

Volunteering

A U S T R A L I A

National Standards
for involving volunteers in
■
NOT FOR PROFIT ORGANISATIONS

NATIONAL STANDARDS

for Involving Volunteers in

**NOT-FOR-PROFIT
ORGANISATIONS**

Volunteering Australia Inc.

2nd Edition

Volunteering Australia Inc.

National Standards for Involving Volunteers in Not-for-Profit Organisations

2nd Edition 2001

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Foreword

About 4.4 million Australians over the age of eighteen are involved in volunteering: that is about 32% of the population of the same age. As these volunteers make up the major portion of the not-for-profit sector's work force – a sector of the economy worth over \$45 billion or nearly 10% of gross domestic product – the need for standards to protect their rights is becoming increasingly important.

The first set of standards for involving volunteers in not-for-profit organisations was developed by Volunteering Victoria in 1996. Later that year Volunteering Australia commissioned Volunteering Victoria to conduct a national consultation to further develop the standards with the view to adopting them as national standards. In 1997, after a comprehensive process of consultation and a number of changes, Volunteering Australia endorsed the standards. Since 1997 Volunteering Australia has run many sessions on the standards and received valuable feedback about their usefulness. This feedback has been used to help guide the development of this second edition of the National Standards for the Involvement of Volunteers in Not-For-Profit Organisations.

As part of Volunteering Australia's commitment to continually improve the national standards, we have established a standards review panel. This panel will be responsible for making all future changes, and improvements, to the standards. How well this task is performed will, of course, depend on receiving input from people and organisations using the standards. For this purpose your comments on the standards are invited via a questionnaire on page 60 of this publication.

Volunteer organisations come in all sizes and are resourced at all levels, often having only one thing in common – the commitment of the volunteers who work for them. The standards are designed to ensure that volunteers are not exploited because of their commitment, work in healthy and safe environments, and have the comfort of knowing what their role is. The standards are also designed to help organisations involve and retain the services of volunteers on whom they so depend.

In addition to these standards, we intend to develop a series of guides and manuals to assist volunteer involving organisations to implement the standards and work towards developing a quality volunteer management system within their organisation.

I would like to extend the review panel's sincere appreciation to the hundreds of people who were involved in the development of both editions of the standards. I commend the standards to you and trust that they will be a useful adjunct to your current management practices.

RIC HOLLAND
Chairperson

Standards Review Panel
Volunteering Australia Inc,
August 2001

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Introduction

The National Standards for Volunteer Involvement in Not-for-Profit Organisations represent what Volunteering Australia regards as ‘best practice’ in the management of volunteers.

The standards emphasise the importance of adopting a systems approach to managing volunteers; an approach that aims to meet the needs of volunteers so that they in turn are able to meet the needs of those to whom they provide a service. In this respect Volunteering Australia believes that not-for-profit organisations have a responsibility to volunteers to ensure their management practices are continually reviewed and improved.

Development of the standards

In 1996, Volunteering Victoria developed a set of standards as a spin-off outcome of a Home and Community Care (HACC) project. The project, which focused on the role of volunteers in food services, identified the need to develop best practice standards for the management of volunteers involved in food service delivery. Later that year Volunteering Australia commissioned Volunteering Victoria to undertake a national consultation to ‘road test’ the standards with a view to developing them as national standards. Consultations and focus groups were organised across Australia during 1996-97, and in February 1998, the standards were formally adopted by Volunteering Australia as national standards.

Since then, Volunteering Australia has actively sought feedback on the functionality of the standards at national and various state conferences and workshops. As a result of this feedback it was decided to develop new standards that embrace the full diversity of volunteer-involving organisations.

A national review panel has been established to guide the ongoing development of the standards. The panel’s primary role will be to identify and approve future changes to the standards based on feedback received from focus groups, sample surveys and organisational case

studies. An additional role of the panel will be to promote the standards throughout the sector and facilitate training and education initiatives.

The members of the Standards Review Panel are:

Ric Holland (Chair)	Uniting Church
Jo Fairbairn	MS Society Victoria
Anita Hinton	Eastern Volunteer Resource Centre
Joy Spawton	Volunteering SA
Conrad Powell	South Australian Volunteer Fire Brigades Association
Diane Morgan	Volunteering Queensland
Sha Cordingley	Volunteering Australia

Format of the standards

The standards cover the following aspects of volunteer involvement:

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

Each standard contains a brief statement that defines the scope of the standard and a set of criteria against which the level of achievement of that standard can be assessed. Also included is a brief summary of the main intent of each standard.

Preliminary notes

The national standards are generic. They describe what elements should be part of a ‘best practice’ system for managing volunteers but not how these elements should be designed or implemented. In other words, the standards endeavour to make explicit what is required for best practice whilst leaving it up to the organisation to decide how the requirement of each standard can best be met. This approach recognises that the needs of organisations involving volunteers vary and that the design and implementation of a management system must reflect the unique conditions and circumstances of an organisation.

It is noted that criteria 2.3 and 2.4 of the national standards encourage organisations to decide which criteria apply and which do not. If an organisation can satisfy itself that one or more criteria is truly not applicable to its “operational and functional context”, and can give sound reasons for this, then it is justified in not meeting the requirements of that standard.

The generic nature of the standards can sometimes pose difficulties with interpretation. For example, in a large organisation with multiple levels of management, at what level should the person with volunteer management responsibilities be positioned – upper, lower or middle? In this regard, the standards only require that organisations clearly define who is responsible for what, and provide the necessary personnel and resources to ensure an effective system for managing volunteers is in place. To assist in interpreting this and other key terms used throughout the standards, a glossary of definitions is provided.

The standards emphasise the need to document policies and procedures for all elements of the volunteer management system (see especially standard 7). And whilst this task may appear onerous, the intent is that organisations only document such policies and procedures that are appropriate to them. Consider, for example, a small not-for-profit organisation with only a handful of volunteers. In this instance it may not be an efficient use of limited resources to document a comprehensive set of policies and procedures for volunteer recruitment and selection. However, such documentation may be entirely appropriate for an organisation with a large volunteer contingency.

From a volunteer perspective, documentation is important for several reasons. First, volunteers need a point of reference to help protect their rights and avoid exploitation. Most paid workers can refer to an award, a contract or an industrial relations authority to protect their rights. However, volunteers, have no such recourse, unless their rights are embedded within a comprehensive system of documented policies and procedures.

