

There are a number of possible promotion strategies for attracting volunteers. This can include social media, print media, word of mouth, posters, radio, and email. Tapping into external community networks such as the Albany or Esperance volunteer resource centres, Community Resource Centre (CRC), library, community organisations and schools are a great starting point.

Working with the local volunteer resource centres are preferable as they are able to access online platforms such as Seek Volunteer to promote volunteer vacancies. They also maintain volunteer databases and may be able to match existing volunteers to your needs.

If you are promoting the volunteer opportunity online, consider developing a social media plan for promoting as broadly as possible.

Remember to keep it simple. Most people like to talk either via phone or on line about the volunteer opportunity and how they fit with it. Ensure the application, role description form, and any other relevant information is made available through the South Coast NRM website at a minimum.

b. Interviewing and selection

Interviewing prospective volunteers will help determine if the volunteer and South Coast NRM are a good match. The process itself is best kept informal (e.g. phone discussion or face to face meeting) however a volunteer selection criteria useful for ensuring key questions are addressed during the interview. A more formal interview process, similar to that used to recruit staff can be followed if required.

Remember – volunteers need to be interviewed and assigned in accordance with equal opportunity and anti-discrimination legislation!

It is best that the interview is carried out by the potential supervisor. A list of sample questions are included in Appendix 5. These questions are just for guidance and can be altered.

If at the end of the volunteer interview process, an individual is not deemed suitable for the role, you may wish to consider what other opportunities are available to that person within South Coast NRM or a partner organisation or refer to either the Albany or Esperance Volunteer Resource Centre for discussion about other roles.

Once you have chosen your volunteer(s) for a role, the next step is to undertake any necessary part of application checks, and arrange an induction and commencement date.



Esperance Bird Observer Group members participating in shorebird counts in the Esperance area.

3. Induction and orientation

a. Volunteer Induction

Like any new person in the organisation, volunteers require an induction and orientation. The aim of the induction is to familiarise volunteers with the South Coast NRM workplace, the team that the volunteer will be working with, the volunteer welcome pack and other induction documents, and the relevant policies and procedures. It is also an opportunity to show volunteers how to log their hours contributed, how to communicate their movements, and who to check in/report to. The induction is usually conducted by the volunteer's supervisor.

It is important that the induction fits the job. This means that an office based volunteer role will cover different things to a field based role.

The induction session will typically cover:

- A brief history of South Coast NRM;
- A general outline of South Coast NRM and the future directions of the business including an outline of the various units/departments in the organisation;
- An explanation of their role and how it relates to other roles within the organisation
- Overview of the organisational structure including the different "departments" and how they inter-relate.
- Occupational safety and health including the emergency evacuation procedure;
- Availability of training;
- A general overview of policies with more detail on certain policies of specific relevance to the role they will fill.

It is important that the induction covers any issues identified in the risk assessment carried out in the planning phase. This may include things like manual handling, first aid, or correct use of safety equipment.

A sample induction checklist is provided in Appendix 6.

b. Policies and procedures

Policies and procedures guide the work of both volunteers and staff. South Coast NRM maintains a number of policies that can be found on W drive (W:\Policies and Procedures). Policies are regularly reviewed and maintained by the South Coast NRM Board.

As a minimum, all volunteers should have access to the South Coast NRM policies either in hard copy or on the server and should be shown how to access them in their induction. Every volunteer should be familiar with the emergency evacuation procedure relevant to their office.

Other policies that volunteers should be familiar with include:

- PHR001 - Work Health and Safety
- PHR002 – Code of Conduct
- PHR005 – Personal Grievance
- PHR017 - Workplace Drug and Alcohol

The need to be familiar with other policies and procedures will depend on the nature of work the volunteer is doing.

4. Volunteer support

a. Supervision

Supervision will usually be provided by the project officer managing a project that requires volunteer input.

The volunteer supervisor has the role of preparing volunteers for their roles, assisting volunteers to work within their ability, monitor work being undertaken by volunteers, provide constructive feedback, ensure the team of employees and volunteers are working effectively, review processes, be the first point of call for volunteers to raise grievance issues, and provide opportunities for volunteers to develop new skills.

