

NEIGHBOURHOOD HOUSES BARWON - VOLUNTEER MANAGEMENT TOOLKIT

"In the 18 years I've been here, I have met hundreds of participants – great people, which gives me the incentive to keep coming back. Not to mention, 3 days a week, has me interacting with people, which keeps the brain sharper (I hope). All in all, the centre has been very good for me and I hope I'm of help to them."

Helen, Volunteer Rosewall Neighbourhood Centre



Acknowledgements

The Barwon Network of Neighbourhood Centres would like to acknowledge the contribution by

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Aim of this Toolkit

This tool kit has been designed to assist Neighbourhood Houses to develop a Volunteer Management System to enable them to attract, manage and retain volunteers.

A documented volunteer system will help your Neighbourhood House with;

- attraction and recruitment of new volunteers
- recognition and retention of volunteers who feel satisfied and valued
- provide structure and support to existing volunteers, committee of management and staff
- mitigate and manage risks for your organisation and volunteers

What does this tool kit cover?



Using the Toolkit

This toolkit will provide useful information through a step by step approach to ensure that your Neighbourhood House has considered the right information in relation to volunteer management (legislative and best practice) and provide useful exercises and tools in planning and understanding your organisation volunteering needs and ensure success in building a strong and robust volunteer management system.

Stage 1 - Building the Foundations

In this stage you will look at planning, choosing and creating your own Volunteer Management System. Each Neighbourhood House is unique and so are their volunteers. Exercises and tools in this stage will help you map out the needs of your centre.

What is a Volunteer?

In general terms it is someone who is happy and willing to give up their time and expertise to assist other people without financial gain and for the betterment of the community.

What are the key differences between a volunteer and an employee?

Volunteers	Employees
<ul style="list-style-type: none">• Do not expect to be paid for their time and services• Are not bound by a contract of service or require an employment agreement• Are not entitled to payment for sick leave, annual and public holidays• Work days and hours set by agreement between volunteer and organisation	<ul style="list-style-type: none">• Expect to be paid for time and services• Require a signed employee agreement and have a contract of service relating to the Fair Work Act 2009 .• Are entitled to receive and be paid for sick leave, annual leave and public holidays• Work days and hours can be set by the organisation

Expectations for both volunteers and employees

- To be treated respectfully and equitably
- Be able to receive feedback and acknowledgement for work
- Be included and contribute to planning processes
- Demonstrate behaviour that reflects organisational values
- Contribute to creating a safe working environment for all
- Be given opportunities

What types of volunteers typically give their time to Neighbourhood Houses?

- **Community** (contribute to enhancing and providing opportunities to the community they live in).
- **Students** (placement opportunities to gain hands on practical experience in their field of study).
- **Corporate** (usually one off or bite sized volunteering to build the profile of organisations and companies, recognised time and benefits for the employee by organisation for volunteering).

Why Work for the Dole(WFTD) participants are not quintessentially volunteers and may be in a category of their own!

Volunteering Victoria released a position statement about work for the dole in February 2015 in the context of volunteering.

“We know that there are a range of benefits from traditional volunteering. However, we cannot assume that **mandatory** WFTD places will produce the same results for jobseekers. Volunteering Victoria is aware that there is some debate about the effectiveness of WFTD.

Before deciding to participate, we recommend that NFPs investigate and consider the evidence about WFTD outcomes for jobseekers. Some NFPs may decide that they cannot meet all the criteria required to ensure positive outcomes for job seekers. Others may decide there are better ways that they could support job seekers in their communities.

WFTD is different to traditional volunteering programs and (non-mandatory) mutual obligation arrangements. To avoid confusion when thinking or speaking about WFTD and to avoid damaging the volunteering ‘brand,’ we recommend not calling WFTD placements ‘volunteering’ and not calling WFTD job seekers ‘volunteers.’

Volunteering Victoria recommends to ensure that you don’t stigmatise participants in your Neighbourhood House who are under the Work For The Dole program that you could consider using an alternative term such as “Work Experience Placement”.

Decide if having volunteers is right for your Neighbourhood House

- What is your Neighbourhood House’s mission, vision, values and strategic goals?
- How does the use of volunteers fit within organisational vision, values and strategic goals?
- Who are they? Look at who is currently or might want to volunteer in your Neighbourhood House.
- What roles can they perform? What roles are performed by employees?
- How many volunteers would you need? What roles would they perform?
- Do we have the capabilities and the resources to induct, train and maintain volunteers?
- Who would support, lead and coordinate the volunteers?
- Do you need to consult with funders, committee, employees or members to decide to use volunteers?
- What legislation do you need to understand?