Secondly, good documentation can stimulate an organisation to identify and improve its operational processes. When documenting policies and procedures, organisations invariably come across areas where inefficient and redundant practices are occurring. This in turn can trigger improvements being made in the way volunteers and customers of volunteers are managed.

Thirdly, when policies and procedures are systematically documented and implemented, an organisation can be assured of its operations, reliably measure its performance, involve volunteers in making process improvements, and help ensure that any gains are maintained.

Uses of the standards

Not-for-profit organisations can use the national standards in a number of ways:

- as an audit tool that provides an overall appreciation of where the organisation is placed with respect to best management practice for volunteer involvement;

- as a guideline or checklist to help identify opportunities for making improvements;
- as a framework of reference to assist in planning and establishing a new volunteer service;
- as a baseline from which progress in making improvements can be monitored and measured.

An organisation that is able to demonstrate compliance with the standards is well positioned strategically to recruit and retain more volunteers, as well as attract funding or sponsorship for new initiatives.

Self assessment

A sample worksheet that enables organisations involving volunteers to self-assess their compliance with the standards is provided in appendix 4. The worksheet is an assessment tool that can be used to identify where improvement is needed if the organisation is to comply with a particular standard.

The following rating scale is incorporated in the worksheet.

Rating code	Rating scale	Explanation
FA	Full attainment	Organisation fully meets the intent of the criterion.
PA	Partial attainment	Organisation has made some progress towards meeting the criterion.
NA	Non attainment	Organisation does not meet with the criterion.
IA	Inappropriate	The criterion is considered to be inappropriate or not relevant to the organisation.

Glossary of terms

Audit	A systematic examination of the volunteer management system to determine whether its activities comply with planned arrangements and whether these arrangements are achieving the organisation's objectives.
Authority and responsibility	This term refers to the authority and responsibility invested in a person to ensure that the system or managing volunteers is being implemented and adhered to by all concerned.
Climate survey	A confidential survey designed to assess morale and work satisfaction.
Continuous improvement	This term refers to the continual seeking out of opportunities to improve work and productivity. Continuous improvement can also be regarded as a philosophy of management that involves the active participation of people in teams to solve problems and make incremental improvements in the effectiveness and efficiency of operations.
Customer	A recipient or end-user of a product or service. Customers may be either 'internal' or 'external' to the organisation. An external customer is the ultimate user or beneficiary of a service, while an internal customer may be a unit or person within an organisation that benefits from a product or service.
Customer focus groups	Small groups of customers (usually between 7-12 persons) who meet with a moderator for about 2 hours to offer opinions, viewpoints and perceptions about a predetermined topic (e.g. customer requirements and expectations). To guide discussion, a sequence of questions is developed in advance.

Customer satisfaction survey	Is a method of customer research that involves surveying customers by means of a questionnaire (telephone, mail etc.) designed to focus on the expectations of customers and how well these expectations are being satisfied.
. . . developed and maintained	The word ‘developed’ refers to procedures that are documented and currently in use. ‘Maintained’ means reviewing and updating these procedures to ensure they remain relevant in the future.
Exit interviews	An interview conducted to elicit a volunteer’s reason for leaving the organisation. Exit interviews are usually semi-structured with the interviewer taking notes for later analysis to determine whether a person’s reason for leaving is symptomatic of a problem or issue that needs to be addressed.
Management representative	A person within the organisation who is designated the responsibility for managing volunteers and ensuring that the management system is meeting the requirements of the national standards.
Operational and functional context (of the organisation)	A qualifying term that encourages an organisation to use the standards as a guideline to develop a volunteer management system that is appropriate to its needs and circumstances. This allows the organisation to decide which standards do or do not apply, given the organisation’s scope, nature, size and activities.
Organisation (not-for-profit)	An enterprise, association or part thereof, which has as its primary objective, a social rather than economic purpose, and which reinvests any financial surpluses in the services or products it offers.
Organisation management	This term refers to those personnel in the organisation that have final decision-making authority and responsibility for the conduct of the organisation and the outcomes it achieves. For the purpose of these standards, organisation management may include the board of management, paid or unpaid executive management, or both.
Policy	A statement of agreed intent that clearly and unequivocally sets out an organisation’s views with respect to a particular matter.
Procedure	A clear step-by-step method for implementing an organisation’s policy or responsibility.
Skills (hard and soft)	‘Hard’ skills refer to those technical skills and knowledge required to competently perform actual job/work tasks. ‘Soft’ skills refer to the non-technical skills required to support and reinforce ‘continuous improvement’ e.g. teamwork, problem solving, communication, leadership etc.

Quality	The totality of features and characteristics of a service or product that bear on its ability to satisfy stated or implied needs.
Quality improvement	A continuous and systematic process for identifying, implementing and consolidating improvements in the processes and procedures involved in delivering a service or product to customers.
Quality system	This term refers to the organisational structure, responsibilities, processes, procedures, and resources for implementing an effective and efficient system of management.
Risk management	The systematic application of management policies, processes and procedures to the task of identifying, analysing, assessing, treating and monitoring risk.
Service	This term refers to results generated from activities designed to meet the needs of both external and internal customers.

1 Policies and Procedures

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.

POLICIES AND PROCEDURES

This standard is concerned with the organisation clearly setting out its vision, direction and operational framework for involving volunteers.

What is the intent of this standard?

The intent of this standard is for an organisation to clarify its underlying philosophy for involving volunteers and establish a policy and procedural framework that will provide direction and structure to the way volunteers are managed. Within the framework, an organisation should ensure that its practices are consistent with certain basic principles for involving volunteers (see appendices 1, 2 and 3). Reference to these principles is made in criterion 1.2 of this standard.

The standard specifically requires the development of:

- a general policy that commits the organisation to establishing an effective system for managing volunteers;
- management system policies that state the organisation's intentions with respect to key elements of the volunteer management system;
- operational procedures that describe how the policies of the organisation will be accomplished.

At each of these levels the standard requires that volunteer policies be (1) defined, (2) documented, (3) understood by those whom the policies affect, (4) implemented, and (5) maintained.

