



tarinimari / Mount Roland

photo by Jean Henderson

Volunteer Management Toolkit

Kentish Community



This toolkit contains example templates and tips for coordinators/managers of volunteers to help guide your volunteer management. These should be implemented in conjunction with best practice volunteer management. Volunteering Tasmania [workshops and training](#) and [the National Standard for Volunteer Involvement](#) can assist and guide best practice volunteer management.

This toolkit does not replace any legal obligations your organisation has. We recommend further consultation with appropriate and relevant authorities, as required for your circumstances.

A [Creative Commons License](#) applies to all content in this toolkit



This license enables reusers to distribute, remix, adapt, and build upon the material in any medium or format for non-commercial purposes only, and only so long as attribution is given to the creator. If you remix, adapt, or build upon the material, you must license the modified material under identical terms. CC BY-NC-SA includes the following elements:

-  BY: credit must be given to the creator.
-  NC: Only non-commercial uses of the work are permitted.
-  SA: Adaptations must be shared under the same terms.



Contents

Overview of the **volunteer management cycle**

Planning

- Position description template
- Committee/board member position description examples
- President
- Vice president
- Secretary
- Treasurer
- Board member

Recruitment

- Writing an effective volunteer advertisement
- How to attract volunteers – ideas

Selection and screening

- Example interview questions

Induction and training

- Example volunteer agreement
- Example induction plan
- Example volunteer induction checklist

Performance and support

- Example Policy and Procedure Checklist
- Example volunteer code of conduct
- Example code of ethics for managers of volunteers
- Example grievance form
- Involving volunteers from migrant backgrounds – Tip Sheet
- Exiting volunteers
- Succession planning

Recognition

- Volunteer recognition ideas



Other useful tips:

Mission (purpose) & vision statements

- [Mission & vision statement tips](#)

Grant writing

- [Grant writing tips](#)

[Links to additional resources](#)



Volunteer management cycle

FOR VOLUNTEER-INVOLVING ORGANISATIONS

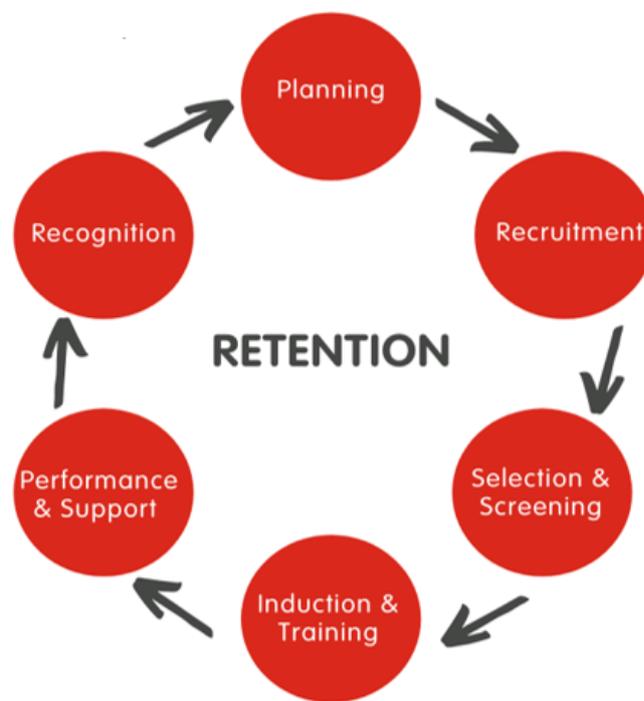
Planning

This stage is all about creating interesting and engaging position descriptions for your volunteer roles.

What is a position description?

The position description outlines duties, tasks and activities involved within each volunteering role. It should include:

- Position title
- Key tasks and responsibilities
- Who the volunteer reports to
- Where the position is located
- The time commitment and frequency of attendance
- Training and support
- Benefits of volunteering (out-of-pocket expense reimbursement, professional development, etc.).



Recruitment

Maintaining your volunteer pool can be challenging – people come, and people go. You will find that your organisation needs to recruit replacement volunteers.

Recruitment involves identifying sources of suitable candidates for volunteer positions and understanding how best to approach these sources.

The following tools will assist in recruiting volunteers.

Writing an advertisement

When preparing to advertise the position to potential volunteers, you need to factor in:

- Statement of need: Is there a problem?
- Solution: Can this job help solve it?
- Fears/questions: Will I be capable of helping?
- Benefits: What's in it for me?
- Contact point: How do I get involved?

Make sure you tell people more about the need than about logistics. Potential volunteers will first decide whether the organisation is worth volunteering for, then decide if they can fit it into their schedule.



Selection and screening

Interview all potential volunteers, aiming to match each person to the right role. Generally, it is the volunteer manager who conducts interviews with potential volunteers.

Identify the potential volunteer's skills, abilities, interests, wishes and availability to the responsibilities and tasks of the role. This is an important step in getting the right person for the organisation and getting the job done. Sometimes this involves creating or adapting a role for the right person! A person with the right attitude and skill set can often bring new ways of achieving goals.

After the interview, record the information gathered, reflect on this information, and carry out any follow-up, as required. All confidential information should be stored securely. Keep the prospective volunteer updated with the outcome of their recruitment process.

Reference checks and compliance checks are likely to be required prior to appointment with the organisation, just as for employed staff.

Upon appointment, provide the volunteer with a Volunteer Agreement which outlines the key points of what the volunteer and the organisation can expect from each other. This agreement should reference the relevant position description and should be signed by both parties.

Induction and training

The induction process supports new volunteers to take up their role as quickly and effectively as possible. It should:

- outline what the volunteer will do in the first couple of weeks and over the first three months, to help them understand their volunteer role
- include orientation of the volunteer to the organisation and workplace, personal introductions to all team members, and showing them where to find things.

Remember: induction is a vital step in retaining your volunteers. It is not merely giving them a heap of policies to read and acknowledge.