The level of supervision of volunteers will depend on the responsibilities assigned, level of experience, skills and any specific needs of the volunteer.

b. Managing challenges

Support for volunteers to perform their role is a sound starting point for ensuring volunteers feel valued and involved in the organisation. Management of expectations from the outset by discussing what the expectations are from both volunteer and organisation perspectives.

In some cases, challenges may arise that will need attention. The following provides a guide for on-going support of volunteers, managing challenges, and in the event that challenges cannot be resolved, dismissal of a volunteer from assigned duties.

Phase	Strategies	Supporting documents
On-going volunteer support	Discussion of expectations or aims	Volunteer welcome pack
	Provide opportunities for team communication	Project management plan
	Regularly check-in with volunteers and staff to allow for debriefing and open discussion	
	Monitor progress of volunteer input and team performance	
Managing challenges	One-on-one discussions between volunteer and supervisor regarding specific issues affecting the volunteer's performance.	Volunteer welcome pack
	Review hours being contributed to reduce volunteer burnout	Grievance procedure
	Revisit volunteer welcome pack and relevant policies	
	Offer training	
	Offer information about counselling services	
	Offer information about grievance procedure. Ensure that volunteers are aware there is one early on.	
Dissolution	Dismissal of volunteer	Dismissal process
	Refer to another agency requiring volunteer input/EVRC/AVRC	Contact list of other agencies

c. Training

Training helps volunteers feel confident and equipped to carry out tasks assigned to them, and can also be an incentive for individuals to participate in volunteering.

From time to time, South Coast NRM, sub regional groups and government agencies, as well as training providers provide training that is relevant to tasks carried out by volunteers.

Relevant training can include manual handling, task specific techniques, and safe work practices. It can also put some volunteers off volunteering. Be careful and open about what training is necessary and essential and what is offered as a bonus. And if essential, stick to it, enforce it.

At the commencement of a volunteer stint, training needs may be identified prior to commencement of work. Through on-going discussions and as opportunities arise, other training may be offered to volunteers, depending on what funds are available.

It is important that all training that a volunteer attends is recorded on their file.

d. Recognition and rewards

One of the most effective ways to maximise retention of volunteers is to recognise and reward volunteer contribution. This may be as simple as thank you cards, preparing a written reference, certificates of appreciation, social media acknowledgements, and gift vouchers. If you can personalise it, it is good. People like to be recognised in different ways.

Keeping track of volunteer hours contributed to delivering specific projects, sharing opportunities to participate in activities/training, seeking regular feedback, increasing hours, diversifying responsibilities, and allowing input into organisational decisions can also help to demonstrate that the organisation values its volunteers.

TIPS FOR RECOGNISING VOLUNTEERS

- Ensure recognition is included in annual reports and other public info
- Celebrate successes
- Inform of progress part way through project if appropriate
- Ensure they feel part of the team



Esperance Bird Observer Group members participating in shorebird counts in the Esperance area.

5. Exiting of Volunteers

a. Resignation

Volunteers leave an organisation for various reasons and it is important that the volunteer is recognised for their contribution. As with rewarding and recognising volunteer efforts on an on-going basis, a token of appreciation may be appropriate to farewell the out-going volunteer such as a statement of attendance.

Ending on a positive note will encourage the volunteer to consider returning in the future and also to talk positively about their experience with others.

b. Dismissal

It is good practice to review volunteer performance and team interaction after the volunteer has undergone a trial period. The review is a key opportunity for supervisor and volunteer to discuss any issues that may be impeding performance. See section 4. b. for guidance on managing challenges.

If a grievance has been lodged against or by a volunteer, it is important to discuss with parties involved the nature of the complaint and a strategy for changing behaviour. A timeframe for behaviour change should be agreed to by all parties. Follow the procedure to the letter (See PHR005 – Grievance Procedure).