What do you need to develop to put a volunteer management system in place?

The successful use of volunteers relies on creating an **effective system to support and manage them**.

Developing a volunteer management system can be treated as a project, with a project leader and team members, a written plan, clear project goals and key tasks and steps that need to be completed.

Throughout this process keep your volunteers motivation and needs in mind as well as your organisations goals, need and values. This will prove valuable to your volunteer management system.

Here is where we will help you do it.....step by step.

Now let’s start preparing.....

Start Planning – Exercise 1

If you have current volunteers, include them in this process! They may be able to provide insights into what it's like to be a volunteer in your Neighbourhood House, the challenges and the strengths!

Plan how volunteers can contribute to your Neighbourhood House:

- Currently, is volunteering in your Neighbourhood House likely be attractive to potential volunteers?
- Why do you think they would like to volunteer?
- What do you think they would want to do and would that be satisfying to them?
- What would the organisation like them to do? Where do you need them the most?
- Can the roles be performed safely and successfully?
- What programs/activities do you currently run?

What do your current volunteers look like? – Exercise 2

This is an opportunity to look at the current picture and do a needs analysis for your neighbourhood house in terms of human resources!

- Map out your current volunteers
- Who is currently volunteering in your Neighbourhood House and what are they doing?
- Do they have volunteer position descriptions? If so are they up to date?
- Where are the gaps? Where are volunteers needed?
- What opportunities can you provide current volunteers?

Analyse your strengths, weaknesses, opportunities and strengths (SWOT analysis) refer to the SWOT tool attached to this toolkit ([Appendix A](#)) in the context of your ability to retain, attract and manage volunteers.

Involve your committee of management, staff and current volunteer pool in this process.

Your Committee of Management then need to decide whether working with volunteers is beneficial to the Neighbourhood House and that you have the resources and capability to develop, implement and maintain a volunteer management system effectively and successfully.

From the information gathered and analysed from the exercises above develop some brief organisational goals for volunteers and include areas such as;

- Who will lead this process?
- Who will contribute to this process?
- Who will establish and maintain the volunteer management system?
- Responsibility of agreed actions and timeframes?

You can record these goals in the template attached to this document ([Appendix B](#))

What do you need to know? What are your obligations to Volunteers?

National Standards for Volunteers (Volunteering Australia)

A framework for organisations to consider the role of volunteers within the organisation and the impact effective volunteer involvement can have on achieving the strategic goals and aims of the organisation.



Additional resources re the Volunteering National Standards can be found in [Appendix C](#)

Continued – What you need to know?

Child Safe Standards

The Child Safe Standards (8) require organisations that provide services for children to have recruitment and screening practices that reduce the risk of child abuse. To ensure compliance with the law your organisation must;

- ☐ Implement a child safety policy or statement
- ☐ Put in place strategies to promote participation and empowerment of children and their families
- ☐ Put in place a code of conduct that establishes clear expectations for appropriate behaviour with children
- ☐ Create embedded screening, supervision and training and other HR practices that reduce risk of child abuse
- ☐ Put in strategies for identifying, reducing or removing risk of child abuse
- ☐ Document strategies your organisation has employed to prevent child abuse.

Tools and resources have been developed by many organisations to assist the Neighbourhood House in embedding these standards into work practices and ensure that all staff and volunteers comprehend, acknowledge and operate within them.

Tools and resources are available on the <http://www.bnnc.net.au/> and form **Appendix D**

Working with Children's Check

The Working with Children's Check (WWC) assists in protecting children from sexual or physical harm by ensuring that people who work with or care for them are subject to a screening process. All volunteers within Neighbourhood Houses should complete a working with children's check volunteering screening process.

Checks for Volunteers are free and the application process can be done on line at <http://www.workingwithchildren.vic.gov.au/>

Criminal History Check

Volunteers should undertake a criminal history check as part of their volunteering screening process. This is to protect volunteers, the people they will be working with and the organisation.

Neighbourhood Houses work with vulnerable people such as children, asylum seekers, seniors or people with a disability.