Having developed and implemented these policies and procedures, the standard further states that they be reviewed at intervals determined by the organisation as appropriate to ensure that they remain relevant and effective.

STANDARD 1 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.

Criteria

General policy

- 1.1 Does the organisation have a written general volunteer policy that describes its intentions with respect to involving volunteers? This policy should clearly state the organisation's:
 - a) general philosophy on volunteer involvement;
 - b) commitment to establishing and maintaining a quality system for managing volunteers;
 - c) broad objectives for involving volunteers;
 - d) line of authority and accountability for managing and implementing the quality system.

- 1.2 Does the general volunteer policy affirm the organisation's compliance with:
 - a) the Definition and Principles of 'Formal Volunteering' (see appendix 1);
 - b) the Rights of Volunteers (see appendix 2);
 - c) the Model Code of Practice for Organisations Involving Volunteers; (see appendix 3);
 - d) the 'National Standards for Involving Volunteers in Not-For-Profit Organisations';
 - e) any recognised standards that may be relevant to the specific functions of the organisation?

- 1.3 Is the general volunteer policy made widely available, and understood, throughout the entire organisation?

Management system policies

- 1.4 Does the organisation have written policies covering key activities of the system for managing volunteers? Such activities may typically include:
 - a) developing policies and procedures;
 - b) fulfilling management responsibilities;
 - c) managing the work and workplace of volunteers;
 - d) recruiting volunteers;

- e) training and developing volunteers;
- f) managing volunteer delivered services;
- g) maintaining documentation and record-keeping;
- h) continually improving the management system.

1.5 Are the management system policies consistent with the organisation's general policy?

1.6 Are the management system policies simply and clearly stated?

1.7 Are the management system policies made available to, and understood by, all volunteers?

Operating procedures

1.8 Does the organisation have written procedures that support and supplement its management system policies? Such operating procedures cover a wide area and typical examples may include:

- a) policy/procedure development and review;
- b) management system reviews;
- c) pre-employment reference checks and/or police checks;
- d) use of, and access to, confidential personal information;
- e) use of private motor vehicles and insurance;
- f) volunteer grievances;
- g) planning and conducting system audits;
- h) volunteer recognition;
- i) volunteer work appraisal/feedback;
- j) volunteer screening, interview and selection;
- k) controlling system documentation.

1.9 Do these procedures describe how the organisation's management system policies are to be implemented or controlled?

1.10 Are these procedures made available to, and understood, by volunteers on a needs-to-know basis?

1.11 Are these procedures simply stated, and presented in accordance with an agreed and consistent format?

Policy and procedure reviews

- 1.12 Does the organisation review and evaluate its general volunteer policy, management system policies and operating procedures at sufficient intervals to ensure their continuing suitability and effectiveness?
- 1.13 Are procedures established and maintained for making changes, modifications or additions to these policies and procedures? Such procedures should ensure that any changes are:
 - a) based on an identified and agreed need for change;
 - b) communicated to, and understood by, those for whom they are intended;
 - c) implemented and maintained.
- 1.14 Are effective means established for incorporating the views of volunteers when reviewing or updating the general volunteer policy, management system policies and operating procedures?
- 1.15 Are records of all policy and procedure reviews and changes kept and dated for future reference?

Management Responsibility

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.

2

Management Responsibility

This is one of the most important standards to implement effectively. If management gives practical effect to the vision and direction set out in the organisation's policies, then all other standards will fall into place.

What is the intent of this standard?

The intent of this standard is for the organisation to establish a management system that is capable of effectively implementing volunteer policy directions.

The standard allows an organisation to structure its management system in any way it sees fit, so long as the intent and requirements of the standard is met and the system is effective in producing good outcomes for volunteers and the customers of volunteers.

The requirements for this standard are basic to good management practice and include:

- establishing a management system that is able to meet all appropriate standards and has clear and understood lines of responsibility;
- ensuring that the system is able to identify and effectively manage any existing or potential areas of risk;
- defining who is directly responsible and has authority for implementing and maintaining the management system;
- fulfilling community expectations in areas such as the environment, ethical practices, accountability for expenditure of public monies, public health and safety;
- reviewing the management system to ensure it is meeting the organisation's policy objectives;
- ensuring that the management system is sufficiently resourced to enable it to function effectively.

STANDARD 2 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.

Criteria

Management system

- 2.1 Does the organisation have an identifiable and defined system for managing volunteers?
- 2.2 Is the system for managing volunteers the primary means by which the organisation implements and maintains its volunteer policies?
- 2.3 Are means established for ensuring that the volunteer management system conforms to those requirements of the National Standards that have been deemed as appropriate to the operational and functional context of the organisation?
- 2.4 Are reasons documented where it is considered that the National Standards are not appropriate to the operational and functional context of the organisation?
- 2.5 Does the organisation apply systematic risk management processes and practices to the tasks of identifying, analysing, assessing and monitoring risk for such matters as:
 - a) volunteer/customer dissatisfaction;
 - b) unfavourable publicity;
 - c) mismanagement;
 - d) a threat to physical safety of volunteers/customers;
 - e) failure of equipment or computer systems;
 - f) a breach of legal or contractual responsibility;
 - g) fraud;
 - h) deficiencies in financial controls and reporting?
- 2.6 Are effective methods established to treat, avoid, or minimise any emerging or potential risks?
- 2.7 Are lines of reporting and communication clearly defined for all areas in the organisation where volunteers interface?

Authority and responsibility

- 2.8 Does the organisation have a designated management representative with defined authority and responsibility to implement and maintain the volunteer management system?

- 2.9 Is the authority and responsibility of the management representative documented and dated in a duty statement. The duty statement should include:
- a) key areas of responsibility;
 - b) decision making authority;
 - c) line of accountability;
 - d) skills required (e.g. education, experience, training).
- 2.10 Has the organisation determined the required level of competence, experience and training to ensure the capability of the management representative?
- 2.11 Does the management representative occupy a position within the organisation's overall management structure that is at an appropriate level considering the scope, nature, and extent of responsibility?
- 2.12 Is the management representative involved in all organisational decisions likely to affect volunteers and the volunteer management system?