An induction package should include:

- Organisational chart
- Organisation information – contacts, trade hours, security access information
- Relevant policies and procedures
- Code of conduct
- Workplace benefits – tea, coffee, volunteer thank you events, etc.

Performance and support

Volunteer managers are generally mentors to volunteers, coaching them along the way, supporting them to make the most of their volunteering opportunity by:



- Helping build self-confidence
- Offering ideas and suggestions
- Leading by example – teaching new ways/approaches
- Sharing knowledge
- Identifying expectations of performance
- Advising on behaviours and attitudes
- Managing performance (formal and informal)

Helpful support can be the following:

- Sharing work, challenges, fears, ideas
- Letting them know they are on the right track
- Having open communication
- Making time to provide support – being accessible and available
- Knowing when to step in or hold back
- Offering a chance to clarify ideas and stages of work

Performance challenges may arise when:

- the volunteer role is unclear
- the volunteer contribution is not recognised
- the volunteer isn't aware that they are not performing as expected
- the manager/support person does not take the time required to listen to volunteers
- there is no opportunity for training and development
- a person doesn't adapt well or cope well with change
- a person doesn't have the skill or knowledge in how to do the job
- the resources/equipment are not provided to complete the role.

Recognition

Recognising the contribution of volunteers is an essential part of volunteer management. Recognition should be timely and meaningful to the volunteer – celebratory occasions like National Volunteer Week, International Volunteer Day, Christmas, New Year, or the organisation's founding date/birthday are often a great time to host an event or a thank you activity for volunteers.

Be mindful that some volunteers are comfortable with public recognition, whereas some volunteers avoid publicity and would prefer personal thanks.

Following best practice assists with overall retention of volunteers. Some volunteers can give longer periods of time, whereas some may only be able to provide a short timeframe. Two key things that help retain volunteers are:

- matching a volunteer's availability to the role requirement
- being flexible around volunteer commitments



Position description template

Position title:	
Reports to:	
Location:	

Description of project/purpose of assignment:
Outline of volunteer's responsibilities or list of tasks:
Outcomes/goals:
Training and support plan:
Reporting:
Time commitment:
Qualifications and experience needed:
Benefits:

Date developed:	Signed:
Date reviewed:	Signed:



Example position description

Organisation:

Location:

Role: Board President

Classification: Volunteer

Conditions: Three year term in accordance with the Constitution

Position objective

The organisation's principal governing body is the Board. The powers of the Board are detailed in the constitution.

The Board operates as a Board of Governance, at a strategic level, with operational management being the responsibility of the CEO.

All Board Members are required to comply with legal duties*, relevant legislation, financial requirements, regulations, standards, codes and the organisation policies and procedures.

*Legal Duties include:

1. the duty to act in good faith in the best interests of the organisation and for a proper purpose
2. the duty to act with reasonable care, skill and diligence
3. the duty not to misuse information or position
4. the duty to disclose and manage conflicts of interest

For more information, visit: [Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)

Position description

The President:

- Directs the activities of the organisation in accordance with the legal duties of the Board, constitution, policies, and procedures to achieve its stated objectives.
- Shall be the Chairperson of the board.
- May convene special meetings of the Board and meetings of sub committees.
- Conducts regular meetings using formal meeting procedures to ensure there is effective participation and decision making so that objectives can be achieved, and the will of the majority is ascertained.
- Consults with the Board Secretary and/or CEO to set meeting agendas.
- Liaises with the Executive and Board to ensure all business of the organisation is carried out in accordance with the organisation's constitution, policies and procedures, strategic plan, annual plan, agreements, and grant deeds.



- Is the conduit between the Board and the CEO.
- Develops an effective working relationship with all Board Members, the CEO, and mentors the CEO.
- Supports the CEO in the development of the strategic and annual plan for the organisation.
- Leads the Board in the approval of budgets and business plans for good governance.
- Leads the Board in the creation, renewal and approval of the constitution, new policies and procedures for good governance.
- Uses the annual policy review schedule to ensure the organisation's policies, procedures and plans are upheld and updated accordingly.
- Leads the Board in the creation, review, and approval of position descriptions for the board and CEO.
- Works with the Board to conduct the annual performance appraisal for the CEO.
- Leads the Board to ensure planning and budgeting for the future is carried out in a financially responsible manner and in accordance with the wishes of the members.
- Provides and presents a Presidents Report at the Annual General Meeting.
- Ensures that the Secretary properly keeps the minutes and that a quorum is present for all meetings.
- Acts as a signatory for financial and legal matters.

Volunteer responsibilities and expectations

The Board represents the organisation. A Board Member's conduct whilst performing this role will reflect upon the reputation of the organisation. Board Members are expected to follow organisational policies and procedures, including the code of conduct.

Board Members are expected to attend scheduled Board Meetings and come prepared by reading all board papers and information provided ahead of the meeting.

The procedure to fill board vacancies is as follows:

The President must be a member of the Board who is voted in at the AGM.

Qualifications, knowledge and skills

- Knowledge of the organisation.
- Well-developed governance skills.
- Understanding of processes of working with not for profit organisations.
- Knowledge and experience in human resources.
- Competency of information communication technology (ICT).
- Well-developed leadership skills.
- Well-developed written, oral, and interpersonal skills with the ability to communicate effectively with a wide range of people.
- Ability to be self-motivated, positive, enthusiastic, and highly organised.



- Ability to work within the organisation policies and procedures.
- Demonstrated ability to respond appropriately to the changing needs of an organisation.



Example position description

Organisation:

Location:

Role: Board Vice President

Classification: Volunteer

Conditions: Three year term in accordance with the Constitution

Position objective

The organisation's principal governing body is the Board. The powers of the Board are detailed in the constitution.

The Board operates as a Board of Governance, at a strategic level, with operational management being the responsibility of the CEO.