Volunteers in some Neighbourhood Houses undertake duties relating to finance and have access to personal records of program participants, not undertaking this process with volunteers could expose your organisation, its members and participants to risks such as fraud, identity theft or worse. You have a duty of care to ensure you mitigate any risks.

Privacy and Confidentiality *Policy template available (Appendix E)*

To provide an effective and high-quality service and to maintain appropriate accountability, we must collect, store and sometimes share relevant personal information about our clients, staff and volunteers. It is important that we are consistent and careful in the way we manage what is written and said about a client, staff person or volunteer and how we decide who can see or hear this information.

Our clients, staff and volunteers have legislated rights to confidentiality and privacy, and to accessing their own records. It is essential that we protect and uphold these rights, and also that we act correctly in those circumstances where the right to confidentiality or privacy may be overridden by other considerations.

Conflict of Interest *Policy template available (Appendix F)*

Actions and decisions taken at all levels in Neighbourhood Houses need to be informed, objective and fair. A conflict of interest may affect the way a person acts, decisions they make, or the way they vote in group decisions. Conflicts of interest need to be identified and action taken to ensure that personal or individual interests do not affect the Neighbourhood Houses services, activities or decisions.

Code of Conduct *Policy template available (Appendix G)*

The Code of Conduct policy supports the Neighbourhood Houses Code of Ethics and is a practical document that states clearly how the Code of Ethics will be enacted in all that we do as individuals in a complex volunteer environment whilst at our work.

The Code of Conduct provides some clear guidelines and guarantees about how staff and volunteers conduct themselves whilst delivering activities and programs to their community.

Access and Inclusion *Policy template available (Appendix H)*

As community development organisation, Neighbourhood Houses aim to provide accessible and inclusive programs, activities and services that encourage and support people to participate socially, culturally and economically.

Adhering to the principles of community development Neighbourhood Houses are people-centred organisations based on human rights and social justice for all. Give all people opportunity to volunteer, work with them to tailor opportunities that benefit both Volunteer and the organisation.

Equal Opportunity *Policy template available (Appendix I)*

All volunteers are entitled to access employment, promotion, training on the basis of merit, and will be assessed on the basis of their skills, qualifications, abilities, prior work performance and aptitudes.

As an employer the Neighbourhood House will operate without any source of direct or indirect discrimination based on gender, marital status, (defined as being single, married, de-facto, widowed or divorced), pregnancy, parenthood, race (including colour, nationality, or ethnic origin), age, sexual preference, disability, religious or political conviction.

Paid staff, Committee members, students and volunteers are expected to take responsibility for behaving in fair and non-discriminatory ways themselves, and to actively discourage any form of discrimination they may encounter at the Neighbourhood House.

The Equal Opportunity Act is applicable to all staff - paid and unpaid.

Occupational Health and Safety *Policy template available (Appendix J)*

Your Neighbourhood House has a responsibility to provide a safe environment for all staff, clients, visitors and volunteers. This policy sets out responsibilities and processes for the organisation, staff and volunteers, in ensuring our organisation complies with state and federal safety legislation.

Policy and processes for a successful Volunteer Management System

Developing policies and process is integral to volunteers for your organisation. Policies provide boundaries and guidelines and set the expectations of the organisation taking into consideration the organisations vision, mission and values. It also helps your organisation to be compliant with legislation and requirements under funding agreement with potential funders.

Policy and Processes Checklist for a good Volunteer Management System

- ☐ Volunteer Selection Policy
- ☐ Volunteer Support Policy
- ☐ Child Safety Standards
Policy/Statement
- ☐ Privacy Policy
- ☐ Confidentiality Policy
- ☐ Conflict of Interest Policy
- ☐ Code of Conduct Policy
- ☐ Access and Inclusion Policy
- ☐ Equal Opportunity Policy
- ☐ Occupational Health and Safety Policy

Stage 2 - Finding and Selecting Your Volunteers

In this stage you will decide how you are going to find your volunteers with the skills that you need and who will enjoy working with your Neighbourhood House.

Finding suitable volunteers that would be a good fit between your organisation, available roles and volunteers can be a tough process.

This next stage will assist you in navigating;

- Identifying and defining roles for volunteers
- Assisting volunteers (potential and existing) to make realistic assessments of their interests in relation to the neighbourhood houses requirements
- Developing your volunteer advertising and selection processes
- Mandatory requirements

The advertising and selection process is the starting point to building your relationship with volunteers, so make a good impression; positively represent your organisation and its values.