Social responsibilities

- 2.13 Does the volunteer management system observe its social and legal responsibilities to the community for such matters as:
- a) conservation of the environment;
 - b) ethical and non-discriminatory management practices;
 - c) accountability for expenditure of public monies;
 - d) contributing to the knowledge base and general development of the volunteer sector;
 - e) public health and safety?
- 2.14 Are social responsibilities to the community reflected in the organisation's volunteer policies or other official documentation?
- 2.15 Are reviews of these social responsibilities conducted at appropriate intervals and actions taken in response to identified issues and concerns?

Management review

- 2.16 Does the organisation review the suitability and effectiveness of the volunteer management system at appropriately scheduled intervals? Such a review will typically include:
- a) evaluations of the overall effectiveness of the management system in achieving its stated policy objectives;
 - b) evaluations of the results of internal audits of key elements of the volunteer management system;

- c) considerations for updating the management system in relation to changes in strategic direction, resource allocation decisions, increased understanding of actual operations and improvements made in operating processes.

2.17 Are the results, findings, and recommendations of the management review documented and brought to the attention of the organisation's management?

2.18 Are records of management reviews kept and maintained?

Resources

2.19 Does the organisation allocate appropriate and sufficient resources to enable the volunteer management system to be effectively implemented, maintained and reviewed?

2.20 Is the time allocated to the management representative sufficient considering the nature, size and complexity of the role?

2.21 Does the volunteer management system have an identifiable budget?

2.22 Is the management representative involved in the planning, negotiation and deployment of this budget?

2.23 Are sufficient clerical, word processing, and administrative resources available to support the effective functioning of the volunteer management system?

2.24 Does the organisation have an established method for identifying and addressing the training and development needs of the management representative?

2.25 Does the management representative have opportunities to access:

- a) appropriate professional development and training;
- b) relevant external learning and support networks?

3 Recruitment Selection and Orientation

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.

3

Recruitment Selection and Orientation

This standard addresses the area that many organisations involving volunteers find the most difficult: that is, attracting and retaining volunteers.

What is the intent of this standard?

The intent of this standard is to ensure that the process of recruiting volunteers (1) is non-discriminatory, (2) is controlled in terms of following established procedures, and (3) meets the needs of both volunteers and the organisation.

The standard is based on the premise that a planned and systematic approach to recruiting and selecting volunteers will provide the organisation with the best possible basis for attracting and keeping the optimum number of effective volunteers.

Specifically, the standard requires that an organisation:

- plans its volunteer recruitment and selection strategies based on the collection and analysis of factual data;
- handles all expressions of interest in volunteering in a non-discriminatory and expeditious manner;
- properly informs potential volunteers about the organisation, including how and to whom application for a volunteer position can be made;
- develops appropriate procedures to screen applicants and control the selection process;
- provides volunteers with an orientation program as soon as possible after joining the organisation.

STANDARD 3 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.

Criteria

Policy and planning

- 3.1 Does the organisation have a written policy on the recruitment, selection and orientation of volunteers? Such a policy should at least cover:
 - a) the objectives and rationale for recruiting, selecting and orienting volunteers;
 - b) the recruitment of volunteers only for designated volunteer positions;
 - c) compliance with Equal Employment Opportunity principles and practices, including advertising material.
- 3.2 Is responsibility and authority for implementing and maintaining this policy clearly designated?
- 3.3 Does the organisation collect information that is relevant to planning for volunteer recruitment and selection? This information may typically include:
 - a) the optimal number of volunteers the organisation wishes to recruit and can effectively manage at any one time;
 - b) the nature of the work and positions to be held by volunteers;
 - c) the knowledge, skills and attributes required of volunteers to perform the work;
 - d) potential sources and methods of recruitment, and the relative effectiveness of each;
 - e) alternative methods of advertising for volunteers;
 - f) other options for applicants not selected for volunteer positions or who are in excess of optimal targets;
 - g) the legal requirements to be met (e.g. equal opportunity).
- 3.4 Is this information analysed and used to assist in planning and implementing volunteer recruitment and selection strategies?
- 3.5 Does the organisation have a contact person responsible for dealing with initial inquiries for volunteer positions?
- 3.6 Is this contact person trained to respond effectively to the inquiries of potential volunteer applicants?

Selection procedures

- 3.7 Does the organisation acknowledge all inquiries from potential volunteer applicants?
- 3.8 Is relevant material distributed in response to inquiries from potential volunteers? This material may typically include:
- a) details about the organisation (mission, purpose etc);
 - b) types of volunteer positions available and the nature of the work;
 - c) an application form (if applicable);
 - d) the knowledge, skills and attributes required;
 - e) clear instructions on how, when and where to apply;
 - f) the name and telephone number of the contact person.
- 3.9 Are appropriate procedures developed and maintained to screen the suitability of applicants for volunteer positions?
- 3.10 Are documented selection criteria developed for each different volunteer position?
- 3.11 Are procedures established and maintained to control volunteer selection? Such procedures will typically cover:
- a) developing and reviewing selection criteria;
 - b) determining who should be interviewed by whom;
 - c) dealing with applicants who do not meet the criteria established for the available positions;
 - d) preparing for and conducting interviews;
 - e) following up personal references;
 - f) checking credentials;
 - g) making the selection decision;
 - h) advising successful and unsuccessful applicants;
 - i) referring unsuccessful applicants to appropriate alternative avenues to pursue other volunteer work;
 - j) handling and storing application and selection documentation;
 - k) evaluating the recruitment and selection process.
- 3.12 Is provision made for volunteer applicants to undergo a police check prior to undertaking work that involves direct and unsupervised contact with vulnerable members of the public?

- 3.13 Are appropriate procedures established and maintained for the carrying out of these police checks?

Volunteer orientation

- 3.14 Does the organisation provide an orientation for newly appointed volunteers? An orientation may typically cover:
- a) the organisation's mission, goals and activities;
 - b) the organisation's commitment to the definition and principles of volunteering, the rights of volunteers, the model code of practice for organisations involving volunteers, and the national standards for involving volunteers;
 - c) the role, functions and responsibilities of volunteers;
 - d) the structure of the volunteer management system;
 - e) relevant operating policies, procedures and work forms;
 - f) the lines of authority, accountability and communication;
 - g) an introduction to risk management and health and safety issues;
 - h) legal and statutory requirements;
 - i) introductions to other volunteers and staff;
 - j) a guided tour of the building, site or office as appropriate;
 - k) confidentiality and customer rights;
 - l) volunteer training calendar or timetable;
 - m) familiarisation with volunteer amenities, work conditions and entitlements.
- 3.15 Does the orientation of volunteers include a package of information that covers all key aspects of the volunteer management system appropriate to volunteers?
- 3.16 Do new volunteers receive the orientation program as soon as possible after recruitment to the organisation?
- 3.17 Is responsibility and authority for the planning and implementation of volunteer orientation clearly designated?