In the event of issues being unable to resolved, it may mean that a volunteer may need to be dismissed. In some cases a volunteer may need to be automatically dismissed. The grounds for doing this are the same as for an employee.

c. Exit interview

Regardless of the reasons for the volunteer leaving, an exit interview is a good way of getting feedback from the volunteer about the program that they contributed to. It is also important to reflect on why the volunteer is leaving, whether it is to pursue other opportunities or because the volunteer has been dismissed. This information can be used to inform future programs with volunteer input and for reporting purposes.

The exit interview is a good time to gather any equipment or resources that had been lent to the volunteer during the course of their time at South Coast NRM including uniforms and Personal Protection Equipment.

Depending on the role, the volunteer may have been privy to confidential client, staff and organisational information. Reiterate that confidentiality should be maintained in accordance with the Privacy Act.

If a volunteer has been dismissed it is unlikely that they will wish to attend an exit interview. However the opportunity to participate in one should still be offered.

A template for an exit interview has been included in Appendix 8.

6. Evaluation

Our aim in seeking volunteers to participate in NRM projects is to increase the number of people engaged in NRM activities. Monitoring and evaluation activities will be focussed on measuring and supporting this aim.

There are two pathways for volunteers to be engaged in NRM. Pathway one is through direct volunteering at South Coast NRM, the other is through South Coast NRM connecting volunteers with other groups either through the local volunteer resource centres or directly.

a. Evaluation

It is important that the use of volunteers and this management guide are evaluated on a regular basis.

In evaluating the success of this initiative it is important to regularly seek feedback. Surveys represent an important method for collating information. It is important not to survey too regularly and create survey fatigue. Surveys should be supplemented by other opportunities to provide feedback such as a one on one consultations where required. Other options for collecting information include:

- Team brainstorming
- Periodic one-on-one discussions
- Exit interviews
- Questionnaires/survey volunteers and paid employees
- Research current trends
- Consult other volunteer coordinators

Measures that we are looking to evaluate may include:

- Number of volunteers participating
- Numbers of returning volunteers
- Length of volunteer service

b. Improvement

Using information generated in the evaluation section, this volunteer management guidelines will be reviewed annually.

Resources

This section is a list of useful volunteer resources.

Volunteering Australia

<https://www.volunteeringaustralia.org/policy/national-standards-and-supporting-material/>

BE PREPARED: MANAGING VOLUNTEERS IN EMERGENCIES

<https://www.volunteeringact.org.au/assets/publications/be-prepared---managing-volunteers-in-emergencies.pdf>

Spontaneous Volunteer Strategy

<https://knowledge.aidr.org.au/media/2140/spontaneous-volunteer-strategy-anzemc-endorsed.pdf>

Volunteering Australia Project: The Review of the Definition of Volunteering

<https://www.volunteeringaustralia.org/wp-content/uploads/Definition-of-Volunteering-27-July-20151.pdf>

The National Standards For Volunteer Involvement 2015

<https://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL-3004.pdf>

The Principles of Volunteering: why have them?

<https://iuristebi.files.wordpress.com/2011/08/the-principles-of-volunteering.pdf>

Designing volunteer roles and position descriptions

https://www.volunteeringaustralia.org/wp-content/uploads/Volunteering_Australia_Volunteer_Roles_Toolkit+1-1.pdf

Tips and Ideas to Support Young People to Create Change

<https://intrepidlandcare.org/our-services/tips-and-ideas/>

Way2Go National Toolkit 2012

<http://vrb.org.au/resources/way2go-volunteer-toolkit/>

Tips for Involving Volunteers

<http://www.joondalup.wa.gov.au/files/clubs/TipsforInvolvingVolunteers.pdf>

Guide to Training volunteers (parts A & B)

https://www.volunteeringaustralia.org/wp-content/files_mf/1377052716VaGuidetotrainingvolunteerspartA.pdf

https://www.volunteeringaustralia.org/wp-content/files_mf/1377052757VaGuidetotrainingvolunteerspartB.pdf

References

Volunteering Australia. (2007). Toolkit - DESIGNING VOLUNTEER ROLES AND POSITION DESCRIPTIONS. Everything managers of volunteers and not-for-profit organisations need to know to design volunteer roles and write position descriptions. Melbourne: Volunteering Australia.