Defining roles for Volunteers

Exercise 1 – review some of the work and decisions you made in Stage 1 about your organisation's motivation for using volunteers.

These questions may help you define your volunteer roles further and in more detail;

- Do we have any short term or one off projects, annual events or ongoing tasks?
- What do we need people to do? How many people will we need?
- What time (hours, days, weeks etc) is involved?
- What skills, experience, knowledge or attitudes do we need?
- Who will people report to? Who will be supporting them?
- Where will we find people who will enjoy our organisation and fulfilling these roles?

"I volunteer in reception, the tasks that I do are as follows:

- Answer phone, take messages if person isn't available
- Greet people as they come into the door, and assist if they need help
- Tick participants name in book showing they have turned up for an activity
- Write receipts for participants who have paid money for a course etc.
- Prepare rooms for a course or activity
- At end of the day add cash receipts for the day and balance cash tin
- Add participants name to the database
- Add names, times, activities from sign in book into a database
- Monthly stats for hours, courses, postcodes, course programs to know how many participants come into the centre, why and how long
- Change things on the website when they need to be changed
- Do various tasks if staff ask if I can help with anything

I get to learn new things and enjoy the challenges of trying to work out how to do things on the computer and it works out."

Dawn, Volunteer

You can map some of this thinking out in the Volunteer Role Mapping template (Appendix K).

Now you can get started on developing your position descriptions. Attached is an example of a template for a volunteer position description (Appendix L).

What motivates volunteers?

People have their own reasons for volunteering, volunteers come from a diverse range of backgrounds and cultures.

What would motivate you to volunteer? Some reasons why people volunteer are;

- Want to help others
- Utilise skills and knowledge
- To develop and learn
- For social interaction and connection – making new friends
- Gain experience and skills for employment
- Sense of achievement and feeling useful
- Having a lot of free time or want to give back to their community
- Have specific interest in an activity eg. Art, cooking, administration
- An expectation that volunteering will be rewarding, fun and fulfilling

It is good to consider and understand these motivations when advertising and recruiting volunteers, this will help you find the right person for the right position.

“Dawn is a very valuable member of Rosewall team whose skills grow daily with new tasks she has taken on. Her volunteering contributes greatly to our statistical data gathering, without which we wouldn’t be able to report accurately to our funding body, as well as inform the Committee accurately on the number of participants to our centre.

Dawn is also very handy with updating our website, something that we would not have time to do normally. Dawn is also very reliable, and always attends all the days she is timetabled for.

We really appreciate and thank Dawn for what she contributes to Rosewall operations and friendly atmosphere.

Deb, Coordinator Rosewall Neighbourhood Centre

Preparing to advertise

You can advertise and recruit volunteers in many different ways. Some of them are;

- Through word of mouth or conversation at the Neighbourhood House
- Advertising through volunteering organisations such as Volunteer Geelong/Volunteering Victoria
- Advertising through the Neighbourhood House newsletter and emailing members
- Creating and putting posters up in the Neighbourhood House
- Recruitment drive at annual and one off events
- Social media posts

Ensure you write your advertisement to gain interest and attract volunteers, you can still be professional but make this fun. Ensure you have;

- **A clear heading.** *“Volunteer art enthusiasts wanted don’t need to be experienced just need to love art”.....*
- **A brief statement about your organisations, who are you and what are you about? What will your volunteers achieve?** *“Neighbourhood Houses help people connect through fun programs and activities that enrich their lives and help combat social isolation”*
- **A clear and brief statement of the role and tasks.** *“This role will see you greet participants, organise art equipment, assist with organising the annual art show and art workshops throughout the year....”*
- **Help people imagine themselves in the Neighbourhood House undertaking this role, make essential requirements clear.** *“You will be needed one afternoon a week for 2 hours (Wednesday) and one off events where available. We would like a genuine commitment for at least 6 months to see out the last 2 terms of the year....”*
- **Describe the benefits of volunteering.** *“You will enjoy working with budding artists and assist them to be creative in their community. You will have opportunity to form lasting relationships with people who love art too.....”*
- **Be clear on how to apply.** *“If this position is for you or you would like more information please contact reception on telephone number XX or come in and see us to fill out an application form.*

Approach to selecting the right volunteers

A volunteer application form can;

- a) Help the volunteer understand any roles and expectations the organisation may have for volunteers
- b) Help you gain understanding of the needs and interests of potential volunteers

You can review and adapt the application form template to meet your needs (Appendix M)

If the volunteer applicant is not the right fit for the role or the Neighbourhood House ensure you follow up with a phone call or chat, provide the reasons why they aren't a good fit. Acknowledging applications is essential.