4 Work and the Workplace

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.

4

Work and the Workplace

This standard is crucial to an organisation retaining its volunteers following on from the process of recruitment, selection and orientation.

What is the intent of this standard?

The intent of this standard is to ensure that gains made in recruiting, selecting and orienting volunteers are consolidated by providing volunteers with satisfying work within a supported environment.

In particular, the standard calls for processes and procedures that control, monitor and review not only the work of volunteers but also the environment in which that work takes place. Such processes and procedures build on two basic rights of volunteers – the right to satisfying and meaningful work, and the right to work in a healthy and safe environment.

To achieve this the standard specifically requires that:

- the job roles of volunteers are documented and regularly reviewed;
- the work of volunteers is controlled and supported by defined processes and procedures;
- information is gathered about work satisfaction and occupational health and safety from a wide range of sources;
- effective channels of communication with volunteers are established;
- appropriate processes are established to monitor, identify and address all health, safety and work satisfaction issues.

STANDARD 4 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.

Criteria

Volunteer roles

- 4.1 Does the organisation have a written job description for each different volunteer position? The job description should include:
- key areas of responsibility;
 - knowledge, skills and attributes which are essential or desirable;
 - supervisory and support arrangements;
 - lines of accountability and communication;
 - any necessary liaisons with other personnel in the organisation.
- 4.2 Are procedures developed and maintained for defining, reviewing, and updating volunteer job descriptions?
- 4.3 Is input sought from volunteers when reviewing and updating the job descriptions of volunteers?
- 4.4 Does the organisation maintain accurate and up to date attendance records and time sheets for all volunteer staff?
- 4.5 Does the organisation provide for the timely and efficient reimbursement of volunteers' out-of-pocket expenses?
- 4.6 Has the organisation a documented disciplinary procedure based on an appropriate warning system with provision for the volunteer to involve an advocate of their choice?

Work satisfaction

- 4.7 Are effective and timely methods established for communicating with volunteers? Typical examples of these methods will include:
- briefings by management;
 - communiques, bulletins, notices etc;
 - individual and team supervisory sessions/consultations;
 - provision of written material.

- 4.8 Do volunteers have regular opportunities to meet together to discuss work issues of mutual interest?
- 4.9 Are methods established to elicit information from volunteers about their satisfaction with the work and the work environment? Typical examples of these methods may include:
- a) quantitative data collection (e.g. volunteer retention/turnover rates, grievances);
 - b) climate surveys;
 - c) exit interviews.
- 4.10 Is the data collected from these methods analysed and converted into information that is useful to addressing volunteer satisfaction issues?
- 4.11 Are procedures established and maintained to effectively deal with grievances from volunteers? These procedures will typically cover:
- a) the process for a volunteer lodging a grievance;
 - b) the process for receiving, investigating and addressing volunteer grievances;
 - c) the need for prompt action;
 - d) volunteer access to an independent mediator (if required);
 - e) provision for the aggrieved person to be informed of the outcome of the investigation.
- 4.12 Are the grievance procedures made available to, and understood by, volunteers?
- 4.13 Are records kept of volunteer grievances and the actions taken to resolve them?

Health and safety

- 4.14 Does the organisation have a written policy on occupational health and safety for volunteers? Such a policy will typically cover:
- a) the objectives and rationale for protecting the health, safety and well being of volunteers;
 - b) compliance with all relevant legislation and guidelines;
 - c) informing and educating volunteers on their rights and responsibilities;
 - d) the designation of a person or committee responsible for developing, implementing and maintaining the organisation's health and safety policy for volunteers.

- 4.15 Are procedures developed and maintained to ensure that all relevant health and safety issues related to the work and the work environment of volunteers are addressed? Such procedures should typically cover:
- a) identifying and responding to health and safety hazards;
 - b) the reporting and recording of volunteer and customer accidents/injuries;
 - c) guidelines for the safe use of equipment;
 - d) measures to support the general health and well being of volunteers (e.g. regular breaks, QUIT smoking campaigns, vaccinations, driving skills);
 - e) security measures for volunteers involved in work activities outside the organisation's premises, or outside normal working hours.
- 4.16 Does the organisation adequately insure its volunteers for personal injury and liability and inform its volunteers accordingly?
- 4.17 Do volunteers have access to critical/stressful incident debriefing?
- 4.18 Are volunteers regularly trained to understand and appropriately respond to matters concerning their health and safety?
- 4.19 Are facilities and equipment for volunteers appropriate to protecting their health, safety and comfort? Examples may include:
- a) safe and clean floor coverings;
 - b) ergonomic furniture and office equipment;
 - c) secure storage for personal belongings;
 - d) hygienic toilet facilities;
 - e) first aid kit and designated sick bay;
 - f) appropriate lighting, heating and ventilation.

5 Training and Development

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

5

Training and Development

A well-trained and developed work force of volunteers is more critical to the successful performances of the volunteer management system than any other single factor.

What is the intent of this standard?

The intent of this standard is for an organisation to establish a systematic program that provides needs-based training to volunteers. The standard calls for this to be accomplished by training volunteers in both job performance skills and organisational development skills such as teamwork, communication and problem solving.

The standard also requires that processes be deployed which support and complement the training of volunteers. These include providing feedback to volunteers about their work and giving appropriate recognition to the contribution they make to the organisation as a whole.

The specific requirements of this standard focus on:

- developing policies and procedures that detail the organisation's approach to volunteer training and development;
- allocating responsibility and resources to training and development;
- providing training to address identified needs;
- monitoring the work of volunteers and providing appropriate feedback;
- recognising, formally and informally, the contribution made by volunteers to the organisation and to the community.

STANDARD 5 An organisation that involves volunteers shall ensure that volunteers obtain the knowledge, skills, feedback on work, and the recognition needed to effectively carry out their responsibilities.