Appendices

Appendix 1 - Volunteer planning checklist

Is this or should this be a paid role? If you tick most of these boxes, the answer would be most certainly be YES.

- Is this role critical to the overall successful functioning of the organisation?
- Is the role closely aligned to an industrial award?
- Is the role full-time and ideally filled by one person?
- Is this a role that must be filled by a paid worker for regulatory, legal or industrial relation reasons?
- Does the non-effective performance of the role have any legal ramifications for the organisation?
- Does the non-effective performance of the role have any negative implications on the work of paid staff?
- Is this a position for which funding has been obtained, sought or is available?
- Has this role ever been filled by a paid worker?
- Is this role normally a paid position in other not-for-profits?
- Would a person reasonably expect remuneration for this work?

Is this role suitable for a volunteer? If you tick most of these boxes, the answer would be most certainly be YES.

- Does the role have intrinsic value to the volunteer and the organisation, taking into account motivation, perceived benefits and skill level needed to perform the job?
- Are there adequate and effective management supports for this role?
- Do the paid staff, board and clients of the organisation accept this as volunteer role?
- Did the paid staff, board and clients of the organisation have a role in determining the status of the position?
- Does the role add value to and not replace the work of paid staff in the organisation?
- Can the organisation adequately indemnify a volunteer in this role?
- Can this role, in its entirety, be performed in less than 16 hours per week?
- Will the project, organisation, and volunteer benefit from the role?

Appendix 2 – Role description template

A copy of this form can be found at: w:\forms\volunteers

 <h1 style="text-align: center;">Role Description Form</h1> <h2 style="text-align: center;">(February 2018)</h2>	
Role Identification	
Role title	Excursion specialist – wetland birds
Role location	Esperance
Time commitment	Approximately 3 hrs per excursion
Essential	Working with Children Check
Role approved and date	Operations Manager 28 February 2018
Position Relationships	
Supervisor	Community Engagement Officer
Department	Operations
Theme/Team	Regional Capacity
Project Relationships	
Project(s) this role is delivering on:	Youth engagement
Southern Prospects link:	<p>This role is helping to achieve the following outcome from Southern Prospects 2011-2016:</p> <p>Outcome: B13 – Education Increase ownership, knowledge and awareness of biodiversity values, threats, and engagement opportunities.</p>
Key Responsibilities	
<p>This role will deliver a 30 minute guided field walk activity for primary school students in years 3 to 6. The activity may involve showing students how to use binoculars and telescopes; sharing information on bird species identification, behaviour and habitats; and answering questions. Some manual handling of equipment may be required.</p>	
Requirements for Role	
<p>Skills</p> <ul style="list-style-type: none"> • Strong understanding of wetland birds in the Esperance area • Keen interest in sharing information • Likes being outdoors • Ability to work with children 	
<p>Knowledge</p> <ul style="list-style-type: none"> • An understanding of wetland birds in the Esperance area 	
<p>Qualifications</p> <ul style="list-style-type: none"> • None required 	
<p>Special conditions related to this role</p> <ul style="list-style-type: none"> • Working with Children check will be required. • A police clearance may be required. • A current drivers license and the ability to get to excursion locations is desirable but not essential 	

NOTE: The occupant of this role will be expected to comply with all South Coast NRM Inc. policies and procedures.