Respond to everyone who applies to be a volunteer in your organisation no matter what selection process you use. Thank people for their interest. Remember prompt, courteous and respectful responses help maintain a positive image and view of the Neighbourhood House in the community.

Making Contact

Advertise your position or help wanted advertisement through your newsletter, local volunteering organisation, newspaper or a poster in your centre, ensure you attach a position description

A person accessing the Neighbourhood House comes to the front desk to inquire about helping out

Having the conversation (formal/informal)

Field enquiries, set up a time to meet potential volunteers, you could be doing bulk recruitment or one on one.
Review applications in line with position descriptions, determine whether these applicants are suitable to the role you have advertised.

Make time to sit down with your potential volunteer, find out what they like, don't like? What kind of positions are available in the Neighbourhood House? Help them fill out an application form.

Follow up

Set up an interview time, talk through the role and expectations with your chosen volunteer, go through the induction list and introduce them to staff and volunteers

Set up a time to go through the induction list, explain their role, invite an experienced volunteer from your centre or volunteer coordinator to orientate your volunteer, introduce them around and make them feel welcome

If you are unsure if a position is suitable for a potential volunteer you could implement a **trial period** that allows both you and the volunteer to decide if that the role and its tasks are a good fit.

Tip - Trial periods work best if they are time framed; project, events or tasks that do not require too much prior training.

Stage 3 - Supporting Volunteers

In this stage we will help you to develop some structure to support your volunteers. This process is beneficial to the volunteer, but even more important to the organisation.

Some benefits could be;



Induction and training for volunteers

Providing induction and training to volunteers helps prepare them to contribute to your organisation. It's a way of welcoming new people into the Neighbourhood House and establishes a relationship of trust and safety. First impressions last.

You can use this process to ensure that volunteers understand your organisations purpose and activities and clear expectations about the role and tasks. Setting clear expectations is crucial for effective volunteer management, retention and creating good volunteer culture.

The induction process is the initial training that will help your volunteer get familiar with your Neighbourhood House and its role, purpose and values. Induction also covers critical information about the health and safety of the organisation and emergency and evacuation procedures.

If you don't already have a volunteer induction template refer to the example ([Appendix N](#))

Buddy support and shadowing

A buddy support does not play the role of a supervisor, but is an experienced volunteer that can provide support to assist new volunteers in settling into their role and the Neighbourhood House. A buddy system can add value to the volunteer management system as it can assist in build volunteer relationships and recognised experienced volunteers. A buddy can assist new volunteers with information, demonstrating tasks, provide guidance until the volunteer feels comfortable in their new role.

Refresher training

It is important for the Neighbourhood House to ensure all new and existing volunteers participate in refresher training in areas such as;

- Key health and safety information
- Evacuation procedures, to enable assistance to participants and visitors who may not be familiar with these procedures in an event an emergency occurs
- Identify hazards and risks and how to manage them
- First aid (if required) to ensure certification remains current

Other Important supports that you can put in place for volunteers

- Hold regular short meetings with all volunteers to discuss task, progress updates, development and training opportunities, discuss success and challenges and to contribute to improving programs and practices.
- Before work starts or an event, have a short brief meeting to clarify or delegate tasks and expectations. Ask for suggestions, let volunteers contribute to leading the process.
- Give clear instructions and ensure they are understood, make sure volunteers know that they can ask questions or seek assistance if they need to
- Support Volunteer Coordinators, buddies or experienced volunteers - provide clear and frequent positive encouragement and feedback at the end of their work period
- If you see a volunteer not performing effectively in their role, have a conversation (in a private room) and address it as soon as possible to identify any issues or training needs and clarify expectations of the role and its tasks. Where possible explain the reasons why tasks or processes maybe done in a particular way, context is important.