Criteria

Policy and resources

- 5.1 Does the organisation have a written policy on the training and development of volunteers? Such a policy will typically cover:
- the objectives and rationale for the training and development of volunteers;
 - the range and extent of volunteer training available;
 - the monitoring and appraisal of volunteer work performance;
 - the provision of feedback to volunteers about their work performance.
- 5.2 Is responsibility and authority for initiating and implementing this policy clearly designated?
- 5.3 Does the organisation have an identifiable and adequate budget for volunteer training and development?
- 5.4 Are funds available for the purchase of books, articles, and resource materials to support volunteers in their work?
- 5.5 Does the organisation provide its personnel with training opportunities on working with volunteers, where this may be appropriate?

Training and development

- 5.6 Does the organisation have planned actions and methods for identifying the training and development needs of volunteers?
- 5.7 Does the organisation ensure that all volunteers receive written and verbal instruction on:
- how to perform their tasks and responsibilities to the standards specified by the organisation;
 - the relationship between their tasks and responsibilities and the overall goals or mission of the organisation;
 - the implications of poor work performance on the customer and the organisation?
- 5.8 Does the organisation give appropriate and balanced emphasis to providing volunteers with training in both 'hard' and 'soft' skills?

- 5.9 Are procedures developed and maintained for ensuring that the skills and knowledge of volunteers remain current and fit for purpose?
- 5.10 Are records kept and maintained on the type and scope of training needed and received by each volunteer?
- 5.11 Are volunteers involved in identifying their own training and development needs?
- 5.12 Is volunteer participation in training an expectation that is communicated to volunteers at the time of their recruitment to the organisation?
- 5.13 Are volunteers provided with opportunities to access external training where this may be appropriate?
- 5.14 Are opportunities provided to volunteers to participate in joint training activities with other personnel in the organisation?

Work appraisal

- 5.15 Does the organisation monitor and assess the individual and/or teamwork performance of volunteers?
- 5.16 Are appraisals of the work of volunteers conducted at appropriately scheduled intervals? Such work appraisals should typically involve:
- a) reviewing volunteer duty statements;
 - b) considering achievements in relation to goals set;
 - c) individual and/or team self-assessment of performance;
 - d) identifying any further training and skill development needs;
 - e) identifying and addressing any obstacles to achieving goals.
- 5.17 Are volunteer work appraisals linked to, and part of, the volunteer management system's activities for continuous improvement?

Volunteer recognition

- 5.18 Does the organisation have planned actions and activities that recognise the contribution made by volunteers? Examples of typical actions and activities include:
- a) references made in the organisation's annual report;
 - b) service recognition (e.g. certificates of service, award and medal nominations);
 - c) special formal and informal occasions;

- d) recognition of personal milestones and achievements (e.g. birthdays, anniversaries);
- e) media releases.

5.19 Does the organisation formally recognise National Volunteer Week and International Volunteer Day?

6 Service Delivery

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.

6

Service Delivery

This standard provides the justification for all the other national standards.

What is the intent of this standard?

The intent of this standard is that all processes involved in volunteers delivering a service or product to customers should be (1) identified and documented, (2) planned, reviewed and updated as necessary and (3) carried out under controlled conditions in accordance with specified service delivery standards. The term ‘controlled conditions’ means that:

- processes and procedures that define the manner in which volunteers deliver their services should be documented;
- the performance of volunteers should be monitored against appropriate service delivery standards;
- volunteers should receive training to carry out service delivery processes and procedures to the required standard;
- formal reviews of volunteer-delivered services should be regularly conducted to ensure that the services are meeting customer needs.

In general, the standard requires that an organisation knows what it takes to deliver a service or product by volunteers and can identify and control the sequence of activities involved. The outcome of such activities, if properly carried out, will be processes that are predictable, known and understood by volunteers.

In some organisations the volunteer management system may have little direct responsibility or control over the quality of the actual service or product that is delivered to the ultimate consumer. A situation may therefore arise where volunteers are delivering a service in a manner that is consistent with good practice yet the actual product is inferior. For example, a

volunteer-based ‘meals on wheels’ service may involve two separate production processes – the process of producing the meal and the process of delivering it. If these two processes are controlled under separate management systems then the standard only applies to the system that directly involves volunteers – in this example, the process by which the meal is delivered.

STANDARD 6 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.

Criteria

Management responsibilities

- 6.1 Is responsibility and authority for the design, monitoring and review of the services provided by volunteers clearly designated?
- 6.2 Has the organisation developed measurable performance standards for the services delivered by volunteers? Such standards should be derived from:
 - a) customer requirements and expectations;
 - b) other relevant industry standards;
 - c) input from volunteers that provide the service.
- 6.3 Are procedures developed and maintained for:
 - a) delivering the services provided by volunteers;
 - b) verifying that the services delivered meet the required standards?
- 6.4 Do volunteers receive appropriate training and instruction in carrying out the service delivery procedures to the required standard? Such training and instruction may also include:
 - a) handling and resolving customer complaints and problems;
 - b) following up with customers to determine satisfaction;
 - c) identifying and reporting back opportunities where improvements could be made in the delivery of the services;
 - d) the use of equipment, facilities or materials as these impact on service delivery standards.
- 6.5 Are systems and procedures established and maintained to ensure that the equipment, facilities and materials used by volunteers are:
 - a) suitable for intended use;
 - b) meet agreed and documented quality requirements;
 - c) accompanied by practical instructions for use, including written instructions if necessary?

- 6.6 Are volunteers provided with appropriate and as needed supervisory and debriefing support to deal with customer issues, problems or queries?