All Board Members are required to comply with legal duties*, relevant legislation, financial requirements, regulations, standards, codes and the organisation policies and procedures.

*Legal Duties include:

1. the duty to act in good faith in the best interests of the organisation and for a proper purpose
2. the duty to act with reasonable care, skill and diligence
3. the duty not to misuse information or position
4. the duty to disclose and manage conflicts of interest

For more information, visit: [Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)

Position description

The Vice President:

- Supports the President.
- Assumes the duties and has the authority of the President (listed below) in the absence of the President:
 - Directs the activities of the organisation in accordance with the legal duties of the Board, constitution, policies, and procedures to achieve its stated objectives.
 - Shall be the Chairperson of the board.
 - May convene special meetings of the Board and meetings of sub committees.
 - Conducts regular meetings using formal meeting procedures to ensure there is effective participation and decision making so that objectives can be achieved, and the will of the majority is ascertained.
 - Consults with the Board Secretary and/or CEO to set meeting agendas.



- Liaises with the Executive and Board to ensure all business of the organisation is carried out in accordance with the organisation's constitution, policies and procedures, strategic plan, annual plan, agreements, and grant deeds.
 - Is the conduit between the Board and the CEO.
 - Develops an effective working relationship with all Board Members, the CEO, and mentors the CEO.
 - Supports the CEO in the development of the strategic and annual plan for the organisation.
 - Leads the Board in the approval of budgets and business plans for good governance.
 - Leads the Board in the creation, renewal and approval of the constitution, new policies and procedures for good governance.
 - Uses the annual policy review schedule to ensure the organisation's policies, procedures and plans are upheld and updated accordingly.
 - Leads the Board in the creation, review, and approval of position descriptions for the board and CEO.
 - Works with the Board to conduct the annual performance appraisal for the CEO.
 - Leads the Board to ensure planning and budgeting for the future is carried out in a financially responsible manner and in accordance with the wishes of the members.
 - Provides and presents a Presidents Report at the Annual General Meeting.
 - Ensures that the Secretary properly keeps the minutes and that a quorum is present for all meetings.
 - Acts as a signatory for financial and legal matters.
-

Volunteer responsibilities and expectations

The Board represents the organisation. A Board Member's conduct whilst performing this role will reflect upon the reputation of the organisation. Board Members are expected to follow organisational policies and procedures, including the code of conduct.

Board Members are expected to attend scheduled Board Meetings and come prepared by reading all board papers and information provided ahead of the meeting.

The procedure to fill board vacancies is as follows:

The Vice President must be a member of the Board who is voted in at the AGM.

Qualifications, knowledge and skills

- Knowledge of the organisation.
- Well-developed governance skills.
- Understanding of processes of working with not for profit organisations.
- Knowledge and experience in human resources.
- Competency of information communication technology (ICT).
- Well-developed leadership skills.



- Well-developed written, oral, and interpersonal skills with the ability to communicate effectively with a wide range of people.
- Ability to be self-motivated, positive, enthusiastic, and highly organised.
- Ability to work within the organisation policies and procedures.
- Demonstrated ability to respond appropriately to the changing needs of an organisation.



Example position description

Organisation:

Location:

Role: Board Secretary

Classification: Volunteer

Conditions: Three year term in accordance with the Constitution

Position objective

The organisation's principal governing body is the Board. The powers of the Board are detailed in the constitution.

The Board operates as a Board of Governance, at a strategic level, with operational management being the responsibility of the CEO.

All Board Members are required to comply with legal duties*, relevant legislation, financial requirements, regulations, standards, codes and the organisation policies and procedures.

*Legal Duties include:

1. the duty to act in good faith in the best interests of the organisation and for a proper purpose
2. the duty to act with reasonable care, skill and diligence
3. the duty not to misuse information or position
4. the duty to disclose and manage conflicts of interest

For more information, visit: [Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)

Position description

The Secretary:

- Consults with the President and CEO to convene meetings as required by the constitution and set meeting agendas.
- Conducts the correspondence of the Board.
- Records accurate minutes of meetings including motions and the reasons for decisions.
- Monitor records of Board resolutions and completions of actions arising from meetings.
- Maintains an action register.
- Prepares, reads, and ensures minutes of all meetings and correspondence are provided to the CEO for filing.
- Keeps attendance of Board Members at each meeting.
- Distributes in a timely manner minutes, administration documents and other correspondence as deemed necessary by the Executive and the Board.



- Supports the activities of the organisation in accordance with the constitution, policies, and procedures to achieve its stated objectives.
 - Supports the President to conduct regular meetings using formal meeting procedures to ensure there is effective participation and decision making so that objectives can be achieved, and the will of the majority ascertained.
 - Liaises with the Executive and Board to ensure all business of the organisation is carried out in accordance with the organisation's constitution, policies and procedures, strategic plan, and annual plan.
 - Develops an effective working relationship with all Board Members and the CEO.
 - Works with the Board to conduct the annual performance appraisal for the CEO.
 - Works with the Board in the approval of budgets and business plans for good governance.
 - Works with the Board in the creation, renewal and approval of the constitution, new policies, and procedures for good governance.
 - Uses annual policy review schedule to ensure the organisation policies, procedures and plans are upheld and updated accordingly.
 - Works with the Board in the creation, review, and approval of position descriptions for the board and CEO.
 - Works with the Board to ensure planning and budgeting for the future is carried out in a financially responsible manner and in accordance with the wishes of the members.
-

Volunteer responsibilities and expectations

The Board represents the organisation. A Board Member's conduct whilst performing this role will reflect upon the reputation of the organisation. Board Members are expected to follow organisational policies and procedures, including the code of conduct.

Board Members are expected to attend scheduled Board Meetings and come prepared by reading all board papers and information provided ahead of the meeting.

The procedure to fill board vacancies is as follows:

The Secretary must be a member of the Board who is voted in at the AGM.