Appendix 3 – Job safety analysis template

A copy of this form can be found at: W:\Safety, Health and Wellbeing\JSA_Library

Job Safety Analysis

Activity (Brief description): [Click here to enter a brief description of the activity you're carrying out.](#)

Staff members name: [Click here to enter the name of the people who developed this JSA.](#)

Date developed: [Click here to enter a date.](#)

Other staff members involved: [Click here to enter the names of staff members involved in the activity](#)

Job Location: [Click here to enter where this activity is taking place.](#)

List the tasks/steps involved (add more lines as required):

- 1) [Click here to enter text.](#)
- 2) [Click here to enter text.](#)
- 3) [Click here to enter text.](#)

Risk assessment (add more lines as required):

Potential hazards (identify the hazard associated with each of the above steps):	Initial risk (Using the risk assessment matrix to assign a risk rating on the back page)	What measures will you use to control the hazards? (Refer to the hierarchy of controls on back page):	Risk after intended control action(s) (Using the risk assessment matrix to assign a risk rating on the back page)
1)	Choose an item.	1)	Choose an item.
2)	Choose an item.	2)	Choose an item.
3)	Choose an item.	3)	Choose an item.

Reassessment (is the job now safe to do? Tick assessment below):

- Yes - Proceed with caution using control measures. Do the job safely.
 No - Do full safety assessment. Contact line manager.

Check if personal protective equipment (PPE) is appropriate and serviceable:

- Respirator Gloves Safety Shoes Hard Hat Sun protection Overalls Safety goggles
 Chemical protection suit High visibility clothing Other (describe) _____

Staff signatures: _____

Now send your JSA to your friendly Safety Representative!

Approved by: _____ Date: _____

Risk assessment matrix

What you need to do

- 1) Consider what can go wrong
- 2) Determine how bad the outcome would be (**CONSEQUENCE**)
- 3) Determine how likely it is to happen (**PROBABILITY**)
- 4) Calculate the risk level

		CONSEQUENCE			
		Catastrophic	Critical	Marginal	Negligible
PROBABILITY	Frequent	Extreme	Extreme	Extreme	Moderate
	Probable	Extreme	Extreme	High	Moderate
	Occasional	Extreme	High	Moderate	Low
	Remote	High	High	Moderate	Low
	Improbable	Moderate	Moderate	Moderate	Low

		Extreme	High	Moderate	Low
		RISK	Senior management attention required	Full safety assessment needed	Specific monitoring or procedures required. Management responsibility must be specified

CONSEQUENCES

Catastrophic – Death, loss of infrastructure/system, release causing irreversible high impact wide scale, detrimental alteration of the environment, such that significant public interest or regulatory intervention occurs or reasonably could occur.

Critical – sever injury, minor infrastructure/system damage, release causing reversible, localised, high impact, decrease in environmental value such that minor public interest or regulatory intervention occurs or reasonably could occur.

Marginal – major injury, minor system damage, non-damaging environmental exposure

Negligible – less than above

PROBABILITY

Frequent – likely to occur often during the life of an individual item or system or very often in operation of a large number of similar items

Probable – Likely to occur sever times in the life of an individual item or system or often in operation of a large number of similar items

Occasional – likely to occur, sometimes in the life of an individual item, or will occur several times in the life of a large number of similar components

Remote – unlikely but possible to occur sometime in the life of an individual item or system or can reasonably be expected to occur in the life of a large number of similar components

Improbable – so unlikely to occur in the life of an individual item or system that it may be not assumed to be experienced, or it may be possible, but unlikely to occur in the life of a large number of similar components

Hierarchy of controls

Elimination – removing the hazards or hazardous work practice from the workplace. This is the most effective control measure