Services review

- 6.7 Does the organisation conduct a formal review of the services provided by volunteers? This review should include evaluation of:
- a) the extent to which volunteer delivered services meet customer needs and expectations;
 - b) the specified service delivery standards, procedures and processes to determine continuing suitability and effectiveness;
 - c) the information, training and development needs of volunteers;
 - d) the adequacy of resources (e.g. equipment, materials), available to volunteers to meet all service obligations;
 - e) the suitability of the service continuing to be delivered through volunteer designated positions.
- 6.8 Are formal reviews of the services provided by volunteers carried out at appropriately scheduled intervals?
- 6.9 Are mechanisms established to actively involve volunteers in the design and review of service delivery standards, processes and procedures?
- 6.10 Does the organisation have an established system and procedure for making changes to service delivery standards, procedures and processes? This system and procedure should ensure that:
- a) a need for change is verified as warranted;
 - b) changes are properly planned, approved, implemented and recorded;
 - c) volunteers affected by the change are represented in decision making and approval of the change;
 - d) the impact of any change is evaluated to ensure it produces the expected results and does not diminish the quality of service provided by volunteers;
 - e) all volunteers and customers are informed when changes are made that will affect the services provided by volunteers.
- 6.11 Are procedures established and maintained to facilitate volunteers identifying and reporting where changes may need to be made to service delivery standards, processes, and procedures?

- 6.12 Is responsibility and authority for authorising process and procedure changes and monitoring the impact of these changes on customers and volunteers clearly designated?
- 6.13 Are methods established to assess the customer's level of satisfaction with the services delivered by volunteers? These methods may typically include:
- a) customer satisfaction surveys;
 - b) customer focus groups;
 - c) individual customer consultations;
 - d) customer feedback systems - complaints and compliments.
- 6.14 Is the customer's level of satisfaction with the services provided by volunteers recorded and the outcomes of the assessments communicated to volunteers?



Documentation and Records

An organisation 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.

Documentation and Records

This standard is a traditional requirement found in most industry standards. The standard indicates the type of documents and records that need to be developed and controlled.

What is the intent of this standard?

This standard requires an organisation to develop and control all documents and records relating to the operations of its volunteer management system.

As a practical result of documenting policies, procedures and processes, organisations frequently identify and address areas where breakdowns in internal communications are occurring.

Documentation also supports improvement in other ways. When policies and procedures are documented, an organisation can reliably monitor its performance, collectively involve others in making improvements, and formally capture improvements to help ensure that the gains are maintained.

The basic requirements of the standard centre around ensuring that:

- the personnel records of volunteers are validated and kept confidential;
- all documents and records are identified, collected, filed, maintained and disposed of in a systematic and orderly fashion;
- pertinent documents, including revisions, are made available to all volunteers;
- procedures are established to control all documents, including how changes are to be made to those documents.

STANDARD 7 An organisation 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.

Criteria

Personnel records

- 7.1 Does the organisation collect and maintain confidential personnel records for each volunteer? These personnel records may typically include:
- a) an application form;
 - b) emergency telephone numbers;
 - c) details of next of kin (or information that the organisation may need to know in the event of an emergency, illness or accident);
 - d) the results of police checks;
 - e) the results of pre-employment reference audits;
 - f) records of attendance and training;
 - g) records of incidents/accidents etc.
- 7.2 Are the personnel records of volunteers verified as valid, updated as required and readily retrievable?
- 7.3 Are the personnel records of volunteers kept in a secure and confidential place, accessed only by designated personnel and destroyed after a defined period?
- 7.4 Are procedures established and maintained to ensure the confidentiality of, and volunteer access to, their own personnel records?
- 7.5 Are these procedures available to, and understood by, volunteers?
- 7.6 Does the organisation provide verbal and/or written references for volunteers when requested?

System documentation and control

- 7.7 Does the organisation keep sufficient documents and records to demonstrate effective operation of the volunteer management system? The types of documents and records requiring control should typically include:
- a) the organisation's general volunteer policy;
 - b) volunteer management system policies;

- c) procedures and related work documents;
 - d) confidential personnel records of volunteers;
 - e) management structures, responsibilities and lines of authority and accountability;
 - f) relevant job descriptions;
 - g) minutes of meetings and reviews;
 - h) reference material (e.g. 'Volunteer Rights', 'Definition and Principles of Volunteering', relevant industry standards, organisation mission statement, legal documents).
- 7.8 Are these documents and records legible, dated and maintained in an orderly and systematic manner?
- 7.9 Are procedures established and maintained to control system documents and records? Such procedures should typically cover:
- a) identifying, collecting and filing of documents and records;
 - b) reviewing and making changes, modifications or additions to documents and records;
 - c) maintaining a master list or equivalent document to identify the current applicability and revision status of documents and records;
 - d) approving documents and records by authorised personnel;
 - e) releasing and making available documents and records in areas of the organisation where they are needed;
 - f) removing documentation when obsolete.
- 7.10 Is a suitable method established for identifying and distributing relevant system documentation to volunteers?
- 7.11 Are system documents and records easily retrievable and kept in a secure confidential place?
- 7.12 Are system documents relevant to volunteers organised in a form that is easily accessed by, and acceptable to, volunteers?

Continuous Improvement

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.

8

Continuous Improvement

This standard is designed to answer three basic questions: (1) Does the organisation have an effective system for managing volunteers? (2) Is the system being followed? and (3) Is there a process in place to improve the system?

What is the intent of this standard?

This standard requires that an organisation takes a pro-active and planned approach when assessing the effectiveness of its volunteer management system. This approach involves collecting relevant data about the day-to-day operations of the management system and feeding such information into a systematic and continuous process for improving its effectiveness and efficiency.

One of the practical requirements of the standard is to conduct regular audits of the management system to help prevent improvement efforts becoming spasmodic and ineffective.

The principle requirements of the standard include the following:

- the organisation should develop a policy and commit resources to making system improvements;
- relevant data should be collected to enable the effectiveness of all elements of the volunteer management system to be assessed;
- scheduled audits should be carried out in accordance with planned and defined procedures;
- the results of the audit should be documented and brought to the attention of appropriate personnel;
- corrective actions should be taken to address any areas identified in the audit as needing to be improved.

STANDARD 8 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.

Criteria

Policy and resources

- 8.1 Does the organisation have a written policy that commits the organisation to making continuous improvements in its volunteer management system? Such a policy may typically cover:
- the objectives and rationale for making continuous improvements in the system for managing volunteers;
 - the need for a planned and systematic approach to continuous improvement;
 - linking continuous improvement activities with everyday functions and operations;
 - the need to address short term and long term quality improvement.
- 8.2 Is responsibility and authority for planning, managing and coordinating continuous improvement activities clearly designated?
- 8.3 Are adequate resources (e.g. time, personnel, practical support, skills development) made available to undertake continuous improvement activities?