Qualifications, knowledge and skills

- Knowledge of the organisation.
- Well-developed governance skills.
- Understanding of processes of working with not for profit organisations.
- Knowledge and experience in human resources.
- Competency of information communication technology (ICT).
- Well-developed leadership skills.
- Well-developed written, oral, and interpersonal skills with the ability to communicate effectively with a wide range of people.
- Ability to be self-motivated, positive, enthusiastic, and highly organised.



- Ability to work within the organisation policies and procedures.
- Demonstrated ability to respond appropriately to the changing needs of an organisation.



Example position description

Organisation:

Location:

Role: Board Treasurer

Classification: Volunteer

Conditions: Three year term in accordance with the Constitution

Position objective

The organisation's principal governing body is the Board. The powers of the Board are detailed in the constitution.

The Board operates as a Board of Governance, at a strategic level, with operational management being the responsibility of the CEO.

All Board Members are required to comply with legal duties*, relevant legislation, financial requirements, regulations, standards, codes and the organisation policies and procedures.

*Legal Duties include:

1. the duty to act in good faith in the best interests of the organisation and for a proper purpose
2. the duty to act with reasonable care, skill and diligence
3. the duty not to misuse information or position
4. the duty to disclose and manage conflicts of interest

For more information, visit: [Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)

Position description

The Treasurer:

- Is a signing authority for financial and legal purposes.
- Consults and discusses with the President, CEO and Financial Manager to interpret and enable clear reporting of financial reports for meetings.
- Provides CEO with a Treasurers Report to be circulated prior to Board Meetings.
- Liaises with the CEO on all financial matters.
- Facilitates budget discussions with the Board.
- Addresses questions raised by the Board or will seek answers from the CEO or Financial Manager and report back to the Board.
- Maintains regular contact with CEO regarding the organisations financial position.
- Provides financial advice to the Board.
- Works with CEO and Financial Manager in preparation of annual budget.



- Delivers and signs the audited statement at the Annual General Meeting.
 - Supports the activities of the organisation in accordance with the constitution, policies, and procedures to achieve its stated objectives.
 - Liaises with the Executive and Board to ensure all business of the organisation is carried out in accordance with the organisation's constitution, policies and procedures, strategic plan, annual plan, agreement, and all other grant deeds.
 - Develops an effective working relationship with all Board Members and the CEO.
 - Works with the Board to conduct the annual performance appraisal for the CEO.
 - Works with the Board in the approval of budgets and business plans for good governance.
 - Works with the Board in the creation, renewal and approval of the constitution, new policies, and procedures for good governance.
 - Uses annual policy review schedule to ensure the organisations policies, procedures and plans are upheld and updated accordingly.
 - Works with the Board in the creation, review, and approval of position descriptions for the Board and CEO.
 - Works with the Board to ensure planning and budgeting for the future is carried out in a financially responsible manner and in accordance with the wishes of the members.
-

Volunteer responsibilities and expectations

The Board represents the organisation. A Board Member's conduct whilst performing this role will reflect upon the reputation of the organisation. Board Members are expected to follow organisational policies and procedures, including the code of conduct.

Board Members are expected to attend scheduled Board Meetings and come prepared by reading all board papers and information provided ahead of the meeting.

The procedure to fill board vacancies is as follows:

The Treasurer must be a member of the Board, voted in at the AGM.

Qualifications, knowledge and skills

- Knowledge of the organisation.
- Well-developed governance and financial management skills.
- Understanding of processes of working with not for profit organisations.
- Knowledge and experience in human resources.
- Competency of information communication technology (ICT).
- Well-developed leadership skills.
- Well-developed written, oral, and interpersonal skills with the ability to communicate effectively with a wide range of people.
- Ability to be self-motivated, positive, enthusiastic, and highly organised.
- Ability to work within the organisation policies and procedures.
- Demonstrated ability to respond appropriately to the changing needs of an organisation.



Example position description

Organisation:

Location:

Role: Board Member

Classification: Volunteer

Conditions: Three year term in accordance with the Constitution

Position objective

The organisation's principal governing body is the Board. The powers of the Board are detailed in the constitution.

The Board operates as a Board of Governance, at a strategic level, with operational management being the responsibility of the CEO.

All Board Members are required to comply with legal duties*, relevant legislation, financial requirements, regulations, standards, codes and the organisation policies and procedures.

*Legal Duties include:

1. the duty to act in good faith in the best interests of the organisation and for a proper purpose
2. the duty to act with reasonable care, skill and diligence
3. the duty not to misuse information or position
4. the duty to disclose and manage conflicts of interest

For more information, visit: [Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)

Position description

A Board Member:

- Supports the activities of the organisation in accordance with the constitution, policies, and procedures to achieve its stated objectives.
- Liaises with the Executive and Board to ensure all business of the organisation is carried out in accordance with the organisation's constitution, policies and procedures, strategic plan, annual plan, agreement, and all other grant deeds.
- Develops an effective working relationship with all Board Members and the CEO.
- Works with the Board to conduct the annual performance appraisal for the CEO.
- Works with the Board in the approval of budgets and business plans for good governance.



- Works with the Board in the creation, renewal and approval of the constitution, new policies, and procedures for good governance.
 - Uses annual policy review schedule to ensure the organisations policies, procedures and plans are upheld and updated accordingly.
 - Works with the Board in the creation, review, and approval of position descriptions for the Board and CEO.
 - Works with the Board to ensure planning and budgeting for the future is carried out in a financially responsible manner and in accordance with the wishes of the members.
-

Volunteer responsibilities and expectations

The Board represents the organisation. A Board Member's conduct whilst performing this role will reflect upon the reputation of the organisation. Board Members are expected to follow organisational policies and procedures, including the code of conduct.

Board Members are expected to attend scheduled Board Meetings and come prepared by reading all board papers and information provided ahead of the meeting.