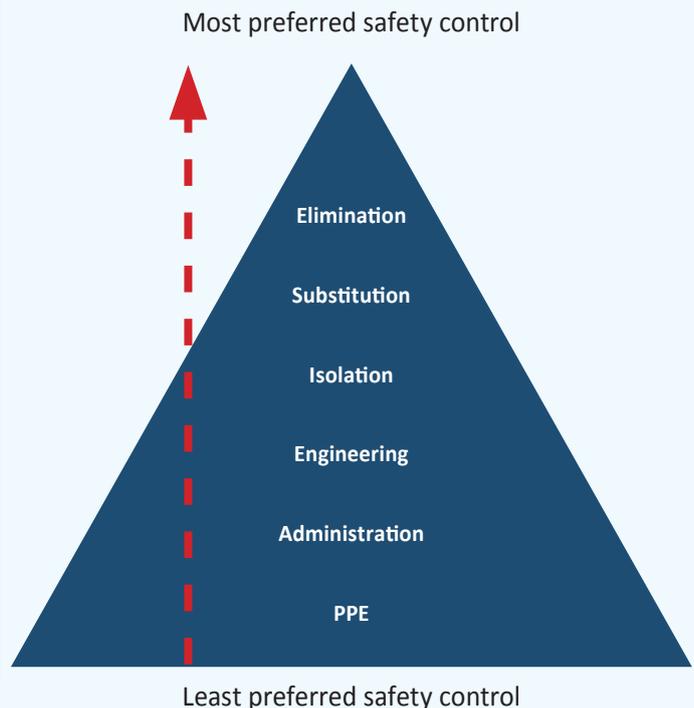
Substitution – substituting or replacing the hazard or hazardous work practice with a less hazardous one

Isolation – isolating or separating the hazard or hazardous work practice from people not involved in the work or the general work areas, for example, by marking off the hazardous areas, installing screens or barriers

Engineering – this may include modifications to tools of equipment, or adding guards to machinery or equipment.

Administration – includes introducing documented work practices that reduce the risk. E.g. limiting the amount of time a person is exposed to a particular hazard or erecting sign to restrict access to particular areas

PPE (personal protective equipment) – the last resort. This is the least preferred option and should be considered only when other control measures are not practicable, or to increase protection.



Appendix 5 – Sample interview questions

A copy of this form can be found at: w:\forms\volunteers

Interview Template

Applicant name: _____ Date: _____

Interviewer: _____ Role: _____

Thanks for your interest in this role. If you've got time, I'd like to run through a few questions to help us get a better understanding of you and your skills. **ADD AN OVERVIEW OF THE ROLE AND YOUR LINKS TO THE ROLE.**

1. Can you tell me a little bit about yourself and why you're interested in this role?				
1	2	3	4	5
2. How did you find out about the role?				
1	2	3	4	5
3. Why should you be the successful candidate?				
1	2	3	4	5
4. If you were offered this role how soon would you be able to commence?				
1	2	3	4	5
5. Do you have any questions you would like to ask us?				
1	2	3	4	5

Finish with an indication of how long the decision making process might take and thank the applicant for coming in.

Guidelines for rating interview responses

Well Qualified (5) Candidate provides a thorough response to the question. Candidate demonstrates a thorough understanding of the issues at hand that is more to substantially more than the job requires. Response is well thought-out and well presented. Overall, candidate's response is complete, addresses all aspects of the question and does not require probing.

Qualified (4-2) Candidate provides an acceptable response to the question. Candidate's understanding of the issues at hand is equal to or slightly less than what the job requires. The response may not be as complete or thorough as the well-qualified candidate's response. Overall, candidate's response is complete, addresses the question and any probing required is minimal.

Not Qualified (2-1) Candidate fails to provide an acceptable response to this question. Candidate's response does not convey the level of experience/expertise required in this role. Candidate's response may be vague or incomplete. Overall, candidate fails to provide experience/expertise demonstrative of the requirements of this role.