Data collection and analysis

- 8.4 Does the organisation monitor and collect data on the outcomes of the services delivered by volunteers? This data will typically include:
- solicited customer feedback (e.g. customer surveys, focus groups);
 - unsolicited customer feedback (e.g. customer complaints, compliments);
 - conclusions and recommendations from service quality audits?
- 8.5 Does the organisation monitor and collect data on the satisfaction of volunteers with the organisation as well as with their day-to-day work? This data will typically include:
- solicited volunteer feedback (e.g. climate surveys, grievances);
 - unsolicited volunteer feedback (compliments, complaints);
 - feedback from team meetings;
 - feedback from volunteer exit interviews.

- 8.6 Does the organisation monitor and collect data in other areas of the volunteer management system to support the continuous improvement? This data may include:
- the numbers and length of any vacancies for volunteer positions;
 - the numbers of volunteers recruited per campaign/time period;
 - volunteer retention and turnover rates;
 - absenteeism and attendance of volunteers;
 - volunteer participation in training and development programs.
- 8.7 Is the data that is collected from the various sources compiled, analysed and converted into meaningful information about which the organisation can take appropriate action?

Quality improvement

- 8.8 Does the organisation carry out audits of the various elements of the volunteer management system to determine:
- the effectiveness of the system in achieving its stated objectives;
 - compliance with all documented policies and procedures;
 - compliance with the national standards?
- 8.9 Are these audits comprehensive and cover all areas and activities within the volunteer management system? The areas and activities covered should typically include:
- organisational and management structures;
 - management operations, processes and resources;
 - documentation and record keeping;
 - data collection systems;
 - volunteer work areas, operations and processes;
 - personnel, equipment and facilities.
- 8.10 Is an appropriate plan formulated to carry out audits? The format for the plan should cover:
- the reasons for carrying out the audit (e.g. scheduled interval, a reported deficiency, organisational change);
 - the specific activities and areas to be audited;
 - who will be responsible for the conduct of the audit;
 - who will be involved;

- e) the standards to be used (e.g. national standards, industry standards);
 - f) criteria for priority setting;
 - g) procedure for reporting audit findings.
- 8.11 Are audits conducted on a regular basis, either at appropriately scheduled intervals or in response to some reported deficiency?
- 8.12 Are audits of the volunteer management system carried out by competent personnel, ideally independent of the areas or activities being audited?
- 8.13 Are the results, findings and recommendations of the audit documented and brought to the attention of the organisation's management?
- 8.14 Are appropriate followup actions identified, prioritised and implemented to improve the volunteer management system following completion of an audit?
- 8.15 Is the effectiveness of the actions taken to improve the quality of the volunteer management system evaluated?
- 8.16 Are the audits and follow up actions conducted in accordance with established procedures?

Feedback sheet

1 Do you find the National Standards useful? Yes No

Any general comments?

2 Are there any areas in the standards that you find difficult to understand or interpret?

3 Are there any criteria that you believe should not be in the standards?

Appendix 1

Definition of Formal Volunteering

Formal volunteering is an activity which takes place in not for profit organisations or projects and is undertaken:

- to be of benefit to the community and the volunteer;
- of the volunteer's own free will and without coercion;
- for no financial payment; and
- in designated volunteer positions only.

Principles of Volunteering

- 1 Volunteering benefits the community and the volunteer.
- 2 Volunteer work is unpaid.
- 3 Volunteering is always a matter of choice.
- 4 Volunteering is not compulsorily undertaken to receive pensions or government allowances.
- 5 Volunteering is a legitimate way in which citizens can participate in the activities of their community.
- 6 Volunteering is a vehicle for individuals or groups to address human, environmental and social needs.
- 7 Volunteering is an activity performed in the not for profit sector only.
- 8 Volunteering is not a substitute for paid work.
- 9 Volunteering respects the rights, dignity and culture of others.
- 10 Volunteering promotes human rights and equality.

Appendix 2

Volunteer Rights

Unlike paid staff, volunteers are not covered by award conditions or work place agreements. Volunteers, however, do have rights, some of which are enshrined in legislation and some of which are the moral obligations of an organisation involving volunteers. The following list is the basis of your rights as a volunteer.

As a volunteer you have the right

- to work in a healthy and safe environment (refer to individual state Occupational Health and Safety Act[s]);
- to be interviewed and employed in accordance with equal opportunity and anti discrimination legislation;
- to be adequately covered by insurance;
- to be given accurate and truthful information about the organisation for which you are working;
- to be reimbursed for out-of-pocket expenses incurred on behalf of the organisation for which you are working;
- to be given a copy of the organisation's volunteer policy and any other policy that affects your work;
- not to fill a position previously held by a paid worker;
- not to do the work of paid staff during industrial disputes;
- to have a job description and agreed working hours;
- to have access to a grievance procedure;
- to be provided with orientation to the organisation;
- to have your confidential and personal information dealt with in accordance with the principles of the Privacy Act 1988; and
- to be provided with sufficient training for you to do your job.

Appendix 3

Model Code of Practice for Organisations Involving Volunteers

In order to enhance the volunteers' experience and comply with legislation and duty of care (name of organisation) will:

- interview and employ volunteer staff in accordance with anti discrimination and equal opportunity legislation;
- provide volunteer staff with orientation and training;
- provide volunteer staff with a healthy and safe workplace;
- provide appropriate and adequate insurance coverage for volunteer staff;
- not place volunteer staff in roles that were previously held by paid staff or have been identified as paid jobs;
- differentiate between paid and unpaid roles;
- define volunteer roles and develop clear job descriptions;
- provide appropriate levels of support and management for volunteer staff;
- provide volunteers with a copy of policies pertaining to volunteer staff;
- ensure volunteers are not required to take up additional work during industrial dispute or paid staff shortage;
- provide all staff with information on grievance and disciplinary policies and procedures;
- acknowledge the rights of volunteer staff;
- ensure that the work of volunteer staff complements but does not undermine the work of paid staff;
- offer volunteer staff the opportunity for professional development;
- reimburse volunteer staff for out of pocket expenses incurred on behalf of the organisation;
- treat volunteer staff as valuable team members, and advise them of the opportunities to participate in agency decisions; and
- acknowledge the contributions of volunteer staff.