The procedure to fill board vacancy is as follows:

- The nomination must be made in writing and provided to the Public Officer before the AGM.
 - The nominee provides a resume detailing skills and interests that would benefit the objects of the organisation.
 - The nominee is committed to the objects of the organisation.
 - The nominee provides two professional referees.
 - The nominee has no conflict of interest, as deemed suitable by the majority of the Board.
 - The nominee fulfills organisational requirements to obtain all compliance checks.
-

Qualifications, knowledge and skills

- Knowledge of the organisation.
- Understanding of good governance.
- Understanding of processes of working with not for profit organisations.
- Knowledge and experience in human resources.
- Competency of information communication technology (ICT).
- Well-developed leadership skills.
- Well-developed written, oral, and interpersonal skills with the ability to communicate effectively with a wide range of people.
- Ability to be self-motivated, positive, enthusiastic, and highly organised.
- Ability to work within the organisation policies and procedures.
- Demonstrated ability to respond appropriately to the changing needs of an organisation.



Writing an effective volunteer advertisement¹

When advertising a volunteer role on social media, your website or in the newspaper, simply writing out what the volunteer position involves isn't always enough to grab a potential volunteer's attention. For every volunteer position you are advertising for, use these tips to help write an attention-grabbing and engaging advertisement.

Keep it short

- Keep your adverts short and to the point. Have an eye-catching title. The longer your advert looks, the less likely people will be to read it.

Use clear language

- Use simple plain English.
- Check for any errors.

Explain the position

- Outline the key tasks involved in the position to give people an idea of what they will be doing.
- If needed, outline any necessary skills, qualifications or checks needed.

What is the impact?

- Say why the role is important to the organisation/group.
- What impact it will have on your members/users.

The benefits

- What benefits will the volunteer get from the role.
- It doesn't matter how big or small the benefit might be, if there's something the volunteer gets in return, be sure to mention it.

How to apply

- Now somebody is sold on the position, they need to know what to do next. Include contact information and the best time to get in touch.

NB: Consider using phrases such as 'get involved' or 'can you help out?', instead of 'volunteer'.



Volunteer recruitment | How to attract volunteers

Tips and ideas to get more volunteers for your organisation or group

Focus on your target

- Keep the focus on your organisation, its mission (purpose), and the benefits of volunteering with you.
- What values and needs do your potential volunteers want from your organisation?

What incentives do you offer?

- Volunteers need a reason to give their time and energy to your organisation. Recognise volunteer work and show how their work makes a difference to someone else or to the community.
- What can people gain by giving their time to your organisation? For example: learning new skills, opportunities to meet others, pathways to employment, etc.
- When you advertise, let people know what these are.

Be memorable

- Spread information about your organisation widely, your mission statement (purpose) and what you do. Make it something people remember.
- Be active in your community. Consider partnering with others for events, open days, etc.
- Build and promote a respectful and positive working environment for everyone.
- Consider having branded gear (e.g. pens, t-shirts, caps) with your logo on it.

Use current volunteers

- Who better to tell about the volunteer experience than the volunteers?
- What networks, friends or family do your current volunteers have?
- Bring a friend day or have a morning tea so people can learn about your organisation.

Get creative

- Use a range of ways to promote your work, including social media.
- Create a fun recruitment video to use on social channels.
- Brainstorm ideas with your current volunteers and see if they can help.

For more information, visit:

<https://volunteering.freshdesk.com/support/solutions/articles/51000295379-recruiting-volunteers>



Example volunteer interview questions

Name:	
Role:	
Question	Comment
Why do you want to volunteer? What attracts you to volunteering at this organisation?	
Tell me a little bit about yourself and some of your interests and hobbies.	
Have you volunteered before? If yes, where and for how long? What was your favourite thing about the role?	
Is there anything that would restrict you from undertaking certain activities?	
What days are you available to volunteer? How many hours a day/week would you like to volunteer?	
What is important to you when volunteering?	
Is there anything else you would like to know about us or the position?	

Interviewer's name/s:	
Date:	



Example volunteer agreement

Volunteers are an essential and valued part of our organisation. We hope you enjoy volunteering with us.

This Agreement is between the organisation and _____
(print name)

Commencement date:				
Program or area:				
Position:				
Commitment:		hours per week for a period of		months
Assignment period:	From:			To:
Assignment review:				
Supervisor:				

This agreement tells you what you can expect from us, and what we expect from you. We aim to be flexible, so please let us know if you would like to make any changes and we will do our best to accommodate them.

The Organisation will:

- Introduce you to how the organisation works and your role within it.
- Provide any training you need to undertake your role.
- Provide regular meetings with a main point of contact so that you can provide feedback and ask questions.
- Give you an opportunity to participate in relevant decision-making processes.
- Respect your skills, dignity, and individual wishes and to do our best to meet them.
- Reimburse you for authorised out-of-pocket expenses.
- Consult with you and keep you informed of possible changes within the organisation.
- Provide you with Volunteer Personal Accident Insurance
- Provide a safe and harmonious working environment.
- Provide an anonymous complaints mechanism, if required.



As a Volunteer, I _____, agree to:
(print name)

- Abide by the Organisation Code of Conduct and other policies and procedures, including confidentiality and IT usage policies.
- Work reliably and in accordance with my Position Description.
- Advise my supervisor whenever I am unavailable or unable to carry out any specified duties.
- Follow rules and procedures, including work, health and safety and working with vulnerable people requirements.
- Undertake training or evaluation as required and discuss any variation of duties or the desire to move to other tasks with my supervisor.
- Observe confidentiality and privacy laws and not disclose any information, contracts, documents, resources or personal details to any third party whilst I am volunteering or at any time thereafter unless required to do so by law.

Volunteer signature:		Date:	
Supervisor signature:		Date:	

Note: this Agreement is made in good faith only and is not intended to be a legally binding agreement.