Quick Induction Checklist – Example of Content

- Provide an orientation checklist and manual
- Provide copies of current newsletters, annual reports and recent marketing / promotional material – include these in the **Orientation Manual**
- Provide a copy of the Neighbourhood House Model rules
- Enter the name, address and contact details of each volunteer into a data base.
- Gather and file copies of qualifications and accreditation certificates from each volunteer. – WWC Check, Police Check,
- Outline the roles and responsibilities of key volunteers and staff.
- Introduce the organisation's culture, history, aims, funding, members and decision making processes, relevant policies and procedures
- Introduce key volunteers and/or staff.
- Detail the roles, responsibilities and accountabilities of the volunteer in their new position.
- Familiarise volunteers with facilities, equipment and resources.
- Explain and walk through emergency and evacuation procedures.
- Familiarise volunteers with the organisations day-to-day operations and any policy and procedures that will be relevant to their role.

Volunteer Stories

Hi my name is Helen Watson; I have been a volunteer at Rosewall since 2000. I'm mostly an old school person, so although I don't do computer, there are many other interesting things to do here.

Such as-well, I'm best at doing manual work; therefore, I'm happy to keep our small kitchen spick and span. Filling stocks wherever needed. I also go shopping if needed, vacuuming if someone is away perhaps, doing a weekly wash on Thursday, for the small kitchen and café, tea towels, aprons etc.

I also help in reception by greeting, assisting participants, marking them off in folder that they have attended for the day. Writing receipts and handling money. Balancing cash at the end of the day. And helping staff where possible.

In the 18 years I've been here, I have met hundreds of participants – great people, which it gives me the incentive to keep coming back. Not to mention, 3 days a week, has me interacting with people, which keeps the brain sharper (I hope).

All in all, the centre has been very good for me and I hope I'm of help to them.

Helen, Volunteer, Rosewall Community Centre

Stage 4 - Recognising and retaining volunteers

In this stage we identify why it is important to recognise volunteers. Volunteers need to feel like volunteering at the Neighbourhood House is worthwhile. Reviewing, supporting and recognising their contribution contributes to volunteers remaining satisfied in their roles.

When volunteers are supported they are likely to feel more engaged, productive, do a good job and stay.

Volunteers also need to feel informed, keep them regularly updated:

- upcoming events
- new projects and funding and programs
- purpose and plans
- significant changes before they occur
- new events
- successes (overall not just areas relating to their role)

This will contribute to maintain their connection and interest in the centre and may also lead to new training and development opportunities for volunteer, which in turn will strengthen your Neighbourhood House ability to retain volunteers.

Managing volunteers

To ensure being a volunteer in the Neighbourhood House is fulfilling and attractive you need to;

- Provide roles or tasks that are satisfying to your volunteers.
- Match interests, needs skills and task with the right volunteer (best fit approach).
- Show the impact of their volunteering on the success of the Neighbourhood House's work.
- Ensure effective supportive leaderships and supervision (buddy system, volunteer coordinators).
- Build and maintain positive and healthy relationships between volunteers and staff.
- Always share the purpose and value of the Neighbourhood Houses work.
- Provide sufficient training from the start and throughout a volunteer's life cycle, ensure people have the adequate tools to effectively perform in their role and feel good about it.
- Provide regular feedback and review, this allows people opportunity to grow and to contribute to improving their role or program they are contributing to.
- Value volunteers, recognise and reward them.

Recognising and Rewarding Volunteers

Recognising and rewarding volunteers is a key component in the effective management of human resources and is vital in the retention of Neighbourhood House volunteers.

There are some key considerations and approaches to recognising and rewarding volunteers. In terms of equity, it is important to keep records and to know why volunteers are being recognised (i.e. length of service) or rewarded (i.e. going beyond the call of duty).

Recognition stems from genuinely valuing your volunteers and their efforts within the Neighbourhood House.

The list provides a number of widely used recognition and reward ideas.