5 = Excellent 4 = Very Good 3 = Good 2 = OK 1 = Insufficient

Appendix 6 – Induction Checklist

A copy of this form can be found at: w:\forms\volunteers

<h1>Volunteer Induction Checklist</h1>			88 Stead Rd, Albany WA 6330 Tel: (08) 9845 8537 Fax: (08) 9845 8538
Volunteer and Role Details			
Name			
Role			
Supervisor			
Pre-Induction		Position Responsible	Initial (Task Complete)
• Create volunteer welcome pack		Supervisor	
• HR file to be created		BSAO	
<ul style="list-style-type: none"> • Pre – Induction: BSAO to post; • Welcome letter • Role description form 		BSAO	
• Organise relevant equipment:		Supervisor	
Induction		Position Responsible	Initial (Task Complete)
<ul style="list-style-type: none"> • Confidentiality and how the documents will be filed and accessed. • Staff contact list • Attendance list – where it is and why filling it in is essential • Policies and Procedures: <ul style="list-style-type: none"> - Where are they found? - Key Policies to be covered: <ul style="list-style-type: none"> • Vehicle Policy and Procedure • Smoke Free Workplace (and then Healthy Workplace) • Visitor and Children in the Workplace • Work, Health and Safety • Emergency Evacuation • Personal Grievance • Anti-Discrimination & Equal Employment Opportunity • Code of Conduct • Where to find all other policies and procedures • First Aid and evacuation procedures • Office orientation – bathrooms, kitchen, first aid kits etc., staff movement board • Overview of the role – include what the key risks are (identified in risk assessment) and how they're going to be managed. 		Supervisor	
Any other items:			

Completed form to be filed with volunteer application, contact details in volunteer file

Appendix 7 – Welcome letter template

<Date>

<Name>

<Address 1>

<Address 2>

Dear <Name>

Congratulations on your recent appointment to your role as <insert position>. South Coast NRM is made up of people with diverse skills and we look forward to your contribution and thank you for your time.

South Coast NRM is an incorporated, community focussed organisation formed in 1994. It is the peak natural resource management group in the South Coast NRM region, working with the community between Walpole and Esperance and inland to Tambellup, Ravensthorpe and Salmon Gums. Funding is acquired for activities to improve the environment by preserving and protecting unique plants and animals, managing agricultural land and waterways sustainably and economically, and sharing knowledge and skills in natural resource management.

We are managed by a skills based Board of Management. The Board is subsequently supported by committees and reference groups, which enables a more inclusive approach to community engagement, technical and skilled input and the efficient use of time and input.

As part of your appointment a proper induction will take place to ensure you feel comfortable in your role and have the information you require to fulfil it. Your supervisor will be in touch with you to set a date for an induction.

Please let me know if there is anything else that you feel you need to adequately fulfil your duties as <insert role>. I

Yours Sincerely

<Name>

<Position>

< Organisation>

Appendix 8 - Exit interview questionnaire for volunteers



Exit Interview Questionnaire for volunteers

Name:	Start Date:
Job Title:	Location:
Department:	Final Day of Service:
Reporting to:	Date:
<p>Thank you for your involvement and contribution to South Coast NRM’s vision. We welcome information regarding your future plans and feedback concerning your role and time spent with South Coast Natural Resource Management Inc. (South Coast NRM). We ask that you use this form to record any suggestions and/or recommendations for improvement within South Coast NRM that you may have identified during your time here.</p>	
1. Please comment on the primary factor(s) affecting your decision to leave South Coast NRM.	
2. Please comment on the following aspects of your job:	
a. Workload	
b. Content and level of interest	
c. Work systems and procedures	
d. Resources provided to perform the job	
e. Did you receive adequate training to perform the job?	
f. Did you receive clear expectations about how you were expected to perform the job?	
g. Please comment on your manager’s management style	
h. How can management generally within the company be improved?	
i. What things does South Coast NRM do well?	
j. What things does South Coast NRM do badly?	
3. Would you recommend South Coast NRM as a good organisation to volunteer for? (please tick)	
<input type="checkbox"/> Yes	<input type="checkbox"/> No <input type="checkbox"/> Unsure
4. Would you consider volunteering again with South Coast NRM? (please tick)	
<input type="checkbox"/> Yes	<input type="checkbox"/> No <input type="checkbox"/> Unsure
5. If “yes”, what are the circumstances under which you would return?	
6. If you have suggestions on how to make South Coast NRM a better place to volunteer, please list:	
I agree for this information to be shared with the CEO, the manager of my department/area and my supervisor.	
Name:	Date:
Signature:	

South Coast Natural Resource Management Inc

Albany

88 Stead Rd,
Albany, WA 6330
P: 08 9845 8537

Esperance

U4, 113 Dempster St
Esperance, WA 6330
P: 08 9076 2200

Email: info@southcoastnrm.com.au Web: www.southcoastnrm.com.au



natural resource
management program