Example induction plan

Day 1 (Shift 1)	
Tasks	Outcomes
Day 2 (Shift 2)	
Tasks	Outcomes
Day 3 (Shift 3)	
Tasks	Outcomes



Example induction checklist

This checklist is used to support inducting new volunteers. You may need to adapt the induction to meet the learning needs of volunteers. This checklist will be used to ensure all required elements are addressed.

Volunteer's details:

First name:		Surname:	
--------------------	--	-----------------	--

The new volunteer has been introduced to:

- Management
- Immediate supervisor
- Other team members
- Assigned buddy (if applicable)

The new volunteer was shown:

- Their workspace
- Around the workplace
- Available parking
- The kitchen and amenities
- Where to secure valuables
- Location of equipment and supplies
- Location of keys/access cards
- Location of the first aid kit
- Location of and how to complete the Incident Register
- Location of the WH&S information
- Where and how to use the phone system, computers, printers and photocopiers



The new volunteer has been provided with:

- A copy of the Volunteer Handbook
- Details of their role and responsibilities
- The organisation's values and purpose
- Access to additional organisational resources such as brochures and intranet

The new volunteer has had the following procedures explained to them:

- Privacy and confidentiality
- Grievance
- Evacuation
- Code of conduct and disciplinary

The new volunteer has completed a volunteer registration form

Induction completed by:

First name:		Surname:	
Position:			
Signature:			

Inductee's signature:	
------------------------------	--

Date commenced:		Date concluded:	
------------------------	--	------------------------	--



Example policy and procedure checklist

Your organisation could consider implementing policies on the following topics to guide workplace interactions and behaviour:

- Governance
- Ethics and Code of Conduct
- Work Health and Safety
- Volunteer Conditions
- Communications and Marketing
- Grievance and Disputes
- Fraud and Financial Management
- Privacy and Confidentiality
- ICT Usage
- Diversity and Equality
- Alcohol and Other Drugs
- Child Protection
- Risk Management
- Feedback and Complaints
- Harassment and Bullying
- Honorarium and Reimbursement
- Acceptance of Gifts and Benefits
- Conflicts of Interest
- Working with Vulnerable People/Groups
- Incident Reporting
- Data Breaches
- Whistleblowers

As above, this list is not exhaustive and does not replace the need for your organisation to seek specific legal, insurance or risk advice about the policies and procedures you need to have in place. There may be templates available that can be adapted by your organisation.

For further information: [Developing Policies and Procedures: \(freshdesk.com\)](https://www.freshdesk.com)



Example volunteer code of conduct

Name: _____

Date: _____

By choosing to volunteer with (insert organisations name), I agree to:

- Follow all rules and guidelines as outlined by the volunteer-involving organisation, the volunteer position description, organisational policies, and this agreement.
- Always act in a way that upholds the integrity of the volunteer-involving organisation.
- Keep any information that is obtained about the organisation and/or clients of the confidential.
- Be on time for scheduled volunteer shifts or contact my supervisor before my agreed shift if unable to make it.
- Openly communicate with the volunteer-involving organisation as requested.
- Inform the volunteer-involving organisation of any difficulties or areas of concern that may arise in the volunteer role.
- Never consume alcohol, tobacco, or controlled substances before or during a volunteer shift.
- Notify the volunteer-involving organisation if I have any changes in address, phone number, or relevant personal circumstances.

I agree to follow all the above stipulations.

(Signature)

(Date)



Example code of ethics for managers of volunteers

Name: _____

Date: _____

As a manager of volunteers, I will:

- Agree to the definition of volunteering
- Uphold and work with the *National Standards for Volunteer Involvement*
- Promote good practice volunteer management in their organisation
- Ensure that their organisation has a written policy on volunteer involvement
- Ensure that the volunteer policy is implemented and adhered to
- Ensure that the rights of volunteers are protected
- Value the worth and work of volunteers in positive and tangible ways
- Promote the broader volunteer movement
- Not replace paid staff with volunteers
- Not deploy volunteers in under-resourced program areas
- Not deploy volunteers in positions vacated through industrial dispute
- Work in a manner that demonstrates that all staff are valued equally
- Observe duty of care requirements
- Value and respect the role of managers of volunteers
- Work to enhance and develop the role of managers of volunteers
- Work to ensure that volunteering services are adequately resourced
- Practice and observe high standards of confidentiality

I agree to follow all the above stipulations.

(Signature)

(Date)



Example grievance form

Volunteer name	Date form submitted
Volunteer contact (email/phone)	
Details of grievance and lead up to	
Date, time, location of event	Witness (if applicable)
Account of event	Violations
Provide a detailed account of the occurrence. Include the name(s) of any additional persons involved.	Provide a list of any policies, procedures or guidelines you believe have been violated in the event described.
Proposed solution	

Please keep a copy of this form for your own records. As the grievant, please sign below to indicate that the information you have included on this form is an accurate and truthful account.

Signatures	
Volunteer signature	Date
Received by: (Print name and signature)	Date



Involving volunteers from migrant backgrounds

Volunteering allows newly arrived migrants to participate in the social and economic life of their broader community. This has many benefits to the individual, as well as to the community.

This tip sheet gives information to support Volunteer Involving Organisations (VIOs) be more accessible and inclusive when engaging volunteers from migrant backgrounds.

Barriers faced by volunteers from a migrant background include:

- Poor understanding of the meaning and benefits of volunteering in Tasmania.
- Uncertainty about how to start volunteering.
- Inaccessible and non-inclusive volunteering programs.
- Low levels of digital literacy and English language.
- Lack of resources and supports in languages other than English.
- Overly complicated administrative processes.
- Regulatory requirements e.g. Australian drivers licence, Working with Vulnerable People registration and Police Check.