- Creating a welcoming environment.
- Arranging discounts at local community shops or restaurants.
- Sending a welcome letter when volunteers are first recruited.
- Awarding life memberships.
- Including volunteers on organisational charts.
- Reimbursing out-of-pocket expenses.
- Offering personal praise to the volunteer while on the job.
- Holding social events in honour of volunteers.
- Writing letters and postcards of thanks.
- Acknowledging efforts during committee meetings.
- Writing letters of reference and including details of service.
- Farewelling people when they move on.
- Giving identification pins, badges, shirts or caps.
- Providing meal and petrol vouchers.
- Acknowledging volunteers in Neighbourhood House newsletter.
- Arranging for free or discounted use of facilities.
- Presenting volunteer awards at the Annual General Meeting. (example Appendix O)
- Asking volunteers to contribute ideas and listening to them
- Giving complimentary tickets to special events and functions.
- Funding professional development courses, conferences and seminars.
- Presenting awards for 1,3,5,10,15 and more years of service.

Volunteer retention

Volunteer retention is an essential component of the human resource management approach to managing volunteers. Retention is about putting into place a series of processes and procedures that foster a sense of organisational commitment among volunteers.

Identifying and implementing training and development programs develops the skills and confidence levels of volunteers.

To assist this process Neighbourhood Houses can consider developing:

- A Volunteer Co-ordinator position.
- Performance appraisals for volunteers or regular review meetings, you can refer the NH Professional Supervision Framework (Appendix P) and the Performance Management procedure for NHs (Appendix Q)
- Keeping records to ensure that volunteers are recognised and rewarded for their effort.

Questions you may ask volunteers at regular review meetings

- Are you enjoying your role? What do you enjoy most? Least? Why?
- What do you feel you have learnt over the past 6months?
- How would you describe your contribution to the role and the Neighbourhood House?
- What do you feel you have achieved?
- What support have you received in the last six months of your role?
- What aspects have you found difficult?
- How can we support you better?
- Is there an support or training you believe you need?
- Are there any other tasks you would like to do or learn about?
- Do you feel valued as a volunteer? What has contributed to this?

Review meetings should not be used to discuss and raise concerns with performance that has not been previously discussed. Concerns should be dealt with as soon as they arise to give them the opportunity to improve. A review process is valuable for;

- Creating a safe controlled environment for volunteers to give genuine and honest feedback and to feel important and valued by the Neighbourhood House
- Opportunity for the Neighbourhood House to identify and improve on the Volunteer Management System
- Contribute to improving programs and operation of the Neighbourhood House providing a better environment for participants
- Gain perspective and identify key improvements for individual volunteers

When Volunteers leave or cease volunteering

Understanding why volunteers want to work in your Neighbourhood House and how they feel about volunteering will help you refine and tailor your Volunteer Management System.

Volunteers are a valuable resource. So collecting information to support the retention of volunteers is important. You can capture that information through;

- During the selection and induction processes, listen and record how the organisation can satisfy volunteers reasons for volunteering.
- Annually survey volunteers and gather their feedback, use this to contribute to your strategic and annually planning to ensure you include their views in the organisations goals and objectives
- Include them in continuous improvement processes
- Upon exiting your organisation as a volunteer, use an exit interview process to gain insight to improving your Volunteer Management System.

If a volunteer is leaving, they do not need to give you any notice but it is advisable that you have put systems in place to recover any items such as keys, uniforms and access cards immediately from the volunteer. You will also need to ensure any access to computers, accounting systems or banking information are ceased upon notice.

Depending on circumstances, you may like to provide your volunteer with a letter or Certificate of Service detailing their contribution to your Neighbourhood House.

Appendices

All the tools you will need to assist you with your Volunteer Management System

Appendix - A	SWOT Analysis (template)
Appendix - B	Organisational Goals for Volunteers (template)
Appendix - C	Volunteering Australia National Standards for Volunteer Involvement Guide
Appendix - D	Child Safety Standards Policy/Statement and resources
Appendix - E	Privacy Policy (template)
Appendix - F	Conflict of Interest Policy (template)
Appendix - G	Code of Conduct (template)
Appendix - H	Access and Inclusion Policy (template)
Appendix - I	Equal Opportunity Policy (template)
Appendix - J	Occupational Health and Safety Policy (template)
Appendix - K	Volunteer Role Mapping (template)
Appendix - L	Volunteer Position Description (example)
Appendix - M	Volunteer Application Form (example)
Appendix - N	Volunteer Induction (template)
Appendix - O	Volunteer Certificate – Spring Creek Neighbourhood Centre (example)
Appendix - P	Professional Supervision Framework, Volunteer Supervision Agreement (template)
Appendix - Q	Performance Management Procedures (template)
Appendix - R	Volunteer Handbook (example)