Barriers for a VIO engaging with volunteers from a migrant background include:

- Language and communication challenges.
- Not feeling confident with cultural awareness and competency
- Supporting resources unavailable e.g. interpreter services, translated documents.
- Unconscious bias or discrimination.
- Additional time and resources required for onboarding, ongoing support etc.

Tips for reducing barriers to volunteering:

Increasing diversity within a Volunteer Involving Organisation by engaging volunteers from migrant backgrounds can have a positive impact on the culture within an organisation. You might want to:

- Review your policies with a diversity, equity and inclusion lens.
- Review all documentation for plain English, consider including images to assist communication.
- Be flexible with the types and times of volunteering opportunities you offer.
- Minimise administration and paperwork.
- Provide a welcoming, well-supported and easy first experience.
- Ensure promotional images used by your organisation are diverse and representative of the community.
- Undertake cultural awareness training, there are many online options or engage with organisations like Migrant Resource Centres or Citizen Tasmania.
- Learn from other VIOs who have successfully engaged with migrant volunteers.



- Provide a buddy, perhaps an existing volunteer from same culture or just to enable more one-on-one support.
- Engage directly with multicultural community groups to promote your volunteering opportunities.
- Be clear and transparent about your organisation's needs, and allow a safe space for your volunteers to also express their needs.

Where can VIOs get more information?

View our **Let's talk Cultural Inclusion in Volunteering** videos and discussion guide [here](#).

Volunteering Tasmania

t: (03) 6231 5550

e: team@volunteeringtas.org.au

w: www.volunteeringtas.org.au

Migrant Resource Centre Tasmania

t: 6221 0999

e: reception@mrctas.org.au

w: www.mrctas.org.au

26TEN – Adult Literacy and Numeracy

t: 1300 00 2610

e: email@26ten.tas.gov.au

w: www.26ten.tas.gov.au

Migrant Resource Centre North

t: 1800 672 586

e: admin@mrcltn.org.au

w: www.mrcltn.org.au

Citizen Tasmania

e: contact@citizentas.org.au

w: www.citizentas.org.au



Exiting volunteers

Many volunteering roles have a natural life cycle and volunteers leave for a variety of reasons. We know in most cases, volunteers leave for positive reasons such as interstate moves and gaining paid employment.

Sometimes there may be an underperformance or personnel issue with a volunteer that may require ending their relationship with your organisation. Having exit processes in place will enable your organisation to provide a respectful end to any volunteer relationship, irrespective of the circumstances.

Alignment with the National Standards for Volunteer Involvement

National Standard 5: *Support and Development* discusses changes to volunteer involvement, including the need for fair and transparent procedures for ending the involvement of a volunteer.

Useful resource: [Volunteer Management Guide for Non-profits | Not-for-profit Law \(nfplaw.org.au\)](https://www.nfplaw.org.au)

When a volunteer decides to leave

Volunteers come and go for many reasons and mostly, a volunteer leaving is a time to celebrate the volunteer's contributions to the program and organisation.

Make sure to provide each volunteer with the opportunity to provide feedback that may assist the organisation's programs, going forward.

Having an exit procedure in place ensures that you remove any access to organisational systems and platforms once the volunteer has moved on. This is similar to how you would manage a paid staff member leaving.

Sometimes volunteers may indicate a desire to leave but be open to suggestions for staying. If your organisation is interested in retaining the volunteer, invest in understanding the reasons the volunteer is wishing to leave and see if there is anything you can do to address the reasons given.

Reasons for ending the volunteer relationship

There may be times when your organisation may need to end a volunteer's engagement.

Some reasons may be:

- There is no need for their services (e.g., when a program ends).
- The volunteer isn't performing the agreed tasks.



- The volunteer is not volunteering within the scope of their role, creating a risk for the organisation.
- The volunteer is breaching policies or procedures.
- The volunteer is bullying or harassing other volunteers or paid staff.
- The volunteer's conduct is unacceptable.
- The volunteer has done something unlawful.

Be as fair and transparent as possible when working towards ending the volunteer relationship. Volunteers have the moral right to fair grievance procedures, however, they do not legally have standing under unfair dismissal laws.

While there is no legal obligation to engage in due process, it is advised you follow a best practice approach.

Your organisation is legally responsible for the conduct of your volunteers, so any serious issue/s need to be managed quickly and in alignment with the law.

Tips and ideas from the sector

- Keep an eye on the morale of your other volunteers and ensure they are supported during this period. Some volunteers have a big influence on workplace culture.
- It's important to have a clear process to work with, including a grievance procedure.
- Utilise support during this period / peer support / Employee Assistance Program (EAP).
- Ensure clear, transparent and empathetic communication – reflect on how you communicate and how it might be received. It is important that the volunteer knows their role is ending, rather than just fading out / having an abrupt end.
- Elderly volunteers can sometimes become a work health and safety concern. Work shadowing can not only assist this but can help with succession planning.
- Look at ways you can thank the volunteer. Write them a letter, hold a celebration, provide them with a plaque of appreciation.
- It is important to ask how the volunteer how they would like to be celebrated (just like when we recognise volunteers). Sometimes they may not want a public celebration.



Succession planning

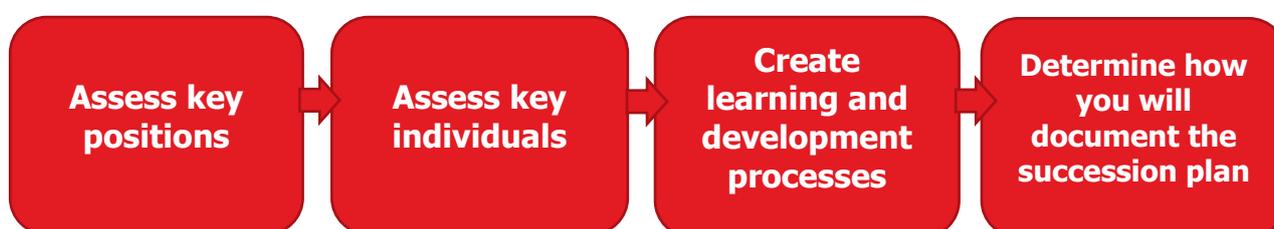
Succession planning is planning for when a person who currently holds a key position or important skills, moves on or is no longer available.

Succession planning is also about retaining current volunteers as well as engaging new volunteers and sharing skills and corporate knowledge.

Be proactive around succession planning, you never know what is ahead.

Identify what roles can have a succession plan in place, and ones that cannot.

Include your volunteers in this succession planning conversation, and reduce the fear around being replaced – succession planning isn't about this.



When following the best practice volunteer management framework:

- Be proactive around succession planning.
- Begin the volunteer journey with the end in mind.





Tips and ideas from the sector

- Be proactive in finding the right person for the role.
- Time well spent in your succession planning at the beginning will pay off in the end.
- Have an up-to-date position description for the role.
- Be flexible in your review of the role and volunteer requirements. Leave room for the new volunteer to bring their sense of identity to the role (as appropriate). Look at ways to make this more accessible.
- Find ways to involve the outgoing volunteer in the succession planning process where appropriate. Some people can end up feeling trapped when they are not able to see a replacement.
- Ensure processes for the role are recorded, including passwords for computer programs, subscriptions, social media accounts, etc.
- Regular knowledge sharing helps with succession planning. Find ways for team members to share what tasks or projects they are currently working on. i.e., during regular team meetings, through toolkits/manuals, task lists, procedures, policies, sharing contacts and knowledge. Look at ways to incentivise this.
- Encourage the volunteer to create informal videos i.e., YouTube how-to clips, instructional videos, snapshots of how work is undertaken, steps involved, infographics, etc.
- Ensure saving of resources and documents to organisational systems and files, not to individual computers. Encourage consistent file naming conventions for ease of finding information.
- Job sharing, work shadowing and having others fulfill the role in an acting capacity during leave period etc. can be successful succession planning activities.
- For committees, assistant committee roles provide a clear succession planning pathway.



Volunteer recognition ideas

Remember: Listening to and getting to know your volunteers will help in understanding how or if they want to be recognised.

Formal ideas to recognise your volunteers

- Certificates of thanks or acknowledgement
- Newspaper article/profile
- Volunteer of the week/month
- Thank you event or activity
- Website article
- Award nomination
- Public poster of achievement
- Acknowledgment in annual report
- Social media
- CEO recognition
- Radio interview
- Short video/YouTube clip
- Gifts or vouchers to local businesses, e.g. cafes

Informal ideas to recognise your volunteers

- Notice boards with names, photos, feedback/client appreciation comments
- Coffee and treats or an informal morning tea
- Thank you notes, cards or emails
- Birthday cards
- Verbal appreciation
- Voucher
- Letter

Other ideas

- Branded merchandise
- Offer training or paid work

For more ideas: <https://volunteeringaustralia.org/wp-content/uploads/VA-Managers-101-Ways-to-Recognise-Your-Volunteers.pdf>



Mission (purpose) and vision statement tips

One of the most important volunteer recruitment strategies for organisations is to have a strong mission and/or vision statement. This will enable the organisation to share and explain its **purpose**.

Mission and vision statements

Mission statement	Vision statement
Describes what the organisation does - its purpose and overall intent.	Outlines what the organisation would like to achieve or accomplish in the future (long term)

Example:

Our mission: Enabling people to offer their skills and time to build stronger, more active communities.

Our vision: Building strong communities through volunteering.

Some tips to create statements:

- Work with others in your organisation to get feedback and brainstorm possible mission statement ideas
- Keep it short and simple
- Use words that show others what your organisation is about – who you are, your goals, and why you do the work you do
- Review and change your statement as your organisation grows
- Use your mission/vision statement in your marketing, communications and attracting volunteers



Grant writing tips

1. Check your organisation or group is eligible to apply.

To check, read the grant guidelines carefully.

Does your project or activity meet the grant guidelines?

2. Check the start and closing date for applications.

Remember to note the actual time it closes on the date as these can vary and are not always at close of business or midnight.

3. Check the submission process.

For example, do you need to submit it online, via email and/or can you send or deliver a hard copy? If submitting online, allow additional time to lodge your application in preparation for technical delays.

4. Prepare your application.

Key questions to consider when writing your application:

What	What do you want to achieve? (outputs and outcomes)
Why	Detail the reasons and purpose of the resources
Who	Who is it for? How will they benefit? Who is involved? (inside and outside your organisation)
Where	Where is it taking place? (community, organisations, stakeholders, etc.)
When	When will it start, finish and the overall timeframe?
How	How will you achieve your goals? (activities, methods, project plan, budget)
Title	What will you call (name) your project?
	What documents or evidence will you need to include?

5. How much will your project or activity cost?

Seek any quotes you may need. Consider what your organisation will contribute to in-kind costs, including volunteer contributions. (Note: volunteer labour is normally calculated at \$25 per hour). Remember to keep your costs realistic and do not inflate.

6. Consider any risks.

You may be asked to provide a risk assessment or risk management plan. Risks can be both internal and external and can relate to human resources, financial, management, operational. Stakeholder, compliance, economic/political, or other risk.

7. Other funding.

What other funding sources are available that match with your planned projects and activities?



Links to additional resources

[Volunteering Tasmania – For Organisations, Resources](#)

[National Knowledge Base](#)

[National Standards for Volunteer Involvement - Volunteering Australia](#)

[Managing Volunteers | Not-for-profit Law \(nfplaw.org.au\)](#)

[Engaging and working with youth volunteers guide](#)

[Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)

[Screening checks \(Tas\) \(nfplaw.org.au\)](#)

[Institute of Community Directors Australia \(ICDA\) | Policy Bank](#)

[Resources | Digital Ready](#)

[Plain English Checklist](#)